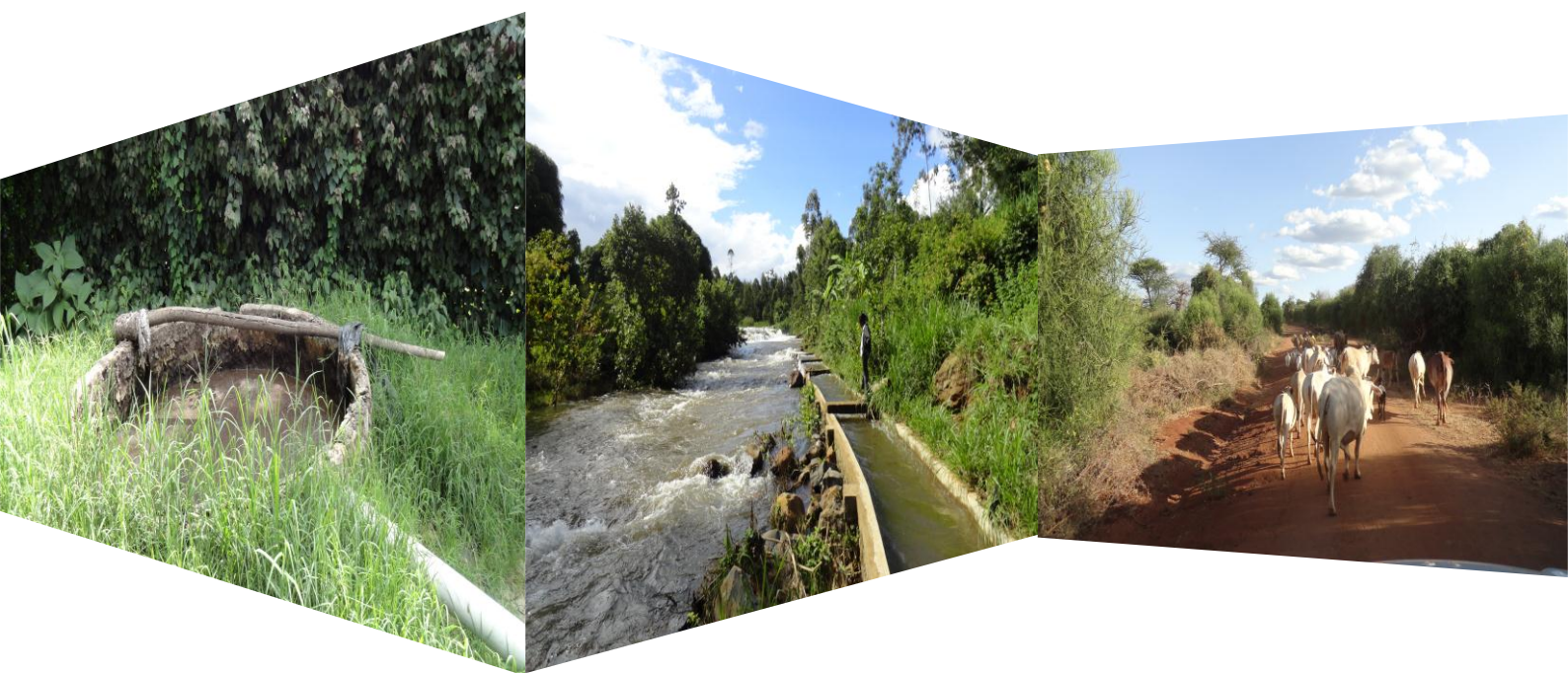


KEN OUTCOME 52- INTEGRATION OF CLIMATE CHANGE DIMENSIONS INTO NATIONAL DEVELOPMENT FRAMEWORKS AND PROGRAMMES

CPAP 2009-2013 OUTCOME EVALUATION



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Final Report

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Disclaimer

The views expressed in this evaluation report are those of the authors based on their professional assessment of the evaluation subject. Those views and opinions do not necessarily reflect in full the views of the United Nations Development Programme.

This document has not been formally edited.

Executive Summary

Introduction

Kenya is endowed with a large diversity of natural resources that supports livelihoods and earns foreign exchange for purchase of goods and services for the country's development requirements to achieve the targets for Vision 2030. However the sustainable management of these resources is increasingly challenged by pressures caused by rapid population growth, unsustainable utilisation and climate change and climate variability. Energy development and environment are critical pillars for sustainable development and both the Government of Kenya and the United Nations Development Programme (UNDP) have prioritized these areas for joint intervention. The outcome evaluation of KEN Outcome 52- Integration of Climate Change Dimensions into National Development Frameworks and Programmes is assessing progress towards the outcome (including contributing factors and constraints), assess the factors affecting to the outcome, assess key UNDP contributions (outputs), and assess the partnership strategy in relation to outcomes. The projects are aligned to the wider United Nations Development Assistance Framework (UNDAF) 2009-2013 Outcome 3.2 of *“Enhanced Environmental Management for Economic Growth with Equitable Access to Energy Services and Response to Climate Change”* which focuses on challenges and opportunities of climate change, management of natural resources for poverty reduction and managing energy for sustainable development and achievement of the Millennium Development Goals (MDGs).

The evaluation has examined some of the projects to determine effectiveness, efficiency and sustainability of such outputs, and to what extent the outputs lead to the planned outcomes. The outputs of the CPAP 2009-2013 outcome are the following:

1. Capacities to meet national adaptation costs and to mainstream climate change into national development processes at all levels is developed;
2. National policies, strategies and tools to manage climate change associated risks and opportunities developed;
3. Capacities of all stakeholders to participate in climate change negotiations and to access climate change related funding enhanced; and
4. National capacity to participate in and to benefit from carbon markets (in particular, the Clean Development Mechanism (CDM)) developed.

Approach and Methodology

Document review, consultation with key stakeholders, interviews and questionnaires were used to collect primary data for the present evaluation. Quarterly reports were available for most projects. The outcomes and outputs analysis has been captured in a series of tables to depict objectives, outcomes, and outputs-activity analysis of eight projects within the energy and environment cluster. The evaluation has been done according to the UNDP published “Handbook on Planning, Monitoring and Evaluation for Development Results, 2009”.

Findings

The main findings and conclusions are that current theme, goals and activities of the UNDP's projects and programmes are well aligned to the Vision 2030, the MDG, the National Climate Change Response Strategy (NCCRS) and other government of Kenya's development strategies related to climate change including gender mainstreaming. The national execution arrangements support capacity building within the public sector. The activities are implemented by the government, the private sector and NGOs. The government of Kenya contributes to national execution of projects by either in kind contribution or sometimes some revenue funds. The Poverty and Environment Initiative (PEI) as one of the programmes under the current CPAP is also focusing on the newly established 47 counties to mainstream climate change in their county strategy documents. The programme has so far supported the development of counties' profiles, which will form the basis of the counties' development strategies. Mainstreaming of climate change into counties' development plans as well as the building of the capacity of the Ministry of Planning and National Development & Vision 2030 (MPND & Vision 2030) and MEMR to undertake a similar exercise in future for other Vision 2030 projects as well as the county development plans present opportunities for the UNDP to direct its future programming.

UNDP's involvements in the energy, environment and climate change programmes are concentrated on capacity building, energy, and water and forestry resources management.

The level of achievement in most projects has been commendable in spite of a number of delays during start ups. For projects that have been completed, most of the intended outcomes have been achieved. The processes have been consultative and participative. Local stakeholders (project beneficiaries) are involved in all stages of projects' and programmes' implementation- from project design to execution¹. This is crucial for building ownership of projects and programmes, a key ingredient in their successful implementation and in influencing policy.

UNDP has been successful in mainstreaming climate change into national development processes. This has been seen through its support to key government's climate change projects; support to the media; capacity building in T21 (Threshold 21), a climate change planning tool for mainstreaming climate change into in the national planning and budgetary processes; and capacity building in climate change negotiation (e.g., training of delegates for UNFCCC COP 17 Meeting in Durban, South Africa and development of a documentary for Rio+20 Conference).

The capacity of the implementers is adequate and delivers the desired results in a timely manner. UNDP's internal capacity has also been adequate in delivering the programme's results, and

¹At least two groups of beneficiaries (Rwambiti Women Group for the Rwambiti small hydro power plant and the Itivanvou Farmers Field School for the KACCAL's drought tolerant crops project) indicated to the evaluators during the assessment that the support from the UNDP was in response to the proposals that they had originated. In addition, national stakeholders are involved in the formulation of project documents (prodocs).

where necessary, external support (e.g. the use of external advisors in 2011) has been sought. However, the capacity of project beneficiaries to implement projects is something that the UNDP needs to consider in its future programming even for those projects and programmes where the need may not be apparent. The assumption that provision of financial resources and equipment/tools to project beneficiaries is a necessary condition to effect change may not hold in all cases. This was evident in one of the thematic areas (drip irrigation) of the Kenya's Adaptation to Climate Change in Arid Lands (KACCAL) project where some farmers were unable to timely establish the drip lines and therefore benefit from drip irrigation despite the project having provided all the necessary support (drip lines, water tanks and pumps).

Efficiency has been achieved by optimal combination of financial and human resources to achieve the intended outputs. Efficiency is seen in the low percentages of projects' total costs used for management purposes. Looked at through this prism, all the projects and programmes within the UNDP's EECCU portfolio that were assessed perform fairly well (see table I below).

Table I: Efficiency

Project	Total Cost (USD)	Management Cost (USD)	Management Cost as % of the Total Cost
KACCAL	1,000,000	63,000	6.3%
AAP ²	1,512,489.32	167,938	11%
RETAP/RTE	975,000 ³	150,000	15%
PEI	1,500,000	150,000	10%

There are many programmes and projects supported by other development agents that are not classified as climate adaptation and mitigation, renewable energy, etc. Essentially, this is what it means to mainstream. However, there is need for more harmonisation and coordination of donor support for climate change activities in the country; a process, which the UNDP, being the coordinator of the UN agencies and a key development partner of Kenya, could lead. Such an initiative will support the government's efforts in the harmonisation and coordination process, and is necessary to avoid duplication and enhance donor aid effectiveness. The Climate Change Secretariat (CCS) in the Ministry of Environment and Mineral Resources (MEMR) was established mainly for this harmonisation and coordination purpose.

One or two projects that were evaluated had multiple donors supporting similar activities in the same project sites, e.g. the drought-tolerant component of the Kenya's Adaptation to Climate Change in Arid Lands (KACCAL). Discussions with the project beneficiaries (the Itivanzou Farmers Field School) revealed that similar activities had been supported under a World Food Programme (WFP) grant. This represents a rare case of lack of coordination of donor support within the UN system for which our analysis indicates strong partnership arrangements. Nevertheless, it is

² This is for 2012. The budget for management for the 5 year project duration was not availed to the evaluators

³The total cost of the RETAP project is USD 6,646,467, most of which was from co-financing in cash and in-kind by the other project partners

worth taking into consideration for future programming for one reason: the multiplicity of donor support brings with it the difficulty of attribution of a project's outcome to a particular development partner's outputs (support), and may obscure lessons that could inform future programming.

As noted above, the analysis carried out shows strong partnership arrangements particularly within the UN system, with the civil society organisations (CSOs) and the private sector. Examples of the projects that we looked at which involved partnerships are the Africa Adaptation Programme (AAP) in which the partners are the UNDP, United Nations Industrial Organisation (UNIDO) and WFP. Further, the analysis shows that where such structured partnerships are involved, attainment of the intended project's outcomes and results may be enhanced because each of the participating partners is able to bring to bear its unique strengths on the project. The Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya (or the RETAP/RTE) project and the Small Grants Programme (SGP) supported biogas projects support this conclusion. A major challenge that the RETAP/RTE project faced was the delay in payment (and in some cases non-payment) of loans to the revolving fund that had been set up to enable institutions acquire funds to purchase improved stoves from the project. WFP (through not a partner in the project) was able to leverage this loss (and hence enhance the project's outcome) by its purchase of improved stoves worth United States Dollars (USD) 1 million initially for distribution to schools in the arid and semi arid land (ASAL) areas. WFP has also indicated that the Renewable Energy Technology Assistance Programme (RETAP), which was a partner in the Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya project, be contracted to supply up to USD 5 million worth of stoves under its school feeding programme. In the case of the SGP biogas projects in Kieni, Nyeri County, UNDP partnered with a local community based organisation called Lorian Renewable Energy to implement the projects. Some additional results of the projects such as biogas for lighting, for running chaff-cutters (replacing petrol fired motors) and the proposed collection and sale are due to this arrangement. Partnership within and beyond the UN system is an area where future programming must continue to focus on under the UN Delivering as One (DAO).

The analysis also indicates insufficient partnership between the UNDP and other bilateral development partners. The evaluators noted a number of similar and parallel initiatives, a clear indication of lack of coordination of donor support to the country. One of these cases is the EU supported and UNDP-implemented Low Emission Capacity Building (LECB) project, which is meant to build the capacity of Kenya to develop a greenhouse gas (GHG) inventory and to further/fully develop Nationally Appropriate Mitigation Actions (NAMAs) based on the results of a recent project under the National Climate Change Action Plan. It is understood that there are at least two similar initiatives in the offing: a USAID funded GHG inventory process (understood to have begun at the time of the writing of this evaluation report) and a NAMA development process to be funded by another bilateral partner.

The Ministry of Environment and Mineral Resources (MEMR) has noted this challenge of lack of coordination of donor support it receives, and hopes that the proposed Climate Finance Mechanism

(a recommendation of subcomponent 8 of the National Climate Change Action Plan) through which all donors will be expected to channel their support will address the problem. In the meantime, the Climate Change Donor Coordination Group (CCDCG)⁴ and the proposed National Climate Change Forum are avenues that could be used to enhance partnership among all the development partners supporting climate change initiatives in the country.

The projects are delivering their intended outcomes. In some cases, unintended [positive] outcomes have been realised, e.g. the Global Environment Facility (GEF)'s Small Grants Programme (SGP)--supported biogas projects in Kieni, Nyeri County through which the project participants/beneficiaries were able to obtain biogas to replace firewood (i.e., the intended outcome) and excess biogas to run chaff-cutters, for lighting (replacing kerosene lamps) as well as for proposed sale to the wider community (i.e., the unintended outcomes). Expansion of this particular project could create an opportunity for CDM's Programme of Activities (CDM-PoA), which would be another unintended outcome.

The major bottlenecks in the implementation of the programme were:

- Impact of the post-election violence (PEV) on some projects such as the Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya. A key activity in this project that was not or was poorly implemented as a result of the PEV included engagement with Members of Parliament to lobby for their support for biomass energy policy. In addition, the PEV affected some schools (with some being closed), which affected the repayment of loans that these schools had borrowed from the revolving kit to enable them purchase energy efficient cook-stoves from the project.
- Delay in the delivery of project's funds to project activities which affect timely execution of activities. This affected a number of projects, but particularly the KACCAL. The delayed inception of the project was attributed to friction/misunderstanding between the UNDP and the government/implementing entity, which is the Ministry of State for the Development of Northern Kenya and other Arid Lands regarding funds transfer and management for nationally executed (NEX) projects. The apparent low delivery rates for NEX projects in comparison to the directly executed (DEX) projects (table II below) may be due to these slow processes within the UNDP in releasing funds for projects' activities.

We also interrogated the influence of either of the models (DEX or NEX) on national policy making since from our analysis, both the government and the UNDP as partners in projects' implementation are more focused on the ability of the projects to influence national policies that can support projects' replication and sustainability. In this respect, nationally executed (NEX) projects seem to influence national policies more than directly executed (DEX) projects do probably due to the direct involvement of the government ministries as implementing entities. The results of the RETAP/RTE project (a NEX project) supported the formulation of biomass energy regulations by the Ministry of Energy, while we struggled to come across any mention of

⁴In a rotating co-chairmanship model with the current co-chairs being the MEMR and Dfid. MEMR is a permanent co-chair being that the government is the recipient of donor support

the Thai Village Project (a DEX project) by the government despite the project's high delivery rate (97% for the year 2011).

Table II: Projects' and Programmes' Delivery Status for 2011

Project	Execution Type	Implementing Partner	2011 Disbursement	2011 Delivery	Balance	% Delivery
Thai Model Village	DEX	SACDEP	155965.61	155965.61	4034.39	97.47
Enhancing Water Governance through a Human Rights Based Approach	DEX	KWAHO	52976.87	52976.87	23.13	99.95
Resource Utilisation in the Wetlands of River Nyando	DEX	Kenya Disaster Concern	207908.74	207908.74	2091.26	99.00
Poverty & Environment Initiative (PEI)	NEX	MPND & V2030	282688.86	334853.65	52595.93	86.42
Development and Implementation of a Standards and Labelling Programme in Kenya with Replication in East Africa	NEX	Ministry of Energy	298591.06	315091.06	84908.94	78.77
Kenya's Adaptation to Climate Change in Arid Lands (KACCAL)	NEX	Ministry of Agriculture	33853.38	33853.38	36146.62	48.36

Lastly, we investigated the achievement (or the potential for achievement) of outcomes by looking at the intended/project documents' outcomes, the actual results, and the interventions or outputs that the UNDP had put in place to deliver the outcomes. This is the output-outcome analysis and was done for selected projects and programmes. Our findings shows that the UNDP's interventions have led to the outcomes (table III).

Table III: Contribution of the UNDP to the Outcomes of Selected Projects and Programmes

Project	Situation/Challenges before the Interventions	Intended/Project document Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
Kenya's Adaptation to Climate Change in Arid and Semi-Arid Lands (KACCAL)	<ul style="list-style-type: none"> Farmers in Mwingi are unable to cope with the increasingly frequent and intense droughts 	Outcome 3: Enhanced communities' ability to plan, manage and implement climate-related activities	<ul style="list-style-type: none"> Seven (7) Climate Change Adaptation Action Plans (livelihood diversification (fish farming), drought tolerant crops, energy saving cooking 	<ul style="list-style-type: none"> UNDP support for capacity of farmers on climate change and coping strategies-achieved through capacity building workshops Financial support to farmers to purchase

Project	Situation/Challenges before the Interventions	Intended/Project document Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
	<ul style="list-style-type: none"> Lack of resources to enhance their coping ability 		<p>stoves, efficient water utilisation (drip farming), efficient grain storage technologies (post harvest management), and integrated environmental conservation and pasture and fodder promotion) developed</p> <ul style="list-style-type: none"> One farmer participating in the drip irrigation component of the project has reported great improvement in yields, and efficient use of the scarce water resources (figure 3) Fish ponds established and stocked with fingerlings Some farmers have planted drought tolerant crops/fruit trees 	tools and equipment to enable them cope better with droughts (drip lines, water tanks, fruit tree seedlings, establishment and stocking of fish ponds, etc)
Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: (WISP)	<ul style="list-style-type: none"> “Conventional wisdom” characterizing pastoralism as a backward, environmentally destructive and economically unsustainable agricultural system that should be replaced with more sedentary forms of 	<p>Outcome 1: Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape</p> <p>Outcome 2: Enhanced capacity for pastoralists, civil society organizations, and public and private institutions</p>	<ul style="list-style-type: none"> Building and working with support institutions and networks such as ITDG Kenya through which lobbying for pastoral agenda could be conducted Generated research products now used to enhance awareness Awareness of pastoral systems supported the establishment of the Ministry of State for the Development 	<ul style="list-style-type: none"> UNDP provided administrative support to the project and shared management oversight over the project with other members of the Project Coordinating Committee (PCC) UNDP-GEF provided effective technical backstopping as well as implementation supervision services throughout the implementation of the project

Project	Situation/Challenges before the Interventions	Intended/Project document Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
	<p>production</p> <ul style="list-style-type: none"> • Numerous policy and systemic barriers to the integration of pastoralism into mainstream agricultural and economic production systems • Limited rights to land and other resources such as finance, technical information • Inability of pastoralists to organize themselves into organizations that can effectively lobby for policy changes at national level • Lack of technical information for use in upgrading their production systems 	<p>Outcome 3: Increased advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism and greater awareness by national stakeholders of policy options to support pastoral livelihoods)</p>	<p>of Northern Kenya and other Arid Lands to champion pastoral communities' development agenda</p>	
The Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya	<ul style="list-style-type: none"> • Institutions (schools, hospitals, etc) and households use inefficient cook-stoves, hence high wood-fuel and charcoal expenses 	<p>Outcome 1: Supportive policies and legal framework for sustainable biomass energy businesses developed and strengthened</p> <p>Outcome 2: Supply chains for</p>	<ul style="list-style-type: none"> • Ministry of Energy (MoE) produced a Draft Woodfuel Strategy and Action Plan as part of this project • 1,552 stoves and facilitate the planting of more than 500,000 seedlings. CO₂ emissions 	<ul style="list-style-type: none"> • USD 200,000 of the USD 750,000 support from the UNDP/GEF channelled to the revolving funds kitty to provide loans to institutions for purchasing stoves • Other funds that were leveraged include UNDP TRAC Funds (a grant of USD

Project	Situation/Challenges before the Interventions	Intended/Project document Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
	<ul style="list-style-type: none"> Up-front costs for acquiring energy-efficient cook-stoves too high for many institutions and households Low awareness on the potential savings with efficient cook-stoves 	<p>both products and financing are strengthened and expanded</p> <p>Outcome 3: Policy makers, financial sector, suppliers and end-users are convinced of benefits and market opportunities for improved stoves</p>	<p>avoided and sequestered through the project is projected to reach 16,931 tonnes at the end of the project in 2020</p> <ul style="list-style-type: none"> Formation of the Improved Stoves Association of Kenya (ISAK) RETAP got registered to be a member of the Association of Micro-Finance Institutions of Kenya (AMFI), which brings together various institutions that provide both savings and credit facilities. Through AMFI, RETAP established linkages with OIKO CREDIT, an ecumenical wholesaler of micro-credit based in the Netherlands which loaned RETAP Ksh. 20 million (\$ 250,000) to leverage the operations of the revolving credit fund. 	<p>76,000)</p> <ul style="list-style-type: none"> Support for awareness and capacity building workshops, meetings with the MoE, etc

Recommendations

The lessons learned and recommended actions to improve performance in future programming include:

- a) There is sufficient evidence that climate change is being integrated into policy, and that the UNDP is a key player in this process. There is increasing awareness that the Vision 2030 did not incorporate the potential medium and long term impacts that climate change would have on the economy and therefore the ability of the Vision to deliver its intended goals. It is with this realisation that the ongoing mainstreaming of climate change into the next medium term plan has been chosen as a priority climate change process for Kenya. **Mainstreaming of climate change into county development plans presents an opportunity for UNDP's continued engagement with the government and the people of Kenya in addressing climate change threats and opportunities. Resulting from this, future UNDP engagement will shift from the district to the county levels and early preparations and resource allocation to suit the new constitutional arrangement is of vital importance.**
- b) UNDP's interventions have succeeded in impacting on policy formulation, legislation and regulatory mechanisms in climate change adaptation and mitigation. Results from the Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya (or the RETAP/RTE) project have been used to inform the biomass section of the Scaling Up Renewable Energy Programme (SREP) Investment Plan for Kenya and biomass energy policy in general, while it is expected that the Standards and Labelling project will influence the formulation of harmonised energy efficiency standards across the East African Community. **UNDP should continue with the ongoing mainstreaming of climate change into development planning, especially the support to Rural Planning Directorate (RPD) of the Ministry of State for Planning, National Development and Vision 2030 (MSPND&V2030) in the preparation of County Development Profiles (CDPs).**
- c) The UNDP's support involved NEX and or DEX in various combinations. Evidence was inadequate to provide concrete results that can inform future engagement of the UNDP and the government particularly in DEX projects so as to enhance their influence on the policy making and strategic process. **UNDP should evaluate the relative influence of its support delivery models (DEX or NEX) in policy making (strategic mainstreaming as compared to operational mainstreaming) in future evaluations.**
- d) UNDP's projects have contributed to the resulting outcomes in climate change. However, the extent of the contribution of the UNDP's outputs to the outcome **of some projects could not be easily determined due to the involvement of other development partners in the same projects. It is recommended that UNDP carries out thorough screening for future**

projects to avoid duplication of efforts/support by different development partners, and to maximise resource efficiency/aid effectiveness.

