Terminal Evaluation Report for the project

Enhancing Wildlife Conservation in the Productive Southern Rangelands through a Landscape Approach

Women seeding grass for ecosystem enhancement/restoration
(photo courtesy of Maasai Wilderness Conservation Trust)

Final Report April 30, 2021

Acknowledgements

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Executive Summary

Project Summary Table

Project Details		Project Milestones	
Project Title	Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach Kenya	PIF Approval Date:	28th March, 2012
UNDP Project ID (PIMS #):	4490	CEO Endorsement Date (FSP) / Approval date (MSP):	12th March, 2014
GEF Project ID:	4827	ProDoc Signature Date:	26th January, 2015
UNDP Atlas Business Unit, Award ID, Project ID:		Date Project Manager hired:	1st January, 2017
Country/Countries:	Kenya	Inception Workshop Date:	9th-10th April, 2016
Region:	Africa	Mid-Term Review Completion Date:	December, 2018
Focal Area:	GEF 5 - Biodiversity Focal Area	Terminal Evaluation Completion date:	30th April, 2021
GEF Operational Programme or Strategic Priorities/Objectives:	Strategic Objectives BD2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors BD1: Improve sustainability of Protected Area (PA) systems	Planned Operational Closure Date:	Planned closure: 31st December, 2019 1st Extension: 31st December 2020 2nd Extension: 30th April, 2021
Trust Fund:	GEF Trust Fund (TF)		
Implementing Partner (GEF Executing Entity):	Kenya Wildlife Service (KWS) – State Corporation		
NGOs/CBOs involvement:	African Conservation Centre (ACC) Amboseli Ecosystem Trust (AET) Big Life Foundation (BLF) Maasai Wilderness Conservation Trust (MWCT)		
Private sector involvement:	N/A		
Geospatial coordinates of project sites:	Top West extent - Olgulului Group Ranch: Bottom West extent - Olgulului Group Ranch: Top Middle extent - Olgulului Group Ranch: Top East extent - Chyulu Hills Park: Bottom East extent - Rombo Group Ranch:		-2.492178:36.988638 -2.606049:36.900748 -2.508642:37.093358 -2.530594 37.782400 -3.069744:37.850456

Financial Information		
PDF/PPG	at approval (US$M)	at PDF/PPG completion (US$M)
GEF PDF/PPG grants for project preparation	$100,000	
Co-financing for project preparation	$$400,000	
Project	at CEO Endorsement (US$M)	at Completion (US$M)
[1] UNDP contribution:	$1,000,000	$ 81,540
[2] Government (KWS):	$6,250,000	$3,300,199
[3] Other multi-/bi-laterals:		
[4] Private Sector:		
[5] NGOs: ACC BLF MWCT	$820,000 $8,250,000 $8,500,000	not available $8,250,000 $9,555,148
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	$24,820,000	$21,186,887
[7] Total GEF funding:	$3,999,909	$3,673,894[1]
[8] Total Project Funding [6 + 7]	$28,810,909	$25,186,796[2]

1 At the time of the Terminal Evaluation (TE) the project had utilized 92% of the available funds, the remaining funds are proposed to be utilized for TE costs, the 2020 Audit and project closure expenses during the four-month period in 2021.

2 Assumes total GEF funding endorsed will be utilized at completion

Project Description

1. The Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach project (in this report referred to as Southern Rangelands Project) was introduced to promote the involvement of the local communities in the management of the natural resources of this region. This project in the Greater Amboseli landscape in Kenya satisfies the requirements for GEF financing under GEF Biodiversity Focal Area Strategic Objective 1: Improve sustainability of Protected Area systems and 2; Mainstream biodiversity conservation and sustainable use into production landscapes.

2. The project sought to develop and institutionalize new resource governance models that promote the integration of communities and natural resource management practitioners in the management of the resources in ways that form the basis for sustainable economic development across the Greater Amboseli landscape. The ***overall objective of the project*** being:

   To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.

3. The project is implemented through the following ***three complementary components***:

   Component 1: Effective governance framework for multiple use and threat removal outside PAs.

   Component 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.

   Component 3: Increased benefits from tourism shared more equitably.

Summary of the project progress

4. The Southern Rangelands project was able to bring together stakeholders (government, key rangeland management NGOs, and Group Ranches) and natural resource users and owners from across the Amboseli Landscape to discuss integrated rangeland management strategies aimed at enhanced conservation of native biodiversity (particularly large, wide-ranging mammals) and sustainable use of rangeland resources to support traditional pastoral livelihoods and emerging land uses such as commercial agriculture and tourism.
5. The Southern Rangelands project identified 41,364 ha of new conservancies intended to protect habitats needed to maintain wildlife populations, while also providing seasonal grazing resources managed by pastoralists.
6. The Amboseli Ecosystem Management Plan (AEMP) completed by the project establishes a comprehensive guiding document and goverance framework under the Amboseli Ecosystem Trust (AET) to guide sustaianable land use in the Amboseli landscape based on the traditional knowledge of pastoralists and research studies provided by stakeholders, many of which have worked for many years developing indepth knowledge of the habitat needs to sustain native biodiversity. Three rangeland research organizations were included as Responsible Parties in the project, assuming a key role in the implementation of project activities, they were the African Conservation Centre (ACC), Maasai Wilderness Conservation Trust (MWCT), Big Life Foundation (BLF).
7. As with any management plan, it will be successful implementation that demonstrates the true success of the Southern Rangelands project. A two year delay in project start up resulted in the AEMP being produced in the final (extension) year of the project with little or no time to begin substantive implementation of the recommendations.
8. The sustainability of the project is reliant on continued support (in-kind and financial) and commitment by all stakeholders, judged to be ***moderately likely*** by Terminal Evaluation (TE) related to moderate risks of financial sustainability and the large role to be held by a the relatively new and growing institution of AET in governance and implementation of the AEMP.

Main achievements

9. The Southern Rangelands project SRF included 15 indicators, of which, 8 met or exceeded their targets, 3 partially met their targets, and 4 have no or insufficient data and the TE was unable to provide an assessment. See Table 18 provided below for a complete assessment of indicators.

10. Project Indicators that met or exceeded project targets:

Ind. #	Indicator Description
1.	Increased area of conservancies within the productive landscapes with streamlined management guidelines.
2.	METT scores improved in selected PAs - Amboseli NP & Chyulu Hills NP
7.	Proportion of productive land in the Group Ranches under conservancies
8.	Number of conservancies managed under a landscape level coordinated management programme
9.	Number of operational wildlife conservancies managed by local communities
10.	Threats to wildlife from unplanned tourism infrastructure development mitigated
11.	Number of leasehold agreements entered into by the local communities with tourism investors for use of conservancies or wildlife zones
13.	Number of alternative livelihoods engaged in by the local communities

11. Project Indicators that did not meet project targets:

Ind. #	Indicator Description
4.	National level institutions formalised for empowerment of local communities
5.	Number of capacity building and training programmes in place
15.	Number of PES schemes established and implemented.

12. Project Indicators for which data were not available:

Ind. #	Indicator Description
3.	Financial sustainability score (%)
6.	Movement of elephants within the greater Amboseli landscape, between the 3 core NPs
12.	Proportion of household incomes generated from wildlife-related activities
14.	Number of tourists visiting conservancies

Overall Results of Terminal Evaluation Findings

Monitoring and Evaluation	rating[+]	Implementing Agency (IA) and Executing Agency (EA) Execution	rating[+]
M&E design at entry	S	Quality of UNDP Implementation – Implementing Agency	MS
M&E plan Implementation	MS	Quality of Execution - Executing Agency	U
Overall quality of M&E	MS	Overall quality of Implementation / Execution (UNDP & RPs)	S
Assessment of Outcomes	**rating[+]**	**Sustainability**	**rating[+]**
Relevance	R	Financial resources	ML
Effectiveness	MS	Socio-political	L
Efficiency	S	Institutional framework and governance	ML
Overall Project Outcome Rating	S	Environmental	ML
		Overall likelihood of sustainability	ML

[+] HS highly satisfactory; S satisfactory; MS moderately satisfactory; U unsatisfactory HU highly unsatisfactory;
[+] R relevant; NR not relevant
[+] L likely; ML moderately likely; MU moderately unlikely; U unlikely

Summary of Conclusions, Recommendations and Lessons Learned

Conclusions

13. The Southern Rangelands project achievement of end of project targets as identified in the ProDoc are shown in Table 18.

Table 18: Achievement of ProDoc End of Project Targets

Indicator	Baseline	End of Project target	TE End of project situation
1. Increased area of conservancies within the productive landscapes with streamlined management guidelines.	Some buffer zones under biodiversity set-asides but without any systematic management regime for biodiversity conservation.	The 5,500km^2 of buffer zones of the core parks under a systematic management framework.	• 4,550 km^2 • AEMP 2020-2030 • GR land use and grazing management plans developed • County Land Use Plan in conformity
2. METT scores improved in selected PAs: Amboseli NP Chyulu Hills NP	 66 (Amboseli) 52 (Chyulu Hills)	 75 (Amboseli) 65 (Chyulu Hills)	 73 (Amboseli) 65 (Chyulu Hills)
3. Financial sustainability score (%) Component 1: Legal, Regulatory and Institutional frameworks. Component 2: Business planning and tools for cost effective management. Component 3: Tools for revenue generation.	 46.67% 52.5% 36.62%	 55% 60% 45%	• No information available • Unable to assess
4. National level institutions formalised for empowerment of local communities	1 (KWCA)	2 (CRMC and KWCA)	• conservancy leaders attended KWCA annual meetings. • CRMC mandate expired
5. Number of capacity building and training programmes in place	3 in each currently established conservancy	At least 5 with streamlined curriculum	• Amboseli Conservation Academy (ACA) established focus on security training • PIR (2020) reports target achieved • TE did not find evidence of "5 capacity building and training programmes with streamlined curriculum"
6. Movement of elephants within the greater Amboseli landscape, between the 3 core NPs.	Concentration of elephants in the Amboseli NP irrespective of season	Increased movement of elephant populations within the Amboseli landscape & between the 3 core NPs.	• baseline not available • unable to assess

Table 18: Achievement of ProDoc End of Project Targets

Indicator	Baseline	End of Project target	TE End of project situation
7. Proportion of productive land in the Group Ranches under conservancies	10.8% (approximately 57,700 ha)	20.7% (approximately 101,902)	• 41,364 additional ha. reported in mid-2019 • 94% achievement
8. Number of conservancies managed under a landscape level coordinated management programme	0	At least 5 conservancies	• 15 • plan developed but not operational
9. Number of operational wildlife conservancies managed by local communities	1 derelict (Kimana) community wildlife conservancy	At least 5 conservancies with rehabilitation of Kimana sanctuaries.	• 9
10. Threats to wildlife from unplanned tourism infrastructure development mitigated	Limited scope of procedures in place to deal with unplanned developments	Protocols for infrastructure development operationalised.	• protocols in AEMP
11. Number of leasehold agreements entered into by the local communities with tourism investors for use of conservancies or wildlife zones	1 (Kuku GR)	At least 5 leasehold/management agreements	• 7
12. Proportion of household incomes generated from wildlife-related activities	<3% as determined during PPG activities	Increase to at least 10%	• baseline data not collected • unable to assess
13. Number of alternative livelihoods engaged in by the local communities	1 (Bird shooting in Mbirikani Ranch)	At least 4 alternative livelihoods including Beekeeping, Sericulture, Aloe farming and eco-charcoal burning	• 5
14. Number of tourists visiting conservancies	Majority of tourists visit the 3 core NPs, few ventures to conservancies	Increase by up to 50% of number of visitors to conservancies.	• baseline data not collected • unable to assess
15. Number of PES schemes established and implemented.	1 PES scheme (Tourism PES)	At least 2 additional PES schemes for watershed conservation and carbon trading.	• carbon-credit scheme operational • water PES not achieved but under discussion.

Immediate Action Recommendations for Southern Rangelands Project Sustainability

14. The recommendations outlined in Table 19 are intended to enhance the sustainability of project results. Table 19 prioritizes actions as: "Urgent" referring to taking immediate action; "High" referring to taking acition within 1-4 months; and "Medium" referring to taking action within the next 4-12 months; and "Low" referring to taking action within the next 6-12 months.

Table 19: Immediate Action Recommendations for Southern Rangelands Project

Action Recommendations	Lead Party	Supporting Parties	Priority
1. KWS work with AET and RPs to develop a sustainability plan for implementation of the AEMP.	• KWS	• AET • ACC • MWCT • Big Life	**Urgent**
2. Discuss and develop a sustainability plan to facilitate AET's continued leadership and coordination role	• AET	• KWS • ACC • MWCT • Big Life • ALOCA • AECF	**Urgent**
3. Host AEMP stakeholder meeting to review the AEMP Plan Implementation Structure and formally establish and identify members of all required committees: • Plan Implementation Committee • Research and Monitoring committee • Education, awareness and extension services committee • Tourism Development and Management committee • Finance and resource mobilization committee: • Enterprise Development committee	• AET	• KWS • ACC • MWCT • Big Life • ALOCA • AECF • GRs • County Gov't • Amboseli landscape Wildlife Research Organisations	**High**
4. Host AEMP stakeholder meeting to review actions identified in the AEMP Plan to identify: • priority actions to be implemented • budget required to support actions and potential sources of funding • key implementing agency and supporting implementing parties for each action • ten year plan with a timeline for implementation of each of the AEMP actions	• AET	• KWS • ACC • MWCT • Big Life • ALOCA • AECF • GRs • County Gov't • Research Partners	**High**

Table 19: Immediate Action Recommendations for Southern Rangelands Project

Action Recommendations	Lead Party	Supporting Parties	Priority
5. Develop mechanisms to ensure that when land subdivision occurs, private land owners follow management as defined by the AEMP, i.e. filling the gap left when GR committees are no longer in control of private land. ALOCA established in Mbirikani and Kimani GRs, represents and coordinates private owners of the six conservancies and provides a good working model.	• KWS	• AET • ACC • MWCT • Big Life • ALOCA • AECF	**Medium**
6. Complete a post-project gender analysis to identify: • gender issues learned/encountered over the course of the project • project outputs that support the empowerment of women and mechanisms to sustain these outputs • recommendations / strategies to address gender issues going forward	• UNDP	• KWS • ACC • MWCT • Big Life	**Medium**
7. Develop a communication strategy for the AEMP to better communicate and advocate the work completed by the Southern Rangelands project.	• KWS	• AET • UNDP	**Medium**
8. Coordinate, harmonise and standardise ecological monitoring within the landscape and aim to produce landscape level information that has identified and addressed the gaps.	• KWS	• AET • ACC • MWCT • Big Life	**Low**
9. Coordinate and harmonize approaches within the landscape to security, anti poaching, patrols, compensation for crop raiding and other damage.	• KWS	• AET • ACC • MWCT • Big Life	**Low**
10. Enhance participation of the County Government and the government livestock sector at national and county levels in integrated rangeland planning through engagement in AEMP, AET and KWS meetings and activities.	• KWS	• AET • ACC • MWCT • Big Life	**Low**

Lessons Learned – What did not work well and what can be done to improve future project design?

15. The establishment of a fully funcitioning PMU early in the project cycle is essential to initiate project tasks providing a foundation to build project activities on. The PMU is particularly important to M&E, including the establishment of baselines and ongoing measurements that track progress and inform adapative management. The lack of adequate M&E reduces the ability of MTR and TE to provide recommendations and lessons learned.

16. The completion of a gender analysis that provides recommendations leading to the refinement of project activities greatly enhances the opportunity to address issues of gender inequality and empowerment. UNDP as the project implementer should ensure the completion of a gender analysis and the implementation of its recommendations.
17. The completion of a communication strategy and its implementation throughout a project contributes to sustainability, resulting in replication of project activities during project implementation and raising the awarenes of those agencies who will be responsible for continuing project activities following project closure. UNDP as the project implementer should ensure the completion of a communication strategy and its implementation during the project.
18. If a project has the intention to generate sustainable income from tourism development there is a need to consider the substantial challenges which may need to be overcome to achieve this. Overcoming challenges will include:
    - This should begin with engagement of an experienced tourism consultant to undertake a comprehensive assessment of the local and regional tourism opportunities, constraints and needs and development a viable tourism business model.
    - For local ecotourism development mechanisms to provide start-up financing for local communities or individuals may be required. For larger commercial tourism development investment funds may be utilized from variety of sources such as, project funds, government budgets and/or private sector investment.
    - Successful tourism development must be recognized as a sequential process which often takes many years to fully mature, but once established can, if managed well, provide sustainable income. Steps which may need to be completed include, identification and approval of tourism development sites, infrastructure development required to support tourism, capacity development of participating stakeholders and marketing to attract the intended tourist clientele.
19. Travel restrictions associated with the COVID-19 pandemic prevented the international TE team member from travelling to Kenya and restricted the amount of field work and number of face-to-face meetings conducted by the national TE team member. The international TE team member, performing the roles of team leader and primary report author, was constrained by limited contact with stakeholders through internet-based meetings. Based on our experience it was noted that the evaluation of ***successful components*** of the project can be documented relatively well based on project documentation. Evaluation of ***less successful or challenging components*** of the project depends on in-depth interactive discussions that would occur when the international and national TE team members work together in the field interviewing project stakeholders

Lessons Learned – What worked well to inform future project design?

20. The Southern Rangelands project worked with RPs that were well established, had large, secure, external funding sources, had excellent technical capacity, highly committed and motivated, and had well established working relationships with beneficiaries. These qualities allowed the RPs to quickly and efficiently implement project activities producing good results. In project design the ability to select implementing agencies should be taken into consideration and where possible given priority. Where some or all of these qualities are not present project design must acknowledge the need within the project, both in terms of capacity development and time (delay) to enhance the capacity of implementing agency(ies) to a level where they are capable of undertaking project activities to produce good resutls.

21. The Southern Rangelands project faced significant challenges in regard to start-up and engagement of the IP and yet the UNDP CO demonstrated the value and effectiveness of adaptive management in that the project was able to complete most project activities and it did make significant progress towards achieving the project goal:

    The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.

Acronyms and Abbreviations

ACC	African Conservation Centre
ACP	Amboseli Conservation Program
AECF	Amboseli Ecosystem Conservation Forum
AEMP	Amboseli Ecosystem Management Plan
AET	Amboseli Ecosystem Trust
AIG	Alternative Income Generation
ALOCA	Amboseli Land Owners Conservancies Association
ANPMP	Amboseli National Park Management Plan
ATE	Amboseli Trust for Elephant
ATGRCA	Amboseli Tvaso Group Ranch Conservation Association
ATGSA	Amboseli Tsavo Game Scouts Association
AWP	Annual Work Plan
BLF	Big Life Foundation
CWCCC	County Wildlife Conservation and Compensation Committee
GEF	Global Environmental Facility
GoK	Government of Kenya
GR	Group Ranch
HACT	Harmonised Approach to Cash Transfer
HVBA	High Value Biodiversity Areas
IFAW	International Fund for Animal Welfare
IP	Implementing Partner
KII	Key Informant Interviews
KWCA	Kenya Wildlife Conservancies Association
KWCF	Kenya Wildlife Conservation Forum
KWS	Kenya Wildlife Service
M&E	Monitoring and Assessment
MTR	Mid Term Review
MWCT	Maasai Wilderness Conservation Trust
NEMA	National Environmental Management Authority
NIM	National Implementation Modality
NRT	Northern Rangelands Trust
PIC	Plan Implementation Committee
PIR	Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
PSC	Project Steering Committee
RP	Responsible Party(ies)
RTA	Regional Technical Advisor
ToR	Terms of Reference
TRAC	Target for Resource Assignment from the Core
UNDP	United Nations Development Program
UNDP CO	UNDP Country Office (Kenya)

1 Introduction

1.1 Purpose of the Evaluation

22. The Terminal Evaluation (TE) assessed the achievement of project results against what was expected to be achieved and has drawn lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report is intended to promote accountability and transparency and it assesses the extent of project accomplishments. Recommendations from the TE are intended to enhance sustaining the various results and interventions undertaken under this project and improving future projects.

23. The objectives of the evaluation as stated in the ToR are to:

    i. assess the achievement of project results;
    ii. draw lessons that can both improve the sustainability of benefits from this project; and
    iii. aid in the overall enhancement of UNDP programming.

24. The evaluation made recommendations for sustainability, replication and scaling up that are recommended to be used by the project partners to build on the gains made during the project.

25. In line with the broader framework provided by the UNDP TE Guidelines (2020), evaluations have five complementary purposes which include:

    i. promote accountability and transparency, and to assess and disclose the extent of project accomplishments;
    ii. synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities;
    iii. provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues;
    iv. contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit; and
    v. gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with Kenya's UN Development Assistance Framework 2018 – 2022 (UNDAF) and UNDP Kenya's Country Programme Document (CPD) Action Plan outcomes and outputs.

1.2 Scope of the Evaluation

26. The TE assessed project performance against expectations set out in the project's Logical Framework/Results Framework according to the criteria outlined in the Guidance for TE of UNDP-supported GEF-financed Projects.

27. The TE has collected, analyzed and reported on findings to evaluate the following (where an asterisk is shown, UNDP criteria ratings are provided):

Project Design and Formulation, including the following:

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation

- Linkages between project and other interventions within the sector
- Management arrangements

Project Implementation, including the following:

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Gender Analysis and gender sensitive approach to implementation
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E (*)
- Implementing Agency (UNDP) and Executing Agency, overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

Project Results, including the following:

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Mainstreaming
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

28. The TE report assembled credible, evidence-based project findings in a concise and readable format utilizing the report format provided in the TOR. The main findings are presented as statements of fact based on analysis of the data. Conclusions, Recommendations and Lessons Learned provide concise, targeted and useable information that is well substantiated by evidence and logically connected to the TE findings of the strengths, weaknesses and results of the project. The TE has provided recommendations relevant to the current project, including problems and issues pertinent to project beneficiaries and broader recommendations to UNDP and the GEF related to project sustainability, replication and/or scaling up and the development of future programs and projects. Careful consideration has been given to report on issues in relation to gender equality and women's empowerment.

1.3 Methodology of the Evaluation

29. The TE Team includes a national evaluation consultant (Sean White) and an international evaluation consultant (Brent Tegler). The TE methodology was modified as required to adhere to travel restrictions, office closures and social distancing measures required by the Government of Kenya in response to the Covid-19 pandemic. The TE desk review proceeded utilizing the available electronic documents and a remote interview schedule with select stakeholders developed in consultation with UNDP and the Project Management Unit (PMU). The field mission and associated face-to-face stakeholder interviews were conducted by the national consultant. Stakeholders who were able to participate in remote Key Informant Interviews (KII) were identified, contacted and accomodated in terms the best available time for KII and the preferred communication tools e.g.MS Teams, Skype, Zoom, WhatsApp, etc.
30. In total 113 persons (23 women and 90 men) participated TE KII (see Appendix 2 for a list of persons contacted in the field and remotely).
31. The evaluation utilized a participatory and consultative approach to ensure:
    - close engagement with all key project stakeholders;
    - primary stakeholders are included as active participants, not just sources of information, in order to enable joint learning of stakeholders at various levels;
    - capacity building of stakeholders to increase their ability to analyze, reflect and identify adaptive management actions so current and future programming will benefit;
    - emerging stakeholder perspectives are captured by re-formulating questions to respond to stakeholder feedback during interviews; and
    - the evaluation catalyzes stakeholder commitment to sustaining the results of the project.
32. Stakeholder consultations followed ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG 'Ethical Guidelines for Evaluations'. Those who participated in the evaluation were informed of the purpose of the evaluation, that their participation is voluntary and that all information is confidential. The engagement approach was also intended to go beyond simple questioning, and include self-reflection and action-oriented learning. This will maximize the use of the findings so that the project will be strengthened in terms of maximizing their effectiveness in sustaining outputs and impacting beneficiaries.
33. At all stages the TE will followed gender equality guidelines, in developing the evaluation matrix, during the desk study, during consultations and in report findings, conclusions and recommendations, gender-related issues were considered. The evaluation ensured full participation of female and male stakeholders, and also considered project impact on youth, elder population and disabled persons who are part of the community.
34. The evaluation used a mixed methods approach, combining quantitative and qualitative data collection methods for data triangulation in analysis and reporting.
35. The TE timetable is provided in Table 1 below.

