

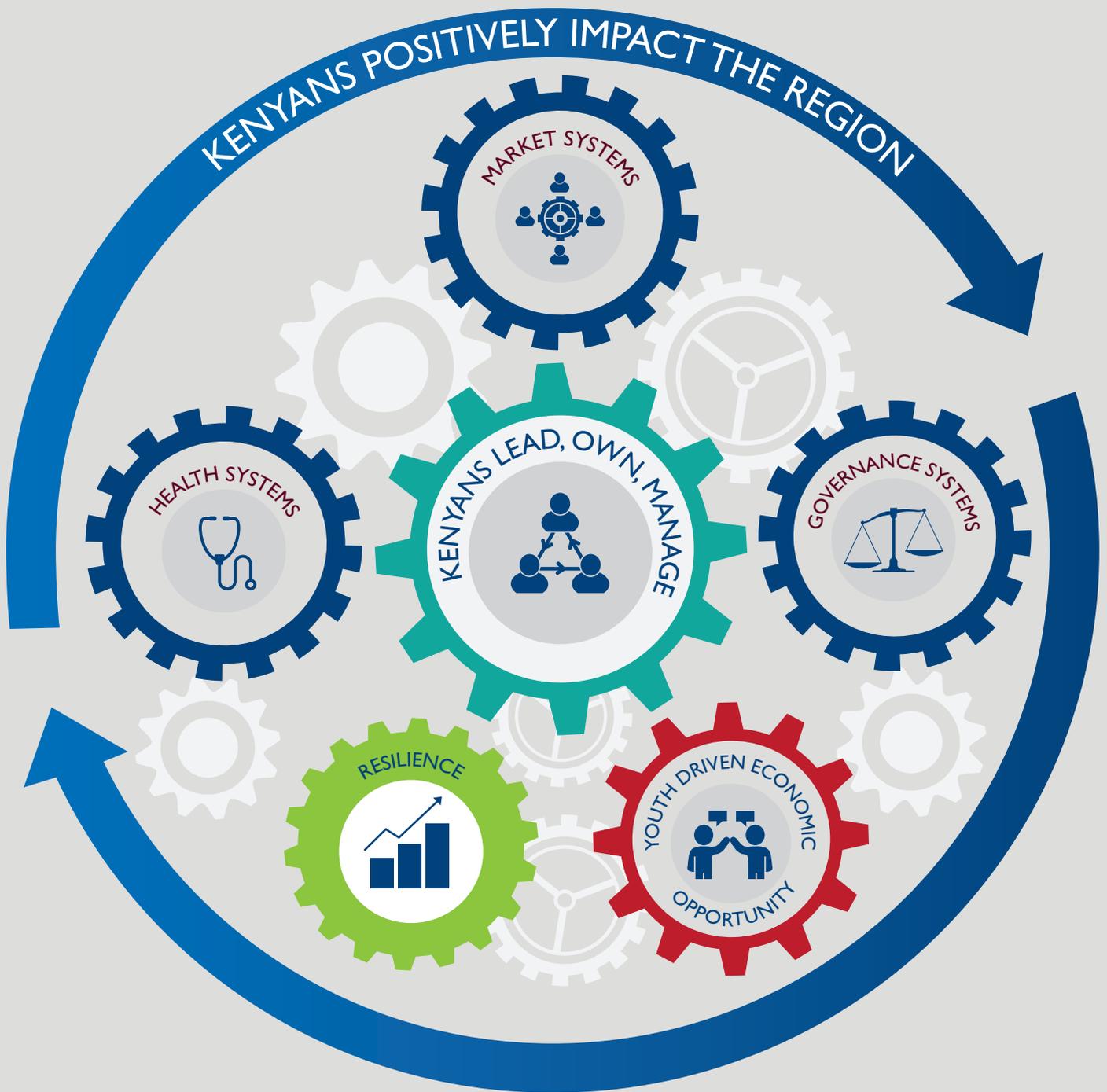
UNCLASSIFIED



# KENYA COUNTRY DEVELOPMENT COOPERATION STRATEGY (CDCS)

OCTOBER 2020 - OCTOBER 2025

APPROVED FOR PUBLIC RELEASE

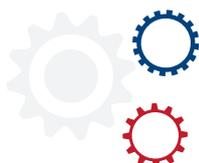


This graphic is a visualization of how Kenyan-led, Kenyan-owned, and Kenyan-managed programming (at the center) will turn each gear to stimulate change and growth across multiple sectors. The fully functioning gears will spur development and Kenya's ability to be a leader in the region.

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**SECTION I**  
**EXECUTIVE**  
**SUMMARY**

USAID/Kenya and East Africa's (KEA) 2025 goal is that Kenya's competitive private sector, resilient communities and civil society organizations, and citizen-responsive public sector better collaborate to drive inclusive growth and well-being for Kenya's self-reliance.

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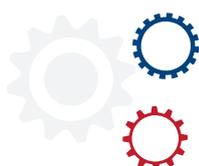
USAID/KEA implements two programs each with a distinct strategy, one for its bilateral efforts with Kenya and the other for its regional efforts. This Country Development Cooperation Strategy (CDCS) reflects USAID/KEA's bilateral programs with Kenya.

During the next five years, USAID/KEA will prioritize private sector engagement; convene the private sector, civil society, and government to encourage collaboration; partner with Kenyan communities to improve their resilience capacities; design and implement interventions which place citizens in the driver seat, and foster inclusive market-based economic opportunities. In partnering with Kenyan people, institutions, and organizations, the Mission expects that public leaders and key institutions will utilize resources transparently, local institutions will drive locally-led development priorities, and citizens will actively expose corruption wherever it is found.

At the end of this five-year strategy, targeted counties will grow their budgets and increase their own-source revenues, the GoK will plan for and mitigate environmental shocks and acute malnutrition, basic services will improve in quality and quantity, health systems will provide affordable access contributing toward reductions in new HIV infections and HIV-related mortality, primary school learning outcomes will improve, more vulnerable youth will have skills to secure employment, and more Kenyans will graduate out of chronic vulnerability. Communities bordering conservation landscapes will realize sustainable economic benefits, Kenya will meet its universal electrification target, and a thriving agro-processing sector will demand more raw material produce, leading to higher farmer incomes.

Communities will prevent and mitigate conflict, gender-based violence (GBV), and violent extremism (VE).

Although Kenya has average open and accountable governance compared to other low- and middle-income countries according to Kenya's Journey to Self-Reliance (J2SR) Country Roadmap, USAID/KEA recognizes that Kenya must improve the accountability of institutions, foster ethical and inclusive leadership, and empower citizen participation for the country to progress. Many Kenyans suffer from economic inequality while a minority elite continues to capture and exploit their labor, resources, and opportunities. Although Kenya's entrepreneurial climate supersedes its comparators, poor access to credit continues to restrict particularly female would-be business owners. Further, Kenyan trade is stifled by non-tariff barriers. Paired with mediocre accountability scores, Kenya's government, and tax system effectiveness both hover at the mean. Although Kenya is relatively tolerant on social issues, some minority groups continue to face discrimination, including persons with disabilities. Kenya is not on the U.S. Commission on International Religious Freedom Watch List, but a 2017 report did find that the Government of Kenya had engaged in religious freedom violations, that al-Shabaab was responsible for many religious freedom abuses, and recommended that USG speak out against violations and include religious freedom promotion in countering violent extremism programs. Due to Kenya's proximity to Somalia and its efforts to counter violent extremism as well as continued ethnic conflict, safety and security in Kenya remain poor. The plight of children in Kenya lacks the urgency required to build a self-reliant population who would lead Kenya into its future.



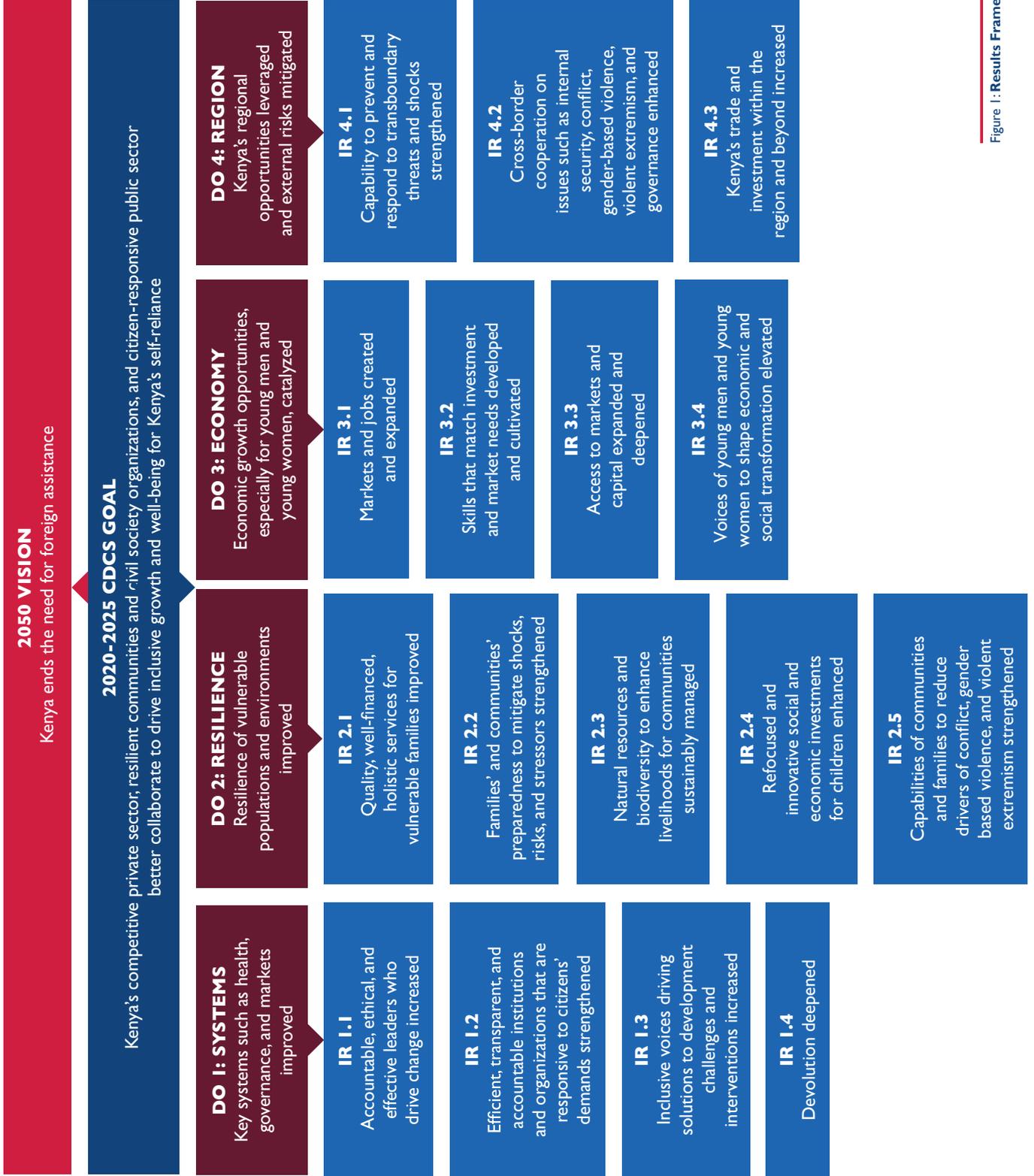
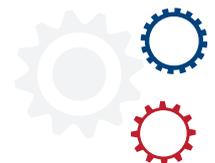


Figure 1: Results Framework Diagram



Chronic poverty, especially children living in chronic poverty, is a major hindrance to significant progress. Although Kenya scores poorly on information communication technology<sup>1</sup> (ICT) adoption in its Country Roadmap, USAID/KEA sees opportunity in Kenyan ICT development. By directly addressing these very issues in partnerships with Kenyan private sector, public sector, and civil society, and by encouraging those to work together to achieve jointly defined development objectives, USAID/KEA aims to work hand-in-hand with Kenyans and Kenyan institutions to drive inclusive growth and well-being outcomes.

This strategy differs from the past. The Mission must move beyond transactional partnership models, technical silos, and a donor-led approach. Incessantly funding failing systems, unaccountable institutions, and foreign development actors will never allow for the required growth of capacity and commitment in endogenous actors, local organizations, and domestic institutions. For those local actors and institutions to achieve inclusive growth and long-term sustained well-being outcomes they must do so through their own self-reliance. Thus, USAID/KEA will direct more attention, personnel, and investment toward building up and working with local actors and organizations. USAID's private sector investments will only be those investments which are private sector-led and those which pay inclusive dividends to a wider group of Kenya stakeholders. Moreover, the Mission will prioritize private sector partnerships, while simultaneously maintaining youth and women as entry-points for relevant interventions.

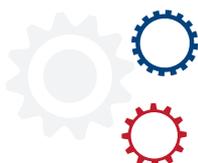
The Mission will also leverage commitments to counter GBV, promote women's leadership, and implement Kenya's National Action Plan (KNAP II) on Women, Peace, and Security (WPS). The Mission is already implementing its new country-led approach through county liaison teams, memoranda of understanding with county governments, strategic collaboration frameworks, and local development organizations. Perhaps the most challenging Mission change involves implementing

integrated programs that yield significant development returns from their combined investments.

As such, USAID/KEA staff will find new ways of working together on high performing collaborative teams, set an example for USAID implementing partners, and lead through thoughtful design and adaptive management.

The projects and activities which USAID/KEA implements under this new strategy will share practical objectives. They will require a creative blend of funding sources; active coordination between partners; collaboration through transparent decision-making; vertical, systemic links; and timed sequencing to amplify their intended impacts. Those activities and their respective USAID/KEA personnel will work together to ensure that Kenya's competitive private sector, resilient communities and civil society organizations, and citizen-responsive public sector better collaborate to drive inclusive growth and well-being for Kenya's self-reliance.

1. Index comprising: (1) mobile-cellular telephone subscriptions; (2) mobile-broadband subscriptions; (3) fixed broadband internet subscriptions; (4) fiber internet subscriptions; and (5) internet users





## **SECTION II**

## **COUNTRY**

## **CONTEXT**

Decades of overlapping interests between a minority of private, government, and civil society sector actors who amassed power and monopolized Kenya's resources have led to widespread corruption<sup>2</sup> and a lack of transparency.

As a result, the benefits of Kenya's growth have been concentrated to 0.02 percent of the population, who control 99.9 percent of Kenya's wealth.<sup>3</sup> The most vulnerable Kenyans, many of whom are women and adolescent girls, continue to be marginalized, creating a cycle of poverty and chronic vulnerability, leading to poor health and lack of access to the formal economy. A range of systemic and deeply rooted unequal and harmful gender norms reflected in the social, cultural, economic, and political systems, shape how women and adolescent girls experience discrimination and inequality. In spite of constitutional gender gains, women remain under-represented in elected positions and excluded in key decision-making processes at all levels. Even while women from different ethnic, political, and religious backgrounds understand and can identify the early warning signs of conflict and violent extremism, their roles and agency remain underutilized and untapped. Households headed by females are likely to be poorer than those headed by males with 30.2 percent of female-headed households being poor compared to 26 percent of their male counterparts.<sup>4</sup> Compared to other low and middle-income countries, in its Fiscal Year (FY) 2020 J2SR Country Roadmap, Kenya scored below the mean for indicators of self-reliance related to liberal democracy, social group equality, trade freedom, safety and security, poverty rate, child health, GDP per capita, information and communication technology adoption, and export sophistication.<sup>5</sup> These low scores are attributed to the political and economic interests of Kenya's elite, which hinder Kenya's self-reliance, hamper economic growth and inclusive development, and render Kenya vulnerable to instability.

USAID/KEA conducted extensive data analysis to drive the choices in this strategy. With the support of the Global Development Lab, the Mission conducted a futures scenario analysis and a livelihood vulnerability analysis. The Mission further reviewed secondary data sources in the areas of poverty, population, urbanization, county

expenditure, economic production and value addition, employment, educational attainment, literacy, water and sanitation, health service delivery, household shocks, food security, maternal and child health, child mortality, teenage pregnancy, sexual violence, wealth inequality, employment diversity, ethnicity, perceptions of corruption, election violence, land grievances, conflict, violent extremism, and gang violence. The Mission held 16 separate consultation events, engaging with more than 900 Kenyans across all 47 counties, listening to the voices of the private sector, civil society, and public sector at both the national and county level. The Mission also conducted a gender analysis; a context and systems analysis of the health, water, and agriculture sectors, and its first-ever CDCS national-level consultations with persons with disabilities.

Along with these analyses and stakeholder consultations, the Mission identified five development issues of top priority for Kenya:

### **Persistent poverty**

Two-thirds of the Kenyan population lives in poverty below \$3.20 per day and have since independence, meaning the majority of Kenyans, many of whom are women and girls, can be considered chronically vulnerable. There is a persistently large gap between the rich and poor, with approximately 70 percent of Kenyan families chronically vulnerable due to poor nutrition, food insecurity, and preventable diseases spanning generations.

### **Inadequate systems**

Key systems in Kenya are failing due, in part, to population pressure, misallocation of human and financial resources, declining public expenditures, and systematic gender inequities. Inadequate financial and human resources are allocated to ensure that youth and gender issues are adequately addressed in existing systems (health, markets, and governance). Only five percent of county budgets from 2014 to 2018 were used for youth, gender, and culture issues.

2. Kenya Country Economic Review, 2019. USAID Kenya and East Africa.

3. Kenya: extreme inequality in numbers, 2017. Oxfam International.

4. Basic Report on Well Being. Based on the Kenya Integrated Household Budget Survey, 2015-2016. Kenya National Bureau of Statistics

5. Kenya FY 2020 Self-Reliance Country Roadmap, 2019. USAID.



## Pervasive corruption

Pervasive corruption is the primary constraint to Kenya's growth, as it undermines productivity, perpetuates social exclusion, and diverts resources that should be used for the country's development. Thirty percent<sup>6</sup> of all funds for public procurement for goods and services are stolen by public officials through their ethnic and political networks.

## Women and adolescent girls

Despite Kenya's constitutional gender provisions, women remain under-represented in decision making.<sup>7</sup> Women provide 70 percent<sup>8</sup> of labor in agricultural food production - however, their role in agricultural value chains remains invisible, and women are paid KSH68 for every KSH100 paid to men.<sup>9</sup> Kenyan women are poorer than men during core productive years, spend an average of four more hours per day on household and care work than men, and have limited livelihood options compared to men. The poorer and younger a woman is, the more vulnerability she faces. Many adolescent girls in Kenya experience physical, psychological, and sexual violence that interferes with their health, education, and confidence, thereby contributing to a permanent reduction of their participation in Kenya's development over their lifetimes. Embedded within patriarchal and entrenched, ethnic and nepotistic societal norms are power structures which systematically oppress girls and women and undervalue the potential of half of the population to spur Kenya's development.

## Youth unemployment

The average age of a Kenyan is 19 years old.<sup>10</sup> Lack of education and employment skills mean that unemployed youth will soon be the largest working-age population cohort. Forty percent<sup>11</sup> of the youth are jobless, with young women in urban areas being the highest unemployed. Ninety percent of all unemployed young people lack the vocational and soft skills that are needed in the workplace. Thirty-two percent of 15-24-year-olds have not completed primary school.<sup>12</sup>

Other important challenges underpinning priorities in the CDCS include slowing growth, natural resource constraints, insecurity and conflict, and ethnic divisions. Kenya has experienced slowing annual GDP growth since 2016, below average per capita GDP (compared to lower-middle-income countries), and a moderate probability of debt distress.<sup>13</sup> Kenya's resource base is declining as a drying, warming Kenya loses productive agricultural land, continues the rapid pace of deforestation, drives urbanization, widens the growing food security gap, and increases competition over natural resources, especially water. Kenya also has a long history of insecurity and conflict driven by ethnic intolerance, disputes over land and natural resources, marginalization, patriarchal structures, poverty, and, in recent times, violent extremism. Kenya's society has deeply entrenched negative ethnicity, toxic masculinity, and nepotism due to systemic inequalities which have enabled Kenya's leaders to block others from the benefits of political and economic opportunities.

The Mission analyzed these development challenges to understand the symptoms of deeper problems and their root causes. The sparse leaves on the tree below represent the issues of abuse of adolescent girls, youth unemployment, slowing growth, insecurity and conflict, and persistent poverty. These issues are symptoms of systemic issues, such as pervasive corruption and inadequate systems. The roots of these development challenges are defined as entrenched ethnic divisions, harmful gender norms, and declining natural resources. The root causes are complex social issues that might not be directly tackled through the CDCS, but these will need to be taken into account throughout the strategy. In addition, the communication strategy developed in concert with this strategy will tackle issues that impact all the programs and would include multimedia campaigns addressing issues such as gender, social cohesion, and corruption. The root cause graphic (Figure 3) explores the interconnected nature of these development challenges.