- e) There are projects that have substantial climate change contents but are integrated in to other sectors such as water, agriculture or forestry (Finland is supporting 'Miti Mingi Maisha Bora' programme on forest sector reforms), financial resources supporting climate change mitigation to specific organisations (National Reducing Emissions from Deforestation and forest Degradation (REDD+) Readiness Plan), disaster reduction strategies (Food and Agriculture Organisation of the United Nations (FAO) community response and resilience to address impact of drought, or French Development Agency (AFD) support to climate change programmes; essentially this is what climate change mainstreaming is all about. What is required is better harmonisation and coordination of these activities and a system of their classification to enhance the knowledge of climate change support for the country as a way of avoiding duplication of efforts and enhancing development effectiveness. **UNDP, through the Climate Change Donor Coordination Group (CCDCG) and the proposed National Climate Change Forum, as for the interim, should mobilise other development partners to develop a system of harmonisation and coordination of donors' climate change support.**
- f) Partnerships have been developed as a result of climate change initiatives⁵. The development of the National Climate Change Response Strategy (NCCRS) and its Action Plan, which has been supported by the UNDP, embodies the concept of climate change mainstreaming in national development. **UNDP being a key development partner of the government should support in the next CPAP:**
- **Development of NAMAs and REDD+ proposals and their implementation;**
 - **Support to adaptation actions detailed in the (NAdP); and**
 - **Support for the establishment of the proposed Kenyan National Climate Change Fund.**
- g) The results of the outcome evaluation show that most projects did not have a robust monitoring and evaluation protocol. **Future UNDP programming requires:**
- **Monitoring and reporting formats so that information sharing may be done in an orderly manner;**
 - **Adequate priority setting to avoid unnecessary delays; and**
 - **Better ways of coordinating donor interventions.**

⁵ Kenya, State of the Environment Report 2010, p 33-36, and pages 56-68

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Acronyms

AAP	Africa Adaptation Programme
AfD	L'Agence Française de Développement (French Development Agency)
ALRMP	Arid Lands Resource Management Programme
AMFI	Association of Micro-Finance Institutions of Kenya
ASALs	Arid and Semi Arid Lands
CBOs	Community Based Organisations
CCA	Common Country Assistance
CCDCG	Climate Change Donor Coordination Group
CDM	Clean Development Mechanism
CDPs	County Development Plans
CDTF	Community Development Trust Fund
CPAP	Country Programme Action Plan
CSOs	Civil Society Organisations
Danida	Danish International Development Agency
DDPs	District Development Plans
DEAPs	District Environment Action Plans
DEX	Directly Executed (projects)
DFID	Department of Foreign Investment Development
DNA	Designated National Authority (for the CDM)
EAWLS	East African Wildlife Society
EMCA	Environmental management Coordination Act (of 1999)
ERC	Electricity Regulatory Commission
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
EU	European Union
FAO	Food and Agricultural Organisation of the United Nations
GDP	Gross Domestic Product
GEF	Global Environment Facility
GREF	Grid Emission Factor
HRBA	Human Rights Based Approach
ICIPE	International Centre for Insect Programme
IFAD	International Food and Agriculture Department
IFC	International Finance Corporation
ILRI	International Livestock Research Institute
ISAK	Improved Stoves Association of Kenya
IUCN	International Union on Conservation of Nature
JICA	Japan International Cooperation Agency
KACCAL	Kenya's Adaptation to Climate Change in Arid Lands
KAM	Kenya Association of manufacturers
KCCWG	Kenya Climate Change Working Group
KEBS	Kenya Bureau of Standards
KFS	Kenya Forest Service
KIPPRA	Kenya Institute for Public Policy Research and Analysis

KIRDI	Kenya Industrial Research and Development Institute
KJAS	Kenya Joint Assistance Strategy
KMD	Kenya Meteorological Department
KNBS	Kenya National Bureau of Standards
KTDA	Kenya Tea Development Authority
KWAHO	Kenya Water for Health Organisation
KWS	Kenya Wildlife Service
LECB	Low Emission Capacity Building
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEMR	Ministry of Environment and Mineral Resources
MFW	Ministry of Forestry and Wildlife
MN&A	Ministry of Northern Affairs and Other Arid Lands
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MRV	Measurement, Reporting and Verification
MSPND&V2030	Ministry of State for Planning and National Development & Vision 2030
MTP	Medium Term Plan
MWI	Ministry of Water and Irrigation
NAdP	National Adaptation Plan
NAMAs	Nationally Appropriate Mitigation Actions
NCCRS	National Climate Change Response Strategy
NCCTAP	National Climate Change Technology Action Plan
NEMA	National Environment Management Authority
NEX	Nationally Executed (projects)
NGOs	Non Governmental Organisations
ODA	Official Development Assistance
PCC	Project Coordinating Committee
PDDs	Project Design Documents
PEI	Poverty and Environment Initiative
PMU	Project Management Unit
PPDs	Project Preparation Documents
RBM	Results Based Management
REDD+	Reducing Emissions from Deforestation and forest Degradation
RETAP	Renewable Energy Technology Assistance Programme
RTE	Rural Technology Enterprises
SC	Sub-Component
SDGs	Sustainable Development Goals
SGP	Small Grants Programme
SHD	Sustainable Human Development
Sida	Swedish International Development Agency
SWApS	Sector Wide Approaches
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United National Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

UNIDO	United Nation Industrial Development Organisation
US	United States
USD	United States Dollars
WAGs	Water Action Groups
WB	World Bank
WDF	Water Dialogue Forum
WFP	World Food Programme
WISP	Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: World Initiative on Sustainable Pastoralism
WWF	Worldwide Wildlife Fund

Chapter 1: Introduction and Background

1.1 Kenya's Commitment to Environmental Management

Kenya's subsistence and national economy, foreign exchange and significant contribution to GDP are dependent on natural resources such as wildlife, pasture, water resources and rain-fed agriculture. To remain globally competitive, Kenya has to manage and sustain her environment and natural resource base. The country however faces many environmental challenges that include deforestation, soil erosion and land degradation, desertification, loss of biodiversity, water scarcity and pollution from industry. These challenges are exacerbated by climatic variability and climate change with adverse impacts such as floods, droughts and other related risks being experienced frequently and in greater intensity, thereby threatening national security and increasing societal and national economic vulnerability. Vision 2030, Kenya's blue print for socio-economic and political development to propel the country to "middle income country providing high quality of life to its citizens" by 2030 was formulated after the successful implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) 2003-2007.

Vision 2030 has four pillars, of which the management of environment and natural resources under the Social Pillar - "nation living in a clean, secure and sustainable environment" has strategic thrusts in conservation, pollution and waste management, enhancing disaster preparedness and improving capacity for adapting to global climate change particularly in arid and semi-arid lands, and environmental planning and governance. Table 1 shows that 88% of the entire country experiences aridity and consequently is prone to major climatic extremes of floods and droughts.

Table 1 Agro-climatic Zones of Kenya

Zone	Climatic Zones	Mean Annual Rainfall	% of Total Land Area
I	Humid	1,400 - 2,700	3
II	Sub – Humid	1,000 - 1,600	4
III	Semi – Humid	800 - 1,400	5
IV	Medium to Semi Arid	600 - 700	5
V	Semi Arid	500 - 600	15
VI	Arid	300 - 550	22
VII	Very Arid	< 300	46

Source: NEAP (1994)

Kenya is also committed to the Millennium Development Goals (MDGs) to be achieved by 2015. The eight MDGs break down into 21 quantifiable targets that are measured by 60 indicators. *Goal 7 to ensure environmental sustainability is one that in the present context focuses on climate change, management of natural resources for poverty reduction, and is very important for the country.* Target 9 has two components: to integrate principles of sustainable development into country policies and programmes, and to reverse the loss of environmental resources. The latter includes issues relating to adaptation and mitigation of climate change that have important bearing on the economy.

1.2 Purpose and context of the Outcome Evaluation

1.2.1 United Nations Development Programme

In the recent past, the United Nations Development Programme (UNDP) has been focusing on achieving clearly defined results embraced under results-based management (RBM) approach. As part of its efforts in enhancing RBM, UNDP has shifted from traditional activity-based project monitoring and evaluation (M&E) to results-oriented M&E. The focus is on results (whether, why and how the outcome has been achieved, and the contribution of UNDP to a change in a given development situation). The scope is generally broad, encompassing outcomes and the extent to which programmes, projects, partners' interventions and synergies among partners contributed to an outcome's achievement. UNDP is the coordinator of UN agencies and other bilateral development partners. The United Nations Development Assistance Framework (UNDAF) is a management tool to guide programmes and increase synergies for a unified and dynamic approach to meet a country's development needs. As an agency of the United Nations (UN), the UNDP implements the UNDAF through the Country Programme Action Plans (CPAPs). The CPAP under review is CPAP 2009-2013.

More specifically, the objectives of the outcome evaluation are to assess progress towards the outcome, assess the factors affecting to the outcome, assess key UNDP contributions (outputs), and assess the partnership strategy.

1.2.2 Purpose and Objectives of the Evaluation

The purpose of this evaluation is to:

- a) Assess how and why an outcome is or is not being achieved in a given country context, within a time frame and the role UNDP and other partners have played in this regard.
- b) Clarify underlying factors affecting the situation, highlight unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming.

The overall goal is to enhance development effectiveness, to assist decision making, to assist policy making, to re-direct future UNDP assistance, and to systematize innovative approaches to

sustainable human development (SHD). The present outcome evaluation assesses the extent to which UNDP's interventions have succeeded in impacting on policy formulation, legislation and regulatory mechanisms in climate change adaptation and mitigation. The evaluators have therefore examined some of the projects under the current CPAP (CPAP 2009-2013) to determine effectiveness, efficiency and sustainability of their outputs, and to what extent the outputs lead to the planned outcomes.

1.2.3 Approach and Methodology

The results of the study heavily depend on the built-in monitoring and evaluation system. The stakeholders at all levels (the UN, the Government of Kenya institutions, CSOs as well as members of donor community, private sector representatives, multilateral and bilateral donors, and beneficiaries) have been able to track the progress and performance of projects' components and activities, including quantity, quality, timeliness, and cost effectiveness of outputs delivered. Additionally there has been periodic assessment of the relevance, adequacy, equity and sustainability of resultant outcomes and impacts. The evaluation has been done according to the UNDP operations and directives on outcome evaluation⁶.

Baseline information regarding status of environmental management in Kenya including legal and institutional arrangements, and progress towards sustainable development is now available from the State of the Environment (SOE) reports from the National Environment Management Authority (NEMA)⁷. In addition, there are sectoral reports that provide additional baseline information that have been used to corroborate the various project reports. In most cases, indicators and baseline information have been sufficient in deciphering a situation before and after project implementation. However the key documents for the outcome evaluation have been UNDP's Programme Logic Matrix and individual programme/project documents. The documents provide details of financial resources deployed, partnerships and assumptions and risks during project formulation that may have affected the achievement of each outcome.

A multi-staged methodology that included the determination of whether an outcome has been achieved or progress made towards it; how, why and under what circumstances the outcome has changed; UNDP's contribution to the progress towards or achievement of the outcome; and UNDP's partnership strategy in pursuing the outcome was employed.

The Outcome Evaluation has been carried out through a wide participation of all relevant stakeholders. Field visits to selected project sites; and briefing and debriefing sessions with UN and

⁶UNDP Policy for Evaluation 2011; UNEG Ethical Guidelines for Evaluation 2008; and Standards for Evaluation in the UN System 2005

⁷NEMA, 2010. State of the Environment 2010, Chapter 3: Climate Change and Climate Variability, 2010

the government officials, as well as with donors and partners were carried out. Questionnaires and discussion with Project Managers provided answers to some key issues.

An exhaustive review of policies, laws, programme documents including M&E reports and institutional arrangements was done. The consultants have also examined contextual information and baselines contained in project documents, the Country Programme, Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF) and other sources. These documents speak to the outcome itself, as opposed to what UNDP is doing about it, and how it was envisaged at certain points in time preceding UNDP's interventions. The situation analysis section of both the Country Programme and the project document, for example, each provided useful information and hyperlinks to other sources of information.

In order to validate information about the status of the outcome, evaluators used interviews or questionnaires that seek key respondents' perceptions on a number of issues, including their perception of whether an outcome has changed. The questionnaires were limited to key informers that were difficult to interview or were away on other assignments. Interviews went beyond the contextual information that UNDP has tracked in reports and monitoring protocols. Interviewees brought additional information that detail policy gaps that required formulation in order to mainstream climate change in operations of government, changes in development planning including resources allocation.

Key informers included:

- a) UNDP Senior Programme Managers;
- b) Senior government officials of the following ministries: of MEMR, MWI, Forestry and Wildlife, Ministry of Agriculture, and Ministry of Energy.
- c) Project Managers of UNDP climate change projects; and
- d) Beneficiary communities

Focus Group Discussion (FGDs) during the fieldwork basically complimented the questionnaires and interviews. The structured small groups were mainly useful to provide ability to explore group dynamics to procure rich information. FGDs are focused in the sense that one, the person being interviewed is similar in some way to the group, two, the purpose of the interview is to gather information about a particular topic guided by a set of focused questions. Participant interacted and answered questions in their own way. It mainly targeted the grassroots and the project implementation team. The evaluators also participated in an in-house workshop that was organised the Environment and Energy Unit (EEU) of UNDP for the climate change project and programme managers in the early stages of the evaluation exercise. This meeting provided insight into respective projects and programmes. Additional information was obtained from the National Climate Change Action Plan process in which one of the evaluators participated.

A validation workshop was organised by UNDP to review the draft evaluation report. In addition, the findings of the report were presented to the UNDP Deputy Country Director, who provided invaluable insight into the operations of the UNDP that further shaped the report.

Chapter 2: Results of Outcome Evaluation

2.1 Status of the Projects

2.1.1 Assessment of the Objectives, Funding and Suitability of the Projects

The Government of Kenya has put in place policies, strategies and programmes relating to socio-economic development that are relevant to natural resource utilization and environmental management. With the passage of Environmental Management and Coordination Act (EMCA) (1999) and establishment of National Environment Management Authority (NEMA), Kenya has also demonstrated that the pathway to sustained social and economic growth is environmental management. Additionally there are sectoral laws, strategies and plans to curb environmental degradation. In this respect, there is strong government commitment to increase its capacity and advocacy to deal with environmental issues and more specifically on climate change in a sustained manner. The launching of the National Climate Change Response Strategy (NCCRS) in April 2010, the ongoing restructuring of national climate change governance (including the setting up of the Climate Change Secretariat in the Ministry of Environment and Mineral Resources) as well as ongoing development of the National Climate Change Action Plan to implement the NCCRS further show the government's resolution to address environmental challenges in general, and climate change in particular, as an emerging threat to Kenya's social and economic progress.

Box 1: National Climate Change Response Strategy (NCCRS) and Action Plan, 2010

The NCCRS indicates climate change's extreme potential impacts on food production, land and water resources, as well as its impact on frequency and magnitude of extreme weather conditions. The NCCRS was developed in response to climate change impacts as well as take advantage of its opportunities, and proposes a collaborative approach to climate change response involving the government, development partners including United Nations (UN) agencies, the private sector, civil society, and individual stakeholders.

An Action Plan to operationalise the NCCRS is currently being developed. One of the aims of the Action Plan is to mainstream climate change into Kenya's development planning processes including Vision 2030, Kenya's development blue-print. The general challenges in the coming years are addressing structural and regional inequalities and economic imbalances which is essential if inclusive growth and development is to be fostered; addressing gender disparities and disempowerment of women; proper environmental stewardship; and the challenge of strengthening the institutions of governance and of the rule of law.

The overall goal of the UNDP's Energy and Environment component of the Country Programme is to support Kenya to address environmental challenges including the emerging threat of climate change and to meet its obligations to international environment agreements while enhancing the contribution of natural resources and the environment to poverty reduction and sustainable socio-economic development. Table 2 shows the profiles (objectives, budgets and partners) of some of the UNDP projects and programmes implemented under the CPAP 2009-2013 including those that have been recently completed and how these projects and programmes complement the government's efforts in responding to climate change.

Table 2 Profiles of projects in the climate change domain

Project name	Objectives	Period of Implementation	Budget	Partners
Kenya's Adaptation to Climate Change in Arid and Semi-Arid Lands (KACCAL)	To enhance the resilience of communities and the sustainability of rural livelihoods threatened by climate change, in the ASALs	2009-2013	UNDP managed component- US\$ 1million ⁸	Ministry of Agriculture, UNDP, Ministry of Environment and Mineral Resources, NEMA, Ministry of Water and Irrigation, Ministry of Livestock
Development and Implementation of a Standards and Labeling Programme in Kenya with Replication in East Africa	Removal of barriers to rapid and widespread uptake of energy efficient electricity consuming equipment and appliances	Sept. 2007 -2012	US\$ 2,350,000.00	Kenya Association of Manufacturers, Ministry of Trade and Industry, KEBS, KPLC, ERC, KIRDI, KRA, ISO, Ministry of Energy
The Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya	Remove policy, awareness and financial barriers to adoption of sustainable biomass energy practices and technologies	2006-2009, 4 year GEF Medium-Sized Project (MSP)	US\$ 1,000,000.00	UNDP/GEF, Rural Energy Enterprises, Ministry of Energy, NGOs Coordination Board, KFS, TBPT
Poverty and Environment Initiative (PEI)	Integration and mainstreaming environment and poverty reduction into national planning	2010-2013	US\$2,000,000.00	World Bank, UNEP, UNDP, Ministry of State for Planning, National Development and

⁸The pull out of the World Bank from the project reduced the budget by US\$ 5.5 million

Project name	Objectives	Period of Implementation	Budget	Partners
	frameworks			Vision 2030
Regional CDM Capacity Building Project for Sub-Saharan Africa-Kenya Component	Build the government capacity to market Kenya's potential for carbon finance, fast track CDM projects	2007-2010	US\$ 300,000	UNDP-(EEG,RBA, Kenya Country Office)
Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship(WISP)	To advocate and engage in capacity building in support of sustainable pastoral land management,	2009-2010	US\$ 300,000	FAO, UNEP, IFAD, IUCN, OXFAM GB, Rockefeller,
Piloting Bioethanol as an Alternative Household Fuel in Western Kenya	To test the viability of ethanol as a clean, affordable and easily accessible household fuel and to stimulate demand for it in households in the target area and ultimately, elsewhere in Kenya	2009-2012	US\$ 300,000	UNDP, Ministry of Energy, Practical Action, Project Gaia, ACTS, DometicAB Sweden, Spectre International Ltd., Carbon Aided
African Adaptation Programme-Kenya Component	To strengthen Kenya's institutional and systemic capacity and leadership to address climate change risks and opportunities through a national approach to adaptation	2010-2012	US\$5,469,726.00	UNDP, UNIDO, WFP, Ministry of Environment and Mineral Resources, agencies such as KMD, DRSRS and KFS
Enhancing Water Governance through a Human Rights Based Approach	To contribute to improved water governance in Kenya through strengthened capacities	2011-2013	US\$ 290,000	UNDP Kenya CO, UNDP Governance Facility, Kenya Water for Health Organisation (KWAHO)

Kenya's Adaptation to Climate Change in Arid and Semi-Arid Lands (KACCAL) 2009-2013 emphasizes capacity development of the communities and is therefore expected to build resilience and decrease vulnerability to climate change. It was originally formulated as a joint World Bank and UNDP project

to be implemented jointly by UNDP, UNIDO and WFP. It seeks to develop and pilot a range of coping mechanisms for reducing the vulnerability of small holder farmers and pastoralists in Kenya to long-term climate change including variability. KACCAL aims to raise the level of community awareness of climate change risks by 75% or the level of climate risk management skills within the pilot sites by more than 50% by the end of the project.

The project has had several challenges. For instance, the results framework for the project was reviewed in line with the reduced budget (from USD 6.5 million to USD 1.0 million after the World Bank pulled out). Consequently, the outputs as they are in the original project document are significantly different from the revised outputs that are the basis of current project activities. Some



Figure 1: A fish farm in Ngungani, Mwingi District supported by KACCAL

Photo by: David Waititu Njoroge

outcomes were reviewed and omitted. In addition, the Ministry of State for the Development of Northern Kenya and Other Arid Lands, which assumed the role of the executing entity after the withdrawal of the World Bank's support to the Arid Lands Resource Management Project (ALRMP), had a problem with the modality of the transfer of funds from the UNDP, among other unresolved issues. These have impeded the implementation drive, with most of the activities especially on community support actually starting in March/April 2012.

The Development and Implementation of a Standards and Labelling Programme in Kenya with Replication in East Africa 2007-2012 project aims at removing barriers to rapid and widespread uptake of energy efficient electricity consuming equipment and appliances in residential, commercial and industrial sectors. The long term goal is to reduce related carbon dioxide (CO₂) emissions. This

climate change mitigation project meets Kenya's obligations under the Kyoto Protocol. Implementation of some of project's components has been delayed because of:

- The government's slow and lengthy procurement process;
- Time lapse before actual funds transfer from the funding agency to the project; and
- Delay in recruitment of Project Management Unit (PMU) staff.

Activities that have been implemented and/or are ongoing include conduction of a baseline study to inform action areas (completed), determination of Minimum Energy Performance Standards (MEPS), and awareness raising/capacity building among key stakeholders.

The Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-sized Enterprises in Kenya⁹2006-2009 sought to remove policy, awareness and financial barriers to adoption of sustainable biomass energy practices and technologies by schools and hospitals and by small business in rural areas through promoting highly efficient improved stoves and establishment of renewable woodlots. This project sought to remove market barriers to the adoption of sustainable biomass energy practices and technologies in schools, hospitals, restaurants by promoting adoption of highly efficient stoves and establishment of woodlots. The project indicator is the reduction of CO₂ emissions. About 80% of the activities were executed in a timely manner. Major bottlenecks (that represent the 20% of activities that were not implemented) included the post-election violence (PEV) that affected many schools and the free secondary education policy, both of which affected school cash flows and therefore repayment of the credit facilities offered to schools to enable them purchase the efficient cook-stoves. The PEV also affected engagement with Members of Parliament (MPs), a key activity that was meant to mobilise them (the MPs) to support biomass energy legislation. The project's terminal evaluation report indicates that it was satisfactorily implemented, 1,552 stoves installed and more than 500,000 seedlings planted. The accumulated CO₂ emissions avoided and sequestered through the project is projected to reach 16,931 tonnes by 2020.

The GEF- UNDP Small Grants Programme (SGP) allocates grants to communities through civil society organizations for the purpose of addressing environment and natural resources issues while improving livelihoods. The GEF-UNDP SGP supports Sustainable Energy Services that supports development and implementation of frameworks for integrating energy services and efficiency in all sectors for the achievement of the MDGs. The support also assists the poor to develop renewable energy generation projects, particularly in rural areas, to enhance and upscale access to affordable,

⁹For simplicity purposes, the acronym RETAP/RTE will be used interchangeably with the full name of the project in this report, although it should be noted that RETAP, which stands for Renewable Energy Technology Assistance Programme, was itself a partner in the project. RETAP is a revolving fund that was established in 1996 with a grant from the GEF Small Grants Programme to provide schools with credit to enable them purchase energy efficient stoves from the Renewable Energy Enterprises (RTE). RTE was the project's host and PMU

clean and sustainable energy services in public institutions and households. Some of the projects supported under the SGP 4th Operational Phase (2007-2010) include the River Thiba mini hydro-electric project in Rwambiti, Kirinyaga and run by the Rwambiti Women Group (whose construction is currently ongoing) and several biogas projects in Kieni District, Nyeri County. These were the project sites that the evaluators visited as part of this outcome evaluation.



Figure 2: The proposed site for Rwambiti Small Hydro Power Plant along River Thiba

Photo by: David Waititu Njoroge

The United Nations Environment Programme (UNEP) – UNDP joint Poverty and Environment Initiative (PEI) 2006-2013 project is establishing linkages between poverty and environment management through integrating and mainstreaming poverty and environment into national planning frameworks. It aims to develop tools for integration of environment into planning and budgeting processes and strengthen related reporting for the environment sector. PEI also supports the integration of sustainable natural resource management practices in sectoral and district level policy, planning and budgetary processes. In general, PEI mainstreams climate change considerations in programming activities, helping strengthen national systems that manage climate variability, and securing financing for both environmentally-friendly investments and supporting the

implementation of national adaptation priorities. Some of the programme's outputs include awareness created among beneficiaries on the important linkages between poverty and environment; facilitation of the formulation of draft national environment policy; input in the revision of EMCA; input into the development of Vision 2030-the environment section; supported production of District Environment Action Plans, supported Integration of environment into District Development Plans, and support for the production of county profiles, which are the frameworks for the county development plans that will be developed once the county governance structures are put in place.

