
Sixth Operational Phase of the GEF Small Grants Program

(UNDP PIMS ID 5730 GEF ID 9241)

Country: Kenya
Region: Africa
Focal Area: Multifocal; Biodiversity, Land Degradation, Climate Change
Implementing Agency: UNDP
Implementing Partner: UNOPS



Terminal Evaluation November-December, 2021

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Elena Laura Ferretti-Rebecca Karanja
Independent Consultants

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Acronyms and abbreviations

BCCCA	Baringo County Community Conservancies Association
BD	Biodiversity (focal area)
BMU	Beach Management Unit
CBO	Community-based Organization
CCC	Climate Change Cluster
CCM	Climate Change Mitigation
CDP	Capacity Development Partner
CFA	Community Forestry Association
CMA	Community Managed Area (Fisheries Act)
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
COMPACT	Community Management of Protected Areas Conservation project
CPM	Country Programme Manager (formerly National Coordinator)
CPT	Country Programme Team
CPMT	Central Program Management Team
CPMU	Country Programme Management Unit
CSO	Civil Society Organization
EE	Energy Efficiency
FSK	Farming System Kenya
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GHG	Greenhouse Gases
GLECA	Greater Lake Elementaita Conservation Area
ha	Hectare
HDI	Human Development Index
ICCA	Indigenous Peoples and Community Conservation Area and Territory
JCMA	Joint Co-management Area
KBA	Key Biodiversity Area
KEFRI	Kenya Forestry Research Institute
KES	Kenyan shilling
KFS	Kenya Forest Service
KWCA	Kenya Wildlife Conservancies Association
KWS	Kenya Wildlife Service
LD	Land Degradation (focal area)
LMMA	Locally Marine Managed Area
M&E	Monitoring and Evaluation
MTR	Midterm Review
NGO	Non-governmental Organization
NMK	National Museums of Kenya
NSC	National Steering Committee
OPF	Operational Focal Point
PAYG	Pay-As-You-Go
PIF	Project Identification Form
PIR	Project Implementation Review
PRF	Project Results Framework
PV	Photovoltaic
RE	Renewable Energy
RLCA	Rift Lakes Conservancies Association
SDG	Sustainable Development Goal
SEPLS	Socio-ecological Production Landscapes and Seascapes
SESP	Social and Environmental Screening Procedure
SGP	Small Grants Programme
SLM	Sustainable Land Management
SMART	Specific, measurable, achievable, relevant and time-bound
SP	Strategic Partner
tCO ₂ e	Tons of carbon dioxide equivalent
TE	Terminal Evaluation
UCP	Upgraded Country Programme
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteer
USD	United States Dollar
WHS	World Heritage Site
WRUA	Water Resources Users Association

1. EXECUTIVE SUMMARY

The present Report constitutes the Terminal Evaluation (TE) of the Sixth Operational Phase (OP) of the GEF Small Grants Programme (SGP) Project in Kenya, an initiative financed by GEF. The United Nations Development Programme (UNDP) is the Implementing Agency and the United Nations Office for Project Services (UNOPS) is the Implementing Partner (under the UN Agency execution modality). The purpose of the review is to assess the achievement of project results against expectations and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The evaluation took place in November-December 2021 and was remotely conducted by the International Consultant who was supported by a Local Consultant able to travel within the country, visit small grants and interviewing end beneficiaries; findings are relatively well substantiated through documentation review and extensive long distance and direct interviews.

Table N.1 Project Information Table

Project Title:		Sixth Operational Phase of the GEF Small Grants Programme in Kenya	
UNDP Project ID (PIMS #):	5730	PIF Approval Date:	31 May, 2016
GEF Project ID (PMIS #):	9241	CEO Endorsement Date:	July 19, 2017
ATLAS Award ID:	99179	Project Document Signature Date (date project began):	Sept 25, 2017
Country(ies):	Kenya	Date project manager hired:	Continued from previous phase
Region:	Africa	Inception Workshop date:	14-15 March, 2018
Focal Area:	Multifocal	Midterm Review date:	May-June 2020
GEF-6 Focal Area Strategic Objectives and Programs:	BD-4, Program 9 CCM-1, Program 1 LD-1, Program 1	Terminal Evaluation date:	Nov. 2021-Jan. 2022
		Planned closing date:	25 September 2020
Trust Fund:	GEF TF	If revised, proposed closing date:	-30 August 2021 -February 2022
Implementing Partner (GEF Executing Agency):	UNOPS		
Other execution partners:	N/A		
Financial Information			
PDF/PPG	At Approval (USD)	At PDF/PPG completion (USD)	
GEF PDF/PPG grants for project preparation	3,652,968 (3,561,644 + 91,324)	3,652,968 (3,561,644 + 91,324)	
Co-financing for project preparation	N/A	N/A	
Financial Information :	At CEO endorsement (USD)	At TE (USD)	
[1] UNDP contribution (in-kind):	500,000 -	435,280	
[2] Government:	0	0	
[3] Other Multi-bi-laterals:	-	-	
[4] Private Sector:	-	-	
[5] NGOs:	5,160,000	3,353,740	
-WWF-Kenya (Cash)	750,000	92,690	
-WWF-Kenya (In-kind)	690,000	545,250	
-Grantees (in-cash)	520,000	787,300	
-Grantees (in-kind)	3,200,000	1,928,500	
[5] Total co-financing [1+2 + 3+ 4+5]:	5,660,000	3,789,020	
PROJECT TOTAL COSTS [1 + 5]	9,312,968	7,441,988	

I Project Description

The GEF SGP in Kenya was launched in 1993. With OP6, it takes an integrated landscape approach to development and conservation. The Project is designed to empower community organizations to take collective action to enhance and maintain socio-ecological resilience of selected landscapes and seascapes in

ecologically important and sensitive areas which have been identified as The Great Rift Valley Lakes focusing on Lake Bogoria, the Sacred Kaya Forests and Southern Kenya marine ecosystem, in particular the Shimoni-Vanga, through design and implementation of grant projects for global environmental benefits and sustainable development. The Project document was signed on September 25; while the Project was due to end originally after three years of implementation, it has been granted two no-cost extensions, up to August 2021 and then up to February 2022. At signature, the Project budget totals US\$ 9,221,644 of which US\$ 3,561,644 from GEF (excluding the Project Preparation Grant-PPG) and US\$ 5,660,000 from different co-financing resources.

II Project Progress Summary

The TE confirms the **Moderately Satisfactory rating of implementation** which the Project obtained all along its development; the Project has faced a number of external difficulties which led to the request of two no cost extensions. Management should be rewarded for having included innovative implementation modalities, involving the private sector and CSO into partnerships meant to increase the capacities to uptake Renewable Energies and Energy Efficiency technologies; for having effectively involved county governments in activities and for having ensured greater inclusivity of vulnerable groups. The Project is reaching sound results in the field and is expected to complete implementation having achieved most of its targets, and in some cases having exceeded them; nonetheless, there are still a few shortcomings resulting from concurrent reasons, including management choices in terms of staff management leading to a less efficient implementation than possible, an overambitious design and partly external causes (the COVID-19 pandemic, floods and initial disruptions due to unaccepted results of government elections).

Table N.2 Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating ¹	Comment
M&E design at entry	S	Articulated at Programme and small grants level, the M&E plan was well designed, with tools identified and a budget estimated. An evaluation of M&E risks was appropriately done. A dedicated resource for M&E was envisaged.
M&E Plan Implementation	MS	The NSC and the Country Team are effective and supportive in their oversight and monitoring roles, early detection of problems and provision of adaptive management, as done to face the COVID 19 pandemic. The Project's M&E system should be strengthened; the M&E officer who resigned could not be replaced during project implementation; this represents a major weakness. The richness of information provided in PIRs reveal a great effort to overcome the M&E weaknesses but it is overly detailed at project level and less tailored to the aggregate significance at land/seascape level. Strategic Partners (SPs) have difficulties in putting together data both because they are not locally based and because the landscape strategies were not consistent and systematic in developing a framework of indicators to directly feed into the Project Results Framework indicators. The efficiency of SPs in managing projects from a distance is questionable; effectively, those performing better rely on a strong local partner. Capacity Development Partners (CDPs) were granted an award too late to make significant; in one site did not perform well and in another, the applicants did not possess the requisite qualifications and were therefore not awarded a grant. Gender disaggregated information is collected but not within a structured strategy.
Overall Quality of M&E	MS	Overall, M&E is moderately satisfactory. SPs monitor grantees performance and support them effectively; yet, they found it challenging to aggregate data at landscape level to inform the monitoring of SGP indicators; the CDP has been effective only in Kaya Forests. Without denying the various external challenges the Project faced and the complexity of monitoring a project with 7 outcomes, a large number of indicators, many of which with multiple targets, the monitoring system is