6. The price Kenyans pay for corruption. Samuel Kimeu. The Daily Nation. July 1, 2018.

7. Gender Gap Index 2020

8. Gender Analysis (2020). USAID Kenya and East Africa

9. The Global Gender Report 2017

10. Kenya National Housing and Population Census. 2019. Kenya National Bureau of Statistics

11. Youth Unemployment: Challenges & Opportunities in Economic Development. 2009. World Bank.

12. National Educational Profile, 2018 update. FHI 360.

13. Kenya Country Economic Review, 2019. USAID Kenya and East Africa.

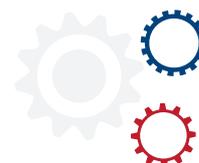
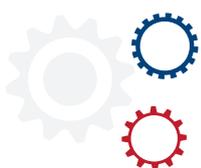
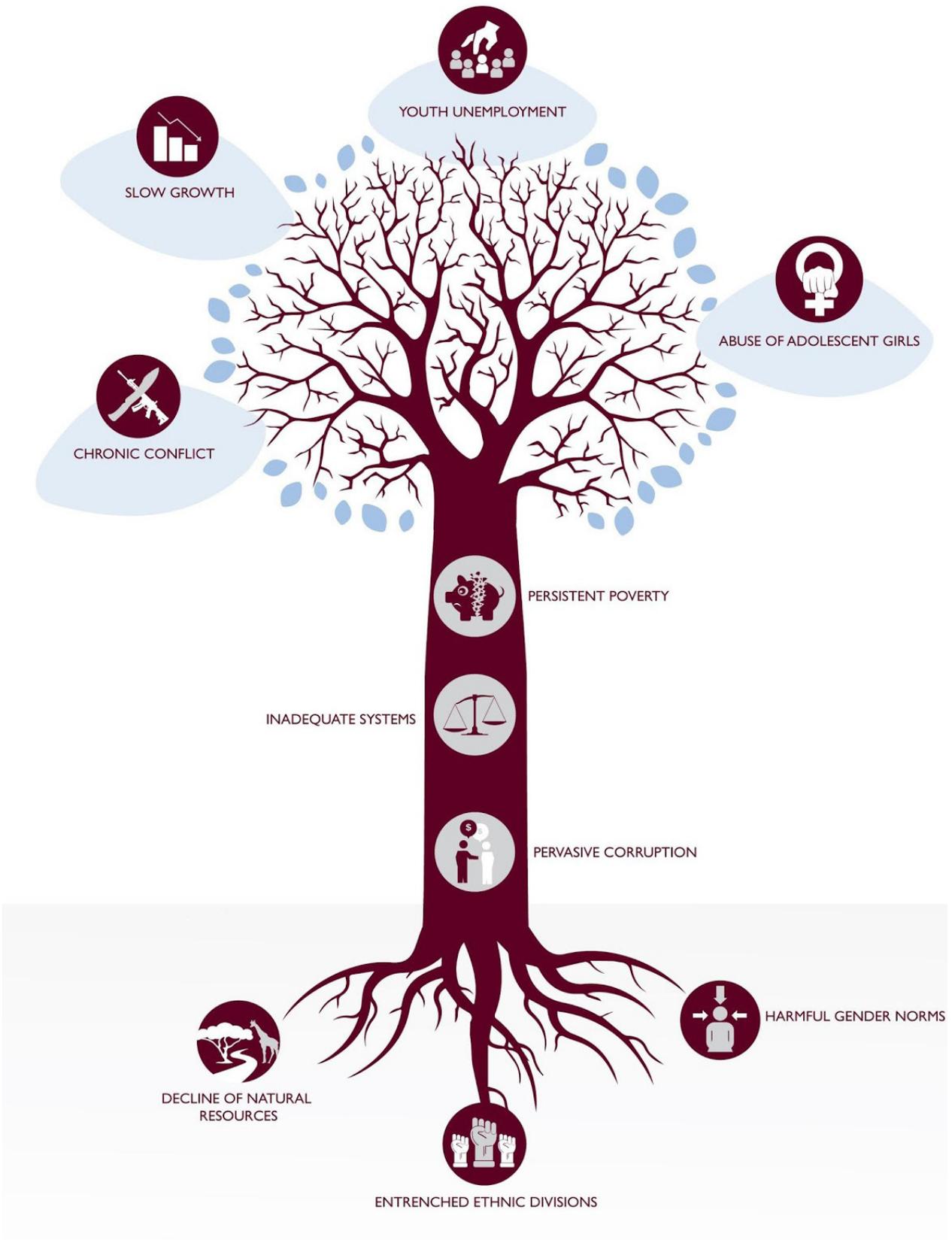


Figure 3: **Root cause graphic of interconnected development challenges**



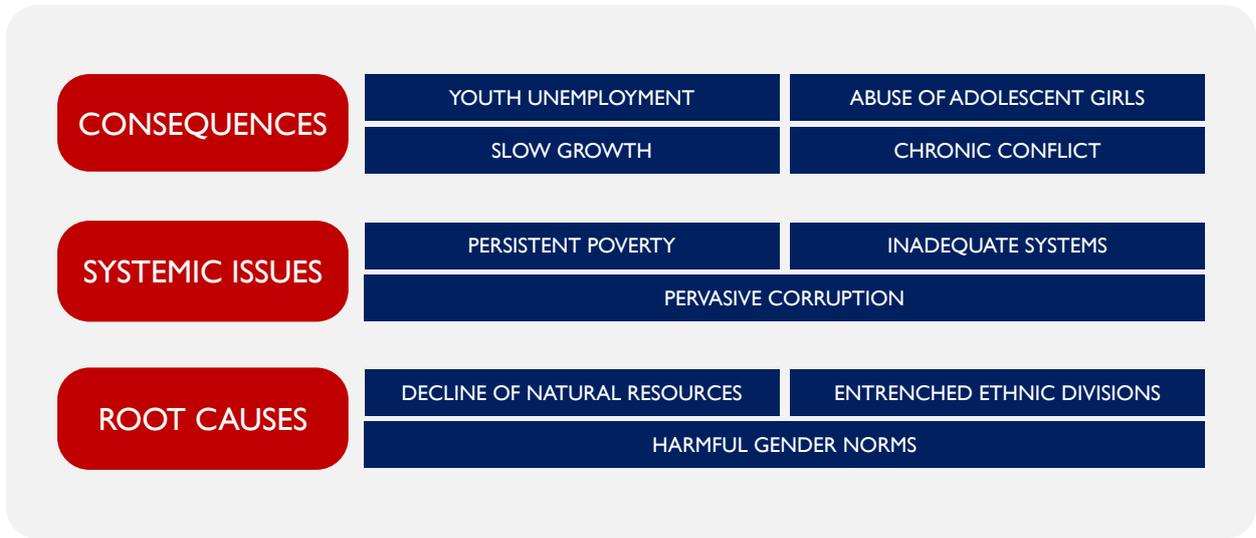


Figure 2: Summary of Development Challenges

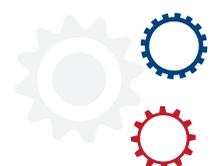
## GOVERNMENT OF KENYA PRIORITIES

The Government of Kenya’s (GoK) Third Term Medium Plan (2018-2022) and Kenya’s Vision 2030 rest on four pillars of development efforts: economic, political, social, and enabling. The GoK economic pillar aims to move Kenya’s economy toward producing higher value addition in eight specified priority sectors. The political pillar focuses on continuing devolution and enhancing the rule of law. The social pillar is about investment in the people of Kenya. The enabling pillar focuses on security, peacebuilding, and conflict resolution. President Kenyatta’s “Big 4 Agenda” focuses on food security, affordable healthcare, affordable housing, and manufacturing. Kenyatta’s administration aims to achieve 100 percent food and nutrition security and 100 percent universal health coverage by 2022.

## USG STRATEGIC PRIORITIES

Kenya is an integral partner to achieve U.S. foreign policy, economic, and security objectives in the East Africa region. To achieve these objectives, the U.S. Embassy Nairobi encourages Kenyan institutions to respond to Kenyan citizen needs and protect their rights.

The U.S. government supports the GoK to advance sustainable development, reduce human suffering, and navigate a path toward self-reliance. The U.S. Embassy advances U.S. economic interests through free, fair, and reciprocal partnership and ensures the security of Americans and American interests by promoting stability, peace, and regional engagement. Kenya currently enjoys preferential access to U.S. markets through the Africa Growth and Opportunity Act (AGOA).



Kenya also conducts dialogue with the U.S. through two separate trade and investment framework agreements as a member of the East African Community and the Common Market for Eastern and Southern Africa. In February 2020, President Trump announced his intentions to initiate trade negotiations with Kenya. In 2018 Kenya exported \$644 million worth of goods, with top goods categories including woven apparel, knit apparel, edible fruit and nuts, and coffee, tea, and spices. U.S. foreign direct investment (FDI) into Kenya was \$405 million in 2017 (USTR). With the threat of violent extremism from al-Shabaab and other conflicts within Kenya, the U.S.-Kenya strategic security cooperation is an important bulwark for stability both in the country and the region. The Centre for Human Rights and Policy Studies noted that 83 people died as a result of terrorism in Kenya in 2019.

### COVID-19

Kenya reported the first case of COVID-19 in March and thereafter restricted international travel, imposed a curfew, and halted movement entering or departing specific areas, including the capital, Nairobi. The Government has expanded mass testing and responded with health service strengthening, social protection, and fiscal and monetary measures. With over one million jobs lost and dramatic reductions in working hours, many Kenyans are struggling to earn a living. COVID-19 has also disrupted schooling, with nationwide shutdowns across the education system that have halted learning for many learners, especially the most vulnerable populations unable to access remote learning options. There has been a recent increase in crime, drug abuse, unintended teen pregnancies, and domestic violence. Hunger and food insecurity are expected to increase. The COVID-19 pandemic has tested Kenya's health and governance systems. Institutional incoherence in the healthcare delivery system and the water, sanitation, and hygiene (WASH) sector is evident in how the government has prepared and how they are responding to the pandemic. There have been reports of the misappropriation of COVID-19 funds and donations. Police action in enforcing COVID-19 restrictions, has resulted in incidents of human rights violations, including deaths and injuries. The World Health Organization Africa Region model predicts that Kenya will have six million infections, 3,445 critical infections, and 1,805 deaths related to COVID-19 within one year. COVID-19 and its

secondary effects will continue to impact Kenya's priority development issues.

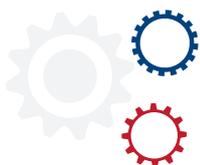
### SCENARIO PLANNING

A futures analysis was used to create four scenarios based on trends analysis of various datasets on the International Futures Platform, in addition to quantitative and qualitative literature reviews. The purpose was to model the development trajectory of Kenya to 2030 so as to provide data for adaptive management of the CDCS as the country context changes. The implications of each scenario are separated into political, social, and economic changes and will be used to inform implementation.

### STRATEGIC SHIFTS

In analyzing Kenya's development needs now compared to those identified in the 2014-2020 strategy, the current needs remain, even if they have become more complex due to the devolved governance operating environment. Based on lessons learned in the implementation of the 2014-2020 strategy, this CDCS will bear strategic commitment to supporting Kenya's Journey to Self-Reliance. The Mission plans to work towards phasing-out support for direct service delivery by the end of the CDCS. The Mission's elections programming will de-emphasize its focus on election administration and provide greater support for electoral and political inclusion, participation, and transparency that lead to more sustainable democratic reforms. Agriculture programming will reduce its activities on agricultural production and enhance efforts for market opportunities and trade as a motivator for production. Health programs are shifting focus from service delivery alone to a systems strengthening approach for better accountability and sustainability of progress. Work in education will also shift to support the GoK to deliver instruction through different learning modalities that respond to evolving education system needs.

It is important to note that Kenya is the recipient of many directives and earmarks, which drive programming in ways that are outside of the Mission's control. Within these parameters, the Mission will use data to drive opportunities that accelerate J2SR and achieve value for



money, no longer working separately from or parallel to the GoK. The Mission's "private sector first" approach to design will allow us to leverage private sector resources. The Mission expects that by working with more local partners, cost savings will free additional funds and other Mission resources for local capacity development. Additionally, greater integration of humanitarian assistance into this CDCS will bring additional human and financial resources to bear in achieving results.

successes to achieve economic and social improvements, particularly in inclusivity. Thus, the Mission posits that a targeted use of our resources combined with a new way of doing business that focuses on building coalitions and co-creating solutions will have a transformative effect. This approach is expected to lay the groundwork for USAID/KEA's longer term 2050 Vision and eventual transition from USAID assistance.

## COUNTRY TRANSITION PLANNING

The long-term vision for this CDCS (to 2050, and beyond the life of the strategy), is that Kenyans achieve their aspirations toward self-reliance by mobilizing their own resources. With the right type of partnerships and assistance, local organizations, county governments, and a wider representation of Kenyans can begin to drive their own development trajectories and lead the country toward self-reliance. In Kenya's J2SR Country Roadmap, Liberal Democracy and Open and Accountable Government indicators hover near the mean compared to other low- and middle-income countries.<sup>14</sup> Social group equality in Kenya is comparatively poor, and ethnicity, gender, and age have significant effects on economic opportunity. Embedded patriarchal societal norms systematically oppress girls and women and undervalue the potential of half of the population. Further, elite capture of economic resources and entrenched ethnic nepotism continue to stall a more inclusive development. In response, throughout the 2020-2025 CDCS, USAID/KEA aims to support citizen participation, institutional accountability, and leadership, and ensure USAID interventions focus on adolescent girls, women, and youth as entry points for transformational development in Kenya.

To build sustainability and support Kenya's transition, USAID/KEA will refine its approach to collaborating with country counterpart organizations, emphasizing direct relationships whenever possible, work with local actors and organizations, seek private sector solutions first, and build exit strategies into all USAID activities. USAID/KEA will use its resources and convening power to catalyze change agents in Kenya to move towards the end states described below. As a lower middle income country, Kenya is already well-positioned to build on its

### 2020-2025 CDCS END STATES

Transparency and accountability

Domestic resources and service delivery

Self-reliance and transformative resilience capacity

Health, well-being, employment, and natural resources management

Social group equality and empowerment

Economic vitality

### 2020-2025 CDCS END STATE

USAID/KEA plans for strategic transitions across all sectors by the end of the CDCS five-year period. For some sectors, those transitions will instill more ownership and competitiveness on the part of Kenyan organizations. For other sectors, new end-states will reflect a change in funding relationships. For all end-states planned below, USAID/KEA is focusing on how to improve varying levels of capacity and commitment with Kenyan counterparts. The scope and scale of these efforts will vary. The Mission also acknowledges that violence leading up to, during, and after elections could impact the anticipated results in this CDCS.

14. Kenya FY 2020 Self-Reliance Country Roadmap, 2019. USAID.



### Transparency and accountability

By the end of the five-year strategy, targeted public leaders and key institutions will increase their utilization of public resources in an equitable and transparent manner, with accountability to citizens. Kenyans will have stronger, more credible, and accountable local institutions that drive the conservation agenda in select areas neighboring conservation zones. Kenyan regulatory institutions will better ensure transparency in agricultural inputs and produce trading systems. In at least 25 counties where USAID has significant investments, local institutions will drive locally-led development priorities while actively engaging the public, private, and civil society actors through consortia that attract and mobilize select investments for sustainable development and/or conservation. Through the improved utilization of public financial management systems, social and behavior change (SBC) strategies, and targeted citizen oversight of government, civil society organizations, and the media, citizens will shine a spotlight on corruption and diminish public apathy.

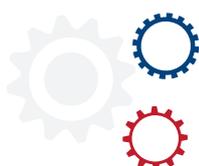
### Domestic resources and service delivery

Targeted counties will increase their own-source revenues, and improve resource allocation for issues affecting women and youth. The arid and semi-arid land (ASAL) regions will have allocated resources for emergency response and acute malnutrition programming and will rely on the GoK systems rather than donors. Within five years, rural water services in USAID-supported counties will be managed according to the Water Services Regulatory Board (WASREB) guidelines, and urban water services will advance both the quality and quantity of their services. Energy utilities will be more financially viable, and the provisions of the 2019 Energy Act will be implemented. National and county health systems will provide access to better quality, more equitable, affordable, and sustainable health services responsive to citizen's needs, and women will be more able to access and benefit from the national health insurance program without a husband being present. By the end of this strategy, USAID will have supported the GoK's ability to collect, analyze, reflect on, and use data to inform policy and better target education reform investments, including pivoting to different learning modalities. USAID also will have trained and supported youth and women to become leaders of transformational change in Kenya's development.

### Self-reliance and transformative resilience capacity

By the end of this strategy, counties with the highest burden of malnutrition will have sustainably reduced acute malnutrition levels, and counties in the arid and semi-arid regions of Kenya will require less donor-supported humanitarian assistance in times of emergency, but rather rely on GoK-funded systems and programs. County and national governments will utilize early warning systems for droughts and floods. Targeted Kenyan communities will have the capacity to advocate for, plan, and - in partnership with county government offices - implement effective and efficient social service activities to mitigate the effect of shocks and stressors, including environmental hazards such as drought and floods as well as acute malnutrition. Research institutions will have capacity to develop crop and livestock varieties resistant to climate change. Stakeholders working in transboundary ecosystems and regional actors will have reduced wildlife poaching and trafficking, improved wildlife security, and reduced human wildlife conflicts across the borders and the region at large. Adolescent girls, 15–19 years old, will be better nourished, access iron and folic supplementation, and receive nutrition education within the household. Rates of child marriage, female genital mutilation (FGM), and teenage pregnancy will have reduced.

Health, well-being, employment, and natural resources management: The availability and accessibility of affordable health services will contribute towards a reduction of new HIV infections and HIV-related mortality; a reduction in child and maternal mortality; the significant reduction of childhood malnutrition; the prevention of tuberculosis and malaria related morbidity and mortality; the improved use of modern family planning methods; and a reduction of teenage pregnancy. By the end of this strategy, more children will be able to read at grade level, including learners with disabilities and learners from historically marginalized areas. More vulnerable youth will have the skills, resilience, and access to social services they need to thrive and secure work or self-employment. With a nine percent increase in land under conservation, well-managed landscapes will provide ecosystem services for people and wildlife. Community members will realize more equitable benefits from sustainable economic opportunities and directly participate in implementation and enforcement of sustainable management plans.



Social norms changes within households will lead to more equal distribution of unpaid family care between men and women. There will be an optimization of clean energy infrastructure and digital innovations that reduce time spent on domestic work. With better access to quality and affordable childcare there will be more opportunities and time for young women to access and benefit from paid employment or entrepreneurial income. There will be fewer incidents of violent conflict, reduced GBV, and a reduction in radicalization and recruitment to violent extremism among the Kenyan population in targeted areas with the highest risk for conflict and violent extremism.

**Social group equality and empowerment:** Local development organizations (LDOs) led by youth and women will be engaged and influence decision making on government policies, plans, and budgets. Women's networks will galvanize around common and strategic issues and safeguard constitutional gender provisions even while maintaining divergent interests.

Harmful gender norms will be transformed and power inequalities challenged through the meaningful engagement of women and men of all ages.

More Kenyan youth will have access to finance to increase their potential economic productivity and establish new businesses, access to market-relevant workforce development training, and have a say in the social, political, and economic decisions that impact their lives. Young men and women and persons with disabilities will gain access to the same opportunities.

**Economic vitality:** Private sector firms will process and package agricultural-related products for local and international markets more competitively. Kenyan farmers will organize to ensure domestic and export supply. New opportunities will be created for private sector investment in tourism and livestock markets. Climate smart agriculture will be practiced. Kenya will also be able to attract significant investment from private sector players who are targeting the region's power market for generation, transmission, energy storage, and ancillary services. Women-owned small to medium enterprises (SMEs) will have gained official documentation in order to access a full range of private sector opportunities.





## **SECTION III**

## **STRATEGIC**

## **APPROACH**

### **To achieve the CDCS goal, the Mission will:**

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**Redefine relationships with the GoK, private sector, and civil society.**

**Embrace an integrated approach to programming across the CDCS, with a focus on youth, children, and women as entry-points to achieve development objectives and intermediate results.**

**Focus the Mission's new transformational partnership model of doing business in 25 priority counties.**

**Reduce reliance on international implementing partners as intermediaries between USAID and key stakeholders. Mission staff will increasingly be responsible for cultivating and maintaining relationships and partnerships with Kenyan counterparts.**

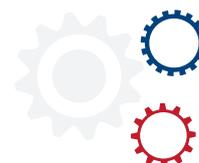
**Employ strategic competition, Financing Self-Reliance, and Private Sector Engagement principles and modalities throughout the portfolio.**

**Implement key Guiding Principles and measure them over the course of the strategy.**

## **REDEFINING THE RELATIONSHIP**

USAID/KEA is pivoting its relationship with the GoK, the private sector, and civil society to rebalance power between these three sectors and help Kenya better own, lead, and manage its own development to benefit the majority of Kenyans. Under the previous strategy, USAID/KEA did important foundational work to help make devolved governance irreversible. In this CDCS, USAID will build upon this foundation and redefine how it works at the county and national levels. The Mission will strengthen the collaborative framework with the GoK at all levels, provide technical assistance to government institutions, and lay a foundation for government-to-government assistance that supports joint designing, planning, and monitoring. To operationalize Kenya's commitment to self-reliance at the local level, the Mission is signing memoranda of understanding (MOUs) with counties to co-create, implement, and monitor programs to achieve joint objectives. These MOUs will also require financial and in-kind contributions from the county governments and communities to finance these priorities.

USAID is also co-creating LDOs and business associations with civil society and the private sector to foster community-led, -managed and -owned development, beginning with the Tier 1 and later Tier 2 counties described below in the "Geo-focusing" section. These organizations are expected to hold the GoK accountable for commitments to inclusive development, and provide platforms for greater agency and voice around common interests at the county and national level to help shift the balance of power for those not traditionally included in decision-making. To strengthen Kenyan capacity for self-reliance, USAID/KEA will work with county governments, LDOs, and business associations to co-design, implement, and monitor development programs, as well as help the GoK plan for and implement its commitments in the county MOUs. Helping to make this pivot sustainable over the long-term, at the national level, USAID/KEA also signed a Development Cooperation Framework Agreement (DCFA) with the GoK, which commits the GoK and USAID/KEA to work jointly to achieve Kenyan self-reliance, including jointly planning and monitoring programs under the agreement, as well as requiring GoK co-financing. It also affirms USAID priority alignment with the Social and Economic Pillars of Kenya's Vision 2030, including universal healthcare, primary education, and food security.