Table 1: Terminal Evaluation Timeframe

Timeframe	Activity
16th February, 2021	TE Contract Signed
2nd March, 2021	Start-up MS Teams Meeting
3rd March, 2021	UNDP begins documentation handover
3rd to 10th March, 2021	TE team undertakes documentation review and preparation of draft TE Inception Report
10th March, 2021	Submission of draft TE Inception Report for circulation to obtain comments and feedback for TE team
12th March, 2021	Finalization and Validation of TE Inception Report
15th to 26th March, 2021	TE field mission: stakeholder meetings, interviews, field visits, etc.
31st March, 2021	Field mission wrap-up meeting & presentation of initial findings
1st to 16th April, 2021	Preparation of draft TE Report - conclude and share for circulation
16th April, 2021	Submission of draft TE Report for circulation to obtain comments and feedback for TE team
23rd April, 2021	Comments on draft TE Report returned to TE team to prepare Audit Trail & final TE report
28th April, 2021	Audit Trail & final TE Report submitted to UNDP

1.4 Structure of the evaluation report

36. The TE report provides an executive summary, and in the main body of the report Section 2 provides a project overview including the development context in Kenya, followed by Section 3 providing an analysis of project design, project implementation and project results and Section 4 providing conclusions, recommendations and lessons learned.

2 Project description and development context

2.1 Project Overview

37. The Greater Amboseli landscape of Kenya is part of the Maasai lands which are themselves a part of the productive Southern Kenya rangelands. These landscapes have been under traditional pastoral land use and management systems which promote the co-existence of livestock rearing and wildlife management thereby delivering both human sustenance and conservation benefits.

38. This delicate balance has, in recent years, faced serious threats from competing land uses including the establishment of protected areas and the introduction of sedentary land uses such as crop production which have been introduced by migrants from other regions of Kenya who have acquired communally owned land that has been subdivided and privatised by the local residents. These developments have resulted in the loss of animal dispersal areas and compromised the integrity of wildlife corridors. The conservation value of these unique landscapes is therefore under increasing threats which necessitated the development of the project under review.

2.2 Project Goal, Objective, Outcomes, Components and Outputs

39. The ***project goal*** identified in the ProDoc is:

    The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.

40. This is to be achieved through the capacitation of Southern Rangelands conservancies for an effective landscape approach to conservation and development which allows the ecosystem to provide a broad range of benefits to a multitude of stakeholders sustainably; allowing for the integration of biodiversity conservation with economic development activities.

41. This project in the Greater Amboseli landscape in Kenya satisfies the requirements for GEF financing under GEF Biodiversity Focal Area

    ***Strategic Objective 1*:** *Improve sustainability of Protected Area systems*; and
    ***Strategic Objective 2*:** *Mainstream biodiversity conservation and sustainable use into production landscapes*

42. The project sought to develop and institutionalize new resource governance models that promote the integration of communities and natural resource management practitioners in the management of the resources in ways that form the basis for sustainable economic development across the Greater Amboseli landscape. The ***overall objective of the project*** being:

    To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.

43. Project implemention planned to complete the following outputs organized under three complementary components:

***Component 1*:** *Effective governance framework for multiple use and threat removal outside PAs*

Output 1.1 County level rangelands management committee is emplaced and capacitated, coordinating activities amongst the conservancies at county level.
Output 1.2 Independent, national level Kenya Wildlife Conservation Association emplaced, with at least 10 active member organisations.
Output 1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust and conservancies in southern Africa.
Output 1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer-term harmonious co-existence of wildlife, livestock and economic development

***Component 2*:** *Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem*

Output 2.1 Establishment/formalisation of 5 conservancies ensuring key corridors of connectivity between the 3 core Parks (Amboseli, Tsavo West, Chyulu Hills) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBAs and forest fragments in the project

landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/ eco-restoration of critically degraded areas (with co- finance).

Output 2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders.

Output 2.3 The Southern Rangelands conservancies project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta.

Output 2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas.

Output 2.5 Protection of swamps, river systems and Chyulu Hills' water catchment stabilises water availability to wildlife and human use.

Output 2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows and no net loss of natural forest blocks in critical corridors.

Output 2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.

Component 3**:** *Increased benefits from tourism shared more equitably.*

Output 3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs.

Output 3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms.

Output 3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and marketing.

Output 3.4 PES for green water credits operation and earning money to land users on the Chyulu Hills (co-finance).

2.3 Problems that the project sought to address including targeted threats and barriers

44. Threats to the Amboseli landscape are present at local (regional) and national (global) scales.

45. National scale threats include:

Habitat and Land Use Change - Increasing population size and changing lifestyle needs/choices is resulting in the degradation of productive landscapes and a reduction of the available habitat supporting native biodiversity.

Overexploitation of Natural Resources – uncontrolled and illegal (poaching) harvesting of natural resources is a serious impact on some of the iconic large wildlife species (e.g., elephants, rhino), specialty plants (e.g., African Sandalwood) and vegetation generally where demand (grazing, firewood, etc.) exceed the natural capacity of the environment.

Climate Change – natural climate variability that includes periods of drought and significant flooding events has historically challenged the adaptive strategies of to

secure traditional livelihoods and sustain native biodiversity. Climate change is predicted to exacerbate these challenges as drought and flood events are predicted to increase in frequency and severity.

Invasive Alien Species – invasive alien plants are a threat in terrestrial and aquatic ecosystems, impacting native biodiversity and reducing the quality and quantity of available rangeland for livestock.

46. Local scale threats within the Amboseli landscape include:

Land Subdivision - Maasai pastoralists have inhabited the rangelands of southern Kenya for roughly over three hundred years, over which they developed a nomadic pastoral lifestyle that allowed them to co-exist with the wildlife, with many traditional range management practices aimed at maximising human wellbeing while protecting the integrity of the ecosystem. Land use change started in the 1960s with the formation of group ranches, meant to allow members to gain collective group title to their land. The group ranch concept represented a new approach to pastoral development and was a first attempt to radically transform a nomadic subsistence production system into a sedentary, commercially oriented system. Within group ranches land may be further subdivided to individuals and in some cases individual plots may be sold. Land subdivision, which may include fencing, has led to a reduction in the extent of land dispersal and migration corridor areas supporting native biodiversity.

Farming – a shift to sedentary lifestyle and potential cash income from agriculture is resulting in an increase in land conversion to agriculture both to support individual family's food and income needs and as larger scale commercial agricultural development. Land converted to agriculture utilizes wetter areas that historically were important dry season and drought refugia for wildlife and livestock leading to the loss of these important habitats and conflicts between farmers and wildlife and livestock. Similar to land subdivision farming may also result in fencing to demark land and keep out wildlife. While fencing may interrupt or prevent normal wildlife movement patterns.

Human Settlement – high population density "urban" areas are increasing, removing land previously part of wildlife dispersal areas, migration corridors and pasture for livestock. Areas of high population is also a driver of the shift to land subdivision and commercial farming.

Overstocking and Overgrazing – increased sedenterisation of the Maasai community, which is part of a broader change in the traditional pastoral lifestyle (i.e., children attend school, access to health care, provision of water from bore holes), leads to greater local pressure on the limited vegetation resources, leading to degradation. There is also a shift from cattle to sheep and goats which are better able to utilize and further degrade already degraded vegetation.

Un-planned Tourism Development – while tourism development is an important alternative economic development activity, without planning the location of tourism facilities, the quality of tourism establishments and the density of tourism users, the iconic wildlife and landscapes that are the foundation for tourism can be negatively impacted.

Inadequate Stakeholder Coordination – the shift to greater individual ownership and landowner rights, control and use in the Amboseli landscape constitutes a direct contradiction to need for landscape-level integrated management approaches that sustain large dispersal areas that support wildlife and livestock and habitat connections (migration corridors) between protected areas (Amboseli, Chyulu, Tsavo West, Kilimanjaro) and connections to critical habitats required to support native biodiversity and livestock during the dry season and periods of drought.

2.4 Development Context

2.4.1 Physical Environmental Context

Figure 1. Physiographic features of Kenya

47. Kenya lies astride the equator on the eastern coast of Africa, covering an area of about 582,646 km² with the northern-most point being just above 5°N latitude at the Ilemi Triangle and the extending to the tiny islands at the southernmost tip of Kwale County 44°40'S. It stretches from islands in Lake Victoria at 33°53' E to 41°55E at Mandera town. It borders five East African countries namely Tanzania, Uganda, South Sudan, Ethiopia and Somalia (Figure 1).

48. Kenya has tremendous topographical diversity (Figure 1), including glaciated mountains with snow-capped peaks, the Rift Valley with its escarpments and volcanoes, ancient granite mountains, flat desert landscapes and coral reefs and islets. The coastal regions of Kenya are characterised by low-lying plains which give way to an inland plateau that rises gradually to the central highlands further inland. The central highlands are the highest point in Kenya and are bisected in the east by the Great Rift Valley, a fertile plateau. To the west the land drops again to the Nyanza plateau that surrounds the Kenyan section of Lake Victoria.

49. The Great Rift Valley, with its associated escarpments and mountains, is a major feature. It runs the length of the country from Lake Turkana in the north to Lake Natron on the southern border with Tanzania. The central portion of the rift is raised, with the Aberdare Mountains and Mt Kenya to the east and the Mau Escarpment and the Cherangani Hills lying to the west. The northern and southernmost sectors of the rift are low-lying, arid and rugged, with spectacular volcanic landforms.

50. Kenya's climate is characterised mainly by two wet seasons and two dry seasons. There are two rainy seasons; the long rains occur from April to June and short rains from October to December while the hottest period is from February to March and coldest in July to August. Kenya is described as a semi-arid to arid country with over 75% of its area is classed as arid or semi-arid and only around 20% being viable for agriculture. Inland, rainfall and temperatures are closely related to altitude changes with variations induced by local topography.

51. The majority of the country receives less than adequate rainfall needed to support crop cultivation. Over two-thirds of the country receives less than 500mm of rainfall per year and 79% has less than 700mm annually. Only 11% of the country receives more than 1000mm per year. The mean annual rainfall shows a wide spatial variation, ranging from about 200mm in the driest areas in north-western and eastern parts of Kenya to the wetter areas with rainfall of 1200-2000 mm in areas bordering Lake Victoria and Central Highlands east of the Rift Valley. Generally the climate is warm and humid at the coast, cool and humid in the central highlands, and hot and dry in the northeast. Kenya is regarded as a chronically water scarce country with a limited natural endowment of fresh water, amounting to only 647 cubic meters per capita per year (the recommended minimum is 1000 cubic meters).

2.4.2 Amboseli Landscape Environmental Context and Significance

52. The Amboseli landscape refers broadly to the combination of a dry lake basin, permanent wetlands, gently rolling plains, and volcanic hills located in South-eastern Kajiado and adjacent counties in Kenya. It takes its name from the endemic dust that results from the volcanic ash which discharged from Kilimanjaro during the Pleistocene. The Amboseli National Park forms the core of a UNESCO Man and the Biosphere (MAB) Reserve, constituting only about 5% of the dispersal area. It was declared a MAB reserve in 1991 with 2,440 km2 of the surrounding land constituting a buffer zone.

53. The Amboseli landscape has a rich ungulate population comprising of elephants (*Loxodonta africana*), zebra (*Equus burchelli*), Grant's gazelle (*Gazella granti*), wildebeest (*Connochaetes taurinus*) and Maasai giraffe (*Giraffa camelopardalis maasaicus*). Other species include eland (*Taurotragus oryx*), Maasai ostrich (*Struthio camelus masaicus*), impala (*Aepyceros melampus*), Thomson's gazelle (*Gazella thomsonii*), and kongoni or Coke's hartebeest (*Alcelaphus buselaphus cokii*). The results of a survey carried out in 2010 show the significance of the entire Amboseli landscape for the maintenance of large mammal populations.

54. Long-term ecological monitoring of the spatial distribution of large mammals (both highly migratory species such as wildebeest and non-migratory or locally migratory species) has made the finding that the entire Amboseli landscape is vital for conservation (see Figure 2). During the dry season Amboseli NP and its environs is heavily used during the dry season with more diffuse distribution spreading out with some larger pockets of high density all along the western fringes of the Chyulu Hills. During the wet season, wildlife is widely dispersed throughout the Greater Amboseli landscape especially grazers.

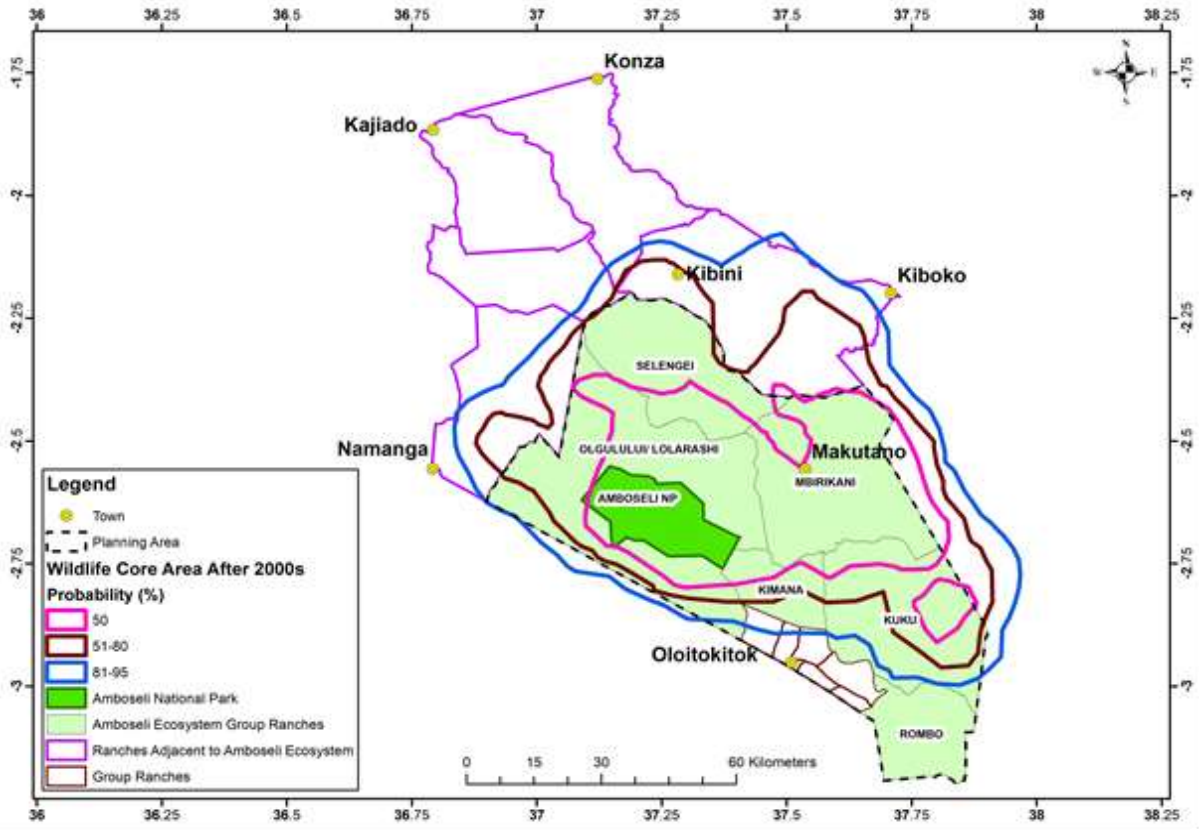


Figure 2: Amboseli Landscape Core Wildlife Area Probability
(Source: AEMP Stakeholder Planning Workshop, March, 2019)

55. An integrated management approach is required that includes the three core PAs (Amboseli, Chyulu Hills and Tsavo West NPs) and the large intervening group ranch areas which form the Amboseli Landscape, an area of approximately 4,500km^2 (see Figure 3). This requires collaboration among group ranch communities, KWS, NGOs and the private sector to maintain wildlife populations, provide security for movements across land units and, ensure access to range and water resources.

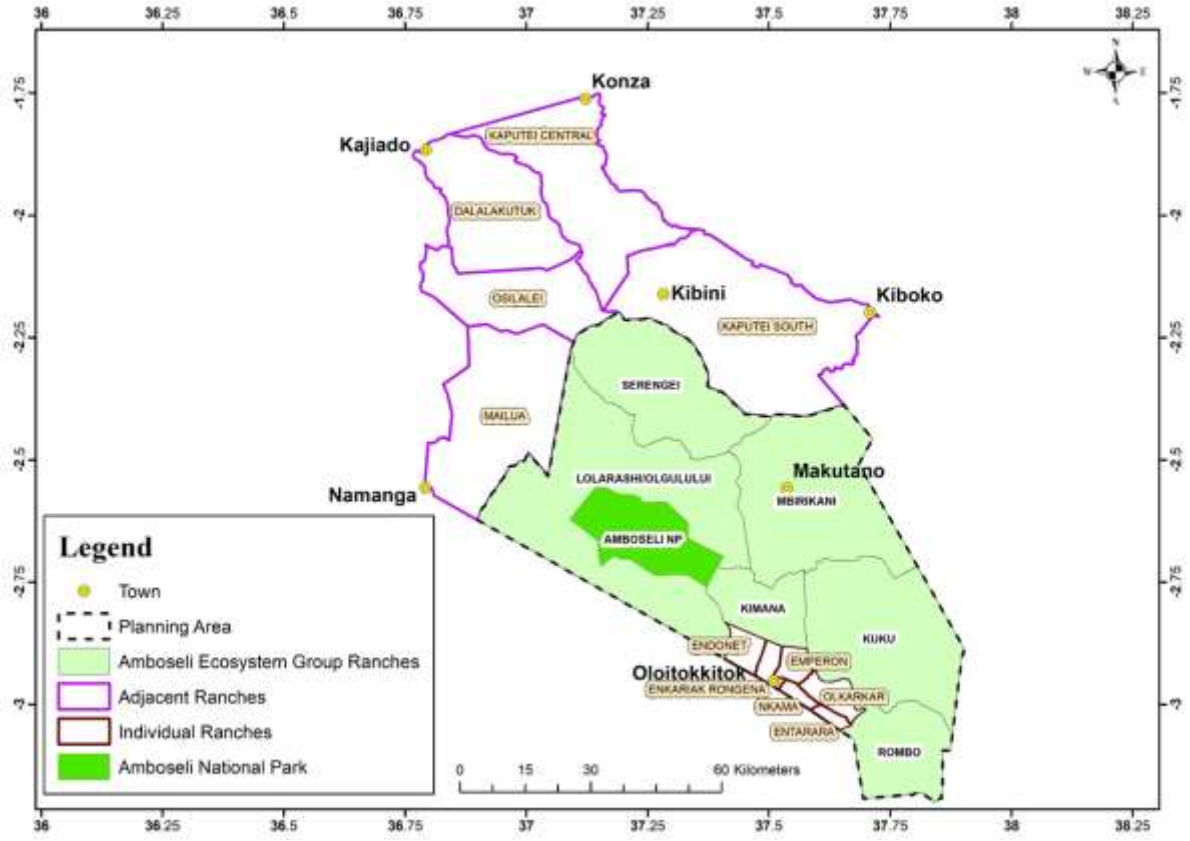


Figure 3: Amboseli Landscape including the National Park and surrounding group ranches and agricultural and human settlement zones
(Source: Amboseli Ecosystem Management Plan)

2.4.3 Socio-Economic Context

56. The Amboseli Landscape has been recognised as a landscape where human, livestock and wildlife have co-existed for centuries. Covering 8,000km2, the region is typical of African rangelands. Its economy is mainly driven by livestock production, tourism, horticulture and production of traditional crops.

57. The Amboseli Landscape is home to the Maasai community, whose long-practiced livestock activities are well adapted to the variable habitat. The Maasai community interacts freely with the wildlife and typically provides protection against poachers. Their rich cultural heritage, the expansive landscape, and the scenic view of Mt. Kilimanjaro are some of the region's best assets. Therefore, key investment and market opportunities exist in the livestock, wildlife and horticultural sub-sectors. The major challenge is maintaining the sustainability of these opportunities, since horticulture creates huge opportunity costs for both pastoralism and wildlife investments.

58. The Maasai community depends on animal herds that consist of a combination of cattle, sheep and goats. Historically, individual herds were privately owned, while land was held communally, and livestock movements were arranged through elders' consensus according to seasonal climatic conditions. Currently the management of pastures for the most part is under the leadership of group ranches.

59. In recent years, many Maasai landowners have adopted subsistence arable farming in addition to pastoralism, creating an agro-pastoral lifestyle where both rain-fed and irrigation agriculture is practised alongside sedentary livestock farming. Arable farming is particularly common in swampland, along the rivers and on the gentle slopes of

Kilimanjaro, causing water scarcity downstream. Agriculture is expanding in the region due to a number of political and economic drivers over time.

60. Government policy and changing lifestyles have pushed traditional pastoral systems towards privatisation of communal rangelands, resulting in land subdivision which, during periods of droughts, reduces the flexibility of the pastoral land use opitions, making them vulnerable to shocks, leading to high livestock mortality rates.

61. Tourism associated with protected areas in the Greater Amboseli landscape is a major source of revenue for the government. The Amboseli landscape is a popular tourist destination with approximately 200,000 tourist days per year[1] and other key attractions include the Chyulu Hills NP. Communities living in group ranches around Amboseli NP receive direct and indirect benefits from tourism within the park through bursaries and income from tourism, however, these benefits are not considered sufficient to cover the costs of conservation, such as human-wildlife conflict.

62. Livelihood diversification has recently emerged as a way of spreading the risk of food insecurity and enhancing resilience to the changing nature of hazards in many rangelands. In the Amboseli landscape, Nature Kenya as identified the following options for Alternative Income Generating (AIG) in Arid and Semi-arid Lands:

    - Beekeeping;
    - Silkworm rearing (Sericulture);
    - Aloe Vera farming; and
    - Acacia spp. farming.

63. Another alternative source of income for livelihoods is Payment for Ecosystem Services (PES). PES can be a powerful tool and incentive in the Amboseli landscape in terms of rewarding conservation efforts made by communities because it promotes conservation and contributes to alleviation of poverty.