¹ Rating is provided according to the TE Guidance for UNDP-supported GEF-financed Projects, version 2020. The rating scale for monitoring and implementation includes: HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory. The rating scale for Sustainability includes: L: Likely; ML: Moderately likely; MU: Moderately Unlikely; U: Unlikely.

		not sufficiently robust and the lack of a dedicated monitoring staff make M&E the weakest area of the Project, resulting in an overload on the Country Programme Team, which is doing its best to cover the void but evidently lack the time to provide less detailed but more strategic information. Within these difficulties, the Project well adapted to external difficulties, consistently applying adaptive measures.
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating	Comments
Quality of UNDP Implementation/ Oversight	S	UNDP provides quality assurance and oversight at both global and country levels, revises PIRs, sustains management with technical and managerial advice and sits on the NSC. Synergy and collaboration between the UNDP CO and the Programme Manager are solid, with reciprocal appreciation. UNDP appreciates SGP capacities to reach poor communities and utilizes its approach in emergency interventions although without direct disbursement of funds to CBOs.
Quality of Implementing Partner Execution	S	UNOPS provides human resources, legal support, financial and procurement management guidance for the small-grants. No challenges have been identified.
Overall Quality of Implementation/Execution	S	The Project receives quality support from both UNDP and UNOPS. Consistency of the UNDP environmental portfolio is ensured and collaboration is effective. SGP is one of the UNDP environmental projects' portfolio and benefit from the existence of an integrated project steering committee.
3. Assessment of Outcomes	Rating	Comments
Relevance	HS	Project design is relevant and appropriate and aligned with GEF SGP strategies, UNDP planning, national and national policies and plans; it contributes to achieving SDGs. Based on lessons learnt and the innovative, integrated landscape approach, the Project is instrumental for the fisheries, forestry and pastoralists communities living in the land/seascapes selected. Small grants are aligned with counties' government development plans.
Effectiveness	MS	The Project contributes to enhancing and maintaining socio-ecological resilience of selected land/seascapes in Kenya, strengthening the capacities of local communities to implement initiatives in Kaya Forests and Lake Bogoria landscapes and Shimoni Vanga seascape. SGP promotes growth and development that is inclusive and sustainable, incorporates capacities that create employment and livelihoods for the poor and the excluded; community engagement in biodiversity conservation for improved livelihood is an objective in the three land/seascapes. Some targets were probably overambitious by design but progress is not disappointing; the coverage of hectares under sustainable community management will be almost fulfilled with various projects effectively contributing to enhance biodiversity conservation and reducing land degradation. The target for the reduction of CO2 is not within reach; sound partnerships with the private sector were established to implement climate change mitigation projects but they have addressed solar energy more than other, which answers communities' needs but do not strongly contribute to CO2 avoidance. Interests of communities and private partners are not always coincident; however, there is a gradual understanding of the value of partnering and willingness to take risks to make available new energy technologies to unserved or underserved poor communities. Small grants are producing interesting results in terms of natural resources conservation and livelihood enhancement. Multi-Stakeholders Platforms are active and valued, and should continue to be supported. There are a number of positive signs manifesting impact, which should be further evaluated with time.
Efficiency	MS	Implementation is rated as moderately satisfactory. The Project is managed by an experienced and professional team which however could not be configured as envisaged in the ProDoc. The Project faced internal and external challenges: some staff were not hired or were hired too late in project implementation. Some weaknesses are found in the way the National Steering Committee operates: while its involvement in monitoring is outstanding, revision of the Minutes of Meetings reveal unclearness in the definition of Strategic and Capacity Development Partners' roles; it is possible that as not all NSC members participate to all NSC meetings, discussions are brought inefficiently from one meeting to the other. Overall, the CPT was frequently overloaded and obliged to involve more in micromanagement than able to take perspective over the aggregate significance of implementation. Delays accumulated for various external factors (political unrest, COVID 19, floods) and led to request two project extensions. Some projects were approved in early 2020 and still under implementation; some of them will not be able to complete reporting

		before February 2022. The conspicuous amount of WWF cash co-financing did not materialize. Careful monitoring is required to ensure commitments at project's approval are honored.
Overall Project Outcome Rating	MS	Management is capable and professional but faced various external challenges and some internal inefficiencies. Adaptive management measures were well implemented but were insufficient to avoid delays and wastes of energies in micromanagement. Notwithstanding, and notably, management is effective in reaching most results, achieving and even exceeding some targets; some of them are not within reach, more by design than for implementation shortcomings.
4. Sustainability	Rating	Comments
Financial sustainability	L	The SGP co-financing system is effective in stimulating ownership and commitment. Positive signs of financial sustainability come from: i) CBOs honoring co-financing; ii) some actors committed to cover the costs of participating into Multi-Stakeholders Platforms; iii) county government providing technical advice at no cost; iv) attraction of other donors in all land/seascapes; v) productive activities able to generate incomes; vi) although decreased from OP6, SGP having secured funding for OP7.
Socio-political sustainability	L	The gradual understanding of communities to allocate part of their collective land/sea spaces to wildlife/fisheries/forestry conservancies is promising; the idea was certainly not favored in the beginning and conflict over the use of land and natural resources often emerged; however, with the support of counties representatives, there is a gradual buy into the importance of conservation even for communities' livelihood. The fact that SGP may be a game changer is pointed out by various participants which recognize its ability to support alternative income and employment for communities, leading to the evolution of empowered, self-confident communities capable of voicing their concerns about ecological and land management matters. The fact that some SGP projects from past operational phases are still functioning is promising in terms of scaling up and replication.
Institutional framework and governance sustainability	L	The early implementation of Multi-Stakeholders Platforms allowed an outstanding participation of actors, the active involvement of county governments which were the only presence in the field during the lockdown due to COVID 19 and which strongly assisted communities with technical advice as well as in conflict resolution over land or sea management. Various national organizations also participate in the Platforms, providing sectoral specific support. The promotion of partnerships between the communities and the private sector in the field of renewable energies and energy efficiency is effective although dispersed country-wide and implemented as isolated interventions. Some promising results are supported at county level, i.e. Baringo County injected additional cash co-financing to expand the scope of one of the projects and reach out additional households.
Environmental sustainability	L	Environmental risks are minimum in SGP projects which are instead tailored to environmental protection, biodiversity conservation, rehabilitation of ecosystems and mitigation of climate change. The landscape approach and the resilience strategies highly increase environmental awareness. In Shimoni Vanga, environmental sustainability requires additional resource to patrol vast marine areas. Overall, conflicts solving over management of areas to be set aside for conservation, an idea little understood and even resisted at project start, is gradually gaining communities' support through awareness raising activities.
Overall Likelihood of Sustainability	L	Sustainability is directly built into Project design, utilizing the highly participatory approach of the Satoyama initiative. Previous SGP experience in Kenya is used to inform small grant project design by adapting, strengthening and replicating win-win opportunities with community initiatives. Setting up Multi-Stakeholder Platforms since Project start is a key element of sustainability. Activities are driven by the effective participation of counties governments which have been instrumental in providing technical assistance and conflict resolution facilities. SGP promotes processes which always require further strengthening, especially in terms of strategic partnerships; capacity building remains a long-term activity which cannot be exhausted within one operational phase, especially when grantees are completely new to SGP.

III Concise Summary of Findings and Conclusions

The Project faced various external challenges over which management had no control. Some internal inefficiencies impeded an efficient management which translated in delays of implementation and the need to request two project's extensions. However, the Project is effective in contributing to enhance socio-ecological resilience of the selected land/seascapes in Kenya. Interviews largely reveal that CBOs had

difficulties in preparing sound project proposals, answering to SGP requirements for technical and financial reporting and in initially understanding the landscape concept and SGP priorities but that there is a gradual buy into the approach. Resources invested in each area and evidently also the number of projects are uneven; better performance is observed where the SP had a strong local partner and where the CDP was effective. Governance structures have been strengthened everywhere. The active participation of stakeholders into the Multi-stakeholders Platforms indicate that these fora are valued; they strongly contributed to ensure alignment of small grants with counties development plans and to obtain needed support from counties line ministries and also from other national partners and the private sector.

Gender mainstreaming could have better developed into a specific strategy; however results are not disappointing; there are many activities led by women and the strengthening of governance structures has involved women in decision-making positions; evidently, men are still key decision-makers in rural Kenya but a gradual cultural change is observed in the attitudes of both men and women with recognition of the role women plays in protecting the environment and also in increasing income at household level. Overall, management reports to have benefitted a larger number of women, that is 10,593 women over a total of 17,740 people. Interviews reveal great appreciation for the work done and results achieved.

The catalytic and replication potentiality of the small-grants can be appreciated by the interest shown by county governments in expanding certain activities and also by some neighboring communities adopting adaptive measures imitating beneficiaries. The Project is currently promoting the implementation of reflection workshops over the implementation of OP6; lessons learnt can be utilized to assess most promising activities for replication and scaling up and to promote a national dialogue on renewable energy as required by some stakeholders.