USAID efforts will focus on using and strengthening Kenyan systems as much as possible, particularly at the county-level, to develop and implement policies and systems necessary to deliver services that benefit the majority of Kenyans and facilitate inclusive economic growth. During the 2020-2025 CDCS, USAID/KEA will work towards phasing out service delivery across technical areas and will work closely with the GoK to help them plan for, finance, and manage expenditures. Through county MOUs and USAID's DCFA, USAID/KEA plans to leverage GoK, private sector, and community resources to achieve joint priorities, with the goal to reduce donor displacement of GoK funds for services.

The operating environment in Kenya supports this shift toward increased Kenyan ownership and transformational partnerships. The requirement for devolved governance and 47 county governments established by Kenya's 2010 constitution provide a source of innovation and opportunity for change. Kenyans are clamoring for better governance and more inclusive opportunities. The DCFA affirms USAID/KEA priority alignment with the Social and Economic Pillars of Kenya's Vision 2030, including universal healthcare and primary education, and food security. USAID/KEA's priorities under the new CDCS also align with the findings and recommendations of Kenya's December 2019 Building Bridges to National Unity Initiative (BBI) Report<sup>15</sup> to combat corruption, promote shared prosperity, promote inclusive development, and commit to devolution.

## INTEGRATION

Kenya's complex devolved government requires targeted and integrated solutions. USAID/KEA defines integration as the approach it takes to capture programmatic synergies between and among its activities in order to achieve results that are greater than the sum of what any one activity might achieve on its own. USAID/KEA recognizes that development challenges in Kenya are frequently interlaced across sectors and mutually reinforcing. As such, the Mission aims to use cross-sectoral efforts to amplify the impact of USAID interventions, as compared to the previous siloed approach. This includes increased intentional integration of humanitarian assistance programming in the CDCS, thereby expanding the Mission's human and financial resources, and strategically broadening the Mission's ability to strengthen Kenya's resilience and regional influence. A multi-sectoral,

multiple funding stream approach is needed to maximize the impact and efficiency of Mission programming.

The Mission's integration approach will converge quality services to connect vulnerable populations to key systems. USAID/KEA will also integrate digital solutions to development problems, guided by findings from USAID/KEA's Digital Ecosystem Country Assessment. The modality of integration will be based on project needs and objectives and will be identified and designed through the project design process. Since integration must be fit to purpose, not all activities will be integrated nor will those that are integrated be operationalized in the same way. USAID/KEA will achieve integration through the following possible modalities:

### Intra-Activity Cross-Sectoral Implementation

One Implementing Partner (IP) whose activity is supported with blended budgets.

### Inter-Activity Coordination

One or more IPs who share information, harmonize approaches or coordinate messaging, utilize each other's platforms, or jointly support counterpart platforms to advance their respective objectives.

### Inter-Activity Cooperation

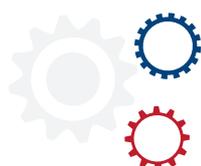
One or more IPs support different aspects of a shared objective.

### Inter-Activity Collaboration

One or more IPs work together toward a shared objective through joint planning, shared decision-making and, if possible, shared accountability.

The four types of integration are not meant to convey any sort of graduation process or hierarchy in which activities move up an integration ladder. Rather, these are representative typologies of integration and must be thoughtfully fit to purpose. For example, a set of activities that are coordinating will not require the same degree of joint planning and formalized management structures that a set of activities that are collaborating will require. The Mission recognizes the management challenges that accompany a highly integrated strategy and has conducted an analysis and developed an integrated strategy management plan (see Section VI for the Management Plan), drawing upon lessons learned from other Missions. The Mission will develop metrics to measure integration

15. <https://d2s5ggbxczybtfc.cloudfront.net/bbireport.pdf>



outcomes and partnership effectiveness. Where possible, the Mission will implement integrated programs through clusters of integrated activities which are held jointly accountable for achieving results which contribute to their shared project purpose. At the project level, project managers and a core supporting team will perform an oversight role to ensure activities and integration clusters within projects are all advancing the Mission's strategic objectives.

## GEO-FOCUSING

To keep this highly integrated strategy within USAID's manageable interest, the Mission intends to focus on 25 core counties where it will have MOUs with the county government and where the bulk of its resources will be programmed. The focus will be on capacity strengthening with the objective that at the end of the CDCS the Mission will no longer engage in direct service provision. There are certain activities that are national in nature, such as in Education and Health. For example, education is a national level activity because we partner with the Ministry of Education to ensure standardized curriculum, teacher training, and text books across the country. The Mission will also continue to have more limited countering wildlife trafficking, resilience, countering violent extremism (CVE), and malaria and PEPFAR programming outside of these 25 core counties.

This programming outside of the 25 core counties is and will continue to be driven by data on conflict and violent extremism risks, most vulnerable wildlife, the HIV and malaria burdens, and USG/agency priorities that require USAID investments outside of the core counties. Additionally, the Mission will require that all Washington-managed programs that come to Kenya must be undertaken in or support the core counties or they will not be approved.

The 25 counties are geographically distributed throughout Kenya and cumulatively represent the highest level of USAID investment. The 25 counties were picked based on the following criteria:

- ◇ Counties with the greatest USAID investment.
- ◇ Counties where USAID thinks it has strong partners and influence.
- ◇ Counties with greatest opportunity and need.

### Tier 1:

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**Eight Prosper Africa counties (part of the interagency prosper Africa Initiative):** *Isiolo, Kakamega, Kiambu, Kisii, Kisumu, Makueni, Mombasa, Nakuru.*

### Tier 2:

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**Three USAID Nawiri counties (where the Mission has a multi-year, county-led food and nutrition security development program):** *Marsabit, Samburu, Turkana* (Bringing total to 11 counties).

### Tier 3:

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**Four counties that have both PEPFAR and Feed the Future (FTF) programs:** *Bungoma, Homa Bay, Kitui, Taita Taveta.* (Bringing total to 15 counties)

### Tier 4:

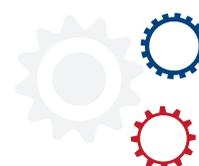
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**Eight counties that have PEPFAR or FTF programs (counties where there are major initiatives):** *Busia, Garissa, Kajiado, Kwale, Machakos, Meru, Uasin Gishu, West Pokot.* (Bringing total to 23 counties)

### Tier 5:

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**Two Special Consideration Counties:** *Mandera and Nyeri.* (bringing total to 25 counties)



The Mission will gradually scale its new way of doing business, including signing MOUs with counties, and co-creating LDOs and businesses associations at the county level using a tiered approach. Tiering in a phased approach will also allow for iterative adaptive management solutions, to ensure that assistance does not tip the scales towards violence in Kenya's fragile ethnically-imbalanced environment. The decision to sign MOUs and/or design LDOs with counties in the next tier will be driven by county need and commitment, as well as staff bandwidth. The proposed tiers for these 25 counties are as follows:

The focus on these counties reaches 66 percent of the Kenyan population; 68 percent of the HIV/AIDS burden; 70 percent of the malaria burden; and 12 of the 17 Feed the Future priority counties. The Mission's new partnership model, including co-creation and MOUs with counties, is currently being piloted in the Tier 1 and 2 counties, before being scaled to other tiers. The timeline for the roll-out of efforts in these counties is not determined and will be driven by lessons learned from the Tier 1 and 2 counties, and county development needs. In a best case scenario, implementation of the CDCS will be underway in all 25 counties by Year 3 of the CDCS. The location of integrated programming will be informed by the 25 priority counties, and may be piloted in the Tier 1 and 2 counties.

## STRATEGIC COMPETITION

China continues to finance large infrastructure projects which are perceived to fuel corruption and constitute "corrosive capital" investments that have the potential to erode democratic institutions. So far, Kenya has respected the space for civil society to voice concerns about these projects, and USAID's partnership model will help provide checks on potentially corrosive Chinese investments. System strengthening will promote investment in Kenyans, not infrastructure. Further, USAID's work with Prosper Africa counties through the Prosper Africa initiative, which aims to strengthen two-way trade between the U.S. and Kenya, and the January 2020 announcement that Kenya will pursue a free trade agreement with the United States, provide opportunities under the 2020-2025 CDCS to counter competing influences and support a free and open market economy. The Power Africa model counters potential competing influence in critical power generation infrastructure, which Kenya will continue to need to provide electricity services to fuel growth. Establishing stronger two-way communication and integrated messaging will also

support USAID's efforts to be seen as a critical partner in Kenya's development since Americans are investing in the Kenyan people. USAID believes Kenyans can and should lead their own development.

## FINANCING SELF-RELIANCE

USAID's support to expand Kenyan markets, job creation, and investment will spur economic growth and increase GoK tax revenues for expenditure on development priorities. Where feasible, USAID will seek to build support for reform by identifying potential tax revenues that could be generated. USAID efforts to support Kenyans in combating corruption will also unlock misallocated resources for GoK expenditures on development programming. Despite higher out-of-pocket expenditure, women tend to work in the informal sector and are less likely to be included in national health insurance schemes, especially since they are not always able to register for insurance schemes as men are considered 'by default' the principal member. USAID will work with county level institutions, state and non-state actors to increase enrollment into Kenyan health insurance schemes. USAID will increase equitable and sustainable access to health services by addressing financial barriers for the poor. USAID assistance will also help Kenya enhance capital mobilization for WASH sector investments and utilize a market-based WASH service delivery model.

## PRIVATE SECTOR ENGAGEMENT

USAID/KEA recognizes that private sector actors and institutions are an integral part of Kenya's development landscape and vital players in facilitating investment, inclusive employment, broad-based economic growth, and quality services. Even though women are under-represented across sectors and provide 70 percent of agricultural labor, they are typically not targeted to receive inputs such as seeds, fertilizers, machinery, and training.

Partnerships with the private sector can promote public interest and support efforts in transparency and accountability as well as support women to enter the formal economy, increase their visibility across value chains, and engage in sectors with the largest gender gaps and high growth momentum. As such, USAID will engage the private sector in the design and monitoring of relevant programming and activities to facilitate partnerships and expansion into East African markets. In Kenya, USAID will



promote high standards for private sector-provided basic services and support market-based financing for county-owned water utilities and other WASH sector actors. Utilizing private sector expertise and innovation, USAID will catalyze private sector resources for cost-effective humanitarian assistance. To enhance economic returns for host communities from biodiversity conservation and the financial sustainability of the community conservancy model, USAID will promote partnerships between community conservancies and responsible private tourism operators. USAID will explore ICT industry scale up for supply chain management and promote the establishment of cost effective cloud infrastructure for data hosting. At both national and county levels, USAID will partner with private sector associations to encourage the development and implementation of inclusive and pro-growth economic policies and will work with the private sector to fight corruption.

## IMPLEMENTATION GUIDING PRINCIPLES

The Mission recognizes that how we do business is just as important as what we do. USAID/KEA has developed a set of principles to guide the strategy's implementation. The Mission will further develop indicators to measure the application of these guiding principles.

Each activity will prioritize which of these principles are most important for the success of their activity and thereafter include them throughout implementation.

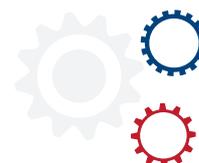
- ◇ Emphasize local actors and entities to facilitate Kenyan-owned, -led and -managed activities.
- ◇ First see vulnerability through the eyes of young girls and women as entry points.
- ◇ Use strategic communication approaches to engage Kenyans in two-way communication.
- ◇ Seek private sector solutions first.
- ◇ Data-driven decisions for strategic focus.
- ◇ Prioritize youth cohorts first.
- ◇ Integration needs to be fit-to-purpose and generate greater impact.
- ◇ Ensure inclusion of persons with disabilities.

- ◇ Develop new relationships between the public sector, the private sector, and civil society.
- ◇ Collaborate, learn, and adapt to innovate and share knowledge broadly.
- ◇ Build exit strategies into all activities, including self-financing and country counterparts.

## EFFORTS OF OTHER USG ACTORS

With 31 U.S. Government (USG) agencies and offices, 2,000 Chief of Mission personnel, and close to \$1 billion in resources annually, Nairobi's robust interagency team is positioned well for maximum impact. Following the approval of the 2018 Integrated Country Strategy for Kenya, the Embassy developed a working group system with four primary working groups (WGs) for Security, Economic Prosperity, Democracy and Governance, and Health. An additional 11 sub-working groups falling under the primary WGs also met and reported regularly. This innovative working group network went beyond simple interagency coordination, setting shared mission statements and shared interagency objectives at all activity levels under the Ambassador's guiding vision.

When the historic meeting between President Kenyatta and President Trump in August 2018 ultimately resulted in an agreement to develop a Bilateral Strategic Dialogue (BSD), the working group system embraced its pillars. The BSD serves as a comprehensive framework through which the United States and Kenya advance mutual interests in a fair, reciprocal, and prosperous economic partnership; promote Kenya's sustainable economic development to reduce poverty and improve health outcomes; ensure Kenya is stable, peaceful, and regionally engaged; and support Kenyan efforts to continue developing institutions that are democratic, independent, and responsive to citizens' needs while protecting rights enshrined in the 2010 Constitution. Given the importance of Kenya to U.S. regional and bilateral goals, the Embassy aims to utilize the BSD working group system to reinforce a shared commitment to Kenya's journey to self-reliance. The interagency is committed to increasing GoK ownership of its development efforts at the national and county levels, which we collectively find are essential to transform Kenya into a middle-income country providing a consistent, high quality of life to all its citizens by 2030, as outlined in Kenya's Vision 2030.





## **SECTION IV**

# **NARRATIVE RESULTS FRAMEWORK**

## 2020-2025 CDCS GOAL: KENYA'S COMPETITIVE PRIVATE SECTOR, RESILIENT COMMUNITIES AND CIVIL SOCIETY ORGANIZATIONS, AND CITIZEN- RESPONSIVE PUBLIC SECTOR BETTER COLLABORATE TO DRIVE INCLUSIVE GROWTH AND WELL-BEING FOR KENYA'S SELF-RELIANCE

### Theory Of Change

IF Kenyans build greater agency to create and facilitate strong public, private, and community networks to demand and incentivize elite commitment to better systems, more resilient households and communities, economic opportunities, especially for youth, and stronger regional partnerships THEN Kenya will better own, lead, and effectively manage inclusive growth and sustainable well-being for its eventual self-reliance.

Kenya scores especially low on the Open and Accountable Governance, Social Group Equality (Inclusive Development), Poverty Rate (Citizen Capacity), and GDP Per Capita (Capacity of the Economy) sub-dimensions of its FY 2020 J2SR Country Roadmap. Driving these low scores and hindering Kenya's self-reliance are entrenched political and economic elite interests which have hampered economic growth and inclusive development and rendered Kenya vulnerable to instability. Kenya's journey to self-reliance is contingent upon its ability to overcome this elite capture that has prevented key systems from serving the majority of Kenyans, constrained two-thirds<sup>16</sup> of Kenyans from moving out of poverty (defined here as chronic vulnerability), hindered inclusive economic opportunities, especially for youth, and prevented the country from effectively leveraging regional opportunities and mitigating risks.

To overcome these challenges, development interventions must be owned, led, and managed by more Kenyans. Strengthened partnerships among citizens, the public and private sectors, and civil society to organize, participate, and advocate for their interests and accountability at

the county and national levels are required to challenge existing power dynamics and move the needle on Kenya's commitment and capacity to solve its own development challenges. Women must be equipped with skills and empowered to utilize their everyday spaces, places, and roles to dialogue and influence decision-making about improving resource allocation and management at the community, household, and family levels.

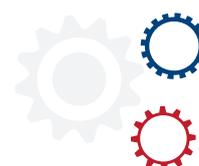
The Government of Kenya and the Kenyan people aspire to contribute to a competitive private sector, build resilient communities and civil society organizations, and foster a citizen-responsive public sector which all collaborate to drive inclusive growth and well-being for Kenya's self-reliance. USAID/KEA seeks to partner with Kenyans to strengthen key systems, build resilience, catalyze economic opportunities, and leverage regional leadership, aligned with the Kenya Vision 2030 Social, Political, Economic, and Enabling Pillars. This strategy builds into the GoK's current Third Medium-Term Plan (2018-2022) and the recently signed Government of Kenya and USAID development cooperation framework agreement (DCFA). The strategy also aligns to two of the current GoK administration's five-year agenda, the Big 4, with direct contribution toward government efforts to achieve 100 percent universal health coverage and 100 percent food and nutrition security.

Extensive data analysis and Kenya-wide consultations with government, civil society, and the private sector show that as a result of elite capture, health, governance, and market systems are riddled with corruption and fail to serve the majority of Kenyans. Two-thirds<sup>17</sup> of Kenyans are chronically vulnerable to income, health, and climate/environmental shocks,<sup>18</sup> and youth, the largest working-age population cohort, are excluded from economic opportunities. Without thriving health, governance, and market systems that better serve the majority of Kenyans; without a healthier, safer, better educated population which is more resilient to a variety of shocks; without expanded youth-driven employment and economic opportunities, and without the ability to mitigate regional risks and leverage regional opportunities Kenya will not achieve self-reliance.

16. The number of people living on less than \$3.20 a day (2011 PPP) increased from 24.9 million to 31.3 million. Kenya Country Economic Review, 2019. USAID Kenya and East Africa.

17. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa

18. Livelihoods Vulnerability Analysis and Mapping, 2019. USAID Geocenter



In light of the global COVID-19 pandemic, USAID/KEA is in the process of documenting the Mission's short and long term COVID-19 response strategy. The COVID-19 response strategy's goal is to accelerate Kenya's effort to stem the further transmission and re-emergence of COVID-19, to mitigate its impact, and protect Kenyans and Americans. All interventions will contain a monitoring and evaluation component to ensure KEA is continuously assessing, improving, and learning from programmatic outcomes and redirecting funds to the highest-impact efforts.

## **DEVELOPMENT OBJECTIVE (DO) 1: KEY SYSTEMS SUCH AS HEALTH, GOVERNANCE, AND MARKETS IMPROVED**

### **Development Hypothesis Statement**

IF the Kenyan private sector, civil society, and government work together to improve key health, governance, and market systems to be more inclusive, accountable, and efficient, THEN more Kenyans will be better served and have increased economic opportunities.

Kenya's key systems (health, governance, and markets) are skewed to benefit the elite and fail to inclusively serve Kenyans.<sup>19</sup> With a projected population growth to 90 million by 2050<sup>20</sup> and a lack of capacity and commitment to meet current demands, Kenya's ability to meet the needs of its citizens through health, governance, and markets systems will only become more constrained. These systems in Kenya are failing due, in part, to population pressure, misallocation of human and financial resources, and declining public expenditures, impacting Kenya's FY 2020 Country Roadmap Government Effectiveness dimension. Kenya is also ranked near the bottom of Transparency International's Corruption Index<sup>21</sup> at 144 out of 180 countries, performing only better than Somalia in the region. Kenya's society has deeply entrenched tribalism and nepotism due to systemic inequalities that have enabled Kenya's leaders to block other Kenyans from benefiting from political and economic opportunities, thus keeping them in a perpetual state of disadvantage.

Constitutional gender provisions remain in jeopardy given patriarchal interests and public perceptions on efforts to implement affirmative action measures through the public wage bill. These dynamics are important drivers of Kenya's lower Open Government and Social Group Equality scores. Pervasive corruption<sup>22</sup> suffocates economic growth, service delivery, and opportunities for people, families, and communities to thrive, thus leaving them in a constant state of fragility, poverty, and dependency. CDCS county and national consultations identified inadequate systems and corruption as among the most important challenges and greatest impediments to Kenya's development.

Drawing upon these consultations and other data analysis, the greatest challenges facing systems in Kenya are leadership, efficiency, inclusion, and deepening devolution. Current interactions among players around COVID-19 are the clearest indication of the need to strengthen systems in Kenya. Private sector, civil society and government need to work together to improve key health, governance, and market systems. Higher Civil Society Capacity scores on Kenya's Country Roadmap indicate that the Mission can leverage this capacity to facilitate platforms for coordination and collaboration to strengthen key systems.

By continuing to strengthen governance systems and extend efforts to the devolved health and agriculture sectors the Mission will build upon gains achieved through the current devolution-focused CDCS. Closely linked to governance systems, health systems will be improved through their own leadership, institutions, and citizen demand. Market systems will function similarly, with a greater number and diversity of Kenyans reaping economic rewards when leaders and institutions are accountable and people use their power to improve the system directly. USAID/KEA work in market systems will primarily focus on agriculture and power sectors and will be compounded by other efforts to link resilient households to market opportunities through efforts under DO 2 and specifically target those market opportunities toward newly skilled youth through DO 3.

19. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa

20. United Nations, Department of Economic and Social Affairs, Population Division (2017). World Population Prospects: The 2017 revision

21. Transparency International (2018). Corruption Index

22. CDCS County Consultations (2019). USAID Kenya and East Africa



A key lesson from the 2014-2020 CDCS is that results under this DO cannot be achieved in isolation. The impact of USAID's devolution programming was constrained as it was deemed mainly a space for governance programming. In this CDCS, governance, economic growth, environment, health, and humanitarian investments are planned to deepen devolution to maximize impact. Given the Mission's resources, USAID needs complementarity between funding streams to accomplish results under this DO.

Under DO 1, USAID/KEA will partner with civil society, private sector, and public entities to mitigate corruption and improve key systems. For these systems to be more inclusive, accountable, and efficient, Kenyan female and male leaders need to be accountable, ethical, and effective in driving change (IR 1.1). To do this, USAID will work with Kenyans to help national and county leaders build the appropriate capabilities and commitment to ethics; and facilitate the enabling environment, platforms, and information needed for coalitions of Kenyans to have the agency and motivation to hold leaders accountable.

