



Independent final evaluation of the Forest Carbon Partnership
Facility (FCPF) Funded REDD+ Readiness Project in Kenya

FINAL REPORT

Prepared by:
- Louis Bernard Cheteu (International Consultant)
- Joshua Maina (National Consultant)

January 2022

Table of contents

List of Abbreviations	3
Executive summary	6
1. Introduction	13
1.1. Background	13
1.2. Brief presentation of the project	14
1.3. Purpose, scope, and objectives of the Terminal evaluation	14
2. Methodology of the Terminal evaluation	15
2.1. Evaluation approach	15
2.2. Evaluation Conceptual Framework	16
2. 3. Data Collection Methods	18
3. Findings/Responses to the questions	19
3.1. Relevance	19
3.2. Effectiveness	22
3.3. Efficiency	31
3.4. Impact	32
3.5. Sustainability	33
3.6. Gender, Inclusion and Human Rights	33
4. Lessons Learned.	33
5. Conclusions	35
6. Recommendations	36
Bibliography	37
Annexes	38
Annex 1: Summary of Project performance per criteria	38
Annex 2: Summary of Performance per Indicator	40
Annex 3: Questionnaire N°1: Final evaluation, key Evaluation Questions	42
Annex 4: Questionnaire: Final evaluation, key questions from the field interviews	47
Annex 5: List of people/organisations consulted	49

List of Abbreviations	
AD	Activity Data
AGB	Above Ground Biomass
AWP	Annual Work Plans (AWP)
BAU	Business-as-Usual
BECCS	Bio Energy with Carbon Capture and Storage
BGB	Below Ground Biomass
C&P	Consultation and Participation
CADEP-SFM	Capacity Development Project for Sustainable Forest Management
CAJ	Commission on Administrative Justice
CFAs	Community Forest Associations
CO ₂	Carbon Dioxide
CO ₂ eq	Carbon Dioxide Equivalent
CBO	Community Based Organization
COVID-19	Corona Virus Disease-19
CSOs	Civil Society Organisations
DRSRS	Department of Resource Surveys and Remote Sensing
EIA	Environmental Impact Assessment
EACC	Ethics and Anti-Corruption Commission
EF	Emission Factors
ERP	Emissions Reductions Programs
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organization
FCPF	Forest Carbon Partnership Facility
FGRM	Forest Grievance and Redress Mechanism
FMT	Facility Management Team
FPIC	Free, Prior and Informed Consent
FREL	Forest Reference Emission Level
FRL	Forest Reference Level
GHG	Greenhouse Gases
GOK	Government of Kenya
GRM	Grievance and Redress Mechanism
HRBA	Human Rights Based Approach
IC-FRA	Improving Capacity in Forest Resources Assessment in Kenya
IPCC	Intergovernmental Panel on Climate Change
IPLC	Indigenous Peoples and Local Communities
IUCN	<i>International Union for Conservation of Nature</i>
JICA	Japan International Cooperation Agency
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forest Services
KFWG	Kenya Forests Working Group

KNCHR	Kenya National Commission for Human Rights
KWS	Kenya Wildlife Services
LCLU	Land cover/Land Use
LPAC	Local Project Appraisal Committee
LULUCF	Land use, land-use change, and forestry
MEF	Ministry of Environment and Forestry
MRV	Measurement, Reporting and Verification
Mt CO ₂	Metric Tonnes of Carbon Dioxide
NACOFA	National Alliance of Community Forest Associations
NBS	Nature-Based Solutions
NCCAP	National Climate Change Action Plan
NCCRS	National Climate Change Response Strategy
NDC	Nationally Determined Contribution
NEMA	National Environmental Management Authority
NET	National Environment Tribunal
NFI	National Forest Inventory
NFMS	National Forest Monitoring System
NFP	National Forest Programme
NLC	National Land Commission
NRCO	National REDD+ Coordination Officer
NRS-IP	National REDD+ Strategy and Investment Plan
OECD-DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
PC	Participants Committee
PFM	Participatory Forest Management
PLRs	Policy, Laws and Regulations
PM	Project Manager
PMU	Project Management Unit
POPPs	Programme and Operations Policies and Procedures
REDD+	Reducing Emissions from Deforestation and Forest Degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RMG	Results Management Guidelines
R-PIN	REDD+ Readiness Plan Idea Note
RSC	REDD+ Steering Committee
SEP	Stakeholder Engagement Plan
SESA	Strategic Environmental and Social Assessment
SIS	Safeguards Information System
SLEEK	System for Land Based Emission in Kenya
SOI	Summary of Information
SOK	Survey of Kenya
TOT	Training of Trainers
TWG	Technical Working Group

UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WWF	<i>World Wildlife Fund</i>

Executive summary

a. Project Background

This report presents the findings of the final evaluation of the Kenya REDD+ Readiness project. In 2009, Kenya signaled its willingness to embark on Reducing Emissions from Deforestation and Forest Degradation (REDD+) and applied for Readiness preparation funds from the Forest Carbon Partnership Facility (FCPF). Through this funding, Kenya aimed to achieve four overarching goals, namely: (i) Realize constitutional and vision 2030 objectives of increasing national total forest cover to a minimum of 10%; (ii) Support the national government's efforts to design policies and measures to protect and improve its remaining forest resources; (iii) Realize the National Climate Change Response Strategy goals; and (iv) Contribute to global climate change mitigation and adaptation efforts.

In 2016, the World Bank provided Kenya with the REDD+ Readiness grant of USD 3.88 million from its Forest Carbon Partnership Facility (FCPF). The project was to run from 01 June 2018 to 30 October 2020 but later got a no-cost extension (NCE) until 31 December 2021. The Ministry of Environment and Forestry (MoEF) implemented the project in partnership with UNDP as the delivery partner through the National Implementing Modality (NIM). The project also brought in the collaboration of several stakeholder groups¹ comprising of responsible parties, government agencies, private sector, civil society, indigenous people, local communities and academia.

The aim of the project was to put in place mechanisms to enable Kenya to reach its overall REDD+ goal of improving livelihoods and wellbeing, conserving biodiversity, contributing to the national aspiration of a minimum 10% forest cover, and mitigating climate change for sustainable development. These were to be achieved through four outcomes, namely: i) developing a n operational national REDD+ strategy and investment plan; ii) developing an operational safeguards information system for REDD+; iii) putting in place a functional multi-stakeholder engagement and capacity building for REDD+; and iv) Technical support provided for improvement to the National Forest Monitoring System and Forest Reference Level.

As the FCPF REDD+ project drew to a close, UNDP Kenya commissioned an end-line evaluation to establish whether the project succeeded or failed in achieving its objectives. By so doing, the evaluation would establish if Kenya is ready for implementation of REDD+. This end-line evaluation follows a midterm evaluation conducted earlier on in the project to determine the status of progress.

b. Evaluation Methodology and Approach

This final evaluation was carried out in accordance with UNDP evaluation guidelines and policies, the United Nations Group Evaluation Norms (UNGEN) and Ethical Standards, OECD-DAC evaluation principles and guidelines and DAC evaluation Quality Standards. Further, the evaluation was carried out in accordance with Independent Evaluation Office (IEO) guidelines on design that incorporated a Theory of Change (TOC) with explicit assumptions and clear change of instruments. The Consultants carried out the evaluation using a participatory method for data collection involving representatives of all relevant stakeholders.

The evaluation had the following underpinning specific objectives:

- a) To assess the relevance of the progress made towards achieving REDD+ planned objectives.

¹ Kenya Forestry Service (KFS), Kenya Wildlife Services (KWS), National Land Commission (NLC), Kenya National Commission for Human Rights (KNCHR), National Gender Equality Commission (NGEC), the academia, Youths, the indigenous people's representatives and the private sector through the Kenya Association of Manufacturers and the Kenya Private Sector Alliance (KEPSA).

- b) To assess the relevance and strategic positioning of the project to Kenya's climate change and carbon reduction commitments.
- c) To assess (a) the progress made towards project results and whether there are any unintended results and (b) what can be captured in terms of lessons learned for ongoing and future UNDP's institutional capacity enhancement initiatives in Kenya.
- d) To assess whether the project management arrangements, approaches, and strategies were well-conceived and efficient in delivering the project.
- e) To analyze the extent to which the project enhances the application of gender mainstreaming (gender equality and women's empowerment), rights-based approach, and participation of other socially vulnerable groups such as the indigenous people in forest and forest resources management.
- f) To determine broader achievements, challenges, opportunities, and lessons learned and make recommendations for accelerating Kenya's REDD+ Readiness and related processes.

The evaluation used a mix of tools and qualitative methods to establish the extent of progress the project achieved in regard to expected results. This included an initial desk review of official files and reports followed by collection of perspectives from implementing partners and beneficiaries using individual interviews and focus group discussions in semi structured format. The assessment of REDD+ Readiness project effectiveness required tools and techniques that provide answers to the question "what has changed as a result of the REDD+ Readiness Project interventions?"

c. Summary of Evaluation Findings

i) Relevance

This evaluation assessed the project's relevance as "**Highly Satisfactory**".

To assess the relevance of the Kenya REDD+ Readiness project, this evaluation looked at its design, ability to integrate into pre-existing national programmes and other bilateral support mechanisms, its level of national ownership and coordination. The Kenya REDD+ Readiness project's design reflects the background analysis undertaken to determine the objectives and target outcomes. It reflects well from the broader context and history of Kenya's forestry sector including an assessment of the policies and regulations, policy failures, extensive consultations of government line agencies, donors, news agencies, NGOs, civil society, indigenous people's organizations, and community groups.

Additionally, all the four intended deliverables of the project are relevant to, and well aligned with, the four key pillars of REDD+ readiness, while activities and indicators reflect the country's circumstances. The REDD+ Readiness Project has created substantial momentum, through the broad stakeholder engagement at both the national, county and the community levels.

ii) Effectiveness

This evaluation assessed the project's effectiveness as "**Highly Satisfactory**".

To assess effectiveness, this evaluation looked at the extent to which the project's strategies were able to translate the invested resources into intended results. The evaluation findings indicate the successful delivery of the four key results that the project set out to achieve. The Kenya REDD+ Readiness project's overarching objective was to ready Kenya for REDD+ implementation by delivering, or contributing to the delivery of, the four key pillars of REDD+ readiness. Assessment of the project's performance on these four pillars, which are a prerequisite for readiness, indicated that Kenya is REDD+ ready.

iii) Efficiency

This evaluation assessed the project's efficiency as **"Satisfactory"**.

Kenya's journey of REDD+ readiness has taken more than nine years due to challenges emanating largely from the sensitivity of the subject of forests and forestry resources conservation, protection and management among the different groups with a stake. The current project with the inherent requirement in REDD+ readiness process of wider stakeholders consultations and involvement in capacity building took longer in implementation. Moreover, the current project was adaptive and able to navigate through the challenges, thereby successfully delivering the requisite components of REDD+ Readiness. Prior to the incoming of the PMU personnel in October 2019, the project had a delayed start, coupled with the impact of the COVID-19 pandemic on its operations. Two main adaptive actions taken by the project's management was: i) to run a number of parallel activities back-to-back and ii) to utilize the available resources and internal capacity of UNDP and that of the implementing partners to execute some of the project activities in order to circumvent possible procurement delays and bureaucratic bottlenecks. This helped the project to recover lost implementation time and deliver on its commitments albeit with a no cost extension. It also resulted in more efficiency through cost savings.

iv) Impact

This evaluation assessed the project's impact as **"Highly Satisfactory"**.

The REDD+ Readiness project's overall objective was to put in place mechanisms to enable Kenya to reach its overall REDD+ goal to improve livelihoods and wellbeing, conserve biodiversity, contribute to the national aspiration of attaining a minimum 10% forest cover and mitigate climate change for sustainable development. The achievement of this impact is dependent on the economic viability of REDD+ interventions. The results achieved by the REDD+ Readiness project are projected to lead to socio-economic changes that will potentially affect peoples' lives positively, particularly the forest dependent communities.

The outputs delivered by the Kenya REDD+ Readiness project have the potential of likely longer-term impact if the country adequately operationalizes the options laid out in the REDD+ National Strategy and Investment Plan, within the enabling environment of laws, policies and institutional capacity, also developed during this project.

The impact of the REDD+ Readiness project is more likely to be that of achieving the immediate and intermediate aspects related to REDD+ Readiness rather than a direct impact on communities and their livelihoods and lowering emissions. Nevertheless, findings from the end line evaluation were consistent with the early indication of achievement impact. For example, the engagement, capacity building and direct project support to the youth has seen a growing trend of them going into nature based entrepreneurship.