IV Lessons Learnt

The following lesson learnt are tailored to improve the sustainability of the SGP as a whole and not of specific grants and to inform decisions on new projects..

- **L.1 Developing training modules for each landscape is not strategic and Capacity Building to CBOs for small grants management must happen from inception.** The capacity of grantees to develop proposals, monitor projects and prepare technical and financial reports is extremely low. The capacity to implement actions in the field exist, as project ideas are expressed by community members but translating action into technical and financial reporting is challenging. Hiring CDPs when most projects are in an advanced state of implementation is not strategic. Developing training material at each operational phase and for each land/seascape is not strategic.
- **L.2 Awareness raising and induction workshops require time and a systematic effort** when grantees have no experience with SGP. Awareness raising workshops and training for writing proposals should happen soon in project implementation, before groups submit proposals; although an important effort was made in this sense, CBOs difficulties should not be underestimated and need to be constantly supported.
- **L.3 Roles and responsibilities should be clearly defined.** Clarity in the definition of roles and responsibilities should include: i) roles of SPs and CDPs since project's start; ii) reporting lines and accountability of grantees towards UNDP-UNOPS with which the contract is signed and also towards SP and CDP (when evidently those partners make themselves available for effective monitoring and mentorship); iii) where the support of a consultant starts and where it concludes when hired to support grantees to write a proposal so to include eventual changes required to the small grant after its approval.
- **L.4 Chairing Multi-Stakeholders Platforms should be carefully evaluated.** Having Platforms chaired by political entities represents a good buy in for oversight and forms the backbone of sustainability but also a challenge as politicians alternate often and quickly.
- **L.5 Gender mainstreaming is a process.** It involves collecting data, identifying the right questions, introducing the idea in ways appropriate to the prevailing culture of the groups, facilitating participation with innovative modalities so as to avoid increasing women's workloads and finally ensuring modalities to sustain progress once external support retires. This requires not only disaggregating indicators by gender but conducting a gender analysis and identifying a strategic plan both at central and at land/seascape level.
- **L.6 The Country Programme Manager should be involved in macro more than in micro management.** Concurring external causes impeded to build the team envisaged in the ProDoc with three UNVs and a Technical Assistant has

caused an overburden on the CPT which necessarily had to dedicate time to micro-management instead of being able to take perspective and look at the combined picture at land/seascape level and/or overall Project. The early identification of lessons learnt is a key input of adaptive management; this requires the development of appropriate tools not only to collect information and data but to immediately analyze them and inform decision-making.

- **L.7 The active involvement of counties governments and other partners is essential.** Informing and coordinating with county authorities convert them into real partners and propulsive agents for stimulating and supporting planned activities as well as in conflict solving when decisions are taken to set aside land and or marine areas for conservation.
- **L.8 PRF indicators should be aligned with GEF Core Indicators and be realistic.** There appears to be the tendency to define overambitious indicators in terms of SLM and even more of reduction of CO2 emissions, which translates in management difficulties to achieve targets.
- **L.9 Climate Change Mitigation projects require a strategy and to be possibly channeled through the land/seascape.** The CCM demonstrated high potentiality; however, it requires poor rural communities to work with the private sector and interests may not be immediately coincident. It is appropriate to define a strategy and potential partners, share information on best practices, and channel projects through the landscape when possible, ensuring the interest of rural communities prevail over private partners and finally, identifying standardized ways to report climate change mitigation results in terms of reduced emissions. A Consultant has been hired for this purpose.

IV Recommendations Summary

The following recommendations are tailored to improve the sustainability of the SGP as a whole and not of specific grants and to inform decisions on new projects.

Table N. 3 Recommendations summary table

N.	Recommendation	Responsible entity	Timeframe
A	Project Implementation		
A.1	Make clear and balance the roles of SPs, CDPs and consultants. Small grants project development require support; this may be the responsibility of CDPs if hired early in Project implementation or be outsourced. Roles and responsibilities in the field should be clear as well as the accountability of grantees towards both UNOPS with which contracts are signed and towards SPs/CDPs. Ways to cover part of the SPs staff time should be found.	CPT, NSC	OP7
A.2	Develop capacity building training material at central level and share them across land/seascapes and OPs. Developing training material at each landscape and for each OP is a waste of resources; material can be prepared centrally and then adapted for the site specificities and indigenous idioms/languages. Planning grants should be available to support grantees to write proposals (eventually limiting it to those new to SGP and/or the most vulnerable). Ways to fund very small grants for CBOs demonstrating a good project idea without the complex requirement of a full project could be explored. Ways to simplify technical and financial reporting would greatly help grantees.	CPT, SPs, CDPs or Consultant	OP7
A.3	Undertake an initial capacity assessment at small grant level. Some grantees are able to fast implement activities while other are slower and require assistance; an initial capacity assessment and early hiring of CDPs would indicate where to provide more initial assistance to ensure everybody works toward a common objective, within limited time and resources.	CPT, NSC, SPs	OP7
A.4	Make Gender Mainstreaming systematic. Gender mainstreaming requires that not only indicators are disaggregated by gender but that a Project Gender Analysis is made and then articulated at land/seascape level, identifying indicators to be systematically monitored within a strategic framework directly feeding the PRF indicators. Assessment of how COVID 19 is differently impacting on women and men could provide indications for strategic actions to ensure the sustainability of benefits received by women, once SGP retires.	CPT, NSC, SPs	OP7
A.5	Resilience Strategies are living documents. An update of the adaptive management strategies in the land/seascapes which will continue to be supported in OP7 is required, to account for changes and to define indicators directly feeding the PRF and Core Indicators.	CPT, NSC	OP7
B	Monitoring & Evaluation		
B.1	Strengthen the M&E System and integrate a dedicated staff on the CPT. SGP requires both micro and macro management to ensure follow up at grants level and aggregation of data and information at central level. A dedicated M&E staff is needed as well as an effective M&E system is needed to reduce the burden on the CMP, collect and store needing data in a systematized way. The clear definition of the roles of SPs and CDPs is crucial in this sense. As in other SGP, the sophistication of the system should be appropriate to the objective: i) feeding Core and PRF's Indicators; and ii) informing adaptive management to optimize resources and identifying the most vulnerable groups; iii) identifying projects which may require further assistance and those which may represent a model for scaling up.	NSC, CPT, RTA	OP7
B.2	PRF indicators should be aligned with GEF Core Indicators and be realistic. Targets should be realistic and clear guidelines should be established to report on indicators, especially the greenhouse gases emissions avoided as projects usually have a longer lifetime than that of the single grant and that estimating avoidance or reduction of gas is challenging; consultants should be hired since project start to establish the correct mechanism.	NSC, CPT, RTA	OP7
B.3	Monitoring co-financing commitment is a key management responsibility. Data provided show that the key co-financier – WWF – is falling short in its co-financing commitment. Management should	NSC, CPT, UNDP CO	OP6 and OP7

	carefully monitor that co-financing pledged at approval is effectively honored; this is an ongoing activity, not to be done only at the time of evaluations.		
C	Sustainability		
C.1	Design an exit strategy at land/seascape level, together with the SPs. Small grants potentialities for scaling up and replication should be identified at each land/seascape, including in Kaya Forests even if not part of OP7; similarly, small grants experiencing difficulties but replying to felt conservation and/or livelihoods needs should be targeted for additional support. Lesson learnt identified should be incorporated into the strategy for supporting grantees into OP7 or to replicate, upscale projects. The upcoming end of project (EoP) OP6 reflection could stimulate a debate on how to make incidence in public policies to strengthen sustainable management and territorial connectivity and coordination; similarly, an analysis of how the RE and EE projects are contributing to the national debate on renewable energy should be done, creating a baseline for discussion and stimulating a dialogue among UNDP and counties governments for further integration of the private sector while respectful of the interest of the rural population.	CPT; SPs; NSC; UNDP CO	First phase ASAP. Second phase during OP7
C.2	Identify champions at each land/seascape to dynamize other actors/grantees to upscale and/or replicate successful activities and provide alternative livelihoods. Actions to provide alternative livelihoods go into the right direction but everywhere there is the request for additional efforts (i.e. in Kaya Forests additional targeting of the youth; in Shimoni Vanga, additional awareness and resources to patrol marine sites to reach a larger community spread over vast areas). An enabling environment is being created but more is needed to strengthen capacities, upscale and raise awareness of other members of the communities. Production needs to be sustained; integration of activities in counties' development plans secured.	CPT, NSC, SPs	OP7
D	Knowledge Management		
D.1	Invest in KM since project start, both at central and small grants level. Awareness raising on the importance of KM for grantees require to be implemented since inception. The KM expert should join the team early in project implementation; a communication and KM strategy should be soon prepared and adapted during implementation. An Induction KM Manual is being developed but will only be useful for OP7. Cross-learning exchanges are useful and unfortunately the Project experienced challenges which resulted in many of these activities being cut. Lessons learned and capacity development approaches at the land/seascape level should be consolidated into a capacity development strategy for OP7.	CPT, KM-UNV	OP7

2. INTRODUCTION

2.1 Evaluation Purpose

This document is the Terminal Evaluation (TE) report of the **Sixth Operational Phase (OP) of the Global Environment Facility (GEF) Small Grants Program (SGP) in Kenya**; the Project is financed by the GEF and co-financed by the WWF, beneficiary Community-Based Organizations (CBOs) and the United Nations Development Programme (UNDP). UNDP is the GEF Implementing Agency and the United Nations Office for Project Service (UNOPS) is the Implementing Partner. The Project is part of the long-term strategy of support to community organizations implementing grant projects to produce global environmental and sustainable development benefits. It is a Full-Size Project (FSP), subject to a TE under the GEF Monitoring & Evaluation (M&E) policies and procedures.