The Kenyan component of the Regional Clean Development Mechanism (CDM) Capacity Building Project for sub-Saharan Africa Phases I (2007-2009) and II (2009-2010) targeted both the government and the private sector. The objective of the project was to build the capacity of the government to market Kenya's potential for carbon finance, fast track CDM projects screening and increasing general CDM awareness. Private sector related activities included awareness creation and private sector potential mapping studies. Institutions that received training on CDM include East Africa Portland Cement Company Ltd, Farmers Choice Kenya Ltd, Kenchic Kenya Ltd, Nairobi City Council, Orion East Africa Ltd, and Ministry of Environment and Mineral Resources (NEMA). The project also supported capacity building of the National Environment Management Authority as a Designated National Authority (DNA) for the CDM activities including the establishment of the DNA's office and website, as well as the development of a user-friendly tool-kit for the calculation of Kenya's Grid Emission Factor (GEF) to be housed and updated yearly by the Kenya Power and Lighting Ltd. (KPLC).

The Kenyan component of the African Adaptation Programme (AAP) 2010-2012 has the objective of strengthening Kenya's institutional and systematic capacity and leadership to address climate change risks and opportunities through a national approach to adaptation. Importantly, the project is supporting the implementation of the recently developed Kenya Climate Change Response Strategy. The expected outputs include dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change introduced; leadership capacities and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened; and climate-resilient policies and measures implemented in priority sectors implemented. The beneficiaries of the project will be local communities and other vulnerable groups, such as women and pastoralists, when their capabilities to deal with the impacts of climate change will be enhanced through support from various stakeholders including UN agencies, government, CSOs and private sector and through responsive policies and long-term planning mechanisms at the local and national levels. Other key beneficiaries include national institutions responsible for mainstreaming climate change policies in planning and budgeting processes. Some of the major milestones include a climate risk analysis for the agricultural, water, energy and health sectors; a study on Integrated Rehabilitation of Degraded Sites on Lake Naivasha Water Catchment whose objective is to identify prioritised actions; development of Gender Mainstreaming Strategy and Guidelines for the National Climate Change Action Plan; support for the mainstreaming of

climate change into national development planning and budgeting processes through Threshold 21 (T21); and development of a compendium of climate change actors in Kenya.

The Enhancing Water Governance through a Human Rights Based Approach (HRBA) 2011-2013's aim is to contribute to improved water governance in Kenya through strengthened capacities of the duty-bearers (the formal and informal water service providers and the regulators) and right holders in Nakuru, Uasin Gishu and Kakamega counties. The project's outputs are support to right holders to form and register water action groups as a platform to interact and discuss, share information, plan and resolve any conflicts pertaining to water services delivery with duty bearers; support to water dialogue forums; and sensitisation of water actors on water sector reforms & the right to water via workshops, seminars, radio talk shows and information, education and communication (IEC) materials and production of supplement in print media. Mobilisation and sensitisation of key stakeholders, setting up of project offices and conduction of a water integrity assessment (for Kakamega Busia Water Company, Amatsi Water and Sanitation Company, Eldoret Water and Sewerage Company, Nakuru Water and Sanitation Services Company Limited and Nakuru Rural Water and Sanitation Company) are some of the project milestones.

In addition, the UNDP, through the African Adaptation Programme (AAP), is supporting the development of Kenya's National Climate Change Action Plan. The Action Plan is meant to operationalise NCCRS, which was officially launched by the Government in April 2010. In particular, the AAP is supporting consultative meetings on subcomponents 3, 5 and 7, i.e. National Adaptation Action Plan (NAdP), National Technology Action Plan and Knowledge Management and Capacity Building, respectively of the Climate Change Action Plan.

2.1.2 Summary of Findings

The objectives of the climate change projects and programmes of the Energy and Environment Unit (EEU) of the UNDP are clear and relevant to the national aspirations of Kenya and correspond to its obligations under the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol, the Cancun Agreements and other and other international climate change governance instruments to which Kenya is committed. Local stakeholders such as key government ministries, agencies and institutions, other development partners, civil society organisations, the private sector, and community representatives contribute during the planning phase particularly during the formulation of project documents which inform the objectives, outputs and outcomes of the projects as well as the activity areas to achieve those objectives, outputs and outcomes. This helps in ensuring local ownership. During project formulation, opportunities of taking ownership of project activities, and direct involvement are facilitated through national stakeholder workshops (to identify priority needs), community-engagement through site visits, needs assessment surveys and individual consultations.

Some projects have limited budgetary allocations (indeed, the theme of budget limitation is one that runs across all the projects and programmes surveyed) but due to leverages on ongoing programmes and government support it is feasible that the objectives are met as reported by project managers and assessed during the field visit to a number of project sites (ten in total). Additionally, integration of plans, strategies and policies in a bottom up approach is gained by the involvement of various ministries, relevant CSOs and private sector actors. It may be useful to review the budgets and work-plans regularly to ensure that activities that are easy to implement are not inhibited by those that may require further consultations.

2.2 Output Analysis

2.2.1 Programme's Relevance towards Kenya's Policies and Strategies

This section discusses the relevance of the UNDP climate change programme to Kenya's climate change-related development agenda. The public sector reforms have been a critical pillar in environmental management as well.¹⁰

The UNDP Climate change initiatives are in line with Kenya's development objectives as best captured in the country's development blue-print Vision 2030. Some of the priorities in the Vision 2030 are sectors most affected by climate change, namely, agriculture, energy, water, infrastructure and environment. UNDP's climate change programmes correspond with these priority areas. For instance, the Global Environment Facility (GEF)'s Small Grants Programme's support for small, mini and micro hydropower as well as biogas is addressing the need for additional power generation from renewable sources as articulated for the energy sector policy. The Vision 2030's goal for the energy sector is to generate more energy and improve the efficiency of energy use. The Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya addresses energy efficiency, and builds on similar, past initiatives, and in particular, the GEF/Kenya Association of Manufacturers (KAM) Energy Efficiency project. Similarly, the Kenya's Adaptation to Climate Change in Arid Lands (KACCAL) addresses climate change adaptation in the agricultural sector, but also has linkages with the water

Box 2: Poverty and Environment Programme's support for 47 Counties

The mainstreaming of climate change into the government's planning and budgeting processes aims to make climate change a central issue, and not just a peripheral one, in the government's plans. Because the implementation of future development projects will be taking place at the county level (and counties themselves will also formulate their own development projects), future UNDP's programming will have to be aligned with the counties' plans.

¹⁰Results for Kenya Programme under the Office of the Prime Minister, Public Sector Reform and Performance Contracting Unit, Harmonisation Alignment and Coordination (HAC) of development assistance in line with the Paris Declaration and Accra Action Plan, National Integrated Monitoring and Evaluation System (NIMES), including gender responsive monitoring and evaluation, Office of the Prime Minister to effectively coordinate and supervise the execution of the functions and affairs, Local Government Sector Reform Strategy 2008-2018, ICT for development, especially E-governance, amongst many others.

and energy sectors. The Africa Adaptation Programme (AAP) addresses all the climate sensitive sectors such as water, energy, agriculture, health and infrastructure with focus on institutional strengthening and capacity building. The other UNDP climate change programmes and projects under the current Country Programme Action Plan 2009-2013 have similar relevance to Kenya's development needs.

One of the main expected outcomes of the National Climate Change Action Plan is the mainstreaming of climate change into the national development planning and budgeting processes. This process is being supported by the African Adaptation Programme (e.g., support for capacity building in the use of T21). The Ministry of Environment and Mineral Resources (MEMR) and the Ministry of State for Planning, National Development and Vision 2030 (MPND & Vision 2030) are spearheading this initiative. Information from MPND & Vision 2030 indicates that climate change will also be mainstreamed or integrated into County Development Plans¹¹, whose frameworks, the county profiles, have been developed with the support from PEI. MPND & Vision 2030 has also indicated that capacity building of the ministry to undertake this initiative, that is, the mainstreaming of climate change into county development plans on its own, will be required. This represents an avenue for UNDP's engagement with the government in its future programming.

2.2.2 Alignment with the Millennium Development Goals

In the last decade, Kenya has undergone remarkable economic and political transformation. The economy has made a rebound from negative growth figures at the turn of the decade to record a sustained positive growth in the Gross Domestic Product (GDP). In the political scene, the promulgation of the Constitution 2010 as well as the ongoing reforms in various institutions such as the judiciary and the police force are some of the major milestones. However, despite this unprecedented economic and social progress, significant new challenges have emerged including the challenge of negative impacts of climate change on key economic sectors. Climate change impacts have the potential to reverse gains made towards attaining the Millennium Development Goals (MDGs). Kenya adopted the MDGs based planning starting in 2004. MDGs are mainstreamed in the national development plans and strategies, Vision 2030 and its five year operational Medium Term Plan 2008-2012 as well as in the district and sector plans.

UNDP's climate change programmes and projects are well aligned with Kenya's MDG 7's programming with targets in areas of strengthened national planning processes, land management including forest cover, biodiversity, energy access and use, and anti-pollution measures. For instance, the RETAP and the SGP's energy projects (biogas in Kieni, Nyeri County and Rwambiti mini hydro power plant) have an effect on or a contribution to the achievement of Target 9 of MDG 7. In line

¹¹ County Development Plans will replace District Development Plans that were planning and implementation units of government programmes and projects.

with the alignment of the UNDP's programming with the MDGs, future programming will need to be aligned with the universal sustainable development goals (SDGs), which have been proposed as the successors to the MDGs¹².

2.2.3 Relevance towards UNDP Development Policies and Priorities

The United Nations Development Assistance Framework (UNDAF) provides a common strategic framework for the UN in-country operational activities. The current UNDAF 2009-2013's focal sectors are energy; environment; education, science and technology; agricultural and rural development; land and housing; private sector development; roads and transportation; and urban, local government and decentralization. The current programmes and projects whose outcome is being evaluated align with Outcome 3.2 of the UNDAF 2009-2013, that is, "Enhanced Environmental Management for Economic Growth with Equitable Access to Energy Services and Response to Climate Change" focusing on challenges and opportunities of climate change, management of natural resources for poverty reduction and managing energy for sustainable development and achievement of MDGs. The CPAP is a tool that UN agencies such as the UNDP use to implement the UNDAF. The following are the outputs of the current CPAP (CPAP 2009-2013):

1. Capacities to meet national adaptation costs and to mainstream climate change into national development processes at all levels developed;
2. National policies, strategies and tools to manage climate change associated risks and opportunities developed;
3. Capacities of all stakeholders to participate in climate change negotiations and to access climate change related funding enhanced; and
4. National capacity to participate in and to benefit from Carbon Markets (the CDM) developed.

A review of the UNDP projects and programmes reveal that they (the projects and programmes) address these four (4) outputs of the climate change programme of the CPAP 2009-2013. Output 1 on mainstreaming of climate change is specifically being addressed by the AAP, which as has been indicated, is supporting Kenya's efforts to build its capacity in climate change integration into the national planning and budgetary processes. A component of output 1, i.e., support for national adaptation costs, has been addressed by projects that directly fund adaptation projects such as the KACCAL, AAP and WISP, and also by projects that support capacity building in adaptation finance (e.g., AAP's participation in two workshops/conferences held in Addis Ababa, Ethiopia on China South-South learning Development Workshop and Nairobi, Kenya on CTI PFAN Exploratory Workshop - Financing Adaptation Related Projects).

Output 2 on climate change adaptation has been addressed majorly by the AAP and KACCAL but also by other projects such as the RETAP project because adaptation is often a cross-cutting theme even

¹² See <http://www.earthsummit2012.org/conference/themes/sdgoalsintro> (accessed last on July 25th 2012)

in projects designed to address mitigation. For example, biomass energy efficiency (the RETAP project) not only addresses mitigation through reduction in unsustainable biomass, but in a situation where biomass access is a challenge due to depletion of resources, such a project also enhances the adaptive capacity to the challenge of accessing biomass.

A key component of output 2 is disaster risk reduction (DRR). Coincidentally, regions that are prone to current climate variability are the same that are likely to suffer most from extreme events such as floods and droughts in the future. The economies of those regions, which are dependent on climate sensitive sectors, will also suffer the greatest loss. Supporting community involvement in sustainable management of natural resources in such regions as PEI has done therefore prepares them to cope with both current climate variability and future climate change, and is one form of DRR.

Our findings show that UNDP supports the key government institutions in charge of DRR, that is, the Ministry of the Development of Northern Kenya and other Arid Lands and the Ministry of State for Special Programmes as well as non-state actors to creating an enabling environment for DRR. This includes enactment of policies to ensure integration of development planning with disaster risk reduction as a continuous process aimed at reducing vulnerability and minimizing the impact of disasters on populations. Under this, UNDP supported the development of a five year National Strategic Plan for Disaster Management. Additionally UNDP continues to support harmonisation of sectoral policies such as the ASAL policies touching on disaster risk reduction for effective implementation of DRR.

The AAP directly supported output 3 on climate change negotiations through a pre Conference of the Parties (COP) 17 training of delegates, a post COP 17 workshop to discuss the implications of the COP's outcomes to Kenya, and production of a documentary to enhance knowledge of issues that Kenya took to the Rio+ 20 conference held in Rio de Janeiro on June 20th to 22nd 2012.

Output 4 on capacity building to participate in and benefit from the carbon markets and specifically on the CDM was addressed by Kenyan component of the Regional CDM Capacity Building Project for Sub-Saharan Africa, which was implemented in two phases (Phase I was from 2007 to 2009 while Phase II was from 2009 to 2010). Major outcomes of the project include establishment of a fully fledged DNA office and website for CDM projects at NEMA and the development of a user-friendly tool-kit for calculating Kenya's GEF. Calculation of the GEF is often a laborious task and one of the impediments to quicker development of CDM project design documents (PDDs). With a user-friendly GEF tool-kit that the KPLC will be updating annually with critical data that is often difficult to obtain, potential project developers will only be inputting their data relating to an individual project's emissions and automatically obtain a project specific GEF.

UNDP has several advantages in supporting environmental management and especially climate change. Because UNDP has a broad mandate on sustainable development, it is best placed to address the issue of environment and energy which is cross sectoral and multidisciplinary in nature.

The PEI for example responds to the identified need by Government on the importance of the mainstreaming environment into development in achieving its economic recovery and poverty reduction goals. Through the PEI, the linkages between environment and poverty have been identified. Additionally, UNDP has a proven track record in building capacity of national and local environmental institutions, and has internal capacity in managing GEF processes and projects both at community, national and regional levels. PEI's output 1, that is, "strengthened understanding of poverty and environmental linkages within government ministries and other stakeholders" has facilitated capacity building at county level thus preparing counties to mainstream climate change issues in the County Development Plans (CDPs).

There are two facets to UNDP's support, namely, environmental management for economic growth and response to climate change; and environmental management for economic growth with equitable access to energy services. Support to environmental management for economic growth and response to climate change includes adaptation and mitigation initiatives and responses to climate change risk, vulnerability at all levels. The entry point has been advocating and mainstreaming climate change in all sectors of national development through the formulation and adoption of the strategies and building capacity in climate change adaptation to increase the resilience of the communities and ecosystems to the impacts of climate change. For instance, the GEF RETAP/RTE Project's Outcome 1 supports policies and legal framework for sustainable biomass energy business development. A draft of the biomass energy sub-sector regulations is one of the main outcomes of the project. The PEI's output 5 "support provided for the coordination and tracking of environment components in the county development plans (CDPs), district development plans (DDPs) and MDGs within the context of MTPs and Vision 2030" ensures that mainstreaming is actualised through monitoring changes at county, district and grassroots levels. In addition, UNDP has supported partnerships, awareness campaigns to help policy makers and local resource users, strengthening Kenya's human and institutional and systemic capacities to implement the UNFCCC and the Kyoto Protocol, and targeted projects that link mitigation to conservation and management of natural resources, cleaner production and renewable energy services.

Support to the enhancement of environmental management for economic growth with equitable access to energy services includes the development renewable energy generation projects, removal of barriers that hinder access to sustainable energy services, establishment of partnerships and engagement of the private sector to energize the business development solution centres supported by renewable energy systems. CDM projects (for example, the KTDA small hydro-electricity projects) demonstrate firm and tangible contribution to sustainable development. These projects have been supported under the Kenyan component of the Regional CDM Capacity Building Project for Sub-Saharan Africa, which was implemented in two phases between 2007 and 2010. The project has enhanced the capacity of the country to participate in and benefit from the trading mechanism through enhanced capacity of the DNA to assess and approve projects and development of a tool kit for calculating the GEF for grid-based electricity projects. The project on "Available Charcoal Production Technologies in Kenya" highlighted current charcoal production technologies and drew lessons learnt regarding the

construction of kiln and process of carbonization, cost implication, durability, replicability, management with respect to groups and sustainable production and mobility in regard to raw materials.

2.2.4 Towards Climate Change-Gender Mainstreaming

UNDP climate change programme components identify and address identified gender gaps¹³ in the programmes. Emphasis has been placed on working towards gender equality through enhancing capacity for gender planning and mainstreaming in programmes and interventions and, where strategic, developing specific interventions for women's empowerment in the different components. This is important as women (and children) are often more pre-disposed to climate change impacts than men are.



Figure 3: Group members of the Itivanzou Field School

Photo by: David Waititu Njoroge

An analysis of most of the on-the-ground adaptation projects such as the KACCAL shows that women are major beneficiaries of such projects (e.g., figure 3 above). In two of the KACCAL three project

¹³ Gender equity is one of the strong points of the present Constitution and hence is not only beneficial for the country but meets the highest level of the aspirations of the people of Kenya.

sites that the evaluators visited, it was observed that women constituted the largest part of the beneficiary groups¹⁴.

This was also the case with the SGP supported biogas projects in Kieni, Nyeri County where women benefited by accessing clean and renewable biogas energy for cooking. It is difficult to determine at this stage which of the two main gender groups (men or women) will benefit most from the SGP supported Rwambiti mini hydro power plant (in its initial stages at the time of the outcome evaluation) but the group comprises of women only, and one may therefore assume that women will be the primary beneficiaries.

Gender mainstreaming is also achieved through capacity building of programme staff, partners and government counterparts and putting into practice the lessons learned during the regular schedules of mainstreaming gender training. The AAP is one programme that has a strong component in this area of capacity building. In addition to supporting various capacity building activities, the programme is supporting a study that aims to integrate gender into the National Climate Change Action Plan. The study has taken a broader definition of gender that goes beyond the traditional definition of gender as female and male to include children, youth, elderly, physically challenged and other segments of the society. The challenge is for the UNDP to align its future climate change programming with this broader definition of gender that has been adopted for the National Climate Change Action Plan. The human rights principles and human rights based approach to programming in the water project is in a way enhancing the realisation of human rights. In other climate change projects sit has been achieved through involvement of all stakeholders and community participation in the identification and delivery of interventions under the programme.

¹⁴ In one of the project sites (the alternative livelihoods-fish farming), the evaluators encountered only one group member (who was keeping watch over the project) and it was therefore not possible for them to determine the group's gender composition.

2.2.5 Relevance towards Needs of Stakeholders

UNDP programmes and projects on climate change are highly relevant to stakeholders. Through participatory processes, relevant stakeholders formulate programmes' and projects' documents and agree on their intended outcomes. The programmes and projects are therefore community-owned¹⁵. The UNDP funded component of the Kenya's Adaptation to Climate Change in Arid Lands (KACCAL) is being implemented in the larger Mwingi area in Kitui County. Nine thematic areas in climate change adaptation have been selected for action. The evaluators looked at three thematic areas: drip irrigation (Figure 4), drought-tolerant crops, and alternative livelihoods (fish farming). The results of community participation is to bring in the harnessing of local potential and civic engagement, fosters ownership and sustainability of development interventions and helps in the implementation and monitoring of the impact of the projects. AAP is strengthening institutional and systemic capacity and leadership to address climate change risks and opportunities by mapping out and profiling climate change actors to create an all inclusive prototype database of actors in climate change for improved access to climate change.

The interventions enhance capacities of communities to implement strategies that reduce climate risks and therefore reduce the need for additional support. This enables and enhances community ownership of the projects. This has been realized through supporting development of appropriate policies, strategies, tools and innovative programmes that integrate environment into national planning and budgeting processes together with promoting effective management of natural resources for production and income diversification. Within the UNDP's special mandate of furthering agenda for sustainable development, the programmes assists Kenya in the domestication of Multilateral Environment Agreements (MEAs) and Conventions through development of projects that build capacity at grassroots and national levels under various funding facilities such as GEF, Multilateral Fund of the Montreal Protocol and Kyoto's CDM.

¹⁵ At least two groups of beneficiaries (Rwambiti Women Group for the Rwambiti small hydro power plant and the Itivanzou Farmers Field School for the KACCAL's drought tolerant crops project) indicated to the evaluators during the assessment that the support from the UNDP was in response to the proposals that they had originated. In addition, national stakeholders are involved in the formulation of project documents (prodocs).



Figure 4: Left: a section of a farm supported by KACCAL that has been drip-irrigated; right: another section of the same farm that is irrigated using the traditional sprinkler technology

Photo by: David Waititu Njoroge

2.2.6 Synergies with related Initiatives in Kenya

All the programmes and projects being evaluated were built on the results of past climate change initiatives undertaken by the Government of Kenya (GoK), its international development partners including UN agencies, civil society organisations and local communities (the latter often with external support such as that of the government, development partner, civil society organisation or a philanthropic individual). Their design considers the achievements of previous projects, seek to strengthen synergies with existing initiatives, and more importantly avoid overlap of activities with similar initiatives. For instance, according to the Africa Adaptation Programme (AAP)'s programme document, the programme is linked to and builds on other programmes and initiatives such as the KACCAL, the Community Development Trust Fund (CDTF), and the UNDP/GEF Small Grants Programme (SGP), among others. The *Development and Implementation of a Standards and Labeling Programme in Kenya with Replication in East Africa*, which has just started, is intended to draw on some lessons from the RETAP. Most importantly, the UNDP environment, energy and climate change unit (EECCU)'s programme responds to Kenya's current and pressing climate change needs as has been shown in 2.2.4 and 2.2.5 above.

2.2.7 Programme’s Effectiveness

Effectiveness examined the extent to which the UNDP’s climate change programme is achieving its intended results objectives and goals. The effectiveness of the management systems put in place to advance the purposes of the programme was also assessed under this element, and so were the quality of internal monitoring and evaluation and the level of stakeholder participation in the implementation of programme activities. The following elements were assessed:

- knowledge products;
- influence on the policy making ;
- weak management coordination; and
- Processes aimed at changing peoples’ mindsets of necessity take a long time to show results to demonstrate its impacts

Stakeholder participation under these projects has resulted in the creation and enhancement of collaboration of stakeholders that have helped to raise the profile of the programme’s outcomes. The slow uptake of the programme’s outcomes by government authorities despite the targeted attention that has been paid to them perhaps calls for increased awareness creation.

As a measure of the extent to which formally agreed expected programme results (outcomes) have been achieved, or can be expected to be achieved in the future, an analysis of the programme’s effectiveness includes an overview of key results achieved to date by the projects under the EECCU programme, followed by the programme contribution to capacity development, the review of unexpected project achievements and finally the review of risks management and mitigation measures related to the implementation of the programme (see table 3 below)¹⁶.