Indeed, the impact of the readiness process will be realized when the country start benefiting from the associated financing This, the interviewed stakeholders said, was evident in the way the project had enhanced changes in attitudes and practices among the stakeholders through the project's approach and commitment to their full involvement in the design and implementation. The project has also institutionalized a practice of participatory approach to forestry resource management and conservation through multi-sectoral and multi-stakeholder involvement. For example, the Kenya Forest Service (KFS) has mainstreamed use of humane approach when dealing with conflicts associated with forest access by local communities.

v) Sustainability

This evaluation assessed the project's sustainability as **"Highly Satisfactory"**.

The delivery of the National REDD+ Strategy and Implementation Plan indicates strong ownership, leadership and shared accountability of the process by government, the mandated authorities and the relevant stakeholders, including the forest dependent communities and indigenous populations. Through the inclusive engagement approach, the project earned the goodwill and active participation of responsible parties. Furthermore, the project significantly improved the capacities of these responsible parties, relevant institutions and interest groups through active capacity building intervention, thereby significantly increasing its sustainability.

Moreover, within this project, UNDP has continued to enjoy good relationship with both the government and the forestry stakeholders. The good relationship has enabled continued conversation about Kenya's REDD+ transition from readiness to implementation, focusing on ways to secure sustainable financing mechanism. It is worth noting that the project has immensely contributed to the achievement of milestones on a number of policies whose implementation and impact will outlive the project.

However, it is also important to note that the sustainability of these results attained by the project will still require continued engagement at both the community and the institutional levels, and the country's ability to follow through with the necessary policy reforms, improvements in law enforcement, resource mobilization, and quality implementation of the REDD+ Strategy options across relevant sectors.

vi) Gender, Human Rights and Inclusion

This evaluation assessed the project's performance on gender, human rights and inclusions as **" Highly Satisfactory"**.

The REDD+ readiness project approach of consultation and dialogue put gender and human rights at the centre of its design and implementation. This paved way for a more inclusive and rigorous engagement with a wider range of stakeholders. Through gender analysis and stakeholder mapping, the project identified dynamics and subgroups within different stakeholder groups, particularly the marginalized ones, and prioritised their representation and inclusion. For instance, the inclusion of a gender expert and the involvement of the National Gender and Equality Commission (NGEC), the Kenya National Commission on Human Rights (KNCHR) and Transparency International to technically guide and inform the processes, is consistent with the project's commitments gender, human rights and inclusion.

d. Lessons Learned.

The evaluation identified eleven key lessons learned from the implementation of the REDD+ Readiness Project:

Lesson 1: There is need to have a sustained, and more focused messaging about REDD+ targeting the youth to ensure their continued participation. Traditionally, the youth have not been keen to participate in interventions to manage forest resources. However, findings from this evaluation attribute their increased interest and participation to right messaging. The youth can play a more effective role in REDD+ implementation, hence the need for their involvement in project activities.

Lesson 2: The REDD+ Readiness Project has demonstrated that the conflict, suspicion and mistrust between national government, county government, civil society organizations, independent commissions and the indigenous people can easily be managed through consultations and dialogues regardless of their nature and degree of divergence.

Lesson 3: The project has demonstrated that the two models of skills (external expertise and local skills) can be integrated to achieve the required results in forest management and skills transfer. This has been evident in the use of external expertise, while appreciating existing country institutional expertise and building on the indigenous and local knowledge relevant to the REDD+ readiness process.

Lesson 4: The multi-stakeholder engagement approach has proved to be the best strategy for REDD+ Readiness Project delivery. The involvement of stakeholders with a wide range of expertise and experiences in different thematic areas has helped in developing a strong network of stakeholders focusing on the delivery. Multi-stakeholders approach leveraging on the comparative strengths of the individual partners has been a good signature for the project as it has enhanced cross pollination of technical skills in the various REDD+ Readiness process dimensions. The application of a gender lens, the adoption of human rights approach, youth engagement, and the private sector involvement to REDD+ readiness process and forest resources management have all provided opportunities for lessons learning, knowledge sharing and livelihoods enhancement. The wider consultative process provided a platform for stakeholder agreements, collective responsibility, and reaffirmation allowing understanding and consensus building among stakeholders on contentious issues.

Lesson 5: Free, Prior and Informed Consent (FPIC) guidelines have played a key role in the success of the Kenya's REDD+ readiness process as it requires the National Government and its development partners to recognize the rights of indigenous people and local communities to FPIC, including REDD+ related programs. Further, when done in time, Free, Prior and Informed Consent (FPIC) and awareness creation among target people present opportunities for greater project acceptability and sustainability as it is a motivation mechanism that encourages indigenous communities buy-in and full participation in the project.

Lesson 6: The absence of legal, legislative and policy guidelines for benefit sharing and distribution is a potential source of conflict between the national government, the county government, REDD+ Projects, the indigenous people and forest communities. Such provisions would help to respond to questions on how to regulate access to forest resources - who gains access to such resources, how such access is made available, how the benefits accrue to those who depend on the forest resources, and how the benefits will be shared among the users of the resources.

Lesson 7: When conflicts appear, they can be turned into positive outcomes through dialogues that avenue for inter parties engagement, contributing to project success. For example, there were conflicts between the KFS and indigenous communities (Sengwer Community of Embobut in Cherangani and Ogiek of Mt. Elgon) arising from land right claims. These conflicts have been scaled down through NLC led dialogues (with Ogiek of Mt. Elgon and the Yaaku community of Mukogodo forest in Laikipia county) to understand the concerns and fears of the forest communities as the project pursued other options.

Lesson 8: The capacity for the country to reduce deforestation largely depends on positive impacts of the activities on people's livelihoods. Tapping into nature-based enterprises has created job opportunities for the youths and other communities through, for example, tree nursery establishment. This has the potential to further create job opportunities, with possibility of enhanced income streams through carbon trade market for the youths and indigenous communities, as well as investment opportunities in climate smart agriculture for green markets.

Lesson 9: Involvement of independent commissions - National Commission on Human Rights, National Gender and Equality Commission, Kenya Law Reform Commission, Ethics and Anti-

Corruption Commission and National Land Commission - has contributed to steering the project towards compliance with state commitments both at the international, and national levels.

Lesson 10: The coordination mechanism and multi-stakeholder engagement approach adopted by the REDD+ Readiness Project created a number of opportunities for KFS to network with Indigenous Peoples and Local Communities (IPLCs) around the spheres of forest conservation and its potential benefits. This has fostered a good working relationship that did not exist before.

Lesson 11: The project has proved that the indigenous people and local communities have superior knowledge on forest conservation, protection and management. Further the project has proved that through dialogue, mistrust between the different stakeholders with competing interests can be resolved and the partners can foster collaboration in forest conservation, protection, and management.

Conclusions

This evaluation assessed the project's overall performance as "**Highly Satisfactory**".

Despite a couple of notable operational challenges and a delayed start, Kenya REDD+ Readiness project delivered on its end-of project objectives satisfactorily.

According to the evaluation findings, with the help of the project, Kenya is standing on a strong foundation going into the implementation phase of REDD+, having a clear strategy developed and owned by all the relevant stakeholders, and the capacity to set up systems and structures for implementation.

Overall, the evaluation concluded that the project design and implementation process was appropriate; the project strategies were effective, delivered the desired outputs, was relevant to the local and national contexts, and contained aspects that are sustainable beyond the project's lifetime. The REDD+ Readiness Project was effective in contributing to the understanding of issues relevant to addressing deforestation and forest degradation in Kenya. It has been a catalytic instrument in creating learning and knowledge sharing between government, indigenous peoples, local communities, private sector, civil society organizations and other stakeholders in addressing deforestation and forest degradation in Kenya. The project has played a key role in the development of policy and legislative guidelines for forest resources management in Kenya. The REDD+ Readiness Project management structure has been effective in enhancing delivery of project outcomes. It has successfully built and strengthened an enabling environment for systems, policies, and stakeholder's engagement.

The project was coherent, worked in synergy with similar or related interventions outside UNDP country office programme including the UNCT. This was evident during the REDD+ Academy when UNDP worked jointly with UNEP, OHCHR and FAO through the REDD+ Readiness Project to enhance and reinforce the capacities of stakeholders as Trainers of Trainers (ToTs), in forest conservation, protection and management as they play a vital role in the conservation and sustainable management of forests. These included key stakeholders such as indigenous peoples and forest dependent communities who possess traditional and local knowledge that will eventually contribute to the REDD+ process, in particular with conservation of biodiversity.

The strength of the REDD+ Readiness Project sustainability stems from its relevance to, and alignment with the national forest policy and other key instruments, giving it a leverage to supporting the delivery of the national forest policy and legislative provisions. The involvement of a wide array of actors, and especially the indigenous people, has been a key achievement in

the REDD+ Readiness Project. It enhances the sustainability of project results beyond the FCPF funding period.

Recommendations

Recommendation 1. Future projects should manage more efficiently, the transition from the design to the implementation phase to avoid loss of implementation time. The project lost considerable part of its implementation time during this period.

Recommendation 2. To increase time for active engagement, and participation of all key stakeholders, a comprehensive and timely mapping should be undertaken to identify and bring on board all relevant stakeholders.

Recommendation 3. Establish a clear monitoring and evaluation framework with clear monitoring and evaluation plan. This should have specific, measurable, achievable, relevant and time-bound (SMART) indicators with clearly set baseline values, milestones, targets, time frames and reporting schedules to guide monitoring of project performance.

Recommendation 4. Going into implementation phase, MoEF and UNDP should take advantage of the prevailing political good will at the national and county levels to strengthen the visibility of, and conversation about REDD+ at the community level.

- There is need for more sensitization in the counties to allocate more resources towards the conservation efforts and to facilitate the protection of water towers.
- The national and county governments should put into practice the provisions of the national forest and county laws and the county model laws which were developed through REDD+ Readiness process, to enhance resources allocation for conservation of forest and water towers, as well as engagement of communities to prioritise conservation initiatives at the ward level.

Recommendation 5. There is need to focus efforts on privately owned forests alongside public forests to foster greater and stronger approach to tree planting and tree growing.

- Sensitize communities on tree growing through different communication channels.
- Conduct capacity building initiatives for communities on tree growing as a new concept.
- Support the establishment of a monitoring mechanism and a functional governance system for tree growing initiatives.

Recommendation 6. The documentation of the implementation of management response actions as well as the assessment of the current risk situation must be part of the AWP's and must allow the monitoring of the evolution of potential factors that can limit the success of a project.

Recommendation 7. There is need for innovative approaches to resources mobilization to guarantee financial sustainability.

1. Introduction

1.1. Background

Kenya's forest resources are of immense importance for the environment and ecosystem services. They contribute to national economic development rural livelihoods. According to a report on the economic value of forests (2011), forest resources account for 3.5% of Kenya's GDP². The forestry sector is a key pillar in Kenya's social and economic stability as most of the country's economic sectors rely on forest resources for their sustainability and livelihoods. The forest contributes about Kenya Shillings 7 billion per year to the economy and employs over 50,000 people directly and another 300,000 indirectly³.

Forests help to support the operations of most key economic sectors, including agriculture, horticulture, tourism, wildlife, and energy. The profound role played by forest ecosystems is also evident in their enhancement of landscape resilience to climate change. In the country's water towers, forests are important for enhancing water quality and quantity, reduction of soil erosion, and creation of micro-climatic conditions that maintain and improve productivity. Forests are effective sinks of greenhouse gases, which cause climate change, and hence they are important in contributing to climate change mitigation.

Despite the profound role forest resources play in supporting Kenya's social and economic development, deforestation and forest degradation continue to escalate. The population of Kenya is currently estimated at 48 million and with a growth rate of 2.8% (Weismann, 2014) is projected to rise to 66.3 million by 2030 (WPR, 2015). The increased population puts pressure on natural resources, a major challenge for the country. The Government of Kenya estimates⁴ that about 10% of the population are forest-adjacent households that derive direct benefits from closed-canopy forests. In 2015, 35 million rural residents produced agricultural outputs for their consumption, export, and to feed 12 million urban residents. It is projected that by 2050 there will be 54 million rural residents expected to produce agricultural outputs for their consumption, for export, and to feed 43 million urban residents. The implication of rural populations feeding increasing urban populations will create pressure to convert forestland to agricultural land.

Kenya loses about 12,000 ha of forest each year through deforestation⁵. Population pressure for settlements⁶, infrastructure, demand for wood products, and conversion to agriculture⁷ has reduced about 12% of land area, originally covered by closed-canopy forests to about 1.7% of its original size.