2.2 Scope of the Evaluation

The purpose of the TE is to assess the achievement of project results against expectations and draw lessons that can improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP GEF SGP programming. The Project started operations in September 2017, was expected to originally end in September 2020 but was granted two no-cost extensions, first to August 2021 and then to February 2022.

2.3 Methodology

Conducted during the period November-December 2021 by the independent consultant Elena Laura Ferretti, the review was completed home-based for the international consultant due to the international COVID-19 situation which restricted both international and national travel; a national consultant was integrated in the team and was able to visit the Project areas; the TE report was elaborated in accordance with UNDP and GEF guidance, rules and procedures, in particular the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects (version 2020) and the TORs (Annex A).

The TE aimed at collecting and analyzing data in a systematic manner so as to ensure that findings, conclusions and recommendations are substantiated by evidence. As described in the Inception Report, delivered on November 6th, 2021, the approach developed in four phases: Preparation Phase, “Field-Interview” Phase (conducted home-based); Draft Reporting Phase and Final Reporting Phase. The Evaluation is an evidence-based assessment and the rationale of the Consultant’s approach included:

- A qualitative evaluation based on the analysis of primarily secondary data, documents and information collected ([Annex B](#)), including the Project Results Framework (PRF), the M&E system, long-distance interviews with stakeholders and visits/interviews to a selected sample of small grants covering all Project’s areas (the schedule of visits and interviews is [Annex C](#));
- An analysis based on the evaluation criteria described in the ToRs, in accordance with UNDP-GEF guidance and policies, and the Evaluation Questions ([Annex D](#)) with findings articulated under: Project Design/Formulation; Progress Implementation; Project Results and Impacts; Conclusions, Recommendations and Lessons Learnt;
- Assessment of gender inclusion in terms of effective participation and of the systematic and instrumental integration of gender disaggregated data in planning and monitoring;
- Evaluation findings assessed at land/seascapes level in the three targeted areas: Lake Bogoria, the Sacred Kaya Forests and the Southern marine ecosystems, in particular the Shimoni-Vanga;
- An evaluation based on a combination of long-distance interviews (including both focus groups and individual sessions) with stakeholders due to the COVID-19 pandemic which restricts international travelling and visits to projects in each of the land/seascape by the National Consultant; this facilitated a good grasp of results on the ground while allowing stakeholders to express their perspective on how activities are answering real needs and on the long-term possibility for impact; in order to “bring the

international consultant in the field”, the National Consultant produced WhatsApp videos during the visits. The sample of projects visited was selected utilizing criteria able to provide an adequate representation of initiatives, including: a) geographical coverage (minimum four projects per land/seascape, within a limited geographic spread) b) small grants showing good performance as well as those experiencing challenges; c) status of implementation of the community-based initiative; d) inclusion of women, youth and vulnerable groups; e) representation of Energy Efficiency (EE) and Renewable Energy (RE) projects under the Climate Change Cluster (CCC). In addition, criteria for long-distance interviews included, a) interviewing Strategic Partners (SPs) that is the NGOs awarded a grant to coordinate/support CBOs at each land/seascape; b) access to internet and capacity to use technologies for long distance connections (with flexibility for interviewees to choose the easier technology platform); c) ability to converse relatively easily in English; d) preference given to focus group discussions. This organization, which was skillfully facilitated by the SGP Country Team, permitted to physically visit 19 small grants, and conduct long-distance interviews to an additional six CBOs small grants plus those awarded to SPs and Capacity Development Partners (CDPs);

- A well-prepared desk phase with sufficient days devoted to the preparation of interviews and study of documents to allow smoother interactions with stakeholders;

2.4 Data collection and analysis

As described above in the methodology, the TE is an evidence-based assessment, relying on data collected mainly through documents and information (Annex B) which were analyzed and triangulated with feedback obtained through interviews with people involved in the design and implementation of the Project. Evaluation Questions (Annex D) fully refer sources of information and the methodology of analysis used.

2.5 Ethics

The evaluation is based on the UNEG Ethical Guidelines for Evaluators; [Annex G](#) is the Evaluation Consultant Code of Conduct Agreement form duly signed. All information provided by stakeholders is kept confidential.

2.6 Limitations to the evaluation

Some challenges for the long-distance interviews were unstable internet connections, inability of some actors to join the focus group discussions and above all the so referred “zoom fatigue” may have reduced the capacity of in-depth interviews to a few stakeholders. In addition, the Country Programme Manager (CMP) had to face overlapping tasks and events during the evaluation; although this has in no way affected the support provided to the evaluation team, overall impeded more in-depth exchanges, especially considering the “zoom fatigue” which added over a very busy period. Notwithstanding, the process has been largely participatory, with a big number of people interviewed in the three land/seascapes and for the CCM projects, both individually or as a focus group; the process included representatives of counties governments, SPs, CDPs’ and their local counterparts, CBOs, members of the National Steering Committee (NSC) and, when available other intervening stakeholders. Project’s management efficiently facilitated virtual meetings and field visits, which overall developed without major constraints. The ability of the National Consultant to speak Kiswahili greatly facilitated capturing perceptions of grantees over the successes and challenges of their projects. Although summarized information is provided for individual small grants, as common practice in SGP, the analysis of achievements and sustainability is not tailored to specific projects (there are 68 small grants implemented or under implementation) but the focus is on processes and capacities built.

Stakeholders were cooperative and able to contribute to the analysis of the context, confirm data and information and discuss outcomes achieved. Open sessions served as exchanges opportunities for

stakeholders to interact and learn from reciprocal experiences; with more time available, interviewing SPs in a focus group would have enhanced learning opportunities. Overall, the collection and triangulation of data and information can be considered appropriate to sustain findings, thus providing reasonable evidence of progress towards objectives.

2.7 Structure of the Report

The TE draft report was submitted in December 2021, following the format suggested by the UNDP-GEF TE guidelines, with a description of the methodology, a description of the project and findings organized around: i) Project Design/Formulation; ii) Project Implementation; iii) Project Results and Impact. Conclusions, Recommendations and Lessons Learnt complete the report. Consistently with requirements, certain aspects of the Project are rated, according to the rated scale of the Guidelines. Co-financing information is presented in the chapter under financial management; and Core Indicators revised by management is included in [Annex F](#). Based on comments received on January, 5th and 10th, 2022, the final report was completed on January 12th, 2022. Comments addressed have been documented in an Audit Trail, prepared as a separate annex to the TE Report.

3. PROJECT DESCRIPTION

3.1 Project timing and milestones

The SGP OP6 in Kenya was to be implemented over a period of three years from September 2017 to September 2020 but was granted two no cost-extensions, the first one until end of August 2021 and the second one until February 2022. The Project budget totals US\$ 9,221,644 out of which US\$ 3,561,644 from GEF and US\$ 5,660,000 as parallel co-financing from beneficiaries' organizations, UNDP and the WWF-Kenya, both in-kind and cash.

The Project Identification Form (PIF) was approved on June 9th, 2016; the Project received the GEF Chief Executive Officer (CEO) Endorsement on 19th July, 2017 and the ProDoc was signed on September 25th, 2017 which is the Project starting date. The Inception Workshop took place on 14-15 March 2018 (attended by 26 participants (11 women), with a delay of six months due to political unrest in Kenya which disrupted everyday life and limited travel as a result of unacceptance of the presidential elections results. The original planned closing date was September 25th, 2020; after the two granted extension, the current planning closing date is 28 February, 2022 in consideration of the initial difficulties and secondly of the occurrence of the COVID-19 pandemic. The Project launch was in July 2018 which was attended by 200 participants. Four Calls for Proposals have implemented, with the last grants approved early in 2020. Three PIRs have been prepared, for 2019, 2020 and 2021.

The Mid-Term Review (MTR) took place in July-September 2020. The TE is taking place in November-December 2021, as planned, notwithstanding the difficulties of the COVID-19 situation: as international and national travelling is impeded, the TE is conducted remotely by the International Consultant who is however assisted by a Local Consultant, able to travel inside the country.