Kenyan institutions and organizations also need to be more efficient, transparent, accountable, and responsive to citizens' collective demands (IR 1.2). To achieve this, policies need to be developed and implemented to improve the enabling environment for market and health systems; and relevant public and private institutions need the information and capabilities to plan for, resource (human and financial), implement, and monitor policies aligned with Kenyan needs. For Kenyan leaders and institutions to better perform within systems, inclusive Kenyan voices must drive solutions which address development challenges (IR 1.3). USAID will strengthen and facilitate platforms for Kenyans, particularly those for and by adolescent girls, youth, women, and persons with disabilities, to work together to influence these systems. This includes strengthening community networks to reach out to, and channel women's voices appropriately with national and county governments, supporting grassroots women's platforms to organize, lead, and administer gender responsive social-accountability processes, including through citizen scorecards. To advance women's capacities, participation, and leadership, USAID will leverage KNAP II on WPS at the county level to amplify women's participation and leadership in governance, peace, and security structures by focusing on factors that hinder their participation.

Lastly, Kenyans must deepen devolution beyond county government capacity, particularly in the devolved sectors of agriculture, health, and water (IR 1.4). USAID will

engage at the county-level to build local development organizations, community platforms, and business associations to drive inclusion and development at the county level, including increased access to national resources. USAID will work to finance self-reliance by strengthening county capacity to use devolved resources.

Together, better leadership, higher performing public and private institutions, Kenyan agency to influence development, and deepened devolution at the county-level will improve health, governance, and market systems to better serve more Kenyans and increase economic opportunities by better providing needed services and more effectively implementing policies needed for inclusive development and economic growth. This systems approach, including institutional capacity and policy implementation, will complement efforts under DOs 2 and 3 that are focused on community, institution, and people-driven resilience and economic opportunities.

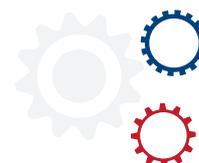
## KEY ACTORS AND INSTITUTIONS

USAID will work with Kenyan regulatory institutions on transparency in agricultural input and produce trading systems; with civil society organizations and media to cast light on corruption; with county governments and local partners to institute water, sanitation, and hygiene forums; with energy sector utilities to meet domestic demand; with local consortia for the conservation agenda; with health systems for quality services; with the Ministry of Education to target investments to reach vulnerable populations; with youth networks, youth leaders, and public and private sector partners to identify and support vulnerable children and youth; with Kenyan citizens to exercise government oversight; and with county governments to allocate emergency response and malnutrition resources.

## MAJOR ASSUMPTIONS AND RISKS

### Assumptions

- ◇ USAID's public, private, and civil society transformational partnership model will help re-align incentives to transform systems to better serve more Kenyans and increase economic opportunity.
- ◇ Commitment among county stakeholders to devolution continues and deepens.
- ◇ Public funding to counties will increase.



- ◇ A systems approach will lead to better services and more economic opportunities.

### Risks

- ◇ Partnerships between public, private, and civil society fail to scale, or influence actions at the national level.
- ◇ Competition between public and private actors may undermine collaboration on joint priorities.
- ◇ External shocks such as COVID-19 continue to disrupt the provision of services and economic recovery.
- ◇ The stakes in the 2022 general elections fuel conflict, including gender-based violence.
- ◇ If public funding to counties does not increase, particularly in the devolved sectors, then counties' capacity to deliver quality services to citizens will be weakened and the devolution promise will be undermined.

### IR 1.1: ACCOUNTABLE, ETHICAL, AND EFFECTIVE LEADERS WHO DRIVE CHANGE INCREASED

Corruption is the primary constraint to Kenya's growth across all sectors as it undermines productivity and diverts resources that should be used for the country's development.<sup>23</sup> Twenty-two percent of corruption offences are bribery, and 13 percent are embezzlement of funds,<sup>24</sup> signaling the need for leaders to be more accountable and ethical. The Mission will work with Kenyans to help national and county leaders build the appropriate capabilities and commitment to ethics; and facilitate the enabling environment, platforms, and information needed for coalitions of Kenyans to have the agency and motivation to hold leaders accountable. To engage and cultivate youth leaders, USAID will prioritize strengthening local youth-led organizations and networks as well as leverage its regional Young African Leaders Initiative (YALI), including its trained alumni, to provide leadership and life skills training that would benefit all three key systems.

### Health system

The Mission will work with Kenyans to develop leaders who are self-driven, with capacity and requisite skills to manage available resources in an efficient, effective, and accountable way that enables the transformation of key systems in the health sector to serve every Kenyan.

### Governance system

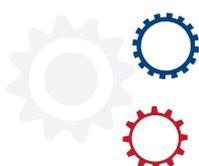
USAID/KEA will build partnerships with local civil society, the private sector, and public entities to strengthen Kenya's capacity and commitment to mitigate corruption and improve key systems. The Mission will enable Kenyan voices, particularly those of women, youth, and adolescent girls, to drive and influence policies and programs that address key governance and development challenges, particularly in the devolved sectors of health, agriculture, and water. USAID will strengthen civil society, private sector, and citizen leadership, including their ability to build networks and coalitions, in order to reduce corruption, increase transparency of political and electoral processes, strengthen finance, management and accountability of devolved services, protect civic and media space, and counter violent extremism. USAID will also elevate the counties' leadership and influence in inter-governmental mechanisms thereby enabling national policies that support and deepen devolution.

### Market systems

In addition to the work undertaken under the governance systems above, in the agriculture sector, the Mission will build new and strengthen existing business associations and local development organizations to ensure legitimate and increased leadership of youth, women, smallholder farmers and pastoralists, and community-based organizations in Kenya's development discourse. The Mission will also support Kenyan private and public sector leaders to ensure that interventions are co-created and ultimately Kenya-owned, led and managed, thereby supporting Kenya on its J2SR. Through the partnerships, USAID will foster mutual accountability and transparency resulting in enhanced delivery of development results. Under agriculture, the Mission will strengthen the Agriculture, WASH and Health Secretariats within the Council of Governors to better facilitate leadership on evidence-based national and county interactions on policy making and implementation.

23. Kenya Country Economic Review, 2019. USAID Kenya and East Africa

24. Report of Activities and Financial Statements For The Financial Year 2017/2018, 2018. The Ethics and Anticorruption Commission (EACC)



## IR 1.2: EFFICIENT, TRANSPARENT, AND ACCOUNTABLE INSTITUTIONS AND ORGANIZATIONS THAT ARE RESPONSIVE TO CITIZENS' DEMANDS STRENGTHENED

Key systems in Kenya are failing due to a rapidly growing population and misallocation of human and financial resources.<sup>25</sup> County development budget absorption rates are highly variable across counties.<sup>26</sup> Policies have failed to deliver solid benefits due to their weak implementation. The Mission will strengthen the capacity of national and county governments and other institutions to develop and implement policies to expand opportunities in agriculture and other sectors, help communities manage natural resources, increase private sector participation in the energy sector, and develop and implement evidence based policies for health.

### Health system

USAID will partner with local institutions, county, and national governments to improve their capacity to develop evidence-based social, political, economic policies, and strategies responsive to citizen's collective demands for health and development. USAID will also work with Kenyan government and private sector partners to improve health systems, particularly community health services offering level I services and promote efficient use of resources for health financing, commodity supplies, workforce development, disease surveillance, national health information systems, and service delivery performance. Attention will be given to gender-related health disparities, including differences in men and women's health seeking behavior, and the social determinants of health-related systems barriers. USAID will support the development of systematic and institutionalized data analytics capacity at the national and county levels for strengthened accountability and transparency systems and for maximized achievement of high returns on investments in the health sector.

### Governance system

USAID/KEA will support Kenyan-led efforts to improve the accountability and transparency of the electoral process, such as addressing corruption in campaigns and elections, mitigating electoral violence, especially violence against women in elections and human rights abuses, promoting greater inclusion, improving the information environment, educating voters, and domestic monitoring of elections. The Mission will support national, sub national/regional, and local actors to sustain and expand an enabling environment that will strengthen local natural

resources governance and management through well-functioning local institutions. It will also partner with the Ministry of Education and the private sector to increase its capacity to deliver distance learning, particularly to marginalized children in the ASALs and refugee camps, and strengthen its National Education Management Information System (NEMIS) and other accountability systems that track student learning progress, teacher performance, and school and classroom management.

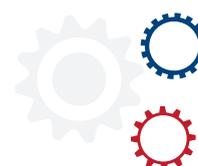
### Market System

USAID will work with Kenyan partners to bolster inclusive agriculture systems that are productive and profitable by strengthening the capacity of national and county governments and other institutions to develop and effectively implement policies and legislation that expand opportunities in agriculture, and other relevant areas identified in the counties. In the crops and livestock sectors, this will be achieved by strengthening disease surveillance systems to guide response through enhanced county investments, addressing significant gender disparities; strengthening inclusive agriculture systems that are productive and profitable; supporting the development of digital tools and platforms to enhance service delivery, and supporting the development of sustainable seed systems including drought tolerant varieties.

Power Africa will provide technical assistance to the energy sector utilities to improve their technical, financial, and operational efficiency to enable them to provide reliable, cost-effective electricity supply to Kenya. Support will be provided to the Ministry of Energy and the regulator (Energy and Petroleum Regulatory Authority) to review existing policies and/or develop new ones which will support increased private sector participation and Public Private Partnerships (PPPs) in the energy sector, plan for alternative green energy sources or energy, streamline the procurement of new generation capacity, ensure that the generator has considered the potential climate impacts such as declining rainfall, and support the effective implementation of the 2019 Energy Act. USAID will support both the national and county governments, and external relevant institutions, to operate, oversee, and regulate WASH services. This includes operationalizing policies and plans at the national and county levels; effective monitoring and regulation of services; empowering citizens to demand government accountability; and strengthening coordination and collaboration between government levels and institutions.

25. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa

26. Livelihoods Vulnerability Analysis and Mapping. (2019). USAID, Geocenter



### IR 1.3 INCLUSIVE VOICES DRIVING SOLUTIONS TO DEVELOPMENT CHALLENGES AND INTERVENTIONS INCREASED

Systemic inequalities and entrenched ethnic nepotism have enabled Kenya's leaders to block many Kenyans from the benefits of political and economic opportunities, thus keeping them in a perpetual state of disadvantage. The Mission will strengthen and facilitate platforms for Kenyans, particularly youth, women, and persons with disabilities, to work together to challenge and influence these systems. This includes strengthening community networks to reach out to and channel women's voices strategically and appropriately within national and county governments and supporting grassroots women's platforms to organize, lead, and administer gender responsive social-accountability processes. Safeguarding the constitutional two third gender rule will embed gains achieved across various appointed and elected positions. Efforts to build the capacity of women at the county level will increase their agency and voice in demanding for citizen-responsive, transparent, accountable, and inclusive governance. Women-led and women-rights organizations will improve their capacity to monitor county-level planning, budgeting, and expenditure; demand accountability; influence decision-making processes; and participate in electoral and political processes.

USAID will support the GoK and county governments to develop and effectively implement policies, strategies, legislation, and regulations that enable effective engagement of local communities, civil society and private sector actors in ensuring that there is improved delivery of accessible services, with a focus on inclusion of persons living with disabilities to ensure that USAID can both assist and support those among the most vulnerable but also benefit from the broad and varied skill sets among this diverse group.

#### Health system

USAID will facilitate structures and systems for effective engagement and accountability through strong partnerships with local institutions, academia, civil society, private sector, and communities (public participation) that result in an effective policy and regulatory environment where rules and procedures are enforced by all stakeholders to ensure responsiveness to citizens. Strengthening the community health strategy will be an important part of deepening the functionality and performance of community based units through which households and communities can take an active role in their demand for and access to health services. This

includes remuneration for community health workers, the majority of whom are female, as part of integrating them into the formal healthcare system.

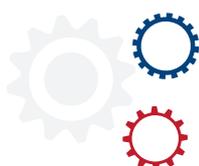
#### Governance system

USAID programming will equip and facilitate citizen action to engage with and influence county and national institutions, and political and government leaders for accountability, citizen-responsive governance, and peace-sensitive development. USAID will partner with local organizations in targeted counties to form local development organizations in order to mobilize Kenyan voices to inform development priorities. USAID assistance will catalyze citizen- and youth- led and managed initiatives to reduce corruption and prevent conflict and violent extremism. USAID will mitigate violence and protect human rights during the electoral cycle, thereby enabling Kenyans to freely participate in making sustainable long-term changes to their electoral system.

#### Market system

The mission shall also support the formation of grassroot /sub county level organizations like ward planning committees and build their capacity to set and voice their priorities at the sub county level and influence the plans and resource allocation within ward development plans included in the annual development plans prepared by county governments. The strategy is to build implementation of Mission activities around the sub county organization with links to the county governments for effective implementation of the activities at the ward level. The Mission will support conflict and natural resource management and disaster risk reduction by working with the ward planning committees, county resource teams, and local administrations. Ward planning committees will help monitor implementation of community projects either by the government or by other partners. In addition, support to the committees will be linked to advancing county governments initiatives to sensitize communities on COVID-19 and support activities such as the dissemination of messages, assessments, and surveillance.

Concurrent to the country strategy, the mission has been developing a communication strategy. The overall goal is about increasing two-way engagement with the Kenyan people (and the region). As the implementation plan is developed, a key element will be to create feedback loops to the technical teams about topics relevant to their activities. These feedback loops will contribute to the Mission's overall adaptive management efforts, providing real-time information that will inform decision making.



## IR 1.4: DEVOLUTION DEEPENED

Devolution is crucial in Kenya. Introduced as part of the 2010 constitution to ensure resource access for underrepresented groups, devolution could, with time and capacity building, promote sustainable governance reform. USAID/KEA will build upon devolution strengthening efforts under the current CDCS. The Mission will work with county governments to enhance revenue collections from the services they provide to the private sector and citizens, strengthen county public financial management systems to increase transparency and reduce corruption, and assist the Council of Governors to increase the voice and influence of counties on devolution policies.

### Health system

The Mission will work with county governments to transform how health systems are managed using digital technology in ways that enhance efficiency, improve outreach services and patient-centered care, while advancing health equity and service quality in ways that ensure that health investments directly contribute towards improved health systems outcomes. While working with public and private stakeholders at the national and county levels, the Mission will focus its efforts on strengthening health systems to achieve health equity, quality and county resources optimization for self-reliance, ultimately ensuring that county governments have in place strong health systems that produce improved, sustainable health outcomes, even withstanding pandemics. The transformative partnerships for health systems that the Mission will develop with county governments will result in high performing public and private health institutions that are able to deliver high quality health care that is accountable, affordable, accessible and reliable, especially for the most vulnerable households in the country.

### Governance system

The Mission will work with county government, private sector, and civil society partners to strengthen county public financial management systems to increase transparency and reduce corruption. USAID programs will assist the Council of Governors and other intergovernmental institutions to increase the voice and influence of counties on devolution policies, including those affecting the key devolved sectors of water, health, and agriculture. USAID will target county planning and budgeting processes to address the insufficient resources allocated to women and youth issues, currently only five percent of the county budgets. Safeguarding the constitutional two third gender rule will embed gains

achieved across various appointed and elected positions. Food for Peace (FFP) will improve Kenyans' ability to adapt to drought and other shocks by creating and strengthening county government systems to support the creation of productive rural assets. FFP will build the GoK's capacity to assess acute malnutrition needs and develop sustainable prevention models and interventions to reduce the burden of acute malnutrition in four of the most vulnerable counties in Kenya: Marsabit, Turkana, Isiolo, and Samburu.

### Market system

Through Feed the Future (FTF) funding, USAID will support the Council of Governors Secretariat in the Agriculture Sector Committee. FTF will also invest resources to undertake assessments of institutional architecture including for policy development and implementation at the county level. These interventions will enable national and county governments to be self-reliant through enhanced revenue collections from the services they provide to the private sector and citizens.

## DEVELOPMENT OBJECTIVE (DO) 2: RESILIENCE OF VULNERABLE POPULATIONS AND ENVIRONMENTS IMPROVED

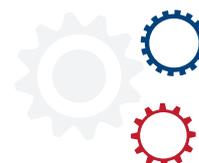
### Development Hypothesis Statement

IF Kenyan families and households are empowered to demand from their communities and institutions quality services, and adopt appropriate behaviors to prevent and mitigate shocks and threats, and these institutions have the capabilities and commitment to inclusively serve Kenyans, THEN Kenyan institutions and communities will be able to respond to increase resilience and self-reliance.

Chronic poverty is the biggest issue in Kenya and is prevalent throughout the country. Two-thirds of the Kenyan population, many of whom are women and girls, are poor. This has created a cycle of poverty since independence, meaning the majority of Kenyans can be considered vulnerable.<sup>27</sup> Therefore, this DO embodies a broad definition of vulnerability. Shocks and stressors that can keep Kenyans chronically vulnerable include, but are not limited to, violent extremism, agriculture and environmental shocks, transboundary conflict, illness and disease, lack of access to quality education, and gender-based violence.<sup>28</sup>

27. Kenya Country Economic Review. (2019). USAID Kenya and East Africa

28. Livelihoods Vulnerability Analysis and Mapping. (2019). USAID Geocenter



Driving low Citizen Capacity scores, many chronically poor families do not comprehensively benefit from education; health; WASH; natural resources; and livelihood improvements necessary to truly move out of chronic poverty. Female-headed households (single, divorced, and widowed women) are more likely to be poor compared to male-headed ones. The intersection of gender, age, and poverty increases the vulnerability of adolescent girls.

In Kenya, 45 percent of children under 18 years of age (9.5 million children) are severely poor and deprived of three to six basic needs, services, and rights.<sup>29</sup> Adolescent girls face multiple risks and intersecting vulnerabilities that affect their educational outcomes, health and well-being. Adolescent girls remain most at risk to female genital mutilation (FGM), early, unprotected, and transactional sex, teen pregnancy, early marriage, sexual and gender-based violence, HIV, and other sexually transmitted infections. The number of unintended pregnancies remain highest for 15-19 year olds, with girls aged 10-14 at increased risk because of early sexual debut and a high prevalence of sexual violence.

Additionally, Kenya's resource base is declining as a drying, warming Kenya loses productive agricultural land, experiences increased frequency of extreme events, continues the rapid pace of deforestation, drives urbanization, widens the growing food security gap, and increases competition over natural resources,<sup>30</sup> especially water. Kenya has a long history of insecurity and conflict, is driven by ethnic intolerance, disputes over land and natural resources, marginalization, poverty, and in recent times, violent extremism, which impact the Safety and Security dimension of the Kenya J2SR Country Roadmap. Additionally, citizen engagement plays an important role in providing accountability for and directing public sector resources and investments that promote more self-reliance and resilient communities. However, citizen engagement has been weak and Kenyan voices to drive this prioritization are largely stymied or non-existent. Building resilience entails increasing the capacity of households, communities and systems, to adapt to imminent shocks, address and reduce the risk, and improve social and economic conditions during and after shocks occur. This requires the involvement of stakeholders at every level through an inclusive dialogue, with a focus on promoting inclusive, accountable governance and on reaching the marginalized and most vulnerable.

Under DO 2, USAID will empower Kenyan families and households to demand inclusive services to build resilience more broadly. Quality and well-financed services will converge at the household-level for comprehensive improvements in the lives of vulnerable Kenyans, especially adolescent girls, and young women (IR 2.1). Kenyan families and communities will adopt behaviors and strengthen preparedness to mitigate shocks, risks, and stressors in their lives (IR 2.2). Kenyans will sustainably manage and utilize natural resources to promote biodiversity and enhance livelihoods for communities (IR 2.3); every Kenyan child within the home, community, and school will thrive through refocused and innovative Kenyan public and private investment (IR 2.4); and communities and families will strengthen capabilities to reduce conflict, gender-based violence, and violent extremism (IR 2.5).

Together, a convergence of services, risk preparedness, better natural resource management, and an abundance of spaces for children to thrive will promote well-being and increase resilience for Kenya's vulnerable populations and environments by strengthening the social safety net across sectors to mitigate crises, empowering citizens and communities to have the agricultural, health, and economic resources necessary to mitigate shocks and threats (including violent extremism and conflict), helping ensure natural resources are managed sustainably to resist stressors, and that children have the resources they need, especially education, from a young age to promote long-term prosperity.

The Mission will require resources from various funding streams to help build community resilience. These resources include health investments to build resiliency from HIV/AIDS shocks; WASH funds to improve access to water and sanitation; Feed the Future funding to improve food security; democracy and governance resources to prevent shocks from electoral violence; and environment funds to mitigate stresses from disrupted livelihoods as a result of poaching.

29. Gender Analysis Report (2020) USAID Kenya and East Africa

30. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa.



## KEY ACTORS AND INSTITUTIONS

USAID will work with county and national governments to allocate resources and respond to agricultural and environmental shocks and stressors, including floods, droughts, and disease outbreaks. Water utilities and water management institutions will share data with county governments and sustainably manage water resources for quality services and economic prosperity. USAID will work through schools and youth-led organizations to improve education access and quality, especially for the most vulnerable children negatively impacted by COVID-19 by engaging their communities and families to support school-, community-, and home-based learning. USAID will also engage youth networks to identify and connect disadvantaged youth, especially vulnerable adolescent girls and their families, to essential services and training. USAID will work with the private sector and GoK to finance community conservancies, and with nearby communities to enforce sustainable landscape management. USAID will work with targeted communities to exercise vigilance against conflict and violent extremism, and counties in arid and semi-arid regions to fund emergency response and humanitarian assistance programs from GoK resources.

## MAJOR ASSUMPTIONS AND RISKS

### Assumptions

- ◇ Convergence of services at the household-level is the most effective way to comprehensively and systematically move Kenyans out of chronic poverty.
- ◇ USAID will receive sufficient funding to meet countering violent extremism goals under this CDCS.
- ◇ Socio-cultural factors which affect land, violent extremism, biodiversity, and child rights will be addressed or not prohibitive to the success of USAID programs.
- ◇ COVID-19 vaccine becomes available and is widely distributed/administered within 18-24 months.
- ◇ Citizen engagement to ensure commitment to strengthening local socio-ecological systems and institutions to resist, absorb and adapt to shocks and stresses while addressing development challenges leading to greater household-level resilience

### Risks

- ◇ Potential challenges to scale convergence of services.
- ◇ New management modalities will be needed for converging cross-sectoral services at the household level.
- ◇ COVID-19 contributes to increased insecurity and instability.
- ◇ Significant health system strain and inability to manage non-COVID health burden.