Deforestation and degradation are evident in both the high elevation water towers⁸ and in woodland and bushland in the arid and semi-arid lands areas. Kenya needs a coordinated

² REED+ Project Document

³ Ministry of Environment and Forestry (2018). Taskforce Report on Forest Resource Management and Logging Activities in Kenya

⁴ Government of Kenya, Ministry of Forestry and Wildlife. Analysis of drivers and underlying causes of forest cover change in the various forest types of Kenya. Revised Final Report I. Consultancy Services provided by: RURI Consultants, Nairobi, Kenya. July 2013.

⁵ The annual loss of 12,000 ha of forest results in a loss of approximately 1.6 million tons of carbon per year. (FAO State of the World's Forests, 2010). This data will be updated through the drivers of deforestation study to be undertaken under this project.

⁶ For example, many pastoral communities in drylands have changed their lifestyles becoming more sedentary leading to more permanent settlements and permanent grazing areas. These have concentrated demand for forest products, especially in the drylands.

⁷ In all the regions of Kenya loss of cover caused by agricultural expansion occurs with variations as to whether such agricultural expansion is motivated by subsistence or the market economy.

⁸ The 'water towers' refer to five critical water catchment forest mountainous areas. These are Mt Kenya, the Aberdare Ranges, Mau Complex Cherangani Hills and Mount Elgon located in four different conservancies. The Kenya Forest Service has divided the country into 10 conservancies based on ecological boundaries for administrative purposes. The water towers

approach, coupled with incentives for forest conservation and management, to manage and conserve forests sustainably and to reduce greenhouse gas emissions to meet national targets - to increase forest cover to 10% of the land area - as set out in the Vision 2030, the National Climate Change Response Strategy and the Nationally Determined Contribution.

1.2. Brief presentation of the project

In 2009, Kenya signaled its willingness to embark on Reducing Emissions from Deforestation and Forest Degradation (REDD+) and applied for readiness planning funds from the Forest Carbon Partnership Facility (FCPF) for the deployment of a REDD+ Readiness Project. The REDD+ mechanism in Kenya aims to achieve four goals : (i) Realization of Constitutional and Vision 2030 objectives of increasing national total forest cover to a minimum of 10%; (ii) Support the National Government's efforts to design policies and measures to protect and improve its remaining forest resources; (iii) Realization of the National Climate Change Response Strategy goals; and (iv) Contributing to global climate change mitigation and adaptation efforts.

In 2016, the World Bank provided Kenya with the REDD+ Readiness grant of USD 3.88 million from its Forest Carbon Partnership Facility (FCPF). The project was planned to run from 01 June 2018 to 30 October 2020. However, following the approval of No Cost Extension (NCE) the project ran until 31st December 2021. The project was implemented by the Ministry of Environment and Forestry (MoEF) in partnership with UNDP as the delivery partner, and in collaboration with a number of responsible parties in delivering key result areas through the National Implementing Modality (NIM). The aim of the project was to put in place mechanisms to enable Kenya to reach its overall REDD+ goal of improving livelihoods and wellbeing, conserving biodiversity, contributing to the national aspiration of a minimum 10% forest cover, and mitigating climate change for sustainable development. This was to be achieved through four outcomes, namely:

- i) An operational national REDD+ strategy and investment plan.
- ii) An operational safeguards information system for REDD+.
- iii) Functional multi-stakeholder engagement and capacity building for REDD+.
- iv) Technical support provided for improvement to the National Forest Monitoring System and Forest Reference Level.

1.3. Purpose, scope, and objectives of the Terminal evaluation

1.3.1. Evaluation purpose

The overall purpose of the final evaluation was to assess the results achieved and impact made in the implementation of the REDD+ Readiness project. The final evaluation serves the purpose of learning and accountability. It aimed to determine broader achievements, challenges, opportunities, and lessons learnt and make recommendations for strengthening of Kenya's implementation of REDD+.

1.3.2. Evaluation scope

This final evaluation assessed the results achieved (direct and indirect, intended or not) and the project's performance while paying attention to the relevance, efficiency, effectiveness, sustainability, gender equality and human rights of the project's implementation towards achieving the project's objective, outcomes and delivering outputs.

are classified as montane forests and serve as water catchments for several rivers draining into the major water bodies in Kenya and the East African Region

The evaluation targeted all the geographical areas covered by the project and all the stakeholders involved in the design and implementation of the project. Similarly, this final evaluation also targeted the project's entire results chain, with greater focus on planned outcomes, the contributing outputs and indicative progression towards expected impact. Key stakeholders surveyed for this evaluation included i) Ministry of Environment and Forestry (MoEF); ii) Kenya Forest Service (KFS); iii) Kenya National Commission on Human Rights (KNCHR); iv) Ethics and Anti-Corruption Commission; v) National Gender and Equality Commission (NGEC); vi) National Land Commission (NLC); vii) Council of Governors, viii) County Government of Elgeyo Marakwet; ix) County Government of Nyeri; ix) National Alliance of Community Forest Associations (NACOFA); x) Kenya Private Sector Alliance; xi) Kenya Association of Manufacturers and; xii) Local Communities and Indigenous Peoples.

Pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, relevance of the project, incorporation of innovative solutions and prospects for sustainability were included in the analysis.

1.3.3. Evaluation Objectives

The final evaluation of the Kenya REDD+ Readiness project fulfils UNDP Kenya's compliance and accountability requirements to donors, national stakeholders, and partners through an assessment of the results generated by the project since its inception. The underpinning specific objectives of the final evaluation was to assess:

- i) The relevance of the progress made towards achieving REDD+ planned objectives.
- ii) The relevance and strategic positioning of the project to Kenya's climate change and carbon reduction commitments.
- iii) The (a) progress made towards project results and whether there are any unintended results and (b), the lessons learned for UNDP's ongoing and future institutional capacity enhancement initiatives in Kenya.
- iv) The project management arrangements, approaches and strategies regarding how well they were conceived and their efficiency in delivering the project.
- v) The extent to which the project enhances application of gender mainstreaming (gender equality and women's empowerment), rights-based approach and participation of other socially vulnerable groups such as the disabled in forest and forest resources management.
- vi) The broader achievements, challenges, opportunities, and lessons learnt in order to make recommendations for accelerating Kenya's Readiness and strengthening implementation of FCPF REDD+ Readiness Project.

2. Methodology of the Terminal evaluation

This section presents the approach, method and tools employed in the design and execution of this evaluation.

2.1. Evaluation approach

This final evaluation was carried out in accordance with UNDP evaluation guidelines and policies, the United Nations Group Evaluation Norms (UNGEN) and Ethical Standards, OECD/DAC evaluation principles and guidelines and DAC evaluation Quality Standards. Further, the evaluation was carried out in accordance with Independent Evaluation Office (IEO) guidelines on design and execution of evaluations. It incorporated a Theory of Change (TOC)

with explicit assumptions and clear change instruments. The Consultants carried out the evaluation using a participatory research method involving representatives of all relevant stakeholders.

On a practical level, the evaluation was based on:

- a. **Review of all relevant documentation.** This included a review of inter alia: Project Document (Contribution agreement); theory of change and result framework; annual workplans; consolidated quarterly and annual reports; Midterm evaluation report, highlights of project steering committee meetings, technical and financial monitoring reports.
- b. **Semi-structured interviews and Focus Groups Discussions** with key stakeholders including key government counterparts, representatives of key civil society organizations, and implementing partners.
- c. **Triangulation of responses from Key Informant Interviews (KIs) and Focus Group Discussions (FGDs)**, through an iterative process of semi-structured interviews by email and online survey using Survey Monkey as well as individual and group discussions to collect and cross-validate data to understand implementing partners' perceptions of the REDD+ Readiness project design, implementation process, and status.
- d. **Review and analysis of data** collected through different methods ensures optimum data validity, reliability, and quality, allowing the evaluation to ensure triangulation of various data sources while drawing conclusions and recommendations.
- e. **Consultation with the various stakeholders** on these same conclusions and recommendations, both informally, during the mission, and formally during the feedback with the project management. The objective of the consultation work is to gather explanations and comments from the various stakeholders and to initiate the pedagogical work of appropriating the conclusions and recommendations by the various actors.

The evaluation has been carried out by an international and a national consultant between November to December 2021. Due to the COVID-19 pandemics, the international consultant has not travelled to Kenya. Interviewees were engaged in Nakuru by the national consultant.

2.2. Evaluation Conceptual Framework

This final evaluation had four phases:

i) Inception phase - The two consultants involved in this final evaluation utilized this period to run through literature relevant to the project to firm up the proposed methodology and approach to the evaluation which were then discussed and presented to the Programme Management Unit (PMU) for validation. The consultants also discussed and agreed with the PMU on execution plans and expectations.

ii) Data collection phase - Involved the continuation of desk review and field execution of the evaluation by collecting primary qualitative data from REDD+ Readiness Project's stakeholders and implementation team using multiple approaches.

iii) Analysis and drafting phase – to transcribe audio records of interviews and group discussions, collating data collected from different approaches and analyzing to draw findings, lessons, and conclusion. To put into perspective, the REDD+ Readiness Project's performance against the OECD criteria, the evaluators subjected the design, implementation and progress made in delivering project's objective's to a six-point Likert scale shown below for rating.

Key: UNDP Results Rating scale

Rating	Description	Color Code
Highly Satisfactory	The output achieved or exceeded all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".	HS: ≥ 70%
Satisfactory	The output achieved most of its end-of-project targets, with only minor shortcomings.	S: 60% - 69%
Mostly Satisfactory	The output achieved most of its end-of-project targets, but with significant shortcomings.	MS: 50% - 59%
Mostly Unsatisfactory	The output achieved most of its end-of-project targets, but with major shortcomings.	MUS: 40% - 49%
Unsatisfactory	The output did not achieve most of its end-of-project targets.	US: 30% - 39%
Highly Unsatisfactory	The output has failed to achieve any of its end-of-project targets.	HUS: ≤ 30%

iv) Reporting phase – the consultants followed available UNDP standards and guidance to put together the findings of the evaluation into a draft report for review and feedback, then incorporating into a final report.

The evaluation used series of tools and methods to establish the extent of progress towards expected results, including review of official files and project reports, and triangulating with the perspectives from a range of the project's stakeholders collected through individual interviews and focus group discussions. The assessment of REDD+ Readiness Project's performance required tools and techniques that establish answers to the question "what has changed, from the baseline conditions, as a result of the REDD+ Readiness Project's interventions?"

The evaluation approach was underpinned by the following techniques:

- **Extensive interrogation of the causal association between project's intervention and the results on the ground.** This included seeking answers to broad questions such as what the situation before the project interventions was and how that has changed that is attributable to the project interventions.
- **Analysis of project's process;** including planning and monitoring, as well as assessment of project alignment to UNDP's Country Programme Document (CPD) and United Nations Development Assistance Framework (UNDAF).
- **Analysis of internal accountability system;** to determine whether or not, and how well they were able to generate lessons and inform decision making, including management of risks and critical assumptions. This involved asking project staff about implementation processes and challenges.

The analytical framework adopted was based on the evaluation criteria explicitly referred to in the terms of reference of the assignment notably **the relevance, efficiency, effectiveness, sustainability, gender equality and human rights** of the project's implementation in terms of achieving the project's objective, outcomes and delivering outputs.

2. 3. Data Collection Methods

The evaluation employed a mix of qualitative data collection approaches to collect both primary and secondary data. The following data collection methods were used:

a. Desk Review:

Secondary data collection started during the inception phase to understand the project context and continued throughout the evaluation process. Secondary data was gathered from desk review of relevant project documents and delivered products including policy documents and relevant literature available online on official websites and web applications. These include the National Climate Change Response Strategy (NCCRS), National Climate Change Action Plans (NCCAP I&II), Kenya Vision 2030, United Nation Framework Convention on Climate Change (UNFCCC)⁹ and the National Determined Contribution. Other documents reviewed to inform the evaluation findings and conclusions included various published literature, government reports, publications from UNDP and other development partners.

The relevant project and UNDP documents reviewed include the Project Document, monitoring and evaluation framework, UNDP Country Programme Document (CPD), UN Cooperation Framework, project annual and quarterly work plans, progress reports (quarterly, midterm, and annual), mid-term evaluation report, project budget and financial statements.

Based on initial round of desk review, the evaluation team in consultation with project team, sampled stakeholders, and designed data collection tools for focus group discussions and Key Informant Interviews (KIIs). The evaluation design was discussed and validated by the Project Management Unit (PMU).