3.2 Development context

Kenya is classified in the medium human development category, with a Human Development Index (HDI) ranking 0.601 in 2019 which positions the country at 143 (147 in 2018) out of 189 countries and territories assessed; this represents an improvement with respect to previous years and the country shows progress also towards the achievement of the Sustainable Development Goals (SDGs). Even so, poverty rates remain significant, with low investment and productivity in the agricultural sector which is impeded by land degradation and climate change. Kenya is endowed with globally significant terrestrial, freshwater and marine biodiversity; the landscapes/seascapes identified for the implementation of the SGP OP6 are areas of great global environmental significance and cultural and socio-economic relevance for the local communities who are their custodians and are dependent on them; however, these are also areas where global environmental degradation proceeds unimpeded; the coastal region is particularly underdeveloped, with more than half of the population living below the poverty line. The ecological sensitive areas selected are:

[The World Heritage Site of the Kenya Lake System in the Great Rift Valley](#). Inscribed in the World Heritage List in 2011, the Kenya Great Rift Valley Lake System is composed of three interlinked relatively shallow alkaline lakes: Lake Bogoria (National Reserve), Lake Nakuru (National Park) and Lake Elementaita (Wildlife Sanctuary). The three sites have been declared as Important Bird Areas and also Ramsar sites constituting wetlands of international importance. Surrounding these areas and in between the lakes are settlements and rural communities with many of the local people eking out a living from pastoralism, farming, charcoaling, and small-scale mining. As a result of a rapidly growing population, the lake system is under considerable pressure. Common threats include: siltation due to deforestation for timber, fuelwood and charcoal production, and soil erosion from inadequate farming practices and drought; increased abstraction of water in the river catchments for irrigation and human and animal consumption; land degradation from overgrazing and unsustainable agricultural practices and systems; wildlife hunting and poaching; mismanaged tourism; and pollution coming from larger settlements such as Nakuru town and artisanal mining.

The Mijikenda Sacred Kaya Forests. Situated in the coastal plains and hills of Kenya, the Kaya Forests are regarded as sacred by the Mijikenda community. These are residual areas of a once extensive and diverse lowland forest inserted in a mosaic of land uses in the production landscape, separated by settlements and farmlands. Forests are relatively small in size but studies indicate that are important not only for cultural heritage (in 2008, the Mijikenda Sacred Kaya Forests were placed on the UNESCO World Heritage List) but also for biodiversity conservation, having a very high level of endemism for plants, birds, amphibians and invertebrates. The Kenya coastal region, in which the Kaya forests are located, faces serious livelihood challenges. The majority of the people, over 70% in some areas, live below the poverty line on less than a dollar per day. Many rural households struggle to meet their basic needs, while the population continues to grow. This builds pressure to exploit local forest areas perceived as the only areas of 'abundant' and common natural resources. Often Kayas are the only common areas of land remaining in an environment where landlessness is rife, leading to encroachment on Kaya forestland for farming. Kaya forests are also the sole remaining areas with significant tree resources and villagers have no alternative materials for constructing their homes or for obtaining saw-timber. This is compounded by removal of biomass for energy. In a mineral rich region, the kayas are often located in areas where various types of minerals are being extracted such as sand and iron ore. There is constant threat of Kaya encroachment by artisanal mineral extraction.

Marine ecosystem of southern Kenya (Shimoni-Vanga). Stretching over 600 km along the Western Indian Ocean, Kenya's coastline is characterized by a continuous fringing coral reef which support a wide variety of reef dependent fish, which are important for artisanal fishermen. The Kenya State of the Coast Report identified destructive fishing, overfishing, pollution, shoreline change and erosion, habitat alteration and destruction, invasive species, and climate change as major threats to marine ecosystems in Kenya, including the important mangrove forests also challenged by weak enforcement of laws to protect them and the absence of mangrove management plans. Major human activities contributing to these threats are fishing, farming, shipping, coastal mining (including salt mining), coastal developments and tourism. Fishers along the coast continue using destructive gear, mainly seine net and ring net (in shallow waters), use of monofilament nets, dynamite fishing and use of poisonous sap from trees to kill fish resulting in degradation of benthic habitats such as corals and sea grasses. The artisanal fishing sector is estimated to employ over 10,000 fishers directly and indirectly may be providing a livelihood to another 60,000.

Energy Efficiency and Renewable Energy to mitigate Climate Change Impacts and Vulnerability. In addition to these three ecologically sensitive areas, SGP OP6 includes a community level climate change mitigation strategy that primarily involves energy efficiency and renewable energy interventions, and is not restricted to a particular geographic area. Kenya is extremely susceptible to climate-related effects, and extreme weather events pose serious threats to the socio-economic development of the country. The key drivers of the economy are primarily natural resource based and therefore climate sensitive. The cost of climate change impacts, especially droughts and floods, are estimated at 2.6 per cent of Kenya's annual GDP by 2030, with devastating consequences for the environment, society and wider economy including: reduce availability of water resources, increased food insecurity, increased pressure on coastal ecosystems due to sea level rise and coastal erosion, increased extinction rates for some species due to loss of natural habitats, impact on the livelihood of pastoralist communities and finally impact on to highly climate-sensitive tourism industry.

According to Kenya's Second National Communication to the United Nations Framework Convention on Climate Change (UNFCCC), the Land Use, Land Use Change and Forestry (LULUCF) sectors contributed 20,000 Gg CO₂ equivalent of GHG emissions, which is approximately 38 percent of the total emissions, calculated at 54,955 Gg CO₂ equivalent. Biomass fuels are the most important source of primary energy in Kenya with fuelwood (firewood and charcoal) accounting for over 68% of total primary energy consumption. Studies on biomass energy point to a widening gap between supply and demand for fuelwood, and despite past efforts to promote substitutes, the number of people relying on fuel wood is not decreasing, making communities more vulnerable to climate change. Industries and institutions are the largest consumers of firewood while urban households are the main consumers of charcoal.

Despite large government investments in grid infrastructure, electrification rates in rural areas of Kenya, particularly for households, remains quite low. A study conducted in 2013 found that although 90% of Kenya's major public facilities (i.e., markets, secondary schools and health clinics) are now electrified, with a very large number of communities now “under grid”, this does not necessarily translate into rural home and business connection, which at the time and location of the study were 5% and 22% respectively. The most important reason is widespread poverty and a high price of connection to the grid (USD 412 at the time of the study). Additionally, there are still many “off-grid” communities in rural Kenya for which becoming “under grid” may take several years. The shortcomings described above are not only hampering local socio-economic development but contributing to GHG emissions given the alternatives, including diesel generators, kerosene lamps, dry-cell batteries, and candles. Communities pay a very high price for this poor-quality energy.

3.3 Problems that the project sought to address: threats and barriers targeted

Weaknesses in the organizational capacities of communities and community organizations to collectively take action in building and maintaining resilience for sustainable development and for contributing to global environmental benefits are identified as the causes of the unimpeded global environmental degradation in the three selected socio-ecological land/seascapes. Current institutional support to counteract biodiversity loss, land degradation and carbon emissions is significantly weak, and where policies are appropriately targeted e.g. Community Managed Areas, financial support is unforthcoming and technical assistance is erratic and not holistically oriented (involving an integrated approach to social, economic, and ecological factors). While the legal framework prohibits overexploitation of natural resources such as forests, mangroves and fish populations, enforcement is scattered or non-existent. Agricultural extension in the Lakes System and in the sacred Kaya Forest landscapes is aimed at individual farmers and bypasses the smallholder organizations and their abilities to provide peer support or pressure to maintain the integrity of these ecosystems and their biodiversity. As a result, progress in making the necessary changes to production practices is insufficiently strong to create a critical mass of adopters and thus benefit ecosystem processes and biodiversity at scale which require actions to be implemented by communities across the landscape and within a common strategic framework. Considering the on-going decentralization process in Kenya where responsibilities and financial resources have been devolved to the County level, it is of strategic importance to engage County Governments to help ensure community resilience approaches, and initiatives are mainstreamed in county development plans and budgets.

[The solution to the problem](#) is for community organizations in the target land-seascapes to develop and implement adaptive land-seascape management strategies that enhance social, economic, and ecological resilience built upon and maintained through the production of global environmental and local sustainable development benefits. Outcomes of these adaptive land-seascape management strategies are to be achieved through community organizations implementing grant projects reviewed and approved by the SGP National Steering Committee (NSC), supported by multi-stakeholder platforms involving local government, the private sector, NGOs, academia and other partners, and evaluated periodically and systematically as part of the broader collective process of adjusting management strategies to new information, knowledge, capacities and conditions. Project design calls for encouraging private-Civil Society Organizations (CSOs) partnerships as the vehicle to expedite the adoption of renewable energy and energy efficient technologies and mitigate greenhouse gas emissions, in order to meet energy service needs of rural poor communities.

