



IDEV

Independent Development Evaluation  
Évaluation indépendante du développement

# Kenya: Evaluation of the African Development Bank's Country Strategy and Program (2014-2023)

## Final Inception Report

April 2023

*ADE*



AFRICAN DEVELOPMENT BANK GROUP

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## List of Acronyms

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ACP	Africa, Caribbean, and Pacific
ADE	Aide à la Décision Economique
ADF	African Development Fund
AECOM	Architecture, Engineering, Construction, Operations, and Management
AFFPF	African Emergency Food Production Facility
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
AGTF	Africa Growing Together Fund
AIDS	Acquired Immunodeficiency Syndrome
APVD	Approved
ART	Antiretroviral Therapy
ASAL	Arid and Semi-Arid Lands
ASM	Artisanal and Small Scale
BKBY	Buy Kenya Build Kenya
BTI	Bertelsmann Stiftung's Transformation Index
BTOR	Bank Back to Office Reports
CADP	County Annual Development Plans
CBK	Central Bank of Kenya
CFRA	Country Fiduciary Risk Assessment
CFTA	Continental Free Trade Area
CIDP	County Integrated Development Plans
CLSD	Closed
CNBC	Consumer News and Business Channel
COMESA	Common Market for Eastern and Southern Africa
COMP	Completed
COVID	Coronavirus disease 2019
CPI	Corruption Perception Index
CPPMD	Central Planning and Project Monitoring Department
CPPR	Country Portfolio Performance Reviews
CPR	Country Portfolio Review
CSO	Civil Society Organisations
CSP	Country Strategy Paper
CSPE	Country Strategy Paper Evaluation
DAC	Development Assistance Committee
DFI	Development Finance Institutions
DK	Don't Know
DP	Development Partner
DPG	Development Partners Group
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
EARC	Eastern Africa Resource Centre
ECI	Economic Complexity Index
EEZ	Exclusive Economic Zone

EN	English
EPIP	Evaluation des Politiques et des Institutions des Pays
EQ	Evaluation Question
ESQ	Evaluation Sub-Question
EU	European Union
FAO	Food and Agriculture Organisation
FAPA	Fund for African Private Sector Assistance
FDI	Foreign Direct Investment
FGD	Focus Group Discussions
FGM	Female Genital Mutilation
FIFC	Financial Control
FIMS	Fisheries Information Management System
FO	Financial Officer
FSR	Financial Stability Report
GAFSP	Global Agriculture and Food Security Programme
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GESIP	Green Economy Strategy and Implementation Plan
GHG	Green House Emissions
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoK	Government of Kenya
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HQ	Head Quarters
IATSS	International Association of Traffic and Safety Sciences
ICC	International Criminal Court
ICT	Information and Communication Technologies
IDEV	Independent Development Evaluation
IEA	International Energy Agency
IFAD	International Fund for Agricultural Development
IFS	International Financial Institutions
IGAD	Intergovernmental Agency on Development
ILO	International Labour Organisation
IMF	International Monetary Fund
IPP	Independent Power Producer
KCM	Kenya Chamber of Mines
KDHS	Kenya Demographic and Health Survey
KEPSA	Kenya Private Sector Alliance
KETRACO	Kenya Electricity Transmission Co.
KII	Key Informant Interview
KITP	Kenya Industrial Transformation Programme
KMRC	Kenya Mortgage Refinance Company
KNBS	Kenya National Bureau of Statistics
KNCCI	Kenya National Chamber of Commerce and Industry
KNES	Kenya Electrification Strategy
KPLC	Kenya Power
KRA	Kenya Revenue Authority
LAPSSET	Lamu Port South Sudan Ethiopia Transport Corridor

LCPDP	Least Cost Power Development Plan
LCU	Local Currency Unit
LMIC	Lower Middle-Income Country
LOC	Line of Credit
LSM	Large-Scale Mining
MIC	Middle Income Country
MOEP	Ministry of Energy and Petroleum
MSME	Micro, Small and Medium-Enterprises
MTEF	Medium-Term Expenditure Framework
MTP	Medium Term Plans
MUS	Monetary Unit Sampling
MW	MegaWhatt
NARIGP	National Agriculture and Rural Inclusive Growth Project
NCBA	National Commercial Bank of Africa
NCIP	Northern Corridor Integration Projects
NDI	National Democratic Institute
NEA	National Employment Authority
NEET	Not in Employment, Education or Training
NGO	Non-governmental Organization
NIDA	National Irrigation Development Authority
NIFC	Nairobi International Financial Centre
NITA	National Industrial Training Authority
NLP	Natural Language Processing
NSE	Nairobi Securities Exchange
NSO	Non-Sovereign Operations
NWRMA	National Resources Management Authority
ODA	Official Development Assistance
OEC	Observatory of Economic Complexity
OECD	Organization for Economic Cooperation and Development
PAR	Project Appraisal Reports
PCR	Project Completion Report
PCREN	Project Completion Report Evaluation Note
PPP	Public-Private Partnerships
PRA	Project Result Assessment
PRG	Partial Risk Guarantees
PWD	Persons with Disabilities
RDC	Democratic Republic of the Congo
RDGE	East Africa Regional Development
RISP	Regional Integration Strategy Papers
RMIP	Records Management Improvement Programme
RPA	Risk Participation Agreement
SACCO	Savings and Credit Cooperatives
SDG	Sustainable Development Goals
SDI	State Department for Industry
SGR	Standard Gauge Railway
SIVAP	Small-Scale Irrigation and Value Addition Project
SME	Small and Medium-sized Enterprises
SNDR	Development Impact and Results Department

SNFI	Department of Trust Services, Financial Management, Inspection, Procurement Policy
SNOQ	Quality Assurance Division
TA	Technical Assistance
TAF	Technical Assistance Fund
TDB	Trade and Development Bank
TFLOC	Trade Finance Line of Credit
TFP	Technical and Financial Partner
ToR	Terms of Reference
TVET	Technical Vocation Education and Training
UA	Unit of Account
UK	United Kingdom
UN	United Nations
UNAIDS	Joint United Nations Programme for HIV/AIDS
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
US	United States
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank
WITS	World Integrated Trade Solutions
WTO	World Trade Organisation



# Acknowledgments

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# 1. Introduction

This Inception Report outlines the focuses of the country strategy and program evaluation (CSPE) for Kenya (2014-2023). In its 2022 work program, IDEV planned to undertake this CSPE to assess the contribution of the Bank to Kenya’s development. The current Country Strategy Paper (CSP) will end in 2023. Thus, this CSPE will be timely to inform the design of the next country program cycle (2024-2028).

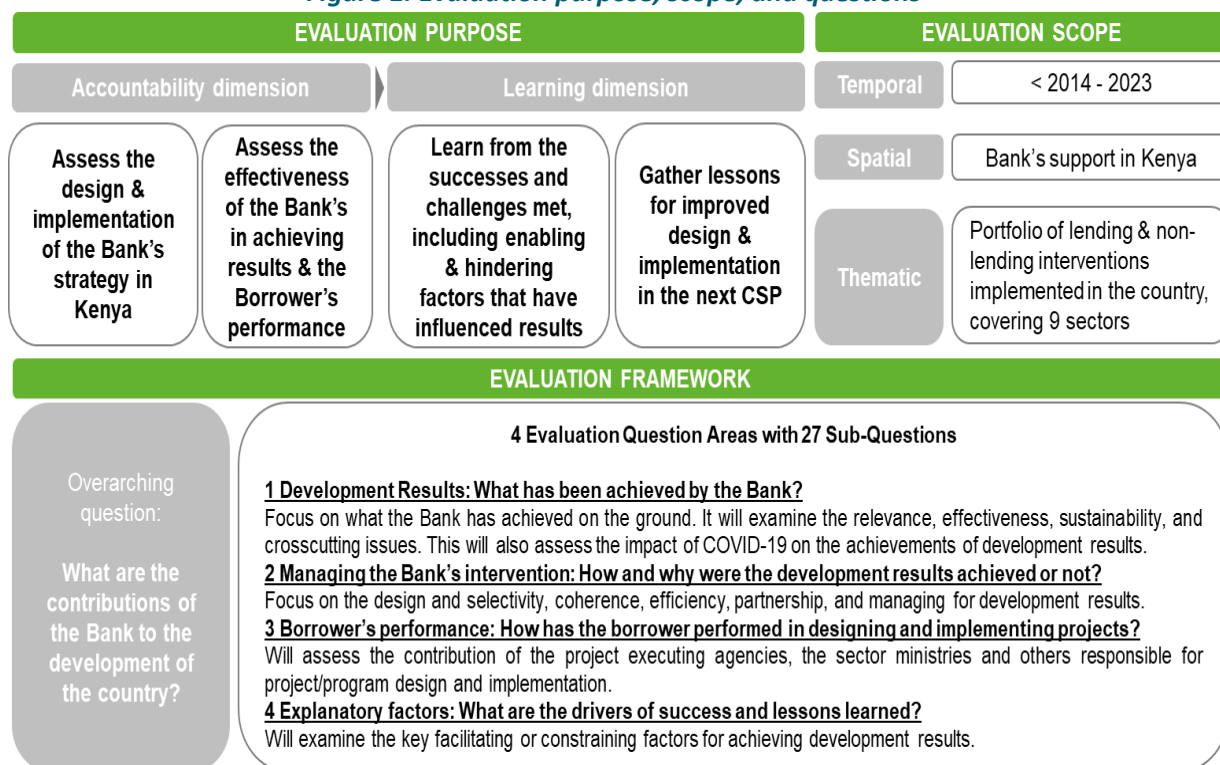
## 1.1. Objectives and scope of the evaluation

The evaluation focuses on how the Bank’s assistance was designed and implemented, and the extent to which the lending and non-lending support identified and implemented under the Kenya Country Strategy Papers (CSPs) have produced results and contributed to national development.

The purpose of the evaluation is to inform the design of the next country strategy (2024-2028) through drawing lessons and proposing recommendations for improving the new strategy. The evaluation includes the following objectives:

1. Assess the contribution of the Bank to the development results of the country.
2. Identify what works or not for the programmes and why, including enabling and hindering factors.
3. Provide lessons and recommendations for future CSP, programmes and projects.

*Figure 1. Evaluation purpose, scope, and questions*



The evaluation has both **accountability** and **learning** objectives:

- **Accountability:** the evaluation will assess and report on the results achieved in the context of the two CSP cycles.
- **Learning:** the evaluation presents an opportunity to learn from past experiences with the ultimate objective of improving the Bank’s assistance to Kenya in the context of the upcoming CSP cycle.

The evaluation will cover a **portfolio of 47 projects (implemented through 71 operations)**, distributed among eight sectors: i) water and sanitation; ii) transport; iii) social; iv) power; v) multisector; vi)

finance; vii) environment, and viii) agriculture. However, in practice, the social sector is sub-divided in the two distinct sub-sectors of Health and Technical Vocation Education and Training (TVET). These interventions are framed by two Country Strategy Papers, CSP 2014-2018 and CSP 2019-2023, and are being completed or in course of implementation during the 2014-2023 period, together with non-lending activities (Bank's analytical work, advisory services, policy dialogue, capacity development, and partnership development and aid coordination). Furthermore, projects that were approved before 2014 and completed during the evaluation period will also be considered in analysing the effectiveness and sustainability of development results.

## 2. Context and Challenges in Kenya

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### 2.1. Overview

Located in the Eastern Africa Region, the Republic of Kenya is among the ten largest economies by Gross Domestic Product (GDP) in Africa (BTI, 2022). With 53 million people, Kenya is one of the fastest-growing economies in the region, characterised by a strong private sector and an advanced human capital base. In 2021, Kenya's GDP was over USD 110 billion, ranking second in East Africa, just behind Ethiopia (GDP of USD111 billion). A vast majority of the population is rural, and only 28% of Kenyans live in urban areas. The capital city, Nairobi, located in the South-central part of the country, as well as cities like Mombasa – on the coast – and Kisumu, represent a large part of the country's urban population (World Bank, 2022a). In 2014, Kenya transitioned from a low-income country to a lower middle-income country (LMIC) by World Bank standards (World Bank, 2022b).

However, Kenya's GDP per capita was approximately USD 2,069 in 2021, together with a Gini coefficient of 0.408, last measured in 2015 (World Bank data). Although the Gini coefficient depicts moderate levels of inequality, it has significant negative impacts on Kenya's development (World Bank, 2015). In terms of the spatial aspect of inequality in Kenya, there are significant disparities in income and wealth distribution between different regions of the country. Urban areas tend to have higher levels of economic development and more opportunities for employment and education, while rural areas often have limited access to basic services such as healthcare and education, and higher rates of poverty. Sectoral inequality is also a significant issue in Kenya and inequalities can reach very high levels in arid and semi-arid lands. The country's economy is heavily dependent on agriculture. However, the agricultural sector tends to be less productive and less profitable than other sectors such as manufacturing and services. In addition, Kenya's public debt has been a major issue in recent years, as the country has experienced a significant increase in its debt levels, leading to concerns about its sustainability and impact on the economy (Shifa, 2017).

According to data from the Central Bank of Kenya, the country's total public debt stood at approximately USD 71 billion as of September 2021. The increase in debt has been driven by a combination of factors, including large infrastructure projects, budget deficits, and external borrowing. In addition, the COVID-19 pandemic has further increased the country's debt levels as the government borrowed to finance stimulus packages and other emergency measures. The high levels of public debt have raised concerns about the country's ability to service its debt obligations and maintain fiscal sustainability (Njoroge, 2021).

In regard of its governance, Kenya has a complex system that is characterized by a centralized government and a devolved system of government, which was introduced in 2010. The devolved system improved service delivery at the local level and promoted citizen participation in decision-making. However, there are concerns that the system has also led to duplication of roles and responsibilities, as well as increased corruption at the county level.

Corruption is a significant challenge in Kenya, and it has been identified as a key factor hindering economic growth and development. The country has been ranked poorly in various corruption indices, including the Corruption Perceptions Index (CPI) by Transparency International. According to the 2022 CPI Kenya's score was 32 out of 100 (with 0 being highly corrupt and 100 being very clean). This score ranked Kenya 165th out of 180 countries and territories assessed in the report (Transparency International, 2023). In addition to the CPI in the 2022, the World Justice Project's Rule of Law Index, which includes a measure of "Absence of Corruption" in its assessment of the rule of law in a country, ranked Kenya 104 out of 140 countries assessed. (World Justice Project, 2022)

Therefore, corruption is present in both the public and private sectors, and it manifests in various forms, including bribery, embezzlement, and fraud. The government has taken various measures to address corruption, including the establishment of the Ethics and Anti-Corruption Commission (EACC) and the adoption of the Public Finance Management Act, which seeks to promote transparency and

accountability in the management of public finances. However, there are concerns that these measures have not been effective in curbing corruption, and there have been cases of high-profile corruption scandals involving senior government officials (Duri, 2021).

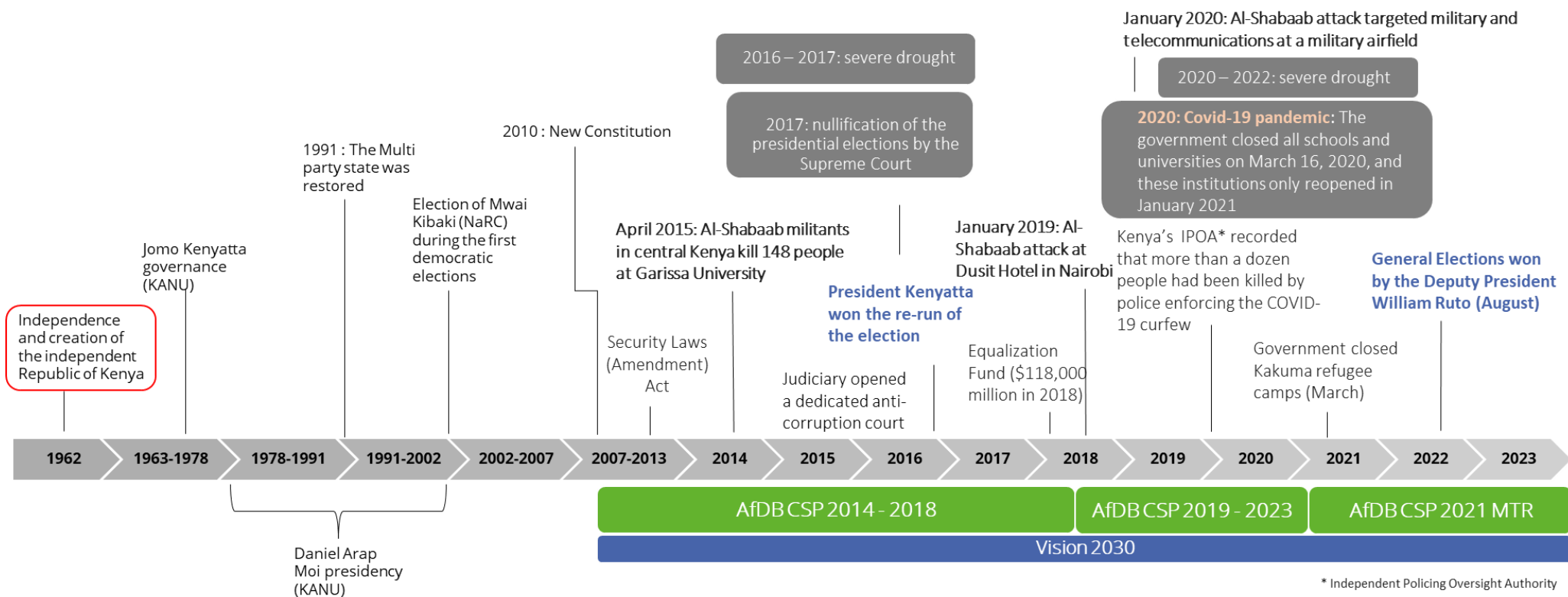
The two following figures present an overview of the geographical characteristics of Kenya as well as a timeline of key events in the country since its independence.

Figure 2. Map of Kenya



Source: [Encyclopædia Britannica, Inc.](https://www.britannica.com)

Figure 3. Timeline of CSPs and key political events in Kenya 1962-2023



\* Independent Policing Oversight Authority

Source: ADE (2023)

## 2.2. Political context

Kenya has a rich political history characterized by strategic alliances that have contributed to its stability and democratic transitions, making it one of Africa's most politically stable countries. However, ethnicity significantly influences the balance of power, leading to persistent ethnic divisions and significant regional inequality. For instance, the Kenya African National Union (KANU) dominated Kenyan politics from independence until 2002 when there was an alternation of power. The opposition National Rainbow Coalition (NARC) defeated KANU, marking a significant shift in the country's political landscape. The NARC coalition was a broad-based alliance, also comprising different ethnic groups. Despite a period of political turmoil, this led to the establishment of a new constitution in 2010 and a multi-party system. Nowadays, Kenya remains politically stable, having known five presidents in the last 60 years since its independence on December 12, 1963. (BTI, 2022)

Within this context, in 2010, Kenyans voted in favour of a new constitution that limits the power of the presidency, gives more responsibility to the country's local governments, and includes a bill of rights and land reforms. The decentralization process began in 2010 with the passage of the new constitution aimed at devolving power and resources from the national government to the 47 county governments, but it faced significant challenges, including unequal distribution of resources and concerns about the ability of county governments to manage their new responsibilities.

In addition to giving Kenya a new constitution, Kibaki's presidency put Kenya on the path of economic recovery through significant economic growth and investment in infrastructure, mainly through his Vision 2030 development plan (Kiruga, 2022). The GDP experienced a 7% economic growth before the 2007/2008 economic recession and kept growing until 2013, at the end of his term (World Bank, 2022a).

Kenya experienced a peaceful transition in the 2013 elections when Uhuru Kenyatta was elected as president of the Republic of Kenya. The 2017 elections were nullified due to alleged fraud, but Kenyatta won in the re-election. In 2022 election, William Ruto became the fifth president of the republic of Kenya, aiming to continue the industrialization of Kenya and targeted agriculture and food security as one of his top priorities.

## 2.3. Economic context

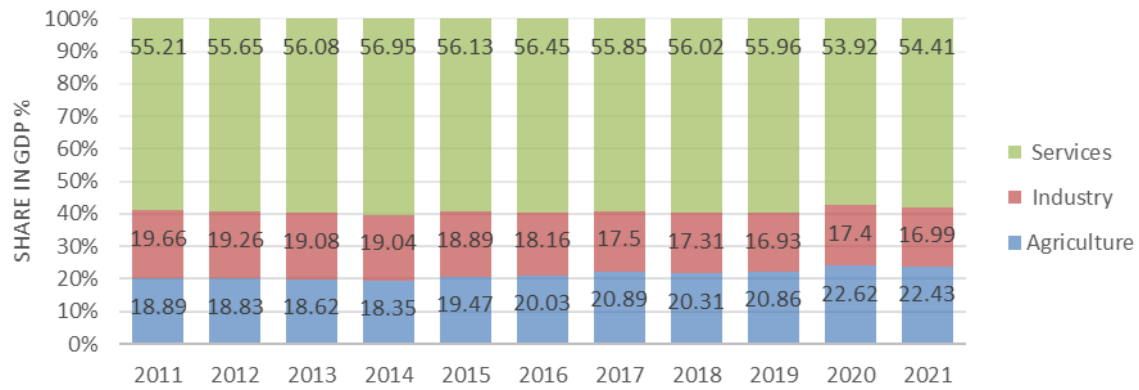
Kenya is among the ten largest economies by GDP in sub-Saharan Africa. With a GDP at over USD 110 billion (current), it is also the second largest economy in Eastern Africa after Ethiopia. Over the last 10 years, Kenya has depicted stable annual real GDP growth ranging from 3.8% to 5.6% between 2014-2019, with a contraction at minus 0.3% in 2020 when it was hit by the global Coronavirus disease 2019 (COVID-19) pandemic. It recovered in 2021 with a strong growth rate at 7.5%. (World Bank, 2022a)

Kenya's GDP composition has experienced significant shifts over the years, particularly towards a robust service sector which currently makes up more than half of its GDP (see Figure 4), a considerable increase from the less than 30% share it held in 2000. Additionally, the industry sector has experienced some growth, rising from 15% of GDP in 2000 to 19.1% in 2014. However, despite these shifts, agriculture and services have remained the most significant contributors to Kenya's GDP, maintaining a relatively stable composition over the last ten years. In 2021, agriculture, forestry, and fishing represented about 22% of Kenya's GDP, a decline from 28.7% in 2000. Nonetheless, it is essential to note that, in absolute terms, the agriculture sector experienced growth from USD 988.19 billion to USD 1.7 trillion (constant 2015 LCU), demonstrating in-sector growth. (World Bank, 2022a)). Thus, the agriculture sector is still regarded as the backbone of the Kenyan economy and a significant source of raw materials for its industry sector.

According to the Kenya National Chamber of Commerce and Industry (KNCCI), the mining sector currently contributes less than 1% of Kenya's GDP but has potential to contribute from 4% to 10%

(Kenya National Chamber of Commerce and Industry, 2022). The country hosts significant deposits of diamonds, gold, copper, cobalt, tin, tantalum, and lithium across the country. However, as recently as in 2012, commercially viable oil and gas deposits were discovered in the Tertiary Rift. Currently, mining in Kenya is mainly Artisanal and Small Scale (ASM) with a few Large-Scale Mining (LSM) operations. Though largely informal, ASM produces approximately 60% of the country's gemstones.

**Figure 4. Share of Economic Sectors in the GDP in Kenya**



Source: World Bank, World Development Indicators, 2022.

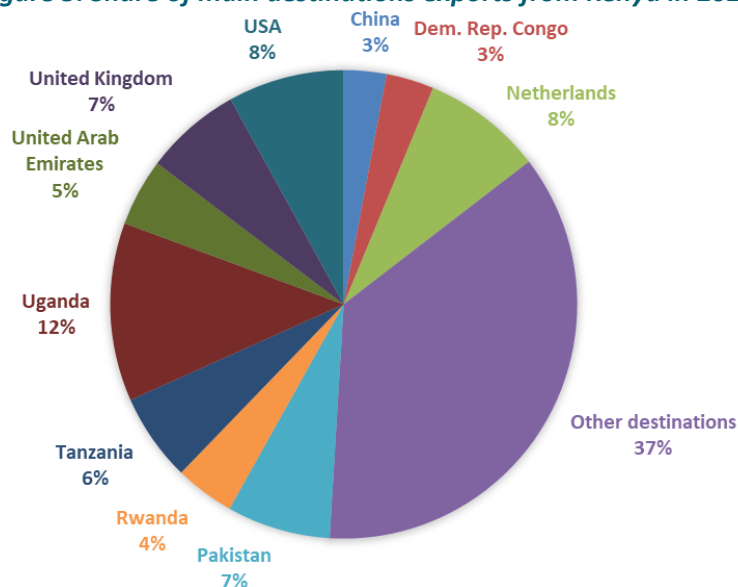
According to the World Bank (2022a), 72% of Kenya's population live in rural areas. However, the rural population has followed a declining trend since Kenya's independence, with an urban population growth rate averaging 3.8% in the 2014-2023 period. Nevertheless, the share of employment in the agriculture sector remains high, representing over 50% of total employment, while the share of employment in industry has stabilised at 6% since 2008. Only the share of employment in the service sector has depicted continuous growth since 2005 to reach 39% of the total labour force in 2021. This growth in employment in the service sector has however not been followed by strong growth of the sector in terms of GDP.

Due to the increase of input costs, the Kenyan monetary authorities implemented monetary policies to keep the inflation within the target band (2.5% - 7.5%). Inflation increased to 6.1 % in 2021 from 5.3% the previous year (African Development Bank, 2023). The economic stability of the country is threatened by the fiscal and current account deficits which respectively reached 8.3% and 6% of GDP in 2020. Because of the increases in domestic and external borrowing to finance the fiscal deficit, increases in interest payments, and depreciation of the local currency, the public debt increased to 69% of GDP in 2021, up from 61% in 2019. (OEC, 2023)

According to the Economic Complexity Index (ECI), Kenya's exports reached USD 6.52 billion and its imports USD 18.2 billion for product imports. The main exports include agricultural products such as tea, cut flowers, and coffee, as well as refined petroleum and gold. Kenya's main export partners (Uganda, Tanzania etc.) as shown on Figure 5 portray the regional integration of the country: over 35% of the country's exports go to other African countries, 26% to Asia (Pakistan, China etc.), and 25% to Europe (the Netherlands, the UK, Germany etc.). (OEC, 2023)



**Figure 5. Share of main destinations exports from Kenya in 2021**



Source: OEC, 2021.

The total value of imports increased by 30.9% from KSh 1.6 trillion (USD 13 billion) in 2020 to KSh 2.1 trillion (USD17.4 billion) in 2021, with petroleum contributing to 67% of the increase in the import bill. (Njugunah, 2022). The top imports of Kenya are refined petroleum (USD 2.13 billion), palm oil (USD 671 million), packaged medicaments (USD 477 million), and cars (USD 403 million), importing mostly from China, India, United Arab Emirates, Japan, and Saudi Arabia (OEC, 2023).

Kenya is part of a number of trade partnerships. In particular, Kenya is part of the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), the Horn of Africa Initiative as well as member of the Africa, Caribbean and Pacific (ACP) which has set up trading agreement with the EU. In addition, the African Growth and Opportunity Act (AGOA) represents a further trade agreement with the United States (Ministry of Foreign and Diaspora Affairs, n.d.). Finally, in 2018, Kenya joined the African Continental Free Trade Area (AfCFTA), the largest free-trade area by number of members after the World Trade Organisation (WTO). (Crabtree, 2018)

Nevertheless, the share of the external sector in the economic growth in the country remains low due to limited diversification of export products and destinations. Indeed, even if Kenya mainly exports to the EAC (23% of total exports between 2010 and 2019), Kenya’s market share in the EAC is decreasing due to increased competition and barriers to trade, i.e., slow customs services, packaging, labelling or certificate of conformity requirements as well as procedural obstacles and cumbersome administrative steps. (International Trade Administration, 2019).

Overall, the industry sector is a contributor to economic growth and development, providing employment opportunities and generating revenue for the government. The infrastructure sector, on the other hand, comprises critical systems and structures such as transportation, communication, power, and water supply that form the backbone of Kenya’s economy. Finally, the environmental sector highlights the importance of preserving natural resources and ecosystems while promoting sustainable development. Understanding the interdependence of these sectors is crucial to make informed decisions and designing effective strategies that foster inclusive and sustainable economic growth. Thus, an overview of the three key sectors that play a critical role in shaping the economic landscape of Kenya, such as industry, infrastructure, and environment and natural resources, will be followed below.

### 2.3.1. Industry & Services

Kenya is the most industrially developed country in East Africa. Manufacturing accounted for 7.2% of GDP in 2021. Where its industrial sector includes both private industry and state-owned enterprises.

The government of Kenya owns several industrial enterprises, such as Kenya Power and Lighting Company, Kenya Railways Corporation, and Kenya Pipeline Company, among others. Nevertheless, according to the World Bank, the country is foreseen to move from an agriculture-based economy to an industrial one (International Trade Administration, 2019) (the agricultural sector represented 22.4% of GDP in 2021 versus 38.4% in 1963) (World Bank, 2022a). However, over the last 30 years, the share of employment in the industry declined by 9.0% despite the increasing contribution of industry to Kenya's GDP, possibly due to the increasing deployment of capital-intensive production techniques. Recognizing the slow-paced structural change, Kenya has introduced strategies, policies, and programs to achieve structural transformation through industrialization. They include i) Vision 2030; ii) the Medium-Term Plans (MTPs); iii) Sector programs, such as the Kenya Industrial Transformation Program (KITP), and, iv) various commercial and investment policies such as the National Trade Policy, the Investment Policy, and the Buy Kenya Build Kenya (BKBK) strategy (IFAD, 2019).

The MTP-III and KITP identify activities with high potential in value addition and employment generation, such as textiles and apparel; leather; agro-processing; manufacture of construction materials; oil and gas and mining; fish processing, etc. Hence, the country has relatively favorable conditions to attract Foreign Direct Investment (FDI), e.g., human capital, cost, supplier networks, and domestic demand. Currently, foreign companies have expanded in the country due to significant reforms related to starting a business, construction permits, getting credit, payment of taxes, protecting minority investors, and resolving insolvency, which increased Kenya FDI by USD 463.4 million in 2021, compared with an increase of USD 426.3 million in the previous year. (Government of Kenya, 2018).

Private industry plays a crucial role in Kenya's economy, accounting for approximately 17% of the country's Gross Domestic Product (GDP) (World Bank, 2022a). The sector still has potential to drive economic growth, as has not reached its total production capacity, mainly due to persisting infrastructure deficits, increased perception of corruption, relatively weak regulatory environment, and a shortage of appropriately trained workers. However, the government has made improvements as a result of the implementation of several policies and legal, regulatory, and institutional reforms facilitated by the Business Environment Delivery Unit. Some of the planned reform initiatives are establishing online systems for business registration, linking the stamp duty collection with the Kenya Revenue Authority (KRA) system, simplifying the land registration process and electricity business connection, and facilitating formalities for investors starting businesses in the country (IFAD, 2019).

In addition, over the past years, the highly varied service sector has also become a significant driver of the economy, with tourism providing the most considerable contribution (Government of Kenya, 2022). Before COVID-19, the sector contributed nearly 10% of the country's GDP. Tourism performance in Kenya has grown significantly in the last five years, generating significant foreign exchange earnings and jobs. In 2015, international visitor arrivals were 1,459,500, and international tourism receipts reached Ksh 84.6 billion. By 2019, these numbers grew to international visitor arrivals at 2,048,834 and receipts of Ksh 163.6 billion. Despite its importance to the Kenyan economy, the tourism sector has faced a number of challenges in recent years. These include security concerns related to terrorism and political instability, as well as issues related to environmental degradation and conservation. In addition, the COVID-19 pandemic has had a significant impact on the sector, with restrictions on travel and movement leading to a decline in tourist arrivals and revenue. However, tourism is still expected to reach pre-COVID levels in 2024. For this to happen, the Kenyan government has made significant efforts to promote and support the sector, including investing in infrastructure development and promoting Kenya as a preferred tourist destination due to the country's natural beauty, wildlife, and cultural heritage. (Ministry of Tourism and Wildlife of Kenya, 2022).

The finance sector in Kenya is also solid and among the fastest growing and most developed in Sub-Saharan Africa. It comprises a well-developed banking system that accounts for about 60% of the total assets, and a growing mobile banking sector with insurance companies, investment firms, and financial institutions that provide services to individuals, businesses, and the government. The finance sector is regulated by the Capital Market Authority, the Central Bank of Kenya, the insurance regulatory authority, the retirement benefit authority, the Savings and Credit Cooperatives (SACCO) society

regulation authority, and government ministries for Development Finance Institutions (DFIs). To this date, the mobile money industry is a significant player in the finance sector in Kenya. The introduction of mobile money services such as M-Pesa, launched in 2007 by Safaricom, has revolutionized the financial services industry, facilitating the access and use of financial services to citizens. M-Pesa has also played a significant role in driving financial inclusion, particularly for the unbanked population (BTI, 2022).