- b. Key Informant Interviews (KIIs):** 45 interviews were conducted with key informants who provided strategic and expert opinion of the project's performance. This was designed as an iterative process that involved layered interactions with and collection of perspectives from different stakeholders through email questionnaire, anonymous online survey and one-on-one virtual and physical interviews. The key informants included individuals drawn from REDD+ Readiness Project personnel, Ministry of Environment and Forestry (MoEF), Kenya Forest Service (KFS), Kenya Wildlife Services (KWS), National Land Commission (NLC), Kenya National Commission for Human Rights (KNCHR), National Gender Equality Commission (NGEC), the academia, youths in REED+ arena, the indigenous peoples and local communities' representatives, the National Treasury and Planning and the private sector. The evaluation team conducted the face-to-face interviews during a four-day stakeholder's workshop held in Nakuru town from 13-18 December 2021.
- c. Focus Group Discussions (FGDs):** To enhance data reliability, the evaluators applied focus group discussions (FGDs) as a triangulation strategy to the data collected through KII and secondary sources. The evaluation team conducted four FGDs with project stakeholder representatives during the stakeholder's workshop.

⁹ Report on the technical assessment of the proposed forest reference level of Kenya submitted in 2020.

3. Findings/Responses to the questions

3.1. Relevance

“Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities, and the needs of intended beneficiaries” (UNDP 2009).

The relevance of the project is assessed as **“Highly Satisfactory”**

The evaluation assessed the project’s relevance through the review of the project’s design and proposed outcomes against relevant national and county policies and priorities as well as the opinions of key stakeholders and intended beneficiaries. The project design is adapted to national and international policies and priorities.

The project is aligned with:

- National strategies, in particular:
 - Alignment with National Strategy for the Attainment and Maintenance of 10% Tree Cover – This strategy aims to accelerate actions towards the achievement of 2010 constitution and vision 2030 in which Kenya commits to increasing and maintaining its national tree cover to at least 10% by 2022. REDD+ Readiness Project’s overall aim to reduce deforestation and forest degradation by support to creation of the enabling legislative and policy environment for sustainable forest conservation, protection and management is well aligned with this strategy.
 - Alignment with the Kenya National Forest Programme 2016-2030 – The goal of NFP 2016-2030 is to sustainably manage forest and allied natural resources for socio-economic growth and climate resilience. REDD+ Readiness Project is aligned to the NFP 2016-2030 through its focus on building a national strategy to address drivers of deforestation and forest degradation.
 - Alignment with the Nationally Determined Contributions (NDC) Implementation Framework - Kenya seeks to undertake an ambitious mitigation contribution by committing to abate its GHG emissions by 30% by 2030 relative to the business-as-usual (BAU) scenario of 143 MtCO₂eq; and in line with its sustainable development agenda. Towards this commitment, in December 2020, Kenya submitted its updated Nationally Determined Contribution further committing to abate greenhouse gas (GHG) emission by 32% by 2030 relative to BAU scenario. By supporting the government to meet its national targets to increase forest cover and reduce GHG emissions, REDD+ Readiness project’s design and implementation is well aligned with NDC implementation framework.
 - Relevance to National Climate Change Action Plan (NCCAP 2018-2022) – is a product of the Climate Change Act (No 11 of 2016) requiring the government to develop plans to guide mainstreaming of adaptation and mitigation actions into the sector functions of the National and County governments. It was developed to provide mechanisms and measures to achieve low carbon climate resilient development. REDD+ Readiness Project aims to deliver a National REDD+ Strategy and Implementation Plan that among other things, prioritizes the identification and action on key drivers of deforestation and forest degradation. This is in line with Strategic Objective 4 of the NCCAP 2018-2022 in to increase forest/tree cover to 10% of total land area; rehabilitate degraded lands, including rangelands; increase resilience of wildlife.
 - The Big 4 agenda in Kenya – the current government’s economic blueprint identifies four priority initiatives of: food security and nutrition, universal healthcare, affordable housing and manufacturing. The REDD+ Readiness Project aimed to put in place

mechanisms to enable Kenya to reach its overall REDD+ goal of improving livelihoods and wellbeing, conserving biodiversity, contributing to the national aspiration of a minimum 10% forest cover, and mitigating climate change for sustainable development. Sustainable management of forest resources assures support to livelihoods of forest dependent communities.

- The REDD+ Readiness project directly links with country needs and priorities as expressed in policies, plans and development frameworks¹⁰ for the forestry sector and the international REDD+ agenda and negotiations under UNFCCC.
- Alignment with UNDP Country Programme Document (CPD) 2018-2022 – REDD+ Readiness project directly contributes, in general, to Outcome 3 of CPD 2018 – 2022: progressive and resilient green economy underpinned by robust evidence-based pro-poor policies and strategies contributing to sustainable economic growth. In particular, it contributes to Output 3.2: improved institutional and communities’ capacities to ensure pro-poor sustainable, effective and efficient natural resource management.
- Alignment with United Nations Country Team (UNCT) Priorities: (UNDAF) 2018-2022 -The Kenya United Nations Development Assistance Framework (UNDAF) 2018-2022 articulates commitment of the United Nations (UN) to support the people of Kenya in realizing their development agenda by integrating global programming principles and approaches of: leave no one behind; human rights, gender equality and women’s empowerment; sustainability and resilience; and accountability towards realization of SDGs. REDD+ Readiness Project’s approach of inclusive engagement aligns very well with these principles and approaches. Additionally, UNDAF 2018-2022 mainstreams sustainability in all its planned results to ensure increased resilience of communities’ governance and ecosystems, strengthen institutional capacities to enhance human well-being, and reduce risks and vulnerabilities associated with natural hazards and climate change in Kenya. In particular, REDD+ Readiness Project’s overall goal is well aligned with UNDAF’s Outcome 3 of Strategic Priority 3; by 2022, people in Kenya benefit from sustainable natural resource management, a progressive and resilient green economy.
- Alignment with UNDP Global Strategic Plan (2018-2022) particularly on nature-based solutions for development and clean and affordable energy. REDD+ Readiness Project champions sustainable conservation, management and protection of forests in Kenya thereby aligning with the UNDP Global Strategic Plan.

At the community level, the REDD+ Readiness project’s four objectives speak to the needs of the forest depended communities and local communities as relates to forestry resources management and utilization. Through its approach of truly inclusive multi-stakeholder engagement in every process and decision-making, the project catered for the interests of these local communities. This enabled meaningful participation from local community, county and national levels. The Kenya National Climate Change Strategy prioritizes community-based mitigation and adaptation strategies. The development of the Safeguards Information System ensures the REDD+ Readiness project continued to stay relevant to and protect the interest of every constituency of stakeholders.

The project also prioritized the engagement of the private sector in its design and implementation. Kenya Private Sector Alliance (KEPSA) and Kenya Association of

¹⁰ National Climate change policies and strategies, National climate change Action Plan (2018-2022), implementation framework of NDC, National Forest policy 2016, the big Four Agenda, Green Kenya initiative, Kenya Vision 2030, etc.

Manufacturers (KAM) are part of the Technical Working Group and the project's Steering Committee to continue advancing the interest of the private sector stakeholders at both the technical and policy decision making levels of the project, respectively .

- The project also came in at a time of strained relationship between the forest dependent communities and the authorities mandated with management of forestry resources. The project was successful in improving this relationship through its Human Rights Based Approach and the development of safeguards in REDD+; as well as i) establishment of social and environmental guidelines for programmes design and implementation for KFS ii) assessment of enterprise risk assessment and development of a business continuity framework for KFS.

The Kenya REDD+ Readiness Project is relevant and necessary to address the high and escalating rate of deforestation and forest degradation and can be viewed as one of the many interventions that form a broader response to Kenya's national climate change and development strategies. The Kenya REDD+ Readiness Project's objective cannot be understated due to the ongoing loss of forest coverage, which is associated with significant policy implementation challenges. This makes the project more relevant in acting as the country's discourse on efforts to address deforestation¹¹ and forest degradation.

With REDD+ being a relatively new concept in Kenya, there was always going to be a risk about capacity and understanding of concepts to enable effective and efficient implementation. Nevertheless, findings from the final evaluation confirm that with the comprehensive and inclusive stakeholder engagement approach that emphasized on wider consultations and capacity building of all key stakeholders, the project managed to significantly increase knowledge of sustainable management of forest resources among the stakeholders, particularly the forest dependent communities.

"...Now, one thing we have observed and especially in Kaptagat forest is, the community is very much ready. They know these things. They are learned, they hear and understand and once you explain to them in a very simple language, it really fits in them because when you talk of climate change for example, they are already seeing the effects it's not something new to them..." **Respondent, FGD with CSOs**

The Kenya REDD+ Readiness project's design reflects the background analysis undertaken to determine the objectives and target outcomes. It reflects well the broader context and history of Kenya's forestry sector including an assessment of the policies and regulations, policy failures, extensive consultations of government line agencies, donors, news agencies, NGOs, civil society, indigenous people's organizations, and community organizations.

..." We are now in a situation, as a country, where we kind of say that we have a full understanding of forest sector issues, a full understanding of what is driving forest cover changes in Kenya, and a fairly good understanding of what we need to do to address the barriers to forest sector development. So from where I see I think the REDD+ project has achieved the purpose for which it was conceptualized and we are ready to move on to next phase" ... **Key Informant, Ministry of Environment and Forestry**

¹¹ The extensive situation analysis and assessment of the potential intervention options outlined in the Programme Document illustrate the attempts made during the design to ensure alignment of outputs, indicators and the likely impact the Kenya UN-REDD would have in the long term.

As a country, Kenya has implemented a number of initiatives towards conservation and sustainable management of forests. One of the notable actions was the evictions of illegal occupants from the Mau Forest through the cancellation of over 1,200 land title deeds. The government carried out the exercise in phases that saw the eviction of over 7,700 and over 12,000 acres of forestland reclaimed in the first phase. The government also planned to plant over 1.8 billion trees around the country as part of the ongoing effort to rehabilitate the degraded environment and achieve the 10 per cent forest cover. However, the process has been marred with challenges because, finding of viable and sustainable solutions requires broader engagement with stakeholders across the spectrum. The Government of Kenya has on its part, embraced a more inclusive approach. While REDD+ is not the silver bullet, it provides the opportunity for broad strategic options by looking at institutional arrangements, stakeholder engagement and strengthening of policies and regulations.

3.2. Effectiveness

“Effectiveness is a measure of the extent to which the initiative’s intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved” (UNDP 2009).

This evaluation assessed the project’s relevance as **“Highly Satisfactory”**

The project’s overall objective was to deliver four main outputs critical in the REDD+ Readiness process namely:

- i) An operational national REDD+ strategy and investment plan;
- ii) An operational safeguards information system for REDD+;
- iii) Functional multi-stakeholder engagement and capacity building for REDD+; and
- iv) Technical support provided for improvement to the National Forest Monitoring System and Forest Reference Level.

Findings from the terminal evaluation indicate a successful deliver of the Kenya National REDD+ Strategy. Majority (90%) of the stakeholders surveyed during this evaluation to give their opinion of the strategy document gave it an “Excellent” rating. The stakeholders attributed this rating largely, to the comprehensive and inclusive nature of the consultation process that fed into the draft.

*“...that’s why it was validated...all the safeguards were put in. We had the gender balance, we had the youth balance, we had the people living with disabilities. I am sure you saw there were those who were blind, those who had partial hearing, we had the indigenous people, we had the local communities...yeah. All called, you know, to be in the part of the process...” **Key informant, Indigenous People***

3.2.1. Readiness organization and consultation

The REDD+ Readiness Project supported the establishment of a National Coordination Office for REDD+ with the designation of a National REDD+ Coordinator by the Ministry of Environment and Forestry. A REDD+ Readiness Project Steering Committee was operationalized. The REDD+ Readiness Project PMU was established as per the Project Document through recruitment of the Project Manager, Technical Specialist, Safeguards and Stakeholder Engagement Specialist, M&E Specialist, Communications and Knowledge Management Officer and Project Officer. Additionally, a Technical Working Group (TWG) was established, with three subcommittees bringing together representatives from all the relevant constituencies to support the PMU in implementation of the project. This was made possible

due to the success of the project in strengthening the capacity of relevant institutions and providing them with the technical support to setup structures and systems in readiness for the effective implementation of REDD+ in Kenya. An overwhelming majority (99%) of the stakeholders surveyed expressed satisfaction with the project’s approach of stakeholder engagement and inclusive consultation.