Lessons learnt through the implementation of previous SGP operational phases demonstrates that it is possible to build capacities to support communities to meet the challenges of adaptive management practices in pursuit of landscape resilience. However, changing individual community projects to coordinated multi-community initiatives, where a critical mass of producers can achieve economies of scale and weight in the market, still requires support, as the growth in capacities of the community organizations involved proceeds from year to year with ecological and biological seasonality, analysis of experience and identification of lessons learned, and the ensuing adoption, testing and assessment of adaptive management measures. The ProDoc identifies [four Barriers](#):

Barrier 1 *Community organizations lack the means and/or knowledge to plan, manage and coordinate their rural production landscapes with a long-term vision for the conservation of biodiversity, improvement in connectivity and increase in the productivity of ecosystem goods and services.*

Barrier 2 *Community organizations have insufficient capacities to plan their initiatives, implement and evaluate them effectively, and systematically derive practical lessons from the experience and evaluate results, adjust practices and techniques to meet challenges and incorporate lessons learned.*

Barrier 3 *Community organizations do not coordinate with others for collective action in favor of landscape resilience outcomes and for strengthening local social capital.*

Barrier 4 *Community organizations and local NGOs lack the financial resources to motivate and innovate land and resource management practices, and sustain and scale up successful experiences.*

3.4 Objectives, Outcomes, Results and Project's Strategy

Project design is inspired by SGP-Kenya's previous experience with COMPACT in 2001 and by the "Community Development and Knowledge Management for the Satoyama Initiative" (COMDEKS) programme, implemented by twenty SGP Country Programs around the world; it is community driven and support local community activities to maintain and rebuild Socio-Ecological Production Landscapes and Seascapes (SEPLS). COMDEKS and COMPACT principles, integrated into the Project strategy for OP6, include:

- Community-based organizations are the driving force in rural development strategies and must take the lead in project planning, landscape governance, project execution, and monitoring.
- Participatory land/seascape governance represents an effective foundation for the organization of community-based, multi-stakeholder approaches to land and resource management.
- Integrated solutions are effectively addressed through action at the land/seascape level, as the scale is large enough to include various communities, processes and systems that underpin ecosystem services, rural economic production, and local cultures.
- Coordinated community projects in the landscape will generate ecological, economic, and social synergies that will produce greater and potentially longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits. Multi-stakeholder platforms will also take experience, lessons learned, and best practices from prior initiatives and implement a number of potential scaling up efforts during this project's lifetime.

As a SGP Upgraded Country Programme (UCP)², Kenya SGP OP6 focuses on building the social, economic, and ecological resilience of landscapes and seascapes by supporting community organizations to develop and implement adaptive management projects based on, and reinforced by, global environmental and local sustainable development benefits. Integrated land/seascape approaches involving a wide range of stakeholders allow for more inclusive and equitable development planning, reduced conflict, achieving economies of scale to boost production and market access, and addressing environmental challenges across political and community boundaries.

The **long-term objective** of the Kenya SGP OP6 project is to enhance and maintain socio-ecological resilience of selected landscapes and seascapes in ecologically important and sensitive areas in Kenya through community-based initiatives. The SGP Project' strategy envisages **Seven Outcomes**, organized around **two components** and which are expected to deliver **18 outputs** (described in the PRF matrix reporting progress of implementation):

Component 1: Resilient rural land and seascapes for sustainable development and contribution to global environmental protection.

² The upgrade is a function of good performance, relatively high level of co-financing raised, being neither a LDC nor a SIDS and thanks to the presence of a vibrant private sector.

Outcome 1.1: Multi-stakeholder platforms established/ strengthened to develop and execute participatory adaptive management landscape/seascape strategies and plans to enhance socio-ecological landscape resilience and global environmental benefits

Outcome 1.2: Ecosystem services and biodiversity conservation enhanced through sustainable livelihoods and other community-based interventions in the target landscapes and seascapes

Outcome 1.3: The flow of agro-ecosystem services to sustain food production and livelihoods in the target landscapes improved through community-based interventions

Outcome 1.4: Community-based eco-friendly enterprises formed/strengthened along the value chain with increased access to financial services and markets

Outcome 1.5: Multi-stakeholder partnerships develop and implement initiatives for community integrated low-emission systems.

Component 2: Capacity building and knowledge management

Outcome 2.1: Community and local civil society organizations increase their organizational and financial capacities and skills through on-going mentoring and training

Outcome 2.2: Knowledge enhanced among community groups and CSOs, and learning is documented, disseminated, and made available to policy makers at county and national level.

The Project is expected to generate Global Environmental Benefits (GEB) and contribute to the GEF Corporate Results in the following way:

GEF Corporate Results	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society.	156,000 hectares, of which 40,000 Ha in the Great Rift Valley Lakes; 30,000 Ha in the Kaya Forests production landscape; and 85,000 Ha in the Shimoni-Vanga seascape
2. Sustainable land management (SLM) in production systems (agriculture, rangelands, and forest landscapes)	20,050 hectares in Lake Bogoria Basin and the Kaya forests production landscapes.
3. Support to transformational shifts towards a low-emission and resilient development path.	81,682 metric tons of CO ₂ e mitigated.

3.5 Project Key Partners and Implementation Arrangements

The Project is delivered through the GEF SGP Kenya UCP as part of its long-term strategy of support to community organizations implementing grant projects to produce global environmental and sustainable development benefits. UNDP is the Implementing Agency and UNOPS is the Implementing Partner. It observes the SGP Strategic Operational Guidelines and practice where the NSC is responsible for strategic guidance and for making funding decisions on CBOs and NGOs grants while daily management is the responsibility of the Country Program Management Unit (CPMU). The roles and responsibilities of the various parties are described in the SGP Operational Guidelines, that guide overall project implementation.

The Kenya NSC is an independent and multi-stakeholder body, with a non-governmental majority; it includes recognized experts on the areas of interest for OP6, including energy, forestry, sustainable agriculture, wildlife, fisheries, land degradation; it includes the GEF Operational Focal Point through a representative from the Ministry of Environment and Forestry, a retired expert from the WWF-Kenya, a representative of the private sector and the UNDP permanent representative. The NSC does not include a specific gender expert. NSC members serve without remuneration, rotate periodically with a fixed maximum period of two terms, that is overall 6 years and are appointed formally by the UNDP Resident Representative (RR), after clearance by the UCP Global Coordinator/Technical Advisor. The current NSC team has already been serving for almost the maximum allowed period and is expected to rotate soon. The NSC contributes to bridging community-level experiences with national policy-making; it determines the criteria for project eligibility in each land/seascape; it evaluates and selects small-grants and oversees monitoring, undertaking field visits.

CBOs and NGOs respond to calls for proposals submitting their proposals for approval by the NSC, according to the agreed land/seascapes strategies. Although government organizations cannot receive SGP grants,

there is an important effort to coordinate grant implementation with relevant line ministries, decentralized institutions, universities and local government authorities to ensure their support, create opportunities for co-financing, and provide feedback on policy implementation on the ground. Contributions from and cooperation with the private sector is also sought particularly but not exclusively, for the Climate Change component, which will be implemented through CSO-private sector partnerships through strategic grants to be allocated on a competitive basis.

Execution goes through the [CPMU](#) responsible for daily implementation and overall coordination of the project, including operational planning, supervision, administrative and financial management and the adaptive management of the project based on inputs from the project M&E Plan and the Annual Implementation Review (PIR). The CPMU comprises a [Country Program Manager \(CPM\)](#) (previously called National Coordinator) and a [Program Assistant \(PA\)](#) hired through competitive processes. The Country Team supports the NSC strategic work and grant selection by developing technical papers; undertaking ex-ante technical reviews of project proposals; monitoring the grant portfolio; providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF, UNOPS and other donors; implementing capacity development activities for CBOs and NGOs; and developing a communication and KM strategy to ensure visibility of GEF investments, and disseminating good practices and lessons learnt. The CPM performance is assessed by the UCP Global Coordinator, with inputs from the NSC, the UNDP RR, and UNOPS.

[UNDP](#) monitors and supports the project as GEF Implementing Agency; it takes responsibility for standard GEF project cycle management services and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP provides high-level technical and managerial support through the Low Emissions Climate Resilient Development Strategies cluster, and from the UNDP Global Coordinator for UCP, who is responsible for project oversight for all upgraded country program projects worldwide; recently, a UNDP Regional Technical Advisor joined to support the UNDP Global Coordinator for UCP. The SGP's [Central Program Management Team \(CPMT\)](#) monitors for compliance of UCPs with SGP core policies and procedures, as a GEF Corporate Program. The [UNDP Country Office \(CO\)](#) is the business unit in UNDP for the SGP project and is responsible to ensure the Programme meets its objective and targets. The CO makes available its expertise in various environment and development fields, and also provides support at the local level such as infrastructure and financial management services, as required. The RR, through his/her delegate, acts as permanent member of the NSC and signs grant agreements with beneficiary organizations on behalf of UNOPS.