2.5 Baseline situation

64. The increased insularisation of Amboseli National Park has serious implications for wildlife conservation in the area, and in Kenya generally, as Amboseli NP is likely to become an ecological island incapable of supporting the iconic native biodiversity for which it is known. As the human population in the area grows, there is increased construction of houses, roads, markets, and towns, and conversion of land to agricultural practices. These development activities around the park and in the entire ecosystem fragment wildlife habitats and block the movement of wildlife to neighbouring national parks, and within the dispersal areas in the group ranches. Insularisation of protected areas and habitat fragmentation would hasten the extinction of species, directly reducing biodiversity. If the protected areas have no dispersal areas, genetic drift and inbreeding may occur, leading to population instability, loss of ecological integrity and possibly local extinction. These extra-ecosystem linkages are also necessary to buffer Amboseli NP against extreme droughts and climatic change.

65. Existing conservancies among group ranches in the Amboseli Landscape currently total 57,702 ha or approximately 11% of the group ranch area (Table 2).

[1] Bulte E., R. B. Boone, R. Stringer, and P.K. Thornton, 2006. *Wildlife conservation in Amboseli, Kenya:Paying for nonuse values.Roles of Agriculture Project Environment Services*, FAO, Rome.

Table 2: Existing and proposed conservancies among Group Ranches in the Amboseli Landscape (source ProDoc)

Group Ranches	Area (ha)	Conservancies Existing	Area (ha)	Conservancies Proposed	Area (ha)
Kimana GR	25,000				
Mbirikani GR	127,530	Upper Chyulu	4,000	Lmao Hills	5,200
Rombo GR	38,294	Rombo	12,000		
Olgulului GR	147,000	Kitirwa Kitenden	12,000 12,000	Loingarunyoni Hill Olenariko	12,000 12,000
Kuku A	18,720	Kampi ya Kanzi	2,023		
Kuku B	96,000			Motikanju Olpusare Olokeri	2,832 182 n/a
Eselenkei GR	74,794	Eselenkei	7,000		
Olgulului RT	3,702	Managed as a Conservancy Satao Elerai (Private)	3,702 2,000		
Group Ranches total area (ha)	**531,040**	**Existing Conservancies total area (ha)**	**54,725**	**Proposed Conservancies total area (ha)**	**32,214**

66. The Amboseli landscape has for a long time experienced inadequate management of tourism development both in the park and in the dispersal areas. There is a need, therefore, for the development of an integrated tourism approach, diversification and marketing strategy to address the challenges facing the tourism sector in the region. Of importance is the fact that there is discontent among some of the local communities regarding benefits accruing from tourism compared to what they earn from other competing activities such as livestock and crop production . This poses a threat to the development of a vibrant, viable and sustainable tourism in the ecosystem.

67. The Greater Amboseli Landscape is of increasing interest to investors in various sectors, although primarily in tourism, wildlife management and agriculture. It is also of considerable interest to the research community, a legacy of having been intensively studied since the 1960s and to a lesser degree earlier still. Linked to this is a strong degree of interest in the landscape from the donor and NGO communities. With tourism opportunities, amongst others, the landscape is also of perceived value to private sector, community and individual economic interests. The wide range of stakeholders operating in the Amboseli landscape is a threat if not properly coordinated, with a lack of cohesion between interest groups apparent in many cases – which can lead to competition for resources and political influence and diminished conservation outcomes as a result.

68. The ProDoc baseline situation for key threats in the Amboseli Landscape is shown in Table 3.

Table 3: Key threats and their impact in the Amboseli Landscape (source ProDoc)

Threats	Impacts
Land subdivision	Loss of wildlife migration corridors and dispersal areas. Habitat degradation in Amboseli National Park and surrounding areas. Constrained mobility of pastoralists and wildlife. Unconstrained land development and farming. Loss of ecological viability of the Amboseli National Park.
Farming	Change of vegetation cover in the group ranches Increase in soil and water pollution. Loss of traditional community lands by the local communities.
Human settlement	Haphazard expansion of cultivated areas. Loss of migration corridors.
Overstocking and Overgrazing	Degradation of the ecosystem.
Unplanned Tourism	Movement of wildlife especially elephants is curtailed. Increased poaching.
Lack of Coordination	Difficulty in coordinated land use and investments into the landscape

2.6 Timeline of project preparation and implementation

69. The main stages of the Southern Rangelands project are outlined in Table 4.

Table 4. Timeline of main stages of the Southern Rangelands project

Activity	Date
PIF approval	28th March, 2012
GEF CEO endorsement	12th March, 2014
ProDoc signature	26th January, 2015
Inception workshop	9th – 10th April, 2016
1st meeting of the PSC	6th August, 2016
Mid-Term Review Report Completed	December, 2018
Terminal Evaluation	March – April 2021
Original date of closure	31st December, 2019
First project extension closure date	31st December, 2020
Second project extension closure date	30th April, 2021

2.7 Main stakeholders

70. Principal project partners include Kenya Wildlife Service (KWS), Maasai Wilderness Conservation Trust (MWCT), African Conservation Centre (ACC), Amboseli Ecosystems Trust (AET), and Big Life Foundation (Big Life). These partners support national efforts to secure the conservation and development programme in this area through the establishment of conservancies across the landscape, mapping out and securing of wildlife dispersal areas, securing connectivity corridors between the core Protected Areas of Amboseli and Tsavo West -Chyulu Hills and to offer greater protection of selected species. These partners also work with local communities to develop integrated land use plans which promote increased productivity of the livestock and agricultural

sectors as ways of securing environmental goods and services provided by the Greater Amboseli landscape. The project also sought to mobilise the private sector to provide investment in community-based tourism and the diversification of livelihoods options for the local population in order to reduce the pressures on the wildlife resources across the landscape. The expected offshoot of this approach is increased revenues from the tourism industry that are expected to emanate from growth in the tourism industry.

71. The implementing partner for the Southern Rangelands project is the ***Kenya Wildlife Service*** (KWS), which is the apex national agency mandated with the management of wildlife resources in the country. The overall mandate of KWS is to conserve and manage all of Kenya's wildlife resources both inside and outside protected areas for posterity. The KWS seeks to promote sustainable wildlife management as a viable land-use option on community and private lands – especially ranches. This multiple land use strategy encourages the integration of wildlife management objectives with other land-use objectives such as livestock and eco-tourism.

72. KWS partnered with the ACC and other stakeholders to develop the first Amboseli Ecosystem Management Plan (2008-2018). The management plan to maintain ecosystem integrity and enhance benefit sharing to the local community in view of the increasing environmental threats facing the local community, their livestock and wildlife. KWS works with the group Ranches, community and private conservancies to provide financial and technical support. It provides direct funding to the group Ranches in the Amboseli landscape through its revenue sharing programme. In both community and private conservancies, it is providing free or subsidised training at Manyani for the Community Rangers and providing them with equipment.

73. The Southern Rangelands project designated three Responsible Partners to work with KWS at the project site level, they include ACC, MWCT and Big Life which are described below.

74. The ***African Conservation Centre*** (ACC) is a not-for-profit NGO dedicated to excellence in conservation in Africa. The ACC's work, places emphasis on a three-tier approach of integrating Knowledge, Environment and Livelihoods, in resolving problems facing biodiversity conservation in the region. ACC's work in Amboseli over the years has focused on reconciling the interests of people and wildlife through an integrated ecosystem approach that maintain abundance and resilience of wildlife populations to the benefit of pastoral communities. The Amboseli Research and Conservation Programme (ARCP) that established ACC has worked continuously in the area since 1967. During that time, ARCP and ACC laid the foundation for Kenya's integrated ecosystem approach to parks and community-based conservation. As a means for long-term conservation of the Amboseli Landscape, ACC has partnered with KWS and other stakeholders to formulate the Amboseli Ecosystem Management Plan 2008-2018. The management plan aims at maintaining ecosystem integrity and enhancing the ecosystem's benefits to the local community in view of increasing environmental threats facing the local community, their livestock and wildlife.

75. The ***Maasai Wilderness Conservation Trust*** (MWCT) is a pioneering partnership between professional conservationists and young Maasai leaders to engage the Maasai community in managing their ecosystem wisely. The Trust works to preserve the wilderness, wildlife and cultural heritage across the Amboseli-Tsavo ecosystem by creating sustainable economic benefits for the Maasai people. MWCT funds and operates programs that promote sustainable economic benefits from conserving this ecosystem. Lease/Management payments for conservancy zones, carbon credits, proposed payments for watershed protection, sustainable ecotourism, wildlife monitoring and security, conservation and tourism employment and 'Wildlife Pays' are some of the ways MWCT is encouraging community- based conservation.

76. The ***Big Life Foundation*** (Big Life) using innovative conservation strategies and collaborating closely with local communities, partner NGOs, national parks, and government agencies, Big Life seeks to protect and sustain East Africa's wildlife and wild lands, including one of the greatest populations of elephants left in East Africa. Since its inception, Big Life has expanded to employ hundreds of local Maasai rangers—with more than 30 permanent outposts and tent-based field units, 14 patrol vehicles, 2 tracker dogs, and 2 planes for aerial surveillance. Big Life was the first organization in East Africa with coordinated anti-poaching teams operating on both sides of the Kenya-Tanzania border, Big Life recognizes that sustainable conservation can only be achieved through a community-based collaborative approach. This approach is at the heart of Big Life's philosophy that conservation supports the people and people support conservation.

77. Also of considerable importance is ***Amboseli Ecosystems Trust*** (AET). AET was born out of the first AEMP (2008-2018) developed through a collaborative effort involving a wide array of stakeholders. AET brings together the communities and organizations of Amboseli to develop land use practices that improve the livelihoods and wellbeing of communities through the coexistence of people and wildlife. This is to keep the Amboseli Ecosystem rangelands open, diverse and healthy for the benefit of people and wildlife.

3 Findings

3.1 Project Design / Formulation

3.1.1 Strategic Results Framework

78. The Strategic Results Framework (SRF) is an important guiding document for the Southern Rangelands project, establishing the framework for activities intended to achieve the project goal, objective and components and the SRF includes indicators used to measure project success. The SRF goal, objective and three components are as follows:

Project Goal:	The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.
Project Objective:	To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.
Component 1:	Effective governance for multiple use and threat removal outside PAs
Component 2:	Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.
Component 3:	Increased benefits from tourism shared more equitably.

79. Indicators are identified for the project objective and for outputs under each of the three project components. An assessment of the SRF indicators is provided in Table 4 below.

80. The SRF objective articulates a rangeland management approach, that integrates biodiversity conservation and sustainable use in the productive landscapes around Amboseli NP and the expected benefit of enhanced sustainability of Amboseli NP proper.

81. The Southern Rangelands project has in large measure achieved an integrated rangeland management approach through a collaboration of:

- **"*users of the environment*"** – largely Maasai pastoralists and agro-pastoralists, but also new users and uses such as tourism, commercial agriculture, etc.;
- "biodiversity conservation experts" – working with the project; and
- ***"local and national government"*** – that facilitate alignment with government policy, gazetting and enforcement.

82. An assessment of the Objective-level and Component level indicators identified in the SRF is presented in Table 5.

Table 5. Review of the Objective-level and Component level indicators identified in the logical framework

Strategic Framework	Outputs/Indicator	Terminal Evaluation Assessment of Strategic Framework
Project Objective To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	1. Increased area of conservancies within the productive landscapes with streamlined management guidelines	• An extremely broad indicator including two inter-related indicators; 1.) increased area of conservancies, and 2.) the establishment of streamlined management guidelines (presumably to apply to all conservancies • The indicator could have been more specific in terms of meeting the needs of habitat demanding species to ensure conservancies contribute at the landscape level an area that capable of sustaining minimum viable populations.
	2. METT scores improved in selected PAs: Amboseli NP Chyulu Hills NP	• The Management Effectiveness Tracking Tool (METT) is a good measure of protected area management. • The SRF has effectively used the METT tool as an indicator to assess management effectiveness of Amboseli NP and the surrounding Man and the Biosphere landscape including the GRs and their conservancies

Table 5. Review of the objective-level and outcome indicators identified in the logical framework

Strategic Framework	Outputs/Indicator	Terminal Evaluation Assessment of Strategic Framework
Component 1 Effective governance for multiple use and threat removal outside PAs	Regional and local institutions for facilitating a more inclusive planning and conservation of the Greater Amboseli landscape established and made operational in the ecosystem. **Outputs:** 1.1 County level rangeland management committee is emplaced and capacitated, coordinating activities amongst the conservancies at county level. 1.2 Independent, national level Kenya Wildlife Conservation Forum (KWCF) emplaced, with at least 10 active member organisations. 1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust and conservancies in southern Africa. 1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer-term harmonious co-existence of wildlife, livestock and economic development.	• Outputs by definition are tangible activities that are completed over the course of the project and which contribute to achievement of the Component/ Outcome. • Output indicators (as shown below) should provide a measure of success related to the completion of project activities and achievement of the related Component/ Outcome • Indicators 3 and 5 do not appear to provide a meaningful measure success linked successful completion of Component 1 Outputs 1.1, 1.3 and 1.4
	3. Financial sustainability score (%) for national systems of protected areas: a. Component 1: Legal, Regulatory and Institutional frameworks. b. Component 2: Business planning and tools for cost effective management. c. Component 3: Tools for revenue generation.	• the indicator does specify which organization(s) are to be assessed • if indicator intended for county level rangeland management committee and national level KWCF then it is a potential indicator for Outputs 1.1 and 1.2 respectively
	4. National level institutions formalised for empowerment of local communities	• indicator of Output 1.2
	5. Number of capacity building and training programmes in place (Eco monitoring, Security & Livelihoods)	• possible indicator for Output 1.3 indicator

Table 5. Review of the objective-level and outcome indicators identified in the logical framework

Strategic Framework	Outputs/Indicators	Terminal Evaluation Assessment of Strategic Framework
Component 2 Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.	An integrated land use plan for the wildlife dispersal areas formulated and implementation initiated, clearly delineating different zones of use, providing specific regulations, standards and codes of practice: **Outputs:** 2.1 Establishment/Formalisation of 5 conservancies ensuring key corridors of connectivity between the 2 core Parks (Amboseli and Chyulu) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBAs and forest fragments in the project landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/ eco-restoration of critically degraded areas (with co- finance). 2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders. 2.3 The Southern Rangelands conservancies' project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta. 2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas. 2.5 Protection of swamps, river systems and Chyulu hills water catchment stabilise water availability to wildlife and human use. 2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows, no net loss of natural forest blocks in critical corridors. 2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.	• The outputs identified in the ProDoc are comprehensive, identifying project activities with the potential to make a substantial contribution to the achievement of Component 2 • While project Annual Work Plans (AWP) identify budgets for project activities associated with outputs, project M&E and project reports (e.g., PIR) do not provide documentation of successful completion of proposed project activities identified in AWP.
	6. Movement of elephants within the greater Amboseli landscape, between the 3 core NPs	• indicator is a measure of success/efficacy of project activities of all Outputs
	7. Proportion of productive land in the Group Ranches under conservancies	• indicator of Outputs 2.1 and 2.2
	8. Number of conservancies managed under a landscape level coordinated management programme	• an important indicator of integrated management implemented across the landscape by multiple stakeholders (Component 1 – Effective governance)
	9. Number of operational wildlife conservancies managed by local communities	• indicator of Outputs 2.1 and 2.2
	10. Threats to wildlife from unplanned tourism infrastructure development mitigated	• indicator of Output 2.4

Table 5. Review of the objective-level and outcome indicators identified in the logical framework

Strategic Framework	Outputs/Indicators	Terminal Evaluation Assessment of Strategic Framework
Component 3 Increased benefits from tourism shared more equitably.	**Outputs:** 3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs. 3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms. 3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and marketing. 3.4 PES for green water credits operation and earning money to land users on the Chyulu hills(co-finance);	• Outputs 3.1, 3.2 and 3.3 identify project activities with the potential to make a significant contribution to the achievement of Component 3. • Output 3.4 - PES, is related to tourism through the conservation of intact natural resources that attract tourists. • Output 3.4 - PES, identifies alternate sources of benefit sharing linked to tourism • Outputs do not specify project activities associated with AIG activities (not tourism related) measured by Indicator 13.
	11. Number of leasehold agreements entered into by the local communities with tourism investors for use of conservancies or wildlife zones	• the achievement of Indicator 11 should be linked to sustainable tourism development and equitable benefit sharing to provide a good measure of the achievement of Component 3
	12. Proportion of household incomes generated from wildlife-related activities	• Indicator 12 could provide additional information by specifying income source and/or related activities such as tourism, wildlife protection, ecosystem restoration, PES, etc.
	13. Number of alternative livelihoods engaged in by the local communities	• Indicator 13 could provide additional information by specifying types of activities, number of persons involved – including gender, and revenue/benefits from AIG
	14. Number of tourists visiting conservancies	• Indicator 14 could be enhanced by specifying type of tourism (e.g., ecotourism, safari, local), local, regional or international tourist, and amount of money spent
	15. Number of PES schemes established and implemented.	• Indicator 15 could be enhanced by specifying value of PES payments and number of beneficiaries

3.1.2 Assumptions and Risks

83. The risks, rankings and mitigation measures identified in the ProDoc are presented and re-assessed in Table 6 below. While it is generally preferable that risk ratings are reduced the Southern Rangelands project has not resulted in a significant changes to the risk ratings identified at the outset of the project. Environmental risk associated with Climate Change remains moderate, where as the environmental/political/social risk associated with land subdivision has been reduced based on the land use controls identified in the AEMP. Implementation of the AEMP, sharing of benefits and greater involvement of women are mitigation measures which reduce many of the risk identified.

Table 6. Analysis of ProDoc Risk Ratings and Mitigation Measures at Design Stage and at time of Terminal Evaluation. Risk classification in the ProDoc assessed risks in terms of ***Likelihood*** and ***Impact*** using ratings of High, Moderate, or Low. Risk rating used in the TE follow UNDP Enterprise Risk Management (ERM) Effective Date – 13/03/2019, and are based on a combined assessment of likelihood and impact to determine a rating of High, Substantial, Moderate or Low using the ERM Risk Matrix.

Risks Identified in ProDoc	Pro Doc	TE	Mitigation Measures Indentified in ProDoc	Terminal Evaluation Comments
FINANCIAL RISK Declining tourism revenue unable to stimulate the necessary paradigm shift from unsustainable to sustainable wildlife management	Moderate	Substantial	The project has at its heart a strong focus on developing the financial aspects of rangeland and wildlife management, recognising that it is financial sustainability that will play a key role in ecological sustainability. The role of component 3 underlines this approach.	The project risk management approach has been to focus on protecting the resources upon which tourism is based, i.e. rangeland that supports native biodiversity. ***Likelihood:*** Low Likelihood (2) Covid-19 demonstrated a risk which can have a significant impact on the tourism industry. Other risks may include political unstability, terrorism, climate change, etc. It can be anticipated such risks may occur every 1-5 years. ***Impact:*** Extensive (4) The risks identified above are likely to be far reaching in their impact, affecting 50% of tourism activities. ***Mitigation Measures:*** Banking and investment of financial resources to provide income during years of low(er) tourism income. Livelihood diversification so as not to depend solely on tourism revenue.

Risks Identified in ProDoc	Pro Doc	TE	Mitigation Measures Indentified in ProDoc	Terminal Evaluation Comments
Environmental/ Political/ Strategic Threat of continued subdivision of the Group Ranches accompanied by fencing, overgrazing, extension of agriculture and unplanned human settlements	Moderate	Substantial	Subdivision is driven by the fear of losing land in the absence of secure title, higher returns from marginal agriculture compared to conservation (tourism); further fencing is encouraged by a lack of compensation for crop and livestock losses in the absence of any returns from wildlife. Cost benefit analysis consistently show that for most of the rangelands (such as the Amboseli landscape), conservation based tourism yields higher returns per unit of land than marginal agriculture; the challenge is accessing those higher benefits for the majority of the community. All three components of the project will address these failures: component 1 will provide policy base and institutions for a more balanced distribution of rights, responsibilities and benefits from conservation based tourism; component 2 will provide the land use plan with clear zonation of use levels and the minimum standards, as well as stronger enforcement; component 3 will create the conditions for stronger participation of the community in tourism with a higher return from conservation accruing to the communities. Collectively, these outcomes will ensure that the Maasai play a stronger role and access more benefits from conservation than from the marginal agriculture, hence the incentives for maintaining the traditional production system which is more compatible with conservation. There is already evidence of land owners coming together to form conservancies, removing fences and pooling their privately owned lands, where the benefits of such action has yielded financial benefits in Kimana.	The project risk management approach was to provide the opportunity for Maasai to collectively share, value, understand and face the challenges of integrated rangeland management. So that working together woud provide advantages over working individually. ***Likelihood:*** Moderately Likely (3) Land subdivision is now a common component of land management in the Southern Rangelands ***Impact:*** Minor (2) Control over the type of land use within areas of land subdivision can be effectively managed through implementation of the AEMP, County-level controls and enforcement by NEMA. ***Mitigation:*** Implementation of the AEMP can provide significant mitigation of land subdivision

Risks Identified in ProDoc	Pro Doc	TE	Mitigation Measures Indentified in ProDoc	Terminal Evaluation Comments
Operational Conservancies are slow to join the project for fear of loss of autonomy	Low	Low	The project aims to streamline the efforts of the conservancies by providing a landscape-based management plan to ensure coordination of conservation and development activities. The conservancies will therefore have autonomy in their strategies. The project aims to provide an overarching management plan and support structure to coordinate activities in conservancies. Interest in the project was generated during the PPG activities and conservancies interested in the project were identified. The success achieved in the initial conservancies will thus attract the interest of other conservancies.	The project risk management approach of creating the AEMP that permits conservancies to have autonomy has successfully encouraged the identification of many new conservancies. ***Likelihood:*** Low Likelihood (2) The success of conservancy creation by the Southern Rangelands demonstrates a strong willingness to identify and manage conservancies within the Amboseli landscape. ***Impact:*** Minor (2) Loss of autonomy has not been a factor limiting conservancy approach to land management in the Amboseli landscape. ***Mitigation:*** Implementation of the AEMP can provide significant mitigation of land subdivision
Strategic/ Operational Participation by women in the project is limited by lack of awareness and cultural norms	Low	Substantial	The role of women in economic development and conservation is emphasised in the project. Raising awareness on the benefits of the project has been raised during the PPG activities by holdong forums with women's groups. The participation of women in the project will be ensured through engaging the participation through women's self help groups and the development of alternative income-generating activities geared towards women such as beekeeping and silk worm rearing. The project will also provide education and access to markets for the products from sustainable economic activities.	The project risk management approach was to have a comprehensive engagement process targeting women. And RPs have reported efforts to include women in meetings, committees, and project activities including AIG. ***Likelihood:*** Highly Likely (4) The TE has determined the participation of women in the development, decision making and implementation of the AEMP as the key tool for integrated rangeland management is limited. ***Impact:*** Intermediate (3) As the project has not completed a comprehensive gender analysis the impact of excluding women is difficult to ascertain. The likely increasing role of women in alternative income generation (which may be directly linked to rangeland management defined by the AEMP), suggest the exclusion of women may have a significant impact. ***Mitigation:*** Conduct an analysis of gender examining including a review of the role of gender in the Southern Rangelands project. Utilize the results of the analysis to engage women in the implementation of the AEMP

Risks Identified in ProDoc	Pro Doc	TE	Mitigation Measures Indentified in ProDoc	Terminal Evaluation Comments
POLITICAL RISK Slow operationalisation of the legislation legalising conservancies as the vehicle for co-management	Low	Low	The government of Kenya is showing an increasing support for an ecosystem /landscape approach to rangeland /wildlife management through greater cohesion on a policy level initiated by the 2010 referendum, and resultant Constitution as well as new Wildlife and Land acts which have empowered communities to manage their own lands and access revenues considerably. Although the current legislation covers management of community conservation areas through conservancies or community forests, the challenge is operationalisation. This project will create institutions and empower them to advance operationalisation, using lessons from within Kenya and abroad.	The project risk management approach to create and empower instituitions has seen AET emerge as the lead organisation to implement the AEMP. This will require support from KWS, NEMA and the County governments which did not receive significant project support. ***Likelihood:*** Low Likelihood (2) The formation and gazetting of conservancies has proceeded quickly during the Southern Rangelands project. The alignment of the County Land Use plan is also well underway. ***Impact:*** Negligible (1) The coordination of efforts to identify and establish conservancies with the Group Ranches and gazette the AEMP has not been impeeded by slow operationalisation or a lack of legislation. There remains a need to implement the AEMP, including enforcement by NEMA. ***Mitigation Measures:*** Continued capacity development of government at the National and County levels to ensure the integrated land management guidance provided by the AEMP is followed.
Strategic/ Organisational Delays caused by the complexities in establishing the institutions required for the southern rangelands	Low	Moderate	The project is supported in its initiation by the already considerable successes of the Northern Rangelands Trust. There is thus precedence and widespread support amongst government, pastoralist communities and the private sector for an initiative that will enhance the capacity of conservancies in ecological and socioeconomic sustainability	The project risk management approach to enhance AET modelled after NRT has been successful. The late start of the project has comprimised the abiltiy to support and prove AET's lead role implementing the AEMP. ***Likelihood:*** Moderately Likely (3) KWS and stakeholders with an interest in the Amboseli landscape have shown a strong committement to cooperation in the development of the AEMP under the umbrella organization AET. There remains a need to establish and operationalize the management committees identified in the AEMP. ***Impact:*** Extensive (4) An institutional framework for integrated rangeland management is outlined in the AEMP. Crucial to achieving sustainability is implementation. ***Mitigation:*** Support to AET to lead implementation.