3.2.3. Reference Emission Level

With collaborative support from Japan International Corporation Agency (JICA), under the Capacity Development Project for Sustainable Forest Management, Kenya submitted its Forest Reference Emissions Level (FREL) to the UNFCCC in 2019 and revised in Dec 2020. REDD+ Readiness project came in to support the process with stakeholder engagement. This is a huge milestone for Kenya. However, there is still more work to be done in FRL in regard to accuracy of measurement. With the baseline now already established, the data can be used to identify potential areas for data quality improvement. Additionally, accuracy or measurement of forest cover can be a complicated and sensitive exercise that often attracts a lot of attention and reaction from a range of interest groups. Against this backdrop, Kenya will still need an inclusive stakeholder engagement approach to ensure ownership.

At UNFCCC COP26, most member states agreed to review their Nationally Determined Contribution (NDC). In December 2020, Kenya submitted its updated NDC committing to abate its greenhouse gas (GHG) emissions by 32% relative to business as usual scenario of 143MtCO2eq by 2030.

3.2.4. National Forest Monitoring System

One of the key outputs delivered by the REDD+ Readiness Project was to support the finalization of the development of a National Forest Monitoring System (NFMS) for Kenya. As a party to the UNFCCC, the Government of Kenya is committed to Global Climate Change mitigation and adaptation efforts. The NFMS is one of the requirements for countries to participate in REDD+ under UNFCCC. With the contribution from the REDD+ Readiness Project, National Forest Monitoring System for Kenya is a product of several multi-institutional and multi-stakeholder engagement efforts. It presents a detail and methodology of how to monitor forests Kenya. The NFMS is subject to review and revision to constantly adapt to new technologies and methodologies for collecting and managing forest data.

3.2.5. Readiness Assessment

Table 1- Readiness assessment

Complete	The sub-component has been completed
Significant progress	Significant progress
Progressing well, further development required	Progressing well, further development required
Further development required	Further development required
Not yet demonstrating progress	Not yet demonstrating progress
N/A	The sub-component is not applicable to our process

R-PP Components, Sub-components, and Progress Indicators		Rating	Rating Comments	
R-PP Component 1: Readiness Organization and Consultation				
1a	National REDD+ Management Arrangements		<ul style="list-style-type: none"> - Project Steering Committee established co-chaired by Principal Secretary MoEF and UNDP Resident Representative - Technical Working Group was established for effective multi-stakeholder representation in decision making. - The establishment of the Technical Working Group ensured that every constituency was represented/accounted for at the discussion table. This made governance easier for the Project Steering Committee because they could easily tell those whose engagement was waning and respond with remedial action. - The presence of EACC and Transparency International enhanced integrity and accountability - Resource management was quite transparent with every decision-making brought to the table. - SIS stipulated that every stakeholder be on board in every step and decision made, with the understanding that everybody is important in the process. It also provides a mechanism for feedback and redress for grievances. 	
<i>Indicators</i>	1.	Accountability and transparency		
	2.	Operating mandate and budget		
	3.	Multi-sector coordination mechanisms and cross-sector collaboration		
	4.	Technical supervision capacity		
	5.	Funds management capacity		
	6.	Feedback and grievance redress mechanism		
1b	Consultation, Participation, and Outreach		<ul style="list-style-type: none"> - The REDD+ Readiness Project facilitated and provided technical support to the Ministry of Environment and Forestry (MoEF), the Ethics and Anti-Corruption Commission (EACC) and implementing partners to develop REDD+ Ethics and Integrity (anti-corruption) guidelines in forest governance through in-depth consultations with various stakeholders 	
<i>Indicators</i>	7.	Participation and engagement of key stakeholders		
	8.	Consultation processes		
	9.	Information sharing and accessibility of information		

R-PP Components, Sub-components, and Progress Indicators	Rating	Rating Comments
10.	Implementation and public disclosure of consultation outcomes	<ul style="list-style-type: none"> - The REDD+ Academy conducted to induct key stakeholders on the REDD+ Readiness process provided a deeper understanding of key concepts around forest conservation, management and enhancement of carbon stocks. - Stakeholder awareness of REDD+ and forest conservation issues and processes was enhanced through continued engagement targeting the inclusion and participation of all key stakeholders. This has led to strong buy-in, active involvement and engagement in the REDD+ readiness process of all the key stakeholders and particularly the forest dependent communities including the Indigenous People. - The process of conducting gender and vulnerability assessment led by the National Gender and Equality Commission (NGEC) and a task team constituting representatives of the Independent Commission, Ministry of Environment and Forestry, indigenous communities and other forest dependent communities, provided an opportunity for stakeholders, particularly the Indigenous Peoples (IP) and the Forest Dependent Communities (FDC) to increase their awareness of REDD+ and REDD+ Readiness. - The new approach of engaging and consultative process that ensured every stakeholder was involved, has led to notable positive change in behavior and attitude among the stakeholders toward that of dialogue and consensus building. - Previously, people had mistrust with government initiatives, but the Project

R-PP Components, Sub-components, and Progress Indicators			Rating	Rating Comments
				<p>Document clearly articulated what needed to be done in every process thereby allaying fears and mistrust and paving way for active engagement by all key stakeholders.</p> <ul style="list-style-type: none"> - The REDD+ process has fully informed, comprehensively consulted and effectively engaged all the relevant stakeholders. - Significant progress made in stakeholder consultation, participation, and disclosure of information and the Feedback and Grievance Mechanism (FGRM) related to this project. All information generated within the Project are available for public scrutiny. The availability and ease of access of the information communicated to all stakeholders at every opportunity. - The only challenge was with the commitment to Free, Prior, and Informed Consent (FPIC). It was quite a lengthy process because of the need to engage and ensure that in every process, every stakeholder was on board and their interests and views accommodated.
R-PP Component 2: REDD+ Strategy Preparation				
2a	Assessment of Land Use, Land Use Change Drivers, Forest Law, Policy and Governance			<ul style="list-style-type: none"> - Assessment of land use and land use change drivers was done during the REDD+ Strategy preparation process as one of the strategy options.
<i>Indicators</i>	11.	Assessment and analysis		<ul style="list-style-type: none"> - The study built on existing work on drivers of deforestation and forest degradation as well as barriers to sustainable forest management and enhancement of forest carbon stocks.
	12.	Prioritization of direct and indirect drivers/barriers to forest carbon stock enhancement		

R-PP Components, Sub-components, and Progress Indicators		Rating	Rating Comments
	13. Links between drivers/barriers and REDD+ activities		<p>It identified key drivers of deforestation, forest degradation, barriers to forest restoration and investments.</p> <ul style="list-style-type: none"> - The National Land Commission led community dialogues with forest dependent communities focused on land tenure, historical land injustices and sustainable land and forest governance - The National Forest Policy 2016 was revised to National Forest Policy 2020. - Stakeholders are confident in their understanding of drivers of forest cover changes in Kenya. - Support to hearings and work of taskforce appointed to support implementation of the African Court on Ogiek land rights; supporting Elgeyo Market County develop a Sustainable Forestry and Tree Growing Policy and Bill; support in developing model county sustainable forestry and tree growing bills; the REDD+ Strategy and Investment Plan; the Country Approach to Safeguards and SIS - Stakeholders are confident in their understanding of how to address the barriers to forest development. - REDD+ Readiness Project has been instrumental in building a working relationship between the forest dependent communities and the authorities mandated with forest conservation and forestry resources management including Kenya Forest Service, National Land Commission etc.
	14. Action plans to address natural resource rights, land tenure, governance		
	15. Implications for forest law and policy		
2b	REDD+ Strategy Options		

R-PP Components, Sub-components, and Progress Indicators		Rating	Rating Comments
<i>Indicators</i>	16.	Selection and prioritization of REDD+ strategy options	<ul style="list-style-type: none"> - REDD+ Strategy successfully developed and validated through a comprehensive consultative and stakeholder engagement process - REDD+ Strategy clearly articulates strategy options and has an Investment Plan - The Investment Plan provides an implementation framework for the National REDD+ strategy including identification of climate financing readiness for Kenya and proposing an implementation schedule with associated budgetary estimates - These processes followed rigorous stakeholder engagement and thorough consultation of all the relevant constituencies. - A team of high-level experts discussed and consolidated the options at the macro level
	17.	Feasibility assessment	
	18.	Implications of strategy options on existing sectoral policies	
2c	Implementation Framework		<ul style="list-style-type: none"> - Worked with Nyeri and Elgeyo Marakwet counties to develop model laws on forestry (bill, policy and regulations); a domestication of the national forestry laws and policies. Subsequently, the project scaled out these model laws to other counties by working with the council of governors (COG). - The project brought in the COG, members of the County Executive Committee (CEC), Chief Officers and the Directors and provided them with the necessary technical support and training to customize and domesticate model laws for use by the county governments to address forestry conservation, protection and management. This has greatly
<i>Indicators</i>	19.	Adoption and implementation of legislation/regulations	
	20.	Guidelines for implementation	
	21.	Benefit sharing mechanism	
	22.	National REDD+ registry and system monitoring REDD+ activities	

R-PP Components, Sub-components, and Progress Indicators			Rating	Rating Comments
				<p>enhanced ownership of the national policies and laws at the county level.</p> <ul style="list-style-type: none"> - The model laws provide a framework for the counties to mobilise resources for their county forestry programmes
2d	Social and Environmental Impacts			<ul style="list-style-type: none"> - Through a comprehensive consultation and stakeholder engagement, a National Safeguards Information System (SIS) was developed and validated.
<i>Indicators</i>	23.	Analysis of social and environmental safeguards issues		<ul style="list-style-type: none"> - Through a highly consultative process led by the Kenya National Commission on Human Rights (KNCHR) in close collaboration with the Kenya Forest Service, REDD+ Readiness project supported the development of the training curriculum and manual on mainstreaming of Human Rights Based Approach (HRBA) in forest conservation, protection, and management to the Kenya Forest Service.
	24.	REDD+ strategy design with respect to impacts		<ul style="list-style-type: none"> - The socially, we are getting there. However, it is an ongoing learning process.
	25.	Environmental and Social Management framework		<ul style="list-style-type: none"> - The social aspect is affected by the environmental impact.
R-PP Component 3: Reference Emissions Level/Reference Level				
3a	Improved subnational capacity for REDD+ implementation			<ul style="list-style-type: none"> - With collaborative support from Japan International Corporation Agency (JICA), under the Capacity Development Project for Sustainable Forest Management, Kenya submitted its Forest Reference Emissions Level (FREL) to the UNFCCC in 2019 and revised in Dec 2021. This is a huge milestone for Kenya.
<i>Indicators</i>	26.	Demonstration of methodology		<ul style="list-style-type: none"> - At CoP-26, most member states agreed they had to review the nationally determined contribution. In December
	27.	Use of historical data, and adjusted for national circumstances		
	28.	Technical feasibility of the methodological approach,		

R-PP Components, Sub-components, and Progress Indicators			Rating	Rating Comments
		and consistency with UNFCCC/IPPC guidance and guideline		<p>2020, Kenya submitted its updated Nationally Determined Contributions (NDC) committing to abate its greenhouse gas (GHG) emissions by 32% relative to business-as-usual scenario of 143MtCO₂eq by 2030.</p> <p>- The reporting challenges Kenya to pay closer attention to the accuracy of the reporting, rather than estimates, as has been the case previously.</p>
R-PP Component 4: Monitoring Systems for Forests and Safeguards				
4a	National Forest Monitoring System			<p>- The REDD+ Readiness project and the government of Japan provided stakeholder engagement and technical and funding support, respectively, to developing a comprehensive National Forest Monitoring System, under the leadership of the Kenya Forest Service.</p>
<i>Indicators</i>	29.	Documentation of monitoring approach		
	30.	Demonstration of early system implementation		
	31.	Institutional arrangements and capacities		
4b	Information System for Multiple Benefits, Other Impacts, Governance, and Safeguards			<p>- Through a comprehensive consultation and stakeholder engagement, a National Safeguards Information System (SIS) was developed and validated.</p> <p>- During the strategy development consultations, the stakeholders proposed an analytical study that assessed the options for benefits sharing arrangement for Kenya. This</p>
<i>Indicators</i>	32.	Identification of relevant non-carbon aspects, and social and environmental issues		
	33.	Monitoring, reporting and information sharing		

R-PP Components, Sub-components, and Progress Indicators		Rating	Rating Comments
	34. Institutional arrangements and capacities		<p>helped to deepen knowledge on benefits sharing options and arrangements available for Kenya. The development of benefits sharing guidelines and policies have been actioned for the next phase of REDD+.</p> <ul style="list-style-type: none"> - Understanding of issues around benefits sharing still remains a challenge especially among the forest-dependent communities and local communities. - No benefits sharing mechanism has been developed e.g., how counties should be compensated by the national government or by other counties, of the benefits drawn from the forests within their boundaries.