Furthermore, the **insurance sector** includes several local and international companies operating in the country which provide a range of insurance products, including life, health, and property insurance. On the other hand, the capital markets in Kenya are relatively small, but they are growing. The Nairobi Securities Exchange (NSE) is the primary stock exchange in Kenya, with several listed companies offering shares to investors. Despite the sector's resilience, the Financial Sector Sustainability report of the Central Bank of Kenya (CBK) has warned about primary sources of domestic risks to growth, such as a possible resurgence or emergence of COVID-19 virus mutation, slow credit uptake during the electioneering period, and drought shock to agriculture. It also stated that global sources of fragility include the Russia-Ukraine war that has impacted energy and commodity prices and elevated global inflation, prompting faster-than-expected monetary policy tightening (Central Bank of Kenya, 2022). Therefore, the Government of Kenya has made significant efforts to promote and support the finance sector, including the establishment of a legal and regulatory framework and investing in infrastructure development, including the construction of the Nairobi International Financial Centre (NIFC), which aims to strengthen the position of Kenya as a financial hub in East Africa (African Development Bank Group, 2021).

### 2.3.2. Infrastructure

Infrastructure in Kenya refers to the basic physical and organisational structures and facilities needed for the operation of a society or enterprise, including transportation systems (roads, railways, ports, and airports), energy and water supply systems (electricity, gas, water, and sanitation), communication systems (telecommunications and internet), and public facilities (hospitals, schools, and government buildings). In recent years, the Kenya government has invested considerably in infrastructure development. This has improved national and regional connectivity, enabled Kenya to become a hub for trade, and transformed its economy. However, an infrastructure deficit remains and tends to increase due to the country's growing needs; currently, between USD 2 to 3 billion are investment in infrastructure each year but needs are estimated at between USD 7.4 and 8.3 billion a year. (African Development Bank Group, 2019). It is unclear however how good the return on investment of certain infrastructure is and how far these investments –largely financed through a growing public debt- are compatible with macroeconomic equilibrium.

Nonetheless, with a high impact on the efficient movement of people and goods, reduction of cost of doing business, promotion of national unity and cohesiveness, as well as environmental conservation for sustainable development, the infrastructure sector in Kenya is a critical driver in the economic growth and development of the country. It comprises several sub-sectors: transport, power, water, and sanitation. ( (Ministry of Transport, Urban Development, Infrastructure and Housing, 2020).

#### *Transport*

Kenya's existing road network comprises a total of 177,800 kilometres of road networks, 63,575 kilometres of classified roads and 114,225 kilometres of unclassified roads. However, only about 16,902 kilometres are of paved roads (Privacy Shield Framework, 2022). The government plans to finance a rehabilitation programme to strengthen regional connectivity (African Development Bank Group, 2021). The transport network must be improved throughout the country because 90% of its freight and passenger transport demands rely on the road network, which is often affected by recklessness, accidents, traffic congestion, robbery, lack of infrastructure, and even corruption (Joseph Muguro, 2022)

The state-owned Kenya Railways Corporation operates the railway system in Kenya. It covers the main urban centres in the country but is also connected to neighbouring countries such as Uganda, though not Tanzania and Rwanda. Furthermore, it is composed of two lines, a single-track Meter Gauge Railway (MTR) system from Mombasa through Nairobi that needs structural improvements and a new Standard Gauge Railway (SGR), since 2017, running through Port of Mombasa to Nairobi and Naivasha. Currently, the transport sector is undergoing a significant transformation aimed at modernizing the existing infrastructure, expanding the network, and enhancing efficiency by constructing new rail lines and rehabilitating new ones due to technological and maintenance challenges that turned the rail system almost obsolete (Githaiga, 2021).

Air transport infrastructure (Airports, runways) is well-developed and efficient under the Kenya Civil Aviation Authority (KCAA) with its nine airports. Despite its accomplishments, it faces several challenges, including poor safety records and insufficient investment. To address these challenges, Kenya's government is developing new policies and initiatives aiming to expand the existing airport infrastructure, modernise air traffic control systems, and develop new safety and security measures. (African Development Bank Group, 2021)

The maritime sub-sector infrastructure is concentrated mainly in the port of Mombasa, the largest seaport in the region. It handles 90% of the country's international trade and serves as the main gateway for imports and exports from the region. However, the current difficulties at Mombasa's port are inadequate infrastructure, congestion, and insufficient investment. To overcome the obstacles, new policies and programmes are being created to enhance the port's infrastructure, such as increasing capacity, building additional facilities for handling cargo, and modernizing port operations. (African Development Bank Group, 2019) The port of Lamu is currently growing in importance with the development of the Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor.

In relation to the countries interior, the previous government began initiatives to improve maritime transport through Lake Victoria and began investments in ship building. However, this dynamic remains unexploited both within the country and between Kenya and neighbouring countries along Lake Victoria.

### Power

Kenya's power sector has undergone significant transformation over the past decade. The country has diversified its energy mix to include green energy with geothermal, hydro, wind, and solar sources to reduce its dependence on fossil thermal power. In 2018, Kenya's power generation capacity reached 2,351MW from 1.768MW in 2013 (African Development Bank Group, 2019). Access to electricity has increased since 2014 to 71.4% in 2021 and the share of renewable energy increased from 79.3% in 2017/18 to 92.0% in 2019/20 (African Development Bank Group, 2021). The interconnected installed capacity in Kenya stood at about 3,065 MW in 2022, with geothermal being the primary power source with an installed capacity of 897 MW, followed by hydropower at 837 MW, wind 436 MW, thermals 720 MW, solar 173 MW and bioenergy 2 MW (following table).

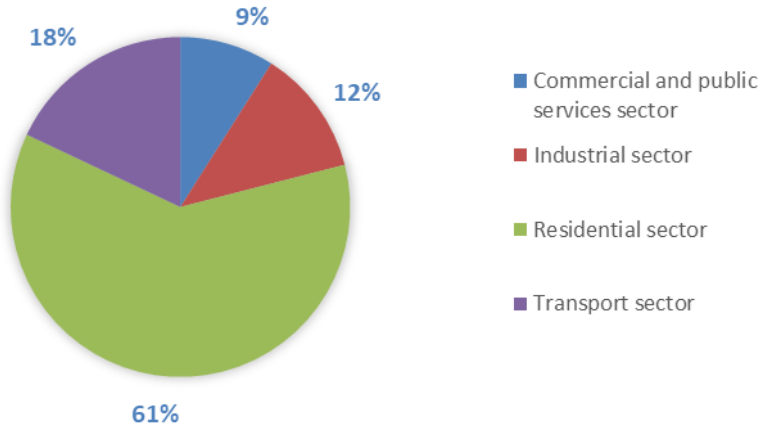
**Table 1. Electricity installed capacity in Kenya by generation source**

Generation Source	MWe	% Installed capacity
<b>Geothermal</b>	897	29.3
<b>Hydropower</b>	837	27.3
<b>Thermal</b>	720	23.5
<b>Wind</b>	436	14.2
<b>Solar</b>	173	5.6
<b>Bioenergy</b>	2	0.07
<b>Total interconnected</b>	3,065	

Source: [LCPDP-2021](#)

The following figure shows the distribution of energy consumption by sector. It notably shows that in 2019, the residential sector has the highest energy consumption share (61%), while the industrial sector consumes around 12% of the energy.

Figure 6. Share of Energy Consumption in Kenya by sector in 2019



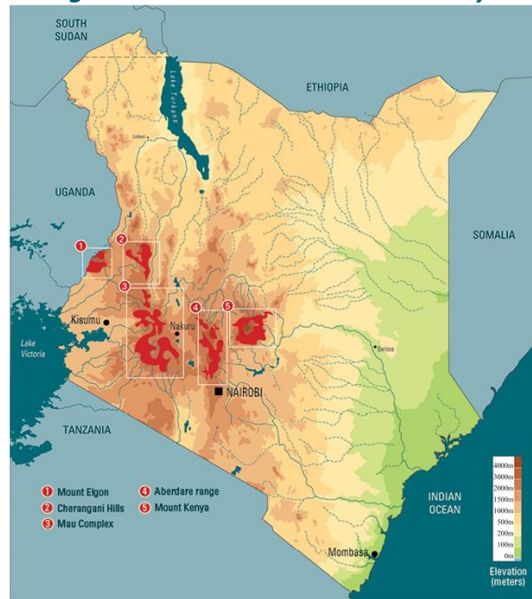
Source: International Energy Agency (IEA), 2019

To meet the growing electricity demand, Kenya is engaged in achieving national and global targets for reliable, affordable, and clean energy. Public and private investments in the power sector have also been put in place to increase generation capacity and expand the efficiency of the distribution system, such as the Least Cost Power Development Plan 2020-2040 and the MTP-III. Nevertheless, the cost of electricity is still high due to losses in the energy value chain. The Government 2018 launched the Kenya Electrification Strategy (KNES), which aimed to provide access to electricity for all Kenyans by 2022, yet, the country still faces frequent power outages, mainly in rural areas, with about 44% of the population without electricity. (World Bank, 2018)

*Water*

Kenya's water resources face a series of challenges. In this regard, Kenya's **water resources** are unevenly distributed in both time and space as the country's water availability varies significantly depending on the location and time of the year. Its varied rainfall patterns have produced a diverse array of interspersed ecological zones—savanna, woodlands, semideserts, and humid zones along shorelines and mountain slopes—that differ markedly in the availability of water. About 85% of the country is arid or semi-arid, and 33% of the country's water resources come from outside. Only five basins (each one having its own unique characteristics in terms of water availability) account for 90% of Kenya's annual renewable surface water supply, with 75% of the surface water originating as precipitation runoff. As seen in Figure 7Error! Reference source not found., the leading water towers in Kenya are the primary sources of many rivers, feeding into major lakes like Lake Victoria, Lake Nakuru, Lake Naivasha, Lake Baringo, Lake Natron, and Lake Turkana. (Ministry of Water, Sanitation and Irrigation of Kenya, 2021).

**Figure 7. Main water towers in Kenya**



Source: Africa Defense Forum, 2019

For surface water use, the Athi and Tana Basins account for half of the nation's surface water use, but irrigation is the primary consumer of surface water. Water usage for irrigation purposes has exceeded the natural replenishment rate of the water resources, leading to over-extraction, unsustainable management practices and inadequate regulation that restricts flow for downstream users and jeopardizes wetland habitats in the Tana River Delta. (USAID, 2021).

In contrast, the renewable groundwater constitutes less than 12% of the total renewable water supply. Most water extractions occur in the Athi and Rift Valley Basins, which, along with irrigation in the Rift Valley Basin, account for about 60% of all groundwater withdrawals. Groundwater scarcity is critical in the arid and semi-arid regions, including the Ewaso Ng'iro Basin and the North-Western Turkana County, where over-exploitation has led to increased groundwater salinity, fluoride levels, agricultural runoffs infiltration, and poor water quality that poses public health risks. (USAID, 2021).

In addition, according to the World Health Organization and United Nations Children's Fund (UNICEF) on Kenya's water accessibility, only about 59% of the population has access to clean water, while only 29% have access to improved sanitation facilities. The total volume of freshwater withdrawn by major economic sectors in 2021 amounted to 33% of the total resource endowment, and the complete annual renewable water resources per capita were estimated at 617 m<sup>3</sup>, below the Falkenmark Water Stress Index threshold for water scarcity. (Jones, 2010).

To address the challenges of water resource management, the government has developed several policies and initiatives. The National Resources Management Authority (NWRMA) is responsible for water management in the country, while investments in water infrastructure, including the construction of dams, water treatment plants, and other water storage and distribution systems, have also been made to increase access to water in sensitive areas. (Ministry of Water, Sanitation and Irrigation of Kenya, 2021).

### **2.3.3. Agriculture, Environment and Natural Resources**

Kenya's economy highly depends on its natural resource –base (land, water...) and climate-sensitive sectors such as agriculture, fisheries, forestry, and mining. Approximately 80% of Kenya's population is directly and indirectly dependent on rain-fed agriculture for basic livelihoods. The most vulnerable sectors being agriculture, where land degradation remains a significant threat to the provision of

environmental services and the ability of small-holder farmers to meet the growing demand for food and income. (African Development Bank Group, 2021)

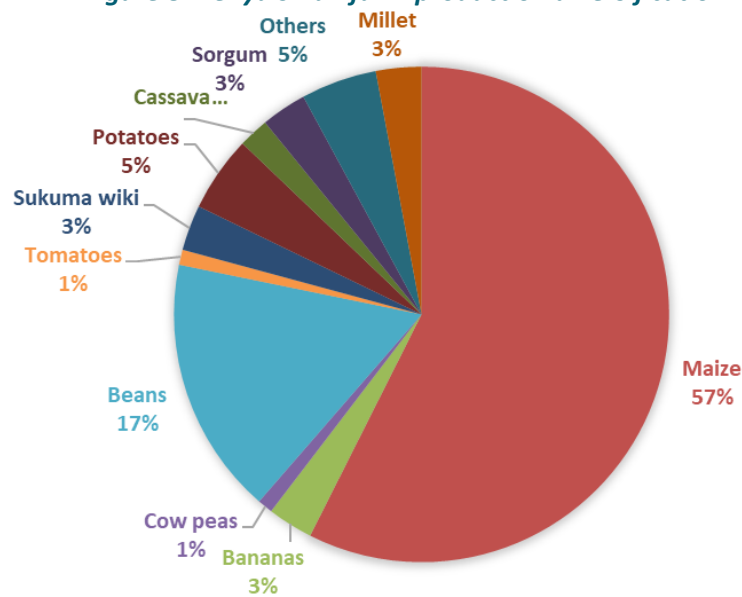
## Agriculture

The agricultural sector is the cornerstone of Kenya's economy, contributing 22.4% of GDP (World Bank, 2022a) in 2021, 65% of total exports, 60% of total employment, and a source of livelihood for over 80% of the population ((African Development Bank Group, 2021). The sector comprises various sub-sectors, including crops, livestock, and fisheries. Kenya's crop sub-sector is diverse and includes many crops grown in different parts of the country, such as maize, tea, coffee, horticulture, cotton, and sugar cane (BTI, 2022). However, the small-scale farming systems dominate the sector, contributing 75% of total agricultural production, most of it for subsistence and surplus for sale. Majority smallholder farmers practice mixed farming, occupying approximately 90% of Kenya's land under agriculture. To date, there are approximately 4.5 million smallholder farmers in Kenya, comprising of 3.5 million crop farmers, 600,000 pastoralists and 130,000 fisher-folks.

As seen in Figure 8, maize is the staple food and dominates smallholder agriculture, mostly intercropped with legumes, Irish potatoes and sweet potatoes in the high potential areas, while cassava, sorghum and millet are mono-cropped in marginal lands. Cash crops grown by smallholders include tea, coffee, rice, sugarcane, pyrethrum, bananas, vegetables and fruits. They also keep livestock, especially cattle, goats, sheep and poultry.

Productivity is low in some regions because of non-optimal rainfall, small land size, lack of technological access, and limited investments in optimal productivity, especially for smallholders which use much less inputs (improved seeds, fertilisers and pesticides) due to lack of working capital and low liquidity. (African Development Bank Group, 2021).

**Figure 8. Kenya small farm production diversification.**



Source: Smallholder Farmers' DataPortrait, FAO, 2022.

Nevertheless, a significant commercial agricultural sector exports tea and horticultural products, mainly to the UK, the Netherlands, Uganda, Tanzania, the United States, and Pakistan. In 2021, Kenya's top agricultural products increased in export value by 17% to hit KSh 666.7 billion (USD 5.5 billion) (WITS, 2020).

Kenya has established many reforms in the agricultural sector since 2013 to foster agriculture development (Export, 2019). Such as the "Kenya Climate Smart Agriculture Strategy" that was set for 2017-2026 to increase farmers' resilience and adaptative capacity; the National Agriculture and Rural Inclusive Growth Project (NARIGP) that plans to increase agricultural productivity and promote market

access for smallholder farmers in selected counties across Kenya and the National Irrigation Development Authority (NIDA) which main goal is to increase the area under irrigation in the country to improve agricultural productivity and food security. The Agriculture Sector Transformation and Growth Strategy 2019-2020 also considers agricultural sector challenges in Kenya, such as the need for innovative financing, access to credit, the increase of irrigable land, etc. (African Development Bank Group, 2021).

### *Livestock*

Livestock is a crucial component in the agricultural sector. Livestock contributes to approximately 42% of the total agriculture sector, making it an essential source of food and income, particularly in rural areas (FAO, 2019). A large concentration of livestock activities such as dairy, beef, and small ruminant farming is around Arid and Semi-Arid Lands (ASALs), accounting for almost 90% of employment in the ASALs (Ministry of Agriculture, Livestock, Fisheries and Cooperatives of Kenya, 2018).

The sub-sector faces several challenges, from unfavorable international trade terms and inadequate legal and policy frameworks to disease outbreaks, limited access to veterinary services, and limited market access. Furthermore, as a significant proportion of the populace engaged in the livestock sector are smallholder farmers, the impacts of climate change are expected to be adversely felt at the household level. They are particularly devastating for nomadic and semi-nomadic pastoralists who depend on this flow of income for sustenance, especially in the ASALs. The rate of cattle slaughter has increased from 2016- 2017 by 5.3% due to farmers attempting to reduce losses. Over 70% of livestock mortality in ASALs has been a result of droughts. It is estimated that Kenya risks losing approximately 1.7 million cattle (52% of total cattle population) in ASALs between 2017- 2027, unless current trends in climate change are mitigated. Therefore, the Government pursues efforts to promote the adoption of modern farming technologies, access to credit, and value addition to enhance the growth of the livestock sub-sector. (IFAD, 2019)

### *Fisheries*

The fishing sub-sector in Kenya comprises marine and freshwater activities that contribute about 0.5% to the country's GDP. In addition, Kenya has a coastline of approximately 640 Km on the Western Indian Ocean with its corresponding Exclusive Economic Zone (EEZ), 200 nautical miles (nm) from the coast, and territorial waters (12nm from the coast). The EEZ area approximates 230,000 km<sup>2</sup> with significant economic potential for development and attraction of investors. Therefore, marine and freshwater fisheries are significant social and economic activities that generate various benefits, including nutrition, food security, employment, and trade. Nevertheless, given the extent of the Kenyan coastline, the sub-sector's contribution to the economy is considered proportionately low. It is also dominated by small-scale fishermen who face several challenges, such as overexploitation (increasing conflict, overfishing, and falling incomes) that accompany it. The government's efforts to strengthen this sector include the promotion of modern fishing technologies, easing access to credit, and value addition to enhance the growth of the fisheries sub-sector. (Ministry of Agriculture, Livestock, Fisheries and Cooperatives of Kenya, 2021)

### *Forests*

Forests are considered one of the most important national assets by the Kenyan Government in terms of the economic, environmental, social and cultural value they provide. However, the sector is estimated to contribute only 1% of GDP which accounts about 7 billion Kshs (USD 70 million) while employing 50 000 people directly and a further 300 000 indirectly (AECOM, 2021). Kenya's forest ecosystems include savannah woodlands, mountain rainforests, dry forests, mangroves, and coastal forests. However, forests cover only a small portion of Kenyan land, estimated at 7.4%, against the recommended global and national minimum of 10%. Besides, they are threatened by deforestation,



mainly driven by agricultural land expansion, mining activities, wood extraction and urbanization to accommodate the fast-growing population (GIZ, 2021). Nevertheless, the government's policy aims to provide opportunities for enhancing the sector's sustainability. The need for concerted efforts is highlighted by stakeholders, including government, private sector, civil society, and forest-dependent communities, to ensure the long-term sustainability of the forestry sector in Kenya (IFAD, 2019).

### *Land resources*

Land remains the most critical resource for most Kenyans, particularly rural farmers, whose livelihoods are agro-based. Land in Kenya is either national/public land, communal land, or privately owned. Arid and semi-arid lands comprise more than 80% of the country's land mass, and most crop production is rainfed (IFAD, n.d.). Hence, according to the AfDB, "only 16% of Kenya's land surface is classified as high and medium potential with adequate reliable rainfall" (African Development Bank Group, 2021). Additionally, Kenya still faces land tenure issues which sometimes result in violent community conflicts or inability to access and productively use land resources, especially among women, the youth, and indigenous people. The pace of land reform, seeking to address recurrent land use conflicts, has been slow, with minimal results (IFAD, 2019). (African Development Bank Group, 2021)

### *Climate change*

Kenya is highly vulnerable to climate change. Kenya's mean annual temperature is expected to increase by 1.00°C to 2.80°C by 2060, while rainfall is expected to increase by up to 49 mm per month. Hotter days are experienced in Kenya, particularly during the long rainy seasons, when most farmers do their planting. Moreover, the GHG emissions are negligible compared to global levels (1.4 t per capita GHG emissions for Kenya compared to 8.41 tones in China, 17.54t in the US, and 6.35t in the UK) (World Bank, 2022a). Nevertheless, the impacts of climate change are expected to be felt drastically in East Africa, particularly in the Arid and Semi-Arid Lands (ASALs) of Kenya. Therefore, the country has already implemented legislation and strategies to address climate change, such as the National Climate Change Action plan 2018-2022, The Kenya Climate Smart Agriculture Strategy (2017-2026), and the Green Economy Strategy and Implementation Plan 2016-2030 (African Development Bank Group, 2021). Additional risk mitigation measures include introducing climate-resilient plant varieties, improving data systems to identify risks posed by climate change to the agricultural sector; or indirect processes such as improving farmer linkages to inputs and markets to improve income generation, which, in turn, enables further investments to improve climate resilience) (IFAD, 2019).

## **2.4. Social context**

Kenya ranked 152 out of 191 countries with a Human Development Index (HDI) of 0.575 on the 2021 Human Development Index (UNDP, 2022), which puts the country in line with the other low-middle income countries. It has experienced strong economic growth over the past decade, but this growth has not been very inclusive. Nonetheless, poverty and inequality rates have reduced in Kenya in recent years. The national poverty headcount fell from a rate of 47% in 2006 to 36% in 2016. However, there are wide regional disparities in Kenya, particularly in the northern region that lags behind others. The highest relative fall in poverty has been in peri-urban areas (35%) while it was more limited in urban areas (8%). While it is commonly believed that poverty is concentrated in the arid and semiarid Lands (ASAL), poverty is actually prevalent all around the country. Indeed, as a proportion of the total population living below the poverty line, 44% live in ASAL areas whereas 56% live in non-ASAL areas (Ministry of Labour and Social Protection of Kenya, 2017).

As for the social sector, recent studies found that the share of social sector spending in GDP in Kenya is increasing (African Development Bank Group, 2019). According to a World Bank study of 2016, public education spending accounted for 6% of total GDP and for 20% of total government expenditure. (World Bank, 2018) Public health spending represents 2% of GDP. The share of public spending

represented 12% in 2016, and one third of total expenditure was allocated to the social sector. These efforts have resulted in a decrease in the proportion of the population living below the national poverty line. (World Bank, 2018)

### **2.4.1. Skills development, employment and youth**

Kenya has a dual economy characterised by a large and rapidly growing informal economy, and a small, relatively stagnant formal economy. According to the 2019 population census, the economically active population is 22.3 million, of which 19.7 million are working and 2.6 million are unemployed and seeking work, thus putting real unemployment at 11.65%. The formal sector represented 16% of total employment against 84% for informal employment<sup>1</sup> in 2018 (ILO, 2021a). While salaried formal employment increased by 16% from 2.5 million in 2014 to 2.9 million in 2018, the number of workers with informal jobs increased by 25% from 11.9 million to 14.9 million over the same period. The number of informal workers stood at 15,051,600 in 2019. Moreover, about nine in every ten informal economy workers are in micro enterprises and the majority of informal workers, represented by a 44.2%, are aged 15-24 years. (ILO, 2021b)

Kenya still faces several challenges to foster formal job creation. Access to credit and finance, although improved through digital lending platforms, still poses serious constraints for enterprises. As a result, entrepreneurs tend to rely on their family or their own resources to start a business. Other barriers to formalisation include high cost of compliance and red tape, such as complicated administrative formalities, lack of information, or informal costs due to corruption and bribery. (ILO, 2021b) The low level of manufacturing also limits the number of formal jobs.

When it comes to youth, the mismatch between the skills taught through various educational systems and the skills demanded by the labour sector represents a further barrier to employment. This has resulted in youth being underprepared for the labour market — on the other hand, the labour market is not quite ready for the ever-growing youth population. The education system in Kenya has been criticised for not preparing the students adequately for the labour market. (British Council, 2017)

Furthermore, youth unemployment is primarily a challenge of economic growth and job creation in Kenya. The Kenyan economy is not creating enough jobs to cater for the increasing number of young labour market entrants. The youth (15-24 years old) make up almost 20% of the total population and each year, 500,000 to 800,000 young Kenyans enter the job market (British Council, 2017). Out of this group, it is estimated that only about 15% of them are successful in securing formal jobs. The formal private sector faces difficulties to absorb the increasing number of job seekers, in turn discouraging many young people and resulting in a high number of youth not in Employment, Education or Training (NEET rate of 29%). (Danish Trade Union Development Agency, 2020)

To tackle these obstacles, the Government initiated in 2016 the process of reviewing the National Youth Policy as the previous youth policy had identified youth skills development through vocational training as an important issue. Vision 2030 also puts a strong emphasis on youth employment and skills development i.e., through the strengthening of the education sector (TVET, trainings, recruitment of teachers, reform etc.). Moreover, the government also adopted a new curriculum for the education system and is phasing out the 8-4-4 system with the hope that the new curriculum will better prepare the students for the labour market. In 2018, the government also implemented the 100% transition from primary to secondary, although this has faced numerous challenges. Besides, capitation has been introduced for TVET to increase enrolment.

### **2.4.2. Gender**

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<sup>1</sup> The International Labour Organisation defines the informal economy as “all economic activities by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements; and does not cover illicit activities”.

Gender disparities are considered a challenge for the government. Among the strategies and tools to improve gender inequality and women's empowerment are the 2010 Constitution's one-third rule to increase the number of women in leadership positions; the 2015 Public Procurement Act, which reserves 30% of government procurement opportunities for women, youth, and persons with disabilities (PWDs); as well as, the Uwezo Fund, launched in 2014, which aims to boost the economic empowerment of women and youth by eradicating extreme poverty and hunger (African Development Bank Group, 2019). These efforts seem to be paying off as the country's Gender Inequality Index has been decreasing from 0.581 in 2012 to a value of 0.506 in 2021, ranking it, albeit modestly, 128 out of 170 countries (UNDP, 2022).

Whilst progress in the policy and legislative frameworks has been remarkable, implementation and enforcement seem to have faced challenges resulting in slow progress in closing the gender gap. Women in Kenya represent 50.4% of the country's population but lack equal access to health, education, earning power and political representation. Adult literacy in Kenya is lower among women than among men in 2021, with a literacy rate of 85.5% vs 79.8% respectively. However, the share of girls and boys who complete lower secondary school is nearly equal, representing 79% of girls and 79.4% of boys in 2016. The labour force participation rate among females is 71% and 75.6% among males for 2021, this is half the gender gap for the labour force participation for Sub-Saharan Africa as a whole. The maternal mortality ratio in Kenya improved from 708 deaths per 100,000 lives in 2000 to 342 in 2017. Besides, a share of 77.7% of women had a bank account against 85.8% for men and 55.8% of women declared participating in making major decisions—visit to family members, major purchase, health care— in the household. (World Bank, 2022a)

Although labour force participation can be considered relatively high for Kenyan women —compared to the Sub-Saharan average (60%)—, the Kenya National Bureau of Statistics (KNBS) Economic Survey 2019 shows that women are underrepresented in wage employment (37%). They are also underrepresented in most sectors in terms of formal employment requiring high education or specialised skills, including information and communication (36% of women), financial and insurance activities (39%), real estate (23%), manufacturing (20%), administration and support services (10%), and professional, scientific and technical activities (29%). In addition, they are overrepresented in vulnerable employment (68% compared to 39% of men) and in sectors that highlight women's traditional roles in the society, namely human health and social work activities (58%), and activities of households as employers or domestic work services (61%). (UN Women, 2020).

Similarly, women account for only 23% of representation in government leadership positions, less than the 30% mandated by the country's constitution. The number of Kenyan women who ran for office in the 2017 election was 29% higher than in the previous election – a fact that led to the highest number of women ever to be appointed at all levels of the Kenyan government. Women now hold 172 of the 1,883 elected seats in Kenya, up from 145 after the 2013 elections. (NDI, 2018)

The gender thematic is high on the agenda of the Kenya Vision 2030, the country's long-term development plan launched in 2008. Vision 2030, implemented through five-year medium-term plans (MTPs), is one of the key policy frameworks promoting gender equality and women's empowerment. Its MTP III (2018-2022) emphasises promotion of gender equality through equal access, economic opportunities, prevention and response to Gender-Based Violence (GBV) elimination of female genital mutilation (FGM), gender mainstreaming and the sanitary towels programme (Republic of Kenya, 2018). (UN Women, 2020)

### **2.4.3. Health**

Kenya faces strong health challenges related to infectious diseases such as HIV, tuberculosis, and malaria (African Development Bank Group, 2019). Moreover, the country now has a double burden of disease, with high prevalence of infectious disease and an increasing rate of non-communicable diseases. Known as the leading cause of death in Kenya (Statista, 2023), the human immunodeficiency virus (HIV) and the acquired immunodeficiency syndrome (AIDS) in particular constitutes a serious

public health problem, with a rate of almost 104 deaths per 100,000 in 2019. Kenya is among the countries that count the largest number of patients living with HIV, with around 1.5 million Kenyans suffering from AIDS in 2021. About 92% of people living with HIV are aware of their status and 78% are receiving Antiretroviral therapy (ART). As a result, the prevalence rate of HIV declined from 5.9% in 2009 to 4% in 2021 (5.4% among women, 2.6% among men). Women aged 15 years and over are particularly concerned since they represent 65% of affected people (UNAIDS, 2021). According to UNICEF, that is a key issue, as it increases the risk of HIV prevalence among new-born children (UNICEF, 2023).

Although many individuals living with HIV face significant levels of stigma and discrimination, Kenya has achieved relative success in spreading HIV/AIDS awareness in the region, as part of its Vision 2030 initiative. To combat the HIV, workplaces are encouraged to mainstream HIV/AIDS policies. However, the issue of counterfeit drugs being distributed by unlicensed or fraudulent medical personnel is becoming more prevalent (Ministry of Health of Kenya, 2015).

Recently, improvements in social indicators have been observed. Between 2009 and 2017, infant mortality declined from 52 per 1000 live births to 39 per 1000 and during the same period, under-five mortality was reduced from 74 to 41 per 1000. Moreover, between 2009 and 2017, maternal mortality fell from 472 per 100,000 live births to 342 per 100,000 live births; immunization coverage increased from 77% to 83.5%; and malaria incidence decreased from 32 to 22% (KNBS and ICF, 2023). These improvements are attributed to the free maternal services programme in public health facilities and the provision of free anti-retroviral drugs to prevent transmission of HIV/AIDS transmission (African Development Bank Group, 2019). The fertility rate decreased from 4.6 children per woman in 2009 to 3.4 children per woman in 2022 (KNBS and ICF, 2023).

In addition, the COVID-19 pandemic has had a strong impact on the livelihoods of Kenyan households, and on the economy itself, with the lockdown resulting in a surge in food insecurity. However, although access to education worsened again due to renewed school closures, health services remained widely accessible to the population. (World Bank, 2021)

## 2.5. National strategies

In 2012, the Parliament passed **Vision 2030**, a long-term development strategy launched in 2008 to transform Kenya into a middle-income, industrialised, and globally competitive country. It aims to transform the country by 2030 through economic, social, and political pillars. Figure below provides an overview of Kenyan Integrated Development Planning.

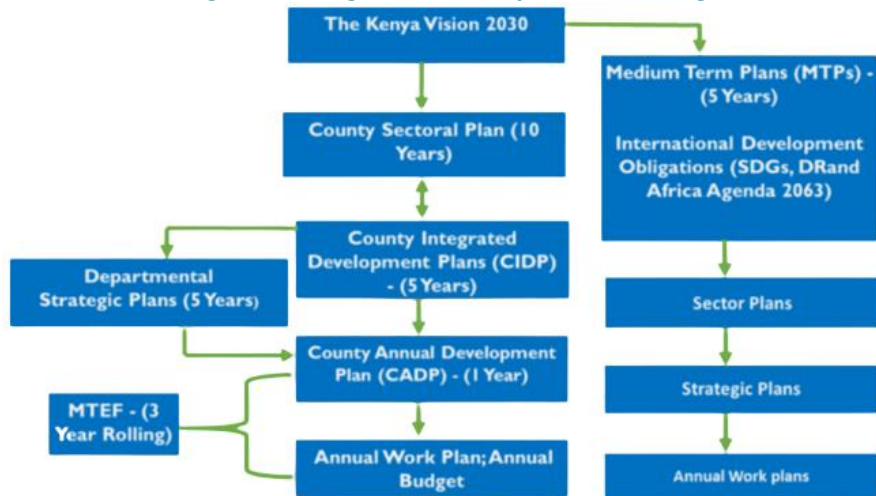
To implement the Vision 2030, the State Department for Planning implemented a series of five-year Medium-Term Plans (MTP), three of which have been launched:

- MTP I, covering 2008 to 2012: identified the key policy actions and reforms as well as programmes and projects that the Grand Coalition Government was to implement during 2008 – 2012 (Government of the Republic of Kenya, 2008).
- MTP II, covering 2013 to 2017: identified key policy actions, reforms, programmes and projects that the Government was to implement in the 2013-2017 period in line with the Government's priorities, the Kenya 2010 Constitution and the long-term objective of Vision 2030 (Government of Kenya).