Risks Identified in ProDoc	Pro Doc	TE	Mitigation Measures Indentified in ProDoc	Terminal Evaluation Comments
ENVIRONMENTAL Climate change could lead to both changed distributions of biodiversity components and changes in demands on biodiversity-based resources.	Moderate	Moderate	A focus on landscape level management (as opposed to small areas); with sufficient buffer zone protection mitigates against climate change. The maintenance of a landscape approach in Kenya's southern rangeland areas is good adaptation strategy and fits well with the concept of adapting land use to improve resilience to climate change.	The project risk management approach has worked towards enhancing resilience of the landscape to support native biodiversity, success can only be determined over the longer term. ***Likelihood:*** Expected (5) Climate change is occuring and its effects more significant in the future. Climate change predictions for the Southern Rangelands are increased frequency and severity of droughts and flooding. ***Impact:*** Intermediate (3) It is difficult to characterise the impact of climate change on biodiversity because there is a myriad of complex, interacting factors. There will certainly be some impact with the potential for unforeseen severe impacts. ***Mitigation:*** The integrated landscape level management approach of the Southern Rangelands project offers the best possible mitigation.
OPERATIONAL Complexity in stakeholder collaboration due to differing interests and wide range of stakeholders	Low	Low	The project has a strong focus on stakeholder participation with forums established to ensure coordination with stakeholders. The structure of the proposed project provides adequate representation for the wide range of stakeholders as well asensuring compliance with plans and policies through comprehensive dissemination of relevant information to stakeholders through the forums.	The project risk management strategy of a strong focus on stakeholder engagement has been achieved through the engagement of agencies with well established ties to GRs and beneficiaries. ***Likelihood:*** Low Likelihood (1) The Southern Rangelands project has demonstrated strong stakeholder participation. Notwithstanding there remains the issue of adequate representation and involvement of women. ***Impact:*** Extensive (4) Stakeholder participation in the development and implementation of integrated rangeland management is crucial to the success of the project. ***Mitigation:*** Continued regular engagement and involvement of all stakeholders in decision making and implementation of the AEMP. Equitable distribution of benefits (e.g. participation in training, AIG, PES and tourism revenue) will encourage continued participation.

3.1.3 Lessons from other relevant projects incorporated into project design

84. The first AEMP (2008-2018) provided a strong foundation with lesson incorporated into project design, including the following:

    - the identification of critical wildlife habitats (dispersal zones and migration routes) in need of protection
    - integrated management strategies for critical wildlife habitats developed in collaboration with stakeholders
    - capacitation of AET as the umbrella organization to coordinate stakeholders, advocate for the Amboseli Landscape and lead implementation
    - need for and value of environmental monitoring programs of wildlife, range condition and water

85. The Northern Rangelands Trust (NRT) has demonstrated community-based natural resource management can be successful, providing assurance that devolution of management to the community stakeholders is the appropriate mechanism to achieve sustainable, integrated rangeland management. Many elements of NRT's approach are included in the Southern Rangelands project and reflected in the role of AET and in the new AEMP (2020-2030), including:

    - developing the capacity and self-sufficiency of constituent community organisations in biodiversity conservation, natural resource management and natural resource-based enterprises;
    - connect different interest groups with a goal of collectively developing strong community-led institutions as a foundation for investment in community development and wildlife conservation;
    - provide communities with a forum for exchanging ideas and experience, and serves as a technical, advisory and implementing organisation for community programmes;
    - support the management of conservancies; facilitating development and capacity building; raising funds for conservation and development; building partnerships with county and national governments and supporting institutions and NGOs; promoting business and engaging community conservancies in social enterprises; and facilitating peace building and security.

3.1.4 Planned Stakeholder Participation

86. The ProDoc rightly points out there is a wide range of stakeholders operating in the Amboseli landscape and these require coordination to avoid competition for resources and unfavourable socio-political influence which can result in diminished conservation outcomes. Increasingly there are commercial interests in the Amboseli landscape looking to invest in tourism and agriculture and to purchase or lease subdivided lands.

87. The structure of the Souhtern Rangelands project, includes leads roles for local NGOs (ACC, MWCT, Big Life) as Responsible Parties (RP) in the project. The long established working relationships of the RPs with key local stakeholders (Group Ranches and local Massai population) meant these existing trusted relationships assisted the project in immediately beginning its work with local stakeholders.

88. It was noted by the TE team that because the Southern Rangelands project initially started in 2015 (and stakeholders were aware of its inception) but was delayed due to financial issues (see section 3.2.3) could have led to reduced stakeholder participation as hopes and expectations may have been raised but initially there was little follow through. However there is no indication there was a lack of stakeholder participation once the project was fully underway.

89. AET (supported by primarily by ACC, but also MWCT and Big Life) provided an important stakeholder coordinating role of the wider group of Amboseli stakeholders

including, International Fund for Animal Welfare (IFAW), Amboseli Trust for Elephants (ATE), Amboseli Conservation Program (ACP), Lion Guardian (LG), Amboseli Land Owners Conservancies Association (ALOCA) and the Amboseli-Tsavo Group Ranches Conservation Association (ATGRCA).

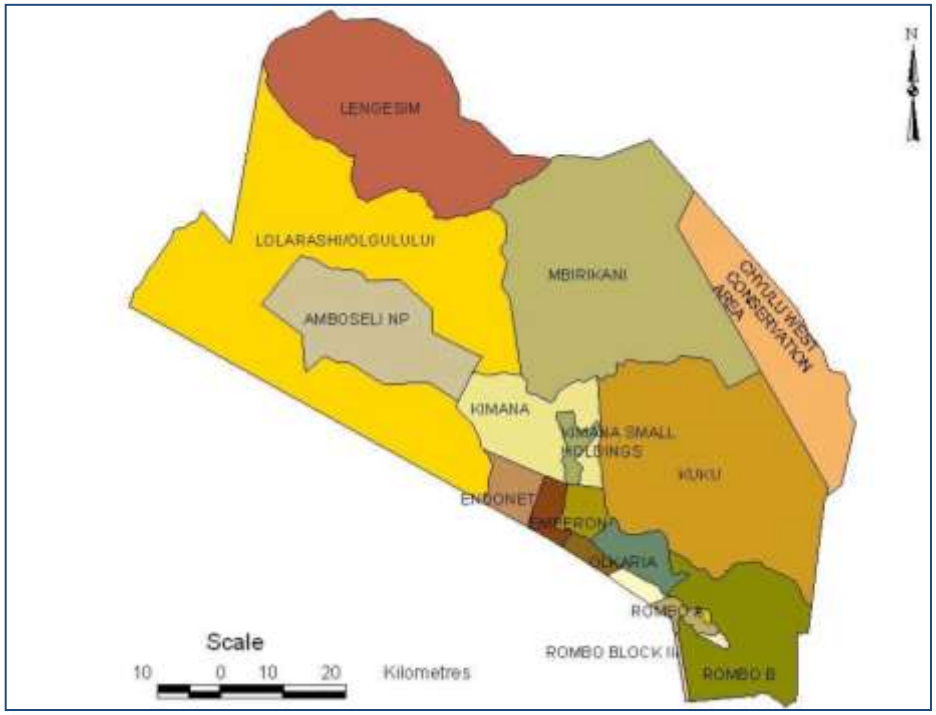


Figure 4: Amboseli National Park, Chyulu West Conservation Area and surrounding Group Ranches

90. The formation of GRs started in the 1960's and was meant to allow members to gain collective group title to their land. As such GRs should be regarded as the primary stakeholder with GR members being the owners and managers of the land within the Amboseli landscape (see Figure 4).

91. The RPs of the Southern Rangelands project each work with separate GRs as outlined below:

- ACC works with Olgulului /Olorarashi GR and Eselenkei GR (shown as Lengesim in Figure 4);
- MWCT works with Kuku A and B GR and Rombo GR; and
- BLF works with Mbirikani Group Ranch.

Gender mainstreaming in project design

92. Rangeland and livestock management by the Maasai is historically strongly dominated by men. The ProDoc recognised gender as an important issue making the following statements:

- *wherever possible, gender analysis for the design of project interventions especially under component three and shall take steps to ensure that perceptions of both women and men are taken into consideration;*
- *The project will ensure women's representation in capacity building exercises, and develop gender disaggregated reporting; and*
- *There is also a need to improve the participation of women in natural resource governance and decision making.*

93. The ProDoc also recognized important changing roles of women, linked to changes in land use patterns in the Amboseli landscape, stating:

    - *the increase in irrigation at the Isinet and Namelok swamps and the adoption of rain fed crop agriculture or mixed agro-pastoralism in the Entonet-Imurutot area on the slopes of Kilimanjaro, have had profound impacts on gender roles and distribution of family incomes.*

94. The Southern Rangelands project did not conduct a gender analysis as recommended by the ProDoc and as recommended by the Mid Term Review (MTR). In addition, project reporting does not consitently provide gender disaggregated data for analysis by the TE.

95. The Southern Rangelands project did, however, include and report on specific activities that targeted women's empowerment.

Project Communication

96. Project communication encourages stakeholder participation and contributes to advocacy of project activities thereby contributing to sustainability, scaling up and replication.

97. The project organization sturcture defined for the project in the ProDoc included within the Project Management Unit (PMU) Implementation Team a position for a "Communications and Public Participation Officer".

98. Minutes from the Southern Rangelands project inception workshop (April 2015) made the following recommendation in regard to a Communication strategy:

    It was also suggested that a communication strategy for the project be developed

99. MTR recommendation 7 stated:

    KWS and its partners in the Greater Amboseli Ecosystem should consider developing a Communication Strategy through which all achievements will be communicated to the nation and beyond.

100. A project launch was initially planned, as not conducted. Project promotional material such as brochures or a project website were not produced.

101. The AEMP and Amboseli National Park Management Plan (ANPMP) did receive promotion when the UNDP Resident Repsentative Mr. Walid Badawi and Cabinet Secretary for Tourism and Wildlife Hon. Najib Balala launched the AEMP alongside the ANPMP at a ceremony held at the park's Kimana gate on December 14th, 2020.

102. The project could have more effectively showcased project delivery, lessons learned and deliverables over the course of the project building momentum to the final launch of the AEMP.

3.1.5 Replication Approach

103. Project design recognized that in large measure the Southern Rangelands project was replicating many of the successful concepts of the NRT by utilizing a community-based, integrated natural resource management approach for rangeland management in the Amboseli landscape.

104. Project design also recognized that the Southern Rangelands project would work within a limited geographic range and lessons learned should be used to expand (replicate) community-based integrated rangeland management to other GRs and landscapes covering the entire southern rangelands ecosystem (see Table 7).

Table 7: Replication Strategy provided in ProDoc

Project Component	Needs/ Opportunities for Replication	Project Strategy for Replication
Component 1. *Effective governance framework for multiple use and threat removal outside PAs.*	The governance frameworks should target the development of policies for diversification of economic activities, development of sustainable alternative livelihoods and increase community participation in policy development.	The project will involve preparing operational guidelines for the development of management plans for integrated land use outside the PAs. Adjusting policies and frameworks will mean that broader landscapes outside the project area will be covered by the same guidelines. The inclusion of local communities will encourage their participation and implementation of the management plan outside of the project area.
Component 2 *Landscape-based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.*	Incorporating best practices in sustainable landscape based multiple use management will result in considerable gains in productive rangelands and these gains would benefit the stakeholders and reduce threats to biodiversity.	The results from the implementation of the landscape based integrated land use management in the conservancies will enable a comprehensive assessment and plan for appropriate replication and adaptation for other landscapes in the future. The management plan will then be expanded to include other group ranches and their conservancies and to extend towards the Chyulu hills and Tsavo NPs, eventually covering the entire southern rangelands.
Component 3 *Increased benefits from tourism shared more equitable.*	A proven approach to distribution and diversification of tourism products and revenues will provide opportunity for replication in the landscape and further afield.	The formulation of a tourism development plan to be applied in the 5 initial conservancies will attract greater tourism revenues and attract interest from other group ranches. This will lead to the establishment of more conservancies within the landscape and leads to the retention of tourism revenues within the region.

105. The TE team did not find evidence of replication of project activities beyond the six GRs included within the Southern Rangelands project. The project was successful in replicating the establishment of conservancies within the six GRs beyond the initial 5 targeted, by achieving the establishment of 15 conservancies.

3.1.6 UNDP's comparative advantage

106. UNDP's comparative advantage lies in its capacity to support governments in accessing finance, encouraging innovation for development and its ability to provide technical and legal advice. In addition, UNDP is a key provider of integrated services and platforms in support of a coherent UN system approach towards the achievement of the SDGs to which Kenya has committed to.

107. The UNDP CO played a vital role supporting financial and project management of the Southern Rangelands overcoming challenges faced by the Implementing Partner KWS (see TE report section 3.2.3).

3.1.7 Linkages between project and other interventions within the sector

108. The Amboseli landscape of Kenya attracts a lot of national and international attention due to the tremendous wildlife supported by the southern rangelands and recognition of the need to develop development solutions for the Maasai that provide sustainable livelihoods and long-term protection of habitats supporting native biodiversity. There is a long list of NGOs working with communities and conducting research aimed at protecting wealth of native biodiversity and their supporting habitats

109. There are multiple interventions working on sustainable resource development for local populations, environmental protection of wildlife habitats and ecosystem services, as well as wildlife research initiatives that have been and continue to be conducted by the numerous stakeholders identified in TE report sections 2.7 and 3.1.4 with whom the Southern Rangelands project worked.

110. Preparation of the second AEMP (2020-2030), with support from the Southern Rangelands project, could not have been completed withoutwithout strong linkage among the stakeholders working in the Amboseli landscape. The Southern Rangelands GEF project was a key partner supporting activities necessary for stakeholder engagement, technical input and completion of the updated AEMP. In turn the AEMP (2020-2030) achieves in large measure the intended goal and objective defined for the Southern Rangelands project.

3.1.8 Management Arrangements

111. The project was designated to be implemented under UNDP's National Implementation Modality (NIM) with KWS as the Implementing Partner (IP) having the overall responsibility for supervision, project development, guiding project activities through technical backstopping and logistical support. Three organisations, ACC, MWCT and Big Life, were appointed as "Responsible Parties" (RP), who were to report directly to the Project Steering Committee (PSC) and KWS as the IP.

112. The NIM created significant challenges due to KWS' failure of a Harmonised Approach to Cash Transfer (HACT) audit (see TE report section 3.2.3). In addtion the TE team was informed of the Public Finance Management Act requires all funds to be received by KWS be reflected in the printed estimates; funds for the UNDP were not included in the printed estimates. An additional challenge was that within the existing government financial system it was not possible for KWS to disburse funds to the RPs. These two challenges delayed start-up of the project by more than two years.

113. A Project Management Unit (PMU) was to be embedded within KWS to manage the project, consisting of a Project Manager (PM) and PMU Implementation Team consisting of a Communications and Public Participation Officer, Project Assistant and three KWS secondments.

114. The PMU would be supported by and receive input from UNDP CO staff through the UNDP project management team including the UNDP project manager, UNDP project finance staff and technical staff, on an as needed basis, for project Monitoring and Evaluation (M&E), etc. The Southern Rangelands project did not have access to an international Senior (or Chief) Technical Advisor (STA/CTA) common to many GEF projects globally, likely because of the excellent technical staff working with the RP.

115. Over the life of the Southern Rangelands project, KWS did not establish a fully functioning PMU. In January 2017 (two years after project start-up) some PMU staff were hired. The PM attended one Technical Committee meeting in May 2017 and one PSC in February 2018 and later in 2018 was transferred from the PMU to other duties. In December 2018 the PMU Project Officer was appointed acting PM where he remained for the remainder of the project attending the remaining PSC meetings (two), there were no additional Technical Committee meetings.

116. In the December 2018 PSC meeting the PSC Chair stated “there is a need to equip [i.e. laptops, project coordination vehicle, etc.] the PMU office in order for them to discharge their mandate as required”, a statement highlighting the very significant delay initiating PMU oversight of the project.

117. The Southern Rangelands project had a Project Steering Committee (PSC) constituted that was to meet two times each year and was to be made up of representatives as shown in Table 8. Several of the proposed representatives did not join the PSC based on a review of PSC meeting minutes.

Table 8: Proposed and Actual Representation on PSC

Proposed PSC Representatives	Representation on PSC
KWS rep who is also National Project Director	Yes
Rep from - Ministry of Env, Water and Nat Res	No
Rep from - NEMA	No
Rep from - National Treasury	No
Rep from - UNDP (may vote to break tie vote)	Yes
Senior Rep from - MWCT	Yes
Senior Rep from - ACC	Yes
Senior Rep from - BLF	Yes
Senior Rep from - Nature Kenya	No
Senior Delegate from - Kenya Rangeland Commission	No
Senior Delegate from - Kenya Wildlife Conservancies Association	No

118. The number of PSC meetings held was six, with three meetings in 2016, none in 2017, two in 2018, none in 2019 and one virtual meeting in 2020. Six individuals attended four or more of the PSC meetings, no individual attended all six meetings, and thirteen individuals attended three or fewer meetings. UNDP, KWS and representatives of the RPs were present at each of the PSC meetings.

119. Due to the limited number and timing of meetings the PSC had limited engagement in the Southern Rangelands project. The PSC did provide some oversight of project activities, project monitoring and progress towards achievement of project targets. The main function of the PSC was the approval of Annual Work Plans (AWP).

120. As a result of difficulties in UNDP disbursing funding to KWS, UNDP adopted a important role managing and directly financing the RPs which in turn became the most active, and therefore relevant, managers of the Southern Rangelands project.

3.2 Project Implementation

3.2.1 Adaptive management and feedback from Monitoring and Evaluation activities

121. The Southern Rangelands project has encountered significant challenges to project implementation as discussed in TE report section 3.1.8 and 3.2.3. Adaptive management was utilized to overcome the challenges, and resulted in a shift in the management structure and financing of the project. Specifically the NIM was largely abandoned and funds were transferred from UNDP directly to the RPs. In addition, funds that were to be directed to KWS to implement activities were re-directed to RPs who carried out the activities on behalf of KWS.

122. The PSC was engaged in addressing management challenges, providing suggestions for alternative management approaches and approving alternative funding strategies to the RPs.

123. The Southern Rangelands PSC made a request to UNDP/GEF for a one year extension (original project closure December 2019, requested closure December

2020) that was granted in July 2020. A second request was made to UNDP/GEF for a four month extension (to April 2021) due to the late approval of the original extension and due to constraints imposed on project activities by the Covid-19 pandemic.

124. The MTR was completed in the 4th Quarter of 2018, with a field mission conducted in September 2018. MTR review criteria and ratings are provided in Table 9.

125. Ratings related to an assessment of progress towards project results suggest the Southern Rangelands project was expected to achieve end of project targets with ***significant*** (Moderately Satisfactory) or ***major*** (Moderately Unsatisfactory) shortcomings (see Table 9).

126. The rating of ***moderately satisfactory*** for project implementation and adaptive management suggests some efficient and effective project implementation and adaptive management, but also the need for remedial action.

127. The rating of ***moderately likely*** for sustainability of results suggests some project outcomes willl be sustained.

Table 9: Southern Rangelands Mid Term Review Criteria and Ratings

Mid Term Review Criteria		Rating
Progress Towards Project Results		
Project Objective:	To mainstream biodiversity conservation in the Southern Rangelands of Kenya through a Landscape Approach	Moderately Satisfactory
Component 1:	Effective governance framework for multiple use and threat removal outside PAs.	Moderately Unsatisfactory
Component 2:	Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.	Moderately Satisfactory
Component 3:	Increased benefits from tourism shared more equitably.	Moderately Unsatisfactory
Project Implementation and Adaptive Management		Moderately Satisfactory
Likelihood of Sustainability of Results		Moderately Likely

128. The MTR made nine recommendations and UNDP prepared a management response. The following bullets highlight recommendations important to achievement of the Southern Rangelands Objective and Components:
    - increased participation of KWS in project processes;
    - activities targeting issues related to tourism development and benefit sharing;
    - development of a communication strategy and increased information sharing among stakeholders; and
    - request a no-cost extension for the Southern Rangelands project.

129. Despite the very significant challenges and delays encountered by the Southern Rangelands project, there was a strong committement from UNDP, KWS and the RPs to overcome implementation challenges through adaptive management and thereby complete activities that have made an important contribution to the sustainable, integrated rangeland management in the Southern Rangelands.

Rating: Satisfactory (S)

3.2.2 Partnership arrangements

Main partnership arrangements for implementation:

130. To achieve integrated rangeland management across the Amboseli landscape successful communication and collaboration among partners is the foundation to resolving issues and sharing responsibility for action, as well as for sharing benefits.

131. The Southern Rangelands project enhanced the capacity of AET to strengthen its role as the umbrella organization facilitating partnerships among the many stakeholders with an interest in the Amboseli landscape.

132. Project implementation was based on the lead stakeholders (partners) in the Southern Rangelands, ACC, MWCT and Big Life (i.e. the RPs) sharing responsibility (and budgets) for completion of project activities identified in the ProDoc.

133. The lead role of KWS was to have as the IP, facilitating and managing the partnership among the RPs, was much reduced due to financial challenges (see TE report section 3.2.3) and due the fact a fully functioning PMU, as defined in TE report section 3.1.8, was not established as intended and funding to provide the equip the PMU was late in in the project.

134. The partnership arrangement among the RPs under AET functioned well, completing shared project activities and as demonstrated by the completion of the AEMP.