3.3. Efficiency

“Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results” (UNDP 2009)

This evaluation assessed the project’s Efficiency as **“Satisfactory”**.

The REDD+ Readiness project enjoyed adequate funding of \$ 3.8 million, a well-established project governance structure and a strong project management unit (PMU). Once the design phase produced the project document, the PMU was put in place for the implementation phase. The time allocated for the project at the design stage was adequate for the delivery of the project’s objective. However, the project delayed and had to request for a no cost extension largely due to external and unforeseeable circumstances beyond the control of the project e.g., COVID 19 pandemic.

REDD+ is a much-contested subject because there are numerous stakes to balance, given that it cuts across the whole span of forestry. The REDD+ Readiness project in Kenya had its fair share of contested processes and issues. Partly, this has necessitated the Readiness process to take over nine years, which is longer that it should have. However, the current REDD+ Readiness project was adaptive and able to navigate through the challenges thereby successfully delivering the much-needed components of REDD+ readiness. Two main adaptive actions taken by the project management was to run a number of parallel activities

back-to-back, and to use the available internal capacity and that of the implementing partners to execute some of the consultancy activities. This saved the project a lot of time that it would have otherwise lost in procuring consultancy services. It is also resulted in more efficiency through cost savings.

The current REDD+ Readiness project faced challenges at start that led to delays at the beginning from June 2018 to October 2019. There were further delays and challenges partly occasioned by the outbreak of COVID 19 global pandemic. These delays left the project with much reduced time for actual implementation, necessitating a one-year no cost extension.

Due to the fact that the project heavily relied on consultants, the process of procuring the consultants also led to additional lags in the day-to-day running of the project and implementation of activities. The project remedied this through forward planning and submission of quarterly procurement plans rather than ad hoc requests, on the go, which would take time.

3.4. Impact

This evaluation assessed the project's impact as **"Highly Satisfactory"**.

There was a consistent consensus among all the stakeholders involved in this evaluation that the strategies of REDD+ Readiness Project worked very well in delivering its objectives. This, the stakeholders said, was evident in the way the project has enhanced changes in attitudes and practices among the stakeholders in the design and implementation. It has also institutionalized a practice of participatory approach to forestry resource management and conservation through multi-sectoral stakeholder involvement.

Some of the places where there have been more action earlier in the project life by the forest dependent communities, the surveyed stakeholder reported earlier indications of potential for longer term environmental impacts of their action.

"...what I can say is what I've seen like in the Samburu community, there have seen tangible benefits in terms of the ecosystem coming back to life. Ever since the community moved out of the forest in order to conserve the forest, they have embraced sustainable management voluntarily. Then even they've been able to see the benefits because they now get more rainfall... their weather has changed a lot..." **Key Informant, CSO**

Sampled stakeholders reported seeing positive changes that they have observed as a result of the project. It is worth noting that such early indications of direct positive impacts of project interventions were reported consistently by the majority of stakeholders with historical knowledge of whether patterns in those. However, there is need to conduct further studies beyond the scope of this evaluation to confirm claim of causality.

"...through the REDD+ Readiness Project, people are now conscious of environmental conservation, and already we are seeing a lot of water flowing to the downstream communities. Already irrigation is taking place and issues of food security is almost guaranteed because now we have a lot of food. So, food security is already and then that one goes in with the income. The community, has income in their pockets..." **Key informant, Indigenous People**

Through its consultative, inclusive and multi stakeholder approach, the REDD+ Readiness project succeeded in bringing on board the youth in the forestry sector and conservation, and enhanced their awareness and capacity to understand and implement REDD+ translating into great milestones at individual and collective levels. Through the project, the youth are engaged in nature-based entrepreneurship besides coming up with CBOs and networks that continue

to attract funding and generate income for business growth, thereby improving their livelihoods and socio-economic wellbeing.

3.5. Sustainability

“Sustainability measures the extent to which benefits of initiatives continue after external assistance has come to an end” (UNDP 2019).

This evaluation assessed the project’s sustainability as **“Highly Satisfactory”**.

The successful delivery of the National REDD+ Strategy and Implementation Plan indicates strong ownership, leadership and shared accountability of the process by government, the mandated authorities and the relevant stakeholders, including the forest dependent communities and indigenous populations.

The project delivered or supported the delivery of a number of strategic and policy documents that are key in informing government’s decision and action to reduce deforestation and forest degradation as it goes into REDD+ implementation and even beyond.

The coordination mechanism and the multi stakeholder approach by the REDD+ Readiness Project has triggered change in behavior among the stakeholders toward that of engagement and dialogue. This change in attitude is likely to live beyond the life of the project.

However, sustainability of the outputs can only be through continued engagement at both the community and the institutional levels, and the country’s ability to follow through with the necessary policy reforms, improvements in law enforcement, resource mobilization, and quality implementation of the REDD+ Strategy options across relevant sectors.

3.6. Gender, Inclusion and Human Rights

Gender, inclusion and human rights dimension based on finding are rated **“Highly Satisfactory”**.

Asked to give their opinion of whether the REDD+ readiness project has ensured gender mainstreaming in its design and implementation, majority of the stakeholders responded to the affirmative.

REDD+ Readiness project ensured compliance with all the seven elements of safeguards with at all times, one of them being that gender balance. Gender officers from the different partner institutions were part of the process. They visited communities to collect views on gender and human rights.

The involvement of the National Gender and Equality Commission (NGEC) was a sure way to articulate vulnerable gender groups, including women and youth, issues in the REDD+ Readiness process. Under the project and working with the NGEC, a Gender Action Plan (GAP) for REDD+ implementation was developed to ensure mainstreaming and inclusion of women, youth, marginalized groups, people with disabilities, indigenous people and local communities in the REDD+ readiness forums.

4. Lessons Learned.

The evaluation identified eleven key lessons learned from the implementation of the REDD+ Readiness Project:

Lesson 1: There is need to have a sustained, and more focused messaging about REDD+ targeting the youth to ensure their continued participation. Traditionally, the youth have not been keen to participate in interventions to manage forest resources. However, findings from this evaluation attribute their increased interest and participation to right messaging. The youth

can play a more effective role in REDD+ implementation; hence the need for their involvement in project activities.

Lesson 2: The REDD+ Readiness Project has demonstrated that the conflict, suspicion and mistrust between national government, county government, civil society organizations, independent commissions and the indigenous people can easily be managed through consultations and dialogues regardless of their nature and degree of divergence.

Lesson 3: The project has demonstrated that the two models of skills (external expertise and local skills) can be integrated to achieve the required results in forest management and skills transfer. This has been evident in the use of external expertise, while appreciating existing country institutional expertise and building on the indigenous and local knowledge relevant to the REDD+ readiness process.

Lesson 4: The multi-stakeholder engagement approach has proved to be the best strategy for REDD+ Readiness Project delivery. The involvement of stakeholders with a wide range of expertise and experiences in different thematic areas has helped in developing a strong network of stakeholders focusing on the delivery. Multi-stakeholders approach leveraging on the comparative strengths of the individual partners has been a good signature for the project as it has enhanced cross pollination of technical skills in the various REDD+ Readiness process dimensions. The application of a gender lens, the adoption of human rights approach, youth engagement, and the private sector involvement to REDD+ readiness process and forest resources management have all provided opportunities for lessons learning, knowledge sharing and livelihoods enhancement. The wider consultative process provided a platform for stakeholder agreements, collective responsibility, and reaffirmation allowing understanding and consensus building among stakeholders on contentious issues.

Lesson 5: Free, Prior and Informed Consent (FPIC) guidelines have played a key role in the success of the Kenya's REDD+ readiness process as it requires the National Government and its development partners to recognize the rights of indigenous people and local communities to FPIC, including REDD+ related programs. Further, when done in time, Free, Prior and Informed Consent (FPIC) and awareness creation among target people present opportunities for greater project acceptability and sustainability as it is a motivation mechanism that encourages indigenous communities buy-in and full participation in the project.

Lesson 6: The absence of legal, legislative and policy guidelines for benefit sharing and distribution is a potential source of conflict between the national government, the county government, REDD+ Projects, the indigenous people and forest communities. Such provisions would help to respond to questions on how to regulate access to forest resources - who gains access to such resources, how such access is made available, how the benefits accrue to those who depend on the forest resources, and how the benefits will be shared among the users of the resources.

Lesson 7: When conflicts appear, they can be turned into positive outcomes through dialogues that avenue for inter parties engagement, contributing to project success. For example, there were conflicts between the KFS and indigenous communities (Sengwer Community of Embobut in Cherengani and Ogiek of Mt. Elgon) arising from land right claims. These conflicts have been scaled down through NLC led dialogues (with Ogiek of Mt. Elgon and the Yaaku community of Mukogodo forest in Laikipia county) to understand the concerns and fears of the forest communities as the project pursued other options.

Lesson 8: The capacity for the country to reduce deforestation largely depends on positive impacts of the activities on people's livelihoods. Tapping into nature-based enterprises has created job opportunities for the youths and other communities through, for example, tree

nursery establishment. This has the potential to further create job opportunities, with possibility of enhanced income streams through carbon trade market for the youths and indigenous communities, as well as investment opportunities in climate smart agriculture for green markets.

Lesson 9: Involvement of independent commissions - National Commission on Human Rights, National Gender and Equality Commission, Kenya Law Reform Commission, Ethics and Anti-Corruption Commission and National Land Commission - has contributed to steering the project towards compliance with state commitments both at the international, and national levels.

Lesson 10: The coordination mechanism and multi-stakeholder engagement approach adopted by the REDD+ Readiness Project created a number of opportunities for KFS to network with Indigenous Peoples and Local Communities (IPLCs) around the spheres of forest conservation and its potential benefits. This has fostered a good working relationship that did not exist before.

Lesson 11: The project has proved that the indigenous people and local communities have superior knowledge on forest conservation, protection and management. Further the project has proved that through dialogue, mistrust between the different stakeholders with competing interests can be resolved and the partners can foster collaboration in forest conservation, protection, and management.

5. Conclusions

This evaluation assessed the project's overall performance as "**Highly Satisfactory**".

Despite a couple of notable operational challenges and a delayed start, Kenya REDD+ Readiness project delivered on its end-of project objectives satisfactorily.

According to the evaluation findings, with the help of the project, Kenya is standing on a strong foundation going into the implementation phase of REDD+, having a clear strategy developed and owned by all the relevant stakeholders, and the capacity to set up systems and structures for implementation.

Overall, the evaluation concluded that the project design and implementation process was appropriate; the project strategies were effective, delivered the desired outputs, was relevant to the local and national contexts, and contained aspects that are sustainable beyond the project's lifetime. The REDD+ Readiness Project was effective in contributing to the understanding of issues relevant to addressing deforestation and forest degradation in Kenya. It has been a catalytic instrument in creating learning and knowledge sharing between government, indigenous peoples, local communities, private sector, civil society organizations and other stakeholders in addressing deforestation and forest degradation in Kenya. The project has played a key role in the development of policy and legislative guidelines for forest resources management in Kenya. The REDD+ Readiness Project management structure has been effective in enhancing delivery of project outcomes. It has successfully built and strengthened an enabling environment for systems, policies, and stakeholder's engagement.

The project was coherent, worked in synergy with similar or related interventions outside UNDP country office programme including the UNCT. This was evident during the REDD+ Academy when UNDP worked jointly with UNEP, OHCHR and FAO through the REDD+ Readiness Project to enhance and reinforce the capacities of stakeholders as Trainers of Trainers (ToTs), in forest conservation, protection and management as they play a vital role in the conservation

and sustainable management of forests. These included key stakeholders such as indigenous peoples and forest dependent communities who possess traditional and local knowledge that will eventually contribute to the REDD+ process, in particular with conservation of biodiversity.

The strength of the REDD+ Readiness Project sustainability stems from its relevance to, and alignment with the national forest policy and other key instruments, giving it a leverage to supporting the delivery of the national forest policy and legislative provisions. The involvement of a wide array of actors, and especially the indigenous people, has been a key achievement in the REDD+ Readiness Project. It enhances the sustainability of project results beyond the FCPF funding period.

6. Recommendations

Recommendation 1. Future projects should manage more efficiently, the transition from the design to the implementation phase to avoid loss of implementation time. The project lost considerable part of its implementation time during this period.

Recommendation 2. To increase time for active engagement, and participation of all key stakeholders, a comprehensive and timely mapping should be undertaken to identify and bring on board all relevant stakeholders.