### IR 2.1: QUALITY, WELL-FINANCED, HOLISTIC SERVICES FOR VULNERABLE FAMILIES IMPROVED

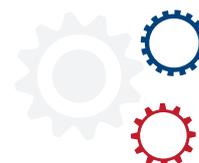
Utilizing a case management approach, USAID efforts will facilitate a convergence of services at the household and community level to build resilience capacities that will enable communities to engage meaningfully in their own development.

### WASH

To ensure both the quality and quantity of water supply services, the management of water resources needs to be better integrated into water supply activities. USAID/KEA will identify opportunities to directly link the work of water resource user associations with that of service providers to protect water sources and improve long term service delivery. The Mission will aim to increase the ability of Kenyans to sustainably access safe water and sanitation services. This includes services that are more resilient to environmental shocks and stressors.

### Health

USAID will also support governments, private sector, and other stakeholders to enhance the provision of quality and affordable health services. Through a strategic pivot towards enabling local civil society and private sector voice and engagement, USAID will collaborate to ensure better coordination of activities, leveraging synergies, and optimal health financing. USAID will increase the number of health facilities accredited and certified to provide a package of quality health care services. Efforts will continue to focus on maternal, neonatal, child, and adolescent health care, orphans and vulnerable children, nutrition, WASH, reproductive health, malaria, tuberculosis (TB), HIV preventive health services as well as addressing social determinants of health at the national and county levels.



## Education and Youth

Through partnerships with Kenyan higher education institutions, national and local government, youth organizations, and the private sector, USAID will support youth skills training aligned to market opportunities. Developing a case-management approach to identifying and supporting vulnerable adolescent girls and their families, USAID will connect girls and families to appropriate social services as well as provide appropriate livelihood training and access to financial services.

### IR 2.2: FAMILIES' AND COMMUNITIES' PREPAREDNESS TO MITIGATE SHOCKS, RISKS, AND STRESSORS STRENGTHENED

Shocks are widespread across all parts of Kenya. In 2015/16, all counties had more than 50 percent of their population reporting some kind of shock. This includes agricultural (crop failure), natural hazards/climate change (floods, droughts), health, conflict (land, electoral violence) and financial shocks.

Resilience programming will build on economic growth, disaster risk reduction, and risk mitigation principles to ensure that households and the government at both county and national level are able to utilize, and/or adapt existing strategies and policies for adequate and timely response to shocks and stresses. Strategic collaboration and partnership, as well as shock responsive programming are some of the tools that USAID will use to contribute to this objective. Use of climate information and early warning systems to predict shocks such as droughts and floods will be supported.

Capacity building of stakeholders will be carried out to include consideration of climate change in service delivery.

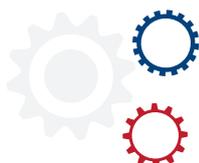
Integrated programming using platforms such as Partnership for Resilience and Economic Growth (PREG) will be used to address the holistic challenges that occur around climate disasters. The GoK will also be supported to implement the National Climate Change Action Plan, the National Adaptation Plan, National Disaster Risk Management Policy, and Risk Finance Strategy, establish Disaster Risk Management institutions and coordination frameworks and be able to define strategic priorities to improve post-disaster financing to enable effective and timely action in the event of disaster.

Activities which focus on building resilience at the household level; use a life cycle approach to empower and optimize opportunities for adolescent girls and

young women; strengthen the capacity of local actors to provide shock management solutions; and foster an enabling environment for sustainable economic growth will anchor the efforts. Programming includes capacity building and learning by doing approaches, which will inform adaptive management and implementation at the community, institution, and system levels.

USAID will empower county health management teams to prioritize health investments for children and vulnerable populations in response to county needs and engage communities and the private sector in mobilizing resources. USAID will also work to increase equitable and sustainable access to health services by addressing financial barriers for the poor and indigents and working with county level institutions, state, and non-state actors to increase enrollment into health insurance schemes. USAID will support National Hospital Insurance Fund (NHIF) reforms to contribute to Kenya's Universal Health Coverage agenda. Ultimately, these efforts will contribute to reducing household level out of pocket expenditures in health. Through promotion of enhanced health seeking behavior among at-risk populations and household enrollment in social health insurance, USAID will help ensure that better access to health services are contributing to reduced mortality and enhanced longevity, building resilience and providing vulnerable households a greater opportunity to participate in socio-economic and political development activities.

USAID, through the Bureau for Humanitarian Assistance (BHA), will improve Kenyans' ability to adapt to drought and other shocks by creating and strengthening partnerships between communities and their county governments. These partnerships will support the planning for and creation of productive rural assets. USAID will also build GoK capacity to assess acute malnutrition needs and develop sustainable prevention models and interventions to reduce the burden of acute malnutrition, working with communities to develop context-specific interventions that are Kenyan-owned, led, and managed. In addition, USAID will work with county governments to enhance disaster risk management preparedness and response aiming at adoption of disaster risk management legislation which sets the foundation for resource allocation, development of county multi-hazard contingency plans based on the counties risk/hazard profile, enhanced county-led emergency operations capacities and utilization of early warning systems to inform evidenced-based early action in response to disasters. Through the community managed disaster risk reduction (CMDRR) approach, USAID will aim to put communities at the center of collectively understanding and addressing disaster risk reduction measures.



### IR 2.3: NATURAL RESOURCES AND BIODIVERSITY TO ENHANCE LIVELIHOODS FOR COMMUNITIES SUSTAINABLY MANAGED

A drying, warming Kenya loses productive agricultural land, propels rapid deforestation, drives urbanization, increases food insecurity and competition over natural resources, especially water.<sup>31</sup> Models predict that the frequency and intensity of rain and flooding will increase, coupled with cyclical dry spells and heat waves, will contribute to a 2.6 percent annual loss of GDP by 2030 due to impacts on agriculture and tourism.<sup>32</sup>

USAID will sustain and scale current and new investments across critical landscapes to support Kenyan-led and managed ecosystem services for food security, economic growth, peace and security, and climate resilience. USAID/KEA has been investing in community conservancies in northern Kenya, Maasai Mara, Amboseli, and Tsavo landscapes with leadership from locally-led organizations such as the Northern Rangelands Trust (NRT) and Maasai Mara Wildlife Conservation Association (MMWCA). Further investments in governance, livelihoods, and natural resource management will lead to more resilient people and ecosystems that support rural development through sustainable use of natural resources. Conservancy support will also provide opportunities for better engagement with county governments, utilizing the community conservancy model as a platform to discuss issues related to biodiversity conservation as well as the well-being of people and increased investment in conservancies by counties.

### IR 2.4: REFOCUSED AND INNOVATIVE SOCIAL AND ECONOMIC INVESTMENTS FOR CHILDREN ENHANCED

Many adolescent girls (10-19) in Kenya experience psychological and physical abuse that interfere with their health, education and confidence, and which undermines Kenya's development.<sup>33</sup> While "free" education is now available, and despite massive education investments from USAID, classrooms are crowded and the level of service varies significantly.<sup>34</sup> The Mission will work with the Ministry of Education, county governments, local youth organizations, communities, and families to provide

learners performing below grade level expectations with additional opportunities to practice and improve their reading skills in schools, in communities, and at home. Due to prolonged school closures resulting from COVID-19, many children have fallen behind in their foundational skills development. In order to help them catch up, teachers and youth leaders will be trained to assess and group students, including students with disabilities, by skill level to provide targeted reading practice during and after school. These activities will respond appropriately to evolving learning conditions in Kenya, employing alternative learning modalities to ensure continuity of education access. Working with government (national and county), community structures (local leaders, religious leaders, community-based organizations and NGOs), parents and learners, USAID will address sociocultural and opportunity costs barriers that learners face to improve attendance, retention, transition and completion rates. USAID will apply a transformative household-level approach to help Kenyans address the gender and generational dynamics that make women and adolescent girls vulnerable within the household.

### IR 2.5: CAPABILITIES OF COMMUNITIES AND FAMILIES TO REDUCE DRIVERS OF CONFLICT, GENDER-BASED VIOLENCE, AND VIOLENT EXTREMISM STRENGTHENED

Kenya has a long history of insecurity and conflict driven by ethnic intolerance, disputes over natural resources, violent extremism, marginalization, and poverty.<sup>35</sup> Radicalization and Violent Extremism (VE) have increased across East Africa. USAID assistance will strengthen the capabilities of Kenyan communities and families to reduce drivers of conflict, gender-based violence, and violent extremism while leveraging WPS and KNAP II commitments. County CVE Forums, and county peace committees will promote peace-sensitive policies and strategies through the inclusion of a gender pillar and dimensions in Kenya's National Strategy to Counter Violent Extremism and its subsequent implementation; increase gender expertise and the representation of women in CVE efforts; protect the rights of women and girls who have been coerced into VE; and undertake gendered conflict and VE assessments.

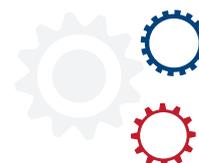
31. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa

32. Kenya Scenario Planning 2030, 2018. USAID Geocenter

33. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa

34. Kenya Scenario Planning 2030, 2018. USAID Geocenter

35. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020)



These programs will work with counties and national governments to implement inclusive county action plans to prevent violent extremism and localize the KNAP II. They will also elevate women and youth voices in addressing conflict and violent extremism and sensitize communities to recognize or address radicalization. USAID assistance will support a hotline for monitoring and responding to gender-based violence incidents, especially during the electoral period. The Mission will raise awareness about GBV prevention, care, and support and provide technical support to counties to promote social behavior change activities to mitigate the negative consequences for women's health and well-being.

### **DEVELOPMENT OBJECTIVE (DO) 3: ECONOMIC GROWTH OPPORTUNITIES, ESPECIALLY FOR YOUNG MEN AND YOUNG WOMEN, CATALYZED**

#### **Development Hypothesis Statement**

IF domestic, regional, and international markets are expanded for Kenyan firms participating in agribusiness, and other off-farm sectors and the businesses are organized into effective associations capable of serving as genuine representatives and advocates for the private sector interest to the other private sector players; government and civil society create a business enabling environment, enhance access to capital, create innovations and improved management practices and technologies; and Kenyans, including young women and young men, have the requisite skills and capacity to effectively participate in the marketplace, THEN productivity will increase, thereby transforming Kenya into a less dependent economy which creates high value employment opportunities for young men and young women.

Youth unemployment is a national crisis, spanning both urban and rural areas. The average age of a Kenyan is 19 years old. Lack of education and employment skills mean that unemployed youth will soon be the largest working-age population cohort.<sup>36</sup> Forty percent of youth are jobless,<sup>37</sup> with young women in urban areas being the highest unemployed<sup>38</sup> and 90 percent of all unemployed young people lack vocational and soft skills that are needed in the workplace. The collapse of local industry has further constrained youth's ability to work, with many relying on the informal sector for employment. Access to formal finance is low at 12.3 percent for women and for 21.8 percent for men.

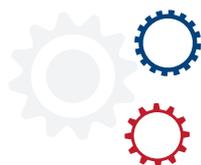
Women face particular challenges to achieve economic prosperity. Despite the near parity in labor-force participation rate (women at 71 percent compared to men at 77 percent), younger women (39 percent) are more likely to be unemployed with significant regional differences. Fewer girls finish secondary school than boys, with only 10 percent of women entering tertiary education. Only 37 percent of those women that enter then complete tertiary education. Only 18 percent of firms have women in top management; more women (than men) are employed part time (44 percent), and 45 percent of women participate in unpaid care work. Young women start businesses out of necessity yet have smaller and weaker social networks to pool resources from. From their teens, adolescent girls and young women take on family responsibilities, limiting their ability to continue their education or earn an income without support. Thus, young women are more likely to go into flexible informal occupations, while young men are more likely to build incomes through casual labor opportunities and employment. Almost 50 percent of men, but only 30 percent of women, are waged employees. Women are paid just more than half of what men receive for similar jobs. Almost 55 percent of women work in agriculture compared to 40 percent of men, five percent of women and 18 percent of men work in industry, and 42.5 percent of men and women work in services. Urban unemployment is higher for women than men and women's earnings are on average 58 percent lower than men's, though the pay gap is much smaller in the formal sector than in the informal sector.

Public, private, and civil society participants of the Mission's county consultations all raised concerns about limited opportunities for vocational training for youth, and that county and national governments have failed to develop and implement a clear strategy to address youth unemployment. Further, youth issues are major concerns across all sectors in Kenya. The intent of this CDCS is to not only consider youth as a cross-cutting issue, but to strategically program around them as critical entry points. With a historically limited youth-focused resource base, the Mission will leverage the resources from our education and youth, democracy, environment, economic growth, and health offices to catalyze economic opportunities for youth. This DO also provides the greatest opportunity to leverage private sector investments and will be a strategic opportunity to leverage opportunities through Prosper Africa and the Women's Global Development and Prosperity (W-GDP) Initiative.

36. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans' think. (2020). USAID Kenya and East Africa

37. Youth Unemployment: Challenges and opportunities in Economic Development (2009). World Bank

38. Gender Analysis Report (2020) USAID Kenya and East Africa



DO 1 and DO 3 are linked and will need to be integrated to contribute to the CDCS goal. While DO 1 will help facilitate the top-down policy and institutional development necessary to strengthen markets, DO 3 will catalyze youth to contribute to economic growth. It will focus on private sector engagement and collaboration with young women and young men to strengthen market linkages and competitiveness, to expand markets, increase access to business advisory services and capital to create jobs and opportunities for self-employment. There will be an optimization of clean energy infrastructure and digital innovations that reduce time spent on domestic work. (IR 3.1). It will also improve linkages between youth, the private sector, and vocational skill development institutions (including educational institutions, apprenticeships, etc.) to match and cultivate the skills of young people with investment and market needs (IR 3.2). These partnerships will unlock access to business advisory services and increase access to markets and capital (IR 3.3). USAID will facilitate platforms for young men and young women to advocate for, lead, and shape economic and social transformation. Social norms changes within households will lead to redistributing unpaid family care equally between men and women. With better access to quality and affordable childcare there will be more opportunities and time for young women to access and benefit from paid employment or entrepreneurial income (IR 3.4). Together, expanded markets, skills aligned to market needs, improved business access to markets and capital, and youth agency to design and lead these efforts will lead to economic growth and job creation.

### KEY ACTORS AND INSTITUTIONS

USAID will work with other USG agencies to facilitate increased U.S.-based foreign direct investment and with Kenya's export-oriented businesses (including agro-processors) for increased domestic investment. USAID will work with power developers to meet Kenya's universal electrification target while maintaining mutually beneficial partnerships with host communities. USAID will work with tourism and livestock markets to increase youth employment opportunities and with local development organizations led by youth and women to influence government policy. USAID will also work with higher education institutions, local and national government, the private sector, youth alumni associations, and youth-led organizations to better align training to jobs, foster youth-owned businesses, connect vulnerable youth to mentorship and essential services, expand and strengthen youth networks, and develop youth leaders.

### MAJOR ASSUMPTIONS AND RISKS

#### Assumptions

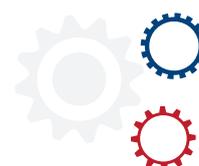
- ◇ Policy and institutional improvements will compliment bottom-up efforts under this DO to improve market competitiveness and increase jobs for young women and men.
- ◇ Incentives will re-align to facilitate more inclusive economic growth.
- ◇ Youth perception towards agribusiness changes, and they are able to exploit the opportunities created in the agricultural sector.

#### Risks

- ◇ Cartels continue to exercise control over Kenya's economy that undermines youth efforts to transform the economy.
- ◇ Increasing women's economic empowerment options without decreasing their vulnerability to gender-based violence and unpaid care responsibilities results in increased risks to intimate partner violence and heavier work burdens for women.
- ◇ Prolonged economic decline due to lockdowns and restricted mobility to slow the spread of COVID-19.

### IR 3.1: MARKETS AND JOBS CREATED AND EXPANDED

USAID will work with the private sector to create and sustain wage and salary jobs in agriculture related private firms, and self-employment (both on farm and off farm) in crop and livestock value chains, especially for youth. USAID will partner with Kenyans to establish a competitive private sector and a functional export sector for various products, utilizing a traceability system for fresh produce. USAID will support increased access to technology and management practices for private sector businesses to improve their efficiency along the value chain, increasing competitiveness and creating and sustaining employment, with a focus on youth. USAID activities will also promote access to new and improved technologies at the farm-level (including irrigation, climate smart agriculture, drought tolerant and pest resistant crops and integrated pest management), increasing productivity and resilience to climatic shocks. Likewise, USAID will work with the national and county governments as well as with other stakeholders to ensure a favorable environment exists for doing business in the agricultural sector.



This will entail strengthening the capacity of the county governments to analyze, formulate, domesticate and to implement appropriate policies necessary to spur a robust agricultural growth.

USAID efforts to revive the mango export sector through fruit fly free zones will be instrumental to recover lost market opportunities. After three years of this strategy, Kenya will begin to export mangoes to the European Union and beyond. Other value chains that have similar potential such as avocados, bananas, passion fruits, sweet potatoes and many others will be considered for value addition in preparation for exports in order to offer farmers and the private sector actors a wide variety of investment opportunities. USAID will work with national and county institutions to explore opportunities for exporting produce through other airports in addition to the Jomo Kenyatta International Airport in Nairobi. The Kisumu International Airport export hub feasibility analysis that was undertaken with the support of USAID will be used in reviving discussions with the county governments and the Lake Region Economic Bloc.

According to a report by FAO, Kenya's agricultural sector accounts for 65 percent of the export earnings. The main agricultural exports are horticulture products, cut-flowers, tea, coffee and tobacco. These are mainly grown by large-scale farmers. Only 16 percent of Kenya's agricultural exports are processed, compared with 57 percent for imports. There are significant opportunities for increased processing, which creates employment opportunities for youth. Kenya's agricultural production is dominated by milk, mangoes, guavas, and maize in terms of volume and value, followed by flowers, vegetables, rice, bananas, and sweet potatoes. Most smallholder farmers are engaged in these value chains which have the potential to create both on and off farm jobs. The livestock sector plays a major role in food security and in the country's economy, especially for the livelihoods of the population living in the arid and semi-arid areas and employs over 50 percent of the agricultural labor force. Significant opportunities for agro processing and value addition of milk and dairy, fruit to purees and juice, potatoes and vegetables exist for young men and women as do gender-sensitive technologies that increase productivity through climate-smart agriculture. Unfortunately, agriculture is not viewed by the youth as a viable business because most farmers practice traditional farming methods, with poorly remunerated enterprises that do not lead to decent livelihoods. The Mission will support implementation of the GoK's 'Kenya Youth Agribusiness Strategy 2017 -2021' to facilitate youth participation in agribusiness.

### IR 3.2: SKILLS THAT MATCH INVESTMENT AND MARKET NEEDS DEVELOPED AND CULTIVATED

USAID will support youth skills training that is guided by industry demands, and will work with firms to increase competitiveness, access to markets, and to create employment opportunities for youth. Firms will also be encouraged to provide internships and apprenticeship opportunities to youth, particularly connecting young women to science, technology, engineering, and math (STEM); manufacturing; construction; and mining where the largest gender gaps and greatest opportunities exist. Technical and Vocational Education and Training institutions (TVETs) will be encouraged to improve services that accommodate young mothers, challenge and transform negative perceptions and job segregation through curriculum review, gender sensitive skills training, improving training schedules, connecting and mentoring young women to non-traditional sectors. In particular, USAID will equip young women and young men to acquire relevant technical skills in nature-based tourism and other conservation enterprises as alternative livelihood options. USAID will also increase youth employability and job creation through provision of education subsidies and scholarships for formal and vocational training in the health sector, economic strengthening of orphans and other vulnerable children (OVC) households and vulnerable youth.

### IR 3.3: ACCESS TO MARKETS AND CAPITAL EXPANDED AND DEEPENED

USAID will help mobilize and leverage capital (both debt and non-debt) for private sector investments in Kenya. USAID activities will also build the capacity of local organizations to provide business development services that enable local firms to access capital, improve internal management practices, and exploit opportunities that enable them to increase sales and create employment opportunities. To increase incomes for farmers and create on-farm employment, USAID will strengthen producer organizations (cooperatives and associations) enabling them to improve service delivery such as better integration with markets, support women entrepreneurs; provide more affordable inputs, training and extension services, transport, value addition, and credit to producers. USAID will also help young women and young men to access capital to increase job opportunities through employment and entrepreneurship in nature-based tourism and other conservation enterprises as alternative livelihood options.



The Payment for Ecosystem Services (PES) approach and Private Sector Landscape Assessments will help identify opportunities for expanded private sector investments in the conservation sector.

USAID will work with the private and public sector to expand electricity access necessary to fuel economic opportunity. Power Africa will work with both public and private sector energy companies to support the realization of the government's universal energy access target through a combination of both on and off-grid electricity supply. USAID will support the Kenya Power and Lighting Company to improve its operational efficiency and distribution system planning to enable it to provide quality and reliable electricity supply across the entire country to support economic growth. Mini-grid and solar home system companies will also receive technical and transactional advisory services and market intelligence on the latest developments in the sector to enable them to improve their products and services and expand to remote areas of the country. Power Africa will provide technical and transactional support to the independent power producers to identify new sources of funding and develop cost-effective new power generation infrastructure in an environmentally and socially sustainable manner.