Table 3 Project Outcomes and Outputs for WISP

To advocate and engage in capacity building in support of sustainable pastoral land management, through a catalytic partnership between pastoralists, donors, United Nations agencies, NGOs and the private sector		
Outcome	Outputs	Achievements
		Reviews of current practice of pastoralism, pastoralism policies and advocacy tools prepared

¹⁶ A comprehensive analysis is given in Annex I of the report

Outcome 1 Better appreciation of mobile pastoralism as a form of productive and sustainable land management.	<p>Outputs</p> <p>Output 1.1: Innovative analytical tools in three key areas (rights, economics and marketing, and organization of pastoralists)</p> <p>Output 1.2: Analyses and reviews of impact of current policies on pastoralism.</p> <p>Output 1.2: Best practice knowledge products available</p> <p>Output 1.4: Data bases on pastoralism available</p> <p>Output 1.5 : Advocacy tools</p>	
Outcome 2: Enhanced capacity for pastoralists, civil society organizations, and public and private institutions	<p>Output 2.1: Institutions relevant to pastoralism are strengthened at the community, local, national sub-regional and global levels</p> <p>Output 2.2: Expertise of relevant stakeholders enhanced</p> <p>Output 2.3: Improved networks and knowledge management</p> <p>Output 2.4 Public dissemination of information and advocacy at global and regional levels</p> <p>Output 2.5: Analysis of barriers to the adoption of knowledge on sustainable pastoralism</p>	<p>Strengthened capacities of partner networks and civil society organisations</p> <p>Information disseminated at conferences and global gatherings such as the “Gathering of Women Pastoralists” held in India in November 2010</p>
Outcome 3: Increased advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism and greater awareness by national stakeholders of policy options to support pastoral livelihoods)	<p>Output 3.1: Increased advocacy for a policy and strategic environment to bring pastoralism into the mainstream of society to integration it into the mainstream of society to integrate it into national development and to bring development in tune with pastoralism.</p> <p>Output 3.2: Advocacy and policy dialogue for laws, regulatory provisions, and governance mechanism to safeguard mobile pastoralist land management</p> <p>Output 3.3: Advocacy and dialogue</p>	<p>Supported the establishment of national and regional dialogues to promote the recognition of pastoralism</p> <p>Lobbied for the development of pastoral friendly policies at meetings of continental bodies such as the African Union and with major donor organisations</p>

	to change strategies and perceptions within major donors, multilateral agencies and global institutions in support of pastoralism	
Outcome 4 Participation, evaluation and adaptive management increased in WISP	<p>Output 4.1: WISP is designed, implemented and monitored based on consultation with pastoralists and pastoral institutions</p> <p>Output 4.2: Enhanced capacities of pastoralist and local development partners to develop follow on (stand alone) projects promoting sustainable pastoral land management.</p> <p>Output 4.3: WISP is executed effectively by the host institution, adapts to challenges and secures co-financing</p>	<p>WISP-net has increased over the time the project has been under implementation with membership standing at 1,600 in 2009;</p> <p>Consolidated networks in all the regions of the world</p>

The outcomes and outputs indicated in the table above were to be achieved through the implementation of the following core activities: developing capacity for enhanced local level advocacy based on sound knowledge management in pastoral economics and marketing, pastoral rights, pastoral organization, policy on drylands environments, best practices, creation of communication networks (GEF Learning Network, WISP-net, Website, Mapping and Database etc) and building Networks- core group, regional outreach, country outreach, linking with GEF pastoralist projects. In general, the progress made towards realisation of the programmes' and projects' intended outcomes and outputs is good.

In general, donor-supported activities related to climate change have taken various forms including:

- Mainstreaming climate change adaptation in the development programmes;
- Specific stand-alone adaptation projects;
- Awareness raising and studies on climate change and development;
- Capacity development, e.g. in carbon markets (CDM);
- Direct support to carbon mitigation and carbon trading activities; and

- Projects in sectors of particular relevance for climate change adaptation and mitigation, e.g. water resource management and renewable energy.

2.2.8 Programme's Efficiency

Efficiency seeks to establish how well project resources have been administered and deployed towards project elements and the extent to which the project has been able to mobilise additional resources through leveraging and co-financing. It requires an optimum combination of human, material, and natural resources during management of a process¹⁷.

The evaluators adopted a simple approach for measuring the programme's efficiency, which consists of estimating the percentage of the programme's total UNDP support (cost) used for management purposes, and assuming that a low percentage (in the range of 5%-20%)¹⁸ indicates an efficiently managed programme (see table 4 below). This was done for a select group of the CPAP 2009-2013's programmes and projects for which the information was readily available¹⁹. A third step of comparing the results to the level of attainment of the intended project outputs as reported by the key project informants (the project managers) was bypassed as the information obtained indicated that most projects and programmes were only just beginning at the time of the evaluation, and therefore the conclusion arrived at if such a process was undertaken could have been misleading.

Table 4 Efficiency in Resource Utilisation

Project	Total Cost (USD)	Management Cost (USD)	Management Cost as % of the Total Cost
KACCAL	1,000,000	63,000	6.3%
AAP ²⁰	1,512,489.32	167,938	11%
RETAP/RTE	975,000 ²¹	150,000	15%
PEI	1,500,000	150,000	10%

From table 4 above, the programme is efficiently managed as indicated by an efficient use of financial and human resources to meet the programme's outputs (projects that have been fully implemented such as the RETAP indicated up to 80% attainment of the outputs). There are several reasons for this. One of this is the effective use of adaptive management, whereby the project management units (PMUs) in consultation with the UNDP and other project partners have been able to secure programme outcomes while maintaining adherence to the overall programme's design.

¹⁷ UNDP Evaluation Office 2001: Development Effectiveness-Review of Evaluative Evidence

¹⁸ 5% was assumed to be the most reasonable lower range because anything below this number simply implies that there is no budget line for management purposes and therefore the programme or project would not run

¹⁹ Most project documents did not specify project management costs

²⁰ This is for 2012. The budget for management for the 5 year project duration was not availed to the evaluators

²¹ The total cost of the RETAP project is USD 6,646,467, most of which was from co-financing in cash and in-kind by the other project partners

Secondly, having designated Desk Officers (DOs) in multi-sectoral programmes also increases efficiency in project implementation. However where the DO has not been effective, the project implementation has lagged behind²². The participation of the UNDP in the Climate Change Donor Coordination Group (CCDCG) meetings at which there is sharing of information and solving of programmatic challenges could enhance efficiency further especially for projects and programmes involving partnerships.

A third reason is the collaboration among project partners and stakeholders. One example of this is when the Standards and Label's Project Management Unit held consultative meetings with the Kenya Bureau of Standards (KEBS) and other stakeholders through technical committees²³ on ways of applying the KEBS procedures to facilitate the development and adoption of new energy efficiency standards and labels in Kenya.

One factor that seems to negatively impact on the programme's efficiency is the slow disbursement rates of funds from the UNDP to implement project activities. This was cited as one of the primary causative factors in the delay in the inception of the KACCAL project for instance; besides the pulling out of the World Bank that necessitated some adjustments. Generally, in so far as funds disbursement is concerned, Directly Executed Project (DEX) projects perform better than Nationally Executed (NEX) projects as the latter tend to have thorny issues regarding project funds management (see table 5).

Table 5 Projects' and Programmes' Delivery Status for 2011

Project	Execution Type	Implementing Partner	2011 Disbursement	2011 Delivery	Balance	% Delivery
Thai Model Village	DEX	SACDEP	155965.61	155965.61	4034.39	97.47
Enhancing Water Governance through a Human Rights Based Approach	DEX	KWAHO	52976.87	52976.87	23.13	99.95
Resource Utilisation in the Wetlands of River Nyando	DEX	Kenya Disaster Concern	207908.74	207908.74	2091.26	99.00
Poverty & Environment Initiative (PEI)	NEX	MPND & V2030	282688.86	334853.65	52595.93	86.42
Development and Implementation of a Standards and	NEX	Ministry of Energy	298591.06	315091.06	84908.94	78.77

²²KACAAL 4th Quarter report, 2011.

²³ Development and Implementation of a Standards and Labelling Programme in Kenya with Replication in East Africa

Project	Execution Type	Implementing Partner	2011 Disbursement	2011 Delivery	Balance	% Delivery
Labelling Programme in Kenya with Replication in East Africa						
Kenya's Adaptation to Climate Change in Arid Lands (KACCAL)	NEX	Ministry of Agriculture	33853.38	33853.38	36146.62	48.36

2.2.9 Overall progress made

An analysis of the project progress reports shows that the projects and programmes are at various stages of implementation, with some having been fully implemented while others have just begun (see the Annex section).

The individual outputs of the programmes and projects that have been evaluated are effective in contributing to the four CPAP climate change outcomes as demonstrated in section 2.2.3 above. The contributing factors and impediments and the extent of the UNDP's contribution to the achievement of the outcomes through related project outputs (including an analysis of both project activities and soft-assistance activities) have been identified. The projects performed fairly well in terms of the implementation of the activities proposed at the design stage. The performance varied from 80% attainment in projects such as RETAP to 40% in the Enhancing Water Governance through a Human Rights Based Approach (table 5 below). The apparent low attainment of the outputs for projects such as the Enhancing Water Governance through a Human Rights Based Approach and even lower figures for KACCAL (20%) is due to the fact that these projects were only just beginning at the time the outcome evaluation was undertaken. It is thus difficult for the evaluation to provide a conclusive claim of the Programme's contribution to outcomes, but as section 2.2.3 above indicates, the programme is generally on target to delivering its intended outputs under the CPAP climate change outcomes.

Table 6 Performance of the Enhancing Water Governance through Human Rights Based Approach

Output	Activity	Status
Enhanced capacity of water actors to understand and participate effectively and meaningfully in the water sector reforms 20% implemented	Mobilize water consumers to form WAGs in Kakamega, Nakuru & Uasin Gishu Counties	2 WAGs under formation in Uasin Gishu and Kakamega counties
	Train the regulator and CEOs of WSB on the water dialogue forum model	This activity has not been carried out
	Support registration of WAG as legal entities	To be carried out in third quarter

Water Dialogue Forum (WDF) as feedback and complaint redress mechanisms/tool between right-holders and duty bearers established at the local community level 35% implemented	Appraise water integrity and complaint redress mechanisms in the three counties	Water integrity study was undertaken
	Hold advocacy meetings with the regulator to seek for adoption of water dialogue forum model in the water sector	Engagement meeting with regulator held
	Hold a national conference for WAGs to strategize on anchoring of WAGs in the water sector	To be carried out in the third quarter
	Hold water dialogue forums between WSP and consumers	3water dialogue forums held
	Install SMS system at WSP offices	To be carried out in the third quarter
Improved information sharing and dissemination to local level actors for effective engagement with sector reform processes 30% implemented.	Mobilize and create awareness on water sector reforms & the right to water to 500 water actors in Uasin Gishu, Nakuru & Kakamega Counties	105no.water actors trained on water sector reforms and right to water
	Publish the two studies done at pilot phase and disseminate	300 copies of the two studies published and being disseminated
	Conduct radio talk show in local FM radio station operating in Kakamega, Nakuru & Uasin Gishu Counties	To be reviewed to a documentary
	Produce and disseminate HRBA IEC materials	Several IEC materials produced and being disseminated

2.3 Assessment of Programme Outcome

2.3.1 Outcome from Individual outputs

Outcome indicators are developed on the basis of sustainability of benefits in the long-term in social, environmental, technical, economic and financial terms, institutional capacity development of all stakeholders, and replicability from pilot site to other geographical areas and upward to national policy level. There are clear linkages of climate change initiatives and realization of MDGs targets. These include improving access to safe drinking water, reducing food insecurity, malnutrition and disease to reduce maternal and child mortality. Climate Change and environmental conditions also linked to infectious diseases, such as malaria and cholera epidemics, tuberculosis and other communicable diseases, as well as air pollution contributing to respiratory diseases.(MDG1, MDG4 and MDG5, MDG6); integrating the gender dimension into land laws as a tool to guarantee equal access to and control over natural resources and benefits accruing from them(MDG3); improving

technology for improved air, protection from floods; and land and forest management are key for poverty reduction and extreme hunger (MDG1) and Climate conditions, such as erratic rainfall and droughts, access to water, and soil quality affect agricultural production and sustainable food supplies.

Box 3: Award Winning Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya RETAP/RTE Project

The RETAP/RTE project has led to several outcomes such as switching to improved stoves by schools, a draft wood fuel strategy by the Ministry of Energy, and formation of Association of Improved Stoves Producers. The project received several independent awards thus demonstrating the project exemplary performance and contribution, namely, Ashden Grant for Environment and the award included 1 hour show of UNDP global activities. The project is considered by the UNDP Kenya Country Office as one of its Flagship Projects. Additionally the project was variously referred by the Ministry of Energy and the activities of the project led the ministry to pilot installation of improved institutional stoves in 48 schools in 2011. Also, the project received a credit line of USD 200,000 from OIKO CREDIT and a trophy for environmental conservation

Due to the multiplicity of donor support in some projects, that is, projects that are supported by more than one development partner (e.g. the drought tolerant component of the KACCAL), it might not have been easy to attribute all the outcomes to the UNDP's outputs/interventions. However, the individual outputs are effective in contributing to outcomes as shown by the government's adoption of policy, legislation and or initiative on their own after the project or programme has ended.

By virtue of implementing the HRBA project in the water sector, KWAHO was selected to make a presentation on experiences on application of the right to water in the 2012 World Water Conference in France and in addition, the organization secured partnership with ACTS/Sida to undertake a water governance project with bias to water resources in Bungoma and Elgeyo Marakwet counties.

The Kenyan component of the Regional CDM Capacity Building Project for Sub-Saharan Africa resulted in the enhanced capacity of the DNA to assess and approve CDM projects (through the establishment of a fully fledged office including a website, support for training) as well as a national GEF calculation tool-kit. The AAP enhanced the capacity of Kenyan negotiators to the global climate change meetings through support to training in negotiations for COP 17 in Durban South Africa (December 2011) and production of a documentary for the Rio + 20 conference held in Rio de Janeiro, Brazil (June 2012). In addition, AAP also supported participation in two workshops in Addis Ababa, Ethiopia (China South-South Learning Development) and Nairobi, Kenya (CTI PFAN Exploratory Workshop - Financing Adaptation Related Projects), which were organized to establish financing mechanisms for climate change adaptation projects.

2.3.2 Regional cooperation and global public goods

The EECCU programme is contributing to the global public goods. The UNDP in conjunction with the European Union (EU) is developing a low emission development capacity building project in Kenya. This project will build national government capacities to establish a greenhouse gas (GHG) national inventory system, develop nationally appropriate mitigation actions (NAMAs) and design the associated monitoring, reporting and verification (MRV) systems, and support the National Climate Change Technology Action Plan (NCCTAP). Implementation of NAMAs would enable Kenya to develop in a clean way, i.e., avoid the polluting path to development that most currently developed/industrialised nations took. The project therefore contributes to the global public goods.

UNDP is also currently providing technical assistance to the Kenya Tea Development Authority (KTDA) on the development of a CDM project for the Gura plant and other small hydro power plants being developed by KTDA. Over the past two years UNDP and KTDA have invested a significant amount of human and financial resources on the development of this CDM project, which if registered would be the first hydro electricity project to be registered as a CDM project in Kenya and generate potentially millions of dollars in hard currency carbon revenue. The government of Norway has been lined up as a buyer of the carbon credits.

The World Food Programme (WFP), a partner in the AAP has installed 413 energy saving stoves in 18 ASAL districts. The 413 energy efficient stoves are part of the 1552 stoves installed by the RETAP/RTE project, which in combination with the renewable 500,000 trees planted to provide wood-fuel, are expected to sequester 16,931 tonnes of carbon dioxide equivalent by the end of the RETAP project in 2020. UNDP has also started a new GEF project titled “addressing barriers to the application of improved charcoal production technologies and promotion of income generating activities for livelihood improvements in Kenya’s Arid and Semi-Arid Lands.

2.3.3 Strategy and policy setting

AAP aims at supporting integrated and comprehensive approaches to climate change adaptation in Africa with Kenya among the 21 countries benefiting from the programme. The programme is setting an enabling environment to develop capacity required at local and national levels to design, finance, implement, monitor and adjust long term, integrated and cost effective adaptation policies and plans that are robust within a range of possible changes in climate conditions.

The other EECCU’s project that has played an important role in government strategy and policy setting is the PEI. The key ministry in charge of government planning policy and financial integration of climate change initiatives to government budgeting is the Ministry of State for Planning, National Development and Vision 2030 (MPND & Vision 2030). This is where the PEI is hosted. The other relevant implementing partners include the Ministry of Environment and Mineral Resources, National Environment Management Authority (NEMA), Ministry of Forestry and Wildlife, MDGs Unit,

Ministries of Agriculture, Livestock Development, and Fisheries, Ministry of Local Government. However, it must be noted that climate change adaptation and mitigation requires a multi-disciplinary approach because of its impact on economic as well as social well being particularly at the grassroots/community level. It is for this reason that one of the PEI's major outputs is the support for the mainstreaming of environment into the district development plans (DDPs). At the time of conducting the outcome evaluation, nearly 70% of all the DDPs had been finalised and work on incorporating 47 counties had been ongoing. The District Environment Action Plans (DEAPs) were initiated but have had a slow start.

Engagement of policy makers is one way of ensuring integration of climate change initiatives into mainstream government policy. Senior officials in relevant sectoral ministries have been engaged in capacity building and are able to describe strategies to increase adaptive capacity to cope with drought from both Kenya and neighbouring countries. Training on mainstreaming climate change into planning with the use of T21 (an AAP support) is being offered to a team from the MPND & Vision 2030, MEMR, the Kenya Institute for Public Policy Research (KIPPRA), and the Kenya National Bureau of Statistics (KNBS). Mainstreaming of climate change into the planning and budgetary processes (the next MTP) is currently being undertaken as a consultancy under Subcomponent 1 (SC1) of the National Climate Change Action Plan, and MPND & Vision 2030 has expressed a desire to have its officers trained to enable undertake similar exercise for the CDPs.

One of the achievements of the Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: World Initiative on Sustainable Pastoralism (WISP) was its packaging of pastoralism as a sustainable production system with the potential to reduce poverty through the production of various research products such as pastoral economics (economic studies on valuations of pastoralist economics and briefs); pastoralism and Millennium Development Goals; studies on the impacts of policy on drylands environments; and Carbon Finance In Rangelands: an Assessment of Potential in Communal Rangelands; among others. These research products enhanced the knowledge of policy makers in pastoralism and led to the creation of the Ministry of State for the Development of Northern Kenya and other Arid Lands with the mandate to champion the development issues of arid lands²⁴.

Lastly, both the The Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya (or RETAP/RTE) and the Development and Implementation of a Standards and Labeling Programme in Kenya with Replication in East Africa projects have informed the new energy policy (current under development).

²⁴Oliver Chapeyama, 2011. WISP Terminal Evaluation Report

2.3.4 Innovation and scaling-up through pilot interventions

Ensuring that there is multi-institutional approach to initiatives, particularly the involvement of community based organisations and individuals working at the grassroots, tend to foster inclusivity, project ownership and innovation that can result in the achievement of other outcomes. The KACCAL aims to have more than 90% of extension staff and, NGOs and private organizations working with the communities with skills in effective climate risk management practices and more than 50% of the community, extension workers and development partners to be using climate information for decision making. The early success of its drip irrigation component may be attributed to the active involvement of agricultural extension officers in the project, who continuously advise the farmers on appropriate farming techniques to respond to the emerging challenge of climate change (e.g., water conservation, appropriate seeds to plant).



Figure 5 A demonstration of a biogas powered chaff-cutter being used to cut Napier grass from the SGP supported biogas projects in Kieni, Nyeri County

Photo by: David Waititu Njoroge

Box 4: Scaling-up through pilot interventions

The involvement of Lorian Renewable Energy, a community based organisation in Nyeri, was an instrumental factor in the success of the SGP-funded biogas projects in Kieni, Nyeri County. In addition to facilitating the construction of the biogas plants to generate biogas for household cooking energy needs for which the organisation was contracted, it also worked with the farmers to design biogas-run chaff-cutters to replace those run on petrol (figure 4 below). This innovation helped the farmers to cut on the costs of producing feed for their dairy livestock (which traditionally is done either by the petrol-powered chaff-cutters or manual labour). The organisation also plans to partner with the Kimathi Institute of Technology (also based in Nyeri) to work with the farmers to collect, purify, package and sell excess biogas that the farmers for produce. The actualisation of this plan will present a CDM-PoA opportunity.

2.3.5 Empowerment and social cohesion

The projects and programmes empower local communities and create social cohesion by involving them (the local communities) in sustainable management of their resources. Empowerment and social cohesion is for instance, an intended outcome of the KACCAL, which is to be achieved by the output, “sustainable management of land and natural resources to enhance environment services with focus on support for development of pro-poor policies, tools and innovative practices for equitable access to, sustainable management and utilization of living natural resources to generate socio-economic benefit”. Special attention is given to important assets that are currently being utilized unsustainably. By the end of the project, some of the specific outputs are that agricultural/crop yields among small-scale farmers shall have increased by 10% and livestock productivity by 10%. The project had just started at time of the evaluation exercise, and it was therefore not possible to conclusively make a claim on the attainment of the intended outcomes. Early signs were however visible, e.g. potential for increased crop yields as depicted in figure 3 above, and hence empowered community (that is, a community that is more resilient to drought), and social cohesion among the group members participating the group as depicted by the Itivanzou Farmers’ Field School project. The group’s approach to drought management is an innovation of its kind. Each of the group members plants fruit trees such as mangoes; the fruits are sold and the proceeds deposited into a joint/group bank account from which money is withdrawn to purchase food-stuff, mainly cereals, for distribution to group members in times of drought/hunger.

WISP has empowered pastoral communities through the development of research products that highlighted pastoralism as a potentially sustainable economic activity for the agriculturally marginalised areas, culminating in the creation of the Ministry of State for the Development of Northern Kenya and other Arid Lands to champion pastoral and other issues of the marginalised regions.

2.3.6 Capacity Development

In terms of capacity building, the evaluation has revealed that the UNDP support targets three main outputs: national level advocacy and capacity for sustainable management of natural resources; building capacity of local communities and local level community and civil society institutions with focus on women and youth for sustainable management and use of natural resources; and capacity for public institutions such as government ministries, NEMA and the Kenya Forest Service (KFS) to enforce and ensure compliance to policies, laws and guidelines and to develop new climate change tools, policies, laws and guidelines.

Capacity building of institutions is a key element of the UNDP’s climate change support to Kenya. Indeed, the overall objective of the AAP, which is the “strengthening Kenya’s institutional and systematic capacity and leadership to address climate change risks and opportunities through a

national approach to adaptation” captures this better. This is being achieved through various means, including provision of an initial²⁵ support for setting up a Climate Change Resource Centre, which is intended to be a physical one-stop shop of climate change related information and innovation open to the public under the auspices of the MEMR. The centre will be located at the Kenya Meteorological Department (KMD), which is the government agency in charge of collecting and disseminating climate and weather data in the country.



Figure 6: The evaluator in a capacity building session during the KACCAL projects' field visit

Photo by: David Waititu Njoroge

AAP has also been supporting the capacity building of the climate change focal points/desk officers at the different government ministries/departments, in addition to supporting the subcomponent 7 (SC7) of the National Climate Change Action Plan consultancy, i.e. the Knowledge Management and Capacity Building sub-component. This sub-component aims to develop a knowledge management platform for collecting and storing climate change related information as well as a capacity building framework. The support for training in T21 will also enhance the capacity of the institutions involved — MPND & Vision 2030, MEMR, KIPPRA and KNBS — to better integrate climate change into the country’s planning system.

²⁵ “Initial” because setting up an institution is a process. AAP’s support is like “seed” money to have the institution established.

As indicated in earlier sections, the Regional CDM Capacity Building Project for Sub-Saharan Africa has helped build the capacity of institutions such as the CDM's DNA at NEMA, the Kenya Power and the KTDA.

Capacity building is targeted not just at the institutional level but also at the grassroots/community level. This is often to enhance the capacity of the local communities to sustainably manage their natural resources, and to address climate change adaptation and mitigation. One of the aims of the KACCAL is to establish the mechanism for applying climate risk management information and to create awareness of policy needs at the community or local levels within the project sites. An output is the ability of community leaders in the project pilot sites to be able to describe at least one lesson in coping with drought learnt from another site (not necessarily in Kenya). Capacity building of communities in climate change is common to most of the projects and programmes (e.g., PEI and AAP) and seems to be a deliberate inclusion in their design. The SGP support for biogas projects in Kieni, Nyeri County also falls in this category. It has enhanced the capacity of the participating households to access clean fuel, and that of the larger community to reduce the deforestation of the neighbouring Mt. Kenya forests. This is to say that the capacity of the community to sustainably manage the ecosystem has been developed.