The current MTP III (2018-2022) is implemented based on the two previous plans and aims to contribute to overall inclusive, sustainable economic growth, faster job creation, and reduced poverty and inequality. Its overall goal is to provide socio-economic development through the **Big Four Agenda**, whose pillars are: **1) industrialization, manufacturing, and agro-processing**, aimed at raising the share of the manufacturing sector to 15 per cent of the GDP; **2) affordable housing** focused on delivering at least 500,000 affordable housing units; **3) food and nutrition security**, ensuring that all citizens enjoy food security and improve nutrition by 2022; and, **4) universal health coverage**, allowing all persons

in Kenya to use the essential services they need for their health and wellbeing (Government of Kenya, 2018).

**Figure 9. Integrated Development Planning**



Source: Republic of Kenya – State Department for Economic Planning

It should be noted however that, following the 2022 elections, these policies are evolving with the upcoming (currently under formulation) MTP IV and a renewed big Five Agenda. Orientations are not radically changed however, although digitalisation integrates the governments agenda as one of its 5 main pillars of action. Despite the current new evolutions, it should be noted that no review of MTP III has yet been undertaken so as to better understand its key achievements, challenges and lessons.

The County Sectoral Plan provides guidelines for implementing projects at the county level, contributing to the County Integrated Development Plans (CIDPs), the County Annual Development Plans (CADPs), and the Annual Work Plan and Budget. The Medium-Term Expenditure Framework (MTEF) guides budget allocation decisions.

The Vision 2030 goals are to be achieved through developing the following three pillars:

- The Economic Pillar - Moving the Economy up the Value Chain: eight priority sectors have been identified to drive economic growth. These are agriculture and livestock; manufacturing; tourism; trade; business process outsourcing; financial services; oil, gas, and mineral resources; and the blue economy.
- The Social Pillar - Investing in the people of Kenya: it aims at strengthening policy, legal and institutional frameworks. The Social Pillar identifies six sectors to drive socio-economic development: health; population, urbanization, and housing; education and training; environment, water, and sanitation; gender, youth, and vulnerable groups; and sports, culture, and arts.
- The Political Pillar - Moving to the future as one Nation: devolution, as well as governance and the rule of law, are the two identified sectors.

## 3. AfDB interventions in Kenya

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### 3.1. Strategy of the Bank

The African Development Bank (AfDB) has supported Kenya's development agenda through various interventions. The AfDB has supported the implementation of several strategic initiatives to address key development challenges in line with Kenya's national development goals and with its Ten-Year Strategy (2013-2022) and High 5s. Thus, the strategic reference framework for this evaluation is composed of strategies at three levels:

- The Bank's Corporate/institutional strategies, which provide overall guidance at the continental level.
- The regional integration policies for East Africa, in which Kenya is located.
- Kenya's country's strategies comprising the evaluation period 2014-2023. These latter strategies have been used to develop the theory of change for the Bank's intervention in Kenya over the past decade.

#### 3.1.1. Corporate strategy of the AfDB

The AfDB **Ten-Year Strategy (TYS) 2013-2022** is a comprehensive framework designed to guide the Bank's operations and investments across Africa, including Kenya. It aims to support Africa's transformation and improve the quality of Africa's growth through inclusive growth, and the transition to green growth. To achieve these goals, the TYS outlined five operational priorities for the AfDB to deliver its work which are:

- **Infrastructure development:** Africa invests only 4% of its GDP in infrastructure, and the Bank aims to bridge this gap by scaling up infrastructure financing on the continent, not only through its own lending but also by leveraging its financial resources.
- **Regional economic integration:** The Bank recognizes that integration is essential for Africa to realize its full growth potential, participate in the global economy, and share the benefits of an increasingly connected global marketplace. Hence, the AfDB aims to foster economic integration in Africa by creating larger, more attractive markets, linking landlocked countries to international markets, and supporting intra-African trade.
- **Private sector development:** Private funds are increasingly driving wealth and job creation in Africa. The Bank is an active partner and facilitator for private investment, delivering finance and providing advice and technical assistance to address the specific needs, opportunities, and challenges of the private sector. It also focuses on African entrepreneurship, supporting micro, small, and medium enterprises, and strengthening the financial sector to promote better governance and risk management of financial institutions.
- **Governance and accountability:** Economic growth can only be built on just, transparent, and efficient governance and institutions administered by the capable state. The AfDB assists institutions that support inclusion and promote accountability by strengthening the capacities of parliamentarians, the media, and civil society organizations. As well it supports fiscal decentralization and domestic resource mobilization to improve public financial management.
- **Skills and technology:** Unemployment across Africa, especially among young people, is unacceptably high. To increase the supply of skilled workers, the AfDB supports the technical and vocational training linked to specific needs in the labor market. The aim is to equip young people with the right skills for both the formal and informal sectors, including the skills to create small businesses.

Aligned with these operational activities, in implementing its TYS and taking into consideration key developments in the development environment – the adoption of the Sustainable Development Goals (SDGs) as well as the African Union's Agenda 2063 – the AfDB defined and adopted five priority areas of intervention, called the '**High 5s**':

- 1. Light up and power Africa:** The AfDB is investing in energy infrastructure in Kenya, including renewable energy sources such as wind, solar, and geothermal aiming to provide affordable and reliable energy to African households and businesses.
- 2. Feed Africa:** The AfDB is supporting Kenya's agricultural sector by investing in agribusiness, promoting climate-smart agriculture, and improving market access for smallholder farmers, contributing to the goal of improving food security and nutrition in Africa.
- 3. Industrialize Africa:** The AfDB is investing in Kenya's infrastructure, including transport, energy, and water, to support industrialization and promote private sector growth contributing to the goal of creating jobs and fostering economic growth in Africa.
- 4. Integrate Africa:** The AfDB is investing in regional infrastructure projects, such as transport and energy, to promote regional integration and trade. It aims to contribute to the goal of enhancing trade and economic growth in Africa. The AfDB also supports continental and regional organisations such as the African Union, the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and more importantly the African Continental Free Trade Area (AfCFTA).
- 5. Improve the quality of life for the people of Africa:** The AfDB is investing in social sectors such as health, education, and sanitation to improve the welfare of the people of Africa contributing to the goal of promoting access to basic services.

Furthermore, other key institutional strategies of the AfDB include:

- **Climate change and environmental sustainability:** The AfDB addresses the threat climate change poses to Africa's development and is committed to promoting environmental sustainability. The Bank aims to help African countries mitigate the effects of climate change by promoting renewable energy, sustainable agriculture, and low-carbon transport.
- **Gender equality and women's empowerment:** The AfDB recognises that gender inequality is a significant obstacle to Africa's development and is committed to promoting gender equality and women's empowerment. The Bank is working to ensure that its projects and programmes take gender considerations into account and promote women's economic empowerment and political participation.

Overall, the African Development Bank's institutional strategies are designed to support Africa's economic development and social progress by promoting regional integration, private sector development, environmental sustainability, and gender equality.

### **3.1.2. Regional strategy**

Various regional policies are aimed at promoting economic development and integration within the East African region. These policies cover a range of sectors, including transport, trade, power, and infrastructures such as:

- **East African Community (EAC) Integration:** Kenya is a member of the EAC, which is a regional intergovernmental organization that aims to promote economic, political, and social integration among its members. Through the EAC, Kenya has implemented various policies aimed at reducing barriers to trade, improving cross-border infrastructure, and promoting regional cooperation in various sectors.
- **Northern Corridor Integration Projects (NCIP):** The NCIP is a regional initiative aimed at improving transport infrastructure and trade between Kenya, Uganda, Rwanda, and South Sudan. The

initiative includes the development of a new standard gauge railway line, the expansion of port facilities, and the construction of new highways.

- **Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor:** The LAPSSET Corridor is a major infrastructure project aimed at linking Kenya with South Sudan and Ethiopia. The project includes the development of a new port at Lamu, the construction of new highways and rail links, and the development of new oil pipelines.
- **Regional Energy Cooperation:** Kenya has implemented various policies aimed at promoting regional energy cooperation, including the development of cross-border transmission lines and the establishment of joint energy projects with neighbouring countries.

### 3.1.3. Country Strategy Papers

Two country strategy papers have framed the Bank's assistance to Kenya over the evaluation period:

- The Country Strategy Paper (CSP) 2014-2018
- The Country Strategy Paper (CSP) 2019-2023

The Bank's Strategy Papers are in line with Kenya's long-term plan (Vision 2030), its medium-term implementation plan MTP-III, as well as the Bank's TYS core operational priorities and its High-5s through their alignment with the strategic objectives and priorities set out in the TYS. Specific programmes and projects were designed to achieve these strategic objectives.

#### ***Country Strategy Paper 2014-2018***

The Bank's CSP 2014-2018 addressed Kenya's overarching strategic challenge for employment generation, particularly for the youth and women. Through a two-fold strategy, the Bank aims to promote private-sector growth and employment opportunities by investing in physical infrastructure and enhancing the Kenyan workforce's employability, focusing on youth and women by developing their skills.

The CSP includes two key pillars:

1. **Pillar 1 - Enhancing physical infrastructure to unleash inclusive growth;** and
2. **Pillar 2 - Developing skills for the emerging labour market of a transforming economy.**

Under Pillar I, the Bank focuses on creating job opportunities by establishing a more conducive environment for job creation in the private sector through investments in physical infrastructure. Bank investments in power, transport, and water aim to increase access to more affordable and reliable electricity, improve transport connectivity, decrease transportation costs, and time, and enhance access to a more reliable water supply.

Under Pillar II, the Bank aims to develop the skills of Kenyan youth, with a focus on Technical Vocational Education and Training (TVET) and persons with a disability, to improve their employability and support their ability to start their businesses while fostering gender equality and inclusiveness. Particularly, the Bank will prioritise TVET under its new interventions to develop mid-level skills for technicians and artisans in Kenya and the region's present and future labour markets.

All the Bank's investments aim to generate employment for youth and women; encourage private sector involvement; support regional integration; and promote gender equality. The projects should be aligned with the Government of Kenya's 2014-2017 National Education Sector Plan, TVET investment priorities, and the 2013 TVET Act to ensure project ownership and continued support of project activities by the Government.



## **Country Strategy Paper 2019-2023**

The Bank's CSP 2019-2023 aims to support structural transformation through industrialization to achieve sustainable and equitable growth that addresses ongoing issues such as poverty, unemployment, income inequality, and spatial socio-economic disparity. Accordingly, the CSP is articulated around the two following pillars:

- 1. Pillar I: supporting industrialization.**
- 2. Pillar II: enhancing skills and capacity development.**

Under Pillar 1, the Bank aims to support the Government's objective of achieving structural transformation through industrialization by encouraging more private-sector involvement in value addition. The main priorities are (i) to establish critical infrastructure, reduce business costs, and implement policy and regulatory reforms to promote private sector development. Additionally, the Bank (ii) supports Small and Medium-sized Enterprises (SMEs) in manufacturing, agro-processing, and housing to increase their participation in value addition. By developing value chains, the Bank aims to create more job opportunities and increase value-added exports. In addition, employment creation, particularly for young people, is integrated into the Bank's operations.

To address skill gaps in low- and medium-level positions, the Bank's operational priority under this pillar is to (i) enhance employability, entrepreneurship, and mentorship programmes, in order to complement the Government's programme to develop mid-level skills for technicians in existing and emerging sectors and provide skills training for undereducated youth in labour-intensive industries in coordination with Pillar I. Additionally, the Bank's priority is to (ii) address capacity and knowledge gaps in targeted sectors to facilitate effective policy and active dialogue with the Government. Here, the Bank support seeks to fill capacity and knowledge gaps identified in implementing activities under Pillars I and II. Moreover, to attain the anticipated results and objectives of the CSP, the Bank employs various funding instruments from its public and private sector windows. These instruments comprise investment project lending programmes, technical assistance, analytical work, and advisory policy services.

In summary, the two Country Strategy Papers (CSP) that have framed the Bank's assistance to Kenya over the evaluation period have similar goals and only partly differ in their approach. Both CSP's address the challenges of unemployment, poverty, and inequality in Kenya through two key pillars. Skills and capacity development is common to both pillars. While the CSP 2014-2018 emphasises, infrastructure enablers, the CSP 2019-2023 focuses on supporting industrialization but with infrastructure as a key industrialization enabler. Besides, both strategies aim to address unemployment and poverty in Kenya, with a particular focus on private sector development, youth and women.

### **3.2. Theory of Change for the period 2014-2023**

The analysis of the assistance of the AfDB programme in Kenya is structured around a Theory of Change (ToC) approach. The ToC will be used as the reference framework throughout the evaluation exercise.

To obtain a structured view of the strategy targeted by the Bank in its interventions in Kenya, the evaluation team reconstructed the chain of effects targeted by the Bank in the framework of its strategy from official documents (AfDB and government strategies, AfDB operations and support, etc.). More specifically, the ToC is based on the two Country Strategy Papers (CSPs 2014-2018 and 2019-2023) and ensuring the link with the CSP performance framework indicators in order to assess the contribution of interventions to the objectives defined at the pillar, sector and overall levels. The ToC also aims to examine how the Bank's regional integration strategy, as expressed in the two Regional Integration Strategy Papers (RISP) in East Africa, should be articulated with the Bank's strategy in Kenya.

The reconstructed ToC defines the linkages between inputs, activities, outputs and outcomes. It also allows to identify the critical assumptions and risks that can be tested about the conditions under which the outcomes are achieved, and the contextual factors affecting implementation and outcomes. This approach allows a focus on assessing actual against planned results while identifying where issues occurred along the results chain as well as the assumptions and risks underlying the theory behind the Bank's approach.

The following figure therefore presents a global overview of the linkages between the Bank's activities and expected outputs, outcomes, and impacts. This ToC will be further developed in the thematic reports to provide a thematic overview of the Bank's interventions and expected effects.

Note that the ToC is not a static tool, and it will be dynamically refined and adapted by incorporating relevant information from the documentary review, interviews and case studies and supplemented with coverage of assumptions and risks. Notably, the reconstructed ToC will also be compared and enriched with the results chains expected in the results frameworks of the operations conducted. This will allow for the definition of additional sub ToCs specific to the thematic sectors under study and which will be used by the evaluation team to compare, analyse and combine their findings at sectoral level.

The ToC reflects also how the Bank's strategies for Kenya was built around a two-pronged approach which sought to promote private-sector activity and job creation through i) investments in physical infrastructure; and, ii) the development of skills to improve the employability of the Kenyan workforce, notably the youth and women. The second CSP (2019-2023) put more focus on industrialisation but maintained infrastructure as a major enabler to support the country's industrialisation and create a conducive environment for private sector development. The main path to support industrialisation is through increased private sector participation in value addition, meaning that the global strategy remained similar for both CSPs. Indeed, the cost of energy and transport as well as the lack of adequate skills, were perceived as key binding constraints to industrialisation and growth, particularly private sector development and FDI.

The promotion of regional integration was an underlying objective of the strategy. More specifically, AfDB investments in power, transport and water sought to increase access to more affordable and reliable electricity, improve transport connectivity, decrease transport cost and time, and enhance access to more reliable water supply. At enterprise level, this aimed to boost private-sector activity, increase productivity, stimulate structural transformation, and generate employment, thereby promoting gender-balanced inclusiveness. At the same time, households and vulnerable groups were expected to benefit from improved infrastructure, which would further strengthen inclusiveness. Both men and women in urban and rural areas were expected to benefit from improved access through the use of technology and machinery to reduce the time and effort required to perform household tasks and increase productivity in informal businesses. The infrastructure projects seek to connect centres of production to markets, thereby unlocking economic potential and increasing employment opportunities. Priority is given to investments that promote regional integration through enhanced connectivity, notably cross-border linkages, transport corridors and regional power pools. The Bank attempts to strike a balance between regional, national and County-level infrastructure investments. The proposed projects are designed to maximise youth employment by making them labour-intensive during implementation, and by training the youth to undertake light construction and maintenance work upon completion. The projects aim to generate additional benefits and create livelihood opportunities for local communities living in proximity through by-products, for example, the use of hot water from geothermal installations, or increased economic activity around highways through access roads.

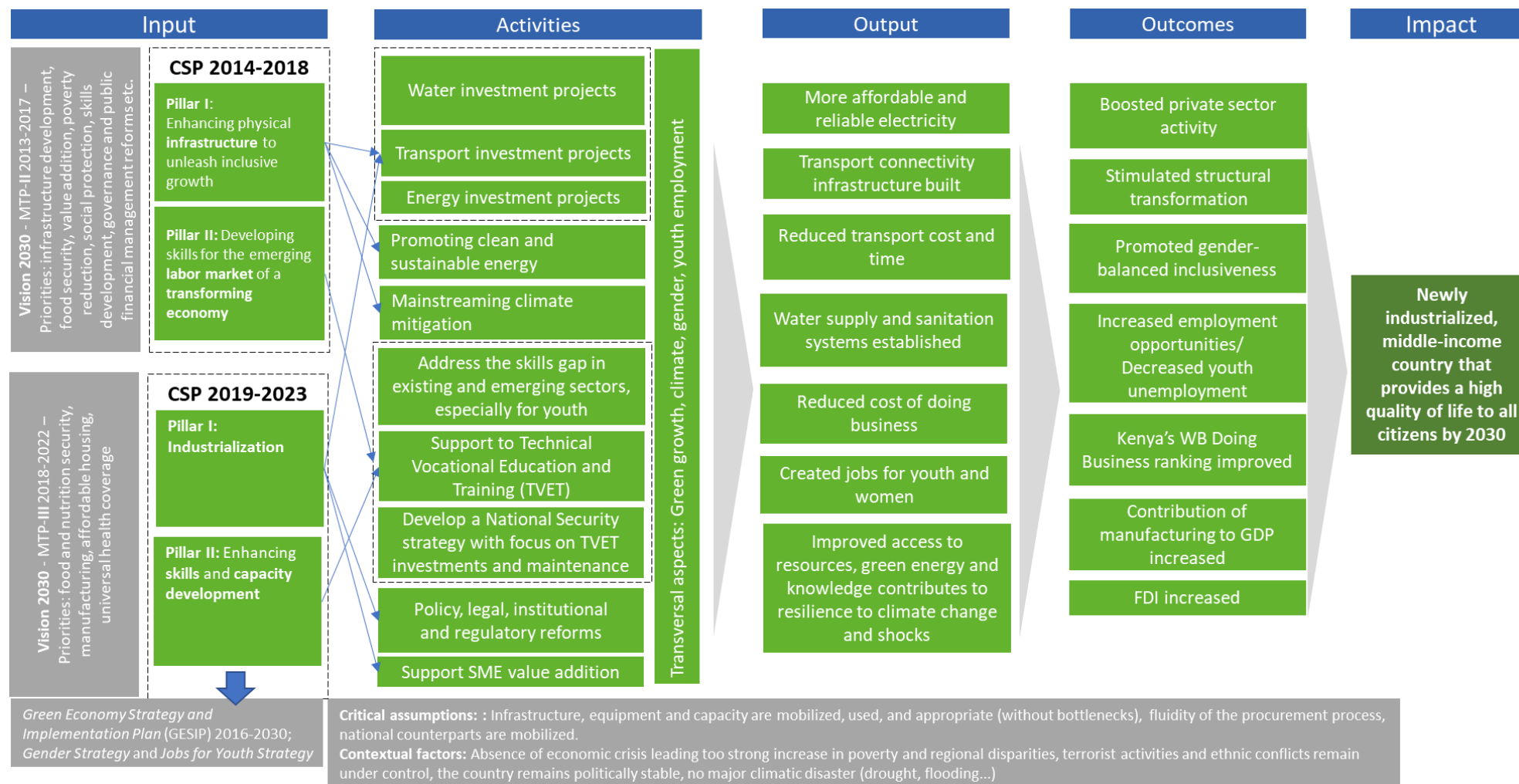
In terms of skills development and capacity building, the main objective of the Bank's Assistance Strategy is to develop skills of the Kenyan workforce, notably the youth (at least half of which are women), to improve their employability and build their capacities to start their own businesses. Improved skills are expected to enable them to engage in more sophisticated, higher value-added economic activities, thereby contributing to structural transformation. Specifically, Bank interventions

prioritise support to Technical Vocational Education and Training (TVET) in order to develop mid-level skills of technicians and artisans for current and emerging labour markets in both Kenya and the region, in line with the Government of Kenya's (GoK) TVET strategy. Enrolment in TVET mainly targets post primary and secondary school graduates between 15 and 30 years old. The TVET includes apprenticeship programs and trainings focused on developing skills needed in infrastructure (roads, power, water and Information and Communication Technologies - ICT), where the skills mismatch is most pressing. Skills development programs set out to target the youth and persons living with disability, ensuring that at least 50% of all persons trained are women, thereby fostering gender equality and inclusiveness. TVET programs also foster inclusiveness by enhancing the access of girls and women to science and technology subjects through incentives and other affirmative actions.

Cross cuttingly, as a key principle, the Bank's support from the private-sector window complements its support from the public-sector window. The Bank provides lines of credit, equity or guarantees to commercial banks and financial intermediaries for onward lending to Micro, Small and Medium-Enterprises (MSMEs). Financial support to MSMEs seeks to promote technology transfer, which, coupled with transfer of knowledge and expertise, should enable them to engage in more productive economic activities, including value-chain development, thereby contributing to the structural transformation of the Kenyan economy. Moreover, the Bank aims to support Public-Private Partnerships (PPP) to complement public-sector financing especially of large infrastructure investments. Finally, the Bank through financial intermediaries or borrowers provides private companies with financing supported by technical assistance grants.

The Bank also seeks to support private sector development for value addition and job creation through policy, legal, institutional and regulatory reforms.

Figure 10. Theory of Change

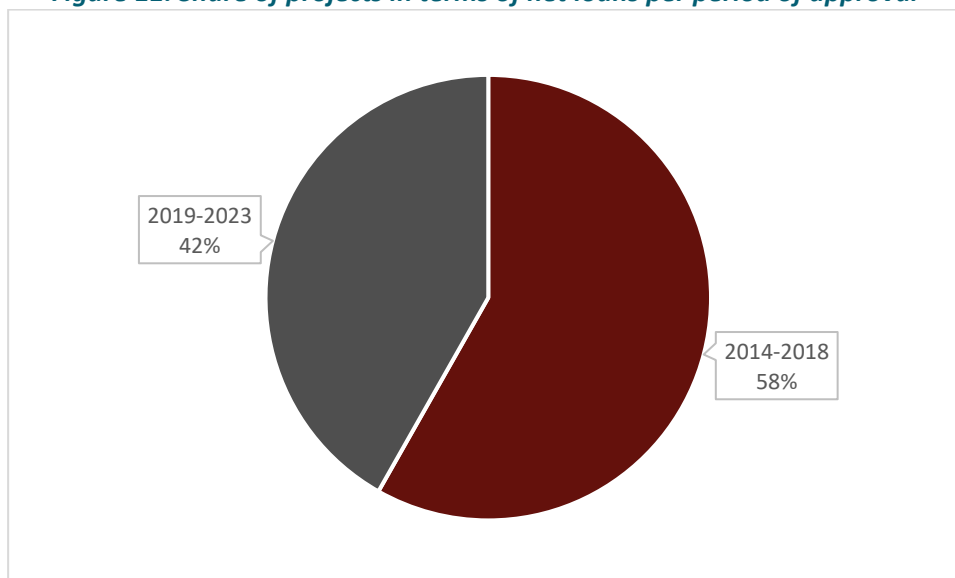


Source: ADE (2023)

### 3.3. The Bank's portfolio in Kenya

The Bank total net-loan amounts to approximately UA 2.9 billion from January 2014 to March 2023. As shown in Figure 11, the first CSP (2014-2018) period took a larger share of 58% in terms of the total net loans compared to the second CSP cycle (2019-2023).

**Figure 11. Share of projects in terms of net loans per period of approval**

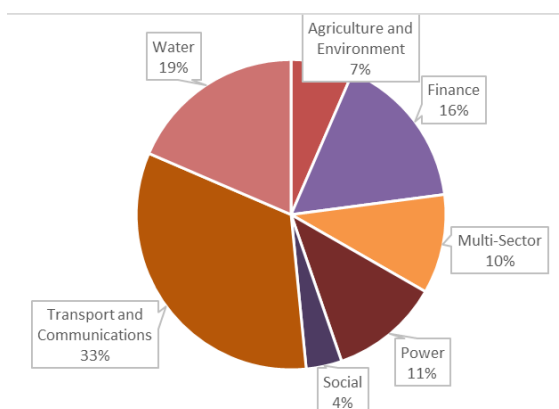


Source: AfDB internal Data base (2023)

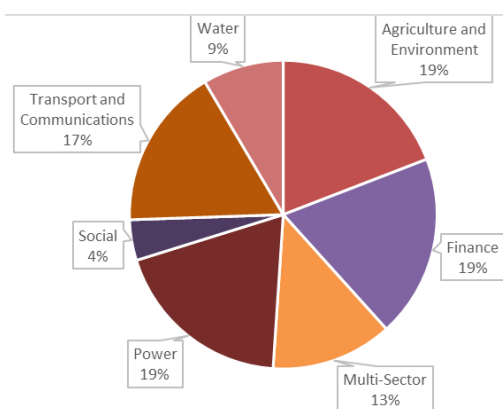
In total, the Bank approved, 54 projects in the evaluation period (2014-2023), which included 30 projects in the 2014-2018 period and 24 projects in the 2019-2023 period (Annex 7). From this total, 10 projects were completed (seven projects in the first period (2014-2018) and three projects in the latter) while most of the projects are ongoing.

On sectoral distribution, 4 main sectors take the larger shares of net-loan (Figure 12): i) Transport with a 33% share of net loans (UA 155 million) over the period 2014-2023, ii) Water & Sanitation, 19% (UA 531 million), iii) Finance, 16% (UA 470 million), and iv) Power 11% (UA 327 million). The agriculture and environment and the social sector each represent less than 10% of the portfolio budget. Multi-sectoral operations weigh 10% (UA 296 million).

**Figure 12. Share of Net Loans per Sector**



**Figure 13 Share of number of projects per sector.**



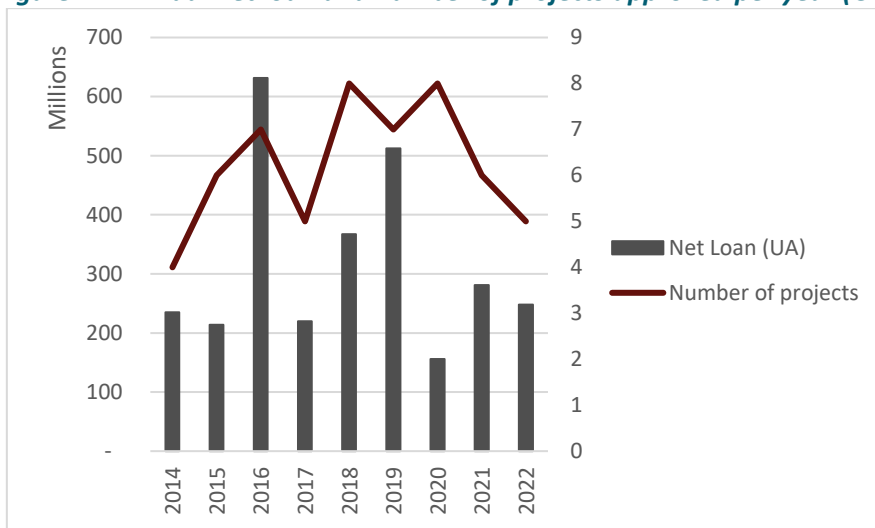
Source:

AfDB internal data base (2023)

However, in terms of number of projects, three sectors dominate: i) Power, ii) Finance, and iii) Agriculture and Environment with 19% each of the total share of the projects. They are followed by the Transport and Communications sector (17%), Multisector (13%), Water (9%) and Social (4%). Meanwhile, the total share of net loans in the portfolio were UA 2,865,024,405. This amount was distributed among various sectors, as shown previously in **Error! Reference source not found.**

**Notably, 2020 recorded one of the lowest amounts of Annual Net Loans.** Even though a total of 8 projects were approved, total annual net loan support amounted to UA 156 million, which is in decline from the volume for 2019, UA 513 million. In 2021 the annual net-Loans starts to rise with a total of UA 281 million comprising six approved projects.

**Figure 14. Annual net loan and number of projects approved per year (UA)**



Source: AfDB internal data base (2023)

Between 2014-2018 a clear yearly shift can be observed, whereas 2016 reached the highest amount of Annual Net Loans with UA 631 million and a significant number of projects compared to past years. However, this tendency drastically changed in 2017 with a drop in the Annual Net Loans to UA 220 million and only five approved projects. A slow increase occurred until 2019, when a total of 7 projects approved accounted for UA 513 million.

**In terms of financing window of the Bank, ADB accounts for nearly two-thirds of total net loans in both CSPs.** Of the portfolio's total net loans, about a 74% (UA 2,092 million) was financed through the ADB window. As shown in **Error! Reference source not found.** the African Development Fund (ADF) window is the second most important source of funding for projects at about 18% (UA 589 million). For both CSPs, similar patterns are observed. Nevertheless, for CSP 2019-2023 a slight increase of around 2 percentage points on the ADB window compared to CSP 2014-2018. Meanwhile a decrease of 4 percentage points for the ADF window share of net loans between the two CSP cycle.

**Table 2. Share of net loans to portfolio's total per window**

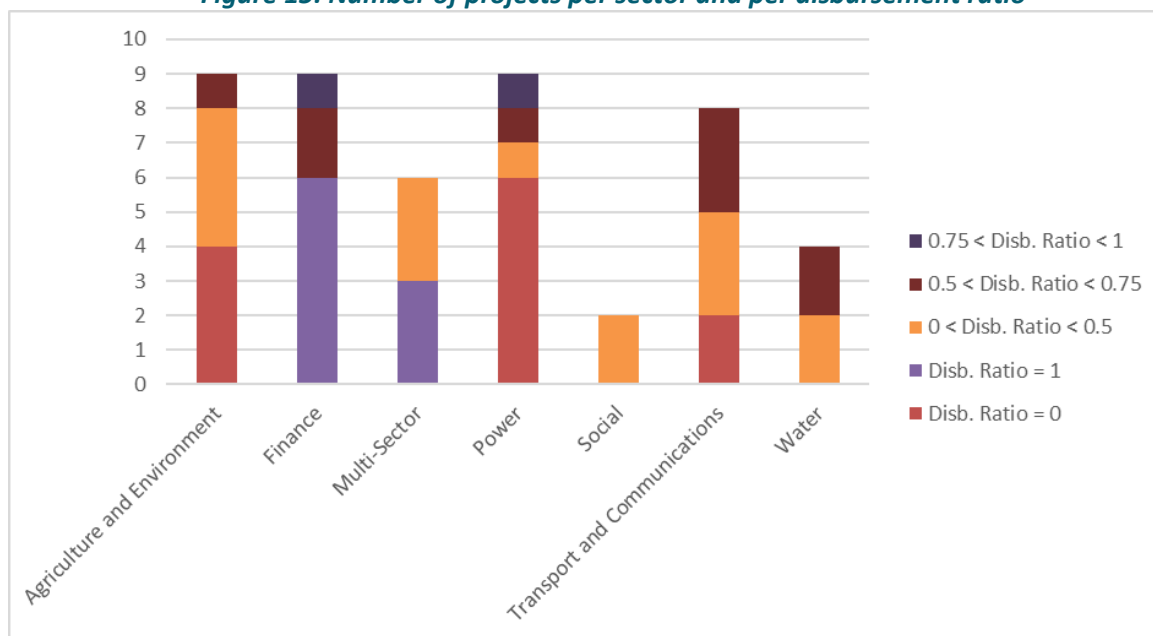
Period of approval		ADB	ADF	OTHERS	Grand Total
2014-2018	Net Loan (UA)	1,200,910,072	371,373,681	95,533,081	1,667,816,834
	Share	72%	22%	6%	100%
2019-2023	Net Loan (UA)	891,215,055	217,260,000	88,732,516	1,197,207,572
	Share	74%	18%	7%	100%
<b>Grand Total</b>		<b>2,092,125,128</b>	<b>588,633,681</b>	<b>184,265,597</b>	<b>2,865,024,405</b>

Source: AfDB internal data base (2023)

In terms of disbursement ratio, 14 projects have a ratio higher than 75%. This includes 6 projects from the finance sector, 3 projects from the multi-sector and 5 projects from the power sector. **Compared**

**to the finance sector, the power sector's average disbursement ratio remains significantly low.** Indeed, the power sector has over half of its projects with a 0% disbursement ratio despite having one of the highest number of projects among all sectors. Moreover, the disbursement ratio displayed a distinctively different variation by sector as seen in Figure 15. The agriculture and environment sector have over half their projects with disbursement ratios higher than 50%, whereas Finance and Multi-Sector interventions achieved disbursement rates equal to 100%. The Finance sector is the only one with all projects with disbursement rates over 50%.

**Figure 15. Number of projects per sector and per disbursement ratio**



Source: AfDB internal data base (2023)

A brief description of the Bank's portfolio in Kenya by sector is presented in Annex 7.

### 3.4. Position of the Bank's operations in relation to other Technical and Financial Partner (TFPs) operating in Kenya

During the period 2014-2020<sup>2</sup>, the main donors in Kenya are bilateral donors (totalling 56.27% of commitments), with the United States as the largest donor (25% of total Official development assistance (ODA) commitments and nearly half of total ODA bilateral commitments). The key multilateral donors are the World Bank (64% of multilateral donor commitments), followed by the EU, the AfDB, the International Monetary Fund (IMF) and the United Nations. The AfDB is the third largest multilateral donor and the 6<sup>th</sup> largest donor considering the total ODA commitments during the period 2014-2020. Nevertheless, it is also important to distinguish between donors that provide grants and those that provide loans. Kenya tends to rely more on loans.