135. The reduced involvement of KWS as a partner in implementation, particularly in leading project management and implementation, is likely to have had a number of consequences that are difficult to quantify. They may however include:

- the delay in project start-up will have resulted in the inability to move forward more quickly to resolve issues addressed by the Southern Rangelands project;
- poor project monitoring and evaluation, including no baseline established for some indicators and no data available at the end of project to assess some indicators, challenges reporting on the efficiency and effectiveness of the project to measure success;
- no gender analysis, has likely limited how effectively the Southern Rangelands project has addressed gender issues;
- no communication strategy, may have limited stakeholder involvement and advocacy which in turn can negatively impact sustainability and potential replication; and
- greater involvement of KWS could have resulting in enhanced capacity development of KWS staff.

136. The Southern Rangelands project included a partnership with NEMA which is considered vital, given NEMAs role in the conducting of Environmental Impact Assessments which provide an enforcement tool for the AEMP.

137. The Southern Rangelands project partnered with the government of Kajiado County to ensure an alignment of the County Land Use Plan with the AEMP. The County Land Use Plan provides guidelines for land subdivision and defines permitted activities (e.g tourism development, commercial agricultures, conservation, etc.) based on areas mapped.

Mobilization of stakeholders

138. Key stakeholders in the Southern Rangelands project are the GRs and the individual Maasai land owners living within GRs. Their engagement, active participation and support of project activities is critical to the success of the project.

139. Prior to the initiation of the Southern Rangelands project the RPs had established working relationships with GRs (see TE report section 3.1.4). Working through the

RPs allowed the Southern Rangelands project to build on these existing relationships facilitating rapid uptake of project activities.

140. The RPs regularly engaged GRs and land owners in workshops, meetings, training sessions, site visits and exchange visits.

Rating: Highly Satisfactory (HS)

3.2.3 Project Finance

141. In the first PSC meeting (August 4th, 2016) KWS noted "the funds disbursement challenges that would be encountered if the project financial delivery model captured in the project document was adopted". The funds transfer model being UNDP to GoK Treasury to MEF to KWS to RPs (ACC, MWCT, Big Life). This model would result in the RPs being subject to GoK financial processes and Auditor General periodic audits, which KWS stated "would create unnecessary bureaucracies and undermine timely implementation of the project". KWS also noted the RPs are NGO's and therefore can not be subject to GoK finance, procurement and audit processes, are not under current legislation eligible to receive funds from KWS.

142. There are examples where UNDP GEF NIM projects globally that are managed by a government agency such as KWS, and which engage NGO's to undertake project activities which involves the trasnsfer of funds from the government agency to the NGO. Unfortunately there is no legal financial framework to support "on-granting to NGOs" by KWS..In project design there is a need to ensure appropriate financial laws and fund disbursement processes are in place and project finance officers and NGO stakeholders have the capacity (knowledge and staff) to manage project finances.

143. To avoid further delay in project start-up UNDP and KWS resolved to make the Responsible Parties, "Implementing Partners", allowing disbursement of funds from UNDP. However this model was abandoned when it was realized this would require a major re-structuring of the project with ProDoc and agreements created for each of the RPs. To resolve the problem, UNDP signed letters of agreement with the RPS and utilized a Direct Funding model.

144. Micro-Risk Assessments of RP's conducted in 2018 provided the following ratings:

- BLF – medium risk
- ACC – low risk
- MWCT – low risk

Low risk means ACC and MWCT are eligible for Direct Cash Transfer from UNDP. Medium risk means BLF will receive funds on a reimbursement basis.

145. A further problem in regard to project finances was related to the completion of a HACT Audit in April 2015 for KWS which resulted in a financial rating of "*Significant Risk*". As such, UNDP Kenya utilized a Reimbursement Cash Transfer modality for KWS over this period. Starting in the second quarter of 2019 KWS was eligible for Direct Cash Transfers from UNDP. This presented a significant challenge to KWS given that it was required to pre-finance project activities with a government approved budget that did not include sufficient financial resources to undertake Southern Rangelands project activities. To resolve this issue Southern Rangelands project funds earmarked for KWS were instead provided to ACC who conducted the required project activities. Overall KWS' ability to meaningfully participate in the project was severely curtailed by difficulties with project financing.

146. It was noted the GoK National Treasury was not represented at PSC meetings as prescribed in the PSC ToR. Given the significant challenges faced by the project in

regard to financing it may have been beneficial for the National Treasury to have pariticipated in PSC meetings from the beginning of the project.

147. Table 10 provides a comparison of project budgets for Annual Work Plans versus actual project expenditues. Large annual budgets that were underspent likely reflect financial disbursement challenges faced by the project as well as the need to utilize the available budget before project closure due to slow project start up. With an approved extension unspent annual budgets were utilized so that 92% of the available funds were utilized by the end of 2020.

Table 10: Comparison of Annual Work Plan budgets versus Actual Project Expenditures

Source for figures	Year ($USD)					
	2015	2016	2017	2018	2019	2020
Annual Work Plan Budgets	n/a	380,849	1,590,781	1,074,769	1,719,989	759,905
Actual Project Expenditures	307,723	221,501	865,088	625,740	790,612	863,230

148. An analysis of the project budget versus actual annual spending is provided in Table 11 below. Annual values for individual project components were not available for the TE. At the time of the TE the project has utilized 92% of the available funds, remaining funds are to be utilized for the TE, the 2020 Audit and project closure expenses during the four month period in 2021.

149. A breakdown of the project budget among the IP and RPS is provided in Table 12. The end of project totals show there was significant variance from the original budgets allocated. Most significant is the near doubling (98%) of ACC's budget and a 74% reduction of the KWS budget. This is again a reflection of KWS financial disbursement challenges discussed above and the adaptive management strategy allowing ACC to take on more responsibility and budget.

150. Project co-financing is shown in Table 13, as provided at the time of the TE.. The total proposed co-financing of $24,820,000 is large, it is greater than six times more than the GEF project financing of $3,990,909

151. The amount of co-financing realized (Table 13) was 85% of the amount endorsed at project start-up. This percentage would likely be 89%, if the data for ACC were included in the table.

152. UNDP's Target for Resource Assignment from the Core (TRAC) fund resources to support project coordination and oversight was $60,000 in 2020 and $21,540 in 2021. The reduction in UNDP TRAC funding since 2016 led to a reduction of TRAC resources that was previously available for programme development and support. As such, this was only provided in the project extension period to cover the project coordination and oversight costs.

153. The project was weak however in tracking how this large amount of co-financing was used to contribute to the completion of project activities. Without this information it is difficult to assess the strategic role GEF funding played and assess the overall efficiency of the Southern Rangelands project.

154. Difficulties encountered in project financing which led to a delay in start up and reduced the involvement of KWS and the lack of tracking of co-financing during implementation of the project are considered significant shortcomings.

Rating: Moderately Unsatisfactory (MU)

Table 11. Project Budget and Actual Project Expenditures for project components (n/a not available)

Project Budget (US$)		Actual Project Annual Expenditures (US$)							
Project Components	Budget Per ProDoc	2015	2016	2017	2018	2019	2020	Totals	Variance
Component 1	500,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Component 2	1,808,509	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Component 3	1,500,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Admin & M&E	182,400	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	**3,990,909**	**307,723**	**221,501**	**865,088**	**625,740**	**790,612**	**863,230**	**$3,673,894**	**-$317,015 (8%)**

Table 12: Project Budget and Actual Expenditures for Implementing Partner (KWS) and Responsible Parties (ACC, MWCT and Big Life)

Agency receiving project funds	5-Year Budget ProDoc	5-Year Budget Revised	Expenditures							Variance	
			2015	2016	2017	2018	2019	2020	Totals	USD	%
KWS	1,214,609	1,213,234	0	936	24,193	60,246	64,076	167,133	**316,584**	-896,650	-74%
ACC	790,500	791,225	206,598	122,557	313,580	199,991	231,367	493,090	**1,567,183**	775,958	98%
MWCT	1,293,750	1,294,225	0	49,880	335,614	243,724	365,791	165,751	**1,160,759**	-133,466	-10%
BIG LIFE	692,050	692,225	101,125	48,128	191,702	121,780	129,378	35,236	**627,348**	-64,877	-9%
Totals	**3,990,909**	**3,990,909**	**307,723**	**221,501**	**865,088**	**625,740**	**790,612**	**863,230**	**3,673,894**	-317,015	-8%

Table 13. Assessment of Project Co-Financing (n/a – not available)

Source of Co-financing	Name of Co-financer	Type of Co-financing	Endorsement Amount	Amount Contributed at MTR	Amount Contributed at TE	Percent of Endorsed Amount at TE
			(US$)	(US$)	(US$)	%
Government	KWS		6,250,000	1,959,669	3,300,199	53%
UNDP	UNDP	Grant	1,000,000	0	81,540	8%
NGO	MWCT		8,500,000	5,641,376	9,555,148	112%
NGO	Big-Life		8,250,000	5,775,000	8,250,000	100%
NGO	ACC		820,000	n/a	n/a	n/a
		Totals	**24,820,000**	**13,376,045**	**$21,186,887**	**85%**

3.2.4 Monitoring and Evaluation: design at entry, implementation, and overall assessment

155. Monitoring and evaluation is an integral part of adatptive management. Ongoing and future projects benefit from monitoring that provides information of project success (supporting replication and scaling up) and project challenges, which when reviewed quickly can lead to adjustments that improve efficiency and contribute to project effectiveness.

M&E Design at Entry

156. The ProDoc provided a broad overview of expected project M&E and identified monitoring and reporting roles for UNDP and the PMU. One of the stated purposes of the project Inception workshop was to "*provide a detailed overview of UNDP-GEF reporting M&E requirements*" and "*include reviewing the log-frame indicators*".

157. Minutes from the Southern Rangelands project inception (April 2015) made the following recommendation in regard to project monitoring:

> *It was strongly recommended that a staff fully dedicated to M&E be recruited given the complex nature of the project. Two viable options were mentioned:*
>
> *1. Co-finance from KWS; and*
> *2. Recruitment of a UNV.*

158. At the May 2017 Technical Committee Meeting a comprehensive M&E table template for quarterly reporting was introduced which included quarterly reporting on:

- Output -Activities;
- Activity Progress Indicators (ha, km^2, km, # trainings, etc);
- Planned vs. Achieved and Rate of Achievement %; and
- Remarks (explain reasons if low rate of achievement and mitigation actions).

159. The meeting also introduced an excell spreadsheet with the following columns to capture data on SRF target indicators:

- Objective/Component;
- Target Indicators;
- Indicator Definition;
- Mornitoring Mechanism & Data Source;
- Frequency of data Collection;
- Who is Responsible;
- Baseline; and
- Actual.

***Rating:* Satisfactory (S)**

M&E Plan Implementation

160. The above monitoirng tools were not used, however, instead RPs provided quarterly narrative reports with some of the above headings represented. The value of the above matricies is the clear and concise organization of monitoring data assisting in tracking performance, noting when targets are missed and encouraging adaptive management to improve progress towards targets. In sufficient emphasis on M&E contributed to a lack of data for 4 of 15 SRF indicators for the TE.

161. The Southern Rangelands project also included the use of the folllowing monitoring tools for SRF indicators. Data were not collected for the Financial Sustainability Scorecard. METT scores were available for 2013 and they were rescored during the project in 2017, 2018 and 2020.

- ***Financial Sustainability Scorecard*** a tool developed by UNDP to investigate financing systems as a critical foundation to successful PA management; and
- ***Management Effectiveness Tracking Tool*** (METT) scorecard, a well tested tool which is based on the World Commission on Protected Areas (WCPA) framework which asks questions regarding:
  - Context - Where are we now?
  - Planning - Where do we want to be?
  - Inputs - What do we need?
  - Processes - How do we go about it?
  - Outputs - What were the results?
  - Outcomes - What did we achieve?

162. UNDP also conducted financial monitoring through “Spot Checks”, “Micro Assessments” and HACT audit, some of which identified areas of deficiences requiring follow up actions to improve financial management proceedures.

Mid-Term Review:

163. A Mid-Term Review (MTR) of the Southern Rangelands project was conducted in 2018 with a final MRT report dated December 2018. The MTR made 9 recommendations.

164. The PSC meeting December 2018 accepted the MTR and recommended the Technical Committee meet to discuss MTR recommendations “which will later be escalated to a special PSC for further discussions and thereafter the issues be deliberated to a national forum that will be organized by partners in early February”. The latter special PSC and national forum were not organized.

165. A UNDP Management Response (undated) was prepared by the UNDP Project Officer to systematically address the concerns noted by the MTR during 2019. For each MTR recommendation the Management Response included:

- Key Action(s);
- Time Frame;
- Responsible Unit(s); and
- Tracking with Status and Comments.

166. While the initial UNDP Management Response provided a response that resolved some recommendations immediately, there was no follow-up updates of “Tracking Status” that would document how MTR recommendations were finally addressed.

<u>Rating:</u> Moderately Satisfactory (MS)

Overall Quality of M&E

167. Narrative reporting on project progress in RP's quarterly reports and UNDP PIR is good. The more formal M&E requirements, particularly in regard to SRF indicators, had the potential to be completed well, but, the matricies prepared (see M&E Design at Enntry discussed in TE report section 3.2.4 above) were not utilizied.

***Rating:* Moderately Satisfactory (MS)**

3.2.5 Implementing Agency (UNDP)

168. The UNDP CO has played an important role contributing to succesful completion of project activities through their management RPs implementing project activities and direct financing of RPs, overcoming the considerable problems the project faced with KWS as the IP.

169. The UNDP CO could have taken a more active role to ensure the completion of the following specific tasks identifed in the ProDoc, Project Inception, PSC meetings and MTR. They include:

- Ensuring the development of a Communication Strategy and the hiring of supporting communication staff;
- Ensuring a Gender Analysis was undertaken and its recommendations implemented;
- M&E Activities required to report on project indicators; and
- Development of an Exit Strategy.

170. UNDP CO has participated in project oversight and decision making through their active participation in the PSC and their review and approval of Southern Rangelands progress reports and annual work plans.

171. UNDP CO has annually prepared comprehensive Project Implementation Review (PIR) reports tracking progress towards achievement of the project objective and outcomes.

Rating: Moderately Satisfactory (MS)

3.2.6 Project Exit Strategy

172. The purpose of a project exit strategy is to ensure the orderly closure of a project and the long-term sustainability of the project in the context of its Theory of Change, articulated by the project goal "*The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.*".

173. The exit strategy informs participating stakeholders and beneficiaries that project support will end on a specific date and outlines the roles and responsibilities of stakeholders and beneficiaries to sustain project activities once the project has closed therby ensuring the continuation of activities initiated by the project.

174. An important role of an exit strategy is addressesing sustainability in the context of the need to replicate and scale-up successful project activities. This is done through the development of a long-term strategy that outlines a process intended to build on the successes of the project, to expand and reach the full complement of activities necessary to achieve the long term vision of the project articulated by the project goal.

175. To enhance the likelihood that project activities will be scaled-up an exit strategy should identify lead and supporting roles and responsibilities for implementation,

budgets, funding mechanisms, prioritized locations (both geographic and stakeholders) and a timeline that outlines the steps of an achievable process to implement the actions identified, over a specified period of time.

176. The Southern Rangelands project did not prepare a formal Exit Strategy. The TE team was informed each of the RPs discussed project closure in the context of their own project activities.

177. The AEMP was successfully completed as the Southern Rangelands project was coming to an end. The AEMP was very successful in its collaborative approach bringing stakeholders together to identify issues and actions to enhance integrated and sustainable rangeland management in the Amboseli landscape.

178. The Southern Rangelands project would have benefited from an Exit Strategy that developed a multi-year plan prioritizing actions from the AEMP and identifying lead stakeholders and funding to sources required to achieve implementation.

179. The TE team was informed a multi-stakeholder meeting was to be held in April 2021 to discuss implementation of the AEMP, however, due to concerns regarding the Covid-19 pandemic the meeting was postponed.

Rating: Unsatisfactory (U)

3.3 Project Results

3.3.1 Overall Results - Attainment of project objective and outcomes

180. Table 14 provides a summary evaluation for the Southern Rangelands project. Detailed evaluation supporting each of the ratings are provided in the associated evaluation report sections below (see Appendix 7 for TE rating scale).

Table 14. Overall Results of Terminal Evaluation Findings

Monitoring and Evaluation	rating[+]	Implementing Agency (IA) and Executing Agency (EA) Execution	rating[+]
M&E design at entry	S	Quality of UNDP Implementation – Implementing Agency	MS
M&E plan Implementation	MS	Quality of Execution - Executing Agency	U
Overall quality of M&E	MS	Overall quality of Implementation / Execution (UNDP & RPs)	S
Assessment of Outcomes	**rating[+]**	**Sustainability**	**rating[+]**
Relevance	R	Financial resources	ML
Effectiveness	MS	Socio-political	L
Efficiency	S	Institutional framework and governance	ML
Overall Project Outcome Rating	S	Environmental	ML
		Overall likelihood of sustainability	ML

[+] HS highly satisfactory; S satisfactory; MS moderately satisfactory; U unsatisfactory HU highly unsatisfactory;
[+] R relevant; NR not relevant;
[+] L likely; ML moderately likely; MU moderately unlikely; U unlikely.

181. The PIR and data collected over the course of the evaluation was used to assess end-of-project progress towards achieving the indicators identified for the project objective and two project outcomes. See table 15 below.

Table 15. TE of Southern Rangelands project progress towards achieving the objective and components (see Appendix 7 for TE Ratings Scales)

Objective/ Component	Indicator	Baseline	End of Project target	Source of Information	TE End of project situation	Rating
Objective – To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	1. Increased area of conservancies within the productive landscapes with streamlined management guidelines.	Some buffer zones under biodiversity set-asides but without any systematic management regime for biodiversity conservation.	The 5,500km^2 of buffer zones of the core parks under a systematic management framework.	Independent mid-term and final evaluations; Project reports	• 4,550 km2 • AEMP 2020-2030 • GR land use and grazing management plans developed • County Land Use Plan in conformity	HS
	2. METT scores improved in selected PAs: Amboseli NP Chyulu Hills NP	 66 (Amboseli) 52 (Chyulu Hills)	 75 (Amboseli) 65 (Chyulu Hills)	METT applied at PPG, Mid-term and Final Evaluation	 73 (Amboseli) 65 (Chyulu Hills)	HS
Component 1 – Effective governance for multiple use and threat removal outside PAs	Regional and local institutions for facilitating a more inclusive planning and conservation of the Greater Amboseli landscape established and made operational in the ecosystem: 1.1 County level rangeland management committee is emplaced and capacitated, coordinating activities amongst the conservancies at county level. 1.2 Independent, national level Kenya Wildlife Conservation Forum emplaced, with at least 10 active member organisations. 1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust and conservancies in southern Africa. 1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer-term harmonious co-existence of wildlife, livestock and economic development.					
	3. Financial sustainability score (%) for national systems of protected areas: Component 1: Legal, Regulatory and Institutional frameworks. Component 2: Business planning	 46.67% 52.5%	 55% 60%	Financial sustainability scorecard	• No information available	U/A

Table 15. TE of Southern Rangelands project progress towards achieving the objective and components (see Appendix 7 for TE Ratings Scales)

Objective/ Component	Indicator	Baseline	End of Project target	Source of Information	TE End of project situation	Rating
	and tools for cost effective management. Component 3: Tools for revenue generation.	36.62%	45%			
	4. National level institutions formalised for empowerment of local communities	1 (KWCA)	2 (CRMC and KWCA)	KWS reports; Government registration/formalisation documents	• Conservancy leaders attended KWCA annual meetings • CRMC mandate expired	MS
	5. Number of capacity building and training programmes in place (Eco monitoring, Security & Livelihoods)	3 in each currently established conservancy (Big Life, ACC & MWCT)	At least 5 with streamlined curriculum	KWS reports; Training course curriculum	• Amboseli Conservation Academy (ACA) established focus on security training • PIR (2020) reports target achieved • TE did not find evidence of "5 capacity building and training programmes with streamlined curriculum"	MU

Table 15. TE of Southern Rangelands project progress towards achieving the objective and components (see Appendix 7 for TE Ratings Scales)

Objective/ Component	Indicator	Baseline	End of Project target	Source of Information	TE End of project situation	Rating
Component 2 – Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.	An integrated land use plan for the wildlife dispersal areas formulated and implementation initiated, clearly delineating different zones of use, providing specific regulations, standards and codes of practice: 2.1 Establishment/Formalisation of 5 conservancies ensuring key corridors of connectivity between the 2 core Parks (Amboseli and Chyulu) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBAs and forest fragments in the project landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/ eco-restoration of critically degraded areas (with co- finance). 2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders. 2.3 The Southern Rangelands conservancies' project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta. 2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas. 2.5 Protection of swamps, river systems and Chyulu hills water catchment stabilise water availability to wildlife and human use. 2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows, no net loss of natural forest blocks in critical corridors. 2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.					
	6. Movement of elephants within the greater Amboseli landscape, between the 3 core NPs.	Concentration of elephants in the Amboseli NP irrespective of season	Increased movement of elephant populations within the Amboseli landscape and between the 3 core NPs.	Biodiversity monitoring database; Monitoring reports; DRSRS and ACP monitoring reports	Baseline not available. Basis for PIR assessment of "75% achievement" must be explained and substantiated	U/A
	7. Proportion of productive land in the Group Ranches under conservancies	10.8% (approximately 57,700ha)	20.7% (approximately 101,902)	KWS reports	41.364 ha. (92%) reported by mid-2019	S
	8. Number of conservancies managed under a landscape level coordinated mgmt. programme	0	At least 5 conservancies	KWS reports; MOUs agreed upon by member conservancies	15 Plan developed but not operational	S

Table 15. TE of Southern Rangelands project progress towards achieving the objective and components (see Appendix 7 for TE Ratings Scales)

Objective/ Component	Indicator	Baseline	End of Project target	Source of Information	TE End of project situation	Rating
	9. Number of operational wildlife conservancies managed by local communities	1 derelict (Kimana) community wildlife conservancy	At least 5 conservancies with rehabilitation of Kimana sanctuaries.	KWS reports; Independent mid-term and final evaluations	9	HS
	10. Threats to wildlife from unplanned tourism infrastructure development mitigated	Limited scope of procedures in place to deal with unplanned developments	Protocols for infrastructure development operationalised.	KWS reports; Approved infrastructure development guidelines	Fully achieved	HS
Component 3 – Increased benefits from tourism shared more equitably.	3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs. 3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms. 3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and marketing. 3.4 PES for green water credits operation and earning money to land users on the Chyulu hills(co-finance);					
	11. Number of leasehold agreements entered into by the local communities with tourism investors for use of conservancies or wildlife zones	1 (Kuku GR)	At least 5 leasehold/management agreements	KWS reports; Independent mid-term and final evaluations	7 (target exceeded)	HS
	12. Proportion of household incomes generated from wildlife-related activities	<3% as determined during PPG activities	Increase to at least 10%	KWS reports and Fiscal monitoring programmes	Not determined as baseline not set	U/A
	13. Number of alternative livelihoods engaged in by the local communities	1 (Bird shooting in Mbirikani Ranch)	At least 4 alternative livelihoods including Beekeeping, Sericulture, Aloe farming and eco-	Reports by ACC, ACP and KWS Independent mid-term and final evaluations	5	S

Table 15. TE of Southern Rangelands project progress towards achieving the objective and components (see Appendix 7 for TE Ratings Scales)

Objective/ Component	Indicator	Baseline	End of Project target	Source of Information	TE End of project situation	Rating
			charcoal burning			
	14. Number of tourists visiting conservancies	Majority of tourists visit the 3 core NPs, few ventures to conservancies	Increase by up to 50% of number of visitors to conservancies.	Kenya Tourism Development Board reports KWS reports	Baseline not set	U/A
	15. Number of PES schemes established and implemented.	1 PES scheme (Tourism PES)	At least 2 additional PES schemes for watershed conservation and carbon trading.	KWS reports and Fiscal monitoring programmes	Carbon scheme operational. Water PES not achieved but under discussion.	MS

3.3.2 Relevance

182. The assessment criterion “relevance”, focuses on how well the project is aligned with the priorities of the stakeholders in the Amboselli landscape and with national policies and plans. It is also concerned with how well the project adapted to any changes in context or priorities during implementation and if the project’s goals, objectives and activities are still agreeable to its key stakeholders.