Capacity development is also seen in infrastructural development support. For example, through the AAP funding, the United Nations Industrial Organisation (UNIDO) is constructing micro-hydro dams, setting up of community production units of green charcoal and biogas plant from hyacinth in Homa Bay. The KACCAL is supporting the development of fish ponds, the SGP has supported biogas, small hydro electricity project (in Kieni), while RETAP/RTE has enabled institutions to acquire energy efficient cook-stoves.

Table 7 Projects Performance Rating by Project Managers

Project	Overall Aim/Goal	Period of Implementation	Delivery at the Time of Evaluation (%)	% Level of Attainment of the Expected Objective	Status, Challenges and Impact
Adaptation to Climate Change in Arid and Semi-Arid Lands (KACCAL)	To enhance the resilience of communities and the sustainability of rural livelihoods threatened by climate change, in the arid and semi-arid lands of Kenya	2009-2012	7.6 %	10-15%	<ul style="list-style-type: none"> • Project take-off was delayed (effectively started in early 2012); The World Bank's withdrawal of support; unresolved misunderstandings/friction further impeded the start (reflected in the delivery) • Capacity building of participating in climate change adaptation has been enhanced through capacity building/training workshops • Several components of the project have started-2 fish ponds have been established, some farmers involved in the drip irrigation components reported major improvements in crop yields (see figure 3a)
Enhancing Water Governance Through A Human Rights Based Approach	To contribute to improved water governance in Kenya through strengthened capacities of the duty bearers (the formal and informal water service providers and the regulators) and right holders	2011-2013	34%	20-35%	<ul style="list-style-type: none"> • The formation of water action groups which are consumer entities that are an arm of the regulator enhances the ability of the regulator to monitor local water and sanitation services providers • Several water dialogue forums as means through which water actors could share information, discuss, plan or settles alleged or real conflicts carried out. In undertaking such forums, the project demonstrated the practical application of HRBA principles to water • Facilitation of water actors training workshops raised awareness and strengthened the capacity of both rights-holders and duty-bearers • Mobilization and support by key water actors in the target areas was vital insofar as gaining strong

Project	Overall Aim/Goal	Period of Implementation	Delivery at the Time of Evaluation (%)	% Level of Attainment of the Expected Objective	Status, Challenges and Impact
					ownership and commitment by relevant government agencies
Development and Implementation of a Standards and Labelling Programme in Kenya with Replication in East Africa	To reduce energy (electricity) related CO ₂ emissions in Kenya and the EAC countries by improving the energy efficiency of selected appliances and equipment in residential, commercial and industrial sectors	2009-2013	22.3%	40%	<ul style="list-style-type: none"> Activities have not been executed in a timely manner, owing to slow and length government procurement procedures and delay in release of funds from the UNDP There is increased awareness of Energy Efficiency Standards and Labels among the public and government Capacity building for key project stakeholders (ACA/KEBS/NEMA/KRA) Importers are becoming more aware of the energy efficiency standards and labels
Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-sized Enterprises	A sustainable reduction of GHG emissions (between 400 000 and 960 000 tonnes CO ₂ eq by 2020) through a transformation of the institutional and small, medium and micro enterprise high-efficiency stove markets	2007-2010	Closed	80%	<ul style="list-style-type: none"> Project closed Over 3000 schools have switched from traditional three-stone stoves to improved cook stoves, over 100 SMEs have adopted improved stoves, and over 1000 households have adopted improved households stoves A revolving credit fund created to support institutional stoves dissemination has grown from USD 200,000 to 1,166,770 USD The ministry of energy is in the process of developing a Legal Notice requiring institutions using fuel wood to install improved stoves A draft Wood fuel Strategy is with the Ministry of Energy awaiting formal legislation The ministry of energy with the support of UNDP is now developing standards for improved stoves

Project	Overall Aim/Goal	Period of Implementation	Delivery at the Time of Evaluation (%)	% Level of Attainment of the Expected Objective	Status, Challenges and Impact
					<ul style="list-style-type: none"> There is increased awareness among government agencies, private sector (including financial service providers), local communities, SMES and schools of the social, economic and environmental benefits of improved stoves and the business potential of improves stoves Institutional Association of Stoves Producers formed and its capacity strengthened to advocate for favourable policies
Poverty and Environment Initiative (PEI)	To establish enduring institutional processes within government from national to local levels and the wider stakeholder community to ensure environmental mainstreaming....	2006-2013	100% ²⁶	80-90%	<ul style="list-style-type: none"> Awareness created among beneficiaries on the important linkages between poverty and environment Project facilitated the formulation of draft national environment policy Made inputs in the revision of EMCA and made inputs into the development of Vision 2030 - Environment section Supported production of District Environment Action Plans; integrated environment into District Development Plans Produced the PEI Indicators Report whose content was used in the formulation of national monitoring indicators for monitoring the MTP Trained 12 senior level GOK Officers on Environment management Made input into the production of the UNDP-UNEP-PEI Manual on integrating environment into national planning processes
Regional CDM	To assist the	2007-2010	Closed	70%	<ul style="list-style-type: none"> This was a DEX project. Suffered one major

²⁶ The figures on the budget (USD 2,500,000) and expenditure (USD 2,615,000) availed to the evaluators by the project manager would indicate that the budget was over-shot by May 2012, one and half years to the end of the project

Project	Overall Aim/Goal	Period of Implementation	Delivery at the Time of Evaluation (%)	% Level of Attainment of the Expected Objective	Status, Challenges and Impact
Capacity Building Project for Sub-Saharan Africa-Kenya Component	participating countries (e.g., Kenya) to create an operational CDM and voluntary carbon market framework				<p>bottleneck: delay in the release of funds from New York</p> <ul style="list-style-type: none"> • Main activities were capacity building/training • Establishment of a fully fledged Designated National Authority (DNA) office at NEMA • Capacity development of the private sector and government parastatals including the following companies/agencies, Kenya Power, KenGen, East Africa Portland Company, City Council of Nairobi, Mombasa Municipal Council, KTDA, GoK ministries of Environment, Finance, Forestry, etc
Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: (WISP) ²⁷	To enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment	2005-2010 ²⁸	Closed	Rated as satisfactory in the project's terminal evaluation report	<ul style="list-style-type: none"> • Generation of research/knowledge products on pastoralism • Contribution to awareness on pastoral systems • Dissemination of knowledge products is credited with the establishment of the Ministry of State for the Development of Northern Kenya and other Arid Lands

²⁷ Information on WISP was obtained from the project's terminal report

²⁸ Project implementation commenced in 2005 and was to end in 2008. An extension to the initiative was made in 2008 to 2010 with the provision of bridging financing by UNDP to allow for transitioning of WISP from a project to a programme

2.4 Contribution of the UNDP to the Outcomes

This section examines the extent²⁹ to which the outcomes are attributable to the UNDP projects' and programmes' interventions or to other actors or factors. The causal linkages have been explored by:

- a) Assessing the alignment and relevance of the programme's portfolio to the needs of the stakeholders (see sections 2.2.1, 2.2.2, 2.2.3, 2.2.4 and 2.2.5 for details of the analysis);
- b) Carrying out a pre- and post- programme situation analysis based on outcome indicators (figures 3 and 5 as examples);
- c) Measuring the extent of achievement of the desired outcome indicators, and hence percentage achievements of outputs (see table 6, with focus on completed or nearly completed projects and programmes);
- d) Identifying the challenges/constraints that have affected the levels of achievements; and
- e) Evaluating effectiveness of the partnership strategies.

Table 7 is a summary of the UNDP's contributions to the outcomes. Three projects (KACCAL, RETAP/RTE, and WISP) have been used. The Annex to the report is a detailed analysis of the contribution of the UNDP to the outcomes. The effectiveness of partnership strategies is discussed in detail in chapter 3.



Figure 7 A demonstration of a biogas cook-stove implemented under the SGP biogas projects

Photo by: David Waititu Njoroge

²⁹ The extent could be determined by the funding levels or upstream actions such as policy or law compared to downstream actions.

Table 8 Contribution of the UNDP to the Outcomes of Selected Projects and Programmes

Project	Situation/Challenges before the Interventions	Intended/Prodac Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
Kenya's Adaptation to Climate Change in Arid and Semi-Arid Lands (KACCAL)	<ul style="list-style-type: none"> • Farmers in Mwingi are unable to cope with the increasingly frequent and intense droughts • Lack of resources to enhance their coping ability 	Outcome 3: Enhanced communities' ability to plan, manage and implement climate-related activities	<ul style="list-style-type: none"> • Seven (7) Climate Change Adaptation Action Plans (livelihood diversification (fish farming), drought tolerant crops, energy saving cooking stoves, efficient water utilisation (drip farming), efficient grain storage technologies (post harvest management), and integrated environmental conservation and pasture and fodder promotion) developed • One farmer participating in the drip irrigation component of the project has reported great improvement in yields, and efficient use of the scarce water resources (figure 3) • Fish ponds established and stocked with fingerlings • Some farmers have planted drought tolerant crops/fruit trees 	<ul style="list-style-type: none"> • UNDP support for capacity of farmers on climate change and coping strategies-achieved through capacity building workshops • Financial support to farmers to purchase tools and equipment to enable them cope better with droughts (drip lines, water tanks, fruit tree seedlings, establishment and stocking of fish ponds, etc)
Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: (WISP)	<ul style="list-style-type: none"> • "Conventional wisdom" characterizing pastoralism as a backward, environmentally destructive and 	Outcome 1: Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the	<ul style="list-style-type: none"> • Building and working with support institutions and networks such as ITDG Kenya through which lobbying for pastoral agenda could be conducted • Generated research products 	<ul style="list-style-type: none"> • UNDP provided administrative support to the project and shared management oversight over the project with other members of the Project Coordinating Committee (PCC) • UNDP-GEF provided effective

Project	Situation/Challenges before the Interventions	Intended/Prodoc Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
	<p>economically unsustainable agricultural system that should be replaced with more sedentary forms of production</p> <ul style="list-style-type: none"> • Numerous policy and systemic barriers to the integration of pastoralism into mainstream agricultural and economic production systems • Limited rights to land and other resources such as finance, technical information • Inability of pastoralists to organize themselves into organizations that can effectively lobby for policy changes at national level • Lack of technical information for use in upgrading their production systems 	<p>agro-ecological landscape</p> <p>Outcome 2: Enhanced capacity for pastoralists, civil society organizations, and public and private institutions</p> <p>Outcome 3: Increased advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism and greater awareness by national stakeholders of policy options to support pastoral livelihoods)</p>	<p>now used to enhance awareness</p> <ul style="list-style-type: none"> • Awareness of pastoral systems supported the establishment of the Ministry of State for the Development of Northern Kenya and other Arid Lands to champion pastoral communities' development agenda 	<p>technical backstopping as well as implementation supervision services throughout the implementation of the project</p>
The Market Transformation for	<ul style="list-style-type: none"> • Institutions (schools, hospitals, etc) and 	Outcome 1: Supportive policies and legal framework for	<ul style="list-style-type: none"> • Ministry of Energy (MoE) produced a Draft Woodfuel 	<ul style="list-style-type: none"> • USD 200,000 of the USD 750,000 support from the

Project	Situation/Challenges before the Interventions	Intended/Prodoc Outcome	Resulting/Observable Outcomes	UNDP Interventions/Outputs
Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya	<p>households use inefficient cook-stoves, hence high wood-fuel and charcoal expenses</p> <ul style="list-style-type: none"> Up-front costs for acquiring energy-efficient cook-stoves too high for many institutions and households Low awareness on the potential savings with efficient cook-stoves 	<p>sustainable biomass energy businesses developed and strengthened</p> <p>Outcome 2: Supply chains for both products and financing are strengthened and expanded</p> <p>Outcome 3: Policy makers, financial sector, suppliers and end-users are convinced of benefits and market opportunities for improved stoves</p>	<p>Strategy and Action Plan as part of this project</p> <ul style="list-style-type: none"> 1,552 stoves and facilitate the planting of more than 500,000 seedlings. CO₂ emissions avoided and sequestered through the project is projected to reach 16,931 tonnes at the end of the project in 2020 Formation of the Improved Stoves Association of Kenya (ISAK) RETAP got registered to be a member of the Association of Micro-Finance Institutions of Kenya (AMFI), which brings together various institutions that provide both savings and credit facilities. Through AMFI, RETAP established linkages with OIKO CREDIT, an ecumenical wholesaler of micro-credit based in the Netherlands which loaned RETAP Ksh. 20 million (\$ 250,000) to leverage the operations of the revolving credit fund 	<p>UNDP/GEF channelled to the revolving funds kitty to provide loans to institutions for purchasing stoves</p> <ul style="list-style-type: none"> Other funds that were leveraged include UNDP TRAC Funds (a grant of USD 76,000) Support for awareness and capacity building workshops, meetings with the MoE, etc

2.5 Internal UNDP's Strategy, In-House Planning and Management

The internal UNDP strategy and management of overall country operations appears to be coherently focused on change at the outcome level. Participatory project planning and multi-stakeholder involvement both causes the acceptance of the projects and programmes. This also fosters sustainability of projects and replicability and scaling up of similar initiatives after the completion of the projects/programmes. The new energy policy currently under development intends to promote wider adoption of improved cook-stoves and renewable forest plantations to supply wood-fuel across the country. The policy makes explicit reference the Market Transformation for Efficient Biomass Stoves for Institutions and SMEs in Kenya project as having informed this policy statement. This is due to the involvement of the Ministry of Energy as a key stakeholder in the implementation of the project.

UNDP's in-house planning and management of different interventions have been aligned to exploit synergies in contributing to outcomes. An effective management strategy that has been successfully employed is to have the projects' steering committees co-chaired between the UNDP and the relevant ministry, e.g., the Ministry of Energy in the case of the Market Transformation for Efficient Biomass Stoves for Institutions and SMEs in Kenya project, MPND & Vision 2030 in the case of the Poverty and Environment Initiative, and MEMR in the case of the EU-funded Low Emission Capacity Building project (expected to kick off in August 2012).

Discussions with both the government ministries/agencies and the UNDP management indicate that focus is on the outcomes as these (outcomes) centre on influencing government policies.

Time is required to bring UNDP's diverse programme planning, management, and reporting and partnership instruments into alignment. This is to be expected, as is the need for a gradual build-up of staff and stakeholder understanding of the rationale of outcome evaluation.

Chapter 3: Partnership and Coordination of Climate Change Initiatives

3.1 UNDP Partnership Strategy

Although donor funds have amounted to only about 5% of the government budget in recent years, development partners still fund a significant proportion of resources for some activities such as HIV/AIDS, education, water supply, environment and climate change (Kenya Joint Assistance Strategy 2007-2012). Indeed, an analysis of the source of funds for recent climate change activities in the country such as the development of the NCCCRS, the National Climate Change Action Plan and the REDD Readiness Plan shows that development partners fund significantly large proportions of the budgets for these activities.

Recent developments in the international climate change regime have also resulted in new mechanisms which parties to the UNFCCC such as Kenya need to domesticate. With this comes increased level of donor support, in addition to the traditional official development assistance (ODA), much of which, coincidentally addresses climate change related areas.

The energy, agriculture, water and forestry sectors as some of the sectors that are vulnerable to climate change. They are therefore some of the sectors that have been receiving substantial climate change funding. Citing various OECD sources of information, a report on donor climate change finance support in Kenya called “An Overview of Donor Funding in Climate Change related Activities in Kenya” (unpublished and too lengthy to append to the evaluation report) shows that the four sectors combined received 263.7 million USD³⁰ in the form on loans and grants, with much of this support coming from AfD, JICA, DfID, Danida, the European Union, UNDP, Forestry Carbon Partnerships, IFC, Nordic Development Fund, Sida, UNEP, GEF and the World Bank. This figure, although being only about 9% of the estimated cost of climate change adaptation and mitigation in Kenya of Kenya Shillings 235.8 billion or USD 3.04 billion in the next 20 years (GoK, 2010), still represents significant donor support. The high level of donor activity in the country calls for structured partnership in order to avoid duplication of efforts and enhance aid effectiveness.

Strategic partnership promotes a more coherent and coordinated approach in the implementation of the MDGs, Vision 2030 and its MTPs. In other words, partnership enhances aid effectiveness. A strong partnership between UN agencies and government ministries agencies leads to strong participatory approach during the implementation of a programme and as a result a strong country ownership of programme achievements, a strong track record to demonstrate solutions and replicate positive results, and a strong commitment from all parties to make it work.

The UNDP partnership strategy is captured in the following statements taken from its website: As a contributor to and manager of the Resident Coordinator System, UNDP promotes a wide range of partnerships with the Government and other stakeholders within the framework of the UN Common Country Assessment and the UNDAF, and in furtherance of the principles of the Rome Declaration on

³⁰ It was not clear from the report whether this figure represents actual disbursements or promises

simplification and harmonization. Through such coordination, UNDP has ensured the most effective use of UN and international aid resources. It also pursues collaborative and joint programmes, supports joint monitoring activities, and undertakes annual programme review meetings in close collaboration with all partners. At the national level, UNDP seeks programmatic linkages to national sectoral and thematic groups and other structures within the framework of the Kenya coordination group and the donor coordination groups respectively, under the leadership of both the Ministry of Finance and the World Bank. The proactive engagement of UNDP through these partnerships and coordination mechanisms has created the complementarity and synergy required in support of national priorities and in marshalling the resources necessary to support progress towards the MDGs.

The evaluators probed the level of partnership of the UNDP with the government, within the UN and system and with Kenya's bilateral development partners. We examined Project Preparation Documents (PPDs), progress reports and minutes of meetings, and MoUs signed with other development partners and project partners to determine the level of partnership. The findings of the Kenya Development Cooperation Report 2005 (UNDP, 2006), the latest of such reports, are also here. Although the report was published during the previous CPAP, i.e. CPAP 2004-2008, it was deemed necessary to compare its findings with those of the evaluation as a way of gauging improvement (or lack thereof) in partnership. Our findings are captured in the following sections.

3.2 Partnership Strategy and Outcome Assessment

3.2.1 UNDP's Partnership with the Government of Kenya

We used alignment of the UNDP's programme with the government priorities to determine the level of partnership between the UNDP and the government. Using this indicator, the Kenya Development Cooperation Report 2005 (UNDP, 2006) shows that 54% the environment and energy programme is in line with the government priorities. Our findings corroborate this observation. UNDP works closely with the government (as indicated, the relevant government ministry often co-chairs a project's steering committee for NEX projects), the UN system, multi-lateral and bilateral development partners as well as NGOs to successfully implement its programmes and programmes.

UNDP's energy and environment programme's partnership with the government is particularly stronger in the area of capacity building, where the government is a primary client. Indeed, Kenya's efforts in prioritising and engendering environment and climate change in its development agenda have benefited from the support of its development partners including the UNDP. The AAP's support for mainstreaming climate change into the planning process as well as the PEI's support for environment and poverty mainstreaming stand out in this respect.

UNDP's partnership and support to the government is in the following areas:

- coordinating development assistance at the national level through participatory mechanisms;
- providing financial and in-kind resources;
- providing leadership in promoting the involvement of civil society and the private sector in the formulation, implementation of a harmonized monitoring and evaluation of programmes;
- leading advocacy initiatives and policy discussions;
- leading and participating in international Working Groups, the UNDAF Steering Committee, UNDAF Thematic Groups, and other joint monitoring and evaluation structures;
- demonstrating strong political commitment to the human rights-based approach;
- reviewing sectoral and structural reforms; and
- Providing physical and organizational infrastructure.

The government, on the other hand, contributes to the partnership networks by providing overall leadership, co-ordination and harmonization of partnership strategy, programme implementation through donor coordination meetings and in-kind support.

In general, our analysis shows that both the government and the UNDP as partners in projects' implementation are more focused on the ability of the projects to influence national policies that can support projects' replication and sustainability. In this respect, nationally executed (NEX) projects seem to influence national policies more than directly executed (DEX) projects do probably due to the direct involvement of the government ministries as implementing entities. The results of the RETAP/RTE project (a NEX project) supported the formulation of biomass energy regulations by the Ministry of Energy, while we struggled to come across any mention of the Thai Village Project (a DEX project) by the government despite the project's high delivery rate (97% for the year 2011).

3.2.2 Partnership between the UNDP and other UN agencies

UNDP and other UN agencies are committed to contribute to the outcomes expected from the UNDAF by 2013. The purpose is to reduce the transaction costs of government in overseeing UN operations in the country. Leading UN agencies for climate change includes the UNDP, UNEP, and FAO, among others. The operations of the UN agencies in Kenya are guided by the UNDAF, of which the current is UNDAF 2009-2010. UN agencies participate in the UNDAF's common monitoring and evaluation plan; collaborating on advocacy initiatives and leading and contributing to policy discussions; and participating International Working Groups.

UNDP's partnership networks works through a series of forums such as:

- a) United Nations Country Team (UNCT), dealing with strategic issues related to the implementation and adjustment of the United Nations Development Assistance Framework (UNDAF), Country Programme and joint programmes;

- b) UNDAF Thematic Technical Groups, dealing with strategic issues related to implementation of relevant programme components;
- c) International Working Groups, that deals with formulation, implementation, monitoring and evaluation of the programme. UNDP and the World Bank co-chair the harmonisation and coordination (HAC) Committee and deals specifically with formulation, implementation, monitoring and evaluation of programme components.
- d) Joint Programming Committee that formulates, implements, monitors and evaluates joint programmes with other UN agencies as part of on-going efforts to streamline UN activities and implement the UNDAF.

Examples of the current CPAP's projects and programmes we looked at that involve partnerships among the UN agencies include the PEI (UNDP and UNEP), WISP (IUCN and UNDP), and AAP (UNDP, WFP and UNIDO). One thing that these three projects have in common is their relatively high outcome delivery rates (80% in the case of the PEI in the opinion of the PEI Project Manager; and satisfactory in the case of WISP according to its terminal evaluation report). The evaluators were not able to get the AAP project manager to provide an overall performance of the project in relation to its intended outcomes. But from the documents availed to them including the project progress reports, there is every likelihood that the project is on course to meeting its intended objectives. The project's support for activities such as capacity building of the government in climate change mainstreaming into the planning system have been rated as highly relevant to the beneficiary (the government).

We contend that the high performance of projects where UN partnerships are involved is due to the fact that each of the participating UN agencies is able to bring to bear its strengths on the projects. In the case of the AAP for instance, the UNDP is in charge of capacity building, and generally, any activity relating to strategy and policy development, which is where its strength lies, while the WFP and UNIDO are in charge of the ground-project implementation for projects relating to food security and infrastructure/energy, respectively. Under the AAP, UNIDO is implementing a small hydro electricity project in Homabay County.

3.2.3 UNDP and Multilateral and Bilateral Development Partners

Kenya Joint Assistance Strategy (KJAS) 2007-2012 presents a shared development vision and intention between the Government of Kenya and the KJAS partners, which include the UN agencies and multilateral and bilateral development partners. The strategy aims to support development targets that the government has set for itself at the national and sectoral level. Among the key thematic areas that KJAS identified as priority a number of them have climate change relevance such as energy, water supply and sanitation services, and water resources management, amongst many other areas.

Although the KJAS 2007-2012 is not a legally binding document, its spirit and vision of partnership in supporting Kenya's development agenda is important in enhancing aid effectiveness. Our assessment indicates that there is need for improvement in partnership among the bilateral development partners and between each of the bilateral development partners. We only came across one or two projects in which there was clear partnership between the UNDP and a bilateral development partner outside of the UN system. The EU funded and UNDP Low Emission Capacity Building (LECB) project (to kick off in August 2012) and the Japanese funded AAP are some of the projects in this category.

Due to the uncoordinated nature of the bilateral donor support to the country, there are often a number of similar and parallel initiatives. For instance, our analysis shows that the LECB project will build the capacity of the country to develop and implement a GHG inventory and to further/fully develop NAMAs by building on the recently completed NAMAs and REDD+ project of subcomponent 4 of the the National Climate Change Action Plan. Yet it is understood that there are at least two similar initiatives in the offing: a USAID funded GHG inventory process (understood to have begun at the time of the writing of this evaluation report) and a NAMA development process to be funded by another bilateral partner.