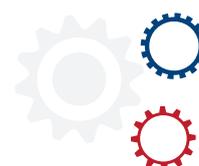
An enterprise-driven approach is also critical to meet consumer demand for WASH services. USAID/KEA will work to deploy private-sector expertise, technology, and other capabilities to provide relevant water and sanitation solutions and improve the sustainability of WASH service delivery. Potential private sector partners may range from large, multinational corporations to local enterprises providing services in a limited geographic area. In the sanitation sector, private enterprises are already the key actors in delivering household latrines and on-site fecal sludge management (FSM) services. USAID will take a market-based, facilitative approach to working with these enterprises, to ensure that sanitation and hygiene products and services are available beyond the life of USAID's investments. USAID will also work with both public and private water service providers to support them to operate on a more commercial basis, which will lay the foundation for expanding commercial finance to the sector.

### IR 3.4: VOICES OF YOUNG MEN AND YOUNG WOMEN TO SHAPE ECONOMIC AND SOCIAL TRANSFORMATION ELEVATED

USAID will facilitate the formation of local development organizations to gather diverse youth voices to influence development at the county-level. USAID will support the formation of new business associations and strengthen existing business associations (including the American Chamber of Commerce) both in Nairobi and in counties to give businesses a voice to demand for business-friendly policies and services, build business relationships, and enhance communication among themselves. Partnerships between U.S. and Kenya's higher education institutions, youth organizations, national and local government, and the private sector will support and catalyze youth economic development and transformation.

USAID will activate youth networks to identify and support vulnerable youth and connect them to essential social and training services. Programs will support youth-led initiatives to promote youth political participation to address issues that youth care most about, including corruption and jobs. USAID will build the capacity of youth-led organizations and leaders to demand youth responsive services and participate in decision-making platforms for health transformation. USAID will also develop strong employment creation networks with the private and public sector for skills building internship, apprenticeship, and employment for Kenyan youth. The Mission will also support youth and women to advocate for economic and social opportunities and promote adherence to labor standards to reduce exploitation.

Concurrent to the country strategy, the mission has been developing a communication strategy. The overall goal is about increasing two-way engagement with the Kenyan people, especially young people. As the implementation plan is developed a key element will be creating feedback loops to the technical teams about topics relevant to their activities.



## DEVELOPMENT OBJECTIVE (DO) 4: KENYA'S REGIONAL OPPORTUNITIES LEVERAGED AND EXTERNAL RISKS MITIGATED

### Development Hypothesis Statement

IF Kenya enhances its capability to prevent and respond to regional threats and shocks, addresses cross-border drivers of conflict, and increases its partnerships in trade and investment within the region and beyond, while at the same time transforming its governance, market and health systems, THEN Kenyans will be more resilient to shocks and improve the economic transformation of its young people.

It is often colloquially stated that “Kenya cannot feed itself.”<sup>39</sup> In other words, Kenya’s ability to progress as a nation is inextricably tied to its role and relationships in the region. In order to achieve greater success in CDCS DO 1, DO 2, and DO 3, an additional strategic focus on the connection to leveraging opportunities and mitigating risks in the region to benefit Kenyans, is imperative. This is because many of Kenya’s development challenges<sup>40</sup> and opportunities related to health, the environment, conflict, and trade are inherently regional, and impact Kenya’s resilience and ability to grow and leverage economic opportunities. Related to DO 1, weak internal governance, markets and health systems have denied Kenya the benefits of taking advantage of regional opportunities,<sup>41</sup> and exposed the country to risks related to cross-border diseases, conflicts and acts of terrorism, which continue to erode the gains made at the bilateral front.

Many border counties have been historically underdeveloped, more vulnerable to violent extremism, conflict, health and environmental shocks, and food insecurity.<sup>42</sup> Transboundary threats including GBV, female genital mutilation, natural-resource conflicts, violent extremism, non-tariff, and tariff barriers to trade and economic growth (such as high levels of informality and information asymmetry) disproportionately affect women and girls as victims, survivors, perpetrators, and constructive agents of conflict and violent extremism. Yet even with these unique experiences and contributions, women’s roles are almost always excluded from participation in formal and informal discussions and decisions on conflict prevention and resolution,

countering violent extremism (CVE), peacekeeping, and peacebuilding. In order for Kenya to be more self-reliant, it cannot simply look internally for solutions, but rather must be poised to partner and lead to mitigate external risks and leverage regional opportunities. The Mission has learned that Kenya working alone, purely bilaterally, does not fully address the problems. To accelerate Kenya’s J2SR, a transboundary approach is needed.

Further, Kenya is a regional hub for business,<sup>43</sup> trade, finance, technology, and development partners with significant regional influence. Significant mobility of people across borders, and the vision of “one people, one destiny” for East Africa, provide the opportunity to harness talent and resources. Kenya’s participation in the Prosper Africa Initiative, Power Africa and plans to embark on a free trade agreement with the United States provide platforms for Kenya to partner with other regional players to expand economic growth in the region. Any developments in Kenya, political or otherwise, affect the entire region due to its centrality. Regional engagement could serve as positive reinforcement for good leadership that is accountable and better institutions under DO 1. Efforts through DO4 will help Kenya strengthen positive relationships with its neighbors, which are critical for Kenya’s J2SR, and strengthen Kenya’s ability to be a leader on trade and mitigating transboundary threats in the region, allowing it to be a bright light in what can be a tough regional neighborhood.

Through DO4, USAID will facilitate regional partnerships between the Kenyan government, private sector, civil society institutions, and communities to help Kenya mitigate risks and leverage regional opportunities. DO 4 focuses on Kenya strengthening its capability to prevent and respond to transboundary threats and shocks (IR 4.1), enhance cross-border cooperation (IR 4.2), and increase trade and investments within the region and beyond (IR 4.3). USAID’s work to prevent and respond to transboundary shocks will support efforts to improve the resilience of Kenyans (DO2) against health, climate, trade and conflict shocks. Increased trade and investment will accelerate economic opportunities for Kenya’s young people (DO3) by opening up greater regional markets for their goods and services. USAID efforts to promote trade and investment will take into consideration how those efforts affect economic opportunities for various populations, including women and youth.

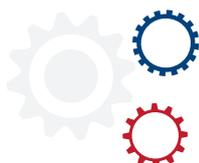
39. Kenya is classified by FAO as a Low Income Food Deficit Country, 2018. <http://www.fao.org/countryprofiles/lifdc/en/>

40. Engaging Kenyans to lead the journey to self-reliance. What does the data show and what do Kenyans’ think. (2020). USAID Kenya and East Africa

41. Agricultural policy in Kenya: Issues and Processes. Institute for Development Studies. University of Nairobi. July 2006

42. North Eastern Kenya a prospective Analysis. IRIS December (2015)

43. World Factbook. CIA. December 2019



## RELATIONSHIP WITH RDCS AND RESOURCES

DO 4 provides an explicit commitment to leverage Kenya's equities with a regional lens. The regional nexus with bilateral missions has long been absent and not overtly stated in CDCS objectives.

While the Regional Development Cooperation Strategy (RDCS) will address purely regional issues, this DO grounds and links these issues with bilateral programming in Kenya and promotes Kenyan collaboration with regional efforts. With this DO, the Mission intends to better connect regional programs to Kenya's bilateral programs. The RDCS will complement this CDCS DO4. Further, as national heads of government sign regional agreements and commitments, DO4 will help Kenya follow-through on these commitments. This DO also recognizes Kenya's technical and political leadership role in the region and how Kenya can more effectively develop and leverage this role for both domestic and regional progress. However, DO4 is bilaterally funded and should primarily advance Kenyan equities through a regional lens.

## KEY ACTORS AND INSTITUTIONS

USAID will work with civil society and government to contain Al Shabaab, to strengthen Kenya's regional voice on transnational health threats, and to preserve transboundary ecosystems. USAID will work with private sector investors to position Kenya as a key trader in power generation and related services.

## MAJOR ASSUMPTIONS AND RISKS

### Assumptions

- ◇ The Kenya-US bilateral trade agreement process will be a vehicle to enhance US-Kenyan business partnerships
- ◇ Kenya will be a regional hub for US investment and trade
- ◇ Kenya will be a key player in the regional economic communities

### Risks

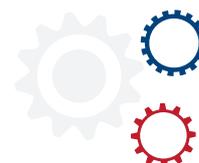
- ◇ Facilitating Kenya's leadership in the region may aggravate political sensitivities with other countries in the region

## IR 4.1: CAPABILITY TO PREVENT AND RESPOND TO TRANSBOUNDARY THREATS AND SHOCKS STRENGTHENED

USAID will work with countries in the region on shock-responsiveness and contingency planning capacity and systems across sectors to improve Kenya's preparedness and responses to foreseen and unforeseen shocks and stresses, including droughts, floods, disease outbreaks, and market price distortions. The Mission will support Kenyan institutions to take the lead in joint integrated resilience programming across border areas to foster cooperation and coordination through regional agencies.

USAID will work with local organizations on transboundary landscapes, such as the Mara-Serengeti, Amboseli-Kilimanjaro (Kenya/Tanzania), to demonstrate community conservation model lessons from Kenya and influence and strengthen Kenya's cross-border partnerships with other East African countries and stakeholders, including public, community, civil society, and private actors. Support will also strengthen Kenya's regional partnerships to harmonize Kenya's environmental policies, strategies, and legal frameworks to improve collaborative conservation and management of shared natural resources, joint monitoring, and enforcement of regional instruments by relevant national authorities and local communities in targeted transboundary landscapes. USAID will also help Kenya address transboundary threats and shocks by strengthening and institutionalizing Kenya's use of Emergency Preparedness and Response Systems (EPR) and harmonizing surveillance with countries in the region. USAID will work with national and county governments to identify and address priority health risks for populations in border counties to achieve their UHC goals. USAID will support Kenya's Ministry of Health to identify and document evidence to influence health policies at the regional level. Programs will enhance Kenya's cross-border cooperation with countries in the region to develop policies, agreements, and adopt and harmonize standardized practices to mitigate transboundary health risks.

Health programming will strengthen collaborative multisectoral actions between USAID/KEA and other bilateral Missions on transnational priorities, using evidence from interventions in DO 1 and DO 2. These potentially include emerging pandemic threats; cross cultural practices that affect GBV such as FGM; cross boundary circulation of counterfeit and poor quality medicines; emergence and spread of antimicrobial



resistance; and standardization and synchronization of immunization activities in cross-border areas. USAID will build effective partnerships with other donors, the private sector and civil society organizations to identify and coordinate policy actions and implementation of activities that strengthen Kenya's health system's ability to respond to transboundary threats and safeguard Kenyan citizens. Improved cross-border health will lead to improved child health outcomes in Kenya, then leading to the citizen capacity needed for longer-term self-reliance.

#### IR 4.2: CROSS-BORDER COOPERATION ON ISSUES SUCH AS INTERNAL SECURITY, CONFLICT, GENDER-BASED VIOLENCE, VIOLENT EXTREMISM, AND GOVERNANCE ENHANCED

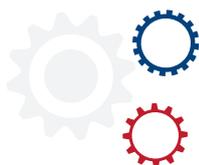
USAID will strategically collaborate with regional partners, including Regional Intergovernmental Organizations, county and sub-national governments in Kenya and across borders, and cross-border community associations in addressing transboundary threats including GBV, female genital mutilation, cross border diseases, and adopt a “whole-of-government” and “all-of-society” (inclusive) approach to preventing and addressing violent extremism in the border communities of Bungoma, Busia, Garissa, Isiolo, Kwale, Mandera, and Marsabit counties and cross-border conflict in Marsabit, Turkana, and West Pokot counties. This coordination will build trust through broad-based consultation with government officials, civil society actors such as religious leaders, women and youth representatives, and community leaders, the private sector, and academia and think tanks. By working in partnership with the government USAID will support the GoK as it builds government capacity for the journey to self-reliance. Strengthening women forums and civil society will elevate and accelerate women's leadership in peacebuilding and mediation, conflict prevention, and conflict response, while also addressing the protection of women and girls from conflict-related sexual and gender-based violence consistent with WPS priorities and commitments. This inclusive approach will, in turn, contribute to targeted interventions that address the nuanced local dynamics of cross border conflict, and violent extremism, and support a coordinated and coherent policy environment and conflict-sensitive actions that prioritize sustainability. This cooperation will contribute to a more peaceful and secure environment for the Kenyan people hence supporting enhanced economic activity and participation of communities, not only along the borders but also in the hinterland.

#### IR 4.3: KENYA'S TRADE AND INVESTMENT WITHIN THE REGION AND BEYOND INCREASED

USAID will strengthen regional partnerships between Kenyans and Kenyan businesses with neighboring countries and work with Kenyan businesses to be more competitive in the regional market. This will complement the existing regional integration activities and new reforms that will be pursued by the new regional activities as a complement to bilateral efforts. To expand Kenya's leadership on trade through the Mombasa port, USAID will work with select counties to help them provide efficient and competitive port services to the region, strengthen the capability of key regulatory agencies (KEBS, KEPHIS, DVS) to prevent and respond to transboundary economic threats and shocks, and work with the private sector to strengthen cross-border market systems. Efforts to reduce trade barriers through market systems work under DO 1 and strengthen export competitiveness under DO 3 will compliment these priorities under DO 4. Trade and investment improvements will help build the capacity of the economy, leading to long-term self-reliance.

Improving the business environment by connecting women cross border traders to markets through their business associations will increase their trade volumes, reduce transaction costs and address cross border safety concerns. Strengthening women's business associations will also increase their capacities to access trade information, advocate for women traders rights and demand accountability to address harassment experienced while trading across borders. Accelerating access to ICT for women and youth will enhance their competitiveness by availing new opportunities for employment and entrepreneurship.

Power Africa will leverage the Kenyan power sector's status as a sub-Saharan Africa success story with long-standing participation of the private sector in generation, impressive growth in access and a strong enabling environment to establish a viable power market in East Africa. In the off-grid sector, the diversity of players and solutions is a testament to Kenya's drive for innovation and entrepreneurship and presents an excellent opportunity to replicate the country's successes in the rest of the region.





**SECTION V**  
**MONITORING, EVALUATION,**  
**AND LEARNING**

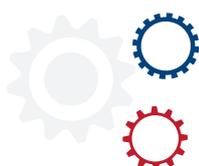
In recognizing that development results and processes must meaningfully engage with and belong to Kenyan citizens, leaders, and institutions, USAID/KEA aims to pivot its relationship with the GoK, the private sector, and civil society, and support Kenya to better own and lead development.

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In tandem with the Mission's programmatic pivot, the accompanying monitoring, evaluation, and learning (MEL) approach calls for close stakeholder involvement. The anticipated integrated nature of the Mission portfolio necessitates a dynamic and adaptive MEL strategy which captures progress against the CDCS objectives and their contributions toward Kenya's Journey to Self-Reliance. The strategy will employ a comprehensive package of performance monitoring, evaluation, and collaborating, learning, and adapting (CLA) activities which will provide the Mission and its partners with the information and analyses required to improve implementation and understand USAID contributions toward Kenya's development.

The MEL approach will measure progress and outcomes along intermediate results, development objectives, and integration objectives, including at the county level. While the Performance Management Plan (PMP) will include sector indicators and gender sensitive and system-specific indicators, it will also include utilization of sex and age disaggregated data and indices to monitor multisectoral collaboration. To complement standard indicators, the Mission will utilize custom indicators to track Kenya's progress in capacity and commitment for self-reliance, thereby measuring progress toward Kenya-led development. It will also incorporate context indicators to track key conditions which would enable the achievement of results, including those related to proposed end-states. The Mission will utilize the PMP to plan for measures of progress along strategic shifts.

With a clear focus on fostering Kenya-led development and through redefined relationships with county governments, the Mission will employ principles of mutual accountability and oversight for monitoring activities. To measure progress with county-level engagement, the Mission will track outputs related to policy (MOUs), commitment (financial contributions), and collaborative oversight (co-monitoring of implementation). County officials will support design and join Mission teams in monitoring activities. The Mission will also explore opportunities for participatory monitoring and evaluation as well as the use of social audits which give project beneficiaries an opportunity to provide feedback on interventions received. In collaboration with Kenyan government counterparts, the Mission will undertake contextual monitoring to make timely adjustments to programming as needed. Evaluations will be used to determine the relevance, effectiveness, efficiency, impact and sustainability of interventions. They will be designed and timed to seize opportunities for course-corrections and provide context information and operational learning which can inform recommendations for Mission policies, systems, and practices. Evaluation is a valuable tool in making evidence-based judgements about the comparative value of integrated versus vertical programming and therefore about whether and how to implement integrated development programs. Building on lessons from other missions, to determine whether an integrated programming approach leads to (objective and subjective) quality of life improvements, the Mission will consider the use of household survey and impact evaluation.



The Mission will use MEL activities to further strengthen stakeholder engagement so that USAID programs will have stronger Kenyan ownership and contribution to course correction decisions. There will be internal and external learning at every stage in the program cycle. The major pause-and-reflect opportunities include portfolio reviews, mid-strategy stocktaking, and more frequent project and activity reviews.

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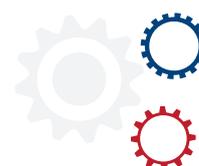
The Mission will co-design primary evaluations with country counterparts (such as the State Department of Planning's Kenya National Bureau of Statistics, Kenya Vision 2030 Delivery Secretariat, and Council of Governors) and development partners.

Collaborative learning is the intentional process of generating, capturing, analyzing and sharing information and knowledge to inform decisions and adapt programs. Collaborative learning will be critical to operationalizing this strategy. Connections between collaborating, learning, and adapting and monitoring and evaluation will be carefully planned and integrated within the program cycle. The Mission will use MEL activities to further strengthen stakeholder engagement so that USAID programs will have stronger Kenyan ownership and contribution to course correction decisions. There will be internal and external learning at every stage in the program cycle. The major pause-and-reflect opportunities include portfolio reviews, mid-strategy stocktaking, and more frequent project and activity reviews. These activities will aim to uncover and address underlying obstacles or provide opportunities to encourage discussion on improvements in design and implementation.

The Mission will incentivize learning by creating time and opportunities for staff and implementing partners to hold learning sessions and try out new approaches to implementation.

Best practices and lessons learned will be documented for future planning and utilized for evidence-based decision making. Geographic Information Systems (GIS) will continue to be an important tool to assess equity and inclusivity and to identify collaboration areas among implementing partners and other relevant stakeholders. As part of the learning agenda, the Mission has identified potential learning questions to be answered through analysis of monitoring, operations research, or evaluations.

To effectively execute this MEL strategy, USAID/KEA will employ existing MEL resources - staff, funding, MEL support mechanisms, and will leverage resources from its stakeholders. The Mission's MEL structures (staffing in program and technical offices, Mission orders, Agency policies, and MEL and CLA working groups) remain in place. However, the Mission will seek wider and deeper collaboration with external organizations, especially with GoK state ministries and particularly the State Department for Planning. Concurrent to the country strategy, the Mission has been developing a communication strategy. Through that strategy, there will be media and social media analytics and two-way feedback loops that will be considered through the MEL strategy. In anticipation of the Agency-wide Development Information Solution, the Mission will deploy a locally managed reporting system for collation and tracking of activity and higher level results.