183. The project objectives, components and outputs are highly relevant locally, nationally and internationally.

184. At the national level, the project design is in line with Kenya Wildlife Policy 2020 which aims to:

- conserve Kenya's wildlife resources, increase access, incentives and sustainable use of wildlife resources while ensuring equitable sharing of benefits;
- promote partnerships and incentives for wildlife-based enterprises;
- facilitate collaboration for effective governance and financing of the wildlife sector between communities, private conservancies, counties, national government and international partners; and
- promote management of viable wildlife populations and their habitats in Kenya.

185. At the international level, the project supported implementation of Kenya obligations as a party to international agreements including the Convention on Biological Diversity, the Convention on International Trade in Endangered Species (CITES), United Nations Framework Convention on Climate Change (UNFCCC), and Sustainable Development Goals (SDG).

186. At the local level, the project addressed community priorities through activities such as institutional strengthening and training, ,livelihood diversification, as well as activities aimed at generating tangible benefits to communities from wildlife conservation.

187. During implementation, the project adapted appropriately to changes in the operating environment such as the modification of funds disbursement arrangements to KWS and the changes in livelihoods interventions.

***Rating:* Relevant (R)**

3.3.3 Effectiveness

188. “Effectiveness” is the extent to which the project is achieving its mission and goals and the objectives set out for the in the project document. Progress against targets is shown in table 18 and an assessment of effectiveness is provided for the the project objective and each of the its three components. The majority of data utilized to assess progress was provide in PIR (2020) which reported progress up to 30 June 2020.

189. The ratings for effectiveness as shown for each indicator in Table 14 have been collectivlely summarized as follows:

Project *Objective*:	Highly Satisfactory (HS)
Project Component 1:	Moderately Satisfactory (MS)
Project Component 2:	Satisfactory (S)
Project Component 3:	Satisfactory (S)

190. The increased GEF METT scores for the Amboseli MAB site (including Amboseli NP and the Greater Amboseli Landscape) and the Chyulu Hills NP with an effectiveness rating of HS provides an important measure of project progress towards achieving the

project goal in regard to protecting biodiversity in the Amboseli landscape and building an effective collaborative governance framework.

191. Four of the 15 SRF indicators (>25%) could not be assessed because M&E data were not available.

192. Under Component 1:

- Indicator 3, the financial sustainability scorecard information was not produced and as assessment of progress against this indicator was not possible.
- Financial sustainability is an important measure of project sustainability in regard to meeting the financial needs of AEMP implementation and benefit sharing among beneficiaries to encourage their ongoing support of and participation in integrated sustainable rangeland management.

193. Under Component 2:

- Indicator 6 baseline information was not provided on the indicator "*movement of elephants within the* greater *Amboseli landscape, between the 3 core NPs*" and therefore an assessment of progress on achieving the target was not possible.
- Information obtained during TE KII with wildlife experts working in the Amboseli landscape suggest elephant population numbers have increased and are stable suggesting movement to reach supporting habitats is not restricted.

194. Under Component 3:

- Indicator 12, no baseline or end of project measure was made as required to assess "*Proportion of household incomes generated from wildlife-related activities*" no baseline information was provided for the indicators
- Indicator 14, no baseline or end of project measure was made as required to assess "*Number of tourists visiting the conservancies*". reaching the targets.

195. Much of the success of the Southern Rangelands project hinges on the ability of local populations to share in benefits derived from protection and sustainable management of the Amboseli landscape. An inability to provide a measure increased benefits represents a serious short coming in the ability of the TE to assess Component 3.

Rating: Moderately Satisfactory (MS)

3.3.4 Efficiency

196. The Efficiency of project implementation focusses on cost effectiveness, or ability to provide good value for money in both qualitative and quantitative terms and in terms of comparison with alternative strategies for achieving the same outcomes. Financial reports were not produced in the format of the project budget as described in the Prodoc, or in the format of the project results framework, and therefore it has not been possible to compare planned and actual expenditures to assess overall financial efficiency in implementing the project.

197. During the field visit, the evaluator visited a number of infrastructure developments carried out by KWS and other project partners. All the developments visited were implemented to a high standard and were competitively priced.

198. Audits, Micro Assessments and Spot checks conducted over the course of the project determined project funds were utilized as intended in work plans by KWS and the RPs.

199. The effieciency rating provided is based in large measure on the field observations.

Rating: Satisfactory (S)

3.3.5 Country Ownership

200. The success and sustainability of the Southern Rangelands project is reliant upon country ownership by stakeholders that include national government, county government, the NGO community, GRs and local community members. Project "ownership" is demonstrated by active participation and financial commitments made to the project and by less tangible but important ways in which the ideology of the project was embraced by stakeholders.

201. The national government has been challenged it its ability to show strong ownership given the difficulty in providing project funds to KWS. Nonetheless KWS has participated and KWS Rangers have been active at the local level. Strong country ownership has been demonstrated by the national government in their gazetting of new conservancies and the AEMP. The national government through NEMA has also particpated and demonstrated a strong commitment to enforcement of the AEMP.

202. The Kajiado County government has brought the County Land Use plan in conformity with the proposed land use planning presented in the AEMP. The proposed output to put in place and capacitate a county level rangeland management committee was not achieved as intended by the project.

203. The NGO community working in Amboseli and wildlife management generally in Kenya have demonstrated strong ownership through their implementation and participation in project activities. It is through their ownership and committement sustainability of the project will achieved.

204. Group Ranches and their community members have a strong vested interest in achieving sustainable integrated rangeland management. Working closely with the RPs and KWS and participating in project activities they have shown strong ownership of the Southern Rangelands project and a committement to carrying the project forward through implementation of the AEMP.

3.3.6 Mainstreaming

205. The Southern Rangelands project supports UNDAF 2014-2018 as follows:

- ***Strategic Result No. 1: Transformational Governance*** through its actions to create a participatory, effective, and inclusive institutions and systems that results-orientated and devolved to the land owners in the Amboseli landscape.
- ***Strategic Result 2: Human Capital Development*** through the creation of institutions and curricula that are gender responsive and aimed at empowering communities in the Amboseli landscape in shaping a more sustainable and resilient future.
- ***Strategic Result 3: Inclusive and Sustainable Economic Growth*** was fundamental to the ideology of project actions and is expressed in project deliverables, particularly the AEMP. and
- ***Strategic Result 4: Environmental Sustainability, Land Management and Human Security*** in concrete actions to establish conservancies that protect habitat to sustain native biodiversity and to adopt integrated sustainable management strategies for productive rangelands.

206. The Southern Rangelands project also supports similar strategic results areas identified in UNDAF 2018-2022, which are:

- *Transformative governance*
- *Human Capital Development, and*
- *Sustainable Economic Growth.*

207. UNDAF 2018-2022 also includes a strong commitment to overarching principles and approaches, that are reflected in part in the Southern Rangelands project:

- leave no one behind;
- human rights, gender equality and women's empowerment;
- sustainability and resilience; and accountability towards realization of SDGs

208. As discussed in TE report section 3.1.4 and as discussed below there are issues of gender equality and women's empowerment that remain to be addressed going forward.

209. In terms of Kenya's Sustainable Development Goals (SDGs) the Southern Rangelands project makes a strong contribution to the following:

- ***SDG 15 – Life on Land***. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; and
- ***SDG 16 – Peace, Justice and Strong Institutions.*** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

210. Kenya is signatory to a number of environmental conventions which the Southern Rangelands project contributes to including: the Convention on Biological Diversity (CBD), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Ramsar Convention, the World Heritage Convention (WHC), United Nations Convention to Combat Desertification (UNCCD), and the United Nations Framework Convention on Climate Change (UNFCCC).

211. The goal and objectives of the recent Sessional Paper on Wildlife Policy (June 2020) are well reflected in the AEMP which adopts an integrated approach to wildlife conservation that protect.

Wildlife Policy Goal

to create an enabling environment for conservation and sustainable management of wildlife for current and future generations.

Wildlife Policy Overall Objective

to provide a framework that is dynamic and innovative for re-engineering the wildlife sector.

Wildlife Policy Specific Objectives

a. *Conserve in perpetuity, Kenya's wildlife resources, as a national heritage;*
b. *Increase access, incentives and sustainable use of wildlife resources, while ensuring equitable sharing of benefits;*
c. *Promote partnerships and incentives for wildlife-based enterprises;*
d. *Facilitate collaboration for effective governance and financing of the wildlife sector between communities, private conservancies, counties, national government and international partners; and*
e. *Promote management of viable wildlife populations and their habitats in Kenya.*

Gender mainstreaming in project design and implementation.

212. Women will be affected differently by interventions related to natural resource management and while this was taken into account in the project design and in the implementation of some project activities it is apparent the Southern Rangelands project could have used a more strategic and explicit approach to the manner in which it addressed gender, particularly given the knowledge pastoralism traditionally is a strongly partriarchical activity.

213. The lack of a gender analysis and lack of gender disaggregated data provided to the TE team has challenged the ability of the evaluation to provide an analysis of how well

the Southern Rangelands project has addressed gender and the related issues of youth, elderly and differently abled who may or may not have participated in the project.

214. The TE team was assured gender was considered throughout the project, including the inclusion of women in activities (e.g. training, committee formation, learning site visits) that are traditionally dominated by men. Southern Rangelands project activities that highlight the inclusion of women include:

- income generation activities, such as beaded ornaments for sale to tourists, enhanced milk bulking/cooperative for enhanced livelihood incomes, and seed production for rangeland restoration;
- training programs aimed at woman's groups in the production, operation and marketing related to their respective enterprises;
- governance and leadership training and mentor-ship, to strengthen group cohesion and division of labor for efficient execution of routine production and operations;
- awareness raising on possible land-use and resource governance;
- cross site learning visits have included 40 to 50% women (despite a reported outcry from the highly patriarchal leadership);
- training of two female rangers; and
- training related to natural resource management around manyattas (traditional Maasai settlements/compounds, where men may be absent staying with livestock herds) such as grass re-seeding adjacent grazing areas.

Rating: Moderately Satisfactory (MS)

3.3.7 Sustainability

215. The likelihood of continued benefits after the project ends was assessed in terms of financial risks, socio-economic risks, institutional and governance risks, and environmental risks.

216. Risks and assumptions regarding sustainability were identified in the ProDoc and annual PIRs. Overall no high level risks were identified in the ProDoc at the design stage but a number of medium and low level risks were identified.

217. The medium level risks identified in the ProDoc were related to declining tourism revenues, continued subdivision of group ranches and climate change. These risk factors remain valid and have implications for sustainability of the project's achievements and are discussed below.

218. The low level risks identified in the ProDoc were related to slow operationalization of legislation, complexity of establishing the project and other institutions, reluctance of conservancies to join the project, limited participation of women, and complexities in stakeholder collaboration. These factors are more concerned with project implementation and are less relevant to sustainability going forward. The issue of compliance with GoK financial regulations pertaining to disbursement of GEF/UNDP funds to KWS was not foreseen although this turned out to be a significant factor in delaying the involvement of KWS and implementing its key role in coordinating the project partners.

219. During implementation, additional risks to sustainability were identified, as described in the PIR reports, related to new laws on land tenure (the Community Land Act 2016) and to the impacts of the Covid-19 Pandemic.

Financial risks to sustainability:

220. The project design had a strong focus of financial sustainability recognizing that wildlife conservation can only succeed if it provides tangible benefits to stakeholders which exceed benefits from alternative land uses. Component 3, aimed at increasing wildlife-based tourism revenues, emphasized this approach. These interventions in strengthening tourism potential provide a strong foundation for financial sustainability. However, the Covid-19 pandemic has had a serious negative impact on the achievement of this objective and it remains to be seen if this is a short term phenomenon or if it will have more long-term consequences.

221. The project RPs are well established in the Amboseli landscape and have relatively reliable and substantial funding streams from donors, philanthropists, sale of carbon credits from the Chyulu Hills and other sources, to enable them to continue the activities supported by the project. The size of the GEF grant (US$ 3.9m) in comparison to the proposed co-financing to provided to the project by RPs (US$ 24.8) is an indication of the financial strength of the RPs and their commitment to the conservation activities implemented by the project, and is a positive indication of financial sustainability.

222. An exception is AET which is a still young and less financially secure organization. As it is the body responsible for coordinating implementation of the AEMP, one of the key outputs of the project, it is important for the sustainability of the project's achievements that AET remains a viable institution with the capacity to implement its mandate. The project has done commendable work in strengthening the organizational and financial management capacity of AET and already this has yielded dividends in the success of the organization in raising funds from external sources. While this is an indication that the institution has fund raising ability, there are financial risks to its long-term viability as it does not have the legal status that enables it to receive funds from government or County budgets.

Rating: Moderately Likely (ML)

Socio-economic risks to sustainability:

223. The project strategy to make conservation a viable land use option for communities in the key wildlife corridors and dispersal areas in the Amboseli landscape, involved a range of community focused interventions in ecosystem level planning, tourism development, institutional capacity building at the community level, livelihood improvement interventions, reducing human-wildlife conflicts. These activities have helped to build support for wildlife conservation as a land use option.

224. As GR subdivision and privatization continues, the willingness of members to assign portions of their holdings to conservancies (for example in Kimana ranch) is an indication that the conservation option is a viable land use option that can compete with alternative land uses.

225. The ecosystem plan was developed by AET through a consultative process involving diverse stakeholders from the GRs in the landscape, the conservation organizations and other NGOs, KWS, the County Government, and hoteliers and tour operators. The comprehensive consultation and participatory planning process has helped to generate commitment and support from a diverse range of stakeholders.

226. There are risks associated with community institutions such as the GRs which may bias "*elite capture*" within GR committees leading to less equitable sharing of the benefits accrued from conservation as student scholarships and the Chyulu carbon credit program.

Rating: Likely (L)

Institutional framework / governance risks to sustainability:

227. KWS is the institution responsible for wildlife conservation in Kenya and in the project design was designated as the lead agency and coordinator of project RPs. The goal of the project is firmly in-line with KWS's core mandate and the project was designed to assist KWS fulfill this mandate. Due to the funds disbursement difficulties already described, KWS did not take up this role fully until very late in project implementation (2019). Given that the project objectives were in line with KWS's objectives, it should be expected that KWS would have assumed the role of coordinator with or without the project funds if the project was considered a high priority for KWS.. While KWS did coordinate activities such as annual work-planning and funding applications from the implementing partners, the PMU was not fully operational and the National Project Manager was redeployed to other duties when the project funds were not forthcoming. This indicates a dependence on project funds and/or insufficient institutional commitment to implement project activities and is considereda risk to sustainability of the project's achievements going forward.

228. During project implementation, UNDP filled the gap in coordination of the RPs RPs in the absence of a fully functioning PMU.As the project ends, it is imperative that the lead agency KWS now assumes this role of coordinating the diverse stakeholders in the landscape. The project steering committee chairman has indicated to the TE team that KWS is already starting to assume this role and has organized a meeting of stakeholders to discuss modalities for implementation of the ecosystem plan. This is encouraging and is key to sustainability of the project's achievements to date.

229. As the institution responsible for implementing the ecosystem management plan, AET is a key institution for building on the success of the project in developing the plan and beginning the implementation process. It is regrettable that the plan was not completed earlier in the project cycle as this would have enabled implementation to begin when the project support and backup was still in place. In the absence of the project, there is a risk to AEMP implementation, it would be regretable if the excellent guidance provided by AEMP was not utilized. KWS must now take the lead and coordinate with other stakeholders in providing the technical mentoring and other support to AET to start implementation of the plan.

230. Subdivision and privatization of GRs was recognized a risk at the project design stage. With the passing of the Community Land Act 2016, the momentum for subdivision has increased. This poses risks for wildlife conservation as GRs will disappear as legal entities as the land transitions to community land. There is a rush to subdivide and privatise as the ranch members fear loss of tenure. This will present challenges for coordinating implementation of the AEMP as the GR committees will no longer function and GR management plans and grazing plans may not be followed. New structures will need to be devised to coordinate land owners in the landscape.

231. Additional challenges may arise from reduction in the area of open rangeland available for grazing as private land may be fenced. The AEMP and the related County Spatial Plan have designated zones for conservation, rangeland pasture and agriculture. It remains to be seen if the zonation plans are followed after ranches are subdivided and privatized.

232. The County local government is a key institution in wildlife conservation management in the Amboseli landscape. The public representatives (Governor and Members of the County Assembly) are key stakeholders because they represent the views of the people, and because they can be influential in moulding public opinion. The County technical staff in the Planning Department, Land Commission office, Livestock department, and NEMA office are key resource persons for implementation of the AEMP. The experience of the Northern Rangeland Trust has shown that County Governments committed to wildlife conservation as a land use benefiting their

communities, can provide strong support including making financial provision for conservation in the County budgets.

233. In the case of Kajiado County, there has been some engagement with the county by AET in developing the AEMP, and the implementing partner organisations indicated to the evaluators that there has been periodic engagement with the Governor and other public representatives. A more coordinated and comprehensive approach to engagement with the County government over the course of the Southern Rangelands project would have been beneficial and certainly is required going forward. Engagement of the County is now an important role for the lead agency, KWS, to assume.

Rating: Moderately Likely (ML)

Environmental risks to sustainability:

234. The rangelands dominating the Greater Amboseli Landscape are vulnerable to climate change with less predictable climate patterns and rainfall. Climate change remails a risk to long term sustainability.

235. The prevention of rangeland degradation due to unsustainable natural resource utilization practices is dependent on implementation on the integrated management guidelines in the AEMP. As such risks associated with implementation of the AEMP contribute to risks associated with environmental sustainability.

Rating: Moderately Likely (ML)

3.3.8 Impact

236. Impact of the Southern Rangelands project is assessed in the context of the Theory of Change (TOC) and the achievement of the project's long-term goal or "ideal state" which is defined in the ProDoc as:

> *The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.*

237. The TOC outlined in Table 16 provides the framework used to assess impact of the Southern Rangelands project in Table 17. Impact Drivers (ID) and Assumptions (A) are based on outputs associated of the SRF's objective and two outcomes (see SRF Section 3.1.1). The Intermediate States (IS) identify the establishment of foundation elements that provide stepping stones towards achievement of the long-term goal.

238. The qualitative assessment of the Southern Rangelands project's TOC presented in Table 13 below is based on desktop and remote interview investigations and follows guidance provided in the ROtI Handbook (2009). Note that the following ratings used in the impact assessment are heavily weighted towards the ability of the project to achieve ***future progress*** towards achievement of the project's long-term goal.

Not achieved (0) - the TOC component was not explicitly or implicitly identified by the project, and/or very little progress has been made towards achieving the TOC component, and the conditions are not in place for future progress
Poorly achieved (1) there are no appropriate mechanisms set out to achieve the TOC component after UNDP GEF project funding has ended, and/or very little progress has been made towards achieving the TOC component, but the conditions are in place for future progress should new support be provided for this component.
Partially achieved (2) the TOC component is explicitly recognized and the mechanisms set out to achieve it are appropriate but insufficient (e.g., there is no clear allocation of responsibilities for implementing the mechanisms after UNDP GEF project funding ends). Moderate and continuing progress was and is being made towards

achieving the TOC component, although there is not yet a strong basis assuring the eventual delivery of the intended impact (Global Environmental Benefits).

239. ***Fully achieved (3)*** the TOC component is explicitly recognized and appropriate and sufficient mechanisms to achieve it are apparent (e.g. specific allocation of responsibilities and financial and staff support is available after UNDP GEF project funding ends), and/ or substantial progress has been made towards achieving the TOC component and there is strong assurance of eventual delivery of the intended impact (*i.e*. Global Environment Benefits)

240. The overall findings of impact are, the Southern Rangelands project has ***partially achieved (2)*** the tasks required to achieve the long term goal of the TOC.