This situation is beginning to overwhelm the beneficiary (the government), not to mention that it does not necessarily represent an efficient use of scarce resources, and is a clear case of duplication of efforts. Discussions that the evaluators held with the government ministries and principally, with MEMR as the government's lead climate change institution indicate that there is need to have donor support to the government better coordinated and harmonised. In the opinion of the ministry, currently, there seems to be too many similar and uncoordinated initiatives supported by different [bilateral] development partners. The ministry hopes that the proposed Climate Finance Mechanism (a recommendation of subcomponent 8 of the National Climate Change Action Plan) through which all donors will be expected to channel their support will address the problem.

While the structures of the National Climate Finance Mechanism are being put in place, the Climate Change Donor Coordination Group (CCDCG)³¹ and the proposed National Climate Change Forum are avenues that could be used in the short term to enhance partnership among all the development partners supporting climate change initiatives in the country. This will help avoid duplication of efforts, support maximisation of efficiency, and more importantly, increase aid effectiveness. The UNDP being a key partner of the government and the coordinator of all the UN agencies should use these avenues to rally for coordination and harmonisation of donor support to the country.

³¹In a rotating co-chairmanship model with the current co-chairs being the MEMR and DfID. MEMR is a permanent co-chair being that the government is the recipient of donor support

3.2.4 Civil Society Organisations

The general feeling, which also seems to be backed by observation, is that civil society organizations (CSOs) are more effective in reaching the grassroots in environment and natural resources management than development partners or the government are. CSOs and the level of their involvement in environmental matters, especially climate change at the grassroots are and will be important in awareness raising and capacity building, in addition to supporting vulnerability assessments to enhance adaptive management. Awareness campaigns to help policy makers and local resource users understand the potential scope of climate change impacts and potential adaptation activities are key areas that have benefitted from CSOs partnerships.

UNDP has developed strong partnerships with civil society organizations including NGOs, CBOs, academia and others to implement components of its climate change programme. Our analysis shows that some projects such as the SGP supported ones have benefited from this partnership. The aforementioned wider scope (to include biogas for lighting, for running chaff-cutters and for the proposed sale to the wider community, activities which are beyond the initial objective of biogas for household cooking energy needs only) of the biogas projects in Kieni, Nyeri County is a result of partnership with a community based organisation called Lorian Renewable Energy, which has a better understanding of the energy needs of the local communities.

Civil society organizations are expected to complement the limited outreach of Government agencies in reaching the ultra poor and most marginalised groups, and continued partnership of the UNDP with them is therefore encouraged. The CSOs are in community mobilisation and community level interventions. The CSOs contribute to the partnership networks by:

- (i) providing consultative and advisory services;
- (ii) implementing programmes and identifying mechanisms for programme sustainability;
- (iii) offering alternative methods of service delivery;
- (iv) mobilizing community participation and support such as project inputs e.g. land, volunteer labour etc;
- (v) collaborating on advocacy initiatives and contributing to policy lobbying and discussions;
- (vi) mobilizing communities, and beneficiaries;
- (vii) participating in the formulation, implementation, monitoring and evaluation of programmes³²; and
- (viii) Participating in sector and cluster working groups.

³²CSO stakeholders at all levels were for instance, involved in the formulation of the UNDP component of the joint UNDP-WB KACCAL project during the project preparatory phase. Several meetings were held in 2005 during the process

3.2.5 Private Sector

We have defined private sector in this report to include any profit making organisation that is registered as such. This broad definition includes manufacturing firms that have an important bearing on both climate change adaptation and mitigation, research firms/think tanks registered as private sector/profit making organisations, which includes a number of organisations in the carbon markets.

In contrast to the civil society, the strength that the private sector brings in partnership with the UNDP is its diverse knowledge of climate change issues and ability to support climate change activities, and not for presence in the grassroots. Partnership with the private sector is in the form of:

- (i) providing consultative and advisory services;
- (ii) mobilizing in-kind and direct financial resources;
- (iii) providing complementary financial resources; and
- (iv) Enhancement of corporate social responsibility and investment.

In addition, UNDP can partner with the private sector in:

- a) collaborating on advocacy initiatives and contributing to policy discussions;
- b) supporting universal environmental and social principles, human rights, and anti-corruption;
- c) upholding Global Compact Principles;
- d) participating in the formulation, implementation, monitoring and evaluation of public-private partnerships; and
- e) Participate in sector and cluster working groups.

The academic and research institutions as private sector tend to contribute to the partnership by:

- a) Providing consultative and advisory services;
- b) Introducing human development related research into academic programmes;
- c) Organizing high-level discussions on policy issues; and
- d) Facilitating knowledge generation, management and utilization for appropriate competitiveness e.g. in trade, communication for development and aid effectiveness.

Much of the UNDP climate change capacity building, assessment and studies work is carried out by private firms and individuals. Consultancies form a significant portion of the budget of most projects and programmes, and their delivery is often key to the success of an entire project/programme. Developing strategic partnerships with firms and individuals with proven track record in delivery will enhance UNDP's outputs and therefore attainment of outcomes.

UNDP has also used the media (as a private sector) to raise awareness of the Kenyan citizens on the impact of and measures to respond to climate change. Recent examples include partnering with the Nation Media Group to produce a documentary show-casing community level climate change adaptation and mitigation initiatives. This project was funded by the AAP. AAP also sponsored a 3 day workshop in November 2011 to train the media on the coverage of climate change related issues. In future, partnership with the media should include exploration of new media technologies and platforms such as the internet (websites, Facebook, Twitter, blogs, etc) and mobile given that the country's population is relatively young and therefore "techno-savvy".

In general, the private sector has an enormous role to play in climate change mitigation and adaptation but this potential is yet to be realised possibly due to lack of a framework for engagement. The ongoing process to develop a private sector equivalent of the Kenya Climate Change Working Group (KCCWG) that brings together civil society organisations working on climate change in Kenya, an initiative that is supported by the Office of the Prime Minister, may address this gap. Such a forum will be a useful avenue for the UNDP to engage with the private sector.

3.3 Impact of Partnerships

In order to determine the impact of partnership on UNDP's outcome delivery, we have assessed the appropriateness and effectiveness of the various forms of partnerships to achieve the outcomes as captured in sections 3.2 above. In all the various forms, we see partnerships as appropriate and important tools for enhancing outcome delivery given that each partner has unique strengths, and the combination of these unique strengths makes a stronger programme.

We have also attempted to determine whether such partnerships have shaped UNDP's engagement with its partners. The assessment shows that the key development partners in a partnership are generally consulted (consultations occurring at various levels from planning, implementation and monitoring stages), and it is this consultation that has for instance, seen the birth of the CCDCCG, and the National Climate Change Forum. The government of Kenya has also recently adopted sector wide approaches (SWAs) in planning and resources mobilisation for the Health and Governance, Justice, Law and Order sectors while discussions have been held to have SWAs adopted in the Environment, Protection, Water and Housing sector under which climate change falls.

As a result of partnerships, there are many joint activities taking place within the climate change portfolio of the UNDP, particularly partnership between the UNDP and other UN agencies. This is due to UNDP being the coordinator of all the UN agencies as well as its unique strengths in environment climate change capacity building and mainstreaming, which are some of the current critical areas of engagement with the government. It is these strengths that make us conclude that the UNDP is the right institution to take lead in coordination and harmonisation of donor support to the country.

Chapter 4: Opportunities provided by the Constitution 2010

4.1 Devolution and Amalgamation of key Sectoral Mandates

With the promulgation of the Constitution 2010 in August 2010 and the establishment of its enabling governance and accountability structures and mechanisms including the entrenchment of the right to a clean and secure environment, and the longer term focus on climate change and disaster risk mitigation, there is great hope not only for the progress on the implementation of Goal 7 of the MDGs (Environmental Sustainability) but for sustainable development of the country in general.

UNDP needs to continue to work with the government in supporting the ministries responsible for energy, environment and forestry and wildlife towards attaining the national sustainable development goals and targets. Improvement of current policy frameworks for environmental management such as the poverty environment linkages process supported by the PEI and similar initiatives by the AAP are examples of the UNDP's support to the government to enable it implement the environmental and sustainable development provisions of the Constitution 2010.

The Constitution 2010 has shifted implementation of key sectoral projects from the national government to the yet to-be-formed county governments. The national government remains with limited implementation tasks. A number of government institutions have started devolving their services in line with the Constitution 2010. These include NEMA which has recently posted officers to all the 47 countries. The transition strategy envisaged in the new context of devolution is difficult to envisage at the moment. What is known is that there is need for some continuity of the climate change agenda between the ministries and the counties that will be governing a wide range of environmental issues. This can be both a challenge and an opportunity. It would be interesting to identify some perspectives on these issues through stakeholder dialogues that may be supported by the UNDP.

4.2 Capacity Building in Climate Change at all Levels of Government-County and National

With the devolution that will implementation of activities being undertaken by county governments, there will be need to build the capacity of both the national and county governments to manage climate change affairs. The Ministry of State for Planning and National Development and Vision 2030 (MPND & Vision 2030) has already expressed this need. UNDP has been supporting the ministry to undertake environment and climate change mainstreaming through two projects: PEI, which focused on poverty and environment mainstreaming, and AAP, which supported the purchase of and capacity building in T21, a planning tool-kit used to mainstream climate change into the planning processes. There are also similar initiatives including climate risk analysis of the Vision 2030 flagship

projects which is being undertaken as under the consultancy to develop Kenya's Long Term Low Carbon and Climate Resilient Development Pathway. This is one of the subcomponents of the National Climate Change Action Plan.

Avenues for engagement of the UNDP with both the county and national governments include:

- a) Support for the mainstreaming of climate change into the county development plans (CDPs). County profiles that will provide basis information for the CDPs have been prepared with the support from the UNDP-UNEP's PEI;
- b) Capacity building of relevant ministries and government agencies to under climate change mainstreaming of the MTPs and the CDPs. The current process is being done as a consultancy. MPND & Vision 2030 has expressed the need to have its capacity built to enable it undertake the mainstreaming process on its own; and
- c) Opportunities of opportunities with government agencies that need to devolve their services in line with the Constitution 2010. For environment and climate change, these may include, in addition to NEMA, the Kenya Meteorological Department (KMD), which will need to have county presence in order for it to be able to deliver downscaled weather information to different localities and users of the 47 different counties.

Chapter 5: Conclusion and Recommendations

Conclusions

5.1 Programme's Relevance to Stakeholders' Needs

Current theme, goals and activities of the UNDP's projects and programmes are well aligned to the Vision 2030, the MDG, the National Climate Change Response Strategy (NCCRS) and other government of Kenya's development strategies related to climate change including gender mainstreaming. The national execution arrangements support capacity building within the public sector, and are suitable for mainstreaming climate change at strategic level. The direct execution uses mainly the private sector, NGOs and research institutions. However, many activities are implemented by the government, the private sector, CBOs and NGOs. The government of Kenya contributes to national execution of projects by either in kind contribution or sometimes some revenue funds.

5.2 Programme's Effectiveness and Efficiency

The programme is effective in the following areas:

- Mainstreaming climate change adaptation in the development programmes;
- Specific stand-alone adaptation projects;
- Awareness raising and studies on climate change and development;
- Capacity development, e.g. in carbon markets (CDM);
- Direct support to carbon mitigation and carbon trading activities; and
- Projects in sectors of particular relevance for climate change adaptation and mitigation, e.g. water resource management and renewable energy.

Efficiency has been achieved by optimal combination of financial and human resources to achieve the intended outputs. Efficiency is seen in the low percentages of projects' total costs used for management purposes. Looked at through this prism, all the projects and programmes within the UNDP's EECCU portfolio that were assessed perform fairly well.

To enhance efficiency, future programming needs to factor in human resource/capacity needed to implement projects even for those projects where the need may not be that apparent. The assumption that the provision of financial resources, equipment and materials is a sufficient condition to effect change may not hold true in all cases. The delay in the implementation of the drip irrigation component of the KACCAL project is a case in point.

5.3 Challenges of Coordination and Harmonisation

Climate change projects are scattered in various sectors and may have not been classified as such. The energy, agricultural, water and sanitation and forestry sectors are some of the greatest beneficiaries of the UNDP climate change interventions. Consequently, the Ministry of Environment and Mineral Resources, which through the newly formed Climate Change Secretariat (CCS), is supposed to be the country's lead agency in climate change affairs, may not have a clear indication of the total portfolio of climate change activities in Kenya. This calls for further harmonisation of climate change activities in the country. The National Climate Change Action Plan currently being developed by MENR in collaboration with other stakeholders is expected to come up with an innovative financial mechanism to enable harmonisation and coordination of climate change activities in the country.

5.4 Programme's Impacts

At the national level, the projects and programmes are having an impact on the policy making process. The RETAP/PEI project supported the formulation of the draft biomass energy regulations by the Ministry of Energy; the Development and Implementation of a Standards and Labelling Programme in Kenya with Replication in East Africa is expected to support the development of energy efficiency standards in Kenya and a process for harmonisation of energy efficiency standards in the East African Community (EAC); while WISP is credited for its influence on the establishment of the Ministry State for the Development of Northern Kenya and Other Arid Lands. In general, NEX projects have more influence on the policy making process than DEX projects, which could be due to the direct involvement of the government as implementing entities in the former.

At the community level, projects are having positive impacts in addition to resulting in some unintended positive impacts. Examples include the SGP supported biogas projects in Kieni in Nyeri County which were originally meant to provide biogas an alternative cooking energy, but also provided enough gas to run chaff-cutters and for lighting, with plans to collect and package the excess gas for sale being underway.

5.5 Delays in implementation

There is considerable delay in the implementation of some projects. The Kenya's Adaptation to Climate Change in Arid Lands (KACCAL) was considerably delayed, hence the reason it ranked the lowest in performance among the projects and programmes assessed. The Development and Implementation of a Standards and Labelling Programme in Kenya with Replication in East Africa project achieved only 40% performance due to the lengthy government procurement procedures. From a budget of USD 2.2 million the project is expected to end in 2013 but only USD 0.5 million has been spent to date. In general, DEX projects have higher delivery rates (the rate of utilisation of the disbursed funds) than NEX projects.

5.6 Unpredictability of Donor Support

Funding from foreign sources is highly unpredictable and over-relying on such sources may bring a critical programme/project to an abrupt end and/or reverse the gains. The KACCAL project revised its budget from \$6.5m to \$1.0m after the withdrawal of the World Bank over integrity issues. Completion of the Rwambiti small hydro electricity project in Rwambiti, which has been supported by the GEF SGP, depends on future external support. If such support is not received, the project will grind to a halt in spite of the USD 50,000 that has been spent on it.

5.6 Partnerships

Environmental issues are complex and nested one to the other. Effectivity is achieved in synergy with partners and the outcomes of sustainable development can only be achieved when government, NGOs and Private sector work together with development partners. Partnerships also translates into reduced duplication of efforts, harmonized diverse stakeholder involvements, speaking with one voice and moving in the same direction, sensitising Kenyans on their rights to land and clean water, climate change, sustainable energy production and efficiency. The analysis has shown that there are strong partnerships between the UNDP and its partner UN agencies, the government, the civil society, and the private sector.

Recommendations

The lessons learned and recommended actions to improve performance in future programming include:

- a) Mainstreaming of climate change into county development plans presents an opportunity for UNDP's continued engagement with the government and the people of Kenya in addressing climate change threats and opportunities. This will also support the devolution principles of the Constitution 2010. **Resulting from this, future UNDP engagement will shift from the district to the county levels. Early preparations and resource allocation to suit the new constitutional arrangement is of vital importance.**
- b) The evaluation demonstrated that UNDP's support involved NEX and or DEX in various combinations. Evidence was inadequate to provide concrete results that can inform future engagement of the UNDP and the government particularly in DEX projects so as to enhance their influence on the policy making and strategic process. **UNDP should evaluate the relative influence of its support delivery models (DEX or NEX) in policy making (strategic mainstreaming as compared to operational mainstreaming) in future evaluations.**
- c) The assumption that the provision of financial resources, equipment and materials is a sufficient condition to effect change does not hold true in all the projects evaluated in the present report. The delay in the implementation of the drip irrigation component of the KACCAL project is a case

in point. **To enhance efficiency, future programming needs to factor in human resource/capacity needed to implement projects even for those projects where the need may not be that apparent.**

- d) **It is recommended that UNDP carries out thorough screening for future projects to avoid duplication of efforts/support by different development partners, and to maximise resource efficiency/aid effectiveness.**
- e) There is scope for improving donor coordination. Due to transition attributed to the Constitution 2010, it is appropriate to put in place a short gap measure as the country awaits the actualisation of the proposed National Climate Finance Mechanism into which development partners will in future be expected their support to. **The UNDP, through the Climate Change Donor Coordination Group (CCDCG) and the proposed National Climate Change Forum, as for the interim, could mobilise other develop partners to develop a system of harmonisation and coordination of donors' climate change support.**
- f) The National Climate Change Action Plan envisages design of several climate change activities such as nationally appropriate mitigation activities (NAMAs), actions related to adaptation as detailed in the National Adaptation Action Plan (NAdP), and to both adaptation and mitigation technology as detailed in the National Technology Action Plan, among others which fall within the UNDP's priority areas. **UNDP being a key development partner of the government should support in the next CPAP:**
 - **Development of NAMAs and REDD+ proposals and their implementation;**
 - **Support to adaptation actions detailed in the (NAdP); and**
 - **Support for the establishment of the proposed Kenyan National Climate Change Fund.**
- g) The results of the outcome evaluation show that most projects did not have a robust monitoring and evaluation protocol. **Future UNDP programming requires:**
 - **Monitoring and reporting formats so that information sharing may be done in an orderly manner;**
 - **Adequate priority setting to avoid unnecessary delays; and**
 - **Better ways of coordinating donor interventions.**

References

Projects Documents, quarterly and annual project reports for the following projects and programmes:

1. Kenya's Adaptation to Climate Change in Arid and Semi-Arid Lands (KACCAL);
2. Development and Implementation of a Standards and Labeling Programme in Kenya with Replication in East Africa;
3. Market Transformation for Highly Efficient Biomass Stoves for Institutions and Medium-Scaled Enterprises in Kenya;
4. Poverty and Environment Initiative (PEI);
5. Regional CDM Capacity Building Project for Sub-Saharan Africa-Kenyan Component;
6. Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship (WISP); Piloting Bioethanol as an Alternative Household Fuel in Western Kenya;
7. African Adaptation Programme-Kenya Component; and
8. Enhancing Water Governance through a Human Rights Based Approach

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Cover photo

Left: A biogas digester in one of the SGP funded biogas projects in Kieni; middle: a channel on River Thiba for the Rwambiti Small Hydro Power; and right: a herd of cattle in Mwingi District. Photos by David Waititu Njoroge

Annexes

Programmes and Projects' Achievements

Programme/Project	Output	Activities	Achievements (as of May 2012)
Africa Adaptation Programme (AAP)	UNDAF Outcome: . Enhanced environment management for economic growth with equitable access to energy services and response to climate change.		
	Dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change introduced	allocate resources to support the newly formed Climate Change Secretariat within the Directorate of Environment in the MEMR,	WFP has installed. 413 energy saving stoves in 18 ASAL districts. UNIDO is also being supported in the construction of micro-hydro dams, setting up of community production units of green charcoal and biogas plant from hyacinth in Homa Bay
	Leadership capacities and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened	<p>Contribute to the implementation of the KCCRS by providing financial support as well as technical capacity to the MEMR and the NCCACC</p> <p>Identify the priority sectors for support and provide technical support to stakeholders in these sectors to analyse the existing policies relevant to gender responsive climate change adaptation.</p>	<p>No. of stakeholder consultation sessions supported, and level of attendance, to identify gaps and the targeted technical support provided towards the implementation of the NCCRS</p> <p>Number and diversity of stakeholders involved in consultations on how gender and climate change adaptation should be mainstreamed</p> <p>Diversity and number of linkages established between the national, district and local levels in support of gender responsive adaptation and to strengthen the policy-practice linkages</p>

	Climate-resilient policies and measures in priority sectors implemented	use existing forums of stakeholders in government, civil society and the private sector (such as the NCCACC, the Kenya CSO Climate Change Working Group (KCCWG) and the Kenya Private Sector Alliance (KEPSA)) to share learning and facilitate evaluation of adaptation responses with a view to larger scale application	No. of forums and platforms created and/or strengthened; No. of collaborative missions conducted; No. of tools for assessing gender differentiated vulnerability to climate change; Documented improvements of policy initiatives; No. of climate change related policies and plans adopted by government
	Financing options to meet national adaptation costs at the local, national, sub-regional and regional levels expanded	<p>Assess climate change risks and options and make adjustments to national budgets.</p> <p>Assess the impacts of various sector policies, laws and fiscal and regulatory mechanisms</p> <p>Training technical officers to a diversity of government, CSO and private sector stakeholders on financing options for climate change adaptation.</p>	No. and diversity of adaptation risks and opportunities, adjustments made to the fiscal and regulatory frameworks; training sessions provided to relevant government and non-government institutions
	Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels	<p>Gender-sensitive results based monitoring and evidence generation from existing initiatives with relevance to climate change adaptation;</p> <p>facilitate experience and information sharing sessions;</p> <p>Use UNDP's Adaptation Learning Mechanism (ALM)</p>	<p>No. of M&E systems reviewed and/or adapted</p> <p>No. of information sharing sessions and diversity of themes and stakeholders participating</p> <p>No. of policy provisions and practices influenced by the information generated, packaged and disseminated</p>

Kenya Adaptation to Climate Change in Arid Lands (KACCAL) (2009-2013)	Outcome 1: Enhanced capacity of national and regional stakeholders to plan, manage and implement climate change adaptation measures		
	Output 1.1: Targeted knowledge-based tools developed for effective climate risk management	<p>Activity 1.1.1 Efficient integrated drought information system</p> <p>Activity 1.1.2 A platform for exchange of knowledge</p>	<ul style="list-style-type: none"> National policy makers are aware of CC impacts and CCA needs in <p>One of the activities undertaken that addresses this outcome is development of a baseline study. The baseline survey has provided a road map for mainstreaming of climate change adaptation (CCA) into agriculture, water and forestry sectors</p>
	Output 1.2: National and regional coordination and information sharing improved, for effective climate risk management	<p>Activity 1.2.1 Interaction between stakeholders in the district enhanced</p> <p>Activity 1.2.2 District drought preparedness plan implemented</p>	<p>180 households benefited directly from the pilot projects (6 community groups); an additional 360 households (12 community groups) to benefit from exchange visits to pilot sites; c. 10,000 households in the pilot.</p>
	Output 1.3: Advocacy and outreach programme prepared and conducted for replication of adaptation measures	<p>SCCF funds to support the preparation and distribution of policy information and materials</p> <p>Preparation and hosting of empowerment workshops for government officials, officials from NGOs and CBOs and also for local farmers and pastoralists in order to enable experience sharing</p> <p>collaboration with and support for NGOs, CBOs and other development partners in carrying out the empowerment of local farmers and</p>	

		pastoralists	
	Output 1.4: Adaptation learning disseminated through national, regional and international networks	Dissemination of lessons learned linking with UNDP's Adaptation Learning Mechanism	
Outcome 2: Enhanced capacity of district and local level stakeholders to plan, manage and implement climate change adaptation measures			
	Output 2.1: Community-level capacity increased to undertake adaptation measures	<p>Activity 2.1.1 Increased awareness among relevant governmental departments, NGOs, and the private sector on integrating climate risks</p> <ul style="list-style-type: none"> • Creating partnerships and networks among the various stakeholders in order to enhance collaboration • Designing and implementing awareness programmes tailored to the needs and capacities of different stakeholders • Conduct training workshops on integrating climate change risks into policy formulation <p>Activity 2.1.2 Natural resource managers, extension staff, and local community members trained in proper use of climate information</p>	<p>1. 180 households will benefit directly from the pilot projects (6 community groups); an additional 360 households (12 community groups) to benefit from exchange visits to pilot sites; c. 10,000 households in the pilot areas (75% of households) will benefit from dissemination of adaptation advice.</p> <p>2. No change in income or household assets due to climate variability.</p>