Recommendation 3. Establish a clear monitoring and evaluation framework with clear monitoring and evaluation plan. This should have specific, measurable, achievable, relevant and time-bound (SMART) indicators with clearly set baseline values, milestones, targets, time frames and reporting schedules to guide monitoring of project performance.

Recommendation 4. Going into implementation phase, MoEF and UNDP should take advantage of the prevailing political good will at the national and county levels to strengthen the visibility of, and conversation about REDD+ at the community level.

- There is need for more sensitization in the counties to allocate more resources towards the conservation efforts and to facilitate the protection of water towers.
- The national and county governments should put into practice the provisions of the national forest and county laws and the county model laws which were developed through REDD+ Readiness process, to enhance resources allocation for conservation of forest and water towers, as well as engagement of communities to prioritise conservation initiatives at the ward level.

Recommendation 5. There is need to focus efforts on privately owned forests alongside public forests to foster greater and stronger approach to tree planting and tree growing.

- Sensitize communities on tree growing through different communication channels.
- Conduct capacity building initiatives for communities on tree growing as a new concept.
- Support the establishment of a monitoring mechanism and a functional governance system for tree growing initiatives.

Recommendation 6. The documentation of the implementation of management response actions as well as the assessment of the current risk situation must be part of the AWP and must allow the monitoring of the evolution of potential factors that can limit the success of a project.

Recommendation 7. There is need for innovative approaches to resources mobilization to guarantee financial sustainability.

Bibliography

1. Project Document: FCPF REDD+ Readiness Grant
2. FCPF REDD+ Readiness project AWP (2018)
3. FCPF REDD+ Readiness project AWP (2019)
4. Annual Progress Report to the FCPF for Kenya for the period 1 January – 31 December 2018
5. Readiness Fund REDD+ Country Kenya Progress Report July 2019 – June 2020.
6. Brief to the Principal Secretary, MoEF November 2019 on FCPF REDD+ readiness project
7. UNDP CO Results Oriented Annual Report (ROAR) 2019
8. UNDP CO Results Oriented Annual Report (ROAR) 2020
9. FCPF REDD+ Readiness Grant Quarterly Report (April – June 2020).
10. UN in Kenya Annual Report 2019-2020
11. TORs for the FCPF REDD+ evaluation
12. FCPF REDD+ Project Delivery report as at September 2020.
13. Draft minutes joint UNDP Ministry of Environment Integrated Review & Steering Committee Meeting for Environment projects Wednesday- 22 July 2020
14. No Cost Extension FCPF REDD+ Readiness Grant
15. National Climate Change Response Strategy (NCCRS),
16. National Climate Change Action Plan (NCCAP),
17. Kenya Vision 2030,
18. United Nations Framework Convention on Climate Change (UNFCCC),
19. Nationally Determined Contribution.
20. UNDP Country Programme Document (CPD) 2018-2022
21. UN Cooperation Framework 2018-2022
22. UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, Jan 2019.
23. UNDP Evaluation Guidelines: Evaluation During COVID-19. Independent Evaluation Office of UNDP, New York, Jan 2019.
24. UNDP. 2009. Handbook on planning, monitoring and evaluating for development results. 232p. <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>
25. UNDP Kenya Forest Carbon Partnership Facility REDD+ Project , MIDTERM EVALUATION- April-June 2021

ANNEXES

Annex 1: Summary of Project performance per criteria

Criterion	Rating	Summary Assessment
Concept and relevance of the project		
Design	HS	Findings from this final evaluation strongly indicates that one of the success factors of the project was the robust design approach, process and product, the project document. It set out from the start, the working modalities centered on consultation, inclusion and safeguarding of interests of different stakeholders.
Relevance	HS	The REDD+ project is aligned with the local, county, national and global interests, needs, policies and priorities.
Results and contribution to stated objectives		
Delivery of Outputs	HS	Overall, the project has seen the delivery of the four main outputs it committed to namely; the National REDD+ Strategy and Implementation Plan, the Safeguard Information System, the National Forest Monitoring System and Forest Reference Level, and the multi stakeholder engagement in a highly satisfactory manner. The one no-cost extension was noted to have not affected the effectiveness of the program
Effectiveness	HS	The strategies employed by the project has enabled the realization of key results and stated objectives within a very short time and despite all the challenges.
Efficiency	S	The REDD+ project had a no-cost extension that can attributed to institutional setup processes between UNDP and the Government of Kenya. The project team was able to adjust and come up with remedial measures and working modalities to ensure the successful delivery of the project.
Impact	S	The project is already showing indications and likelihood of impact. It has ushered in a paradigm shift in the forests and forestry resource protection, conservation and management particularly the change of attitude toward dialogue and multi stakeholder engagement.
Sustainability	S	The institutional, legal and policy setup for effective implementation of the REDD+ project in Kenya is in place. No clear funding arrangement so far for the implementation phase
Cross-cutting issues		
Gender	HS	The project has ensured the mainstreaming of gender throughout the readiness process. The involvement of NGECC and the drafting of gender policy and action plan as well as the safeguards to ensure a gender sensitive approach to REDD+.
Capacity Development	HS	The project trained and provided capacity-building support, including developing curricula and guidance materials, to all the stakeholders to ensure there was concurrence in their understanding of REDD+ and the process.
Human Rights	HS	The project took the human-rights based approach to its design and implementation. The inclusion of gender experts, the Judiciary, EACC and TI, in the management and implementation of the project demonstrates a commitment to human rights.
Up-scaling	S	Through the involvement of the COG and County technical staff as well as policy makers in the development of county model laws for the implementation of REDD+ at the county level.
Factors affecting performance		
Program management and coordination	HS	Coordination of the program implementation was a joint effort between the government and UNDP through the PMU, and this seems to have worked satisfactorily.

Human and financial resources administration	HS	There was adequate funding and human resource capacity within the Project Management Unit (PMU) complimented by consultants and implementing partner to support the delivery of the REDD+ project.
Technical backstopping and supervision	HS	The technical backstopping from JICA and other implementing partners, consultants and government agencies including NGEC, EACC, TI, etc. was adequate and highly satisfactory
Government participation and ownership	HS	The Government of Kenya took keen interest in the design and implementation of the REDD+ readiness project right from the beginning and continued to make incremental institutional adjustments necessary for the success of the project.
Monitoring, reporting, and evaluation.	S	Effective tracking and reporting of progress through semi-annual and annual progress reports as well as mid-term and evaluations.
Overall Project Performance	S	The Kenya REDD+ readiness project is satisfactory. Both the Government of Kenya, UNDP and all the stakeholders take credit for a well-implemented readiness project that has prepared Kenya for the implementation of REDD+.

Annex 2: Summary of Performance per Indicator

Indicator	Assessment of Progress	Assessment Rating
Output 1: Operational National REDD+ Strategy and Investment Plan		
1.1. Analytical work and studies for REDD+ National Strategy Options conducted	Analytical studies conducted for REDD+ National Strategy.	Highly Satisfactory
1.2. Private sector assessment conducted and their engagement in the REDD+ process strengthened	Studies conducted on the private sector engagement in REDD plus implementation, mapping actors and analyzing value chains.	Highly Satisfactory
1.3. Institutional framework for REDD+ implementation identified	<ul style="list-style-type: none"> • Elgeyo Marakwet County Forest Management and Conservation Act and Policy • Gender Inclusion and Vulnerability Assessment for Forest Dependent Communities in Kenya • National and County legislations and guidelines: <ul style="list-style-type: none"> - Revised National Forest Policy 2020 - National County model laws on forest policy - Nyeri County Forest Management and Conservation Bill 2020 and Policy 2020 - Training curriculum and manual – Mainstreaming of Human Rights Based Approach in forest conservation, management and protection • Enhancing protection of the marginalized communities and forest dependent communities in the development and implementation of REDD+ in Kenya 	Highly Satisfactory
1.4. Investment to support implementation of National REDD+ strategy focusing on cross sectoral issues in priority watershed, landscapes and counties identified	<ul style="list-style-type: none"> • Natural resource management policy analysis <ul style="list-style-type: none"> - Drivers of deforestation and forest degradation - Barriers to sustainable management of forest and enhancement of forest carbon 	Satisfactory
1.5. Resource mobilization strategy developed for the implementation of National REDD+ strategy.	<ul style="list-style-type: none"> • Assessment of Financing, incentives and benefits sharing opportunities and financing options for National REDD+ strategy implementation at national and county levels in Kenya 	Satisfactory
Output 2: A functional multi stakeholder engagement and capacity building approach in REDD+		

2.1. Multi stakeholder consultations including engagement of forest dependent and local communities, integrated in all REDD+ processes and outcomes.	<ul style="list-style-type: none"> • Full involvement of all key stakeholders in the design, planning and implementation of activities, particularly the forest dependent and local communities • Free Prior and Informed Consent and Grievance Mechanism developed and actioned 	Highly satisfactory
2.2. National REDD+ governance system established and strengthened	<ul style="list-style-type: none"> • National REDD+ governance system established and operational <ul style="list-style-type: none"> - Steering Committee and Technical Working Group 	Highly Satisfactory
2.3. Knowledge management and communication strategy developed and implemented around selected and strategic initiatives to support strategy implementation	<ul style="list-style-type: none"> • REDD+ communication strategy developed <ul style="list-style-type: none"> - Media campaign with media houses and on social media - Postings on UNDP's website - Sustained media engagement by the UNDP's Resident Representative 	Satisfactory
Output 3: Operational Safeguard Information System for REDD+		
3.1. National Safeguards Framework Developed, including design of a safeguards information system	<ul style="list-style-type: none"> • Safeguard Information System for REDD+ developed 	Highly Satisfactory
Output 4: Technical support provided for improvement of National Forest Monitoring System and Forest Reference Level		
4.1. Technical advisory support to consolidated and refine the National Forest Monitoring System	<ul style="list-style-type: none"> • National Forest Monitoring System (NMFS) developed under the leadership of Kenya Forest Service and funding from the government of Japan. 	Highly Satisfactory
4.2. A reference level for Kenya and reporting system	<ul style="list-style-type: none"> • Kenya Forest Reference Level finalized and submitted to United Nations Framework Convention of Climate Change (UNFCCC). 	Satisfactory

Annex 3: Questionnaire N°1: Final evaluation , key Evaluation Questions

Target groups:

- Staff FCPF REED+ Readiness Project
- Partners
- Stakeholders

1. RELEVANCE

1.1. Are the FCPF REED+ Readiness Project’s objectives and implementation strategies relevant at the national and global levels ?

.....

1.1.1 Are objectives and strategies consistent with?

- Country needs and priorities as expressed in policies, plans and sector development frameworks (National Climate change policies and strategies, National climate change Action Plan (2018-2022), implementation framework of NDC, National Forest policy 2016, the big Four Agenda, Green Kenya initiative, Kenya Vision 2030, etc)?
- The international REDD+ agenda and negotiations under UNFCCC ?
- The corporate mandate, strategies of the FCPF?

.....

1.2. To what extent is the FCPF REED+ Readiness Project doing the right things?

.....

1.2.1. To what extent is the FCPF REED+ Readiness Project the most appropriate approach for tackling problems related to deforestation and forest degradation, including the political and economic drivers of deforestation, land cover change and degradation from unsustainable land use practices?

.....

1.3. Are the FCPF REED+ Readiness Project’s objectives realistic ?

.....

1.3.1. Are the objectives of the FCPF REED+ Readiness Project realistic in light of:

- Political, institutional and economic contexts at the global, regional and national levels?
- Project duration?
- Geographic scope?
- Allocation of funds?

.....

1.4. To what extent is the FCPF REED+ Readiness Project adapted to its context?

.....

2. EFFICIENCY

2.1. How efficient is the FCPF REED+ Readiness Project ?

.....

2.1.1. Is the FCPF REED+ Readiness Project being implemented according to plan?

- What are the leading cost drivers?
- What is the breakdown (administration, staff, consultancies etc.) at national level?
- Have there been significant delays or cost-overruns?
- To what extent are decision-making processes efficient?

.....

2.1.2. Have resources (funds, human resources, time, expertise, etc.) been allocated and used appropriately and economically to achieve progress toward desired outcomes and products? Have the budgets and schedules initially established in the FCPF REED+ Readiness project document been respected?

.....

2.1.3. Has the availability of inputs and actions been timely? Was there a delay in the start and implementation of the FCPF REED+ Readiness project? What were the causes of these and have they been resolved?

.....