<sup>2</sup> OECD data is only available until 2020.

**Table 3. Evolution of total ODA commitments (2014-2020), in Million USD at constant prices**

Aid type <u>Total Commitments</u> Part 1 Part I - Developing Countries Amount Type Constant Prices Recipient Kenya Unit US Dollar, Millions, 2020										
Year	2014	2015	2016	2017	2018	2019	2020	TOTAL absolute	Total (%)	% donor type
<b>Donor</b>										
<b>Official Donors, Total</b>	<b>3119,62</b>	<b>4240,63</b>	<b>3187,14</b>	<b>3794,1</b>	<b>2565,1</b>	<b>3029,18</b>	<b>5355,95</b>	<b>25291,72</b>	<b>100,00%</b>	
<b>DAC Countries, Total</b>	<b>1759,49</b>	<b>2353,37</b>	<b>2115,34</b>	<b>1904,33</b>	<b>1784,83</b>	<b>1873,96</b>	<b>2439,32</b>	<b>14230,64</b>	<b>56,3%</b>	<b>100,0%</b>
France	168,14	142,35	126,55	137,48	157,95	180,07	641,89	1554,43	6,1%	10,9%
Germany	247,36	146,99	76,7	284,16	89,46	144,74	107,79	1097,2	4,3%	7,7%
Japan	56,92	425,52	506,21	197,39	143,35	550,55	515,61	2395,55	9,5%	16,8%
United Kingdom	101,1	128,71	76,59	70,83	68,4	174,12	44,96	664,71	2,6%	4,7%
United States	892,2	1068,91	1014,61	985,25	977,18	505,26	807,96	6251,37	24,7%	43,9%
Other DCA countries	293,77	440,89	314,68	229,22	348,49	319,22	321,11	2267,38	9,0%	15,9%
<b>Multilateral donors, Total</b>	<b>1360,13</b>	<b>1884,96</b>	<b>1071,76</b>	<b>1879,18</b>	<b>779,95</b>	<b>1151,48</b>	<b>2912,85</b>	<b>11040,31</b>	<b>43,7%</b>	<b>100,0%</b>
EU Institutions	89,29	140,23	158,14	97,97	53,01	160,38	125,7	824,72	3,3%	7,5%
International Monetary Fund							756,06	756,06	3,0%	6,8%
<b>African Development Bank</b>	<b>358,87</b>	<b>220,76</b>		<b>66,79</b>	<b>33,12</b>	<b>46,29</b>	<b>65,73</b>	<b>791,56</b>	<b>3,1%</b>	<b>7,2%</b>
United Nations	27,61	121,59	27,4	71,62	65,62	43,98	80,99	438,81	1,7%	4,0%
World Bank	536,81	972,43	841,51	1631,46	564,53	770,78	1743	7060,52	27,9%	64,0%
Other Multilateral	347,55	429,96	44,71	10,91	63,68	130,05	140,9	1167,76	4,6%	10,6%
<b>Non-DAC Countries, Total</b>		<b>2,3</b>	<b>0,04</b>	<b>10,59</b>	<b>0,32</b>	<b>3,74</b>	<b>3,78</b>	<b>20,77</b>	<b>0,1%</b>	<b>100,0%</b>
<b>Private Donors, Total</b>	<b>44,09</b>	<b>56,83</b>	<b>87,32</b>	<b>131,8</b>	<b>159,95</b>	<b>372,63</b>	<b>280,61</b>	<b>1133,23</b>	<b>4,5%</b>	<b>100,0%</b>

Data extracted on 16 December 2022 13:26 UTC (GMT) from OECD,Stat

Source: AfDB internal Data base (2023)

Bilaterally, besides the US, Japan is listed as the largest source of bilateral loans and grants, overtaking China, which has been the biggest financier for nearly a decade (having committed KSh 21.25 billion in the 2022 ending June against Japan's KSh 36.49 billion). However, China remains the biggest bilateral creditor because of big-ticket deals it has linked with Kenya in the last decade to fund and build mega infrastructure projects. Some examples are the Standard Gauge Railway (SGR), which connects the port city of Mombasa to the capital Nairobi, as well as other transport projects such as highways and airports. China has also invested in power projects, with the construction of the Lake Turkana Wind Power Project, and has provided funding for the expansion of the Kenyan electricity grid. Additionally, China has provided financing for the construction of affordable housing in Kenya, as well as for the development of information and communication technology (ICT) infrastructure.



## 4. Approach and Methodology

As mentioned in section 1, this evaluation aims to assess how the Bank's assistance was designed and implemented, and the extent to which the Kenya's CSPs (2014-2018 and 2019-2023) have produced results and contributed to development objectives. The evaluation covers a large scope i.e., two CSPs covering a 10-year period, multiple sectors, and themes, all of which are addressed through more than 54 projects and a series of non-lending activities.

The overarching question of the evaluation of the AfDB's Country Strategy and Programme for Kenya 2014-2023 is: "What are the contributions of the Bank to the development of the country, and what enabled or hampered those contributions"? The evaluation is structured around **4 Evaluation Questions (EQs) and 30 sub-questions (ESQs)** which focus on the following themes:

1. *Development results: What has been achieved by the Bank as compared to what it set out to achieve?* This area focuses on what the Bank has achieved on the ground. It examines the relevance, effectiveness, sustainability, and crosscutting issues. It also investigates the effects of COVID-19 and other global events (War in Ukraine, Horn of Africa's droughts, global financial tightening of 2023, etc.) on the Bank's interventions and the country's development achievements.
2. *Managing the Bank's interventions: How and why were the development results achieved or not?* This area focuses on the design and selectivity, coherence, efficiency, partnership, and managing for development results.
3. *Borrower's performance:* This area assesses the contribution of the project executing agencies, the sector ministries and others responsible for project/programme design and implementation.
4. *Drivers of success and lessons:* This area examines the key facilitating or constraining factors for achieving development results. It will also provide key lessons and recommendations that could inform future strategies and programmes.

The EQs are further detailed in specific sub-questions by evaluation criteria, as presented in the following table:

**Table 4. Evaluation Questions**

Criteria / Issue	EQ	Question
<b>EQ1: Development Results – What has been achieved by the Bank as compared to what it set out to achieve?</b>		
Relevance	ESQ1	To what extent did the Bank's interventions' objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities?
	ESQ2	To what extent were the objectives and design of the interventions sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which they were implemented?
	ESQ3	To what extent were the interventions adapted over time in response to changing circumstances?
	ESQ4	To what extent were the interventions in the country aligned with the Bank's mandate, corporate strategy and (operational) priorities?
Effectiveness	ESQ5	To what extent have the Bank's interventions achieved their expected development objectives and results at sector, region and national level (both at the output and outcome level)? What are the impacts of COVID-19 and other global events on the Bank's interventions and the country's development achievements?
	ESQ6	To what extent have the Bank's interventions benefited different target group members (by gender, age and regions)?
	ESQ7	To what extent have the Bank's interventions contributed to the achievement of development objectives and expected development results of the country, including long-term effects/ impacts (both intended and unintended)?
	ESQ8	To what extent has the Bank contributed to capacity building, knowledge generation, and systems development in the country beyond lending operations?
Sustainability	ESQ9	To what extent have the achieved benefits continued or are they likely to continue once the Bank's interventions are completed?

Crosscutting Issues	ESQ10	To what extent are the Bank's interventions inclusive (i.e., bringing prosperity by expanding the economic base widely in terms of age, gender, and geography) in terms of gender and youth equality, and regional disparity?
	ESQ11	To what extent are the Bank's interventions environmentally sustainable and support the transition to green growth?
<b>EQ2: Managing the Bank's interventions– How and why were the development results achieved (or not)?</b>		
Design	ESQ12	To what extent did the Bank make the right choice of interventions in the country?
	ESQ13	To what extent has the Bank applied selectivity in designing its country strategy, program and portfolio, and focused on areas where it brings added value?
	ESQ14	To what extent has the Bank been innovative in adapting its approach to the country's context and development challenges/needs?
Coherence	ESQ15	To what extent are the Bank's interventions coherent and well-coordinated internally and create synergy among Bank operations?
	ESQ16	To what extent are the Bank's interventions harmonized with those of other donors (avoiding duplication, simplifying procedures, etc.)?
Efficiency	ESQ17	To what extent are the Bank's interventions delivered in an efficient manner (i.e., whether resources and inputs are economically converted to results)?
	ESQ18	To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards?
Knowledge and policy advice	ESQ19	To what extent has the Bank actively engaged in and influenced policy dialogue through relevant advice?
	ESQ20	To what extent has the Bank delivered adequate analytical work in support of its interventions, positioning and policy advice?
	ESQ21	What has been the impact of the policy dialogue and analytical work delivered?
Partnerships and leverage	ESQ22	To what extent are the Bank's interventions and resources bringing in other players and being leveraged for maximizing development effectiveness at country level?
Managing for Development Results	ESQ23	To what extent has the Bank successfully implemented a performance management strategy that focuses on performance and the achievement of outputs, outcomes and impacts?
	ESQ24	To what extent has the Bank supported the development of national capacities and management systems that focus on results?
<b>EQ3: Borrower performance</b>		
	ESQ25	To what extent did the borrower partner show leadership in aid coordination/harmonization?
	ESQ26	To what extent did the borrower partner and other clients participate in design and implementation of interventions (CSP, preparing for AfDB operations; compliance with AfDB loan covenants and conditionality; timely provision of counterpart funds; following procurement guidelines, etc.)?
	ESQ27	To what extent did the country support the management of development results?
	ESQ28	What are the facilitating or constraining factors to borrower performance?
<b>EQ4: Explanatory factors – What are the drivers of success and lessons learned?</b>		
	ESQ29	What are the key factors positively and negatively influencing the achievement of development results?
	ESQ30	What are the key lessons and recommendations that could inform future strategies and programmes?

To answer these evaluation questions, particularly considering the large scope of sectors covered by the AfDB in Kenya over the 2014-2023 period, a **theory-based pyramidal approach** will be used. It combines the analysis of causal pathways (associated with a theory-based approach) at the level of the entire portfolio, whilst also focusing in more detail on certain interventions selected for their representativity of the type of work undertaken and the issues faced by AfDB. The approach combines an analysis at various levels: intervention, thematic and strategic.

The evaluation is based on the principles of **contribution analysis**, assessing the existence and the degree of the Bank's contribution to observed changes based on a rigorous and systematic analysis of the chain of expected effects. The contribution analysis is based on the ToC. As it is an approach for assessing causal questions and inferring causality, information will be gathered concerning the implementation of the portfolio in relation to the ToC, so as to assess the contribution pathway and the challenges in following it. Whenever issues are identified in terms of the contribution pathway's

realisation, the analysis will be deepened allowing to reach conclusions and validate, invalidate or strengthen the contribution pathway. This approach will consider not only the results achieved but also the way they were achieved and the reasons for their achievement (or lack thereof). To do this, it will combine **quantitative and qualitative methods** using a variety of data collection tools, involving both desk-based review and field-based study in generating evidence.

This section first presents the principles of the theory-based pyramidal approach to provide evidence-based analyses. It then presents the data sources and data collection tools which will be developed, as well as how analyses will be carried out to provide robust evidence. Finally, this section presents the challenges and limits of the evaluation.

## 4.1. The Pyramidal Approach

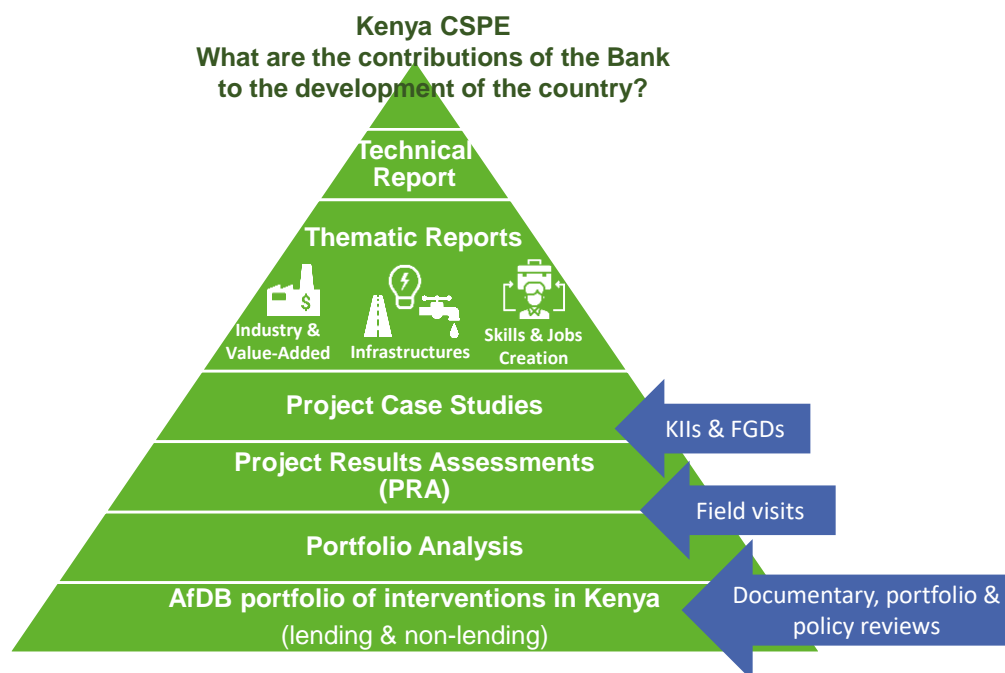
The overall methodological approach uses projects and thematic analyses to feed the country strategy level through a "**pyramidal**" analysis.

The approach aims to provide answers to the **4 evaluation questions and 30 specific sub-questions** presented in section 4. It focuses on the articulation and integration between the products (deliverables) obtained (see the Figure 16 below) to provide an overall analysis and synthesis of AfDB support to Kenya over the evaluation period. This involves the different levels of analysis, including strategies as described in the CSPs, thematic-wide approaches, issues related to themes that go beyond specific projects (e.g., coordination, non-lending operations, policy dialogue, risk management, etc.).

The three levels of analysis are as follows:

- **Analysis of the portfolio of interventions, PRAs & project case studies:** A selection of interventions will be analysed through an analysis grid (PRAs) derived from the evaluation criteria and questions and their structuring into judgment criteria and indicators. The level of analysis depends on the level of progress of each intervention. Detailed project case studies will be carried out to capture the contribution of the Bank. The PRA template and approach are further defined in Annex 6.
- **Analysis of the 3 main thematic areas (Industry & Value-Added, Infrastructures, and Skills and Jobs Creation):** Building on the portfolio analysis, desk reviews, PRAs and project case studies, thematic reports will be developed for the most relevant areas supported by the Bank during 2014-2023 period.
- **Strategic analysis and synthesis:** Based on the portfolio and thematic analyses, as well as any other relevant information collected, the team will conduct an overall analysis in response to the evaluation criteria and related questions and will formulate conclusions, lessons learned, and recommendations, all of which will be included in the Technical Report.

**Figure 16. Pyramidal Approach building blocks**



Source: ADE (2023)

The thematic and strategic level analysis goes well beyond the project analysis integrating each action within the wider logic of the ToC and the contribution of each sector to the pillars of the two CSP under evaluation and their respective objectives. This enables to integrate the strategic dimension of the Bank's support, beyond the sum of the portfolio's components.

## 4.2. Methodology

### 4.2.1. Data collection tools

The approach for answering the 4 EQs and the respective sub-questions will rest on a combination of tools to collect evidence and data to generate the information required to respond to the EQs. The choice of tools must allow the crosschecking of evidence collected to ensure validity and avoid bias. Specific tools will be tested beforehand and adjusted if necessary. The data collection and analysis tools are described below:



#### The Evaluation Matrix

A detailed Evaluation Matrix based on key international development evaluation criteria and guidance, that reproduces the key questions, sub-questions, indicators and sources of information, has been prepared taking into account the reconstructed ToC as well as contextual factors such as Covid-19 or the war in Ukraine (Annex 2). The Evaluation Matrix is a key tool in the evaluation process. To answer the questions and sub-questions, the evaluation team will follow a systematic approach to collecting and organising information. The evaluation matrix will therefore be at the heart of data collection, notably for the desk review, KIIs and site visits. The use of the matrix for each type of data is further described in section 4.3.1.



#### Documentary, portfolio and policy reviews

The **systematic analysis of documents at the strategic, country, thematic and project levels** of the Bank's support in Kenya will lead to i) gaining general knowledge of the context in which the Bank's assistance was designed and operationalised; ii) understanding of the Bank's Strategy in Kenya and iii) exploring the portfolio's performance for each thematic area under review. This analysis will be performed according to the outline of the evaluation matrix. The documentary analysis will contribute to the constitution of several sources of evidence, as described in the evaluation matrix (see Annex 2).

This analysis will be very useful for identifying key issues to be addressed, refining the **Theory of Change** and finalising the evaluation matrix. An indicative list of documents to be reviewed includes:

- AfDB's strategic and operational framework in Kenya: Country Strategy Papers (CSP), CSP Mid-Term Reviews, CSP Completion Reports, Country Portfolio Performance Reviews (CPPR), quality-at-entry assessments, etc
- Policy frameworks of international institutions
- Global development or sector targeted strategies: Ten-Year Strategy, all relevant strategy and policy documents related to High 5 priorities of the Bank such as Feed Africa, Energy, and Enable Youth etc.
- Donors' regional or country strategies for Kenya
- National development strategies, statistics, plans, laws and regulations,
- Project / programme related documentation: e.g., appraisal reports, mid-term evaluation reports, project progress reports, project completion reports, project completion report validation notes, and other relevant project documents, etc
- Evaluation studies, literature on the produced by other development partners as well as research institutes/academia, etc.
- Context documents
- Non-lending and knowledge products specific documentation

This exercise has been initiated during the Inception Phase and will be further complemented with the documents and information identified, collected, and analysed during the field mission.



### **Portfolio Review**

The portfolio review will consist of a review the relevant Bank databases and project documents and lead to an analysis of the Bank's portfolio. Descriptive statistics will then be applied to illustrate trends and compositions of the Bank's portfolio and will be use as a basis to determine a preliminary sample of projects for case studies.



### **Project Results Assessments, Synthetic Fiche & Project Case Studies**

3 types of project analysis will be conducted.

- 1. Project case studies: For each sector, a project representative of AfDB action in the sector and at a significant level of disbursement will be analysed in detail through extensive interviews, documentary reviews and a field visit.** The evaluation team will thus visit targeted interventions and make a cross-comparison of the information collected during the documentary phase with the observed realities on the ground. The selected projects for site visits are further presented in section 4.2.2.

2. Project Result Assessment (PRA): **All projects with a disbursement rate over 75%** will be analysed using a Project Result Assessment (PRA) grid which will be derived from the Evaluation Matrix.

The PRAs will be based on qualitative sources of information: (i) documentation review, including project documentation (approval, supervision, completion reports), and (ii) interviews in Kenya, including focus group discussions with key informants encompassing partnering ministries/agencies, operational units, and final beneficiaries; and possibly distance calls with AfDB HQ, when Task Managers are not present in Kenya.

3. **Synthetic fiche** : **All other projects with a disbursement rate below 75%, including 0%**, will be analysed using a synthetic fiche that will present i) the objectives of the project, ii) how the project fits into the intervention logic (sector support and contribution to the three themes, and the ToC), iii) eventual reasons for the delays of the project (if relevant), and iv) how the project integrates cross-cutting aspects. The information will be collected through key informants' interviews And a documentary review.

Only projects which are part of the 2014-2018 and 2019-2023 CSPs will be analysed through a PRA or synthetic fiche. Projects which were financed through the 2010-2014 CSP will be taken into account but only in so far as they related to the 2014-2023 portfolio.

This assessment will mainly help (i) understanding the performance (positive/negative results) and sustainability of AfDB's operations, in accordance with their logical model (ii) identifying success and failure factors and (iii) drawing key lessons and recommendations for improvement. The main criteria are namely: relevance, coherence, effectiveness, efficiency and sustainability. According to IDEV evaluation manual, under each criterion, sub-criteria are defined and scored (see section on Scoring below). All activities intended and implemented in the framework of selected projects will be analysed, in reference to their specific socio-economic and political context. The Bank's approach to performing PRAs is well known by the evaluation team, who have prepared or reviewed PRAs in different CSPEs and sectors (power, transport, environment, agriculture, governance, emergency aid, etc.).



#### **Key Informant Interviews (KIIs)**

Exploratory interviews were conducted during the one-week Scoping Mission in Kenya undertaken from 20-24<sup>th</sup> February 2023. The evaluation team will further conduct interviews with representatives of different stakeholders, including the country team, selected CSP stakeholders, staff at Regional Hub in Nairobi and HQ. Interview questions will be prepared and adapted to each interviewee's context and will include themes derived from the EQs, criteria and indicators, as well as hypotheses, informational gaps, and specific issues to be addressed, as identified in the literature, portfolio and project reviews. KIIs will also allow to collect key evidence regarding non-lending operations.

The evaluation team will analyse to what extent the non-lending activities allowed the Bank to continue engaged with the national authorities, maintain its credibility and be prepared for the following public sector lending. The objective will be to understand the nature and importance of achievements, and of factors and issues that constitute a hindrance, based on discussions with the Bank's in-country representatives as well as with strategic stakeholders interviewed in the key national ministries, mainly during the field mission.

Interviews will be prepared and framed using a flexible guided checklist approach. The interview protocol is presented in Annex 5. Key themes from interview guides could be shared with stakeholders in advance with the aim to ensure a higher quality discussion and guarantee a faster sharing of data and other relevant resources. Interviews during the Data Collection Phase will be implemented face-

to-face although remote interviews can be envisaged after the field mission to complement information gaps.



### **Focus Group Discussions (FGDs)**

This tool is very useful for interviewing a large number of people in a structured way and collecting and cross-referencing perceptions. These groups may be homogeneous (beneficiaries of specific interventions, or members of the same organisation) or made up of people with different functions. We propose to examine, on a case-by-case basis, the relevance, composition and organisation of the focus groups which will be a component of the evaluation. During the site visits, focus groups could be organised on certain key themes to be covered to gather the perspectives of beneficiaries, the structures implementing the projects (if applicable), and/or civil society organisations. These interactions would address issues of relevance, effectiveness, and sustainability of operations.

At this stage, it is not specified how many key informant interviews (KII) and Focus Group discussions will be undertaken as this will be determined by each sectoral / thematic expert closer to the data collection mission, once he has the best knowledge of all the valuable bibliography. Besides, experience shows that the exact form of the exchanges with stakeholders often has to be fixed at the last-minute follow in their availability and their desire of associating other actors to the exchanges.



### **Field Visits & Direct Observation**

In close coordination with IDEV, site visits will be organised outside of capital cities for a set of relevant project case studies that add real value to the evaluation, allowing to meet with key actors involved in certain flagship Bank operations in Kenya. Image data will be taken during the site visit. A selection of projects sites to be visited is presented in section 4.2.2.



### **Workshops with country stakeholders**

Two workshop moments are planned during the evaluation process, to ensure the engagement of the key stakeholders and users of the evaluation and validate preliminary findings and recommendations:

- **Field Mission Debrief Workshop:** at the end of the field mission, the evaluation team will organise a debrief workshop with the AfDB Kenya country office and the government, focusing on the following: i) Report on the evaluation work completed at this stage; ii) Presentation and discussion of key preliminary findings and initial draft EQ responses; iii) Discussions of perspectives and options for recommendations. At this stage it is not a question of presenting definitive conclusions and recommendations but of opening a discussion with the stakeholders and potential users of the evaluation so that they can actively participate in the evaluation exercise.
- **Validation Workshop to present the draft Technical Report:** the first draft of the Technical Report and the preliminary findings and recommendations of the evaluations will be presented at a validation workshop in the country with the with Regional Office and the government. The workshop will be led by the Team Leader with the in-country support of the national expert.

## **4.2.2. Data analysis**

All data collection (as described above) will be done based on the Evaluation Questions and the Evaluation Matrix. These tools are key as they will enable a systematic and comparable data collection. The evaluation matrix, in particular, will ensure that information collected at the project level can be compared and used to derive key lessons and conclusions at the thematic and at the country levels. The pyramidal approach will strengthen the conclusions by allowing to compare the results from

different levels of analysis (project, sector, thematic) combining in-depth analysis of a selection of projects and higher level strategic analysis.

Data gathered from the various data collection tools will be systematically analyzed and triangulated with the help of an evaluation matrix. This matrix will organize all data, results and findings arising from each data source to the relevant EQ and line of inquiry. This will then allow corroboration across data sources to derive credible evidence-based findings and recommendations. Linkages between data sources, findings and conclusions and recommendations will be established and demonstrated using a specific sourcing scheme to ensure traceability of argumentative chains.

A digital data management system will be constructed to encode and map all findings from each data source to the relevant lines of inquiry in the evaluation matrix. Sourcing will be ensured using codes in the desk review and common templates (coding books) for the interviews, field consultations and FGDs. This allows transparency and traceability of the information on which assessments are based.

### Principles of the pyramidal approach

The Pyramidal Approach is based on four key principles: scoring, aggregation, triangulation and sourcing:

- Scoring is used in the analysis of the selected interventions, in the PRAs.
- Aggregation will facilitate the sector-specific analysis and the strategic review.
- Triangulation and sourcing are transversal principles used throughout the evaluation and is applied at each level of analysis.

### **Scoring**

The scoring will be used while producing Project Results Assessments (PRAs), where each criterion included in the intervention assessment grid will be scored. The evaluation team is fully aware of methodological bases for scoring as the performance ratings from the IDEV Evaluation Manual (Chapter 3) have been used several times in country and strategic evaluations supported by ADE. This scoring scale aims to ensure sound qualitative assessment based on evidence derived from the documentary analysis, individual or collective exchanges with stakeholders, general or sector specific development data, descriptive statistics, etc. It makes explicit the basis of the assessment (argumentation), facilitates the comparability between projects and fosters common understanding of the specific intervention's performance. As shown in the following table, a four-point rating scale will be used in rating each evaluation criteria. Furthermore, a six-point rating scale as shown on table 6 will be used to assess the overall performance of the Bank's strategy.



**Table 5. 4-point rating PRA scoring table**

Scale	1 Unsatisfactory	2 Partly Unsatisfactory	3 Satisfactory	4 Highly satisfactory
<b>Relevance</b>	<ul style="list-style-type: none"> <li>▪ Very weak, very inappropriate design and very limited/non-existent alignment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weak, improper design and limited alignment / several gaps</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rather strong and appropriate design, strong alignment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Very solid and appropriate design, complete alignment</li> </ul>
<b>Coherence</b>	<ul style="list-style-type: none"> <li>▪ Very weak synergy</li> <li>▪ Very weak coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weak synergy</li> <li>▪ Weak coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strong synergy</li> <li>▪ Strong coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice for synergy creation and coordination</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>▪ Expected outputs not achieved in most cases</li> <li>▪ No or very few targeted results achieved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expected outputs achieved with significant gaps</li> <li>▪ Few targeted results achieved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expected outputs achieved in most cases</li> <li>▪ Most targeted results achieved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expected outputs fully achieved</li> <li>▪ All targeted results achieved</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>▪ Very significant difference between the ERR and the opportunity cost of capital</li> <li>▪ Very significant gap between planned and actual timing of implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant difference between the ERR and the opportunity cost of capital</li> <li>▪ Significant gap between planned and actual timing of implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Moderate difference between the ERR and the opportunity cost of capital</li> <li>▪ Moderate gap between planned and actual timing of implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Little or no difference between the ERR and the opportunity cost of capital</li> <li>▪ Little or no difference between planned and actual timing of implementation</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are not assured</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are hindered by significant risks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are generally ensured, with minor risks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are fully assured</li> </ul>

ERR = Economic Rate of Return

Source: IDEV

**Table 6. 6-point rating scoring table**

Score	Scale	Description
1	Highly unsuccessful	The intervention achieved none of its targets, objectives, expectations and results and had severe shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.
2	Unsuccessful	The intervention achieved only a minority or almost none (indicatively, score < 30%) of its targets, objectives, expectations and results and had major shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.
3	Mostly unsuccessful	The intervention achieved less than (indicatively, $30\% \leq \text{score} < 60\%$ ) of its main targets, objectives, expectations and results and had significant shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.
4	Mostly successful	The intervention achieved the majority (indicatively, $60\% \leq \text{score} < 85\%$ ) of the main targets, objectives, expectations and results and had moderate shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability
5	Successful	The intervention achieved almost all (indicatively, score $\geq 85\%$ ) of the main targets, objectives, expectations and results and had at most minor shortcomings <sup>8</sup> in terms of relevance, coherence, effectiveness, efficiency, and sustainability.
6	Highly successful	The intervention achieved or surpassed all main targets, objectives, expectations and results and had no or immaterial shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability

Source: IDEV Evaluation Manual (2021)

### **Aggregation**

The aggregation of results and scoring derived from intervention assessment grids is necessary and useful for establishing findings and analysis at both sector and strategic levels. A tailored aggregation approach shall be applied to answer the Evaluation Questions, including:

- Observed synergies and complementarities: (i) at specific level, (ii) at country/strategic level, (iii) between lending and non-lending activities;
- Weighted judgment on performance according to: (i) the budgetary importance of each intervention; (ii) importance of the criteria and indicators in line with their relevance and role in the evaluation; (iii) the basis of the evidence on which the analysis rests and (iv) specific contextual factors etc. In this respect the overall score by sector or at portfolio level will not derive from an arithmetical average.

The team focus group discussions around each of the thematic issues (or CSP pillars) and the ToC will play a key role in aggregation of results. Similarly, a comparison of the sectorally informed evaluation matrices will contribute to aggregation. Ultimately, the thematic experts and the team leader will validate the aggregation work and clarify any un-consensual issue.

Project and sectoral analysis (PRAs, synthetic sheets, most KII, FGDs) will be undertaken by sectoral experts up to sectoral level, answering the evaluation questions through the evaluation matrix, the evaluation team will then move to a common more thematic and strategic analysis on the basis of the comparison of sectoral informed evaluation matrices and focus group discussions around the pillar thematic and the ToC.

### **Triangulation**

Evaluation analysis is valid if it derives from several sources of information. It required cross-verification and demonstration of the evidence on which an assessment is based. Triangulation is a key factor in an evaluation to the extent that it fosters quality and soundness; it entails:

- Confirmation: verification and comparison of information from different sources and tools in order to determine the extent to which the evidence reinforces or weakens itself.
- Enrichment: increasing the ability to assess and make explicit the multiple causes influencing the analysis.
- Explanation: enabling the evaluator to deepen and widen understanding of the analysed question or issue.

**Triangulation** is envisaged at different levels:

- Triangulation of evidence collected by evaluators: the findings will result from the crossing of data collected from different sources and via various collection tools while considering the evolution of observed trends and the specificities of sectors analysed.
- Cross-fertilization of expertise for a multi-sector approach: the study will be carried out by experts with extensive and complementary methodological and sector-specific knowledge expertise who will each have specific technical knowledge and strategic experience.

### **Sourcing**

The sourcing is of particular importance for an evidence-based evaluation approach. The methodological set-up aims to ensure traceability of argumentative chains. Linkages between data sources, findings and conclusions and recommendations will be established and demonstrated using a specific sourcing scheme.

From the different sources of evidence, the information will be gathered and linked to an indicator informing specific evaluation questions and/or sub-questions. This sourcing scheme includes an approach adapted in accordance with the information sources and data collection tools:

- *Regarding the literature review*, the sourcing will be ensured by referencing all documents according to their type (Strategies, portfolio review, Report typology, etc.)

- *Regarding real-time field consultation, observations during field visits, interviews and focus groups, all collected data will be summarised in a systematic and harmonised manner using a common template (coding book). It will contain key messages from verbal interactions, structured against the indicators and criteria of the EQs. The protocol and templates are presented in annex.*

This approach allows full transparency and “traceability” of the information on which the assessments are based, thus making more solid the chain of reasoning on which the answer to each Evaluation Question is based.

### *Case study projects sampling*

The methodology foresees that for each intervention sector, one intervention will be the subject of a more detailed project case study, which will be composed of the PRA analysis described above but will also include project site visits.

The projects identified by the evaluation team, discussed with the national authorities and the AfDB office in Kenya during the scoping mission, and proposed for in-depth study are presented in Table 7. The precise identification of the sites to be visited will be done with the project stakeholders during the data collection phase.

**Table 7. Sample of selected projects**

<b>Project</b>	<b>Sector</b>	<b>Nature</b>	<b>Netloan (UA)</b>
Small Scale Irrigation and Value Addition Project (SIVAP)	Agriculture	AfDB loan and GAFSP grant; approved 18/11/15	46.5 mUA; 24.9% sector portfolio; 58.6% disbursed <sup>3</sup>
Lake Turkana Wind Power Project	Power	AfDB loan and Private Sector investment; approved 26/04/13 and 04/11/15	109.9 mUA; 5.6% sector portfolio (for the 2014-2023 portfolio); 100% disbursed (for the first loan approved in approved 26/04/13)
Equity Bank Limited support	Finance	AfDB loan; approved 05/11/14	110.3 mUA; 23.5% sector portfolio; 100% disbursed
Support to TVET and Training for Relevant Skills Development Project Phase II	Social / Education	ADF loan; approved 01/07/15	41 mUA; 38.4% sector portfolio; 81.1% disbursed
Kenol – Sagana – Marua Highway improvement Project (Dualling)	Transport	AfDB loan and AGTF loan approved 26/09/19	167.6 mUA; 17.8% sector portfolio; 43.5% disbursed
Kenya Towns Sustainable Water Supply and Sanitation Programme	Water & Sanitation	AfDB, ADF and MIC Fund loan; approved 09/11/16	291 mUA; 54.8% sector portfolio; 65.5% disbursed
Competitiveness and Economic Recovery Support Program	Multisector/Governance	ADB loan, approved 16/06/21	72.1 mUA; 24.31% sector portfolio; 100% disbursed.