		Activity 2.1.3 Extension personnel trained in drought related participatory rural appraisal (PRA) and networking techniques	
	Outcome 3: Enhanced communities' ability to plan, manage and implement climate-related activities		
	Output 3.1: Community based micro-projects supported	Activity 3.2.1 Community-identified interventions to increase capacity to cope with drought	<p>75% of agricultural extension staff in pilot sites location trained on drought risk management.</p> <p>Energy saving jiko project has launched (27/06/2012)</p> <p>Community radio and village based Rannet radios used to pass climate info on weekly basis</p> <p>Implementation of drip irrigation (Mumoni)</p> <ul style="list-style-type: none"> • 2 Projects addressing different areas (drip irrigation, drought tolerant crops and alternative livelihoods (fish farming)) already initiated in Mwingi District <p>Drought tolerant crops project (in Itivanzou in Kyuso)</p> <p>Seven (7) Climate Change Adaptation Action Plans (livelihood diversification (fish farming), drought tolerant crops, energy saving cooking stoves, efficient water utilisation (drip farming), efficient Grain storage technologies(postharvest management), integrated environmental conservation and pasture and fodder promotion) were developed and forwarded to PS for funding</p>
Development and Implementation of a Standards and Labeling Programme in Kenya with Replication in East Africa (2007-2012)	Outcome 1: Selection and adoption of international test procedures, minimum energy performance standards and label classifications		
	Output 1.1: Selection and adoption of	<ul style="list-style-type: none"> • Identification of IEC test procedures for all products on long list; if IEC not available: identification of EN norms 	<ul style="list-style-type: none"> • A baseline survey was carried out in 2011 • Consultancy on minimum energy performance standards (MEPS) was commissioned in 2011

	<i>appropriate international test procedures for appliance energy efficiency in Kenya</i>	<ul style="list-style-type: none"> • Adoption as national test procedure via KEBS technical committees • An appropriate test facility identified and collaboration entered 	
	<i>Output 1.2: Selection and adoption of appropriate international label classification</i>	<ul style="list-style-type: none"> • Identification of EU label classifications and other label classifications for products on long list • Selection of most appropriate schemes, based on similarities in product designs and manufacturers • Adoption of label classifications, for mandatory application for industrial motors, and domestic refrigerators, and for voluntary application for all other products 	
	<i>Output 1.3: Selection and adoption of three minimum energy performance standards and one quality standard</i>	<ul style="list-style-type: none"> • Selection and adoption of appropriate minimum energy performance standards, for motors, domestic refrigerators and air conditioners, based on (current or previous) international standards or on the thresholds of EU energy label classes • Selection and adoption of a CFL product quality standard will be adopted from either ELI or one of the schemes operated in the Asia-Pacific region 	Consultancy awarded and inception report discussed at the end of 2011.
	Outcome 2: Development & implementation of a verification & enforcement system		
	<i>Output 2.1: Integration of</i>	<ul style="list-style-type: none"> • Development of a list of test procedures and product standards 	<ul style="list-style-type: none"> • Consultative meetings with collaborative partners and stakeholders held

	product energy performance compliance checking with country pre-export inspections	<p>that need to be included</p> <ul style="list-style-type: none"> • Discussion with KEBS and KRA about extending the current pre-export inspections (PSI) with these procedures and standards • Developing approaches for use in PSI • One-year trial period to assess the impact on the market and address start-up problems 	Consultancy to conduct Training Needs Assessment (TNA) focusing on capacity of NEMA, KEBS, KRA and ACA commissioned
	Output 2.2:Capacity building at the Revenue Collection Authority (KRA) for inspection of non-conforming and second-hand product imports	<ul style="list-style-type: none"> • Assessment of the KEBS and KRA capacities for tracking second-hand products • Training of KEBS and KRA inspectors in new regulations for second-hand products 	
	Output 2.3:Establishment of trade inspections, for distributor and retailer compliance checking on counterfeits and fraudulent products	<ul style="list-style-type: none"> • Assessment of KEBS and KRA capacities for checking distributors and retail outlets for product compliance • Training of KEBS and KRA inspectors for compliance checking at distributors and retail outlets 	
	Output 2.4:Establishment of a legal enforcement system, for follow-	<ul style="list-style-type: none"> • Development and implementation of an enforcement system to follow-up on product non-compliance with regulations (on import) • Development and implementation of 	

	up on non-compliance with regulations.	an enforcement system for distributor and retailer non-compliance (on sales)	
Outcome 3: Awareness raising campaign for standards and labels, targeting distributors, retailers and end-users			
	Output 3.1: Informing importers, distributors and retailers about appliance energy efficiency in Kenya	<ul style="list-style-type: none"> • Providing information about appliance energy efficiency principles, the costs and benefits to end-users and the costs and benefits to retailers of more efficient appliances • Providing information about new energy efficiency regulations, date of entry of these other regulations, compliance requirements, the national S&L programme, support opportunities and consequences of non-compliance 	<ul style="list-style-type: none"> • The launch of the project on 9th March, 2011 at Sarova Panafric in colourful gala dinner event and exhibition was one of the awareness raising campaigns undertaken. • The S & L was invited to exhibit in the Ministry of Industrialization stand during the seven day Nairobi International Trade Fair. The Trade Fair started on 26th September, 2011 and ended on 2nd October, 2011. Members of the public as well as other players in the private sector showed a keen interest on the activities of the programme. • The programme has raised awareness through media publications. • Programme exhibited during the African Industrialization Day that was marked on the 17th and 18th of November, 2011 at the K.I.C.C. • Project Senior Engineer presented a paper on “Implementation of a Standards and Labeling Programme in Kenya” during the conference held on the African Industrialization Day. <p>Project Senior Engineer attended a three day workshop in Nyeri on invitation by the Greening Kenya initiative and had a chance to enlighten the people from different sectors in the town what S & L is about.</p>
	Output 3.2: Development	<ul style="list-style-type: none"> • Development of a training programme for distributor and retailer sales staff, 	

	and delivery of a training programme for distributor and retailer staff in Kenya	<p>focusing on the sales of these more efficient appliances</p> <ul style="list-style-type: none"> • Trial run with a major distributor (industrial) and major retailer (domestic) • Delivery of the training programme to the sales staff of at least the top 5 distributors and retailers 	
Outcome 4: Development of voluntary agreements for efficient commercial display refrigerators and hotel air conditioners			
	Output 4.1: Analysis of appropriate target levels for the energy performance of commercial display refrigerators and hotel air conditioners	<ul style="list-style-type: none"> • Analysis of internationally marketed products, and the additional costs and benefits versus the products currently marketed in Kenya • Selection of appropriate target levels based on a least life cycle cost analysis 	Series of stakeholders meetings have been held between the respective stakeholders and the S&L Project Management Unit (PMU)
	Output 4.2: Discussion of a voluntary agreement with stakeholders, including the key importers of display refrigerators and the hotel sector; main suppliers of these products; the national utility and the government of Kenya (MTI and	<ul style="list-style-type: none"> • Stakeholder analysis of the involved parties, focusing on incentives for their long-term involvement • Conducting a series of meetings with the main parties, to discuss the analysis and possible agreements • Setting up the East Africa energy standards and labels network 	Technical team from KEBs and MoI visited the EAC headquarters in Arusha and discussed development and harmonization of Energy Standards/Labels in EAC, establishment of S & L Network, policy and Regulation Framework, and Regional Workshop

	KEBS)		
	Output 4.3: Proposing – and if agreed – implementing a voluntary agreement	<ul style="list-style-type: none"> • Developing draft agreements between the government of Kenya, the national utility, the main buyers of the products, if possible the main suppliers, and other interested parties • Providing technical support during the implementation of the agreement, including maintaining a list of products complying with the agreement 	
	Outcome 5: Policy support & policy framework		
	Output 5.1: Advise and assist on improving the policy and implementation framework to increase the uptake of energy efficient equipment and appliances by major market players in the residential, commercial and industrial sectors	<ul style="list-style-type: none"> • Review the current energy regulation framework from an energy efficient product market transformation perspective and make recommendations for improvement • Indicate the measures to be taken to implement the recommendations • Closely monitor the outputs of the project and distil the necessary information to update and/or revise the policy and implementation framework 	Policy support and framework review consultancy commissioned in 2011
	Output 5.2: Strengthening of the capacity of individuals and institutions that are involved in implementation of the project	<ul style="list-style-type: none"> • Identify the required skills and experiences for monitoring, revising and implementing an energy policy supporting energy efficient product market transformation. Design and implement a clearly focused, hands-on training programme • International study tours will be 	

		organised to regions of the world where successful market transformation initiatives for energy efficient products have been designed and implemented	
Outcome 6: Learning and replication			
Output 6.1: Preparing a programme for replication of activities implemented under outcomes 1 to 5		<ul style="list-style-type: none"> • Closely follow the implementation of the activities under components 1 to 6 and distil the necessary elements for up-scaling these activities beyond Kenya into the EAC countries (Burundi, Rwanda, Tanzania and Uganda) • To design a roll-out programme for similar market transformation activities in the other EAC countries 	<ul style="list-style-type: none"> • Consultancy to undertake the development and implementation of harmonized energy efficiency S&L systems in the East African Community (EAC) region was commissioned • PMU and a technical team from KEBs and the Ministry of Industrialisation (MoI) visited the EAC headquarters in Arusha and discussed: development and harmonization of energy standards/labels in EAC; Establishment of S&L network; policy and regulation framework and convening of a regional workshop
Output 6.2: Introduction of the test procedures, standards and labeling schemes in the other East African countries via the EAC cooperation on standards		<ul style="list-style-type: none"> • The existing EAC cooperation on (regional) standards will be used as a platform to adopt the successfully tested and implement test procedures, MEPS and labels for regional use; i.e. in Kenya and the other EAC countries 	
Output 6.3: The impact of the market transformation activities will be monitored, evaluated and used for steering the initiative's		<ul style="list-style-type: none"> • Monitor the impacts of the various market transformations • Extract information that can be used by the Project Management Unit for steering the implementation of the project 	

	implementation		
	Output 6.4: Provide support to disseminate the learning and replication experiences in the EAC countries	<ul style="list-style-type: none"> • At each stage, prepare material on the lessons learned and results for use in other EAC countries (Burundi, Rwanda, Tanzania and Uganda) • Organize visits to Kenya for the EAC counterparts involved in the implementation process to strengthen the implementation activities in the other EAC countries or even elsewhere in Africa • Coordinate activities with the EAC energy secretariat based at Arusha to ensure greater integration and institutionalization of the process • Engage with other projects in the country, region and world to exchange lessons, experiences, and solutions in energy efficient product market transformation • Present the results achieved in Kenya and the EAC through presentations at national and regional seminars/workshops • Actively participate in energy standards and labels network 	
Market transformation for efficient biomass stoves for institutions and small and medium-scale enterprises in Kenya (MSP-RETAP) (2006-2009)	Outcome 1: Supportive policies and legal framework for sustainable biomass energy businesses developed and strengthened		
	Output 1.1: Policy dialogue facilitated for increased co-ordination between government sectors	1.1.1 Review the operational modalities of the existing inter-ministerial multi-stakeholder taskforce responsible for energy and working within the scope of developing government policy and multi-sectoral strategy for biomass energy, including mandate, scope of responsibilities, participating entities,	<p>About 80%. It is only the activities of the parliamentary network on renewable energy and reduction in stoves production costs that have not gone well.</p> <ul style="list-style-type: none"> • Number of meetings between Ministry of Energy (MoE) team and the National Project Manager to

		<p>organizational structure and budget</p> <p>1.1.2 Competitive contracting of experts to carry out policy audits and lead legislative development processes including drafting of legislation for discussion</p> <p>1.1.3 Biomass energy audits of forestry, agriculture, environment, industry, health, education and energy policies</p> <p>1.1.4 Four meetings of inter-ministerial policy group each year to discuss outcomes of biomass energy studies / audits and analysis</p> <p>1.1.5 Drafting of legislation for discussion during taskforce meetings</p> <p>1.1.6 Ongoing monitoring of and advocacy in legislative process to enact legislation</p>	<p>initiate the formulation of a draft Woodfuel Strategy and Action Plan</p> <ul style="list-style-type: none"> • MoE led this output, which led to enhanced policy dialogue and coordination between government sectors in support of conducive policies and legal framework for sustainable biomass energy business development. Other government ministries and agencies included those in charge of public finance, forestry, environment, health, education, industry and agriculture. •
	<p>Output 1.2: Coordination and strengthening of parliamentary support for biomass energy legislation</p>	<p>1.2.1 Bi-lateral meetings with sympathetic members of parliament to discuss operation modalities of parliamentary biomass interest group and integration with existing structures</p> <p>1.2.2 Planning meeting of parliamentary interest group, and agreement on plans and approach</p> <p>1.2.3 Regular meetings of interest group (approximately every 6 months during project)</p> <p>These meetings will be organized to coincide with relevant project meetings</p>	<p>Achieving stove cost reduction has been impeded by the increased inflation, global economic down turn of 2008 and the devaluation of the Kenyan currency, increase in price of steel among others.</p> <ul style="list-style-type: none"> • A draft Wood-fuel Strategy and Action Plan was developed • The draft Woodfuel Strategy and Action Plan validated at a stakeholders' workshop • The project targeted the Parliamentary Network on Renewable Energy and Climate Change (PANERECC) to lobby for the enactment of relevant policies and laws in support of biomass energy and other

		<p>and international events taking place in Kenya or the region</p> <p>1.2.4 Discussions and communications with international policy initiatives including PRASEG, EUEI, GVEP, REEEP, HEDON, etc</p> <p>1.2.5 Preparation of newsletter and circulation to members of parliamentary interest group</p>	<p>renewable energies</p> <ul style="list-style-type: none"> • Workshop of Parliamentary Network on Renewable Energy and Climate Change, 7-8 June 2007, Whitesands Hotel, Mombasa
Outcome 2: Supply chains for both products and financing are strengthened and expanded			
	<p>Output 2.1: Delivery infrastructure for seedling supply established with appropriate revenue and financing structures (mini-nursery pilots for seedling sales)</p>	<p>2.1.1 Competitive contracting of sustainable wood-lot management experts to carry out surveys, business development, and training</p> <p>2.1.2 Carry out baseline survey / situation analysis</p> <p>2.1.3 Facilitate coordination and planning, between TBP, FD and KEFRI and other stakeholders involved in forest extension</p> <p>2.1.4 Identify potential entrepreneurs for regional nurseries in key regions</p> <p>2.1.5 Training and capacity building for nursery establishment and management</p> <p>2.1.6 Support for entrepreneurs in business plan development and securing funding for nursery establishment</p> <p>2.1.7 Provide ongoing technical assistance for diverse needs of new nurseries</p>	<p>SMEs and households use the acquired stoves, and as many other institutions adopt the stoves and establish own fuel woodlots up to the year 2020 when the project ends.</p>

		2.1.8 Monitor extent of adoption of practical knowledge and techniques, and achievement of targets	
	Output 2.2: <i>Increased liquidity in the institutional, SME and formal household stove markets</i>	<p>2.2.1 Establish criteria for creating a shortlist of qualified producers</p> <p>2.2.2 Creation and maintenance of shortlist of qualified producers</p> <p>2.2.3 Design of short term credit line based on needs analysis (this focuses addressing mismatch of bank and institutional repayment schedules)</p> <p>2.2.4 Competitive contracting of experts to support survey work, workshops, and financial facilitation</p> <p>2.2.5 Carry out survey of businesses supplying improved institutional stoves, including data on past use of commercial loans, marketing activities and provision of hire-purchase facilities</p> <p>2.2.6 Business workshops on financing and facilitated discussions with banking sector</p> <p>2.2.7 Support larger stove producers and 'integrator' companies (which do marketing, and operate hire-purchase schemes such as RTE, Botto Solar and PDS) to secure commercial loans based on orders</p>	<p>RETAP received positive response from Oiko Credit on its loan application. The organization had approved Kshs. 20 million which has since been disbursed. The loan repayment has since commenced</p> <p>Baseline survey results shows schools ready to change and commit at least five acre piece of land for establishment of woodlot for fuel wood production if seedlings are supplied to the schools</p> <p>RETAP received positive response from Oiko Credit on its loan application. The organization had approved Kshs. 20 million which has since been disbursed. The loan repayment has since commenced</p>

		<p>2.2.8 Promotion, establishment and operation of credit line for producers</p> <p>2.2.9 Mid-term review, survey, and adjustment</p> <p>2.2.10 Sustainability planning to identify ongoing needs for support, and if necessary to secure funding from other sources</p> <p>2.2.11 End of project impact survey</p>	
	<p>Output 2.3: <i>Reduced product and service cost</i></p>	<p>2.3.1 Contracting of expert for manufacturing and delivery cost reduction strategy work</p> <p>2.3.2 Analysis of real product costs</p> <p>2.3.3 Analysis of cost reductions based on bulk purchasing (material acquisition costs), mass production of components, tooling, production location and cost of logistics, and design improvements</p> <p>2.3.4 Two regional workshops on institutional stove best practice together with GTZ ProBEC</p> <p>2.3.5 Cooperation with local and international universities for industrial engineering support</p>	
	<p>Output 2.4: <i>Business models improved and replicated</i></p>	<p>2.4.1 Contracting on a competitive basis of a business development expert to support activities under this output</p> <p>2.4.2 Analysis and evaluation of business</p>	

		<p>models used and areas for improvement</p> <p>2.4.3 Institutional incentives for household market piloted</p> <p>2.4.4 Preparation of case study reports for dissemination to business and policy communities</p> <p>2.4.5 Support to larger stove producers and 'integrator' companies to improve delivery models</p> <p>2.4.6 Formation of trade stove producers association to ensure quality and service standards, and stove certification</p>	
Outcome 3: Policy makers, financial sector, suppliers and end-users are convinced of benefits and market opportunities for improved stoves			
	<p>Output 3.1: Exploitation of applications to drive market growth and create volume</p>	<p>3.1.1 Contracting of expert supporting work on market development</p> <p>3.1.2 Review of potential key markets sectors/data collection, including tea industry, WFP, bakeries, restaurants, etc</p> <p>3.1.3 Meetings between private sector companies and potential customers to understand opportunities and design needs</p> <p>3.1.4 Wide dissemination of results and findings of reviews and meetings to stove producers</p> <p>3.1.5 Preparation of product brochures</p>	<ul style="list-style-type: none"> • Policy papers drafted: Policy Proposals for Sustainable Consumption and Production of Energy in Kenya: RETAP (2008): A Memorandum to the National Environment Policy Committee. Policy Brief Series No.2 and Kituyi E (2008) Climate Change Mitigation by Schools in Kenya: Policy Options for Scaling up Sustainable Fuelwood Consumption and Production. RETAP Policy Research Series, No.1

		<p>and marketing material for selected markets</p> <p>3.1.6 Exhibiting at appropriate meetings/ conferences/associations and demonstrations for stove producers on a shared cost/competitive basis</p>	
	<p>Output 3.2: Information on costs and benefits of technologies well known</p>	<p>3.2.1 Contracting on competitive basis of survey and social marketing expert, technical expert for case studies, emissions monitoring expert for analysis of improved stove and baseline emissions, and training / capacity building expert</p> <p>3.2.2 Prepare awareness survey and scoring system</p> <p>3.2.3 Survey awareness levels at start of project</p> <p>3.2.4 Design overall marketing strategy including establishing information paths (email addresses, web page, telephone numbers), and 'corporate' brand for the programme</p> <p>3.2.5 Preparation of analytical case studies of costs and benefits of improved institutional stoves and wood-lots</p> <p>3.2.6 Preparation of awareness materials targeted at various audiences: end-users, suppliers, financial sector, and policy makers</p>	

		<p>3.2.7 Implementation of awareness raising campaign</p> <p>3.2.8 Survey awareness levels at end of project</p>	
	<p><i>Output 3.3: Users trained in biomass energy saving techniques and forest management</i></p>	<p>3.3.1 Competitive contracting of training expert</p> <p>3.3.2 Prepare awareness survey and scoring system</p> <p>3.3.3 Survey awareness levels of sample of potential end-users at start of project (or before supply of product)</p> <p>3.3.4 Review existing training material on efficient use of stoves and forest management, and make necessary improvements</p> <p>3.3.5 Prepare brochures for end-user awareness, carry out field trials, and make improvements</p> <p>3.3.6 Prepare course module on preparing and implementing local awareness raising for user training in wood-lot management</p> <p>3.3.7 Conduct training together with supply of stoves and trees, including capacity building for users trained in wood-lot management to carry out local awareness raising with government extension officers and managers of</p>	

		agroforestry centres.	
		3.3.8 Survey awareness levels at mid-term and end of project	
Regional CDM capacity building project for sub-Saharan Africa-Phase I (2007-2009)	Sector and project scoping studies	<ul style="list-style-type: none"> National scoping and assessment study to provide inputs to the national-level training activities and workshops 	ECM Kenya limited) has been identified to identify CDM project opportunities in Kenya
	DNA capacity-building regional training workshop & network	<ul style="list-style-type: none"> Hold a regional workshop for DNA and other governmental representatives from each of the participating cluster countries 	NPC also commissioned another study "Evaluation of Biomass Cogeneration and Anaerobic Digesters Energy Generation Opportunities in Africa
	National CDM / DNA training workshops	<ul style="list-style-type: none"> Convene up to 7 national-level training workshops to train DNA staff and participants from other ministries 	Trainings targeting the DNA have been carried out successfully. Website has been prepared by the NPC.
	CDM project seminars/workshops	<ul style="list-style-type: none"> Convene up to 7 national-level seminars or workshops for private sector participants 	Several focused CDM trainings targeting the private sector
	South-South technical exchanges	<ul style="list-style-type: none"> Participate in regional technical exchanges organised by the South African DNA 	<p>NPC participated in Kenya National Energy Conference held on October 7 to 9th and made a presentation on CDM.</p> <p>"Carbon Financing for Renewable Energy for Rural Development" by NPC on October 30th.</p>
	Specific in-country training and technical assistance activities	<ul style="list-style-type: none"> Develop nationally -tailored sustainable development criteria and CDM project review procedures in conjunction with each DNA Support the DNA in the area of CDM project identification and development, which may include the 	MDG Carbon Facility letter of agreement prepared but not signed yet.