Table 16: Southern Rangelands project Theory of Change Impact Drivers, Assumptions, Intermediate States and Impact

Objective/ Outcomes Impacts	Impact Drivers & Assumptions	Intermediate States	Impact
Objective: To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	***ID:*** Increase the number of conservancies	***IS:*** Sufficient land is in the Greater Amboseli landscape is set aside in conservancies to provide habitat supporting native biodiversity	***Long Term Goal:*** *Conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services*
	ID: Capacity development of government and non-government agencies involved in sustainable management of the Greater Amboseli landscape		
	A: A strong commitment will be shown by stakeholders to protect biodiversity		
	A: There will be a willingness among landowners to set aside areas as conservancies		
COMPONENT 1. Effective governance for multiple use and threat removal outside PAs	***ID:*** Coordination of a diverse set of stakeholders	***IS:*** A system is in place linking national, county and local (GR and landowners) governance structures in a coordinated sustainable rangeland management	
	ID: Legislation supporting integrated rangeland management is provided		
	ID: Establishment of a stakeholder coordinating body for Amboseli landscape		
	A: Governance systems will enable stakeholder coordination		
	A: An effective and sustainable umbrella organization will be established		

Table 16: Southern Rangelands project Theory of Change Impact Drivers, Assumptions, Intermediate States and Impact

Objective/ Outcomes Impacts	Impact Drivers & Assumptions	Intermediate States	Impact
COMPONENT 2. Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.	***ID:*** Stakeholders engaged in development of multiple use management plans	***IS:*** An integrated land use plan for rangeland management protects biodiversity and provides sustainable livelihoods	***Long Term Goal:*** *Conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services*
	ID: Development of AIG activities		
	ID: An integrated land use plan is prepared and implemented		
	A: The value of biodiversity conservation is understood and adopted by stakeholders		
	A: Opportunities to diversify household incomes are present		
	A: Local communities are interested in participating in AIG activities		
COMPONENT 3. Increased benefits from tourism shared more equitably.	***ID:*** A tourism development plan is developed to support sustainable tourism	***IS:*** Opportunities for income generation from tourism, AIG and PES support local communities.	
	ID: Increased household income from returns on tourism, AIG and PES		
	ID: Private investment in sustainable tourism ventures		
	ID: Establishment of new PES scheme		
	A: Tourism revenue benefit sharing equitable and substantial		
	A: Private sector interest in tourism exists		
	A: Opportunity to establish economically viable PES is present		

Table 17: Impact Assessment of the Southern Rangelands project Theory of Change

Theory of Change Component	Qualitative Analysis	Rating
Objective: *To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.*	• the Southern Rangelands project has substantially increased the number of conservancies present in the Greater Amboseli landscape • the AEMP has been developed, however successfully implementation led by AET is not assured	**2**
ID: Increase the number of conservancies	• substantial increase in conservancies	**3**
ID: Capacity development of government and non-government agencies involved in sustainable management of the Greater Amboseli landscape	• some capacity development of government and non-government agencies • increase in METT scores demonstrates capacity increase	**2**
A: A strong commitment will be shown by stakeholders to protect biodiversity	• NGO, GR and local communities showed good participation • government showed strong commitment through gazetting of AEMP • KWS had financial constraints limiting participation	**3**
A: There will be a willingness among landowners to set aside areas as conservancies	• landowners demonstrated willingness to set aside land for conservancies	**3**
IS: Sufficient land is in the Greater Amboseli landscape is set aside in conservancies to provide habitat supporting native biodiversity	• determination of the sufficiency of land conserved to support biodiversity requires ongoing monitoring • ongoing research and monitoring is in place to asses survival of habitat demanding large mammal populations	**2**

Table 17: Impact Assessment of the Southern Rangelands project Theory of Change

Theory of Change Component	Qualitative Analysis	Rating
Component 1: *Effective governance for multiple use and threat removal outside PAs*	• the recognition and capacity enhancement of AET provides an effective governance mechanism	**2**
ID: Coordination of a diverse set of stakeholders	• NGOs assist in the coordination of GRs and their local communities and support AET as the umbrella coordination mechanism • greater involvement of KWS, County government and private sector is required to successfully implement AEMP	**3**
ID: Legislation supporting integrated rangeland management is provided	• conservancies and AEMP gazette • County land use plan in conformity with AEMP • Community Land Act 2016 potential increase in threats due to individual land ownership and development	**2**
ID: Establishment of a stakeholder coordinating body for Amboseli landscape	• the AET is recognized as the lead agency coordinating sustainable management of the Amboseli landscape guided by the AEMP	**2**
A: Governance systems will enable stakeholder coordination	• there are no impediments to stakeholder coordination, however, the Community Land Act 2016 and associated land subdivision may discourage individual landowner participation	**2**
A: An effective and sustainable umbrella organization will be established	• AET is a young organization which still needs to establish financial security	**2**
IS: A system is in place linking national, county and local (GR and landowners) governance structures in a coordinated sustainable rangeland management	• the AEMP with implementation coordinated by AET has only recently been established • coordination with NEMA at the national level established • alignment of AEMP and County land use planning underway	**2**

Table 17: Impact Assessment of the Southern Rangelands project Theory of Change

Theory of Change Component	Qualitative Analysis	Rating
Component 2: *Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.*	• good examples of benefits from integrated multiple-use rangeland management demonstrated in establishment of conservancies to protect wildlife, improved rangeland management to support pastoral livelihoods, sustainable AIG activities and PES • need to assess scaling up and replication of examples across the Amboseli landscape	**2**
ID: Stakeholders engaged in development of multiple use management plans	• good engagement of stakeholders through RPs and GRs	**3**
ID: Development of AIG activities	• some successful examples of AIG demonstrated by the Southern Rangelands project, scaling up and replication required	**2**
ID: An integrated land use plan is prepared and implemented	• the AEMP has been prepared, meaningful implementation has not been fully commenced	**2**
A: The value of biodiversity conservation is understood and adopted by stakeholders	• while not directly assessed by the project the willingness by stakeholders to establish conservancies may be a sign of an understanding of the value of biodiversity	**1**
A: Opportunities to diversify household incomes are present	• the Southern Rangelands project has demonstrated some opportunities to diversify household incomes	**2**
A: Local communities are interested in participating in AIG activities	• there was participation in AIG • the project could have provided better documentation of community interest, particularly women and youth	**2**
IS: An integrated land use plan for rangeland management protects biodiversity and provides sustainable livelihoods	• the AEMP is an integrated land use plan developed with good stakeholder participation • implementation is not assured, but, the comprehensive AEMP has the potential to protect biodiversity and contribute to sustainable livelihoods	**2**

Table 17: Impact Assessment of the Southern Rangelands project Theory of Change

Theory of Change Component	Qualitative Analysis	Rating
Component 3: *Increased benefits from tourism shared more equitably.*	• slow project start-up and the impact of Covid 19 have hampered efforts to demonstrate an increase in and equitable sharing of tourism benefits	**1**
ID: A tourism development plan is developed to support sustainable tourism	• the AEMP provides a strategy for the development of a tourism plan • a landscape-level tourism plan for the Greater Amboseli landscape has not been developed	**2**
ID: Increased household income from returns on tourism, AIG and PES	• the project did not collect data to permit an assessment of these important indicators	**1**
ID: Private investment in sustainable tourism ventures	• some new tourism ventures initiated	**1**
ID: Establishment of new PES scheme	• discussion to establish a new scheme underway but its establishment not yet assured	**1**
A: Tourism revenue benefit sharing equitable and substantial	• no measure available to assess this assumption	**1**
A: Private sector interest in tourism exists	• there is interest in tourism investment but Covid-19 has likely reduced interest	**1**
A: Opportunity to establish economically viable PES is present	• there are opportunities to expand existing and establish new PES schemes in the Amboseli landscape related to carbon credits, watershed management and land conservation	***1***
IS: Opportunities for income generation from tourism, AIG and PES support local communities.	• there are demonstrated opportunities for income generation in tourism, AIG and PES • there is a need to build on the existing examples to ensure adequate and equitable income support to local communities across the Amboseli landscape	**1**

Table 17: Impact Assessment of the Southern Rangelands project Theory of Change

Theory of Change Component	Qualitative Analysis	Rating
Overall project summary findings: • the Southern Rangelands project has successfully supported RPs in their engagement of relevant stakeholders in a process that lead to the development of a comprehensive integrated, multi-use rangeland management plan for the Greater Amboseli landscape reflected in the AEMP • the project has identified and enhanced the capacity of AET responsible for overseeing implementation of the AEMP, though there remains a need for additional capacity development and sufficient and sustainable financing • some government support, particularly from KWS, has been minimal which in the case of KWS was due to financial challenges and in terms of the County government insufficient engagement over the course of the project • government support has gazetted conservancies and the AEMP and NEMA supports implementation of the AEMP • adequate and equitable sharing of income to local communities has not been clearly demonstrated by the project but with continued support from the RPs there are clear examples to scale up tourism development, AIG and PES		**2**

4 Conclusions, Recommendations and Lessons Learned

4.1 Southern Rangelands Project Conclusions

241. The Southern Rangelands project has successfully achieved 8 of 15 end of project targers, partially achieved 3 targets and data were not available to assess 4 targets as shown in Table 18.

Table 18: Achievement of ProDoc End of Project Targets

Indicator	Baseline	End of Project target	TE End of project situation
11. Increased area of conservancies within the productive landscapes with streamlined management guidelines.	Some buffer zones under biodiversity set-asides but without any systematic management regime for biodiversity conservation.	The 5,500km^2 of buffer zones of the core parks under a systematic management framework.	• 4,550 km^2 • AEMP 2020-2030 • GR land use and grazing management plans developed • County Land Use Plan in conformity
12. METT scores improved in selected PAs: Amboseli NP Chyulu Hills NP	 66 (Amboseli) 52 (Chyulu Hills)	 75 (Amboseli) 65 (Chyulu Hills)	 73 (Amboseli) 65 (Chyulu Hills)
13. Financial sustainability score (%) Component 1: Legal, Regulatory and Institutional frameworks. Component 2: Business planning and tools for cost effective management. Component 3: Tools for revenue generation.	 46.67% 52.5% 36.62%	 55% 60% 45%	• No information available • Unable to assess
14. National level institutions formalised for empowerment of local communities	1 (KWCA)	2 (CRMC and KWCA)	• conservancy leaders attended KWCA annual meetings. • CRMC mandate expired
15. Number of capacity building and training programmes in place	3 in each currently established conservancy	At least 5 with streamlined curriculum	• Amboseli Conservation Academy (ACA) established focus on security training • PIR (2020) reports target achieved • TE did not find evidence of “5 capacity building and training programmes with streamlined curriculum”

Table 18: Achievement of ProDoc End of Project Targets

Indicator	Baseline	End of Project target	TE End of project situation
16. Movement of elephants within the greater Amboseli landscape, between the 3 core NPs.	Concentration of elephants in the Amboseli NP irrespective of season	Increased movement of elephant populations within the Amboseli landscape & between the 3 core NPs.	• baseline not available • unable to assess
17. Proportion of productive land in the Group Ranches under conservancies	10.8% (approximately 57,700 ha)	20.7% (approximately 101,902)	• 41,364 additional ha. reported in mid-2019 • 94% achievement
18. Number of conservancies managed under a landscape level coordinated management programme	0	At least 5 conservancies	• 15 • plan developed but not operational
19. Number of operational wildlife conservancies managed by local communities	1 derelict (Kimana) community wildlife conservancy	At least 5 conservancies with rehabilitation of Kimana sanctuaries.	• 9
20. Threats to wildlife from unplanned tourism infrastructure development mitigated	Limited scope of procedures in place to deal with unplanned developments	Protocols for infrastructure development operationalised.	• protocols in AEMP
21. Number of leasehold agreements entered into by the local communities with tourism investors for use of conservancies or wildlife zones	1 (Kuku GR)	At least 5 leasehold/management agreements	• 7
22. Proportion of household incomes generated from wildlife-related activities	<3% as determined during PPG activities	Increase to at least 10%	• baseline data not collected • unable to assess
23. Number of alternative livelihoods engaged in by the local communities	1 (Bird shooting in Mbirikani Ranch)	At least 4 alternative livelihoods including Beekeeping, Sericulture, Aloe farming and eco-charcoal burning	• 5
24. Number of tourists visiting conservancies	Majority of tourists visit the 3 core NPs, few ventures to conservancies	Increase by up to 50% of number of visitors to conservancies.	• baseline data not collected • unable to assess
25. Number of PES schemes established and implemented.	1 PES scheme (Tourism PES)	At least 2 additional PES schemes for watershed conservation and carbon trading.	• carbon-credit scheme operational • water PES not achieved but under discussion.

242. Table 18 highlights both the project management challenges faced by the Southern Rangelands project and the success of RPs completing activities vital to achieving the project goal, objective and three components.

243. The minimal engagement of KWS and the delay in establishing the PMU is likely responsible for the lack of data to assess 4 of 15 ProDoc indicators, the failure to undertake a gender analysis and the lack of a project communication strategy. Late project startup associated with KWS financial challenges, has likely delayed preparation of the AEMP which has resulted in a lost opportunity to futher support AET in its implementation of the plan

244. The existing relationships of RPs with GRs and local communities (beneficiaries) has likely made a substanital contribution to project given the ability of RPs to quickly and successfully engage stakeholders in the preparation of the AEMP. In addition, the technical knowledge RPs have of the Amboseli landscape, both the wildlife and pastoral livelihoods, has been essential to ensuring the development of viable, science based and locally appropriate strategy as presented in the AEMP.

245. There remains a need for landscape-level coordination of the conservation organisations working in the landscape. For example, KWS tends to focus on the ANP, MWCT and Big Life have specific GRs they work with and each organisation has its own cadre of game scouts that report to the organization and patrol and arrest poachers etc. and have different regimes for compensating communities for crop-raiding etc. Also each organisation has their own ecological monitoring methodologies and technologies, generally focussed on their own geographical area. Excellent work and information gathering is being conducted but there are gaps in the landscape that are not covered. There is a need therefore to cover the gaps in the landscape and coordinate and harmonize efforts of ecological monitoring and security activities.

4.2 Immediate Action Recommendations for Southern Rangelands Project Sustainability

246. The recommendations outlined in Table 19 are intended to enhance the sustainability of project results. Table 19 prioritizes actions as: “Urgent” referring to taking immediate action; “High” referring to taking acition within 1-4 months; “Medium” referring to taking action within the next 4-6 months; and “Low” referring to taking action within the next 6-12 months.

Table 19: Immediate Action Recommendations for Southern Rangelands Project

Action Recommendations	Lead Party	Supporting Parties	Priority
1. KWS work with AET and RPs to develop a sustainability plan for implementation of the AEMP.	• KWS	• AET • ACC • MWCT • Big Life	**Urgent**
2. Discuss and develop a sustainability plan to facilitate AET’s continued leadership and coordination role	• AET	• KWS • ACC • MWCT • Big Life • ALOCA • AECF	**Urgent**

Table 19: Immediate Action Recommendations for Southern Rangelands Project

Action Recommendations	Lead Party	Supporting Parties	Priority
3. Host AEMP stakeholder meeting to review the AEMP Plan Implementation Structure and formally establish and identify members of all required committees: • Plan Implementation Committee • Research and Monitoring committee • Education, awareness and extension services committee • Tourism Development and Management committee • Finance and resource mobilization committee: • Enterprise Development committee	• AET	• KWS • ACC • MWCT • Big Life • ALOCA • AECF • GRs • County Gov't • Amboseli landscape Research Organisations	**High**
4. Host AEMP stakeholder meeting to review actions identified in the AEMP Plan to identify: • priority actions to be implemented • budget required to support actions and potential sources of funding • key implementing agency and supporting implementing parties for each action • ten year plan with a timeline for implementation of each of the AEMP actions	• AET	• KWS • ACC • MWCT • Big Life • ALOCA • AECF • GRs • County Gov't • Research Partners	**High**
5. Develop mechanisms to ensure that when land subdivision occurs, private land owners follow management as defined by the AEMP, i.e. filling the gap left when GR committees are no longer in control of private land. ALOCA established in Mbirikani and Kimani GRs, represents and coordinates private owners of the six conservancies and provides a good working model.	• KWS	• AET • ACC • MWCT • Big Life • ALOCA • AECF	**Medium**
6. Complete a post-project gender analysis to identify: • gender issues learned/encountered over the course of the project • project outputs that support the empowerment of women and mechanisms to sustain these outputs • recommendations / strategies to address gender issues going forward	• UNDP	• KWS • ACC • MWCT • Big Life	**Medium**
7. Develop a communication strategy for the AEMP to better communicate and advocate the work completed by the Southern Rangelands project.	• KWS	• AET • UNDP	**Medium**

Table 19: Immediate Action Recommendations for Southern Rangelands Project

Action Recommendations	Lead Party	Supporting Parties	Priority
8. Coordinate, harmonise and standardise ecological monitoring within the landscape and aim to produce landscape level information that has identified and addressed the gaps.	• KWS	• AET • ACC • MWCT • Big Life	**Low**
9. Coordinate and harmonize approaches within the landscape to security, anti poaching, patrols, compensation for crop raiding and other damage.	• KWS	• AET • ACC • MWCT • Big Life	**Low**
10. Enhance participation of the County Government and the government livestock sector at national and county levels in integrated rangeland planning through engagement in AEMP, AET and KWS meetings and activities.	• KWS	• AET • ACC • MWCT • Big Life	**Low**

4.3 Lessons Learned – What did not work well and what can be done to improve future project design?

247. The establishment of a fully functional PMU early in the project cycle is essential to initiate project tasks providing a foundation to build project activities on. The PMU is particularly important to M&E, including the establishment of baselines and ongoing measurements that track progress and inform adapative management. The lack of adequate M&E reduces the ability of MTR and TE to provide recommendations and lessons learned.

248. The completion of a gender analysis that provides recommendations leading to the refinement of project activities greatly enhances the opportunity to address issues of gender inequality and empowerment. UNDP as the project implementer should ensure the completion of a gender analysis and the implementation of its recommendations.

249. The completion of a communication strategy and its implementation throughout a project contributes to sustainability, resulting in replication of project activities during project implementation and raising the awarenes of those agencies who will be responsible for continuing project activities following project closure. UNDP as the project implementer should ensure the completion of a communication strategy and its implementation during the project.

250. If a project has the intention to generate sustainable income from tourism development there is a need to consider the substantial challenges which may need to be overcome to achieve this. Overcoming challenges will include:

- This should begin with engagement of an experienced tourism consultant to undertake a comprehensive assessment of the local and regional tourism opportunities, constraints and needs and to develop a viable tourism business model.
- For local ecotourism development, mechanisms to provide start-up financing for local communities or individuals may be required. For larger commercial tourism development, investment funds may be utilized from variety of sources such as, project funds, government budgets and/or private sector investment.
- Successful tourism development must be recognized as a sequential process

which often takes many years to fully mature, but once established can, if managed well, provide sustainable income. Steps which may need to be completed include, identification and approval of tourism development sites, infrastructure development required to support tourism, capacity development of participating stakeholders and marketing to attract the intended tourist clientele.

251. Travel restrictions associated with the COVID-19 pandemic prevented the international TE team member from travelling to Kenya and restricted the amount of field work and number of face-to-face meetings conducted by the national TE team member. The international TE team member, performing the roles of team leader and primary report author, was constrained by limited contact with stakeholders through internet-based meetings. Based on our experience it was noted that the evaluation of ***successful components*** of the project can be documented relatively well based on project documentation. Evaluation of ***less successful or challenging components*** of the project depends on in-depth interactive discussions that would occur when the international and national TE team members work together in the field interviewing project stakeholders

4.4 Lessons Learned – What worked well to inform future project design?

252. The Southern Rangelands project worked with RPs that were well established, had large, secure, external funding sources, had excellent technical capacity, highly committed and motivated, and had well established working relationships with beneficiaries. These qualities allowed the RPs to quickly and efficiently implement project activities producing good results. In project design the ability to select implementing agencies should be taken into consideration and where possible given priority. Where some or all of these qualities are not present project design must acknowledge the need within the project, both in terms of capacity development and time (delay) to enhance the capacity of implementing agency(ies) to a level where they are capable of undertaking project activities to produce good resutls.

253. The Southern Rangelands project faced significant challenges in regard to start-up and engagement of the IP and yet the UNDP CO demonstrated the value and effectiveness of adaptive management in that the project was able to complete most project activities and it did make significant progress towards achieving the project goal:

The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.

Appendix 1: Terms of Reference for Terminal Evaluation

INTERNATIONAL INDIVIDUAL CONSULTANT - TERMINAL EVALUATION OF PIMS 4490 SOUTHERN RANGELNADS KENYA.
Reference: KEN/IC/2020/053

Submission Deadline: 5.00 P.M Kenyan Time (GMT+3.00) on Friday, 13 November 2020 to consultants.ken@undp.org: reference *"KEN IC2020 053 - International Individual Consultant for Terminal Evaluation of Enhancing Wildlife Conservation in the Productive Southern Rangelands through a Landscape Approach PIMS 4490"*

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled *Enhancing Wildlife Conservation in the Productive Southern Rangelands through a Landscape Approach PIMS 4490* implemented through the *Kenya Wildlife Service.* The project started on the *26 January 2015* and is in its *5th* year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects).

PROJECT BACKGROUND AND CONTEXT

The project was designed to mainstream biodiversity conservation and sustainable use into production lands in the Greater Amboseli landscape and improve the sustainability of Protected Area systems (PAs). It aims to provide a resource governance model that allows communities and conservationists to utilize revitalized skills, and, guided by knowledge-based landscape planning, taking advantage of modified policies and market-based incentives to balance resource use and resource conservation across the greater Amboseli, to secure a broader range of benefits for the onsite and offsite dependents, in a more equitable and sustainable manner.

The project's goal is the biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands. The project objective is to mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.

The project comprises three complementary components to be implemented over a 5-year period. The interventions are cost-shared by the GEF support of USD 3,990,909 and partners co-finance of USD 24,820,000. Each component addresses a different barrier and has discrete outcomes as follows: -

- Outcome 1: Effective governance framework for multiple use and threat removal outside PAs.
- Outcome 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.
- Outcome 3: Increased benefits from tourism shared more equitably.

The project is implemented by the Kenya Wildlife Service (KWS) in partnership with UNDP, and the Maasai Wilderness Conservation Trust (MWCT), Big Life Foundation (BLF) and African Conservation

Centre (ACC) as responsible parties leading the community engagement at the project site.

The partners are engaged in line with their designated roles and responsibilities; support national efforts to secure conservancy management, set up a series of conservancies across the landscape, map out and secure wildlife dispersal areas, secure connectivity corridors between the core PAs of Amboseli, Tsavo and Chyulu Hills, to offer greater protection of selected species (GEF BD SO 1).
The partners catalyzed a shift from the current sector-focused planning to a more integrated land-use planning system, thus, increasing productivity of livestock and agriculture while protecting environmental services, including the watershed services of the Chyulu Hills (GEF BD SO2).

The project contributes to the attainment of the UNDP Country Programme Document (CPD) Output 4.2: Improved institutional and community capacity to deliver pro-poor, sustainable natural resource management initiatives" through the following activities: Development of ecosystem management plan for the Amboseli landscape; Development of land use plans for community lands; Promotion of alternative wildlife; and Creation of wildlife dispersal areas.

The observed changes since the implementation of the project in 2017 include: *increased area of conservancies within the productive landscapes with streamlined management guidelines* - Securing space for wildlife dispersal and migration with the Amboseli Landscape is at the heart of the project; *Proportion of productive land in the Group Ranches under conservancies* - conservancies with a total area of 788.38 Km^2 are being managed as per their respective group ranch management plans; and *established wildlife compatible livelihoods* - alternative income generating activities compatible with use of the landscape as wildlife rangeland were supported by the project.

TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The project has over the past years since 2017 built partnerships among the wildlife conservation agencies/stakeholders and local communities' action within the Amboseli Landscape towards securing wildlife dispersal areas despite the changing land tenure and land use pressures.
Recommendations from TE will therefore be useful in sustaining the various results and interventions undertaken under this project.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The evaluation will also make recommendations for sustainability, replication and scaling up that will be used by the project partners to build on the gains made during the project.

TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team, which will be made up of one international and one national consultant, will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Stakeholders that must be visited for this TE are the Kenya Wildlife Service (KWS), African Conservation Centre (ACC), Big Life Foundation (BLF), Maasai Wilderness Conservation Trust (MWCT), Amboseli Ecosystem Trust (AET), Local leaders - group ranches, Local community enterprises groups, and the Kenya Wildlife Conservancies Association (KWCA).

Additionally, the national consultant is expected to conduct field missions to **the Amboseli landscape**, including the following project sites - the Amboseli National Park, Kimana Group Ranch (GR), Imbirikani GR, Kuku GR, Rombo GR and Olgulului GR.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects). The TE is expected to be undertaken in 25 days within the period November 2020 to January 2021. It shall cover issues related to the various components of the project mentioned in Section 4 Paragraph 2 above. Overall, the objectives of the evaluation are:

- to assess the achievement of project results,
- to draw lessons that can both improve the sustainability of benefits from this project, and
- aid in the overall enhancement of UNDP programming.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for *Enhancing Wildlife Conservation in the Productive Southern Rangelands through a Landscape Approach PIMS 4490*

Monitoring & Evaluation (M&E)	Rating[2]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	**Rating**
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	**Rating**
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	**Rating**
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

[2] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (EHS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1 =Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1 =Unlikely (U)

TIMEFRAME

The total duration of the TE will be approximately **25 working days** over a time period of **10 weeks** starting on **30th November 2020**. The tentative TE timeframe is as follows:

Timeframe	Activity
13th November 2020	Application closes
23rd November 2020	Selection of TE team
30th November 2020	Preparation period for TE team (handover of documentation)
7th December 2020 - 4 days	Document review and preparation of TE Inception Report
14th December 2020 - 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
17th January 2021 - 7 days	TE mission: stakeholder meetings, interviews, field visits, etc.
18th January 2021	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
1st February 2021 - 8 days)	Preparation of draft TE report - conclude and share for circulation
8th February 2021	Circulation of draft TE report for comments - conclude and feedback to consultants
15th February 2021- 2 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
21st February 2021	Preparation and Issuance of Management Response
21st February 2021	Concluding Stakeholder Workshop - Virtual
28th February 2021	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: **14th December 2020**	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: **18th January 2021**	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report *(using guidelines on report content in ToR Annex C)* with annexes	Within 3 weeks of end of TE mission: **8th February 2021**	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP

5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	Within 1 week of receiving comments on draft report: **21st February 2021**	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[3]

TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the **UNDP Kenya Office**.