<sup>3</sup> Disbursement values are aggregated for all budget lines concerning the project and for the latest available information

The criteria used to select these operations are their approval volume, their level of implementation and their representativeness of each of the Bank's sectors of intervention in Kenya. The aim is to be representative of the variety of the Bank's sectors of intervention in the country and to reflect the sectoral importance within the portfolio. The state of progress of the interventions (notably the existence of physical achievements to be visited) is also taken into account in order to facilitate the analysis of the results obtained and the issues of sustainability. A precise limit in terms of percentage of disbursement has not been systematically set because it would have been too restrictive in terms of selecting some representative interventions whose achievements are nevertheless significant. However, all selected interventions were above 50% disbursement over a year ago, apart from the Kenol – Sagana – Marua project for which it is known that significant disbursements have been undertaken since, although the precise figures have not been communicated, to the scoping mission.

More specifically:

- The SIVAP project has been selected as one of the two main agricultural sector interventions and taking into account that the other major intervention, "Enable Youth Kenya", has already been the object of a case study in 2022 within the framework of the mid-term evaluation of the Job for Youth strategy for Africa.
- The USD 787 million Lake Turkana Wind Power Plant approved in March 2013 is a good example of Eastern Africa Resource Center (EARC) acting as a connector and catalyst, bringing together the GoK and private-sector financiers, where the Bank with a comparatively small contribution of UA 109.9 million (USD 135million) leveraged a large amount of additional financial resources through a PPP and PRG.
- The UA 110.3 million support to the Equity Bank Ltd has been selected due to its financial importance, the fact that it is a completed intervention offering a degree of perspective on its effects and sustainability, as well as an example of support to SMEs as well as to the agricultural sector.
- Within the social sector, the case study has been orientated towards TVET support rather than health due to the key role of TVET with respect to the Skills and capacity building pillar, in both CSPs under the evaluation, as well as its role in support of industrialisation. The Support to TVET and Training for Relevant Skills Development Project - Phase II has been selected, both for its larger size and the fact that it has been implemented to a higher degree, thus offering a clearer perspective in terms of analysis.
- The dualling of the Kenol – Sagana – Marua Highway project has been selected both due to its size and due to the fact that its two phases are representative of issues faced by the AfDB in its support to transport projects. Indeed, the intervention is a good representative of the impact which AfDB seeks through its transport projects and of their logic whereas it also has come up against implementation challenges which are common to other infrastructure projects (procurement and design in particular).
- The Kenya Towns Sustainable Water Supply and Sanitation Programme has been selected both due to its size, the fact that it is advanced in its implementation, despite less than 75% disbursement, and the fact that it offers a comprehensive view of Water and Sanitation issues around the country.
- The Competitiveness and Economic Recovery Support Program represents the largest Bank intervention in the governance and multisector. It is selected to inform the work of the Bank in the governance and reform areas.

### *Thematical and strategic level analysis*

- The evaluation team is composed of both cross-cutting thematic experts and sectoral experts which cover all sectors of Bank intervention in Kenya. The ToC will serve as a common point of reference to analyse the links between inputs (mainly the projects) and thematic (or pillar level)

changes according to the CSP intervention logic. Internal focus group exchanges will be undertaken by the team in relation to all three thematic areas of analysis comparing their various points of view both in terms of the pillar support and the achievement of the main objectives of the ToC.

- In addition to this, each sectoral expert will complete an evaluation matrix in which he provides answers or elements of analysis for each of the 30 sub-questions, taking into account for his sector the various lending and non-lending activities concerned. This will also feed into a common synthesis concerning both the answers to the sub-evaluation questions as well as the interactions between the various sectors of activity and their contribution to more global pillar level results. The Team leader will ensure the added value of multisectoral projects or cross-cutting non lending activities is also fed into the exchanges.
- Finally, the debriefing session at the end of the data collection mission will also contribute to the thematical and strategic analysis.

### 4.3. Expected outputs

The pyramidal approach aims to provide useful information at three levels: at the intervention level, at the key thematic level, and at the country level. Analyses at each level will feed into the next level by combining them with additional data. This approach emphasises the articulation and integration among the outputs/deliverables obtained, which include:



**1. Portfolio Analysis report:** It consists of a review and analysis of the Bank's portfolio performance. Descriptive statistics will then be applied to illustrate trends and compositions of the Bank's portfolio. This review can provide additional analysis on specific thematic issues. The preliminary portfolio analysis was already used as a basis for the evaluation concept note and **selection of the project case studies.**



#### **2. Project Results Assessments (PRAs) grids and Project Case Studies:**

1. Project case studies will be prepared according to the template presented in Annex 6, in a thorough way, including field visits.

2. A template for the PRA analysis is presented in Annex 6. The PRAs will include the following sections: i) the identification of key information of the project; ii) introducing the project within its sector and in terms of CSP pillars; iii) the logic of intervention; iv) the summary of scores; and v) the analytical grids.

- The key information of the project will enable the identification of the project and its main characteristics, such as its sector, approval date, status, source of financing, financial instrument and costs/loans. It will also present the documents available.
- The logic of intervention will allow to better understand linkages between activities, outputs, outcomes and impacts of the project.
- Replacing the project within its sector and in terms of CP pillars will support a more global understanding of the way the project fits in to the global portfolio and Bank strategy.
- The summary of project scores for each criterion, following the 4-points rating scale presented in the Bank's Evaluation manual will provide a general idea of performance. This summary of scores is based on the analytical grids, in which each indicator is rated based on evidence retrieved and sourcing. Henceforth, each score should be justified and based on the analysis of the project.

The purpose of this component is to assess: (i) the design and implementation of Bank-financed interventions in the country; (ii) The performance of the Bank in managing its interventions for results; and (iii) the performance of the Borrower country as development partner.

3. As previously noted, all other projects will be replaced within the portfolio logic through the drafting of a short synthetic fiche of about a page (maximum 1,5) presenting i) the objectives of the project, ii) how the project fits into the intervention logic (sector support and contribution to the three themes, and the ToC), iii) reasons for the delays of the project (if relevant), and iv) how the project integrates cross-cutting aspects.



**3. Thematic Reports (3):** PRAs, synthetic fiches and Project Case Studies will then feed into three thematic reports. Thematic reports based on the pillars of the CSPs will be prepared based on detailed evidence and analysis from all lines of evidence providing answers to all evaluation questions, and a thorough assessment of the Bank’s involvement in each of the main pillars. Each report will benefit from the desk review of country, sector and project-related documents as well as the validation of available self-evaluation reports in the field. The three main themes which will be addressed include: Industry and value-added; infrastructures; Skills and Job creation. The way they relate to the key topics and sectors within the portfolio is summarised in the ToC.

The objective of the thematic reports is to assess: (i) the quality of Bank assistance in supporting the country’s agenda; (ii) the implementation of Bank-financed operations at thematic level, as well as its contribution to achieving development results; and (iii) how well the Bank has managed its interventions in particular thematic to achieve the desired results.



**4. Technical Report:** It will offer a comprehensive analysis based on the articulation of the above-mentioned deliverables. The Technical Report will provide a synthesis of evaluation findings, overall ratings, conclusions, and recommendations based various background evidence base (thematic reports, project case studies, portfolio analysis, and document reviews). Answers to the EQs will be drafted, clearly stating the key messages, supportive evidence, and triangulated sources. The reasoning linking findings, conclusions and recommendations will be made explicit. The drafts will be submitted for comments from IDEV, the reference group and peer reviewers. The consultant will then finalise the technical report and all related data. The final evaluation report will be approved by the Evaluator General. The template for the Thematic Reports is presented in Annex 8.



**5. Presentation to Country Stakeholders:** A presentation of the key preliminary findings and recommendations to country stakeholders (government, development partners, civil society etc.) will be hold Kenya based on draft technical report. This will follow a participatory approach and will aim at developing high quality recommendations by engaging key stakeholders.



**6. Summary Report:** will be prepared by IDEV based on Technical Report, which will summarise the key evidence-based findings, conclusions, and recommendations of the evaluation.

## 4.4. Challenges and limits of the evaluation

This evaluation involves a series of risks and challenges, of which the main ones identified at this stage are outlined below, together with the ways in which we intend to address them.

*Table 8. Main challenges of the evaluation and mitigation strategy*

⚡ Challenges	💡 Mitigation strategies
<b>The width and depth of the scope of a CSPE, which covers ten years and a variety of sectors.</b>	CSPEs are well-known to the Team Leader and to ADE, which have conducted many such studies, including more than five of them for IDEV. The methodological approach is designed to cope with this complexity by employing sector specialists to cope with the variety of sectors in the CSPEs and including through the definition to a set

	of structured evaluation questions and a variety of evaluation tools and methods.
<b>The evolution of the context during the evaluation period might affect the institutional memory of the different actors.</b>	The evaluation team acknowledges the instable situation and requirements for AfDB to adapt rapidly its strategic approach and operations. The evaluation approach hence goes beyond a Theory based evaluation: it will need to evaluate not only against stated objectives in CSPs but also against the changes in the context. The team aims at meeting key stakeholders who were active during the different sub-periods over the last 10 years. Furthermore, in cases where a lack of institutional memory is present, a document review of different types of reports will be used as an additional source of information. We will also ensure a proper balance in our analysis of AfDB's support to Kenya during these different sub-periods.
<b>The requirement to provide analysis at different levels: project, sector, country and strategic levels.</b>	We use a Pyramidal Approach which we designed in response to this challenge, successfully used in a set of previous CSPE for IDEV and updated for the present study (See section 4.1).
<b>The need for active collaboration from the AfDB country team and national authorities to conduct this study successfully.</b>	The evaluation team will seek the support of the AfDB country team as well as national authorities where needed (e.g., for data collection, interviews).
<b>The large scope of the evaluation, covering 4 evaluation questions and 30 sub-questions.</b>	A selection of interventions for in-depth review, the definition of different levels of analysis through the pyramidal and approach and realistic expectations of the evaluation consider this challenge.
<b>The limited workload estimated by the ToR to conduct this ambitious study, covering a portfolio of more than 80 operations.</b>	The evaluation team has designed a methodological approach and composed a team taking account of ToR provisions on the workload. It assumes a very smooth process with active support from IDEV and stakeholders towards successful conduct of the study (e.g., data collection, respect of deadlines). It also assumes realistic expectations in light of this level of effort (i.e., on the number of PRAs requested). The budget is being monitored closely, and mitigation measures discussed with IDEV whenever necessary.



## **5. Stakeholders' engagement strategy**

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### **5.1. Stakeholder mapping**

Table 9 presents the main stakeholders of the evaluation by analysing:

- The strategy for their involvement;
- Their Role in the evaluation;
- Their information needs & interests;
- The communication channels to be used to communicate the results of the study;
- Their Prospects for using the findings and recommendations;
- The risks of blocking/impeding the process or results of the study.

Prior to the data collection phase, the team of experts will undertake a documentary analysis to identify the stakeholders in the framework of the Bank's operations Kenya. It should be noted that all stakeholders may not be identified from the available documentation and initial direct contacts with project managers, sector focal points and key persons will help refine this preliminary identification once in country.

In particular, the preliminary project documentary revision will enable the identification of operating agencies and the responsible sectoral ministry and ministerial departments for each project

**Table 9. Stakeholder mapping and engagement strategy**

Main stakeholders	Engagement strategy	Role in evaluation	Needs & interests in terms of information	Way of communicating the information	Use of conclusions & recommendations
<b>AfDB Board, CODE<sup>4</sup>, Bank management</b>	⊕ Presentation of the evaluation report	✓ Approve / accept the report	<ul style="list-style-type: none"> <li>▪ Proof of Bank performance and of development effectiveness</li> <li>▪ Performance (in terms of DAC criteria)</li> <li>▪ Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Report</li> <li>❖ Presentation</li> </ul>	Take decisions based on the findings of the evaluation
<b>SNDR<sup>5</sup></b>	⊕ Preparation of the main report	<ul style="list-style-type: none"> <li>✓ Organise a meeting to launch the Management Response to evaluation with the country teams</li> <li>✓ Coordinate the main report</li> <li>✓ Evaluation Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proof of Bank performance and of development effectiveness</li> <li>▪ Lessons</li> <li>▪ Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Synthesis report (mail)</li> <li>❖ Presentation (during the CODE meeting)</li> </ul>	Use the findings to prepare the next CSP
<b>Kenya Country team Sectoral experts, country economist, country manager<sup>6</sup></b>	<ul style="list-style-type: none"> <li>⊕ Project launch</li> <li>⊕ Data collection, field mission: presentation of the data collection methodology; in-depth interviews and focus groups; presentation of the first evaluation results</li> <li>⊕ Discussion of the draft technical report</li> <li>⊕ Dissemination - technical report and synthesis report</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide information</li> <li>✓ Validate evaluation recommendations</li> <li>✓ Provide the main report</li> <li>✓ Prepare an action plan</li> <li>✓ Use findings and lessons</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proof of Bank performance and of development effectiveness</li> <li>▪ Lessons</li> <li>▪ Recommendations</li> <li>▪ Detailed sectoral and/or thematic notes and analysis (thematic reports)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Debriefing and workshop after the field mission</li> <li>❖ Draft technical report (email, video conference)</li> <li>❖ Final technical report and synthesis report (email)</li> </ul>	Use the findings and lessons learnt in the preparation and implementation of new CSP.
<b>Banking sector departments - Private sector, transport, power, agriculture, water and sanitation, finance, governance,</b>	<ul style="list-style-type: none"> <li>⊕ Data collection</li> <li>⊕ Dissemination of the technical report and of the synthesis report</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide information / data</li> <li>✓ Use the conclusions and lessons learnt</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conclusions</li> <li>▪ Lessons</li> <li>▪ Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Synthesis report</li> </ul>	Use the results to carry out specific sectoral work in the context of CSP operations

<sup>4</sup> Committee of operations and Development Effectiveness

<sup>5</sup> Department for Delivery, Performance Management and Results

<sup>6</sup> Part of the evaluation's Reference Group

Main stakeholders	Engagement strategy	Role in evaluation	Needs & interests in terms of information	Way of communicating the information	Use of conclusions & recommendations
<b>SNDR, SNOQ<sup>7</sup>, FIFC<sup>8</sup>, SNFI<sup>9</sup></b>					
<b>Kenyan actors : Government authorities (ministries, parastatals...) CSOs Private sector - Chamber of Commerce, employers</b>	<ul style="list-style-type: none"> <li>⊕ Interviews and focus groups with coordinators, implementers, beneficiaries and sector stakeholders</li> <li>⊕ Site visits</li> <li>⊕ Validation mission (workshop on emerging results)</li> <li>⊕ Sharing of the final evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide information / data</li> <li>✓ Use the conclusions and lessons learnt</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conclusions</li> <li>▪ Lessons</li> <li>▪ Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Synthesis report</li> <li>❖ Executive summary</li> </ul>	Use the results to improve project implementation or country systems
<b>Donors and development partners in Kenya (DPG, WB, IMF, USAID, AFD, etc.)</b>	<ul style="list-style-type: none"> <li>⊕ Meeting during the scoping and data collection missions</li> <li>⊕ Sharing the final evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide information / data</li> <li>✓ Use the conclusions and lessons learnt</li> </ul>	<ul style="list-style-type: none"> <li>▪ Findings on joint activities with the Bank</li> <li>▪ Coordination and partnership issues</li> </ul>	<ul style="list-style-type: none"> <li>❖ Synthesis report</li> <li>❖ Thematic reports</li> </ul>	<p>Raising awareness of the Bank's activities in Kenya</p> <p>Harmonising the partnership with the Bank</p>
<b>Evaluation Reference Group</b>	<ul style="list-style-type: none"> <li>⊕ Specific consultations on deliverables (inception, technical and synthesis reports)</li> <li>⊕ Sharing the final evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide advice and technical support</li> <li>✓ Facilitate the evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conclusions</li> <li>▪ Lessons</li> <li>▪ Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inception report</li> <li>❖ Thematic reports</li> <li>❖ Technical report</li> <li>❖ Synthesis report</li> <li>❖ Summary</li> </ul>	

Source: ADE (2023)

<sup>7</sup> Quality assurance division

<sup>8</sup> Financial control department

<sup>9</sup> Department of Trust Services, Financial Management, Inspection, Procurement Policy

## 5.2. Engagement with key stakeholders

The evaluations will engage with the key stakeholders both internally and externally to the Bank. ADE proposes a participatory approach to sharing of information, comparison of points of view, development of a framework of common understanding, and strengthening of the ownership of the evaluation process by the various stakeholders.

The evaluation team will ensure a close contact and collaboration with IDEV Task Manager and research analyst during the entire exercise, including providing regular updates on progress to the Task Manager (through written progress reports and verbal briefings, as required). This will ensure clear communications between the consultants and IDEV and will help solve any issues that may arise during the project.

### *Involvement of the AfDB actors*

As regarding to AfDB, the evaluation will consult with the relevant Executive Director, Country Offices, Eastern African Regional Office, Sectoral Departments, Regional Development, Integration and Business Delivery VP Complex, and Economic Governance and Knowledge Management VP Complex, among others if deemed necessary.

During the **Inception Phase** this involvement has mainly entailed the following activities:

- **Kick-off meeting (remote):** this meeting served to present the entire evaluation team and methodology to the evaluation managers of IDEV, to discuss any remaining questions and seek clarifications of the Bank's expectations.
- **Scoping mission in Kenya:** this mission provided a valuable opportunity to discuss the assignment with key stakeholders and support the development of the ToC, and any necessary adjustment of Evaluation Questions. Discussions also focused on: (i) understanding the context and its evolution throughout the period evaluated, (ii) the strategic directions for cooperation and (iii) the main challenges encountered during the period 2013-2023 in the main areas of cooperation between the AfDB and Kenya.
- **Discussion session of the draft Inception Report (remote):** this meeting will be an opportunity to discuss the approaches and tools proposed. This includes validation of the reconstructed general ToC and the evaluation framework, which will then be incorporated into the final Inception Report.

During the **Data Collection Phase**:

- **Introductory meeting:** at the beginning of the field mission, the team will present the AfDB officials and other relevant stakeholders in Kenya with the detailed procedure for carrying out the evaluation (which will be shared ahead). This meeting will be an opportunity to gather suggestions on particular interlocutors to be met.
- **In-depth interviews** will then be held with the various AfDB staff, government officials, private sector, CSOs, DPs and project beneficiaries. In addition, FGDs bringing together relevant members of the AfDB for a few key themes will be organised.
- **The debrief workshop** at the end of the field mission will be a unique opportunity to allow all invited stakeholders to respond to the first results of the evaluation and to participate actively in reflections on the perspectives and recommendations of the study. The debrief will seek to validate the mission's analysis and discuss the relevance of preliminary findings, conclusions and recommendations.
- During the Reporting Phase:

- Validation Workshop to present the draft Technical Report: the first draft of the Technical Report and the preliminary findings and recommendations of the evaluations will be presented at a validation workshop in the country with the with Regional Office and the government.

### ***Involvement of the other actors***

The involvement of other categories of actors in the evaluation exercise will be carried out mainly through the activities described hereafter. As was the case during the **Scoping Mission**, but in a more detailed and focused manner, during the **Data Collection Phase**, meetings will be held with:

- Kenyan authorities, in particular with relevant government officials, including the National Treasury and Economic Planning, Ministry of Roads and Transport, Ministry of Agriculture and Livestock Development, Ministry of Trade, Investments and Industry, Ministry of MSMEs Development, Ministry of Energy and Petroleum, Ministry of Water, Sanitation and Irrigation, Ministry of Public Service, Gender and Affirmative Action, etc.
- Private sector organisations (e.g., professional organisations and unions), Civil Society Organisations (including Non-governmental Organisations NGOs) and programme beneficiaries.
- Other donors, development partners and multilateral development banks (UN, World Bank, USAID, European Union), etc.

Moreover, during the Field Mission, visits will be made to the intervention sites selected for detailed analysis; these visits will lead to interviews with those responsible for implementing these measures, along with the beneficiaries (or their representatives) and other stakeholders (for example: Civil Society Organisations, other TFPs, etc.). In addition to these visits (or as needed), focus groups will be organised on certain topics, in particular to gather information on the beneficiaries' points of view, on the structures for implementing 54 projects (if any), and on the Civil Society Organisations. These interactions will address issues of relevance, effectiveness, and sustainability of the interventions.

During the scoping mission, the evaluation team identified a set of institutions to be met during the main data collection period:

- **Transport:** i) Kenya Rural Roads Authority (KERRA); ii) Kenya National Highways Authority (KENHA); iii) Kenya Urban Roads Authority (KURA); iv) Kenya Roads Board (KRB); v) Engineers Board of Kenya; vi) Ministry of Roads and Transport
- **Power:** i) Kenya Power; ii) Kenya Electricity Transmission Company
- **Water and Sanitation:** i) Water Resources Authority (WRA); ii) Water Services Regulatory Board (WASREB); iii) National Environment Management Authority of Kenya (NEMA); iv) Water Service Providers (WSP) ; v) Athi Water Works Development Agency; vi) Tana Water Works Development Agency; vii) Sanitation Companies
- **Social:** i) National Industrial Training Authority (NITA); ii) National Employment Authority (NEA); iii) Kenya School of TVET; iv) National Polytechnics; v) Technical Training Institutions; v) Institutes of Technology; vi) Technical and Vocational Colleges; vii) Vocational Training Centres
- **Agriculture/Environment:** i) Agriculture Sector Network; ii) Retail Trade Association of Kenya (RETRAK)
- **Finance:** i) Kenya Bankers Association; ii) Commercial Bank of Africa
- **Others:** i) Kenya Private School Association; ii) Kenya Association of Private School; iii) Kenya Association of Universities; iv) Kenya Association of Manufacturers; v) Kenya national chamber of commerce

These are non-exhaustive and may be complemented as the mission advances. In particular, it will be necessary to identify civil society representatives which are currently not well represented within our contacts. However, the current contacts serve as a good basis to launch the data collection mission.

## **5.3. Communication and dissemination**

Communication and dissemination activities are presented in the matrix below:

**Table 10. Summary of the evaluation dissemination plan**

Knowledge product	Audience	Means of communication	Support	Provisional calendar
Concept/methodological notes	- IDEV management - Kenya Country Office - Sector department - Reference group	- E-mails - Meetings/briefings	-	Undertaken
Inception report	- IDEV management - Evaluation Reference Group - Regional offices - Public at large	- E-mail - Reference Group meetings - IDEV website	Final published inception report Web text on evaluation	April 2023
Thematic reports	- IDEV staff - Reference group - External peer reviewer - Kenya country office - East Africa regional bureau	- Preliminary findings workshop - Videoconference meetings - E-mail	Presentation Report	Mid- June
<b>Technical report</b>				
Provisional synthesis report	- Reference group - IDEV staff - Kenya country office - External peer reviewer	- E-mail - IDEV website - Reference Group meeting	Report	September
Evaluation report summary	- CODE - Board and AfDB staff - East Africa Regional Bureau - Kenyan authorities, donors and DPs	- CODE meetings - E-mail - Digital and printed versions of document - Website and "Evaluation matters" magazine	Evaluation report summary Synthesis report Briefs	September/October




# 6. Evaluation Process, Team and Timeline

## 6.1. The evaluation process

The evaluation process is structured in three phases: Inception Phase, Data Collection and Analysis Phase, and Reporting and Quality Assurance Phase. The following figure summarises the tasks to be carried out in each phase in relation to the methodological approach, and the corresponding deliverables.

### 6.1.1. The inception phase


The structuring stage is when the evaluation framework is put in place. The inception phase implemented the following activities: i) Documentary, portfolio and policy review, ii) Context analysis and ToC Reconstruction, iii) Scoping mission, iv) Portfolio review & sampling, v) Finalisation of the Evaluation Approach & Matrix, vi) Development of data collection and analysis tools vii) Draft & Final Inception Report.

<p><b>In-depth documentary, portfolio and policy reviews</b></p> 	<p>The bulk of this activity consists of preparation of an inventory and summary of <b>all available evaluation information on AfDB interventions in Kenya</b> (both lending and non-lending). Recent academic literature on the country was consulted. Relevant databases of the Bank (EPIP, IVP, and CFRA) and other organisations (OECD, World Bank, etc.) were used. This analysis was performed according to the outline of the evaluation matrix. The documentary analysis contributed to the constitution of several sources of evidence, as described in the evaluation matrix. This documentary review allows an assessment of the performance of the project in accordance with the existing rating scale used by IDEV but also the gathering of all information required to answer the EQs. This review allows to <b>identify evidence-gaps</b> that can be bridged with field-based data collection and to prepare a documentary basis for the preparation of the PRAs and project case studies.</p>
<p><b>Context analysis &amp; ToC Reconstruction</b></p> 	<p>A global analysis of the political and socio-economic context of Kenya (overall and for the main sectors/themes concerned by the Bank's support) throughout the period covered by the evaluation is the first step to a better understanding of the context of cooperation and prepare the ground for formulation of the development of the ToC and Evaluation Matrix. This includes the production of a revised "timeline", taking the major facts that have affected the context and positioning the key elements of the deployment of the AfDB in Kenya. These analyses are based on available documentation and the databases mentioned above. From this information and analysis, the team was able to reconstruct the ToC presented in section 3.2. The figure may be adapted throughout the evaluation.</p>
<p><b>Scoping Mission</b></p> 	<p>This first mission in Kenya mainly involved the Team Leader. The scoping mission allowed to:</p> <ul style="list-style-type: none"> <li>• Present the evaluation approach and process to national authorities and key stakeholders in order to obtain their support and conduct initial KIIs.</li> <li>• Adapt, as appropriate and in consultation with IDEV, the evaluation approach for the main field mission.</li> <li>• Identify the availability of data and documentation (on the context and on the cooperation portfolio itself), check the suitability of the information collection tools and specify the logistics of the data collection mission.</li> </ul>




	<ul style="list-style-type: none"> <li>Meet with key stakeholders and conduct preliminary KIIs and FGDs. The types of people to meet during this phase are listed earlier in section 5. These include key Bank staff, local governments and authorities, private sector and civil society organisations, direct and final beneficiaries, and other partners.</li> <li>Prepare for the field visit, including logistics, pre-define a list of key people with whom to conduct interviews or set up a focus group and a list of the direct beneficiaries of the intervention and their contacts.</li> </ul>
<p><b>Portfolio Review &amp; Sampling</b></p> 	<p>Review and analysis of the Bank’s portfolio in Kenya. Descriptive statistics were then applied to illustrate trends and compositions of the Bank’s portfolio and to determine a preliminary sample of projects for the projects case studies. The final list of selected projects proposed in the draft Inception Report will be reviewed for IDEV’s validation.</p>
<p><b>Finalise the Methodological Framework &amp; Evaluation Matrix</b></p> 	<p>Finalisation of the methodological approach for measuring achievements and respective data collection tools. The overall evaluation framework has been refined and the evaluation matrix prepared. The evaluation framework has been completed and fine-tuned during the Inception Phase on the basis of a documentary review, reconstructed ToC and KIIs/FGDs in the country, and the portfolio review of the Bank’s interventions. The evaluation framework presents in a structured manner and for each EQ the judgement criteria, related indicators and the data sources. In relation to the Pyramidal Approach presented earlier, the evaluation framework distinguished indicators at project, sector and CSP levels. It should be noted however that the evaluation being a dynamic process, further adjustments to the methodological approach may be undertaken in consultation with IDEV if this appears relevant at a further stage of the evaluation.</p>
<p><b>Develop data collection &amp; analysis tools</b></p> 	<p>Development of data collection and analysis tools (interview guides, observation protocols, PRAs templates, analysis frameworks, questionnaire, reports templates, etc.) previously described in our methodological approach, have been further developed and specified in accordance with the finalised evaluation matrix. Data collection and analysis tools will allow for the traceability of evidence and findings and are context sensitive and adapted to the specificity of situations and stakeholders to be involved.</p>
<p><b>Draft &amp; Final Inception Report</b></p> 	<p>On the basis of the work mentioned above, this Draft Inception Report has been prepared and submitted for approval. A discussion session is planned with the IDEV Reference Group to discuss the options and modalities for implementing the evaluation. Based on these exchanges and the comments provided by the peer-reviewers (internal and external), the evaluation team will produce a Final Inception Report.</p>

**6.1.2. The data collection and analysis phase**

The field phase will begin after acceptance of the inception report. The field mission will take place in Nairobi and in the regions of the country where the interventions constituting the sample of projects and programmes to be examined in greater depth are implemented. The precise mission process (field trips, meetings with the different categories of actors, data collection methods such as the organisation of focus groups) will be explained in the last part of the inception report.

<p><b>Continued documentary, portfolio and policy reviews</b></p> 	<p>Started during the inception phase, the literature review will be deepened, considering the progressively enriched informational sources. This will cover intervention, sectoral, country and strategic levels, both for lending and non-lending activities. The team will also examine how the Bank's regional integration strategy, as expressed in the two Regional Integration Strategy Papers (RISP) in East Africa has articulated with the Bank's strategy in Kenya.</p>
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<p><b>Preparation &amp; Implementation of the Field Mission</b></p> 	<p>The preparation of field mission will be based on a contextual analysis and mapping of key stakeholders to meet in the country (government, donors, beneficiaries, Bank representative, etc.). In interaction with AfDB HQ staff (IDEV and Task Managers) and with the Bank’s country office, the mission will be introduced to national partners, facilitating the connection and data collection process.</p> <p>The team will then conduct a three-week mission to Kenya. Main data collection tools developed during the inception phase will be mobilised and put in practice during the field mission. The evaluation team will implement KIIs, FGDs and targeted visits to selected project site(s) for case studies, additional data collection (national stats, etc.). Interactions with AfDB country FO will be guaranteed and structured around an introduction and planning of the mission and a debriefing at its end. The data collected from the various data sources will then be analysed based on the approved evaluation matrix and aggregate assessments.</p>
<p><b>PRAs &amp; Project Case Studies</b></p> 	<p>Documentary-based PRAs will be further completed with evidence collected during KIIs and FGDs and field visits. It will enable better understanding of the causal links between the means implemented, the activities carried out and the results obtained. Evidence collected will be triangulated to carry out detailed project case studies to capture the contribution of the Bank and feed the Thematic Reports.</p>
<p><b>Debrief Workshop</b></p> 	<p>It is anticipated that at the end of the mission the evaluation team will hold a workshop to share the preliminary findings of the mission with key stakeholders.</p>

### 6.1.3. The reporting phase

The collection of information and the completion of the evaluation grid will be completed with the integration of the results of the field phase and the processing of the questionnaires. During the synthesis phase, the information collected during the field phase will enrich, qualify and amend the information from the documentary phase in order to allow the formulation of final responses to the EQs. On this basis, conclusions and recommendations will be drafted.