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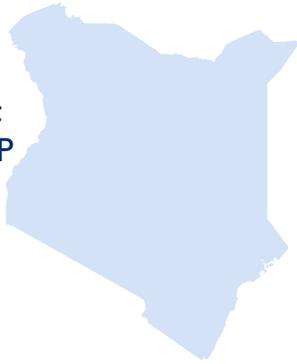


## Kenya Country Development Cooperation Strategy

Kenya Country Roadmap for 2021

# KENYA

## JOURNEY TO SELF-RELIANCE: FY 2021 COUNTRY ROADMAP



### LEGEND

0-1 Score

Kenya's Score  
0-1, least to most  
advanced globally



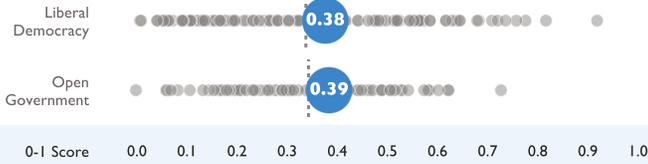
Other Low- and  
Middle-Income  
Countries' Scores



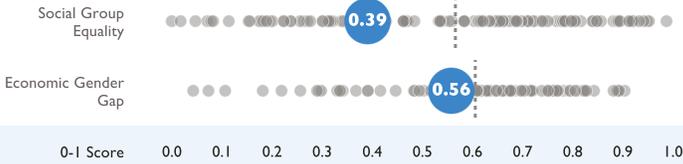
Average Score for  
Low- and Middle-  
Income Countries

## COMMITMENT

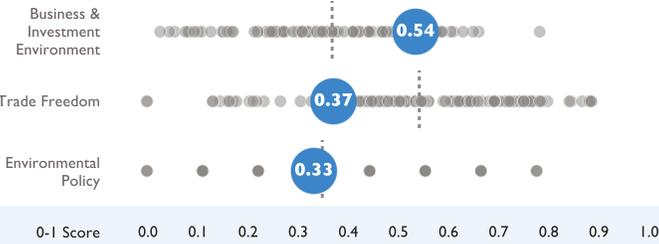
### OPEN AND ACCOUNTABLE GOVERNANCE



### INCLUSIVE DEVELOPMENT



### ECONOMIC POLICY



### RISK OF EXTERNAL DEBT DISTRESS

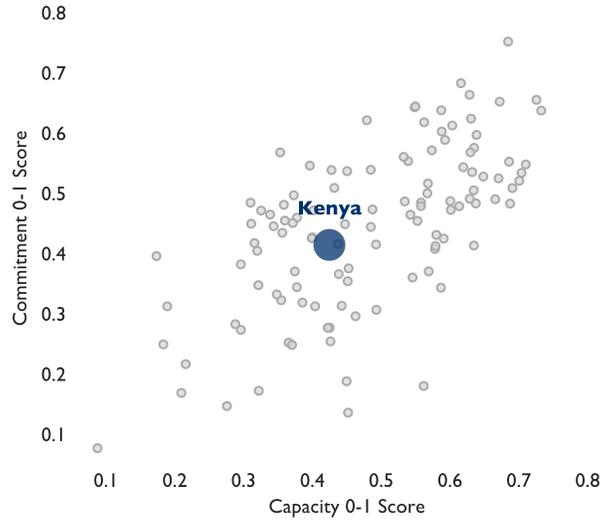
Low

Moderate

High

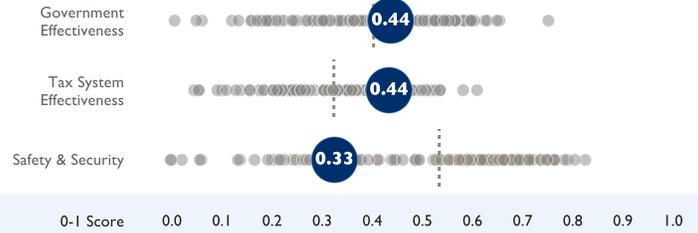
In Debt  
Distress

## LOW- & MIDDLE-INCOME COUNTRY SNAPSHOT

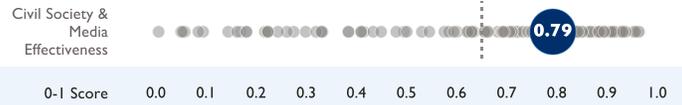


## CAPACITY

### GOVERNMENT CAPACITY



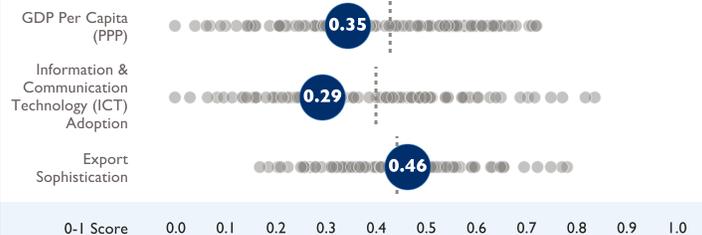
### CIVIL SOCIETY CAPACITY



### CITIZEN CAPACITY



### CAPACITY OF THE ECONOMY





## Kenya Country Development Cooperation Strategy

### Climate Change Risk Screening Matrix

# USAID KEA CLIMATE CHANGE RISK SCREENING MATRIX COUNTRY DEVELOPMENT CO-OPERATION STRATEGY 2020-2025

Climate Risk Screening and Management Tool for Strategy Design

STRATEGY CRM TOOL OUTPUT MATRIX, PART 1: CLIMATE RISK

\* = A required element, according to the Mandatory Reference

1.1: Defined or Anticipated DOs, IRs, or sectors*	1.2: Timeframe*	1.3: Geography	2: Climate Risks*	3: Adaptive Capacity*	4: Climate Risk Rating of DO or IR* [Enter rating for each DO or IR* High, Moderate, or Low]	5: Opportunities	6.1: Climate Risk Management Options	6.2: How Climate Risks Are Addressed in the Strategy*	7: Next Steps for Project and/ or Activity Design*	8: Accepted Climate Risks*
<b>Economic Growth</b>										
Agriculture led Growth	15 years	National	Increasing frequency of droughts resulting in crop production decrease, livestock losses, food insecurity and population displacement (particularly in pastoral areas). Decreased crop production and losses of livestock will have ripple effects on market systems surrounding these value chains.  The exact risk will depend on the specific geography and type of agriculture product.  Exposed Areas: ASALs, but relevant throughout Kenya depending on crop	Kenya has a robust agriculture research sector and veterinary services, which can be effective during droughts of lesser magnitude.  Kenya has also developed a program called Ending Drought Emergency that seeks to build the capacity to address the challenges that arise during a drought  As capacity increases in county governments, they will be able to better address the local impacts of drought  Kenya has begun to implement a livestock insurance program	<b>Moderate</b>	Existence of the USAID funded PREG platform helps bring together a wide range of actors when drought occurs  Many droughts that occur in East Africa are regional in nature, and opportunities may exist to build systems in Kenya that can support populations across the region through integrated market systems.	Irrigation infrastructure provides farmers more control over water resource and reduces the vulnerability to changing rainfall patterns. Boreholes can provide water to livestock even during droughts. Introduction of crop varieties with higher yield potential, and tolerance to climate change including drought, heat and pests. Increase sheep and goat herding as they are less sensitive to droughts than cattle  Use of climate information  Promotion of climate smart agriculture and livestock practices such as agroforestry and soil conservation.  Diversified markets that allow for continued livelihoods even when a drought occurs  Crop and livestock index insurance	IR 3.1 Promotion of access to new and improved technologies at the farm-level (including irrigation, climate smart agriculture, drought tolerant and pest resistant crops and integrated pest management), increasing productivity and resilience to climatic shocks.	Require climate change risk screening and management at PAD level	Risks addressed

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Agriculture led Growth	15 years	National	Increasing rainfall intensity leading to higher frequency of floods and storms resulting in landslides, crop losses, damage to infrastructure and population displacement.	The Government of Kenya has data and systems that can allow it to produce early warning for some flooding events  Some NGOs and partners are working on more integrated watershed management, which should hopefully use natural systems to reduce the potential for flooding	<b>High</b>	Flooding results in a wide range of negative impacts beyond those on agriculture. Opportunities exist to use improved early warning systems and mapping to improve planning and thus reduce the range of flood induced impacts.  As the Environment team works on larger rangeland management, there may be opportunities to consider the impacts on flooding from better landscape management.	Integrated watershed management to reduce the risk of floods and landslides  Spatial planning to avoid agriculture in flood prone areas  Use of climate information to better manage water and runoff	IR 2.1 Work with WASH programs on integrated water resources management  IR 3.1 Increase productivity through climate-smart agriculture and work with institutions to promote use of climate information	Require climate change risk screening and management at PAD level	Accepted
	15 years	National	Increase in temperature and rainfall resulting in proliferation of crop and livestock pests and diseases.	Veterinary services in many parts of Kenya are strong, helping with treatment of disease, including those for livestock  Agriculture research in Kenya is quite strong, and can be turned toward new pests and diseases as they emerge.	<b>High</b>	Work closely with the agricultural research community to ensure there is consideration of potential changes in diseases and pests  Work more closely with the Kenya Meteorological Service to use weather and climate forecasts to identify potential changes in pests and diseases.  Ensure that when animals die from certain diseases, they are not consumed and transmit the disease to Kenyans	Introduction of pest resistant varieties, training farmers on integrated pest management (IPM)  Increased monitoring and surveillance to catch new pests or diseases before an outbreak occurs.  Increased research on temperature effects on specific pests and diseases.		Risks addressed	

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Agriculture led Growth	15 years	National	Increasing temperatures may reduce the productivity of some crops as temperature thresholds are exceeded or change the locations where some crops can be grown. For example, as temperatures increase, coffee and tea will need to be grown at higher elevations	RCMRD has developed mapping products that can help inform where increasing temperatures might begin to negatively impact crop and livestock production. These mapping products can be used to plan effectively .	<b>Moderate</b>	Opportunities may exist in the highlands where temperature increases allow to produce some crops where it was previously too cold.	The development of crop and livestock varieties that are more resilient to higher temperatures. For coffee, shading and other techniques that reduce the impact of higher temperatures Other climate smart practices that mitigate increased temperatures A shift toward crops and livestock better suited to higher temperatures	Require climate change risk screening and management at PAD level	Accept risk	
Resilience	15 years	Northern Counties	USAID/KEA's resilience programs operate in the most climate sensitive areas of Kenya and are designed to directly address some of the immediate outcomes of the climate shocks and stresses that occur. Some of those climate risks are: - Increased frequency and magnitude of drought could negatively affect agriculture livelihoods - Increased frequency and magnitude of floods could negatively affect access and livelihoods	The Government of Kenya is building its capacity to appropriately handle droughts and floods, and USAID/KEA's programs (including those implemented by FFP) are intentionally designed to support those efforts and eventually handoff some of these interventions to local and/or national government. However, the counties where this occurs often have low capacity and lack the necessary resources and infrastructure.	<b>High</b>	As these programs are designed to directly address climate shocks and stresses (among others) the opportunities are already built in in terms of directly addressing the climate risks.  Given that numerous other sectors have identified the impacts of climate on livelihoods as a secondary impact, significant opportunities exist to help those sectors address these livelihood risks through resilience programming.	Most of the appropriate climate risk management options are already built into the programs (and are at least partially listed above in the Ag-led growth section).	IR 2.2 Programing to include disaster risk reduction  Capacity building of stakeholders will be carried out to include consideration of climate change in service delivery  IR 2.2 Support the national government to implement the National Climate Change Action Plan	Require climate change risk screening and management at PAD level	

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Resilience	15 years	Northern Counties	<ul style="list-style-type: none"> <li>- Shifting rainfall patterns could make it more difficult to find water and fodder for livestock</li> <li>- Changes in climate could result in more (or new) pests and diseases, such as the recent locust infestation</li> </ul>	The PREG model is working to build capacity and engender collaboration in these geographies to address climate shocks and stresses.	<b>High</b>	The PREG platform is an excellent example of how integrated program can address the holistic challenges that occur around climate disasters. The Government of Kenya (GOK) on the other hand has developed and approved National Disaster Risk Management Policy and Risk Finance Strategy both establishing, streamlining and strengthening DRM institutions and coordination frameworks and defining strategic priorities to improve post-disaster financing to enable effective and timely action in the event of disaster.				
WASH	15 years	Western and Northern Kenya	Increasing intensity of rainfall can lead to floods, which can reduce water quality and/or destroy WASH infrastructure. For example, floods can contaminate water with diseases (e.g, cholera) especially in areas where open defecation is still practiced and can destroy pit latrines where they are poorly constructed. The exact risk may differ between rural and urban areas.	Significant knowledge exists in Kenya to understand the potential threats from climate change to the different water services. This is especially true of the WASCOs, which for the most part are fairly profession and well capacitated.	<b>Moderate</b>	Given that the WASH activities are likely to work with various service providers, there are opportunities to help them better understand the potential impacts of climate change on their operations. Opportunities may exist to help connect WASH service providers with flood early warning systems to ensure that water quality is not negatively affected.	Use of climate information and early warning systems to predict floods Spatial planning to ensure WASH infrastructure is not located in flood prone areas Capacity building of service providers to include consideration of climate change in service delivery	IR 2.1 Integrated water resources management Work with service providers to incorporate resilience to environmental shocks and stressors in provision of services	Require climate change risk screening and management at PAD level	

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WASH	15 years	Western and Northern Kenya		USAID/KEA's current WASH program is also building the capacity of counties to better monitor and regulate water service providers, which should increase the incentives for and ability of these providers to consider climate impacts.	<b>Moderate</b>	Some opportunities may exist to work with upstream communities to develop payment for ecosystem services to reduce upstream causes of flooding and water contamination				
	15 years	Western and Northern Kenya	Increasing frequency and magnitude of drought can decrease the quantity of water, and thus the availability of drinking water. Increased drought may also cause pastoralist communities to migrate, reducing their ability to access water and sanitation services.  This may be more likely to occur in the ASALs than in the wetter western counties of Kenya	See immediately above	<b>High</b>	Opportunities may exist in the ASALs to collaborate with agriculture programs to develop multi-use water systems that adapt to the onset of drought, prioritizing water for essential needs	Use of climate information and early warning systems to predict floods  Capacity building of service providers to include consideration of climate change in service delivery  Appropriate and sustainable use of groundwater during periods when surface water is not available	IR 2.1 Work with community Water Resource User Associations to protect water resources  IR 2.2 Work with resilience programming on integrated water resources management and use of early warning systems	Require climate change risk screening and management at PAD level	Accept risk of migration of communities
	15 years	Western and Northern Kenya	Secondary impact may exist, where reduced livelihoods owing to drought negatively affect the ability of Kenyans to pay for water, sanitation and hygiene services. This inability to pay can then reduce the ability of water service providers to provide sufficient drinking water.	Other parts of USAID/KEA's portfolio are working to improve and protect livelihoods to address this secondary risk  There is a growing understanding in Kenya about the connection between poor water and sanitation practices and disease, which should increase the willingness of Kenyans to pay for improved services	<b>Moderate</b>	Opportunities exist to coordinate with agriculture, FFP and health activities to ensure that Kenyans' livelihoods are improved and protected, and that behaviors are changed to ensure use of improved services	Most of the appropriate climate risk management options fall outside the mandate of WASH funding, and are better addressed through other streams of funding. This would be an excellent opportunity for WASH programming to be integrated with or supported by agriculture, resilience, and/or FFP programming around livelihoods	Work with FFP programming	Require climate change risk screening and management at PAD level	Risks addressed

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Energy	15 years	National	<p>Increasing variability in rainfall and frequency of droughts combined with increasing evaporation owing to higher temperatures could decrease water quantity, negatively affecting hydro-power generation.</p> <p>It should be noted that first order impacts on generation (e.g., on hydro-power) can lead to second order impacts on USAID's ability to increase connections, as reduced generation capacity decreases the ability to increase connections.</p> <p>Increasing temperatures may increase the demand for air-conditioning, increasing demand for power generation</p> <p>NOTE: these climate risks are associated with power generation, not on USAID/KEA's actual activities, which are more focused on facilitating transactions (and thus at minimal risk to climate)</p>	<p>Kenya has significant capacity when it comes to power generation, and also is diversifying into other renewable sources of energy, such as wind and geothermal. This reduces the dependence on climate sensitive types of power generation, such as hydropower</p>	<p><b>Moderate</b></p>	<p>As noted in the adaptive capacity section, Kenya has significant potential to generate power from a variety of sources including wind, geothermal, hydro. Therefore opportunities exist to ensure that Kenya's power generation portfolio is diversified and resilient to climate shocks and stresses.</p> <p>There could also be potential opportunities to ensure that the Kenya Meteorological Service is providing the necessary long term weather and climate data to the private sector to allow them to accurately gauge the long-term potential generation from their investments.</p> <p>In terms of smaller scale energy generation or an increase in connections, opportunities may exist to support youth employment programs implemented by the Education and Youth Team</p> <p>Opportunities also exist to promote renewable energy sources, and thus reduce GHG emissions from business as usual.</p>	<p>During discussions with the Government of Kenya and other donor partners, ensure that consideration of climate is included when planning for new power generation.</p> <p>Ensure that when helping to facilitate a new generator, the power transaction has considered the potential climate impacts (including changes in rainfall and increasing temperatures) in their future projections of power generation.</p> <p>Ensure that facilitated transactions cover a diverse portfolio of energy generation</p>	<p>IR 1.2 Work with the Ministry of Energy on policies that promote consideration of alternative green energy sources</p> <p>Work to ensure policies that require generators to consider the potential impacts of climate change</p>	<p>Require climate change risk screening and management at PAD level</p>	

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Trade and Investment	15 years	National	<p>Most of the climate risks to trade and investment are of a secondary nature. For example, much of the trade and investment in Kenya is agriculturally based, and negative impacts on agricultural production can impact businesses. There may also be third or fourth order impacts as well, such as a decrease in rainfall affecting livelihoods which then affects willingness to purchase products which negatively affects the investment environment in Kenya.</p> <p>As USAID/KEA takes a facilitative approach that works across multiple sectors, it is difficult to identify all the potential climate risks as these will vary from sector to sector (and by geography as well)</p> <p>It should be noted that though this risk is rated as moderate, there will be many activities and interventions under this area that will be at low risk, as the risk is dependent on the specific investment or business being supported. Also the risk tend to be to the business in question, and not specifically to USAID's interventions which tend to be facilitative in nature</p>	<p>Kenya's private sector is growing and is significantly more advanced than many other African countries.</p> <p>Kenya appears to be diversifying away from agricultural (at least climate sensitive agriculture) trade, making the overall sector less sensitive to climate</p>	<p><b>Moderate</b></p>	<p>As USAID works to support enterprises across sectors, there are multiple opportunities to both increase the capacity to adapt to climate change, as well as to reduce Kenya's contribution to climate change. For example, USAID could support businesses that support the production and use of solar energy. They could also help businesses supplying drought resistant seeds or other climate smart agriculture products. These opportunities must be explored closer to the activity level as they will depend on the specific business or enterprise being supported.</p> <p>As these interventions strengthen the private sector, this sector will likely act to reduce the risks to its business model, including risks from climate.</p> <p>There are also significant opportunities to address some of these second and third order impacts through other parts of the OEGI portfolio. For example, the agriculture team could help mitigate the risks to agriculture production.</p>	<p>Climate risk management options depend on the specific risk and investment being made. These need to be determined at a later stage of the program cycle.</p> <p>Given that USAID/KEA typically works in a facilitatory manner, it is likely that it will predominantly address this risk by ensuring that those businesses it seeks to support have considered climate risks to their business model</p>	<p>IR 3.1 Promotion of youth-inclusive climate smart agricultural technologies and creating green jobs for environmental sustainability</p> <p>IR 3.1 Promotion of access to new and improved technologies at the farm-level (including irrigation, climate smart agriculture, drought tolerant and pest resistant crops and integrated pest management), increasing productivity and resilience to climatic shocks.</p>	Require climate change risk screening and management at PAD level	8: Accepted Climate Risks*

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Trade and Investment			<p>There are also climate risks associated with transport and other infrastructure necessary to facilitate trade and investment. For example, sea level rise could threaten Kenyan ports (reducing the ability to export or import products), while increased rainfall intensity could wash out roads increasing transport times and costs.</p> <p>Similar to above, the exact risk will depend on the specific intervention and are related to the sector in general, and may not directly impact USAID/KEA's specific interventions.</p>	<p>Kenya has one of the largest ports in Africa, which likely has the resources to mitigate against some degree of sea level rise.</p> <p>Kenya is seeking to improve its rail and road systems, though improvements vary across the country</p>		<p>Any improvements in infrastructure will mitigate climate-induced access risks across USAID/KEA's development portfolio</p>	<p>As USAID/KEA is unlikely to invest in actual infrastructure projects, the climate risks management options are limited to ensuring that such investments, as well as facilitated interventions to improve trade and investment in Kenya consider these potential climate risks in any economic analysis conducted</p>			
Policy and Research	15 years	National	<p>There are few climate risk to the interventions USAID/KEA takes toward the development and implementation of policy and research in all sectors of OEGI as these interventions typically include technical assistance and capacity building</p>	<p>Kenya has already developed and continues to develop significant research capacity in many different sectors. It has also developed a number of climate related policies and plans that could inform sector specific policy and research.</p>	<b>Low</b>	<p>While the climate risks to this type of intervention are low, there are significant opportunities to include consideration of climate impacts into policy and research interventions. This is especially true across OEGI sectors when considering long-term planning.</p> <p>At the same time, many of the climate risks outlined in other parts of this table cannot be addressed solely through on-the-ground interventions,</p>	<p>Ensure that climate is considered when developing policy and research.</p>			Not applicable

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Policy and Research	15 years	National			<b>Low</b>	but must be addressed through improved policy and research. For example, increasing the uptake of some climate smart agriculture practices requires appropriate land tenure policies. The exact opportunities will depend on the sector in question.				
<b>Education</b>										
Basic Education	15 years	National	As these programs are mostly focused on materials development, training of teachers, and ongoing support, most of the climate risks are either of a secondary nature or affect the ability of teachers or students to access facilities.  Possible secondary risks include: - children are pulled out of school owing to decreased livelihoods (caused by drought) - children not being able to learn well because they are underfed - during a drought pastoralist children are forced to migrate away from school in order to take their animals to find fodder	The Ministry of Education has given a strong directive that all children have a right to basic education, and thus schooling should be a priority  School feeding programs provide an incentive for children to attend school, especially in times of food insecurity  Improved infrastructure within Kenya allows easier access to primary and secondary schools  Improved adaptive agricultural practices will improve livelihoods and nutrition (see Agriculture and FFP programs)	<b>Low</b>	Improved basic education will better prepare future generations of Kenyans to effectively address climate risks.  As appropriate, include best practices for addressing climate change within learning materials.	Many of the necessary management options are outside the manageable interest of the education office. However, other USAID/KEA interventions seek to improve the livelihoods of rural Kenyans, which should reduce the incentives to pull kids out of school.  Given the limited understanding between the impact of sustained drought on educational outcomes,			Not applicable

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Basic Education	15 years	National	Possible access risks include: - children are not able to get to school owing to increased flooding - teachers cannot access training sites owing to flooding		<b>Low</b>					
Youth Development	15 years	Regionally focused (in a few countries selected by various criteria, especially for programs that combine wage and self-employment)	Climate risks may be associated with the ability of participants or facilitators to access training sites. For example, floods could wash out roads preventing trainings from occurring. Similarly, as many of the trainings are done outside, shifts in rainfall or increased heavy rainfall could inhibit those trainings from occurring. For example, in West Pokot there were floods and landslides which affected trainings	Many of the skills being taught will diversify livelihoods into non-climate sensitive areas (manufacturing, sewing, ...), increasing the adaptive capacity of individuals and communities.  The private sector in Kenya is more robust than is many other African countries.	<b>Low</b>	There are significant opportunities to ensure that trainings in climate sensitive sectors include best practices and techniques.  Opportunities exist to use youth trained through this program to disseminate best agricultural practices  Opportunities exist to use youth trained to diversify the supply chains in climate sensitive value chains.  Opportunities may exist to use youth training programs to complement CVE programming to decrease the possibility of unemployed youth being recruited into VEOs	Ensure that climate related considerations are included when planning trainings and capacity building		Not applicable	