A team of two independent evaluators will conduct the TE - one international (1) and one national (1) consultants.

The UNDP Kenya Office will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

The TE is expected to be **majorly a virtual evaluation**, with the consult(s) based at their home station due to COVID-19 restrictions and safety protocols. Only the national consultant will be expected to conduct a field visit to the project locations in the Amboseli Landscape. However, if travel is possible for the international consultant, Nairobi shall be the duty station of the consultant and they will participate in the field visit.

Travel:

- International travel may be required to Kenya during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: https://dss.un.org/dssweb/
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations

[3] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE - one international (1) and one local (1) consultants. The International Consultant, the team leader, will work closely with the National Consultant. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The National Consultant will support the International Consultant who will have the overall responsibility for the conduct of the evaluation exercise as well as quality and timely submission of reports (inception, draft, final etc.). The International Consultant will be accountable to UNDP for the delivery results on this assignment.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

Team Leader- International Consultant

Education

- Master's degree in Environmental Sciences, Natural Resources Management, Water Resources Management or other closely related field (5 marks);

Experience

- At least 10 years' experience with results-based management project mid-term or terminal evaluations, preferably for GEF/Biodiversity projects (25 marks);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5 marks);
- Competence in adaptive management, as applied to biodiversity (5 marks);
- Knowledge of and experience working in Kenya or East Africa or biodiversity and conservation is an asset (5 marks);
- Experience in relevant technical areas for at least 10 years (15 marks);
- Demonstrated understanding of issues related to gender and biodiversity; experience in gender responsive evaluation and analysis (5 marks);
- Excellent communication skills; demonstrable analytical skills; and project evaluation/review experience within United Nations system will be considered an asset (5 marks).

Language

- Fluency in written and spoken English.

EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and

confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

APPLICATION PROCESS

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template attached (offeror's letter to UNDP);
b) **Updated CV**
c) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment using the attached template (IC Proposal form)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached (Offeror's letter to UNDP).
If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to consultants.ken@undp.org; by **5.00 P.M Kenyan Time (GMT+3.00) on 13 November 2020** reference *"KEN IC 2020 053 - International Consultant for Terminal Evaluation of Enhancing Wildlife Conservation in the Productive Southern Rangelands through a Landscape Approach PIMS 4490"*

Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will

be evaluated. Offers will be evaluated according to the Combined Scoring method - where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

Appendix 2: List of Persons Interviewed for Terminal Evaluation

Date	Meeting Type	Stakeholder(s) consulted	Female	Male
Mon 15th March 2021	Meeting with, KWS Nairobi	Dr. Patrick Omondi, Chair, Project Steering Committee Darius Kayago, Project Officer Washington Ayiemba, UNDP		1
Tue 16th March 2021	Consultations with MWCT, Nairobi, Karen	Mr. Titus Muia		1
	Travel to Amboseli Landscape, Loitokitok.			
Wed 17th March 2021	Consultations with AET/ACC project team at the AET Satellite Office	Jackson Mwato, EO Daniel Kaaka, AET Conservancies Coordinator Peter Solanka, ACC Project Officer Koikai Oloitiptip, AET Partnerships Officer		4
	Field visits to Rombo Group Ranch Olowani tourist camp facility	Daniel Kaaka, AET Conservancies Coordinator Rombo Group ranch manager Muuju Mutelell, Tour guide Harrison Nanyamal, Olowani camp chief.		4
Thur 18th March 2021	Meeting with KWS Warden Amboseli NP, and inspect facilities upgrading supported by the project • Office equipment • Communications Centre • Petrol pumps	Daniel Koskei Ag in-charge Amboseli NP Joseph Kaberege, Customer Service & Tourism Coordinator, KWS Amboseli NP.		3
	Visit reforestation site in Amboseli NP	Daniel Kaaka, AET Conservancies Coordinator Peter Solanga, ACC Project Officer		2
	Olgului Conservancy And tourist facility (Satao Camp)	Christopher, Olgului Conservancy Manager Julius, Satao Camp/Hotel Manager		2
	Visit to Osiram Manyatta tourism Boma and nearby grass replication plot	Focus group meeting with 9 Masai women, members of the women enterprise group. Daniel Kaaka, AET Conservancies Coordinator Peter Solanka, ACC	9	2
Fri 19th March 2021	Meeting with MWCT project team Field visits to	Titus Muia /David Okul	2	9
	Kuku Group Ranch Grazing Committee	12 committee members (all men)		12
	Water borehole and water provision facility	Meeting with 17 Masai community members (all men)		17
	Grass replication plots (2)	Women group managing the plot	6	2

Date	Meeting Type	Stakeholder(s) consulted	Female	Male
		MWCT staff		
	Irrigated Organic farm in Kuku group ranch	MWCT staff		4
	Visit to international student hotel facility being developed by MWCT (not part of the GEF funding)	MWCT staff		3
Sat 20th March 2021	Field visit to KWS Amboseli NP facilities funded by the project • 5.1 km road to Noonkotiak AET office and resource centre • Tourist Bandas and campsite refurbished at the Main Office • Airstrip reception area • Viewing point facilities • Resource centre and Kimana gate	KWS Engineer Philemon Wewo Joseph Kaberege, Customer Service & Tourism Coordinator, Darius Kayago, KWS PMU Officer Washington Ayiemba UNDP		2
Sun 21st March 2021	TE team meeting (virtual) with field team Report writing	Brent Tegler, Sean White, Washington Ayiemba and Darius Kayago		
Mon 22nd March 2021	Big Life Foundation offices	Wilfred Kimeu, BLF		1
	School organic farm	Annie Waterer, Wilfred Kimeu	1	1
Tues 23rd March 2021	BLF. Meeting with livestock improvement group, Mbirikani GR	Five Maasai beneficiaries of Sahiwal bulls (and BLF staff)		5
	Meeting with ALOKA Chairman	Samuel Kaanki (Chair pf ALOKA and Chair of AECF)		1
	Visit tourist campsite, Kimana sanctuary	Wilfred Kimeu (BLF)		1
	Kimana tourist guest house, footbridge, road bridge	Annie Waterer, BLF	1	
	Wildlife fence site and meeting with community representatives	8 Maasai community members living beside the fence Initial Chairman of the Umeme committee Wilfred Kimeu and other BLF staff		8
	Travel to Nairobi			
Friday 26th March	KWS Nairobi	Dr. Patrick Omondi, Chair, Project Steering Committee Sean White		1
	Zoom meeting	Samuel Kasiki – PSC chair / KWS Dep Director now retired		1

Date	Meeting Type	Stakeholder(s) consulted	Female	Male
Monday 29th March	ACC Nairobi (zoom meeting)	Lucy Waruingi S. White	1	
	Zoom meeting	Mandy Cadman – UNDP RTA	1	
	Zoom meeting	David Githaiga - previously UNDP PM		1
Wednesday 31st March	Zoom meeting	John Biko – PMU Finance Officer		1
Thursday 1st April	Email comments received	Steve Njumbi – IFAW		1
	Zoom meeting	David Western – Amboseli wildlife research scientist		
Tuesday 6th April	Zoom meeting	Vicki Fishlock – Amboseli Trust for Elephants	1	
		Totals	**23**	**90**

Appendix 3: Itinerary and Purpose of Field Visits

Date/Time		Item	Responsible
Initial Meetings with UNDP/PSC/PMU – Nairobi			
Mon 15th March	1:00 pm - 3:00 pm	Meeting with Project Officer, Project Officer, KWS	Washington Ayiemba
	3:00 pm – 5:00 pm	Consultations with Implementing Partner (KWS, HQ - Nairobi) – Project Coordinator, Dr. Patrick Omondi	Washington Ayiemba
Tue 16th March	9:00 am - 11:00 am	Consultations with Responsible Party (ACC, Nairobi, Karen) Ms. Lucy Waruingi	Washington Ayiemba
	11:00 am – 1:00 pm	Consultations with Responsible Party (MWCT, Nairobi, Karen) Mr. Titus Muia	Washington Ayiemba
	2:00 pm – 6:00 pm	Travel to Amboseli Landscape	
Consultations virtual and in-person with UNDP/PSC/PMU/Responsible Parties – Amboseli Landscape			
Wed 17th March	9:00 pm – 11:00 am	Consultations AET/ACC project team	Jackson Mwato/ Johnson Sipitiek
	1:00pm - 5:00pm	Field visits to AET/ACC deliverables and focus group meetings with beneficiaries	Jackson Mwato/ Johnson Sipitiek
Thur 18th March	9:00am -5:00pm	Field visits to AET/ACC deliverables and focus group meetings with beneficiaries	Jackson Mwato/ Johnson Sipitiek
Fri 19th March	10:00 am – 12:00 am	Consultations with MWCT project team	Titus Muia/ David Okul
	1:00 pm – 5:00 pm	Field visits to of MWCT deliverables and focus group meetings with beneficiaries	Titus Muia/ David Okul
Sat 20th Marc	9:00am -5:00pm	Field visits to of MWCT deliverables and focus group meetings with beneficiaries	Titus Muia/ David Okul
Sun 21st March	9:00 – 5:00 pm	Field visits Amboseli National Park	Daniel Kosgey/ Darius Kayago
Mon 22nd March	9:00 am – 11:00 am	Meeting with KWS - Warden and Scientist (Park Offices)	Daniel Kosgey/ Darius Kayago
	12:00 noon– 2:00 pm	Consultations with BLF project team	Wilfred Kimeu/ Jeremey Goss
	2:00 pm -5:00 pm	Field visits to of MWCT deliverables and focus group meetings with beneficiaries	Wilfred Kimeu
Tues 23rd March 2021	9:00 am – 2:00 pm	Field visits to of MWCT deliverables and focus group meetings with beneficiaries	Wilfred Kimeu
	3:00 pm – 5:00 pm	Consultation with County officers – County Gov; NEMA; WRA etc. – Loitokitok Town	Jackson Mwato
Wed 24th March 2021	11:00 am – 2:00 pm	Consultation with County officers – County Gov; NEMA; WRA etc. - Kajiado Town	Jackson Mwato
	3:00 pm – 6:00 pm	Travel to Nairobi	Darius Kayago
31st March 2021		**Field mission wrap-up meeting & presentation of initial findings**	Sean White/ Brent Tegler

Appendix 4: List of Document Reviewed

1. ACC signed spot check report 2019 September
2. ACC Spot check report December 2018
3. Amboseli Ecosystem Economic Impact Survey 2018Amboseli National Park Management Plan 2020-2030
4. Amboseli Ecosystem Management Plan 2008-2018
5. Amboseli Ecosystem Management Plan 2020-2030
6. Amboseli Ecosystem Management Planning: Stakeholder Planning Workshop PowerPoint presentation by Planning and Environmental Consultancy Services Ltd. 26-27 March, 2019
7. Animal Production Trends and Change Point in Amboseli Ecosystem, Kenya. PowerPoint presentation prepared by Victor N. Mose and David Western 26th March 2019
8. Annual Work Plans 2016, 2017, 2018, 2019, 2020
9. Audit of Project Financial Statements and Management Letter for The Period 1 January 2017 to 31 December 2017 by PWC, March 2018
10. Big Life Foundation signed spot check report 2019 September
11. BLF Spot check report December 2018
12. CEO Endorsement of Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach project 12th March, 2014
13. Environmental and Social Screening Procedure Checklist, undated
14. FINAL-Southern Rangelands MTR February 2019
15. GEF Secretariat Review for Full/Medium-Sized Projects 28-03-2012
16. Imbirikani GR Management Plan - Final Revised April 2018
17. Integrated Landscape Approaches for Africa's Drylands by Erin Gray, Norbert Henninger, Chris Reij, Robert Winterbottom, and Paola Agostini, World Bank Study 2016
18. Kenya CPD 2018-2022
19. Kenya SOE 2010
20. Kenya UNDAF 2014-2018
21. Kenya UNDAF 2018-2022
22. Kuku Group Ranch Grazing Bylaws 2018
23. KWS HACT Report 2018
24. Marketing Strategy for ACC Amboseli beadwork Groups
25. METT Excel Files – “PIMS-4490-Kenya-Southern-Rangelands-Tracking-Tools” for 29-11-2013, 18-03-2017, 10-05-2018, 01-07-2020
26. Micro assessment report - ACC 2018
27. Micro assessment report - Big Life 2018
28. Micro assessment report - Maasai Wilderness Conservation Trust 2018
29. Minutes-Southern Inception Workshop 7th Sept 2015
30. MWCT Spot check report December 2018
31. MWCT-Grazing-TOR-2017-Final
32. Narrative Reports prepared by ACC, MWCT and Big Life – various
33. NBSAP 2015 Kenya
34. PIMS 4490 Kenya Southern Rangelands Revised Co-finance letters 06-01-2014
35. ProDoc Kenya Southern-Rangelands 12-01-2015
36. Project Document (ProDoc)
37. Project Identification Form (PIF)
38. Project Identification Form (PIF) 23-03-2012
39. Project Implementation Reports (PIR) 2016, 2017, 2018, 2019, 2020
40. Project Preparation Grant (PPG) 30-03-2013
41. PSC Meeting Minutes 04-Aug-16, 15-Sep-16, 21-Dec-16, 28-Feb-18, 10-Dec-18, 07-Jul-20.
42. Rombo Conservancy Plan Draft 2
43. Rombo GR Land Use Plan - Final Nov 2019

44. Sessional Paper No. 01 of 2020 on Wildlife Policy, by Ministry of Tourism and Wildlife, June 2020
45. STAP Scientific and Technical screening of the Project Identification Form (PIF) 09-05-2012
46. TSC Meeting Minutes 15-Nov-16, 16-May-17
47. UNDP Annual Progress Report 2016
48. UNDP Management Response MTR Southern Rangelands PIMMS4490
49. UNDP Strategic Plan 2018-2021
50. Variability and Change in Maasai Views of Wildlife and the Implications for Conservation by David Western1 & D. L. Manzolillo Nightingale2 & Victor Nyaliki Mose1 & Johnson Ole Sipitiek1 & Kennedy S. Kimiti (Human Ecology https://doi.org/10.1007/s10745-019-0065-8)
51. Wildlife Migratory Corridors and Dispersal Areas: Kenya Vision 2030 Flagship Project, Report by Ministry of Environment and Natural Resources. 2017

Appendix 5: Assessment Matrix for Evaluation

The table below provides questions that will be provide direction when hosting stakeholder Key Informant Interviews (KSI) and group discussions. Stakeholder consultations will follow ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG 'Ethical Guidelines for Evaluations'. Those who participate in the evaluation will be informed of the purpose of the evaluation, that their participation is voluntary and that all information is confidential. The engagement approach will go beyond simple questioning as it will attempt to include *self-reflection and action-oriented learning* among participating stakeholders. Evaluation findings will therefore be reinforced among participating stakeholders, contributing to the strengthening and sustainability of project outputs and impacts.

Evaluative Criteria / Questions	Indicators	Data Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
1. Is the project relevant to the following stakeholders? ○ UNDP globally and UNDP Kenya ○ Kenya National Government, including KWS ○ Kajiado County Government ○ Greater Amboseli landscape communities ○ Private sector, particularly tourism	Level of coherence between project and priorities identified by stakeholders Level of involvement of stakeholders in project origination and development Responses received from interviews and group discussions Evidence provided in documents reviewed	UNDP staff Government staff PMU Implementing Partners NGO community Community members Private sector members Researchers Policy documents Research papers Project outputs	KSI/FGD Document review
2. Is the project relevant to the long-term protection of native biodiversity in the greater Amboseli landscape?			
3. Is the project relevant to enhancing opportunities for sustainable livelihoods for communities living in the greater Amboseli landscape?			
4. Is the project relevant to addressing issues related to climate change adaptation and mitigation in the greater Amboseli landscape?			
5. Is the project relevant to enhancing government structures related to sustainable development within the greater Amboseli landscape?			
6. Is the project relevant to enhancing local governance structures for sustainable and equitable development within communities living in the greater Amboseli landscape?			
7. Is the project relevant to the needs and priorities of women living in the greater Amboseli landscape?			

Evaluative Criteria / Questions	Indicators	Data Sources	Methodology
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
8. Have the project's SRF objective, outcomes, outputs and their associated indicators been achieved?	Level of progress toward indicator targets	Project documents Project staff Field observation	KSI/FGD Document review Field visits
9. What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	Project documents Project staff Field observation	KSI/FGD Document review Field visits
10. How was risk managed during the project?	Acknowledgement of risk and mitigation strategies and adaptive management in project work plans Responses received from interviews	Project documents Project staff Field observation	KSI/FGD Document review Field visits
11. What are the lessons learnt from the project in terms of its successful completion of project activities?	Responses received from interviews	Project documents Project staff Field observation	KSI/FGD Document review Field visits
12. How could the project have been more effective in achieving results?	Problems identified in project reports Responses received from interviews	Project documents Project staff Field observation	KSI/FGD Document review Field visits
13. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	Project documents Project staff Field observation	KSI/FGD Document review Field visits
14. Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	Project documents Project staff Field observation	KSI/FGD Document review
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
15. Is the project cost- effective?	Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) Financial delivery rate vs. expected rate Management costs as a percentage of total costs	Project documents Project staff	KSI/FGD Document review
16. Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in Kenya	Project documents Project staff Field observation	KSI Document review Field visits

Evaluative Criteria / Questions	Indicators	Data Sources	Methodology
17. Is the project implementation approach efficient for delivering the planned project results?	Adequacy of implementation structure and mechanisms for coordination and communication Planned and actual level of human resources available Extent and quality of engagement with relevant partners / partnerships Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	Project documents National and local stakeholders Project staff	KSI/FGD Document review Field visits
18. Is the project implementation delayed? If so, has that affected cost- effectiveness?	Project milestones in time Planned results affected by delays Required project adaptive management measures related to delays	Project documents Project staff	KSI Document review
19. Were the accounting and financial systems in place adequate?	Completeness of financial accounting systems/reports Responses received from interviews	Project documents Project staff	KSI Document review
20. Were progress reports produced in a timely manner and in compliance with project reporting requirements?	Timing and completeness of project reports Responses received from interviews	Project documents Project staff	KSI Document review
21. Was project implementation as cost-effective as originally envisaged?	Alignment of budget with completion of project activities Responses received from interviews	Project documents Project staff	KSI Document review
22. Was the expected co-finance leveraged as initially expected?	Financial accounting systems/reports Responses received from interviews	Project documents Project staff	KSI Document review
23. To what extent is the project leveraging additional resources?	Number of additional resources leveraged relative to project budget	Project documents Project staff	KSI Document review
24. Was adaptive management needed and used to ensure efficient use of resources?	Response of annual work plans in regard to adaptive management where needed Responses received from interviews	Project documents Project staff	KSI Document review
25. Were the reported lessons learnt shared among project stakeholders as part of an adaptive management strategy for improvement of project implementation?	Documentation of lessons learned Inclusion of lessons learned in presentation materials Responses received from interviews	Project documents Project staff	KSI Document review Field visits
26. Were partnerships and networking facilitated among stakeholders?	Documentation of joint activities Responses received from interviews and focus group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits

Evaluative Criteria / Questions	Indicators	Data Sources	Methodology
27. Was local capacity and know-how adequately mobilized?	Documentation, reporting on and utilization of local knowledge Responses received from interviews and focus group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
28. To what extent are project results likely to be financially self-sustaining versus dependent on outside financial support?	Financial requirements for maintenance of project benefits Level of expected financial resources available to support maintenance of project benefits Potential for additional financial resources to support maintenance of project benefits	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits
29. Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results Inclusion of activities in future work plans/budgets Responses received from interviews	Project documents Project staff Project stakeholders	KSI/FGD Document review
30. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	Project documents Project staff Project stakeholders	KSI/FGD Document review
31. Were relevant sustainability issues adequately addressed at project design?	Inclusion of measures specific to ensuring sustainability of project results	Project documents Project staff Project stakeholders	KSI Document review
32. What are the main financial risks to the continuation of actions initiated by the project?	Financial requirements for maintenance of project benefits versus available financing	Project documents Project staff Project stakeholders	KSI/FGD Document review
33. Which are the main socio-political/governance risks to the continuation of actions initiated by the?	Social-political instability Stable governance structures in place	Project documents Project staff Project stakeholders	KSI/FGD Document review
34. Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	Project documents Project staff	KSI/FGD Document review
35. Are project actions and results being scaled up or replicated?	Evidence of project activities taking place beyond project sites Responses received from interviews	Project documents Project staff Project stakeholders	KSI/FGD discussions Document review

Evaluative Criteria / Questions	Indicators	Data Sources	Methodology
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
36. Are there changes in the quality of natural habitat in the Amboseli landscape?	Changes in natural habitat condition Responses received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review
37. Are there changes in status of wildlife species in the Amboseli landscape?	Changes in the status of select species Responses received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review
38. What is the impact of the project in terms of awareness about the value and importance of protecting Kenya's biodiversity?	Level of understanding among community members Changes in behaviour/activities of local communities to reduce environmental impacts on the Amboseli landscape Responses received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/GD Document review
Gender: Has gender been adequately considered throughout all aspects of the project?			
39. How has gender been incorporated into project design and implementation?	Inclusion of gender sensitive baseline analysis and project activities. Inclusion of women stakeholders in project development	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits
40. Has there been equal representation of women and men in project activities?	Project record keeping of meetings and activities Reporting received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits
41. Has consideration of gender been included in project outputs, tools, policies, etc.?	Gender considerations included in project outputs. Responses received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review
42. How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework Reporting received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits
43. In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Contribution and role of women in biodiversity outcomes Reporting received from interviews and group discussions	Project documents Project staff Project stakeholders	KSI/FGD Document review Field visits

Appendix 6: Indicative List of Evaluation Questions Provided in Terms of Reference

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
•	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
•	•	•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
•	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
•	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•

Appendix 7: Terminal Evaluation Ratings Scales

Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&E, IA & EA Execution	***Sustainability ratings:***	***Relevance ratings***
6. Highly Satisfactory (HS): no shortcomings 5. Satisfactory (S): minor shortcomings 4. Moderately Satisfactory (MS): moderate shortcomings 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major shortcomings 1. Highly Unsatisfactory (HU): severe shortcomings	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

Appendix 8: Evaluation Consultant Code of Conduct and Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[4]

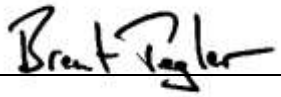
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Brent Tegler

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Fergus, Ontario, Canada

Signature: 

[4]www.unevaluation.org/unegcodeofconduct

Appendix 9: Evaluation Report Clearance Form

Terminal Review Report Reviewed and Cleared By:

Commissioning Unit

Name: OMEDO GEOFFREY - PORTFOLIO ANALYST – ERU

Signature: _____ _____ Date: _18/6/2021_____

UNDP-GEF Regional Technical Advisor

Name: __Mandy Cadman_____

Signature: _____ Date: _____18/6/2021_____