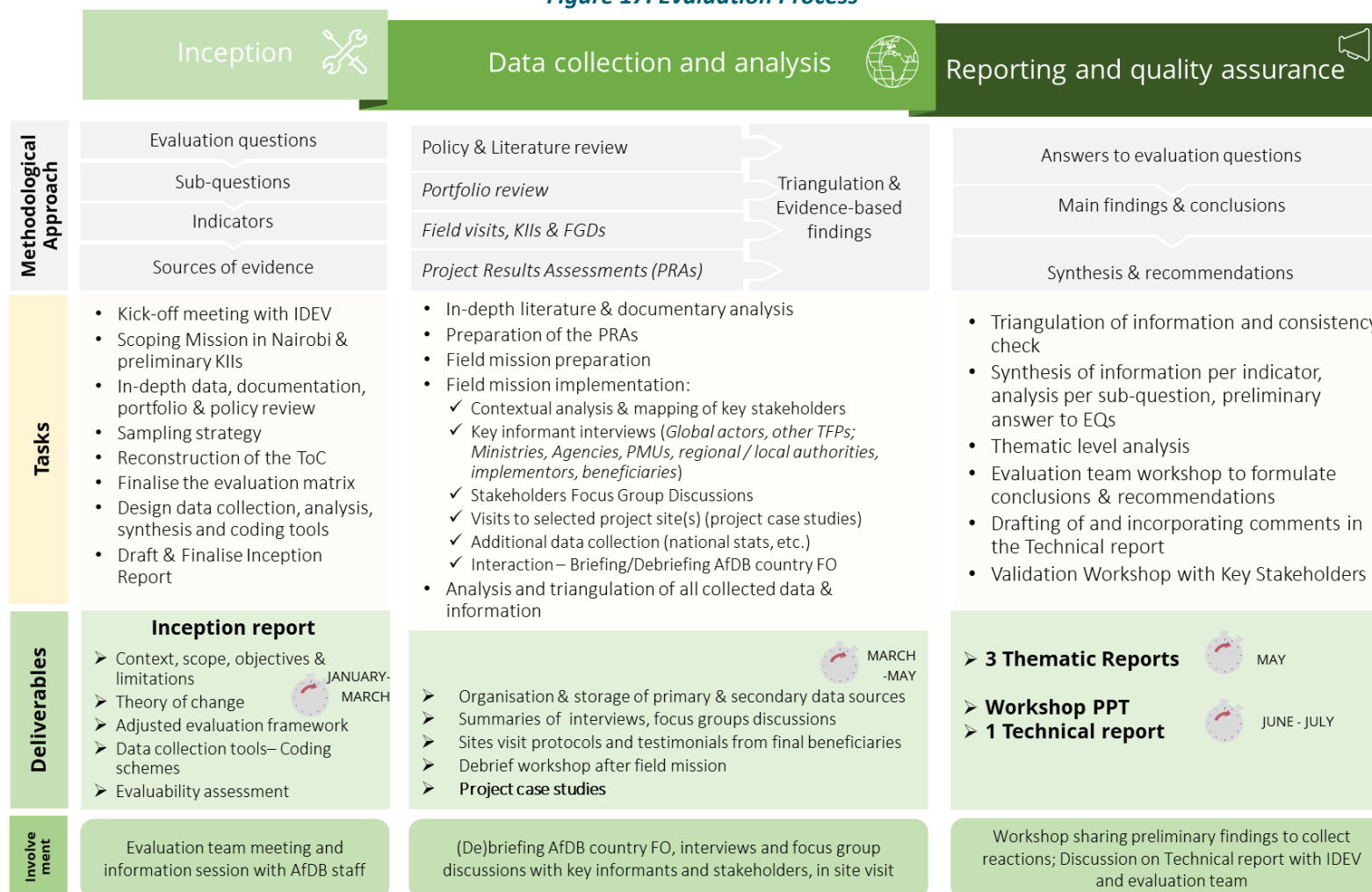
This consolidated grid will be the starting point for the preparation of the following deliverables:

- Thematic Reports (3): submission of draft and final Thematic Reports (including project case studies) which will be subject to adjustments/revisions based on comments from the Task Manager/IDEV evaluation team, the Reference Group, Peer reviewers (both internal and/or external).
- Validation Workshop PowerPoint: workshop to share preliminary findings and develop high quality recommendations by engaging experts as well as the potential users of the evaluation results.
- Technical Report: the Technical Report will then be drafted based on the analyses finalised on the deliverables listed above. The proposed approach can be summarised as follows:
  - Triangulation of information to verify its validity. In particular, the accuracy and credibility of oral sources will be compared to documentary sources. Similarly, whenever possible, data from national sources will be compared to international sources. The team will indicate its level of appreciation of the quality of the information available in the main findings in order to inform their strength.
  - Conclusions, lessons learned, and recommendations will be the result of team discussions during the synthesis phase and validation workshop. This will allow the team to benefit from

a multidisciplinary approach and to take advantage of the confrontation of sectoral analyses and perspectives of the different evaluators (local - international) while engaging key stakeholders and users of the evaluation.

This phase will lead to the drafting of a **Draft Technical Report** that will be presented to the Bank's services for discussion. Based on these discussions and comments from the Task Manager/IDEV evaluation team, the Reference Group, Peer reviewers, a **final version of the Technical Report including an Executive Summary**, will be prepared. Based on this, IDEV will prepare a Summary Report for presentation to the AfDB Board.

Figure 17. Evaluation Process



Source: ADE (2023)

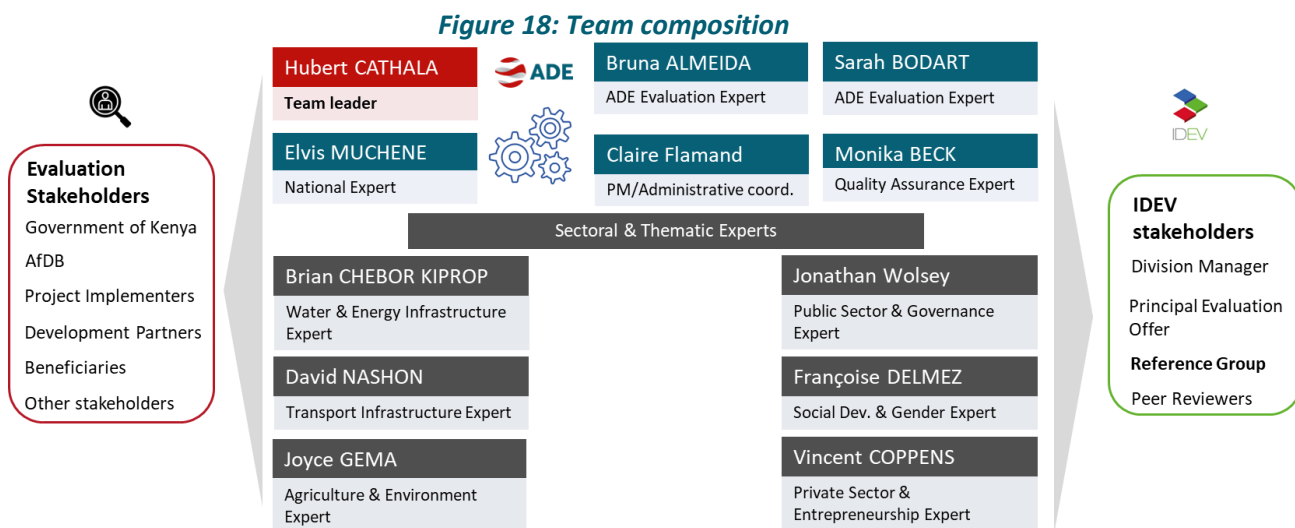
## 6.2. Team composition and task distribution

The evaluation team embodies the following qualifications to conduct this evaluation:

- Significant experience in conducting country strategy and programme evaluations, based on robust methodologies, for various donors including the AfDB;
- A multidisciplinary approach, in terms of thematic and sectoral expertise, international and national experience, and degrees of seniority;
- Strong knowledge of the East Africa region, in particular Kenya;
- Excellent research and analytical skills;
- Language proficiency.

The proposed team fully meets these requirements, as shown below. The Kenya CSPE also aims to contribute to the strengthening of national evaluation capacities, to the extent possible. In line with this, thematic and evaluation national experts are presented as key members and involved in all stages of the evaluation, contributing and reinforcing national evaluation capacities.

The organizational structure for this project is illustrated below.



Source: ADE (2023)

### Team Leader

The **Team Leader** manages the entire evaluation process, supported by a professional ADE in-house evaluator, both with previous experience conducting evaluations for IDEV. The mandate of the central team is as follow:

- The Team Leader organises the work throughout the evaluation process and ensure the distribution of tasks among evaluation team members.
- Coordination of the experts and of the different thematic contributions: an individualised follow-up of the contributions of each of the experts will be ensured, as well as verification of the coherence and quality of the four sectoral analyses offered by the various members of the team, in order to ensure the maintenance of a global vision of the evaluation.

### *Sectoral & Thematic experts*












The **Sectoral and Thematic Experts** provide the team with their **sector-specific** and **thematic expertise**. Together, they cover the areas that have been found to be the more important in the Bank's interventions portfolio and CSPs, over the revised period in Kenya: **Transport, Power and Water Infrastructures, Agriculture and Environment, Public Sector and Governance, Private Sector** and **Entrepreneurship** and **Social Development and Gender** thematic.

They are in charge of the completion of the **Project Case Studies**, of the **Thematic Reports** and of answering the **interventions and country level Evaluation Questions**, and will actively contribute to the other questions.

For each thematic report, there will be one key expert who will be in charge of the redaction and coordination of inputs from the sectoral experts, under the supervision of the Team Leader. Namely, the Transport Infrastructure expert is in charge of the Infrastructure Thematic Report; the Social Development and gender Expert is in charge of the Skills and Jobs Thematic Report; and the Team Leader is in charge of the Industry and Added Value Thematic Report.

The following figure presents the task distribution among team members.

**Figure 19. Task distribution among Evaluation Team's members**

	 Hubert Cathala	 Bruna Almeida	 Sarah Bodart	 Elvis Muchene	 Vincent Coppens	 Françoise Delmez	 Jonathan Wolsey	 Brian Kiprop	 David Nashon	 Joyce Gema	 Monika Beck
	TL	Evaluation Expert	Evaluation Expert	Local expert	Private sector & entrepreneurs hip expert	Social dev. & gender expert	Public sector & gov. expert	Water & energy infra expert	Transport infra expert	Agri & env. Expert	Quality control
<b>INCEPTION PHASE</b>											
Kick-off Meeting											
Documentary reviews and preliminary interviews											
<b>Scoping mission</b>											
Finalization of the evaluation approach and data collection tools											
<b>Inception report (draft and final)</b>											
<b>DATA COLLECTION PHASE</b>											
PRAs preparation											
Preparation of the field mission											
Field mission											
Remote data collection (online)											
<b>REPORTING &amp; ANALYSIS PHASE</b>											
Project Case studies											
<b>Thematic reports (draft and final)</b>											
<b>Technical report (draft and final)</b>											

Source: ADE (2023)



### **6.3. Calendar and outputs**

The evaluation takes place between December 2022 and June 2023. The indicative deadlines for key activities and deliverables are as follows:

- Scoping mission: February 20-24, 2023
- Inception report draft: March 8, 2023
- Inception report revised: March 27, 2023
- Field mission: April 17-05 May , 2023
- Draft thematic reports: May 12, 2023
- Revised thematic reports: May 26, 2023
- Draft technical report: June 9, 2023
- Presentation of initial results (workshop): June 16, 2023
- Revised technical report: June 30, 2023

Figure 20. Evaluation timeline

	January					February				March				April				May				June				July				August								
	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	31	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28		
<b>Inception Phase</b>																																						
<b>Kickoff Meeting</b>																																						
<b>Documentary reviews and preliminary interviews</b>																																						
<b>Scoping mission</b>																																						
Finalization of the evaluation approach and data collection tools																																						
<b>Inception report (draft)</b>																																						
<b>Inception report (final)</b>																																						
<b>Data collection and analysis</b>																																						
PRAs preparation																																						
Preparation of the field mission																																						
<b>Field mission</b>																																						
Remote data collection (online)																																						
<b>Reporting phase</b>																																						
<b>Project Case studies draft</b>																																						
<b>Project Case studies revised</b>																																						
<b>Thematic reports draft</b>																																						
<b>Thematic reports revised</b>																																						
<b>Technical Report draft</b>																																						
<b>Presentation of initial results and recommendations to country stakeholders</b>																																						
<b>Technical Report revised</b>																																						

Report submission   
 Report approval 

Source: ADE (2023)



# Annexes

# Annex 1: Terms of References

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## Annex 2: Evaluation Matrix

EQ1: Development results - What has been achieved by the Bank as compared to what it set out to achieve?		
Criteria/issue: Relevance		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ1. To what extent did the Bank's interventions' objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities?	<p><u>Relevance and quality at strategic/sector level</u></p> <ul style="list-style-type: none"> <li>❖ Degree of correspondence between listed global and sectoral priorities in the Bank's CSPs and those of the strategic framework of Kenya</li> <li>❖ Perception of stakeholders on the alignment of strategies with the needs and priorities of Kenya</li> <li>❖ Stakeholder opinion on quality of CSP</li> <li>❖ Have Bank activities tackled intervention sectors in a global way?</li> <li>❖ Clear and explicit identification of target groups within the CSPs and for each sector</li> <li>❖ Rationale for selecting target groups - (i) detailed analysis of their needs; (ii) justification of geographical choices.</li> </ul> <p><u>Relevance and quality at intervention level (project design)</u></p> <ul style="list-style-type: none"> <li>❖ Opinion of stakeholders (and evaluation team) on the alignment of intervention objectives (Bank portfolio) with the needs and priorities of Kenya</li> <li>❖ Clear and explicit identification of target groups within each intervention</li> <li>❖ Rationale for selecting target groups - (i) detailed analysis of their needs; (ii) justification of geographical choices; (iii) justification of the action modalities.</li> </ul>	<p>Documentary review (CSP, national strategies, sectoral strategies, project documents);</p> <p>Interviews (AfDB, GoK, DP, beneficiaries)</p>

	<ul style="list-style-type: none"> <li>❖ Level of correspondence between intervention objectives and needs expressed in CSP and country policies.</li> <li>❖ Opinion of stakeholders on relation between intervention objectives and needs of beneficiaries.</li> </ul> <p><u>Relevance of beneficiaries</u></p> <ul style="list-style-type: none"> <li>❖ Correspondence of beneficiaries with target groups identified in CSP and in country policies</li> <li>❖ Opinion of stakeholders on how far Bank and GoK strategy papers focus on priority needs.</li> </ul>	
<p>ESQ2. To what extent were the objectives and design of the interventions sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which they were implemented?</p>	<p><u>Strategic, sector and intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Existence of an assessment of the economic, environmental, equity, social, political economy, and capacity conditions at the level of the individual interventions, sector of intervention and in Kenya</li> <li>❖ Specific modalities of intervention adapted to the economic, environmental, equity, social, political economy, and capacity conditions identified</li> <li>❖ Level of integration of interventions and sectoral support within pre-existing dynamics</li> <li>❖ Level of dialogue with stakeholders during implementation of the interventions.</li> </ul>	<p>Documentary review (CSP, national strategies, project documents);</p> <p>Interviews with stakeholders</p>
<p>ESQ3. To what extent were the interventions adapted over time in response to changing circumstances?</p>	<p><u>Strategic, sector and intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Number, frequency and nature of adaptations undertaken within interventions (Activities, approach, personnel, budget...)</li> <li>❖ Existence and nature of changing circumstances calling for project adaptations</li> </ul>	<p>Documentary review (Project documents, contextual studies and reports from GoK and other DP)</p> <p>Interviews with stakeholders</p>

	<ul style="list-style-type: none"> <li>❖ Existence of committees and monitoring procedures allowing to identify and discuss changing circumstances and needs for adaptation</li> <li>❖ Operationality of procedures necessary to validate changes</li> <li>❖ Level of dialogue with stakeholders during implementation of the interventions.</li> <li>❖ Stakeholder opinion on the adequacy of adaptations to changing circumstances</li> </ul>	
<p>ESQ4. To what extent were the interventions in the country aligned with the Bank's mandate, corporate strategy and (operational) priorities?</p>	<p><u>Strategic level beyond country</u></p> <ul style="list-style-type: none"> <li>❖ Strategic alignment and operational translation of intervention objectives and Bank priorities at the regional level (taking into account the principles of regional integration)</li> <li>❖ Strategic alignment and operational translation of intervention objectives and Bank priorities at global/continental level: (i) Medium-Term Strategy 2008-2012; (ii) 2013-2022 Ten-Year Strategy and the Results Measurement Framework for a single Bank 2013-2016</li> <li>❖ Bank personnel's opinion on adequacy of AfDB continental and regional policy documents in the Kenyan context.</li> </ul> <p><u>Strategic level in Kenya</u></p> <ul style="list-style-type: none"> <li>❖ Level of correspondence between intervention objectives and objectives specified in CSP.</li> <li>❖ Bank personnel's opinion on quality at entry of CSP (including results framework)</li> </ul> <p><u>Sectoral/intervention level</u></p>	<p>Documentary review: AfDB regional and continental policy documents (High five, MICs, Regional Integration, Medium term, 2013-2022, gender, private sector...), CSP;</p> <p>Interviews (AfDB, GoK)</p>

	<ul style="list-style-type: none"> <li>❖ Strategic alignment and operational translation of Bank priorities at sectoral level - coherence of interventions with (i) sectoral transport policy; (ii) sectoral power policy; (iii) the governance policy framework and action plan; (iv) the private sector development strategy; (v) policies on cross-cutting issues (environment, gender, etc.); (vi) other sectoral strategies</li> </ul>	
<b>Criteria/issue: Effectiveness</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ5. To what extent have the Bank's interventions achieved their expected development objectives and results at sector, region and national level (both at the output and outcome level)? What are the impacts of COVID-19 and other global events on the Bank's interventions and the country's development achievements?	<p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Presence of tangible and demonstrable outputs: execution rate of outputs (percentage of outputs that are reached or are likely to reach the target expected at the end of the projects)</li> <li>❖ Presence of tangible and demonstrable outcomes: execution rate of direct effects and intermediary effects listed in the projects' logical frameworks</li> <li>❖ Assessment of additional effects (positive and negative) not expected during the project cycle</li> <li>❖ Stakeholder and evaluation team opinion on quality of intervention logic in terms of objective attainment.</li> <li>❖ Effects of the Covid-19 pandemic, the Ukrainian crisis and the horn of Africa drought on project stakeholder environment and projects' implementation</li> </ul> <p><u>Strategic/sector level</u></p> <ul style="list-style-type: none"> <li>❖ Estimated contribution to sector key indicators of: (i) intermediate outcomes; (ii) long-term results</li> <li>❖ Effects of the Covid-19 pandemic, the Ukrainian crisis and the horn of Africa drought on performance of the</li> </ul>	<p>Documentary review (National strategic reports, CSP, country evaluations, project documents);</p> <p>Interviews (Implementing agencies);</p> <p>Field visits (final beneficiaries)</p>

	AfDB's various sectors of intervention and on the strategic objectives of AfDB at sectoral and national level	
<p>ESQ6. To what extent have the Bank's interventions benefited different target group members (by gender, age and regions)?</p>	<p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Perception of beneficiaries on the adequacy of the project with their needs (by gender, age and regions)</li> <li>❖ Beneficiaries' perception of what has changed for them during implementation and following the intervention ((by gender, age and regions)</li> <li>❖ Perception of beneficiaries of the AfDB's role - knowledge, visibility, support, added value (by gender, age and regions)</li> <li>❖ Degree of interventions' ownership by beneficiaries (by gender, age and regions)</li> <li>❖ Opinion of stakeholders (beyond beneficiaries) on extent of benefits and beneficiaries ((by gender, age and regions)</li> <li>❖ Number and type of beneficiaries ((by gender, age and regions)</li> </ul> <p><u>Strategic/sector level</u></p> <ul style="list-style-type: none"> <li>❖ Level of correspondence between project beneficiaries and beneficiaries as stated in strategic documents (by gender, age and regions)</li> </ul>	<p>Interviews with beneficiaries and stakeholders;</p> <p>Documentary review: project documents, CSP</p>
<p>ESQ7. To what extent have the Bank's interventions contributed to the achievement of development objectives and expected development results of the country, including long-term effects/ impacts (both intended and unintended)?</p>	<p><u>Strategic/sector level</u></p> <ul style="list-style-type: none"> <li>❖ Evidence of the Bank's support contribution to the country development objectives</li> <li>❖ Perception of stakeholders (government, DP, civil society) on the Bank's support contribution to the country development objectives</li> </ul> <p><u>Intervention level</u></p>	<p>Documentary review (project documents, Kenyan development indicators);</p> <p>Interviews (AfDB, GoK, DP);</p> <p>Field visits (final beneficiaries)</p>

	<ul style="list-style-type: none"> <li>❖ Evidence of the interventions' contribution to the country development objectives</li> <li>❖ Perception of stakeholders (implementing agency, beneficiaries, civil society) on the AfDB interventions' contribution to the country development objectives</li> </ul>	
ESQ8. To what extent has the Bank contributed to capacity building, knowledge generation, and systems development in the country beyond lending operations? Has it been catalytic?	<p><u>Strategic, sector level and intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Evidence of capacity building, knowledge generation, and systems development in the country beyond lending operations (i.e. TA, studies, capacity building events, exchanges, dialogue...)</li> <li>❖ Relevance and quality of the capacity building, knowledge generation, and systems development</li> <li>❖ Stakeholder opinion on AfDB contribution (as opposed to that of other actors) to capacity building, knowledge generation, and systems development in the country beyond lending operations</li> <li>❖ <u>Stakeholder opinion on the catalytic dimension of Bank support</u></li> </ul>	<p>Documentary review (project documents, country evaluations);</p> <p>Interviews (AfDB, GoK, DP);</p> <p>Field visits (project stakeholders)</p>
<b>Criteria/issue : Sustainability</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ9. To what extent have the achieved benefits continued or are they likely to continue once the Bank's interventions are completed?	<p><u>Strategic/sector level</u></p> <ul style="list-style-type: none"> <li>❖ Attention paid to sustainability and results sustainability factors in the AfDB strategies and policy dialogue</li> <li>❖ Perception of stakeholders on the importance given to sustainability by the Bank</li> </ul> <p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Technical soundness of investments</li> <li>❖ Existence of satisfactory institutional arrangements and regulations to ensure infrastructure and equipment maintenance; or territorial management</li> </ul>	<p>Documentary review (CSPs, project documents);</p> <p>Interviews (AfDB, GoK, DP, Implementing agencies)</p>



	<ul style="list-style-type: none"> <li>❖ Degree of institutional sustainability and contribution to capacity building</li> <li>❖ Influence of the political and governance environment</li> <li>❖ Degree of ownership and sustainability of partnerships</li> <li>❖ Degree of environmental and social sustainability</li> <li>❖ Degree of resilience to exogenous factors and risk management</li> </ul>	
<b>Criteria/issue : Crosscutting issues</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ10. To what extent are the Bank's interventions inclusive (i.e., bringing prosperity by expanding the economic base widely in terms of age, gender, and geography) in terms of gender and youth equality, and regional disparity?	<p><u>Strategic level</u></p> <ul style="list-style-type: none"> <li>❖ Explicit and targeted consideration (analysis of the context) in country strategies (CSPs): most vulnerable groups, gender equality, youth employment, regional disparities</li> <li>❖ Definition of specific objectives, specific indicators, and mobilisation of specific skills</li> <li>❖ Extent to which Bank has worked in the poorest areas of the country</li> </ul> <p><u>Sector level</u></p> <ul style="list-style-type: none"> <li>❖ Proportion of interventions of the country portfolio insocially redistributive activities</li> <li>❖ Attention paid to inclusiveness (gender equality, youth employment, geographic disparities) in the other sectors' interventions: definition of specific objectives, specific indicators, and mobilisation of specific skills</li> </ul> <p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Importance paid to inclusiveness (gender equality, youth employment, geographic disparities) in the design and implementation of projects (main activities and</li> </ul>	<p>Documentary review (CSP, project documents);</p> <p>Interviews (GoK, Implementing agencies);</p> <p>Field visits (final beneficiaries and other field stakeholders)</p>

	<p>associated activities) : definition of specific objectives, specific indicators, and mobilisation of specific skills</p> <ul style="list-style-type: none"> <li>❖ Degree of effective intervention inclusiveness (number of project direct and indirect beneficiaries)</li> </ul>	
ESQ11. To what extent are the Bank's interventions environmentally sustainable and support the transition to green growth?	<p><u>Strategic level</u></p> <ul style="list-style-type: none"> <li>❖ Explicit and targeted consideration in country strategies (CSPs): analysis, definition of specific objectives, specific indicators, and mobilisation of specific skills</li> </ul> <p><u>Sector level</u></p> <ul style="list-style-type: none"> <li>❖ Proportion of interventions of the country portfolio in the "environment" sector</li> <li>❖ Attention paid to environment in the other sectors' interventions: analysis, definition of specific objectives, specific indicators, and mobilisation of specific skills</li> </ul> <p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Importance paid to environment in the design and implementation of projects (main activities and associated activities) : analysis, definition of specific objectives, specific indicators, and mobilisation of specific skills</li> <li>❖ Presence of tangible results on the strengthening of favourable environmental factors and / or on mitigating negative environmental factors</li> </ul>	<p>Documentary review (CSP, project documents);</p> <p>Interviews (GoK, Implementing agencies);</p> <p>Field visits (final beneficiaries)</p>
EQ2: Managing the Bank's interventions - How and why were the development results achieved or not?		
<b>Criteria/issue : Design</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ12. To what extent did the Bank make the right choice of interventions in the country?	<u>Strategic, sectoral and intervention level (beyond relevance indicators)</u>	Documentary review (CSP, country evaluations, project appraisal

	<ul style="list-style-type: none"> <li>❖ Assessment of the CSPs and intervention quality at entry by the Bank's services (including the quality of the results frameworks and logical matrices)</li> <li>❖ Perception of stakeholders on the quality of CSPs and interventions</li> <li>❖ Coherence of ToC and correspondence between ToC, interventions and cross-cutting AfDB activities</li> <li>❖ Adequacy of financial instruments mobilised in the implementation of the Bank strategy (private sector, ADF, BS, etc.)</li> <li>❖ Degree of coherence between the needs identified and the activities undertaken to respond to them</li> </ul>	<p>reports – PAR, and progress reports);</p> <p>Interviews (AfDB, GoK, DP)</p>
<p>ESQ13. To what extent has the Bank applied selectivity in designing its country strategy, programme and portfolio, and focused on areas where it brings added value?</p>	<ul style="list-style-type: none"> <li>❖ Budgetary share of interventions under the priority sectors of the Bank (global and by sector)</li> <li>❖ Justification of priority areas and thematic choices (specific issues &amp; constraints; links with the national strategy; consistency / leverage for other DP)</li> <li>❖ Specific interventions at critical times (context)</li> <li>❖ Interventions in fields or specific areas not covered by other DP and critical for the country</li> <li>❖ Continuity of the Bank's leadership in selected sectors / thematic</li> <li>❖ Recognition of AfDB added value in relation to issues addressed</li> </ul>	<p>Documentary review (CSP, National strategic documents, project documents);</p> <p>Interviews (AfDB, GoK, DP)</p>
<p>ESQ14. To what extent has the Bank been innovative in adapting its approach to the country's context and development challenges/needs?</p>	<ul style="list-style-type: none"> <li>❖ Relative shares in the intervention portfolio of each aid modality / fund mobilized and their evolution during the period</li> <li>❖ Perception of stakeholders on the instruments and approaches mobilised by the Bank, their innovative character and their relevance to the situation of the sector / area of intervention</li> </ul>	<p>Documentary review (CSP, regional and continental AfDB policies -MIC strategy in particular);</p> <p>Interviews (AfDB, GoK, DP)</p>

	<ul style="list-style-type: none"> <li>❖ Comparison between the instruments used by the Bank and those of the other main donors during the period</li> <li>❖ How far have the latest development concepts, approaches and tools been taken into account in strategic and project design</li> </ul> <p><u>Middle income status:</u></p> <ul style="list-style-type: none"> <li>❖ Quality of analysis and targeting of CSP on middle income status and associated issues (social, economic, political and institutional factors)</li> <li>❖ Consideration on the causes and consequences of middle-income status in the political dialogue</li> <li>❖ Assimilation of good practices in approaching middle income status</li> <li>❖ Inclusion of regional context evolution in approaching middle income status countries</li> <li>❖ Stakeholder perception on the consideration of middle-income status factors</li> </ul>	
<b>Criteria/issue: Coherence</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
<p>ESQ15. To what extent are the Bank's interventions coherent and well-coordinated internally and create synergy among Bank operations?</p>	<p><u>Sector and intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Importance of explicitly coordinated and synergistic interventions</li> <li>❖ Degree of liaison / mutual reinforcement between (i) interventions; (ii) sectors; (iii) instruments and aid modalities</li> <li>❖ Degree of liaison between the analytical work carried out and the sectors / themes of intervention</li> <li>❖ Degree of dissemination of analytical work to stakeholders of funded interventions (knowledge and awareness of the existence of analytical work)</li> </ul>	<p>Project documents</p> <p>Interviews with project stakeholders</p>

	❖ Degree of consideration of lessons learned from analytical work in the design of interventions (integration of lessons learned)	
ESQ16: To what extent are the Bank's interventions harmonised with those of other donors (avoiding duplication, simplifying procedures, etc.)?	<ul style="list-style-type: none"> <li>❖ Degree of sector / thematic specialization of the main development partners and place / role of the Bank</li> <li>❖ Existence of platforms and initiatives to coordinate aid between development partners</li> <li>❖ Role and influence of the Bank in the coordination and synergies of support provided</li> <li>❖ Degree of coordination of interventions among key development partners (design - relevance)</li> <li>❖ Degree of mutual reinforcement of the results of interventions funded by different development partners including the Bank (execution - effectiveness, impact).</li> <li>❖ Frequency of joint appraisals</li> <li>❖ Level of co-financing of activities</li> </ul>	<p>Documentary review (CSP, project documents);</p> <p>Interviews (AfDB, GoK, DP)</p>
<b>Criteria/issue : Efficiency</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ17. To what extent are the Bank's interventions delivered in an efficient manner (i.e. whether resources and inputs are economically converted to results)?	<ul style="list-style-type: none"> <li>❖ Comparison of the benefits obtained compared to the costs (economic rate of return)</li> <li>❖ Comparison with the costs of alternative / comparable means to reach the objectives of the intervention</li> </ul>	<p>Documentary review (project documents);</p> <p>Interviews (implementing agencies);</p> <p>Field visits (final beneficiaries)</p>
ESQ18. To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards?	<ul style="list-style-type: none"> <li>❖ Compliance with the implementation schedule (comparison of the estimated duration and the actual duration of execution from the date of entry in force)</li> <li>❖ Duration for intervention approval</li> <li>❖ Duration before first disbursement</li> </ul>	<p>Documentary review (project documents);</p>

	<ul style="list-style-type: none"> <li>❖ Stakeholder appreciation on the timeliness of the Bank interventions</li> <li>❖ Bank personnel's opinion on quality at entry of CSP (including results framework)</li> </ul>	<p>Interviews (AfDB, implementing agencies);</p> <p>Field visits (final beneficiaries)</p>	GoK
<b>Criteria/issue: Knowledge and policy advice</b>			
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>	
ESQ19. To what extent has the Bank actively engaged in and influenced policy dialogue through relevant advice?	<ul style="list-style-type: none"> <li>❖ Explicit and targeted engagement of the Bank for its involvement in policy dialogue (objectives and dedicated resources)</li> <li>❖ Participation and frequency of meetings / working groups with involvement of the Bank</li> <li>❖ Role of the Bank in the coordination and synergies between DP (including leadership within DP working groups)</li> <li>❖ Stakeholder appreciation of the role of the Bank and its contribution to political dialogue (influence)</li> </ul>	<p>Documentary review (CSP, CSP evaluations);</p> <p>Interviews (AfDB, GoK, DP);</p>	
ESQ20. To what extent has the Bank delivered adequate analytical work in support of its interventions, positioning and policy advice?	<p><u>Strategic, sector and intervention levels</u></p> <ul style="list-style-type: none"> <li>❖ Achievement rate of analytical work (list of analytical work completed / planned)</li> <li>❖ Relevance of links between analytical works conducted and areas of concentration of Bank assistance</li> <li>❖ Degree of dissemination and ownership of analytical works (CSP / project design and management)</li> <li>❖ Perception of stakeholders on the quality and usefulness of analytical work</li> </ul>	<p>Documentary review (analytical works);</p> <p>Interviews (AfDB, GoK, DP)</p>	
ESQ21. What has been the impact of the policy dialogue and analytical work delivered?	<p><u>Strategic and sector level</u></p> <ul style="list-style-type: none"> <li>❖ Existence of new policy documents or orientations integrating issues emanating from policy dialogue and analytical work supported by the AfDB</li> </ul>	<p>Documentary review (Policy documents, country evaluations);</p> <p>Interviews (AfDB, GoK, DP)</p>	

	<ul style="list-style-type: none"> <li>❖ Existence of development programmes integrating issues emanating from policy dialogue and analytical work supported by the AfDB</li> <li>❖ Development or strengthening of institutions responding to issues emanating from policy dialogue or analytical work supported by AfDB</li> <li>❖ Budgetary allocations (or reallocations) resulting from policy dialogue or analytical work supported by AfDB</li> </ul>	
<b>Criteria /issue: Partnerships &amp; leverage</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ22. To what extent are the Bank's interventions and resources bringing in other players and being leveraged for maximizing development effectiveness at country level?	<ul style="list-style-type: none"> <li>❖ Role and importance of the Bank in intervention design, and in terms of facilitation and resource mobilization by other development partners</li> <li>❖ Role and importance of the Bank's use of different instruments and aid modalities in a context of middle-income status and influence on other development partners</li> </ul>	<p>Project documents;</p> <p>Interviews (AfDB, GoK, DP)</p>
<b>Criteria/issue: Managing for development results</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ23. To what extent has the Bank successfully implemented a performance management strategy that focuses on performance and the achievement of outputs, outcomes and impacts?	<p><u>Strategic level</u></p> <ul style="list-style-type: none"> <li>❖ Existence of mid-term reviews and other M&amp;E modalities of the Bank portfolio in Kenya</li> <li>❖ Stakeholder appreciation on the proportionate nature of the means dedicated to the monitoring and evaluation of the AfDB portfolio in Kenya</li> <li>❖ Frequency of Bank Back to Office reports (BTOR)?</li> </ul> <p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Assessment of the quality of the project indicators and M&amp;E systems (realism, clarity and completeness)</li> </ul>	<p>Documentary review (CSP, project documents);</p> <p>Interviews (AfDB, implementing agencies, GoK);</p>