		<p>production of a 'CDM Investor's Guide' for the country</p> <ul style="list-style-type: none"> • Design and develop a national CDM website 	
African Adaptation Programme	<p>Output 1: <i>Dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change introduced</i></p>	<ol style="list-style-type: none"> 1. Institutional support provided to the MEMR to enhance the effectiveness of the National Climate Change Response Strategy (NCCRS) implementation process 2. Facilitation support provided to stakeholders at the local and national levels to strengthen their contribution to NCCRS formulation and implementation 3. Support provided for key priority sectors to conduct targeted needs assessments and identify issues and options for improving their long-term planning mechanisms to contribute to implementation of the NCCRS 4. Through the Ministries of Gender and Social Development and Environment, commission targeted research on the gender differentiated impacts of climate change on poverty that builds on relevant research currently being undertaken 5. Technical support provided for identifying and/or developing relevant tools for enhancing gender responsive climate change adaptation at the local and national levels 6. Use the tools and research outcomes to inform the strategic planning processes of priority sector ministries and the drafting of the ASAL Annex 	<ul style="list-style-type: none"> • Investment in and support for training in Threshold 21 (T21) for Strengthening Institutional Capacity for Integrated Climate Change Adaptation & Comprehensive National Development Planning (to be to be institutionalized within the Macro Planning Directorate, Ministry of State for Planning, National Development and Vision 2030) • Climate change risk assessment/studies for the energy, agricultural, water and health sectors commissioned • A comprehensive study to inform prioritised actions for integrated rehabilitation of the Lake Naivasha catchment commissioned • A strategy detailing actions and tools for mainstreaming gender into sectors identified in the NCCRS under development • Support for the establishment of the Climate Change Resource Centre (including initial meetings with PS MEMR, the architects (the University of Nairobi), and with the host of the resource centre, i.e. the Kenya Meteorological Department (KMD)) supported • A study on Strengthening Institutional Capacity for Integrated Climate Change Adaptation & Comprehensive National Development Planning in Kenya was undertaken by the T21 team in collaboration with the Millennium Institute • Profiling of about 260 climate change actors in the country (a compendium of the actors will also be availed online) • A documentary titled 'Securing the Future: Setting the Scene for a Low Carbon Climate Resilient Kenya' has been produced • Support to the production of a Catalogue on climate

		<p>for Vision 2030</p> <p>7. Facilitation support provided for stakeholder consultations on gender responsive climate change adaptation to strengthen stakeholder buy-in to and support for strategic plans of sector ministries</p> <p>8. Technical support to the priority sectors and Ministry for Planning to develop options for integrated approaches to climate change within planning mechanisms</p> <p>9. With technical support, enable the priority sectors and Ministry for Planning to develop and test approaches that incorporate the inherent uncertainties of climate change into medium term expenditure frameworks</p> <p>10. Undertake a review of existing programmes that are providing local level planning capacity to learn lessons and identify collaboration and action learning opportunities</p> <p>In target areas, strengthen the capacity for 'bottom-up' local level adaptation processes that enhances collaboration between national planners and local level practitioners and communities</p>	<p>change related disasters (seeks collate and showcase the evidence of climate change with specific focus climate change related natural disasters)</p> <ul style="list-style-type: none"> • Support to other technical capacity development initiatives (Regional Workshop on Knowledge Management that focused on Capitalization of Knowledge with regards to Climate Change Adaptation, In-country Regional Workshops on REDD+ Process, etc)
	<p>Output 2: Leadership and institutional frameworks to manage climate change risks and opportunities in</p>	<p>1. Institutional mapping for climate change and impacted sectors undertaken to identify key institutions, development potential and development needs</p> <p>2. Financial support provided for documenting lessons and emerging</p>	<ul style="list-style-type: none"> • Facilitated the setting up of Climate Change Secretariat in the Ministry of Environment and Mineral Resources (MEMR) including supporting the CCS directorate's operations, which includes setting up of the directorate with office equipment, furniture, and interactions with the desk officers/focal points • Supported the organisation of national preparatory

	<p><i>an integrated manner at the local and national levels built</i></p>	<p>issues from institutions working to incorporate climate change risks and opportunities into their national and local initiatives</p> <ol style="list-style-type: none"> 3. Building on existing institutions where appropriate; facilitation support and technical advice provided to existing forums of stakeholders in government, civil society and private sector to promote integrated district-level responses 4. Enable national and local stakeholders periodic consultation across diverse sectors to strengthen existing or establish new institutional frameworks if mapping analysis and NCCRS identify a need 5. Technical and facilitation support provided to leaders and institutions to enhance the management of climate change risks and opportunities in an integrated manner at the local and national levels and for key priority sectors 6. Technical and facilitation support provided to the MEMR to set up a permanent institutional structure to oversee integrated delivery of the KCCRS 7. Technical and administrative support provided to enhance the advisory and coordinating role of the NCCACC, climate change secretariat and climate change coordination unit to support national leadership on matters of climate change 8. Assess the NCCACC and determine 	<p>meeting for United Nations Framework Convention on Climate Change (UNFCCC) negotiations in Bonn and COP 17, training of Climate Change Negotiators for COP 17, side events at COP 17, in collaboration with the Nation Media Group, ran one-week features and a documentary depicting national adaptation initiatives by the local communities</p> <ul style="list-style-type: none"> • Organized a Ministerial Climate Change Focal Points Sensitization and Knowledge Sharing Workshop in October, 2010 • Collaborated with IISD and CARE International in building the capacity of the Climate Change Focal Points (desk officers) on climate change vulnerability analysis. Trainers of trainers' course was organised based on two tools developed and used by IISD and CARE i.e. the <i>Climate Vulnerability and Capacity Assessment (CVCA) Framework and CRISTAL (Community-based Risk Screening Tool – Adaptation & Livelihoods)</i> • Collaborated with University of Nairobi to train Climate Change Focal Points on <i>Climate Change Science and Scenario Modeling</i> • Provided support to the development of the National Climate Change Action Plan that is meant to implement the NCCRS (particular areas are subcomponent 3 on National Adaptation Plan (NAP), subcomponent 5 on National Technology Action Plan and subcomponent 7 on Knowledge Management and Capacity Building)) • Supported capacity building of the KMD (e.g. two staff members sponsored to attend a conference on e-infrastructure for Climate Change at ICTP in Trieste, Italy and the Kenya Meteorological Society Annual Conference) • Supported capacity and knowledge building of the civil society and media in climate change, including first
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		<p>whether they are meeting their mandate. If not, build capacity to improve functioning</p> <p>9. Climate change training (e.g. Introducing climate change, its predicted impacts on Kenya and implications for local development and gender-relations) provided to provincial and district government leadership to improve their understanding of climate change</p> <p>10. Training provided to members of parliament and media practitioners on climate change adaptation, its costs and its gender dimensions</p> <p>11. Technical support provided to parliamentarians to enhance their understanding of the political, economic, technical and social climate change adaptation implications of existing and new policies, laws and measures and facilitate discussions on available options for effectively mainstreaming gender responsive adaptation measures</p> <p>12. Visits between Kenyan and international parliamentary groups dealing with climate change facilitated to share learning and build awareness of the role of parliament in catalysing action</p> <p>13. Technical support provided through media associations to enhance media's understanding of climate change and how it may affect Kenya, so that they can provide more informed coverage of climate change</p>	<p>breakfast meeting with the media owners and second meeting with senior editors (members of the editors guild), preparation of a concept note for training of the media to write about climate change issues and activities, and organized a three-day workshop on "effective reporting of Climate Change Adaptation"</p> <ul style="list-style-type: none"> • Support to the development of the Department of Resource Surveys & Remote Sensing (DRSRS)'s website to facilitate its wide sharing of information that will enhance climate change adaptation in the country
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		<p>adaptation issues, including its diverse gender dimensions at the local and national levels</p> <p>Create and introduce modules and learning activities based on climate change and climate change adaptation for schools and universities</p>	
	<p>Output 3: <i>Climate-resilient policies and measures implemented in priority sectors</i></p>	<ol style="list-style-type: none"> 1. Facilitation and technical support provided to identify barriers to effective gender-sensitive adaptation at the local and national level 2. Technical and facilitation support provided to stakeholders in priority sectors to analyse existing policies relevant to gender responsive adaptation 3. Support provided to priority sectors to identify gaps, perverse incentives, constraints and opportunities within their policies and legal frameworks and current technical responses 4. Facilitate the collaboration between key sector ministries and CSOs through the Kenya CSO Climate Change Working Group to find community level projects that have potential to be up scaled, replicated and/or mainstreamed 5. Support provided to priority sectors to design action learning plans for testing the scale up of integrated policy responses that provide lessons to overcome identified gaps and constraints and maximise opportunities 6. Facilitation support for lobbying and 	<ul style="list-style-type: none"> • A Strategic Stakeholder Workshop for Lake Naivasha Watershed Ecosystem held for key stakeholders from three boundary districts – Nyandarua, Mirangine and Gilgil in June 2011 • Support to T21 modeling for incorporation of climate change in Kenya's MTP • Continued support to the NCCRS' Action Plan development process • UNIDO (An AAP Implementing Partner) is carrying activities in three core areas in the energy sector that are aimed at enhancing adaptive capacity of target communities (a micro-hydro power station, use of water hyacinth in biogas digester to provide energy for water supply, and green charcoal for household energy) • Implementation of pilot projects to test CCA systems in a watershed area <p>Support to the World Food Programme (WFP)'s efficient institutional cook-stoves project in arid and semi arid areas (ASALs)- 413 energy saving stoves have been supplied and installed in schools</p>

		<p>advocacy activities in support of the development and enactment of specific policies and measures that would enhance adaptation, including awareness sessions with policy makers and media publicity activities</p> <p>7. Technical and institutional capacity support provided to the Meteorological Department to generate, package and disseminate seasonal forecasting information in a form that is relevant and useable by communities</p> <p>8. At selected locations, use the improved forecasting information to strengthen and up scale existing early warning systems to support local knowledge systems used for making short, medium and long term decisions with regard to their farming and livestock keeping activities</p> <p>9. Implement integrated action learning projects in selected locations with financial and technical support</p> <p>10. Using the information generated by demonstration projects as a focus, strengthen existing linkages between the local, district and national levels for monitoring and responding to climate change stresses; including linkages to institutional frameworks for improving two way information flows</p> <p>11. Technical support provided to enable NCCACC, Climate Change Secretariat and KMD to undertake needs assessments, develop bankable</p>	
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		<p>proposals and undertake recommended action</p> <p>12. Drawing on the action learning experience, technical support provided to identify a diversity of incentive/disincentive mechanisms that would enhance adaptation in priority sectors</p> <p>13. Technical support provided to promote implementation and mainstream gender sensitive adaptation policies and measures</p> <p>Technical support to enable the NCCACC or the permanent institutional structure to oversee integrated delivery of the NCCRS develop a plan for scaling up adaptation actions that supports implementation of the NCCRS</p>	
	<p>Output 4: <i>Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels</i></p>	<p>1. Building on existing research into climate change costs, provide technical and facilitation support to priority sectors to assess climate change risks and identify opportunities, financing options and cost-benefit tradeoffs</p> <p>2. Support Sector Ministries (represented by the NCCACC) and Ministry of Planning to analyse policies and mechanisms for adjusting national budgets to meet adaptation costs and take advantage of opportunities</p> <p>3. Sector Ministries work with MEMR to update climate change investment framework to take account of budget priorities that reflect climate change risks and opportunities</p>	<p>AAP supported two Regional Workshops (one in the Western region and the other in the Rift Valley) on Climate Change Response in the Forestry sector- to build the capacity of key stakeholders at the regional level so that they can understand financing mechanisms for climate change adaptation</p>

		<p>4.Support Sector Ministries to prepare and present to Ministry of Planning, an updated investment framework that outlines options for realigning national budget priorities to reflect climate change risks and opportunities. This is done simultaneously upscaling plan</p> <p>5.Technical and facilitation support provided to key ministries to assess the impacts and potential of their fiscal and regulatory frameworks to support or constrain gender sensitive climate change adaptation at the national and local levels</p> <p>6.Financial and technical support provided to assess a diversity of incentive/disincentive systems for priority sectors and their potential for enhancing adaptation responsiveness of end users</p> <p>7.Technical support provided to key ministries to develop – in collaboration with Ministry of Finance – effective fiscal and regulatory frameworks in support of adaptation</p> <p>8.Technical and facilitation support provided to national and local stakeholders on existing and emerging financing options at the local, national and international levels</p> <p>9.Specific training provided to enhance the access of women and vulnerable groups to financing options at the national and international level</p> <p>Technical support provided to stakeholders in the preparation of</p>	
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		relevant supporting documents to access various financing mechanisms at the local, national and international levels	
	Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels	<ol style="list-style-type: none"> 1. Monitoring tools developed and/or adapted to capture various dimensions of climate change adaptation initiatives, including the gender aspects 2. Training provided to practitioners and policy makers on the use of the M&E tools in an action learning context 3. Field missions conducted by policy makers and practitioners to share and acquire knowledge on adaptation 4. Technical assistance provided to support the MEMR and relevant stakeholders to collate evidence from demonstration projects for policy and technical learning 5. Provide support to MEMR's knowledge management system for climate change adaptation and if necessary, establish a knowledge management base at MEMR as a focal point for learning on climate change adaptation 6. Identify and use existing and emerging forums to share information and experiences, guided by specific themes and bringing together national and local-level stakeholders 7. Specifically target women and vulnerable groups in providing them, and the agencies that work with them, with adaptation information and 	<ul style="list-style-type: none"> • Support to subcomponent of the National Climate Change Action Plan; aim is to develop a dedicated knowledge management system that will be used to encourage knowledge sharing and dissemination of results • Organised a 3-day National Climate Expo, targeting the wider public in 2011 • Participation in the Nairobi International Trade Fair, where posters (focusing on AAP – Kenya activities, the NCCRS Action Plan and T21) were presented at the MEMR stand • Developed a documentary on Climate Change adaptation, aired and disseminated at the COP17

		<p>identifying their adaptation learning needs</p> <p>8. Provide opportunities for Kenyan stakeholders to learn from experiences of AAP Regionally and similar adaptation programmes in other countries</p> <p>9. Technical support provided for the development of a gender-sensitive communication strategy on climate change adaptation</p> <p>10. Building on the experience of the programme, support the development of policy guidelines and technical guidelines by the NCCACC or relevant multi-sectoral institution</p> <p>11. Financial and communications support provided for gathering, packaging and disseminating information in suitable formats for policy makers, practitioners and local communities</p> <p>Facilitation support provided for the participatory monitoring of adjustments made to national development processes to incorporate climate change risks and opportunities</p>	
Enhancing Water Governance through a Human Rights Based Approach (2011-2013)	Outcome 1: Capacity of water actors to utilize water dialogue forum mechanism enhanced		
	Output 1: Enhanced ability of water actors to interact and discuss, share information, plan	<p>1.1 Facilitate formation of water action groups (WAG) in project areas</p> <p>1.2 Support registration of (WAG)</p> <p>Hold a national conference for water action groups to strategize on anchoring</p>	<ul style="list-style-type: none"> • A joint project steering committee and technical committee meeting held in November 2011 to strategize on scaling up of HRBA project in Uasin Gishu, Kakamega and Nakuru Counties • Mobilisation meetings were carried out targeting the chief executive officers (CEO) of the Water Services Regulatory Board, Rift Valley Water Services Board

	and resolve any conflicts pertaining to water services delivery	of WAGs in the water sector	<p>and Lake Victoria North Water Services Board. The other stakeholders that were mobilized included water services providers, consumers, relevant government agencies namely Provincial administration, National Environmental Management Authority (NEMA), Ministry of Public Health and Sanitation (MoPHS), Ministry of Local Government (MoLG) and non state actors i.e. Transparency International, Self Help International Africa, Nakuru Defloridation Company</p> <ul style="list-style-type: none"> • Two project site offices established in Kakamega and Eldoret, and one staff member recruited and deployed to each of the offices <p>125 water actors participated in 3 stakeholders' workshops in Kakamega, Eldoret and Nakuru in which they were sensitised on the water governance project, solicited for their support and built consensus on the target areas of the project</p>
Outcome 2: Water dialogue forum			
	Output 2: Water dialogue forum established at community level to serve as complaint redress mechanism	<p>2.1 Assess water integrity and complaint redress mechanisms in the three counties</p> <p>2.2 Hold stakeholders workshops to disseminate findings</p> <p>2.3 Hold advocacy meetings with the regulator to seek for adoption of water dialogue forum model in the water sector</p>	<ul style="list-style-type: none"> • Water integrity assessment with a focus on 5 Water Services Companies (Kakamega Busia Water Company, Amatsi Water and Sanitation Company, Eldoret Water and Sewerage Company, Nakuru Water and Sanitation Services Company Limited and Nakuru Rural Water and Sanitation Company) was carried out • The findings of the water integrity survey were shared with 107 water actors (61% male) in 3 dissemination workshops held in Kakamega, Eldoret and Nakuru <p>A meeting with the chief executive officer (CEO) for the water services regulatory board was done in which he was sensitized on the water governance project</p>
Outcome 3: Improved information sharing and dissemination to local level actors			
	Output 3: Improved	3.1 Mobilize and create awareness on water sector reforms & the right to	<ul style="list-style-type: none"> • and Eldoret Water and Sanitation Companies were trained and sensitized on water sector reforms and

	<i>information sharing and dissemination to local level actors for effective engagement with sector reform processes</i>	<p>water to 500 water actors in Uasin Gishu & Kakamega Counties</p> <p>3.2 Publish the two studies done at pilot phase and disseminate</p> <p>3.3 Review, produce and disseminate HRBA information, education and communication (IEC) materials</p>	<p>their roles and responsibilities within the framework of the right to water and sanitation</p> <ul style="list-style-type: none"> Two studies “Corruption Practices and the Available Complaint, Feedback, Redress Tool(s) and Anti-corruption Tool(s) in Water and Sanitation Sector” and “Assessment of the Capacity of Water Actors to Effectively Participate In Water Sector Reforms” published at the pilot phase, 100 copies of each produced, and are being distributed during the project <p>Advocacy messages on the project brochure, poster, T-shirt and banner at the pilot phase were reviewed, redesigned and reproduced. The mass reproduction entailed 3000 brochures, 300 posters, 1000 T-shirts and 2 roll-up banners and 1 drop up banner</p>
Poverty and Environment Initiative (2010-2013)	<i>Output 1: Strengthened understanding of poverty and environmental linkages within government ministries, institutions, and other stakeholders</i>	<p>1 Support to MSPNDPV2030 annual PPOs/DDOs provincial and district level planning & monitoring workshops to improve knowledge on poverty and environment issues and promote tools for integrated planning</p> <p>2 Support case studies/community assessments in selected districts on the impacts of environmental degradation on poverty, innovative coping strategies and investments required to inform pro-poor policy development within the context of achieving Vision 2030 and the MDGs</p> <p>3 Promote public awareness on poverty and environment linkages through the production and airing of local-level documentaries and the production of articles/supplements in the local and national print media</p> <p>4 Organize a regular (half-yearly) national level dialogue on current</p>	<ul style="list-style-type: none"> PEI in collaboration with Poverty Eradication Commission organised a national stakeholders’ dialogue on current poverty issues at Hotel Intercontinental Nairobi, from 18th - 19th September 2011 and a total of 300 participants attended. In collaboration with the MDGs Project and Rural Planning Directorate, PEI supported the annual forum for RPD staff that was held at Bontana Hotel, Nakuru. Among other things, the forum’s objective were to enhance understanding of participants of poverty-environment linkages in the context of decentralized planning structures and to introduce the officers to decentralization and its implication to planning and budgeting, as well as monitoring and evaluation; reorient MDGs decentralization to the devolved level in conformity with the new constitution <p>PEI made a presentation on the role of district and other field level officers in the mainstreaming of environment into the planning process at the devolved levels and challenged participants to make effort to understand the links between environment and poverty reduction through reading relevant literature as well as contacting</p>

		<p>poverty and environment issues linked to the achievement of national development priorities (Vision 2030/MTP) with presentations from government and non-state actors at national, sector and district level e.g. KIPPRA, NCAPD, PEC, VDS, KWS, and KFS etc)</p> <p>Support awareness-creation on poverty and environment links in primary/secondary schools through environmental education campaigns linked to ongoing work in the Ministry of Environment (ESD- NEMA/MEMR)</p>	<p>PEI offices. Two sets of PEI briefing notes and the Poverty and Environment Indicators Report were distributed at the forum</p>
	<p>Output 2: <i>Strengthened capacity of key stakeholders to integrate poverty-environment linkages in Sector and district development plans and budgets and monitoring systems</i></p>	<ol style="list-style-type: none"> 1 Produce and disseminate guidelines on integration of environmental sustainability into sector and district plans and budgets 2 Training of MTP/MTEF sector working group members in the application of the guidelines as part of their planning, budgeting and reporting functions 3 Train district heads of departments and other technical officers in collection and analysis of poverty and environment data required for reporting on Poverty and Environment indicators contained within the National Integrated Monitoring and Evaluation System (NIMES) 4 Support the training, of district poverty eradication commission (PEC) committees in monitoring, evaluation, and communication 5 Conduct a Situational analysis of 	<ul style="list-style-type: none"> • The Central Project Planning and Monitoring Unit(CPPMU) Capacity Assessment Meeting was held at Pangoni Hotel, Mombasa, bringing together sectoral ministries (Lands, Water and Irrigation, Agriculture, Livestock, Trade, Forestry and Wildlife, Finance and Office of the President), government agencies like the National Council for Population and Development (NCAPD) and the Kenya National Bureau of Statistics (KNBS)

		<p>devolved funds (LATF,CDF, Youth, Women) as they relate to environment, identify progress and recommend best practices for better utilisation of funds for investment in poverty reduction activities based on environment and natural resources</p> <p>Provision of technical and financial support to DEAP and DDC and local stakeholders in the implementation and monitoring of priority environment community-based projects identified in the DDC and DEC</p>	
	<p>Output 3:Strengthened national capacity in economic valuation of environment and natural resources and integrated (economic, social, and environment) assessment methods</p>	<ol style="list-style-type: none"> 1 Planning economists and senior technical staff in the key ministries trained in environmental economics, natural resource and ecosystem service valuation, and cost-benefit analysis 2 Support to pilot economic valuation of a key ecosystem and development of a manual for integrating economic values of natural resource accounting system in the national system of accounts 3 Commission at least one Strategic Environment Assessment (SEA) of one sector policy and implementation plan and disseminate findings to relevant policy stakeholders. Collaborate with MOFW/MEMR/NEMA and the EPS programme <p>Conduct a comprehensive economic assessment study on Kenya's environment and natural resources to demonstrate to all levels of stakeholders</p>	<p>Through support from PEI, the Poverty Eradication Commission undertook training of Tharaka, Kinangop, West Pokot, Mt. Elgon and Siaya District Poverty Eradication Committees (DPECs) from 7th November to 20th November 2011. The training was aimed at enhancing the capacities of DPECs to integrate environment into M&E activities for poverty reduction</p>

		the actual and potential value of ENR to Kenya's economic growth and development and achievement of Vision 2030 (follow-up of previous study and link-up with MOFW)	
	Output 4: Support provided for the coordination and tracking of environment components in the DDPs and MDGs within the context of the MTP and Vision 2030	<ol style="list-style-type: none"> 1 Provide support to tracking and monitoring of progress on flagship project activities based on set indicators and benchmarks 2 Strengthen the offices of DDOs and DEOs on regular reporting to the DDC and ministry headquarters 3 Support MED to hold a regular forum (provincial/regional) of stakeholders to assess progress on implementation of DDPs/MTP <p>Support implementation of the Public Expenditure Tracking System (PETS)</p>	Two workshops were held in Nakuru that brought together all District Development Officers (DDOs) and District Environment Officers (DEOs) as well as selected District Commissioners (DCs) to discuss issues related to implementation, coordination, tracking and monitoring of projects and activities in the District Development Plans (DDPs) and Medium Term Plan (MTP)
	Output 5: Strengthened community capacity for sustainable utilisation of environmental and natural resources	<ol style="list-style-type: none"> 1 Training in participatory environmental action planning 2 Learning from best practices on environmental management and sustainable natural resources utilisation through exchange/educational tours or visits for community based organisations 3 To support selected community livelihoods activities in sustainable natural resources utilisation and better environmental management to demonstrate the links between poverty and environment within the context of climate change adaptation and mitigation 	<ul style="list-style-type: none"> • PEI organized a community exchange visit for Mwingi (Kimu CBO) and Taru (Nuru CBO) communities from 2nd to 8th October 2011 with the aim of exposing communities to best practices in environment and natural resources management. While in Mwingi, the best practices that participants observed were on food security, natural resource management, soil & water conservation efforts, energy-saving technologies, and production of drought resistant mangoes for commercial purposes <p>Supported the activities of the 2011 World Day to Combat Desertification held on June 17th at Gingo Mixed Secondary School in Suba District, Homabay County. A total of 2,000 acacia species of tree seedlings were earmarked for planting (1,000 at Gingo Secondary, 300</p>

		Produce reports and documentaries and disseminate lessons learned from sustainable natural resource utilisation and poverty reduction at community level	at Gingo Primary and 700 by Gera Youth Group)
Global Environment Facility's Small Grants Programme (SGP) Phase 4	Output 3.1: Sustainable frameworks in place for implementing local climate change activities that are linked to market mechanisms, policy interventions or national development priorities ³³	<ol style="list-style-type: none"> 1. Promote and support projects that are implemented in partnerships or linked to commercial/market mechanisms, policy interventions or larger national initiatives 2. Document share widely illustrative case studies for the promotion of replication, up-scaling or mainstreaming by development partners, Governments and the private sector 3. Support a portfolio of projects with innovative approaches for replication, up-scaling or mainstreaming <p>Support capacity building projects/activities that are linked to processes for replication, mainstreaming, or up-scaling</p>	<ul style="list-style-type: none"> • A number of initiatives were supported under the SGP 4th operational phase • For this CPAP outcome evaluation, some of projects supported under the 4th Operational Phase were visited. They included several biogas project sites in Kieni District in Nyeri County being runby individual farmers, and a small hydro plant under development in Rwambiti in Kirinyaga County (being developed by a women's group called Rwambiti Women Group) • The projects have addressed key activity areas of the climate change mitigation theme of the SGP 4th Operational Phase Global Prodoc (e.g. development of small hydro plants like the Rwambiti plant responds to a national initiative as espoused by the <i>Energy Policy 2004</i>) <p>Case studies have developed around some of these projects (e.g. the biogas projects in Kieni)</p>

³³This was adapted from the SGP 4th Operational Phase Global Prodoc as there were no country specific prodocs.