2.1.4. What are the main factors influencing the efficiency of project implementation? In particular, what has been the efficiency of (i) the project management (including in terms of planification, M&E, budgeting, procurement and fund management), the coordination (ii) between UNDP and the Government of Kenya, (iii) within the Government, and (iv) between the FCPF REED+ Readiness project and other relevant initiatives?

.....

2.1.5. Has the FCPF REED+ Readiness project management been efficient? Is the technical implementation unit designed appropriate for achieving the results? Has FCPF REED+ Readiness project management been effective as outlined in the project document? Have changes been made? Have they been effective? Are reporting responsibilities clear? Is decision making transparent and timely? How have changes and adaptive management been reported by the Project Coordinator and shared with the FCPF REED+ Readiness project board?

.....

2.1.6. Has the political, technical and administrative support provided by UNDP been timely? What are the challenges to overcome in the future?

.....

2.1.7. Has the FCPF REED+ Readiness project governance been efficient? Is the programme's governance structure well-designed and has it functioned well?

.....

2.1.8. How have the lessons learned from the adaptive management process been documented and shared with partners?

.....

2.1.9. To what extent did the FCPF REED+ Readiness project results framework work as a management tool?

.....

2.1.10. To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management? Do the results framework indicators have a SMART (Specific, Measurable, Achievable, Relevant and Time-bound) approach? Do the monitoring and evaluation tools currently used provide the necessary information in the semi-annual and annual reports? Do they involve key actors / partners? Are they aligned and incorporated with or incorporated into national systems? Do they use existing information? Are they efficient? Are additional tools required? How can they be made more participatory and inclusive?

.....

2.1.11. Does the work plan have a focus on results-based management? If not, how could planning be reoriented to focus on results?

.....
.....
2.1.12. Does the FCPF REED+ Readiness project have appropriate financial control? Including reporting and planning of expenses that allow management to make informed decisions related to the budget and allow a timely financial flow?
.....
.....

3.EFFECTIVENESS

3.1. Are the FCPF REED+ Readiness Project’s objectives being achieved?
.....
.....

3.1.1. To what extent is the FCPF REED+ Readiness Project achieving intended results at the outcome level (both short-term and intermediate)?
.....
.....

3.1.2. Are key outputs produced in a timely manner?
.....
.....

3.1.3. If there have been gaps or delays, what are their causes and consequences?
.....
.....

3.1.4. What factors have influenced the achievement of outcomes, positively or negatively?
.....
.....

3.1.5. How is the FCPF REED+ Readiness Project contributing to the wider REDD+ Readiness goals?
.....
.....

3.1.6. To what extent is the FCPF REED+ Readiness Project helping to address the underlying drivers of deforestation and forest degradation?
.....
.....

3.1.7. What other effects is the FCPF REED+ Readiness Project having?
.....
.....

3.1.8. Has the project been impacted by COVID-19 epidemic and how was it impacted on project activities?
.....
.....

4.SUSTAINABILITY

4.1. What is the likelihood that results will continue once FCPF REED+ Readiness Project funding and assistance has ended?
.....
.....

4.1.1. To which extent FCPF REED+ Readiness Project has been mainstreamed in relevant national and local strategies?
.....
.....

4.1.2. To which extent the FCPF REED+ Readiness Project has been able to secure sufficient national ownership of the REDD+ process including that of key stakeholders such as indigenous people and the forestry sector? What is the risk that the level of stakeholders’ ownership will be sufficient to allow for the FCPF REED+ Readiness Project benefits to be sustained?

.....
.....
4.1.3. To which extent the programme is fully anchored in permanent national institutions? To which extent the FCPF REED+ Readiness Project has been able to build sufficient institutional and human capacity to ensure a successful REDD+ process? Is there a strategy to ensure these capacities will remain adequate?
.....
.....

4.1.4. To what extent key stakeholders use the knowledge and experience gained through the FCPF REED+ Readiness Project?
.....
.....

4.1.5. What are the prospects for sustaining the REDD+ process after the termination of the FCPF REED+ Readiness Project? What are the prospects for investments in REDD+ and results-based payments?
.....
.....

4.1.6. Are there any financial risks that may jeopardize the sustainability of FCPF REED+ Readiness Project outputs? To what extent will financial and economic resources be available to sustain the benefits achieved by the FCPF REED+ Readiness Project?
.....
.....

4.1.7. Are there any social or political risks that may jeopardize sustainability of FCPF REED+ Readiness Project outputs, outcomes and impact?
.....
.....

4.1.8. Do the legal frameworks, policies and governance structures and processes within which the FCPF REED+ Readiness Project operates pose risks that may jeopardize sustainability of project benefits?
.....
.....

4.1.9. What are the major factors influencing the achievement or non-achievement of sustainability of the FCPF REED+ Readiness Project?
.....
.....

4.1.10. To what extent are lessons learned being documented by the FCPF REED+ Readiness Project team on a continual basis and shared with appropriate parties who could learn from the FCPF REED+ Readiness Project?
.....
.....

4.1.11. To what extent do UNDP interventions have well-designed and well-planned exit strategies? What could be done to strengthen exit strategies and sustainability?
.....
.....

5.GENDER EQUALITY

5.1. To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the FCPF REED+ Readiness Project's?
.....
.....

5.1.1. Is the gender marker data assigned to this project representative of reality ?

.....
.....
5.1.2. To what extent has the project promoted positive changes in gender ?
.....
.....

.....
6.HUMAN RIGHTS

6.1. Does the FCPF REED+ Readiness Project have capacity to provide data for a Human rights (HR) responsive evaluation?
.....
.....

6.1.1. Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention ?
.....
.....

Annex 4: Questionnaire: Final evaluation, key questions from the field interviews

Target groups:

- Key informants
- Target groups (focus groups)
- Local communities and final beneficiaries

1.What was your role in the design and formulation of the FCPF REDD+ Readiness Project ?

.....
.....

2.What were your expectations during the formulation of the FCPF REDD+ Readiness Project ?

.....
.....

3.To what level does the FCPF REDD+ Readiness Project address the priority needs of your community ?

.....
.....

4.What is your role in the implementation of the FCPF REDD+ Readiness Project ?

.....
.....

5.What are the most important achievements of the FCPF REDD+ Readiness Project to date ?

.....
.....

6.What are the key success factors for the FCPF REDD+ Readiness Project ?

.....
.....

7.What are the weaknesses identified during the implementation of the FCPF REDD+ Readiness Project ?

.....
.....

8.Suggest measures for improving the implementation of the FCPF REDD+ Readiness Project in the future.

.....
.....

9.What economic benefits has the FCPF REDD+ Readiness Project generated in your local community or will it generate in the future ?

.....
.....

10.What is the environmental impact (forests, land, floods, water) of the FCPF REDD+ Readiness Project or its likely future impact in your locality ?

.....
.....

11.Have the technologies and experiences been replicated by local governments, NGOs, the private sector ?

.....
.....

12.How do you rate the partnerships in the implementation of FCPF REDD+ Readiness Project activities ?

.....
.....

13.What is your overall impression of the success of the FCPF REDD+ Readiness Project to date ?

.....
.....

14. FCPF REDD+ Readiness Project activities: how will they continue after the FCPF REDD+ Readiness Project?

.....
.....

Annex 5: List of people/organisations consulted

	Partner	Partner type	Contact Person	Portfolio	Telephone #	e-mail address
1	Ministry of Environment and Forestry NOTE: You will need to be guided in consultation with the CS and PS offices	National	Alfred Gichu	National REDD+ Coordinator	0202219622 0722787403	alfredgichu@yahoo.com
2	UNDP		Mandisa Mashologu	DRR-Programme	0793263095	mandisa.mashologu@undp.org
3			Taye Amssalu	DRR-Operations	0793263096	taye.amssalu@undp.org
4			Evelyne Koech	ERU Team Leader	0725225271	evelyn.koech@undp.org
5			Dr. Harun Warui	Project Manager	0716508850 0733805088	harun.warui@undp.org
6			Judy Ndichu	Project Technical Specialist	0720297876	judy.ndichu@undp.org
7			Patrick Twala	Stakeholder Engagement Specialist	0723693515	patrick.twala@undp.org
8			Sharon Chepsergon	Project Officer	0701416453	sharon.chepsergon@undp.org
9			Agnes Ndegwa	Project Analyst	0734596981 0110126710	agnes.ndegwa@undp.org
10			Christabel Chanda	Communication Specialist	0792614756	christabel.ginsberg@undp.org
11			Benard Abingo	M&E Officer	0717477308	benard.abingo@undp.org
12			Bertrand Tessa	Regional Technical Specialist	0769065373 +12028236081	bertrand.tessa@undp.org

13			Wahida Shah	Senior Regional Technical Advisor for Africa	+417866433	wahida.shah@undp.org
14	Kenya Forestry Service (KFS)	National	Mr. Nduati (CCF, REDD+ focal points, JICA sponsored project)		0724713085	ngugindu@yahoo.com
		National	George Tarus		254721287634	tarus2014@gmail.com
		National	Mr. David Chege (Risk and audit department)		254722678033	njorogec6@gmail.com
14	Kenya Wildlife Services (KWS)	National	Ms Jane Wamboi (Community section officer)		0722726713	jwamboi@kws.go.ke
15	National Land Commission REDD+	National	Mr. Ben Opa: (Focal Point)		0720563430	benopaa@gmail.com
16	KNCHR-	National	CEO & Mr. Pepela Martin		0716980091	pepelamartin@gmail.com mpepela@knchr.org
17	National Gender Empowerment Commission (NGEC)	National	Ms. Tabitha Nyambura	CEO, National Gender Empowerment Commission (focal point)	254726256150	tnyambura79@gmail.com
18	Academia	Academia	Dr. Bessy University of Nairobi	University Don	0721249041	k22bessy@gmail.com

		Academia	Dr. Kibugi University of Nairobi	University Don	0712110148 0704889589	rmkibugi@gmail.com
19	Youth in REDD+ (Agnes to give you the focal points)	there are 2 youth members of the project TWG)	Theresa Aoko	Youth Representative	0720850440	aokotess@gmail.com
20			George Kombe		254704889589	Georgekombe2@gmail.com
21	Private sector a. Kassigau b. KAM c. KEPSA	Private Sector	Dr. Mwangi Kithiru		254720433455	kayjeffu@gmail.com
		Private Sector	Georgina Wachuka		0722348110	Georgina.Wachuka@kam.co.ke
		Private Sector	Martha Jeruto	Deputy CEO	0722977080	
22	Indigenous People's Representatives (Community stakeholders)	Indigenous forest communities	Elijah Toirai	Conservation International/IP Rep.	0722915200	etoirai@conservation.org
		Indigenous forest communities	Milka Chepkorir	Sengwer Indigenous People Representative	0700404454	milkachepkorir21@gmail.com
		CFA	Tecla Chumba	NACOFA	254722398342	teclachumba@gmail.com
23	Technical Expert on REDD+		Edna Kaptoyo		0721845096	ednakaptoyo@yahoo.com
24		IMPACT-Kenya	Mali ole Kaunga		0722663090	olekaunga@gmail.com

		Based in Samburu/Nanyuki Indigenous forest dep Communities				
25	CSO	Conservation International-CSO	Christina Ender		0701722653	cender@conservation.org
26	CSO	Conservational International-CSO	Psamson Nzioki		0721268212	pznioki@conservation.org
27	Ministry of environment and Forestry	Elgeyo Marakwet county	CECM Environment	Abraham Barsioso	0726570755 0720924242	sukutek@gmail.com
28	Ministry of environment and Forestry	Baringo County (Please target Endorois peoples programme)	Wilson Kipkazi		0721549649	kipkaziwk@gmail.com
29	Ministry of environment and Forestry	Mt. Elgon/Bungoma (Ogiek Peoples programme)	Martin Simotwo	Ogiek/Mt. Elgon Indigenous People Rep.	0722866483	msimotwo@gmail.com
30	County Government	Nyeri county	Yvonne Mathenge (Director Environment)		0780633286	yvonnemathenge@gmail.com
31	IPLC	Laikipia County	Yaaku Manase		0723121262	matunge@yahoo.com

32	ILEPA (Indigenous People)	Narok	Stanley Kimaren		0722300540	kimaren@yahoo.com
33	Civil Society	PACJA	Meryne Warah		0720252387	meryne@pacja.org
34	Civil Society	Transparency International	Fred Ochieng Ouma			fouma@tikenya.org
35	EACC		Dr Susan Kinyeki	Deputy Director- Reports and Data Centre	0722237575	skinyeki@integrity.go.ke
36	KLRC		Catherine Wahome		0720627515	wahomecatherine89@gmail.com