	<ul style="list-style-type: none"> <li>❖ Realization and regularity of (i) supervision reports, (ii) mid-term reports and (iii) state of execution and results of project reports</li> <li>❖ Timeliness in providing PCRs for projects concerned</li> </ul>	
ESQ24. To what extent has the Bank supported the development of national capacities and management systems that focus on results?	<p><u>Strategic level</u></p> <ul style="list-style-type: none"> <li>❖ Attention to development of national capacities and management systems that focus on results in CSP</li> <li>❖ Role of TA in terms of national institutional building and results management</li> </ul> <p><u>Intervention level</u></p> <ul style="list-style-type: none"> <li>❖ Presence of tangible and demonstrable outcomes in terms of capacity building</li> <li>❖ N° of capacity building events related to the development of national capacities and management systems that focus on results</li> <li>❖ Role of TA in terms of project support</li> </ul>	<p>Documentary review (CSP, project documents, CSP reviews);</p> <p>Interviews (AfDB, implementing agencies, GoK, DP)</p>
<b>EQ3: Borrower performance - How has the borrower performed in designing and implementing projects?</b>		
<b>Criteria/issue: Borrower performance</b>		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ25. To what extent did the borrower partner show leadership in aid coordination/harmonization?	<p><u>Strategic level</u></p> <ul style="list-style-type: none"> <li>❖ Organization of ODA coordination in the areas of intervention of the Bank</li> <li>❖ Political dialogue: modality and quality</li> <li>❖ Clarity of orientations set out in national policies</li> </ul>	<p>Documentary review (CSP, national strategies);</p> <p>Interviews (AfDB, GoK, DP)</p>
KESQ26. To what extent did the borrower partner and other clients participate in design and implementation of interventions (CSP, preparing for AfDB operations, compliance with AfDB loan covenants and conditionalities,	<ul style="list-style-type: none"> <li>❖ Degree of ownership in the development of successive national strategies covering the evaluation period (role of the Bank and other partners)</li> </ul>	<p>Documentary review (Project documents, CSP, national policy documents);</p>



<p>timely provision of counterpart funds, following procurement guidelines, etc.)?</p>	<ul style="list-style-type: none"> <li>❖ Degree of ownership of the implementation of national strategies and the importance of support from the Bank and other development partners in this area</li> <li>❖ Proportion of aid to the country included in the national budget and change during the period</li> <li>❖ Perception of the role and contribution of the Bank to the respect of the principle of appropriation</li> <li>❖ Level of participation in project orientation or management committees</li> <li>❖ % of national contribution to intervention budgets</li> <li>❖ Degree of AfDB intervention alignment with national policies</li> </ul>	<p>Interviews (AfDB, GoK, DP)</p>
<p>ESQ27. To what extent did the country support the management of development results?</p>	<p><u>Strategic, sector and intervention levels</u></p> <ul style="list-style-type: none"> <li>❖ Evidence of measures taken by Kenya to promote the achievement of results or, on the contrary, decisions taken which weakened the interventions of the Bank</li> <li>❖ Clarity of objectives and indicators set out in national policies</li> <li>❖ Level of national efforts invested in M&amp;E modalities to follow the attainment of development results</li> </ul>	<p>Interviews (AfDB, GoK, DP);</p> <p>National M&amp;E and policy documents</p>
<p>ESQ28. What are the facilitating or constraining factors to borrower performance?</p>	<ul style="list-style-type: none"> <li>❖ Contribution of GoK to success or poor performance of AfDB interventions</li> <li>❖ GoK opinion regarding enabling factors and constraints (both internal and external) if faced in supporting AfDB funded interventions</li> <li>❖ Opinion of stakeholders regarding GoK performance in supporting AfDB funded interventions</li> <li>❖ Opinion of stakeholders on GoK capacity to support AfDB intervention implementation</li> </ul>	<p>Documentary review (Project documents, CSP, project progress reports, Country evaluations);</p> <p>Interviews (AfDB, GoK, DP...)</p>

EQ4: Explanatory factors - What are the drivers of success and lessons learned?		
Criteria/issue: Drivers of success & lessons		
<i>Evaluation Sub-Questions</i>	<i>Suggested indicators or elements of analysis</i>	<i>Sources of information</i>
ESQ29. What are the key factors positively and negatively influencing the achievement of development results?	<p><u>Strategic, sector and intervention levels</u></p> <ul style="list-style-type: none"> <li>❖ List of key factors positively and negatively influencing the achievement of development results and rational explaining their effect</li> </ul>	<p>Documentary review (CSP, national policies, project documents, M&amp;E reports of all types);</p> <p>Interviews (AfDB, GoK, project stakeholders, civil society, private sector representatives, DP)</p>
ESQ30. What are the key lessons and recommendations that could inform future strategies and programmes?	<p><u>Strategic, sector and intervention levels</u></p> <ul style="list-style-type: none"> <li>❖ List of key lessons learned and recommendations that could inform future strategies and program in Kenya and rational explaining them.</li> <li>❖ Evidence of lessons learned</li> <li>❖ Rational for recommendations on basis of key findings</li> </ul>	<p>Documentary review (CSP, national policies, project documents, M&amp;E reports of all types);</p> <p>Interviews (AfDB, GoK, project stakeholders, civil society, private sector representatives, DP)</p>

Source: ADE (2023)

## Annex 3: List of people met during the scoping mission (20-24<sup>th</sup> February 2023)

Structure	Function/Directorate
AfDB	Director General RDGE/ Country Manager for Kenya
	Principal Country Program Officer
	Lead Economist
	Macro-economist
	Agriculture & Environment sector – Task Manager
	Power sector NSO focal point for East Africa
	Finance sector - Task Manager
	Social sector – Task Manager
	Water & Sanitation – Task Manager
	Chief Transport Engineer
Ministry of National Treasury and Economic Planning	National Treasury
Ministry of National Treasury and Economic Planning	M&E Directorate
Ministry of Education (State Department for Vocational & Technical Training)	Director Technical Education
	Deputy Director Technical Education
	Deputy Director Technical Education

Structure	Function/Directorate
<b>Ministry of Energy and Petroleum (MOEP) + Kenya Electricity Transmission Co. (KETRACO) + Kenya Power (KPLC)</b>	MOEP
	KETRACO
	KETRACO
	KETRACO
	KETRACO
	MOEP
	KPLC
	MOEP
	KETRACO
<b>Ministry of Cooperatives and Micro &amp; MSME Development</b>	Micro and Small Enterprises Authority
<b>Ministry of Labour and Social Protection (State Department for Labour and Skills Development)</b>	Director of Planning
	Director General - National Employment Authority (NEA)
	The National Industrial Training Authority (NITA)
	Acting manager - The National Industrial Training Authority (NITA)
	Deputy Director
<b>Ministry of Transport and Roads</b>	Chief Engineer (Roads)
<b>Ministry of Water, Sanitation and Irrigation - State Department for Water and Sanitation</b>	
	Programme Officer
	AfDB Programme Officer
	Planning department
<b>Ministry of Agriculture and Livestock Development (State Department for crop development)</b>	Project coordinator (SIVAP/BREFONS)
	Project team member (SIVAP/BREFONS)
	Project coordinator (ENABLE Youth)
	Project team member (SIVAP/BREFONS)
	Agriculture Secretary

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Structure	Function/Directorate
<b>Ministry of Trade, Investment and Industry (State Department for Industry - SDI)</b>	Industrialization Secretary
	SDI - Agro
	SDI – Enterprise Development
	SDI – RMIP
	SDI – Monitoring
	SDI - IFS
	SDI - CPPMD
	SDI - CPPMD
<b>Kenya Private Sector Alliance (KEPSA)</b>	Public Private Dialogue
	Public Private Dialogue
<b>Development Partners Group (DPG) chair</b>	Kenya Development Partners Group Secretariat
<b>World Bank Group</b>	Operations Manager
<b>National Commercial Bank of Africa (NCBA)</b>	Head of Financial Institutions
	Group Director Global Markets
	Finance Business Performance
	Finance

Source: ADE (2023)

## Annex 4: List of available documents per project<sup>10</sup>

Project code	Project name (long)	Sector	Status	Documents received	AR	GP	TAR	ESMP	IPR	ESIAS	RAP	ESMF	CRM	ON	ANNEX	ADOA	BA	PSN	DR	LC	PCR	PCREN	SESA	
P-KE-AAD-004	GREEN ZONE DEVELOP	Agriculture	OnGo	Yes	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
P-KE-AAZ-001	KIMIRA-OLUCH SMALHOLD IRRIG			Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-AAZ-002	SMALLSCALE HORTICULTURE DEVLPT			Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-DA0-002	EMERGENCY ASSISTANC ADDRESS DAMA	Transport	COMP	Yes	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-DB0-019	REHAB TIMBOROA ELDO	Transport	CLSD	Yes	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-DB0-020	NAIROBI OUTER RING ROAD IMPRVMT	Transport	OnGo	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0
P-KE-E00-005	WATER SERVICE BOARD	Water Sup/Sanit		Yes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-E00-007	SMALL MED TOWNS WATER SUP	Water Sup/Sanit	OnGo	Yes	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-E00-008	THWAKE MULTIPURPOSE WATER DVPT	Water Sup/Sanit	OnGo	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-EB0-003	NAIROBI RIVERS BASIN REHAB	Water Sup/Sanit	COMP	Yes	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0
P-KE-FA0-003	MOMBASSA NAIROBI TRANSMISSION LINE			Yes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0

<sup>10</sup> Information on available documents per project based on documentation received by IDEV.

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P-KE-FA0-004	POWER TRANSMISSION IMPROVEMENT	Power	CLSD	Yes	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-KE-FAA-001	THIKA THERMAL POWER PROJECT	Power	OnGo	Yes	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
P-KE-FZ0-003	MENENGAI GEOTHERMAL DVPT	Power	COMP	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-KE-IZ0-001	COMMUNITY EMPOWERMENT PROJECT			Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-AAZ-011	KENYA-DRGHT RSILCE SUSTAIN LIVIHOOD	Agriculture	OnGo	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
P-Z1-AAZ-012	DRGHT RSILCE SUSTAIN LIVIHOOD			Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
P-Z1-AAZ-014	IGAD-DRGHT RSILCE SUSTAIN LIVIHOOD			Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
P-Z1-DB0-027	MOMBASA-NAIROBI-ADDIS CORRIDOR II			Yes	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-DB0-038	ARUSHA- NAMANGA-ATHI RIVER ROAD DVPT			Yes	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-DB0-040	ARUSHA - NAMANGA-ATHI RIVER ROAD DVPT			Yes	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-DB0-075	MULTINATIONAL EAST AFRICA ARUSHA-VOI	Transport	COMP	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-DB0-095	ETHIOPIA - MOMBASA -NAIROBI-ADDIS ABABA	Transport	COMP	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-EA0-004	LAKE VICTORIA WATER SANITATION			Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-Z1-FA0-032	NELSAP INTERCONNECTION - KENYA	Power	COMP	Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
P-Z1-IAZ-006	AFRICAN VIRTUAL UNIVERSITY (PHASE 2)			Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0

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P-KE-AA0-019	KENYA EMERGENCY HUMANITARIAN ASSISTANCE FOR PERSONS AFFECTED	Agriculture	APVD	Yes	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-AA0-022	KENYA RURAL TRANSFORMATION CENTRES DIGITAL PLATFORM	Agriculture	COMP	Yes	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-AAD-005	GREEN ZONES DEVELOPMENT SUPPORT PROJECT-PHASE 2	Agriculture	OnGo	Yes	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-AAZ-009	SMALLSCALE IRRIGATION & AGRICULTURE VALUE CHAIN DEVELOPMENT	Agriculture	OnGo	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-AAZ-014	ENABLE YOUTH KENYA	Agriculture	OnGo	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-DA0-001	JOMO KENYATTA INTERNATIONAL AIRPORT AIRFIELD EXPANSION PROJECT	Transport	ABAN	Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-DB0-021	MOMBASA-MARIAKANI ROAD HIGHWAY PROJECT	Transport	COMP	Yes	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-DB0-023	SIRARI CORRIDOR ACCESSIBILITY & ROAD SAFETY IMPROVEMENT PROJ (ISEBANIA-KISII-AHERO ROAD REHABILITATION PROJECT)	Transport	OnGo	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-DB0-030	NAIROBI-NAKURU-MAU SUMMIT ROAD	Transport	OnGo	Yes	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-DB0-037	DUALING OF KENOL – SAGANA - MARWA	Transport	APVD	Yes	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-DB0-037	DUALING OF KENOL – SAGANA - MARWA	Transport	OnGo	Yes	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-E00-011	KENYA TOWNS SUSTAINABLE WATER SUPPLY AND SANITATION PROGRAM	Water Sup/Sanit	APVD	Yes	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-EA0-006	THWAKE MULTIPURPOSE WATER DEVELOPMENT PROGRAM I - ADDITIONAL	Water Sup/Sanit	OnGo	Yes	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-EB0-010	NAIROBI RIVERS BASINS REHABILITATION RESTORATION: SEWERAGE I	Water Sup/Sanit	OnGo	Yes	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-EB0-013	FEASIBILITY STUDIES AND DETAILED DESIGNS FOR THE NAIROBI INC	Water Sup/Sanit	OnGo	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



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P-KE-F00-001	ADF PRG MENENGAI	Power	APVD	Yes	1	0	0	0	0	1	0	0	1	1	1	1	0	0	0	0	0	0	0
P-KE-F00-013	KENYA - PUBLIC PRIVATE PARTNERSHIPS IN TRANSMISSION LINES	Power	COMP	Yes	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-FA0-013	LAST MILE CONNECTIVITY PROJECT - 2	Power	OnGo	Yes	1	0	0	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0
P-KE-FAA-001	THIKA THERMAL POWER PROJECT	Power	COMP	Yes	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0
P-KE-FF0-001	KOPERE 40 MW SOLAR PV IPP	Power	OnGo	Yes	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
P-KE-FZ0-004	LAKE TURKANA WIND POWER PROJECT	Power	APVD	Yes in 2nd lot	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0
P-KE-FZ0-013	QUANTUM POWER MENENGAI 35 MW GEOTHERMAL IPP	Power	OnGo	Yes	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
<u>P-KE-FZ0-020</u>	SUPER ESCO DEVELOPMENT KPLC	Power	APVD	Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-HAB-003	EQUITY BANK (KENYA) LIMITED	Finance	APVD	Yes	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0
P-KE-HAB-008	SUBORDINATED LOAN TO COMMERCIAL BANK OF AFRICA LIMITED	Finance	COMP	Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
P-KE-HAB-013	KENYA COMMERCIAL BANK LIMITED	Finance	OnGo	Yes	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
P-KE-HAB-022	DIAMOND TRUST BANK LOC I	Finance	OnGo	Yes	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
P-KE-HAB-025	COMMERCIAL BANK OF AFRICA - TFLOC	Finance	OnGo	Yes	1	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0	0	0	0
P-KE-HAB-026	CREDIT BANK KENYA LIMITED SME LOAN	Finance	COMP	Yes	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1	0	0	0
P-KE-HB0-009	KENYA MORTGAGE REFINANCE COMPANY (KMRC)	Finance	APVD	Yes	1	0	0	0	1	0	0	0	1	0	0	1	0	1	1	0	0	0	0

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P-KE-IAE-002	SUPPORT TO TVET AND TRAINING FOR RELEVANT SKILLS DEVELOPMENT	Social	OnGo	Yes	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-IAE-003	TECHNICAL AND VOCATIONAL EDUCATION TRAINING AND ENTREPRENEUR	Social	OnGo	Yes	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-K00-004	COMPETITIVENESS AND ECONOMIC RECOVERY SUPPORT PROGRAM	Multi-Sector	APVD	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-K00-005	MIC-TAF-TECHNICAL ASSISTANCE TO THE PRESIDENT DELIVERY UNIT	Multi-Sector	COMP	Yes	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
P-KE-K00-007	KENYA - COVID-19 EMERGENCY RESPONSE SUPPORT PROGRAM	Multi-Sector	COMP	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
P-KE-K00-011	NATIONAL TREASURY CAPACITY STRENGTHENING PROJECT	Multi-Sector	APVD	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-KF0-006	PUBLIC DEBT MANAGEMENT SUPPORT PROJECT	Multi-Sector	OnGo	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-KE-KF0-009	INSTITUTIONAL SUPPORT TO AUDITOR GENERAL OFFICE	Multi-Sector	OnGo	Yes	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-A00-030	EMERGENCY ASSISTANCE TO FIGHT THE DESERT	Agriculture	OnGo	Yes	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-C00-081	KENYA - PROGRAM TO BUILD RESILIENCE FOR FOOD AND NUTRITION S	Environment	COMP	Yes	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-DB0-129	(KENYA)BAGAMOYO-TANGA-HOROHORO/LUNGA LUNGA-MALINDI ROAD PROJ	Transport	OnGo	Yes	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-DB0-183	KAPCHORWA - SUAM - KITALE AND ELDORET BYPASS ROADS PROJECT (	Transport	OnGo	Yes	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0
P-Z1-DB0-249	ISIOLO MANDERA ROAD CORRIDOR (ELWAK RHAMU SECTION)	Transport	OnGo	Yes	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-F00-107	CAPACITY BUILDING EAST AFRICA POWER POOL	Power	APVD	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-FA0-052	KENYA-TANZANIA INTERCONNECTION (TANZAN.)	Power	OnGo	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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P-Z1-FA0-086	KENYA - TANZANIA INTERCONNECTION (KENYA)	Power	OnGo	Yes	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-FA0-162	SUPPLEMENTARY FINANCING : ETHIOPIA - KENYA ELECTRICITY HIGHW	Power	OnGo	Yes	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-GB0-031	KENYA - LAKE VICTORIA MARITIME COMMUNICATIONS AND TRANSPORT	Communications	COMP	Yes	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-HAA-094	TDB - LINE OF CREDIT (LOC)	Finance	COMP	Yes	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
P-Z1-HZ0-037	FAPA-UGANDA SME BUSINESS ON OIL (TANZAN)	Finance	APVD	Yes	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-IB0-023	EAST AFRICA CENTERS OF EXCELLENCE KENYA	Social	APVD	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-IB0-035	REGIONAL COVID-19 RESPONSE EAST AFRICA	Social	OnGo	Yes	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
P-Z1-IB0-037	IGAD- REGIONAL COVID-19 RESPONSE	Social	OnGo	Yes	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P-Z1-IBE-018	COVID-19 PANDEMIC CRISIS	Social	OnGo	Yes	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1 = Documents available; 0 = Documents not available  
 ANNEX= Appraisal Report Technical Annex; AR= Appraisal Report; BA= Board Appraisal; CRM= Credit Risk Memo; DR= ; ESIAS= Environmental and Social Impact Assessment Summary; ESMF= Environmental and Social Management Framework; ESMP= Environmental and Social Management Plan; GP= Grant Proposal; IPR= Implementation Progress and Results Report; LC= Line of Credit; ON= Outcome Negotiation; PCR= Project Completion Report ; PCREN= Project Completion Report Evaluation Note; PSN= Project Syntesis Note; RAP= Resettlement Action Plan; TAR= Technical Assistance Request, SESA = Strategic Environmental and Social Assessment

## Annex 5: Interview Guidelines

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This annex presents the protocol for individual or group interviews. This protocol provides a common framework for interviews among all evaluation team's members. This annex also presents the template for the minutes of the interviews. Items discussed during the interviews will be prepared by the sectoral/thematic experts based on the evaluation matrix and will be subject to quality control.

### Protocol for individual or group interviews

#### **General comment**

- Keep in mind that certain contextual factors or people at the interview site may influence the behaviour/responses of the respondents (e.g. the presence of a manager or Bank staff, people around may discourage people from telling all they know). If you notice such things before or during the interview, try to mitigate them. In any case, mention it in your interview notes.
- Keep track of how many representatives of vulnerable groups are present in your focus group discussions/interviews; if you find that there are very few, seek out more such respondents as soon as possible.

#### **Preparation**

- Read carefully the evaluation framework from which the type of response we are looking for is derived - having the questions, criteria and indicators in mind will help you conduct the interview without being too constrained by the structure of the questionnaire.
- The indicators in the evaluation framework at project and sector level are not exhaustive, but present the main questions to focus on, so do not hesitate to ask additional relevant questions. By identifying the type of stakeholder, you are going to meet, check which themes/issues you are going to raise first.
- Focus on the intervention/sector you have been allocated - however, you may be able to capture interesting and important information that is more general to the sector or even to Bank support in general. It is important that the information collected for specific interventions helps to inform the broader question about AfDB support. Any relevant information that contributes to this but does not fit into the evaluation framework should be recorded in the meeting notes.
- For the first part of the interview/focus group, make sure you are able to present a quick summary of the Bank's strategies (general, sectoral and country-specific). Most people do not know them spontaneously.
- Make sure you take full notes (in pencil and paper or on your computer).
- If possible, fill in the identification part of the interview note in advance.
- Keep a good record of your diary, which should be annexed to the technical report.
- For focus groups - prepare sheets of paper to record participants (name, position, email address, phone number).

#### **During the interview/focus group**

- Start with an introduction:

*"We are conducting an evaluation of AfDB Group's Country Strategy and Programme specifically. The purpose of the CSPEs is to inform the design of the next country strategy (2024-2028) through drawing lessons and proposing recommendations for improving the new strategy. For this meeting, we will focus our questions on this specific [project/sector/theme XX], but any relevant and valuable general information on the Bank's support is also welcome."*

- Introduction of each participant and therefore of yourself (international and national consultants):  
*"My name is XXX & YYY, we are the evaluation team in charge of [project/sector XX], we are working in collaboration with ADE, a Belgian consulting firm that is supervising the study".*
- Confidentiality aspects:  
*"Before we start, I would already like to thank you for your time and availability - we would also like to stress the confidentiality of your answers - please feel free to share what you think in a very open way."*
- Identification of respondent(s) - use the prepared document!
  - Name and function
  - E-mail address
  - Telephone number of at least one person (if focus group) in case you need to ask more questions or you didn't understand everything.
- It is not possible, not relevant and not desirable to ask the long list of questions to all the different respondents - however, the more answers we get for the same question, the more we are able to triangulate the information received and build a well-founded answer to the evaluation questions. There is a trade-off between quality and quantity, so please note that we prefer quality while remaining mindful of quantity (number of responses per question).
- Be flexible in conducting the discussion
  - Keep the discussion interesting and involve people - let the discussion flow and formulate questions in your own way, but use the evaluation framework as a guide to the information you should collect, knowing that it must be recorded to meet the Bank's expectations for information collection and tracking.
  - Be open and remain curious about what you learn.
  - If a topic is of particular interest - explore it further.
  - Let the interviewees speak but do not hesitate to rephrase your question if you feel they are not really answering your questions.
  - If time is short - try to focus on the most relevant questions / those for which you lack answers / those for which you need more information.
- Try to keep the interview to about one hour.
- Take active notes so that you can complete the meeting note after the interview.
- If respondents disagree in a focus group - mention the different opinion (this is a statement). If respondents do not know an answer, this is also a constant (e.g., do you know where the Bank operates in this country? - NO = interesting information).

#### ***After the interview***

- Fill in the meeting note on the day of the interview/focus group;
- Make sure you have filled in all the general information about the interview (part 1) - who / where / when?
- For all the questions you raised during the interview / focus group, fill in the meeting note - even if the answer is "they don't know" (DK).
- Add relevant general comments / remarks / observations in terms of recommendations etc. in the last part of the meeting note - this is important!
- List some key issues / outstanding questions that might be of interest in the summary section of the meeting note.

**Minutes template**

**MN 00X – 2023-XX-XX – TITLE**

Details of the interview / appointment	
Country	❖
Organisation	❖
Participants	XXX
Contact	❖
Team member conducting the interview	XXX
Subject	XXX
Location	XXX
Date & time	XXX

**Summary**

- **Key points for the evaluation**
  -
- **Actions to be undertaken**
  - Document to be collected / received
  - Person(s) to meet
  - Other issues

## Annex 6: Project Results Assessment template

### Identification of the project

*Table 11. Template for key project information*

<b>Project Name</b>	
Project type	
Project code	
Starting date	
End date	
Sub-sector	
Approval date	
Project status	
Sub-sector	
Public or private	
Company name	
Source of financing	
Financial instrument	
Net loan value (UA million)	
Total project cost	
Type of investment	
Budget (and source)	
<b><i>PRA</i></b>	
<b><i>PRA av2</i></b>	
<b><i>Tech Annex</i></b>	
<b><i>Other appraisal</i></b>	
<b><i>XSR</i></b>	
<b><i>PCR - project completion</i></b>	
<b><i>PCREN</i></b>	

Source: ADE (2023)

## The project within its sector

<b>Evolution of the sector in the 2014-2023 period</b>	
<b>Sectoral policy in Kenya</b>	
Specificities of the sector in Kenya during the 2014-2023 period	
National sectoral policy (including regulation and plans, objectives, targets, evolution)	
Progress in achieving national policy objectives and targets	
<b>The role of the Bank in the sector in the 2014-2023 period</b>	
Sector-specific dialogue with national authorities and stakeholders	
Support for sector policy development and administrative capacity building	
Degree of relevance of the Bank's strategic objectives in the sector and changes in strategy/allocation	
Degree of relevance of the geographical focus of the interventions and their typology	
Degree of coherence, coordination and complementarity of the Bank's interventions in the sector	
Specific sectoral dialogue with other TFPs, sectoral synergy and coordination	
Degree of coherence, coordination and complementarity between the Bank's and other TFPs' interventions in the sector	
<b>Interventions of the Bank in the sector</b>	
Inventory of interventions	
Contribution of the analysed project	



## Intervention logic

## Summary of scores

Criteria / Sub-criteria	Score
<b>1. RELEVANCE</b>	
Project Design	
Relevance of Beneficiaries	
Relevance in relation to contextual factors	
Coordination	
Adaptation	
Strategic alignment	
<b>2. EFFECTIVENESS</b>	
Achieved outcomes	
Benefits to target groups	
Contribution to development objectives	
Capacity building, knowledge generation and systems development	
<b>3. SUSTAINABILITY</b>	
Technical sustainability	
Institutional sustainability	
Environmental and social sustainability	
Resilience	
<b>4. CROSSCUTTING ISSUES</b>	
Inclusiveness	
Environment	
<b>5. COHERENCE</b>	
<b>6. EFFICIENCY</b>	
Design	
Implementation	

## Analytical grids for PRAs

### Development results – What has been achieved by the Bank as compared to what it is set out to achieve?

Criteria/issue: Relevance			
ESQ1: To what extent did the Bank's interventions' objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities?			
Criteria/Indicator	Analysis	Sources	Score
<b>1.1 Project Design:</b> <ul style="list-style-type: none"> <li>❖ Alignment of intervention objectives (with the needs and priorities of Kenya</li> <li>❖ Clear and explicit identification of target groups within each intervention</li> <li>❖ Rationale for selecting target groups - (i) detailed analysis of their needs; (ii) justification of geographical choices; (iii) justification of the action modalities.</li> <li>❖ Level of correspondence between intervention objectives and needs expressed in CSP and country policies.</li> </ul>			
<b>1.2 Relevance of beneficiaries:</b> <ul style="list-style-type: none"> <li>❖ Correspondence of beneficiaries with target groups identified in CSP and in country policies</li> <li>❖ Opinion of stakeholders on how far Bank and GoK strategy papers focus on priority needs.</li> </ul>			
ESQ2: To what extent were the objectives and design of the interventions sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which they were implemented?			
Criteria/Indicator	Analysis	Sources	Score
<b>2.1 Relevance in relation to contextual factors:</b> <ul style="list-style-type: none"> <li>❖ Existence of an assessment of the economic, environmental, equity, social, political economy, and capacity conditions at the level of the individual interventions, sector of intervention in Kenya</li> </ul>			

❖ Specific modalities of intervention adapted to the economic, environmental, equity, social, political economy, and capacity conditions identified			
<b>2.2 Coordination:</b> ❖ Level of dialogue with stakeholders during implementation of the interventions.			
ESQ3: To what extent were the interventions adapted over time in response to changing circumstances?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>3.1 Adaptation:</b> ❖ Number, frequency and nature of adaptations undertaken within interventions (Activities, approach, personnel, budget etc.) ❖ Existence and nature of changing circumstances calling for project adaptations ❖ Existence of committees and monitoring procedures allowing to identify and discuss changing circumstances and needs for adaptation ❖ Operability of procedures necessary to validate changes ❖ Level of dialogue with stakeholders during implementation of the interventions ❖ Stakeholder opinion on the adequacy of adaptations to changing circumstances			
ESQ4: To what extent were the interventions in the country aligned with the Bank's mandate, corporate strategy and (operational) priorities?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>4.1 Strategic alignment:</b> ❖ Strategic alignment and operational translation of Bank priorities at sectoral level - coherence of interventions with (i) sectoral transport policy; (ii) sectoral energy policy; (iii) the governance policy framework and action plan; (iv) the private sector development strategy; (v) policies on cross-cutting issues (environment, gender, etc.); (vi) other sectoral strategies			

<b>Criteria/issue: Effectiveness</b>			
ESQ5: To what extent have the Bank's interventions achieved their expected development objectives and results at sector, region and national level (both at the output and outcome level)? What are the impacts of COVID-19 and other global events on the Bank's interventions and the country's development achievements?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>5.1 Achieved outcomes:</b> <ul style="list-style-type: none"> <li>❖ Presence of tangible and demonstrable outputs: execution rate of outputs (percentage of outputs that are reached or are likely to reach the target expected at the end of the projects)</li> <li>❖ Presence of tangible and demonstrable outcomes: execution rate of direct effects and intermediary effects listed in the projects' logical frameworks</li> <li>❖ Assessment of additional effects (positive and negative) not expected during the project cycle</li> <li>❖ Stakeholder and evaluation team opinion on quality of intervention logic in terms of objective attainment.</li> <li>❖ Effects of the Covid-19 pandemic, the Ukrainian crisis, the current global financial tightening, and the horn of Africa drought on project stakeholder environment and projects' implementation</li> </ul>			
ESQ6: To what extent have the Bank's interventions benefited different target group members (by gender, age and regions)?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>6.1 Benefits to target groups:</b> <ul style="list-style-type: none"> <li>❖ Perception of beneficiaries on the adequacy of the project with their needs (by gender, age and regions)</li> <li>❖ Beneficiaries' perception of what has changed for them during implementation and following the intervention ((by gender, age and regions)</li> <li>❖ Perception of beneficiaries of the AfDB's role - knowledge, visibility, support, added value (by gender, age and regions)</li> <li>❖ Degree of interventions' ownership by beneficiaries (by gender, age and regions)</li> <li>❖ Opinion of stakeholders (beyond beneficiaries) on extent of benefits and beneficiaries ((by gender, age and regions)</li> </ul>			

❖ Number and type of beneficiaries ((by gender, age and regions)			
ESQ7: To what extent have the Bank's interventions contributed to the achievement of development objectives and expected development results of the country, including long-term effects/ impacts (both intended and unintended)?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>7.1 Contribution to development objectives:</b>			
<ul style="list-style-type: none"> <li>❖ Evidence of the interventions' contribution to the country development objectives</li> <li>❖ Perception of stakeholders (implementing agency, beneficiaries, civil society) on the AfDB interventions' contribution to the country development objectives</li> </ul>			
ESQ8: To what extent has the Bank contributed to capacity building, knowledge generation, and systems development in the country beyond lending operations?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>8.1 Capacity building, knowledge generation and systems development:</b>			
<ul style="list-style-type: none"> <li>❖ Evidence of capacity building, knowledge generation, and systems development in the country beyond lending operations (i.e. TA, studies, capacity building events, exchanges, dialogue etc.)</li> <li>❖ Relevance and quality of the capacity building, knowledge generation, and systems development</li> <li>❖ Stakeholder opinion on AfDB contribution (as opposed to that of other actors) to capacity building, knowledge generation, and systems development in the country beyond lending operations</li> </ul>			
<b>Criteria/issue: Sustainability</b>			
ESQ9: To what extent have the achieved benefits continued or are they likely to continue once the Bank's interventions are completed?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>9.1 Technical sustainability</b>			
<ul style="list-style-type: none"> <li>❖ Technical soundness of investments</li> </ul>			
<b>9.2 Institutional sustainability</b>			
<ul style="list-style-type: none"> <li>❖ Existence of satisfactory institutional arrangements and regulations to ensure infrastructure and equipment maintenance; or territorial management</li> </ul>			

❖ Degree of institutional sustainability and contribution to capacity building			
❖ Influence of the political and governance environment			
❖ Degree of ownership and sustainability of partnerships			
<b>9.6 Environmental and social sustainability</b>			
❖ Degree of environmental and social sustainability			
<b>9.7 Degree of resilience</b> to exogenous factors and risk management			
<b>Criteria/issue: Crosscutting issues</b>			
ESQ10: To what extent are the Bank's interventions inclusive (i.e., bringing prosperity by expanding the economic base widely in terms of age, gender, and geography) in terms of gender and youth equality, and regional disparity?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>10.1 Inclusiveness</b>			
❖ Importance paid to inclusiveness (gender equality, youth employment, geographic disparities) in the design and implementation of projects (main activities and associated activities): definition of specific objectives, specific indicators, and mobilisation of specific skills			
❖ Degree of effective intervention inclusiveness (number of project direct and indirect beneficiaries)			
ESQ11: To what extent are the Bank's interventions environmentally sustainable and support the transition to green growth?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>11.1 Environment</b>			
❖ Importance paid to environment in the design and implementation of projects (main activities and associated activities) : analysis, definition of specific objectives, specific indicators, and mobilisation of specific skills			
❖ Presence of tangible results on the strengthening of favourable environmental factors and / or on mitigating negative environmental factors			

## Managing the Bank's interventions – How and why were the development results achieved or not?

<b>Criteria/issue: Coherence</b>			
ESQ15: To what extent are the Bank's interventions coherent and well-coordinated internally and create synergy among Bank operations			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
15.1 Degree of consideration of lessons learned from analytical work in the design of interventions (integration of lessons learned)			
<b>Criteria/issue: Efficiency</b>			
ESQ17: To what extent are the Bank's interventions delivered in an efficient manner (i.e. whether resources and inputs are economically converted to results)?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>17.1 Design:</b> <ul style="list-style-type: none"> <li>❖ Comparison of the benefits obtained compared to the costs (economic rate of return)</li> <li>❖ Comparison with the costs of alternative / comparable means to reach the objectives of the intervention</li> </ul>			
ESQ18: To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards?			
<i>Criteria/Indicator</i>	<i>Analysis</i>	<i>Sources</i>	<i>Score</i>
<b>18.1 Implementation</b> <ul style="list-style-type: none"> <li>❖ Compliance with the implementation schedule (comparison of the estimated duration and the actual duration of execution from the date of entry in force)</li> <li>❖ Duration for intervention approval</li> <li>❖ Duration before first disbursement</li> <li>❖ Stakeholder appreciation on the timeliness of the Bank interventions</li> <li>❖ Bank personnel's opinion on quality at entry of CSP (including results framework)</li> </ul>			



## Explanatory factors – What are the drivers of success and lessons learned?

Criteria/issue: Drivers of success			
ESQ29: What are the key factors positively and negatively influencing the achievement of development results?			
Criteria/Indicator	Analysis	Sources	Score
29.1 Explanatory factors ❖ List of key factors positively and negatively influencing the achievement of development results and rational explaining their effect			

## Annex 7: Overview of Bank's portfolio by sector

### Transport and communications sector

The transport sector related projects are presented in the following table:

**Table 12. Transport and communication sector portfolio**

Project	Project code	Period of approval	Net Loan (UA)	Disb. Ratio
(KENYA)BAGAMOYO–TANGA-HOROHORO/LUNGA LUNGA-MALINDI ROAD PROJ	P-Z1-DB0-129	2019-2023	156,792,545	8%
DUALING OF KENOL – SAGANA - MARWA	P-KE-DB0-037	2019-2023	167,574,626	38%
ISIOLO MANDERA ROAD CORRIDOR (ELWAK RHAMU SECTION)	P-Z1-DB0-249	2019-2023	151,801,766	0%
KAPCHORWA - SUAM - KITALE AND ELDORET BYPASS ROADS PROJECT (	P-Z1-DB0-183	2014-2018	96,240,428	55%
MOMBASA-MARIAKANI ROAD HIGHWAY PROJECT	P-KE-DB0-021	2014-2018	80,000,000	69%
NAIROBI–NAKURU-MAU SUMMIT ROAD	P-KE-DB0-030	2019-2023	111,818,466	0%
SIRARI CORRIDOR ACCESSIBILITY & ROAD SAFETY IMPROVEMENT PROJ	P-KE-DB0-023	2014-2018	177,975,477	73%
Lake Victoria Maritime Communications and Transport	P-Z1-GB0-031	2014-2018	3,770,000	0%

Source: AfDB internal data base (2023)

The Transport portfolio is composed of seven interventions to which can be added the Multinational Lake Victoria Maritime Communications and Transport Project (Kenya) which despite being categorised as a communication project is geared towards facilitating transport. The total budget of the Transport and Communications portfolio is UA 945,973,309 which represents the highest share of the total portfolio (33%). The sector's disbursement ratio is relatively low with half (4) interventions under the 10% disbursement mark and no intervention above the 75% mark. Half (4) the projects are regional, with these projects accounting for three quarters of the low disbursement interventions. Road transport and highways constitute the greater share (90%) of the commitments in the sector portfolio.