[UNOPS](#) provides country program implementation services, including human resources management, budgeting, accounting, grant disbursement, auditing, and procurement. It is responsible for SGP's financial management and provides periodic financial reports to UNDP. It operates in accordance with UNOPS' Financial Rules and Regulations (provided these do not contravene the principles established in UNDP's Financial Regulations and Rules) as well as UNOPS SGP Standard Operating Procedures. As Implementing Partner, UNOPS shall comply with the policies, procedures and practices of the United Nations security management system.

3.6 Main stakeholders: summary list

The primary stakeholders of SGP in Kenya are local community organizations and indigenous communities who receive grants directly through their initiatives and actions that generate benefits for local sustainable development and the global environment, thus contributing to resilience in their communities and their two production landscapes and one seascape, plus a number of climate-related projects which have no geographic restrictions. Stakeholders and partners are summarized in the table below:

Table N.4 SGP Stakeholders and Partners

Type of Stakeholder	Role/Type of Collaboration
Men and Women of Community Organizations	Communities own or manage the land in the target landscapes and use the natural resources in and around their lands. Their active participation in and ownership of the land/seascape planning process and the implementation of the management plan are indispensable.
Community-based organizations, including: <ul style="list-style-type: none"> Community Forest Associations (CFAs) Community Wildlife Conservancies (CWCs) Water Resources Users Associations (WRUAs) Beach Management Units (BMUs) Kaya Committees of Elders Self-help groups 	<p>-Organized community groups have been empowered by Kenyan policies and laws to be stewards of natural resources and ecosystems through participatory management: i.e. while the Kenya Forest Service (KFS) retains ownership over the resource, <u>CFAs</u> can enter into management agreements with KFS and play a direct role in the management of the forest.</p> <p>-Following the enactment of the Wildlife Act in 2013, wildlife conservation is now a recognized form of land use. A <u>Conservancy</u> is land set aside by an individual landowner, corporate body, group of owners or a community for purposes of wildlife conservation.</p> <p>-According to the Water Resources Management Rules of 2007 a <u>WRUA</u> is an association of water users, riparian landowners, or other stakeholders who formally/voluntarily associated for cooperatively sharing, managing, and conserving a common water resource. WRUAs develop sub-catchment management plans to address users' needs and resolve conflicts between different uses/users, and develop user agreements. <u>BMUs</u> are the backbone of fisheries co-management. Key objectives of BMU establishment are to strengthen the management of fish-landing stations, fisheries resources, and the aquatic environment. Since the enactment of BMU regulations in 2007, some 73 BMUs have been formed along the Indian Ocean coast. These are under the Kenya Fisheries Service in the State Department of Fisheries and Blue Economy of the Ministry Agriculture, Livestock and Fisheries.</p> <p>-<u>Elders</u> have traditionally been the custodians of sacred Kaya forests and will continue playing an important role in preserving the cultural values that kept Kaya forests standing. In some Kayas, there are Committees of Elders and according to the Kaya forest strategy, some Elder Committees are formed at the County level.</p> <p>-<u>Self-help groups</u> registered by Ministry of Gender, Children and Social Development are common vehicles for women's savings and credit. Started by women to pull together resources for self-help, they are now also popular among the youth as a tool to gain access to government funding support and for investment. The above CBOs and others present in the geographic areas of SGP intervention have been invited to be part of land/seascape multi-stakeholder platforms and to submit project proposals for funding.</p>
NGOs	These were identified on a competitive basis through specific calls for proposals for projects that contribute to land/seascape planning, management, and monitoring. Selected NGOs will contribute their experience and expertise to strengthening the institutional, financial, and marketing capacities of CBOs.
Governments of Baringo, Kilifi and Kwale Counties	Devolution is enshrined in Chapter 11 of the Kenya Constitution of 2010. In 2013, a new national Senate representing the 47 counties was elected, and 47 new county governors and county assemblies began the work of setting up new institutions and implementing their devolved responsibilities. Functions and funds have been transferred to the new counties, and new county institutions are gradually taking shape. County Governments are, therefore, key stakeholders for the sustainable management of the land and the natural resources within their jurisdiction. County government representatives at the highest possible level are central to Multi-stakeholder platforms. There were also expectations that priorities identified in the land/seascape strategies and management plans would be mainstreamed in counties' Annual Development Plans, a precondition to include project funding in County Budget Proposal to be considered by Parliament.
National Government Ministries and Departments, in particular: <ul style="list-style-type: none"> Ministry of Environment and Natural Resources National Environmental Management Authority Kenya Forest Service (KFS) Kenya Wildlife Service (KWS) State Dept. of Fisheries Ministry of Water Resources and Irrigation Water Resources Management Authority (WRMA) Ministry of Agriculture 	Communities and CBOs are key to achieving national environmental and natural resources policy objectives and, therefore, national government institutions were invited to participate in the land/seascape multi-stakeholder platforms and to contribute to CBO initiatives supported by SGP as relevant to their mandates. SGP will ensure these institutions are informed of any policy-relevant findings and experiences resulting from the implementation of SGP grants and activities at the land/seascape level.
National Museums of Kenya (NMK)	NMK is a state corporation responsible for collecting, preserving, studying, and documenting Kenya's past and present cultural and natural heritage; therefore, they are responsible for UNESCO World Heritage Sites in the country. As such, NMK is a key stakeholder in the management of the Sacred Mijikenda Kaya Forests along with KFS and the County Governments of Kilifi and Kwale. NMK will be invited to join the multi-stakeholder platform for the Kayas and contribute to and support CBO activities funded by SGP

4. FINDINGS

4.1 Project Design/Formulation

Project design is relevant and appropriate; it builds upon precedent experiences of the SGP in Kenya, which is operational since 1993 and has funded several hundred of community projects, adopting a continuing evolving strategy which started with funding of unrelated individual projects all over the country to funding projects in selected areas of ecological and social significance. After participating in the COMPACT and Satoyama COMDEKS pilot exercises, in 2001 SGP Kenya has adopted, continuously adapted and refined the SESPL approach, which supports the generation of GEB in line with the strategic priorities of the GEF as well as national sustainable development objectives. Chapter 4.4.1.1. Relevance below documents the alignment of the Project with GEF, UNDP as well as with Government priorities and strategies; activities defined contribute to achieve the SDGs and the Aichi Targets (defined under the Convention on Biological Diversity).

The areas identified for implementation under SGP OP6 provide important ecosystem services to the country and are essential for the livelihoods of pastoralist, agricultural, and fisher communities; yet, they all present different levels of biodiversity loss and land degradation, exacerbated by climate change; with consideration for the time and financial resources limitations under OP6, in consultation with key stakeholders and the NSC, the geographic coverage within the target land/seascapes is narrowed down as follows:

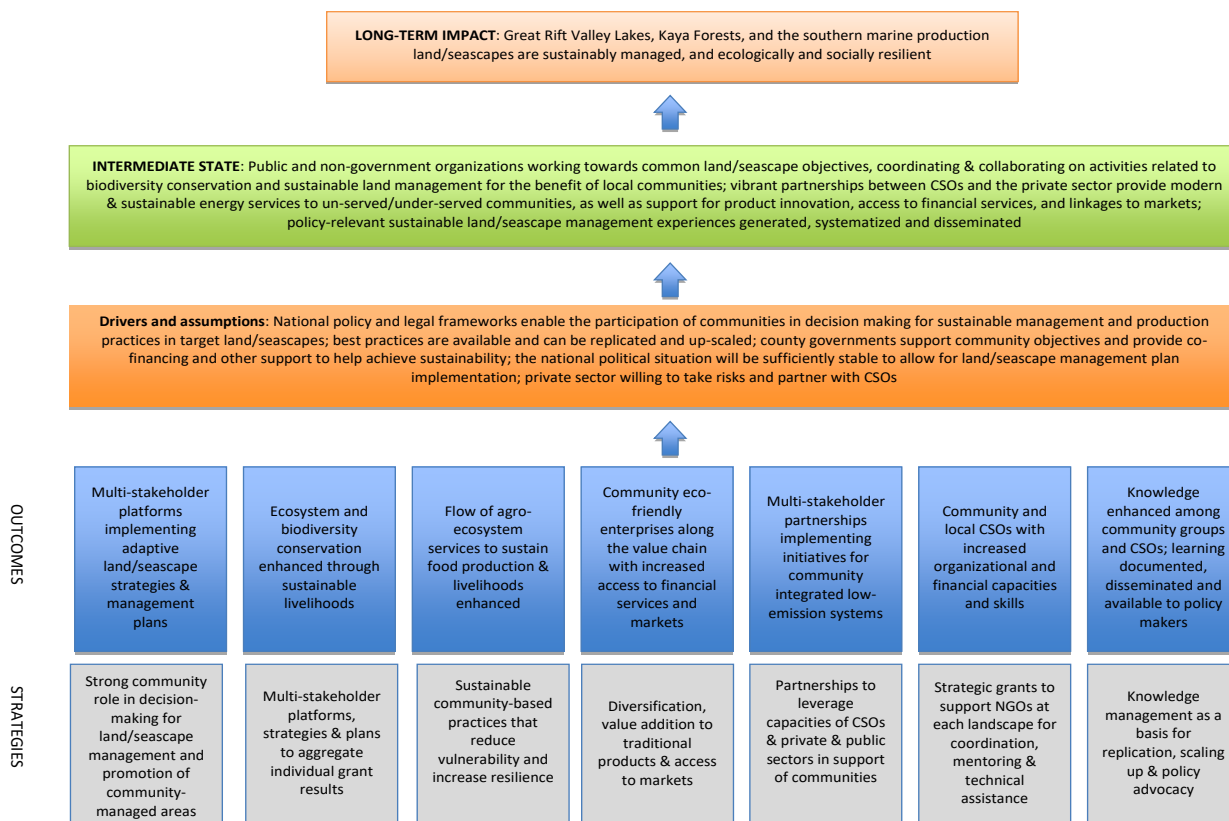
World Heritage Site (WHS) Lake System of the Great Rift Valley: Lake Bogoria: the strategy aims to support CBOs and networks that cover the entire Lake Bogoria Basin such as the WRUA and even a larger area, such as the Baringo County Community Conservancies Association (BCCCA) and the Rift Lakes Conservancies Association (RLCA), given their critical role for replication, up scaling and sustainability. In particular, the focus is on the middle and lower parts of the basin, which are critical to the Greater Kudu dispersal corridor and to aquatic ecosystem species diversity. The strategy also calls for establishing the foundation for future work in the Lake Elementaita sanctuary production landscape by strengthening the association of conservancies in the area (the Greater Lake Elementaita Conservation Area), and ensuring that it will operate as a multi-stakeholder platform for this landscape. Working in Lake Nakuru's was already uncertain given the nature of the threats and the political context (Nakuru town's influence, land conflicts in the Mau Forests that form the catchment area of the Lake, among others); and in fact no action has been carried out during OP6.