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Youth Development			Climate risks may be associated with the ability or willingness of youth to participate in the training programs. As these programs target the most vulnerable populations, these populations are sensitive to climate shocks. For example, if a large drought occurs youth may not be able to afford any technical training fees, or youth may have to relocate their herds and thus not be able to attend localized trainings.		<b>Low</b>		Most of the management options for this risk exist outside the manageable interest of the Youth program, and are better addressed by livelihood programs such as those implemented through agriculture and FFP funding. This offers a significant opportunity to work in an integrated manner with agriculture, resilience, and/or FFP programs to address this potential risk.			
			Climate risks may be associated with the sectors in which job training is occurring. For example, in some geographies job training occurs in either the agriculture or hospitality sector. However, in most of these geographies agriculture is sensitive to climate change (see agriculture section), and tourist infrastructure (especially along the coast) may be exposed to sea level rise and flooding. As climate affects these sectors, youth trained in these sectors may struggle to reap the benefits of their training.		<b>Low</b>		Ensure that training and support for climate sensitive activities promotes climate smart approaches (i.e., irrigation, terracing, soil conservation) and knowledge of climate risks. Additional management options are being developed through the agricultural programs, including insurance, climate information, and improved seed varieties			

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Youth Development			An associated risk is the overall impact of climate on the Kenyan economy, which could have ripple effects on the sectors in which job training occurs, reducing the ability of the participants to earn a living from their new skills.		Low					
<b>Democracy, Governance, and Conflict</b>										
Countering Violent Extremism	15 years	Northern counties, Nairobi and coastal counties	This row covers the direct and secondary climate risks to USAID/KEA's CVE objectives. These risks include: - drought can reduce livelihoods creating incentives for recruitment into violent extremist organizations, especially for unemployed youth - drought can reduce the availability of natural resources (e.g., water, fodder) leading to localized conflicts especially in the northern counties - In more urban areas, flooding can disproportionately affect communities in slums, leading to disenfranchisement, making it easy to recruit them into VEOs	Where governance capacity exists and is implemented, this can lead to greater faith in government and decreased incentives to join a VEO. Conversely, where good governance is lacking, a natural disaster can amplify distrust of government leading to an increase in recruitment potential. Other parts of USAID/KEA are working to improve (and protect) livelihoods, especially during droughts.	<b>High</b>	There are enormous opportunities to develop synergies between various USAID/KEA programs, especially in the northern counties. For example, livelihoods could be improved (and protected) by agriculture and FFP programs, while governance programs could help create the enabling environment for sustained natural resource gains. At the same time youth training programs could be used to support unemployed youth to reduce recruitment potential.  In the Horn, USAID has used climate change as an organizing principle to build trust between communities and thus reduce the potential for conflict as all communities are being affected by it.	Many of the climate risk management options lie outside the ability of a DGC program to implement. Most of the appropriate option would need to be conducted by other offices within USAID/KEA (or other donors or the GoK).	Work with the Resilience, WASH and biodiversity programming particularly on governance systems to address risks of droughts on natural resources  IR 2.3 Planned capacity building to Counties on NRM policies and governance systems as well as landscape management to reduce degradation of already fragile ecosystems	Require climate change risk screening and management at PAD and activity level	Risks addressed

1.1: Defined or Anticipated DOs, IRs, or sectors*	1.2: Timeframe*	1.3: Geography	2: Climate Risks*	3: Adaptive Capacity*	4: Climate Risk Rating of DO or IR* [Enter rating for each DO or IR*: High, Moderate, or Low]	5: Opportunities	6.1: Climate Risk Management Options	6.2: How Climate Risks Are Addressed in the Strategy*	7: Next Steps for Project and/or Activity Design*	8: Accepted Climate Risks*
Countering Violent Extremism			<p>This row covers the direct and secondary climate risks to USAID/KEA's actual CVE interventions. These risks include:</p> <ul style="list-style-type: none"> <li>- Increased flooding negatively affecting the ability of implementing partners to reach the intervention sites</li> <li>- Decreased livelihoods owing to drought negatively affecting the willingness of participants to engage with implementing partners</li> </ul>	<p>In the northern counties, the adaptive capacity (especially to flooding) is low as the infrastructure is quite poor. This may also be the case within the slums of Nairobi, but the distances are much smaller in Nairobi.</p>	<b>Low</b>	See above	<p>Plan key activities, as possible, with consideration of when it is most likely to flood. Decreased livelihoods would need to be addressed by other aspect of USAID/KEA's portfolio</p>			
Governance and Accountability	15 years	National	<p>This row considers the direct and secondary risks associated with USAID/KEA's Governance and Accountability objectives. These risks include:</p> <ul style="list-style-type: none"> <li>- Increased natural disasters, including floods and droughts, can enhance dissatisfaction with government</li> <li>- Increased flooding can negatively affect access to meetings, polling stations, ... preventing people from participating in civil society</li> <li>- Increased drought can result in migration away from meetings, polling stations, ... preventing people from participating in civil society</li> </ul>	<p>Other programs in USAID/KEA's portfolio are working to improve livelihoods</p> <p>Increased capacity at the county level through devolution has the potential to increase the ability of government to respond to these risks, thus increasing the trust in government.</p>	<b>High</b>	<p>Increased civil society strengthening will make the Government of Kenya more responsive to citizens, and thus ensure that climate risks are addressed in a timely and equitable manner. This is a key component to developing the flexible and responsive systems necessary to address climate risks at scale.</p> <p>As above, there are significant opportunities for multi-sectoral programming, as agriculture and FFP programming can support livelihoods while governance programs can support improved civil participation resulting in improved natural resource management</p>	<p>Most of the management options lay outside the manageable interest of the DGC Office, and would need to be undertaken by other Offices in USAID/KEA</p>	<p>IR 2.3 Planned capacity building to Counties on NRM policies and governance systems as well as landscape management to reduce degradation of already fragile ecosystems</p> <p>IR 2.2 Work with resilience programming on livelihoods and disaster risk reduction</p>	<p>Require climate change risk screening and management at PAD and activity level</p>	<p>Accept risk of community migration</p>

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Governance and Accountability			<ul style="list-style-type: none"> <li>- Decreased livelihoods owing to drought can reinforce clientelism, cause civil society organizations to focus on humanitarian assistance, decrease civil participation, increase vulnerability to political manipulation</li> </ul> <p>Issue of livelihoods is key here!</p>		<b>High</b>					
			<p>This row considers the direct and secondary risks associated with USAID's actual Governance and Accountability interventions. These risks include:</p> <ul style="list-style-type: none"> <li>- Increased flooding can negatively affect access to facilities and beneficiaries</li> <li>- Droughts can reduce livelihoods, decreasing the willingness and ability of people to engage with the programs</li> <li>- Droughts and floods can reduce the ability and willingness of government and institutions to engage with the programs (as they are dealing with the disasters)</li> </ul>	<p>Some counties have significantly greater capacity and leadership than others, making adaptive capacity variable at the county level</p> <p>Some counties are more likely to be hit by natural disasters than others, but the national government is developing a framework for emergency relief</p> <p>Disaster relief and response is a shared responsibility, with a role for local government.</p>	<b>Moderate</b>	See above	<p>Plan key activities, as possible, with consideration of when it is most likely to flood.</p> <p>Decreased livelihoods would need to be addressed by other aspect of USAID/KEA's portfolio</p>	<p>IR 2.2 Work with resilience programming on livelihoods and disaster risk reduction</p>	<p>Require climate change risk screening and management at PAD level</p>	Accept risk

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<b>Health</b>										
Malaria	15 years	National (treatment and surveillance) and focus on Districts (spraying, bed nets)	Increases in temperature and rainfall may cause malaria to spread to previously non-endemic areas. These communities may have limited immunity and higher sensitivity to the disease. Shifting rainfall patterns can result in rain during different times of the year affecting the timing for spraying, bed net distribution, and surveys. Increasing heavy rainfall events may result in flooding that can prevent access to areas, including for vehicles needed for spraying	The Government of Kenya has some surveillance and monitoring capacity. This may allow them to identify shifting malaria prevalence attributable to any cause, including climate change. The Government of Kenya has experimented with predictive surveillance, but this fizzled out when funding ceased. The counties have not yet begun to contribute significantly to the spraying interventions, which will be necessary to expand spraying to other counties. Where county systems are in place and being implemented, these risks are greatly reduced.	<b>Moderate</b>	Owing to the monitoring and surveillance capacity of the Government of Kenya, there is an opportunity to monitor whether and how quickly malaria is penetrating new areas, as well as whether this penetration varies inter-annually with temperature and rainfall. Such information would be useful not only to the Government of Kenya, but also other East African governments.	Support surveillance and monitoring in regions where malaria may expand to. Monitor seasonal forecasts to determine if the rainfall season is expected to differ from usual, and thus affect seasonal malaria prevalence	IR 1.2 Work with Kenyan government and private sector partners to improve health system on disease surveillance and use of climate change information	Require climate change risk screening and management at PAD level	Risk addressed
Nutrition	15 years	National	Increased frequency and intensity of rainfall, rising temperatures, and increasing magnitude of drought and dry spells may reduce agricultural productivity and could lead to: - Increased economic vulnerability	Adaptive capacity is being built by the Government of Kenya, USAID and others through the promotion of climate smart agriculture practices, which seek to mitigate the negative effects on agricultural productivity from droughts, floods and erratic rainfall.	<b>Moderate</b>	USAID/Kenya is working across their health and agriculture portfolios to ensure that Kenyans have the resources and willingness to consume more nutritious diets, even during less agriculturally productive years.	Decrease economic vulnerability to climate shocks and stresses (via agricultural activities) Increase awareness of benefits of eating more nutritious foods (increases willingness to continue to do so even during climate shock)	IR 2.1 and 2.2 IR 3.1, 3.3 and 3.4 Adaptive capacity is being built through the promotion of climate smart agriculture practices which seek to mitigate the negative effects on agricultural productivity.	Require climate change risk screening and management at PAD level	Risk addressed

1.1: Defined or Anticipated DOs, IRs, or sectors*	1.2: Timeframe*	1.3: Geography	2: Climate Risks*	3: Adaptive Capacity*	4: Climate Risk Rating of DO or IR* [Enter rating for each DO or IR: High, Moderate, or Low]	5: Opportunities	6.1: Climate Risk Management Options	6.2: How Climate Risks Are Addressed in the Strategy*	7: Next Steps for Project and/or Activity Design*	8: Accepted Climate Risks*
Nutrition	15 years	National	- Decreased total and dietary diversity consumption, especially by mothers and children, and eventual growth stunting		<b>Moderate</b>	Increased use of gardens, both for households and youth employment, can increase the availability of nutritious foods.	Increase the availability and decrease the cost of nutritious foods (via agricultural activities and household gardens).  Use crisis modifiers to target specific beneficiaries when a drought or flood occurs  Use seasonal forecasts to understand potential future impacts on nutrition			
Maternal and Child Health	15 years	National	Secondary impacts from decreased food security and nutrition may result in poor maternal nutrition and lead to an increase in low birth weight babies and difficult deliveries. Miscarriages can occur during droughts owing to malnutrition  Increased temperatures and drought can affect the cold chain for immunization drugs, which can negatively affect child health.  Increased rainfall can lead to an increase in respiratory diseases  Increased flooding can negatively affect access to clinics, affecting child and maternal health, and the ability to safely birth children	Adaptive capacity is being built by the Government of Kenya, USAID and others through the promotion of climate smart agriculture practices, which seek to mitigate the negative effects on agricultural productivity from droughts, floods and erratic rainfall.	<b>Low</b>	See above	See above	N/A		N/A

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Family Planning	15 years	National	The main secondary impact is that when a drought occurs, it negatively affects livelihoods, which in turns reduces the willingness and ability to practice family planning. During floods, the distribution of commodities may be curtailed		<b>Low</b>	N/A	N/A	N/A		
WASH	15 years	National	Increased frequency or magnitude of drought can lead to limited water availability, causing hygiene to suffer and diarrheal disease rates to increase Increased flooding can contaminate water sources and/or create new transmission sites for infectious diseases like diarrheal disease and cholera (this is especially true where open defecation is still practiced) See also WASH section under OEGI	As climate change will exacerbate already existing challenges, interventions to change behaviors as related to WASH will also build capacity to address this climate risk.	<b>Moderate</b>	Increased water management undertaken by other programs could be combined to produce better WASH results	Build in flexibility to implementing WASH interventions when a flood or drought occurs to ensure WASH development gains are not eroded as people cope with the climate shock/stress.	IR 2.1 Integrated water resources management Work with services providers to incorporate resilience to environmental shocks and stressors in provision of services	Require climate change risk screening and management at PAD level	

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Global Health Security	15 years	National	<p>Climate risks can be a large challenge for infectious diseases. These risks include:</p> <ul style="list-style-type: none"> <li>- Increased flooding provide additional breeding grounds, causing rates of infectious disease to increase</li> <li>- Increased flooding can significantly constrain the access to geographic areas, including in order to conduct surveillance.</li> <li>- During droughts, malnutrition occurs and animals die; people then eat these animals which can increase the rates of infectious diseases.</li> <li>- During climate disasters, people may become sicker due to poor nutrition, then take antibiotics unnecessarily, leading to resistance to antibiotics</li> </ul>	<p>Government of Kenya has systems to monitor and address the emergence of infectious diseases, but these systems are not particularly robust.</p>	<b>High</b>	<p>There may be some locations where rising temperatures decrease the rates of infectious disease. Also, long droughts can reduce the breeding sites of mosquitoes carrying malaria.</p>	<p>Train communities to conduct surveillance and provide an effective system for reporting that information.  Use early warning systems to proactively access areas before access becomes an issue</p>	<p>Work with nutrition programming for interventions IR 2.1 and 2.2 IR 3.1, 3.3 and 3.4 Adaptive capacity is being built through the promotion of climate smart agriculture practices which seek to mitigate the negative effects on agricultural productivity</p>	<p>Accept risks</p>	
Commodities	15 years	National	<p>Excessive rainfall may impact commodities due to damage of storage facilities and spoilage of medicines.</p>	<p>Increased knowledge and understanding of impacts from heavy rainfall.</p>	<b>Low</b>	N/A	N/A			

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HIV	15 years	National	<p>Secondary impacts from decreased food security and nutrition, PLHIV may become more economically vulnerable, struggle with adherence to treatment, and experience greater immunological suppression.</p> <p>Increasing temperatures can negatively affect medicine storage, and floods may destroy medicines or infrastructure</p> <p>Increasing rainfall may prevent access to clinics in some geographies</p> <p>Increasing frequency of droughts and floods may induce migration, which can increase rate of HIV transmission</p> <p>Global scale climate impacts may affect supply chain for imported commodities.</p>	<p>Adaptive capacity is built via other interventions that increase food security and nutrition.</p> <p>Government of Kenya can procure many of the commodities necessary</p>	<b>Low</b>	N/A	N/A	N/A	N/A	N/A
TB	15 years	National	<p>Many of the risks outlined above for HIV also apply to TB</p> <p>An additional risk for TB is owing to drought, which leads to malnutrition which makes people more susceptible to contracting TB (however this number of people is relatively small)</p>	<p>Adaptive capacity is built via other interventions that increase food security and nutrition.</p>	<b>Low</b>	N/A	N/A	N/A	N/A	N/A

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Orphans and Vulnerable Children	15 years	National	As this part of the program addresses the most vulnerable, the secondary climate risks may increase in importance, especially those risks associated with increased rainfall induce flooding or drought decreasing the quality of or access to health services. Additional drought leads to a significant risk for malnutrition in these populations.		<b>Moderate</b>			IR 2.1 and 2.2 IR 3.1, 3.3 and 3.4 Adaptive capacity is being built through the promotion of climate smart agriculture practices which seek to mitigate the negative effects on agricultural productivity	Require climate change risk screening and management at PAD level	
<b>Food for Peace</b>										
Asset creation	15 years	Specific geographies within the ASALS	This program operates in one of the most climate sensitive areas in Kenya, and is designed to directly address some of the immediate outcomes of the climate shocks and stresses that occur. Some of those climate risks are: <ul style="list-style-type: none"> <li>- Increased frequency and magnitude of drought</li> <li>- crop and livestock production, and thus agriculture livelihoods</li> <li>- Shifting rainfall patterns could make it more difficult to find water and fodder for livestock, negatively affecting livelihoods</li> <li>- Changes in climate could result in more pests and diseases, such as the recent locust infestation</li> </ul>	The Government of Kenya is building its capacity to appropriately handle droughts and floods, and USAID/KEA's programs (including those outside FFP) are intentionally designed to support those efforts and eventually hand off some of these responsibilities to local and national governments. However, the counties where this occurs often have low capacity and lack the necessary resources and infrastructure.	<b>High</b>	There are significant opportunities to address the climate risks that negatively affect many parts of the USAID/KEA portfolio in the targeted geographies through this program (which is already directly addressing the climate risks to itself).	Most of the activities being undertaken under this activity are designed to address impacts from climate shocks. Even though this is an emergency program, they have begun to think longer term in order to proactively address future shocks and ensure longer-term sustainability under changing climate conditions.  This program is a climate management program	Require climate change risk screening and management at PAD level	Accept risk	

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Nawiri (DFSA)		Specific geographies in the ASALs	<p>The actual climate risks to this activity are difficult to determine at this time as this program is just starting and the first phase of the program (~first 2 years) will include an evidence gap analysis to really understand the primary drivers causing consistently high malnutrition rates in the targeted counties. It will be through this analysis and subsequent discussions that the exact interventions are identified. However, as this activity is working in some of the most climate sensitive counties (the ASALs) and with some of the most vulnerable populations, it is likely that at least some of the interventions will be at a reasonably high risk from climate change.</p> <p>It is also noted that as this is a flexible multi-sectoral program, it is likely that many of the eventual interventions will be activities screened elsewhere in this analysis (e.g. agriculture, education, WASH, health, ...)</p>	<p>Similar to the risks, it is difficult to determine the level of adaptive capacity until after the interventions are determined later in the project. However, given the geographic locations of this activity and the target population, the local adaptive capacity may be limited. However, the Government of Kenya is developing capacity to better address climate shocks in the ASALs</p>	<b>High</b>	<p>There are significant opportunities to ensure that climate variability and change are included during the gap analysis to ensure that the drivers of consistent malnutrition are addressed now and in the future as the climate changes.</p> <p>There will also likely be additional opportunities that can be realized once the exact interventions are identified.</p> <p>There are likely to be significant opportunities for this activity to reduce the climate risks in other aspects of USAID/Kenya's portfolio, especially if the activity works on agriculture and nutrition.</p>	<p>These will depend on the exact interventions identified, but are likely to include things such as climate smart agriculture. However, similar to above, this program is likely to be a climate risk mitigation program given its intended objective.</p>	<p>Work with nutrition programming IR 2.1 and 2.2 IR 3.1, 3.3 and 3.4 Adaptive capacity is being built through the promotion of climate smart agriculture practices which seek to mitigate the negative effects on agricultural productivity</p>	<p>Require climate change risk screening and management at PAD level</p>	<p>Accept risk</p>

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Refugee program		Two refugee camps	Most of the climate risks here are secondary, and do not directly affect USAID's interventions. The largest impacts are likely associated with climate impacts on the ability to transport commodities to refugee camps (e.g. floods washing out roads)	The implementing partners, especially WFP, have significant capacity to address any climate risks that would impact commodity transport, including preposition resources when floods are expected.	<b>Low</b>	N/A	N/A	N/A	N/A	N/A
<b>Environment</b>										
Biodiversity	15 years	In selected geographies	Given that the biodiversity programs take a landscape approach, there are a number of potential climate risks, including: - indirect (or secondary) impacts where drought or floods decrease the livelihoods of local populations that then negatively affect the environment - direct impacts on wildlife: for example increasing rainfall variability reducing water availability leading to water stress - climate impacts on species diversity, such as can occur when temperatures increase	Kenya has significant adaptive capacity. For example: - The Kenyan Wildlife Service has helped develop management plans for the conservancies - A number of researchers have conducted various studies on the nexus of climate and wildlife (though information sharing needs to be done better) - RCMRD has geospatial mapping products that can help with overall planning and monitoring of changes	<b>Moderate</b>	Significant opportunities exist to coordinate with agriculture and FFP programs to address the secondary impacts associated with reduced livelihoods. At the same time, the rangeland management approach of the programs here have the potential to improve the productivity of the land (even outside the conservancies) allowing for more productive agriculture.  Similarly, opportunities may exist to work in collaboration with folks in the DGC and resilience to improve policies around land and resource tenure and early warning systems, which can improve livelihoods as well as address potential natural resource conflicts.	Some of the management options, especially those associated with affected livelihoods, may be outside the manageable interest of the biodiversity program and thus better addressed through agriculture, WASH or FFP programs.  The management options for the direct impacts on wildlife, including pests and diseases, water availability and invasive species are already being considered within the program.	IR 2.3 Sustain and scale current and new investments across critical landscapes to support Kenyan-led and managed ecosystem services for food security, economic growth, peace and security, and climate resilience  IR 2.1 Work with WASH programs on integrated water resources management services resilient to environmental shocks and stressors	Require climate change risk screening and management at PAD level	Risks addressed.

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Biodiversity	15 years	In selected geographies	<ul style="list-style-type: none"> <li>- direct impacts on pests and diseases affecting the targeted wildlife, as certain pests and diseases are more prevalent in wetter, hotter environments</li> <li>- climate impacts on the effectiveness of wildlife corridors</li> <li>- climate impacts on invasive species, which ultimately reduce the fodder available for wildlife</li> </ul>		<b>Moderate</b>					
Next step: Timeframe	Next step: Geog.	Next step: Climate Risks	Next step: Adaptive Capacity	Next step: Risk Rating	Next step: Opps.	Next step: Risk Mgmt. Options	Next step: Selected Options	Next step: Next Steps	Next step: Accepted Risks	Finished!



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