Bank investments in the transport and communications sector aim to increase national and regional connectivity and reduce transport cost and travel time, thereby supporting the MTP II & III objectives to reduce travel cost and travel time by connecting urban, rural and regional markets with production centres, increase the classified road network in good condition, and enhance regional connectivity. Specifically, transport projects focus on highways and rural feeder roads. Priority is given to those that connect centres of production to markets, both national and regional, including transport corridors to boost regional integration, industrialisation and trade. The design of new highway projects integrates the construction of feeder roads to connect local communities and small farms, thereby improving their productivity, encourage manufacturing, generating employment, improving household welfare and further promoting inclusiveness. Since women constitute the largest workforce on smallholder farms, they constitute specific beneficiaries. The projects are designed to maximize employment generation and aim at gender parity by deploying gender responsive and labour-intensive methods on ancillary works or part of the main project activities, which need not be undertaken by mechanised means. Basic skills training is integrated in the projects to generate employment during and after project completion.

## Water sector

Water sector projects are presented in the following table:

**Table 13. Water sector portfolio**

Project	Project code	Period of approval	Net Loan (UA)	Disb. Ratio
FEASIBILITY STUDIES AND DETAILED DESIGNS FOR THE NAIROBI INC	P-KE-EB0-013	2019-2023	785,732	17%
KENYA TOWNS SUSTAINABLE WATER SUPPLY AND SANITATION PROGRAM	P-KE-E00-011	2014-2018	291,007,671	52%
NAIROBI RIVER REHABILITATION: SEWERAGE IMPROVEMENT PROJECT	P-KE-EB0-003	2010-2014	34,062,638	59%
	P-KE-EB0-010	2014-2018	50,503,373	
THWAKE MULTIPURPOSE WATER DEVELOPMENT PROGRAM I	P-KE-E00-008	2010-2014	62,890,000	73%
	P-KE-EA0-006	2014-2018	188,879,027	
			3,672,566,193	

Source: AfDB internal data base (2023)

The Water portfolio is composed of only 4 interventions. The total budget of the Water portfolio is UA 531,175,803 although, it represents the second share (19%) of the total portfolio. The sector's disbursement rate was just satisfactory end 2021 with three out of four projects having a significant level of disbursement (also with the highest budgets) together with having disbursed over half the intended funds. All projects are national as can be expected in Water sector.

Bank investments in the Water sector aim to increase water supply and improve sanitation, notably for industrial use and household consumption, and for irrigation in arid and semi-arid areas, thereby enhancing food security. This supported the MTP II objective to improve water supply across the country and the Arid and Semi-Arid Lands (ASAL) initiative. Specifically, the projects focus on constructing large multi-purpose surface water storage facilities. Additionally, projects also generate hydro-power. Improved water supply to businesses in up-coming towns and cities contribute to increasing productivity, output and generate urban employment opportunities. Enhanced water supply for irrigation seeks to boost agricultural productivity and generate rural employment opportunities. The projects are particularly gender-responsive as water provision is closely associated with women. They also strengthen economic, social and climate resilience through a more effective and sustainable management of Kenya's water resources and mitigate the impact of drought as water supply is made more reliable, irrespective of the seasons. Furthermore, hydropower helps reduce the emission of GHG. Finally, enhancing the spatial distribution of water storage facilities increases Kenya's reliance on its own water resources.

Water sector operations adopt resource management approach to address not only the low water supply and sanitation service levels in small towns and neighbouring rural areas, but for irrigation in arid and semi-arid areas.

## Finance sector

Finance sector projects are presented in the following table:

**Table 14. Finance sector portfolio**

Project	Project code	Period of approval	Net Loan (UA)	Disb. ratio
COMMERCIAL BANK OF AFRICA - TFLOC	P-KE-HAB-025	2014-2018	29,818,258	100%
CREDIT BANK KENYA LIMITED SME LOAN	P-KE-HAB-026	2019-2023	7,603,656	78%
DIAMOND TRUST BANK LOC I	P-KE-HAB-022	2014-2018	55,909,233	100%
EQUITY BANK (KENYA) LIMITED	P-KE-HAB-003	2014-2018	110,327,554	100%

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EQUITY GROUP HODLINGS PLC SUBORDINATED DEBT	P-KE-HAB-030	2019-2023	100,636,620	74%
IMPERIAL BANK KENY IN RESPECT OF COMMERZBANK RPA	P-KE-HAB-021	2014-2018	615,563	100%
KENYA COMMERCIAL BANK LIMITED	P-KE-HAB-013	2014-2018	74,545,644	100%
KENYA MORTGAGE REFINANCE COMPANY (KMRC)	P-KE-HB0-009	2019-2023	72,102,674	71%

Source: AfDB internal data base (2023)

The Finance portfolio is composed of eight interventions. The total budget of the Finance portfolio is UA 470,195,612 which represents the third share of the total portfolio (16%). The sector's disbursement ratio is satisfactory for the approval period of 2014-2018 with five out of eight projects disbursed 100%. Three projects have a disbursement ratio over 70%.

Support to the financial sector cuts across all AfDB development objectives, it is geared at supporting the banking sector to increasing capital access for MSMEs to support industrialization and economic growth. The Bank has provided lines of credit, equity or guarantees to commercial banks and financial intermediaries for onward lending to MSMEs. This is combined with Bank interventions funded under the FAPA to address capacity constraints and financial knowledge gaps. Financial support to MSMEs promote technology transfer, which, coupled with transfer of knowledge and expertise, enables them to engage in more productive economic activities ('value-chain development'), thereby contributing to the structural transformation of the Kenyan economy.

Moreover, the Bank supports PPPs to complement public-sector financing especially of large infrastructure investments ('additionality'). Finally, the Bank through financial intermediaries or borrowers provides private companies with financing supported by technical assistance grants.

### Power sector

Power sector projects are presented in the following table:

**Table 15. Power sector portfolio**

Project	Project Code	Approval Period	Net Loan (UA)	Disb. Ratio
ETHIOPIA-KENYA ELECTRICITY HIGHWAY(KENYA)	P-Z1-FA0-044	2010-2014	75,000,000	74%
	P-Z1-FA0-162	2014-2018	21,238,243	
KENYA - LAST MILE CONNECTIVITY PROJECT	P-KE-FA0-010	2014-2018	90,000,000	94%
	P-KE-FA0-013	2014-2018	100,368,255	
KENYA - PUBLIC PRIVATE PARTNERSHIPS IN TRANSMISSION LINES	P-KE-F00-013	2019-2023	264,637	0%
KENYA - TANZANIA INTERCONNECTION (KENYA)	P-Z1-FA0-086	2014-2018	27,500,000	70%
KOPERE 40 MW SOLAR PV IPP	P-KE-FF0-001	2014-2018	13,544,944	0%
		2019-2023	8,647,295	
LAKE TURKANA WIND POWER PROJECT	P-KE-FZ0-004	2010-2014	91,542,288	86%
		2014-2018	18,322,241	
	P-KE-FZ0-005	2010-2014	3,980,099	
	P-KE-FZ0-007	2010-2014	15,920,398	
MENENGAI GEOTHERMAL DEVELOPMENT PROJECT	P-KE-F00-001	2014-2018	9,467,297	67%
	P-KE-FZ0-003	2010-2014	93,097,098	
	P-KE-FZ0-013	2014-2018	36,900,094	
NELSAP INTERCONNECTION PROJECT - KENYA	P-Z1-FA0-032	2010-2014	21,416,407	100%
POWER TRANSMISSION IMPROVEMENT PROJECT	P-KE-FA0-004	2010-2014	43,648,387	100%

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SUPER ESCO DEVELOPMENT KPLC	P-KE-FZ0-020	2019-2023	745,456	0%
THIKA THERMAL POWER PROJECT	P-KE-FAA-001	2010-2014	22,368,159	97%
		2014-2018	690,370	

Source: AfDB internal data base (2023)

The Power sector portfolio is composed of 11 interventions. The total budget of the Power portfolio is UA 327,688,832 which represents an 18% of the total portfolio. With eight projects out of eleven being above the 75% disbursement mark, the sector's disbursement ratio is relatively high despite having three interventions that did not disburse any funds by the end of 2021. Three projects are regional and account for two of the three projects with a degree of disbursement, pointing to the fact that national projects are faced with a significant disbursement issue.

Bank investments in the power sector sought to increase rural and urban access rates to energy, improve electricity reliability, and reduce the cost of electricity (both by 50% by 2018), reduce carbon emissions and dependence on fossil fuel imports, thereby enhancing climatic and economic resilience. Indeed, the Bank's interventions support largely the country's efforts to increase its renewable energy mix and enhance electricity access. About 48% of the Bank's power portfolio supports generation of renewable energy (geothermal, wind and solar), 19% for transmission and 30% for distribution.

Additionally, Bank's support included direct-use applications as components in geothermal projects to benefit the surrounding businesses and communities. Transmission lines aimed to expand power networks and improve business and household access to electricity. Furthermore, more accessible and affordable energy was expected to reduce deforestation pressure as more Kenyans switched from wood fuel to alternative energy sources.

At a regional level, improved connectivity to cheaper power sources (e.g., from Ethiopia and DRC through the East African Power Pool) was geared at strengthening Kenya's positioning as a regional energy trader. Key infrastructure investments have been made to reinforce Kenya's position in the regional power market by connecting Kenya to Ethiopia, Uganda and Tanzania. The regional transmission lines will place Kenya in a position to benefit from the East African Power Pool.

### Multi-sector

Multi-sector projects are presented in the following table:

**Table 16. Multi-sector portfolio**

Project	Project	Period of approval	Net Loan (UA)	Disb. Ratio
COMPETITIVENESS AND ECONOMIC RECOVERY SUPPORT PROGRAM	P-KE-K00-004	2019-2023	72,102,674	100%
	P-KE-K00-010	2019-2023	71,301,533	
KENYA - COVID-19 EMERGENCY RESPONSE SUPPORT PROGRAM	P-KE-K00-007	2019-2023	150,614,475	100%
MIC-TAF-TECHNICAL ASSISTANCE TO THE PRESIDENT DELIVERY UNIT	P-KE-K00-005	2014-2018	1,198,930	100%
NATIONAL TREASURY CAPACITY STRENGTHENING PROJECT	P-KE-K00-011	2019-2023	200,000	32%
PUBLIC DEBT MANAGEMENT SUPPORT PROJECT	P-KE-KF0-006	2019-2023	800,000	22%
SUPPORT TO OFFICE OF AUDITOR GENERAL	P-KE-KF0-009	2019-2023	150,000	22%
	P-KE-KF0-010	2019-2023	200,000	

Source: AfDB internal data base (2023)

A set of six additional interventions are classified as multisectoral. They are all national interventions mostly related to economic governance issues at the level of various ministries. One intervention is linked to Covid-19 and its multisectoral nature still needs to be clarified as it appears to be focused on

health<sup>11</sup>. Despite its limited financial size, the technical assistance (TA) to the President Delivery Unit is a particularly interesting intervention in the sense that it had significant potential in terms of political dialogue.

The multisector portfolio's total budget is UA 296,567,613 which represents 10% of the total portfolio. The sector's disbursement rate had a particular behaviour at end 2021 with half of its projects achieving a complete level of disbursement 100%, and the other half not achieving even a 50%. All projects are national.

### *Agriculture and environment sector*

Agriculture and environment sector projects are presented in the following table:

**Table 17. Agriculture and environment sector portfolio**

Project	Project code	Period of approval	Net Loan (UA)	Dis. Ratio
AFRICAN EMERGENCY FOOD PRODUCTION FACILITY-KENYA (AEFPF-K)	P-KE-A00-002	2019-2023	50,471,872	0%
ENABLE YOUTH KENYA	P-KE-AAZ-014	2014-2018	21,277,000	16%
GREEN ZONES DEVELOPMENT SUPPORT PROJECT-PHASE 2	P-KE-AAD-005	2014-2018	33,859,137	30%
KENYA EMERGENCY HUMANITARIAN ASSISTANCE FOR PERSONS AFFECTED	P-KE-AA0-019	2014-2018	745,456	3%
KENYA RURAL TRANSFORMATION CENTRES DIGITAL PLATFORM	P-KE-AA0-022	2019-2023	607,547	8%
MULTINATIONAL- RURAL LIVELIHOODS ADAPTATION TO CLIMATE CHANGE (RLACC-KENYA)	P-Z1-AAZ-039	2014-2018	2,000,000	0%
SMALLSCALE IRRIGATION & AGRICULTURE VALUE CHAIN DEVELOPMENT	P-KE-AAZ-009	2014-2018	46,476,227	58%
EMERGENCY ASSISTANCE TO FIGHT THE DESERT	P-Z1-A00-030	2019-2023	1,085,996	0%
KENYA - PROGRAM TO BUILD RESILIENCE FOR FOOD AND NUTRITION S	P-Z1-C00-081	2019-2023	30,000,000	1%

Source: AfDB internal data base (2023)

The Agriculture & Environment portfolio is actually the combination of two distinct sectors with an agriculture portfolio composed of seven interventions and two environmental projects ("Green Zone Development Support Project" and "Program to Build Resilience for Food and Nutrition"). The total budget of the Agriculture and Environment portfolio is UA 184,523,236. It should however be noted that the Ministry of Agriculture considers that it manages two major agricultural projects, the Small-Scale Irrigation and Value Chain Development and the Enable Youth Project. It appears largely unaware of the four emergency orientated projects which compose 28% of the agriculture portfolio. On the other hand, the Ministry considers as part of the portfolio the Kenya-drought resilience and sustainable livelihood programme in Kenya but this programme (approved in 2012) is not considered as part of the evaluation portfolio by IDEV.

The sector's disbursement ratio is low with three interventions having disbursed 0% of their funds by the end of 2021 and only one above the 50% disbursement mark. Two projects of an emergency nature are regional.

### *Social sector*

Social sector projects are presented in the following table:

**Table 18. Social sector portfolio**

Project	Project Code	Approval period	Net Loan (UA)	Disb. ratio
EAST AFRICA CENTERS OF EXCELLENCE KENYA	P-KE-IB0-002	2019-2023	14,000,000	37%
	P-Z1-IB0-023	2014-2018	25,000,000	

<sup>11</sup> The exact nature of this intervention also needs to be checked as the PAR and PCR reports in the corresponding file do not appear to correspond to the same project, one being of national scope and the other one being regional.

SUPPORT TO TVET AND TRAINING FOR RELEVANT SKILLS DEVELOPMENT	P-KE-IAD-001	2010-2014	28,000,000	62%
	P-KE-IAE-002	2014-2018	41,000,000	
	P-KE-IAE-003	2019-2023	26,900,000	

Source: AfDB internal data base (2023)

The Social sector portfolio is composed of only 2 distinct interventions. The total budget of the Social sector portfolio is UA 106,900,000 which represents 4% of the total portfolio.

However, the Technical and Vocational Education Training support, though it corresponds to a single intervention which can even be traced back to a previous TVET support intervention not included in our evaluation portfolio, and despite the fact that it represents a limited proportion of the total financial support provided to Kenya (2%) is at the centre of the Skills and capacity building pillar of both CSPs as well as a central building block of the Industrialisation pillar of CSP 2019-2023.

Indeed, through its skills and capacity building pillar, the Bank seeks to achieve maximum impact in terms of employment generation by developing the skills and experience of mid-level technicians and artisans, and by strengthening the linkages between TVET and the private sector. Equipping the youth (mainly post primary and secondary school graduates between 15 and 30 years old) with relevant skills and experience is expected to significantly improve their employability in Kenya and the region, as well as build their capacities to start their own businesses. Improved skills also enable them to engage in more sophisticated, higher value-added economic activities, thereby contributing to structural transformation.

Beyond youth, skills development programs target persons living with disability and ensure that at least 50% of all persons trained are women, thereby fostering gender equality and inclusiveness.

The Bank's support builds on Kenya 2013 TVET Act which defines the technical and legislative framework for TVET, aiming to strengthen the relevance and quality of TVET and its linkages with the industry.

In terms of higher education and technology, the status of the Support to higher Education Science and Technology project (approved in 2012), closely related to the Bank's support to TVET over our evaluation period still needs to be clarified by IDEV.

### *Non lending portfolio*

In terms of the non-lending portfolio, as a general principle, the Bank's activities focus on the sectors targeted by the CSPs to ensure overall selectivity of the Bank's engagement in Kenya. Based on the assumption that its support can be catalytic and transformative when financing is combined with knowledge and expertise, the Bank aims at carrying out high-quality analytic work to underpin both its and the government's investments and engage in partnerships with Development Partners and the private sector to leverage funding, rather than acting as a sole financier. All non-lending activities are sought to be financed from Trust Funds and carried out in close collaboration with the different stakeholders.

In practice, although it was not possible within the time allocated to the scoping mission to understand how far such intentions had been put into practice, various studies were envisaged, for instance to assess the implications of the 2010 Constitution on Kenya's water sector and to explore options for establishing an effective institutional framework. The data collection mission will attempt to track activities mentioned in the CSPs, possible additional initiatives, and will seek to understand exactly what was effectively undertaken, what was not, and why. A National Infrastructure Flagship Study was planned to analyse options for mass transport systems and Lake Victoria marine transport. To strengthen governance, the Bank in collaboration with other DPs sought to undertake a Fiduciary Risk Assessment to inform capacity building of oversight institutions (e.g., Anti-Corruption Commission; National Audit Office). This hoped to complement the Bank's measures to tackle sector-governance issues through its projects. The Bank also planned to support the revision of the 2011 National Gender and Development Policy and analytical work on gender equality (such as a Country Gender Assessment or updating the 2007 Country Gender Profile). Gender audits in the infrastructure sectors were planned to strengthen gender mainstreaming and complement capacity building activities. A tracer study on TVET graduates to assess which types of skills facilitate the transition from TVET to the labour

market was also foreseen. Analytical work also foresaw a Kenya growth diagnostics study, sector briefs, and various other publications.

In addition to analytical activities, the Bank also seeks to develop a dialogue with the GoK on a set of issues related to the sectors it covers through its CSPs. Key potential areas for dialogue, among others, could thus include the country's graduation from a Blend to AfDB only status<sup>12</sup>, industrialization, private sector development, skills development, the devolution process, macroeconomic management (namely the interest rate capping law), domestic resource mobilization and public debt, gender mainstreaming, environment and climate change, portfolio performance, (namely business development, PPP and co-financing), transparency and accountability in the extractive sectors, or, jointly with other DPs, the preparation of a Green Economy Strategy and Implementation Plan (GESIP).

Finally, the extent to which the Bank has played a catalytic role and a knowledge provider role will be analysed in the context of a middle-income country such as is Kenya. This will be undertaken through Key Informant Interviews (KII) and possibly Focus Group Discussions (FGD) in a semi-structured way, based on a list of issues to deal with

### All list of projects

**Table 19. All list of projects in Kenya (2014-2023)**

Sector	Project name_clean	Project code	Period of approval	Net Loan (UA)	Dis. Ratio
Agriculture	AFRICAN EMERGENCY FOOD PRODUCTION FACILITY-KENYA (AEFPF-K)	P-KE-A00-002	2019-2023	50,471,872	0%
	EMERGENCY ASSISTANCE FOR DROUGHT CRISIS	P-KE-AAZ-008	2010-2014	754,239	0%
	ENABLE YOUTH KENYA	P-KE-AAZ-014	2014-2018	21,277,000	16%
	GREEN ZONES DEVELOPMENT SUPPORT PROJECT-PHASE 2	P-KE-AAD-005	2014-2018	33,859,137	30%
	KENYA EMERGENCY HUMANITARIAN ASSISTANCE FOR PERSONS AFFECTED	P-KE-AA0-019	2014-2018	745,456	3%
	KENYA RURAL TRANSFORMATION CENTRES DIGITAL PLATFORM	P-KE-AA0-022	2019-2023	607,547	8%
	KENYA-DROUGHT RESILIENCE & SUSTAINABLE LIVELIHOOD PROGRAM IN	P-Z1-AAZ-011	2010-2014	37,410,000	85%
	MULTINATIONAL- RURAL LIVELIHOODS ADAPTATION TO CLIMATE CHANGE (RLACC-KENYA)	P-Z1-AAZ-039	2014-2018	2,000,000	0%
	SMALLSCALE IRRIGATION & AGRICULTURE VALUE CHAIN DEVELOPMENT	P-KE-AAZ-009	2014-2018	46,476,227	58%
	EMERGENCY ASSISTANCE TO FIGHT THE DESERT	P-Z1-A00-030	2019-2023	1,085,996	0%
Communication	KENYA - LAKE VICTORIA MARITIME COMMUNICATIONS AND TRANSPORT	P-Z1-GB0-031	2014-2018	3,770,000	0%
Environment	KENYA - PROGRAM TO BUILD RESILIENCE FOR FOOD AND NUTRITION S	P-Z1-C00-081	2019-2023	30,000,000	1%
Finance	COMMERCIAL BANK OF AFRICA - TFLOC	P-KE-HAB-025	2014-2018	29,818,258	100%
	CREDIT BANK KENYA LIMITED SME LOAN	P-KE-HAB-026	2019-2023	7,603,656	78%
	DIAMOND TRUST BANK LOC I	P-KE-HAB-022	2014-2018	55,909,233	100%
	EQUITY BANK (KENYA) LIMITED	P-KE-HAB-003	2014-2018	110,327,554	88%
		P-KE-HAB-030	2019-2023	100,636,620	
IMPERIAL BANK KENY IN RESPECT OF COMMERZBANK RPA	P-KE-HAB-021	2014-2018	615,563	100%	

<sup>12</sup> Bank's inter-departmental mission for sensitisation and credit worthiness assessment was envisaged to be carried out in Nairobi in 2019



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	KENYA COMMERCIAL BANK LIMITED	P-KE-HAB-013	2014-2018	74,545,644	100%
	KENYA MORTGAGE REFINANCE COMPANY (KMRC)	P-KE-HB0-009	2019-2023	72,102,674	71%
	SUBORDINATED LOAN TO COMMERCIAL BANK OF AFRICA LIMITED	P-KE-HAB-008	2014-2018	18,636,411	100%
Multi-Sector	COMPETITIVENESS AND ECONOMIC RECOVERY SUPPORT PROGRAM	P-KE-K00-004	2019-2023	72,102,674	100%
		P-KE-K00-010	2019-2023	71,301,533	
	KENYA - COVID-19 EMERGENCY RESPONSE SUPPORT PROGRAM	P-KE-K00-007	2019-2023	150,614,475	100%
	MIC-TAF-TECHNICAL ASSISTANCE TO THE PRESIDENT DELIVERY UNIT	P-KE-K00-005	2014-2018	1,198,930	100%
	NATIONAL TREASURY CAPACITY STRENGTHENING PROJECT	P-KE-K00-011	2019-2023	200,000	32%
	PUBLIC DEBT MANAGEMENT SUPPORT PROJECT	P-KE-KF0-006	2019-2023	800,000	22%
	SUPPORT TO OFFICE OF AUDITOR GENERAL	P-KE-KF0-009	2019-2023	150,000	22%
		P-KE-KF0-010	2019-2023	200,000	
Power	ADF - PRG FOR TURKANA T-LINE	P-KE-FA0-006	2010-2014	15,920,398	0%
	ETHIOPIA-KENYA ELECTRICITY HIGHWAY(KENYA)	P-Z1-FA0-044	2010-2014	75,000,000	74%
		P-Z1-FA0-162	2014-2018	21,238,243	
	KENYA - LAST MILE CONNECTIVITY PROJECT	P-KE-FA0-010	2014-2018	90,000,000	94%
		P-KE-FA0-013	2014-2018	100,368,255	99%
	KENYA - PUBLIC PRIVATE PARTNERSHIPS IN TRANSMISSION LINES	P-KE-F00-013	2019-2023	264,637	0%
	KENYA - TANZANIA INTERCONNECTION (KENYA)	P-Z1-FA0-086	2014-2018	27,500,000	70%
	KOPERE 40 MW SOLAR PV IPP	P-KE-FF0-001	2014-2018	13,544,944	0%
			2019-2023	8,647,295	
	LAKE TURKANA WIND POWER PROJECT	P-KE-FZ0-004	2010-2014	91,542,288	86%
			2014-2018	18,322,241	
		P-KE-FZ0-005	2010-2014	3,980,099	
		P-KE-FZ0-007	2010-2014	15,920,398	
MENENGAI GEOTHERMAL DEVELOPMENT PROJECT	P-KE-F00-001	2014-2018	9,467,297	67%	
	P-KE-FZ0-003	2010-2014	93,097,098		
	P-KE-FZ0-013	2014-2018	36,900,094		
NELSAP INTERCONNECTION PROJECT - KENYA	P-Z1-FA0-032	2010-2014	21,416,407	100%	
POWER TRANSMISSION IMPROVEMENT PROJECT	P-KE-FA0-004	2010-2014	43,648,387	100%	
SUPER ESCO DEVELOPMENT KPLC	P-KE-FZ0-020	2019-2023	745,456	0%	
THIKA THERMAL POWER PROJECT	P-KE-FAA-001	2010-2014	22,368,159	97%	
		2014-2018	690,370		
Social	EAST AFRICA CENTERS OF EXCELLENCE KENYA	P-KE-IB0-002	2019-2023	14,000,000	37%
		P-Z1-IB0-023	2014-2018	25,000,000	
	SUPPORT TO TVET AND TRAINING FOR RELEVANT SKILLS DEVELOPMENT	P-KE-IAD-001	2010-2014	28,000,000	62%
P-KE-IAE-002		2014-2018	41,000,000		
P-KE-IAE-003		2019-2023	26,900,000		
Transport	(KENYA)BAGAMOYO–TANGA-HOROHORO/LUNGA LUNGA-MALINDI ROAD PROJ	P-Z1-DB0-129	2019-2023	156,792,545	8%
	DUALING OF KENOL – SAGANA - MARWA	P-KE-DB0-037	2019-2023	167,574,626	38%
	EMERGENCY ASSISTANCE TO ADDRESS THE DAMAGES AND LOSSES CAUSE	P-KE-DA0-002	2010-2014	754,239	0%

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	ISIOLO MANDERA ROAD CORRIDOR (ELWAK RHAMU SECTION)	P-Z1-DB0-249	2019-2023	151,801,766	0%
	KAPCHORWA - SUAM - KITALE AND ELDORET BYPASS ROADS PROJECT (	P-Z1-DB0-183	2014-2018	96,240,428	55%
	MOMBASA -NAIROBI-ADDIS ABABA CORRIDOR PHASE III - KENYA	P-Z1-DB0-095	2010-2014	91,762,581	100%
	MOMBASA-MARIAKANI ROAD HIGHWAY PROJECT	P-KE-DB0-021	2014-2018	80,000,000	69%
	MULTINATIONAL: ARUSHA-HOLILI/TAVETA-VOI ROAD (KENYA)	P-Z1-DB0-075	2010-2014	59,862,219	100%
	NAIROBI OUTER RING ROAD PROJECT IMPROVEMENT PROJECT	P-KE-DB0-020	2010-2014	77,598,502	100%
	NAIROBI-NAKURU-MAU SUMMIT ROAD	P-KE-DB0-030	2019-2023	111,818,466	0%
	REHABILITATION OF TIMBOROA ELDORET ROAD	P-KE-DB0-019	2010-2014	31,005,280	100%
	SIRARI CORRIDOR ACCESSIBILITY & ROAD SAFETY IMPROVEMENT PROJ	P-KE-DB0-023	2014-2018	177,975,477	73%
Water Sup/Sanit	FEASIBILITY STUDIES AND DETAILED DESIGNS FOR THE NAIROBI INC	P-KE-EB0-013	2019-2023	785,732	17%
	KENYA TOWNS SUSTAINABLE WATER SUPPLY AND SANITATION PROGRAM	P-KE-E00-011	2014-2018	291,007,671	52%
	NAIROBI RIVER REHABILITAION: SEWERAGE IMPROVEMENT PROJECT	P-KE-EB0-003	2010-2014	34,062,638	59%
		P-KE-EB0-010	2014-2018	50,503,373	
	SCALING UP RAINWATER MANAGEMENT	P-KE-EAZ-003	2010-2014	548,856	100%
	THWAKE MULTIPURPOSE WATER DEVELOPMENT PROGRAM I	P-KE-E00-008	2010-2014	62,890,000	73%
P-KE-EA0-006		2014-2018	188,879,027		
<b>Grand Total</b>				<b>3,672,566,193</b>	

Source: AfDB internal data base (2023)

## Annex 8: Thematic Report template

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1. Introduction
2. Theme X context and trends
  - a. Current state of play and trends
  - b. Remaining challenges
  - c. National strategy
  - d. Activities of other TFPs
3. Bank's strategy and operations related to theme X
  - a. Strategy of the Bank in relation to theme X
  - b. Portfolio of the Bank in relation to theme X
  - c. Available PRAs
4. Answers to the Evaluation Questions
  - a. EQ1: Development results – What has been achieved by the Bank as compared to what it set out to achieve?
    - i. Relevance
    - ii. Effectiveness
    - iii. Sustainability
    - iv. Crosscutting issues
  - b. EQ2: Managing the Bank's interventions – How were the development results achieved (or not)?
    - i. Design
    - ii. Coherence
    - iii. Efficiency
    - iv. Knowledge and policy advice
    - v. Partnerships and leverage
    - vi. Managing for development results
  - c. EQ3: Borrower performance
  - d. EQ4: Drivers of success and lessons
5. Conclusions and lessons learned
6. Recommendations

## Annex 9: Technical Report template

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1. Introduction
  - a. Objectives and scope of the evaluation
  - b. Methodology
  - c. Limits and challenges
2. Context
  - a. Political, economic and social context
  - b. National strategies
3. Interventions of the Bank in Kenya
  - a. Strategies and Theory of change
  - b. Portfolio of the Bank in Kenya
4. Analysis of interventions
  - a. EQ1: Development results – What has been achieved by the Bank as compared to what it set out to achieve?
    - i. Relevance
    - ii. Effectiveness
    - iii. Sustainability
    - iv. Crosscutting issues
  - b. EQ2: Managing the Bank's interventions – How were the development results achieved (or not)?
    - i. Design
    - ii. Coherence
    - iii. Efficiency
    - iv. Knowledge and policy advice
    - v. Partnerships and leverage
    - vi. Managing for development results
  - c. EQ3: Borrower performance
  - d. EQ4: Drivers of success and lessons
5. Conclusions and recommendations
  - a. Key conclusions
  - b. Lessons learned
  - c. Recommendations

## Annex 10: Bibliography

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