The Sacred Kaya Forests: as part of a long-term strategy for conserving all Kaya forests, the Project is designed to support the production landscape comprised of the nine WHS Kayas and their individual 5 km² buffer zones. Expansion to other Kayas is indicated as a possible option as opportunities emerge. The strategy envisages the establishment of a Multi-Stakeholder Platform and support to an Elders Committee to encompass all Kaya communities willing to participate. Consultations for Project design pointed out that previous development initiatives with Kaya communities were unsuccessful, probably due to the extreme poverty of local communities and the low levels of CBO capacities to plan and manage projects, including the management of funds. Project design specifies that SGP and other partners such as WWF would dedicate resources and efforts to build the capacities of CBOs to ensure grants are used efficiently and effectively.

The Southern Marine Ecosystem of Kenya: Shimoni Vanga: as the area of the marine ecosystem in the southern coast is very large, with many fishers' associations, Project design targets the Shimoni-Vanga fisheries co-management area based on the fact that: i) the management plan for the area was advanced; ii) key stakeholders were considered committed to implementation; and iii) SGP had already built strong relationships with various CBOs beyond the Shimoni-Vanga area. Consequently, it was decided that SGP could consider and approve projects outside Shimoni-Vanga if they would help pilot initiatives and demonstrate improved management of marine resources that could be replicated or up-scaled in the target seascape.

The Project's strategy also includes addressing RE and EE issues, funding a certain number of grants without defining specific geographic locations but emphasizing the creation of partnerships with the private sector.

The Project's Theory of Change presented in the ProDoc adequately lays out the drivers of environmental and socio-economic change and the strategy to produce sustainable long-term impacts.



4.1.1 Results Framework Analysis: project logic and strategy, indicators

The PRF (see Annex E) is a well-designed, articulated matrix, which comprises seven outcomes within two components, overall expecting to deliver 18 outputs, reasonably well connected through logical linkages. The **first Component** focuses on enhancing the resilience of the rural land and seascapes for sustainable development and contribution to global environmental protection through the implementation of **5 Outcomes** revolving around the creation or strengthening of Multi-Stakeholders Platforms as key partnership forums to sustain small grants that enhance ecosystem services and biodiversity, increase the sustainability and productivity of agro-ecosystems, sustain eco-friendly enterprises and improve energy efficiency and renewable energies. The **Second Component** focuses on Capacity Building and KM to strengthen the institutional and management structures of existing organizations and to produce material which can be used for dissemination, replication and upscaling. **The Project objective and the seven outcomes are clearly formulated.** There are **Four Indicators** at Objective level; and various outcome indicators, all with multiple targets. The MTR made a detailed SMART analysis (whether indicators are sufficiently Specific, Measurable, Achievable, Relevant and Time-bound) with which this TE largely agrees; here below, a few additional comments are provided:

- **Objective level:** **Indicator A** is a measure of the area under improved management, informing the **GEF Corporate Results N. 1 and N. 2**; figures provided at TE stage reflect good progress with relation to MTR stage but reconfirm that full achievability is not within reach. The Indicator is composed of three targets:
 - ha. 86,000 for Shimoni Vanga:** the area under the direct influence of the 7 BMUs – the Co-Management Area - is 9,040 ha. but indirectly the area extends towards the open sea, covering in its entirety approximately 86,000 ha; with this consideration, management estimate a current coverage of 68,850 ha.;
 - ha. 40,000 for Lake Bogoria** with an actual coverage of 33,757 or (84%); it is unlikely that the target will be achieved as the area under SLM, with improved grazing practices on 20,000 ha (indicator 1.3.2) is falling

short of the target: while the number of community groups involved is higher – seven instead of the four planned – the current hectareage coverage is only 7,025 ha. due to: a) land parcels are smaller than anticipated; b) start-up costs are considerably high; c) two groups were affected by floods, with households displaced and the consequent need to find new parcels of land to re-start activities;

iii) **ha. 30,000 for Sacred Kaya** with an actual coverage of 16,100 (54%) and the target being out of reach due to: a) two projects were terminate and b) lands size were much smaller than originally envisaged.

Indicator C is of difficult measurement unless it is specified if jobs have to be permanent or casual. Management reports a larger number of jobs created than the target established but mostly are casual jobs, linked to the Project's presence. As the MTR points out, measuring sustainable livelihood benefits is always complex and never perfect; a more realistic picture of progress could be provided by combining the identification and description of: i) direct beneficiaries and ii) jobs created but considering altogether the financial, human (e.g., skills obtained through training), social (e.g., increased collaboration with stakeholders), and natural capital (e.g., increased soil fertility).

Indicator D is a measure of tons of CO₂ equivalent (tCO₂e) mitigated through increased adoption of community EE and RE solutions, and it is in line with [GEF-6 Corporate Result No. 4](#) (Support to the transformational shifts towards a low-emission and resilient development path). Current achievements indicate 12,500 tons of CO₂ avoided which means the indicator will not be met and this is due to: a) an overambitious design; and b) proposals submitted by communities focus primarily on solar energy which meets community needs but contributes little towards the target. The achievability of the target, originally established with the help of a consultant, was already questioned at mid-term; the Project has now hired another consultant to evaluate the appropriateness of the target, measure the cumulative socio-economic impact of the 12 funded projects and explore options to increase tons of CO₂ avoidance.

- **Component 1, Outcome 1 to 5 level:** **Indicator 1.1.1** represents a key element of effective implementation and also sustainability and it is well described in the ProDoc in terms of partners and functioning. **Indicator 1.1.2** refers to each area's resilience strategy. This TE considers that the MTR's SMART analysis for this item might be excessively critical: designing landscapes strategies is a process which in itself creates capacities, therefore is much more than a simple output; in addition, mainstreaming actions into local government development plans is certainly desired but takes time and possibly more than an operational phase. **Indicator 1.2.1-1.2.4:** this TE agrees with the MTR SMART analysis that the use of management effectiveness tools could facilitate assessment; yet, overall indicators are adequately SMART, considering that the number of community interventions can only be suggested at general planning level when resilience strategies are not yet defined and it is yet not possible to know if small grants proposals for each area will have the quality for being awarded a grant. **Indicator 1.3.1-1.3.4:** this TE coincides with the MTR analysis that agro-ecological practices are relevant also for marine and inland fisheries and that a target for Shimoni-Vanga could have been added. It is also true, as implementation confirms, that the 20.000 ha of land under improved grazing is overambitious and does not seem to consider previous SGP experience. It would have also been advisable to provide gender disaggregation, at least for indicator 1.3.1 (the other three indicators under Outcome 3 have as reference the entire community). **Indicator 1.4.1-1.4.4:** these indicators are not specific enough: they lack reference to where these businesses, joint ventures and new products were to be developed; the number of CBOs that each one would have possibly involved and a gender reference. As in other projects, the term "new product" should be specified: new in absolute? new for the area? new for the communities/families? *Diversification* of production may be a better definition and it should be considered that in some cases, it may be more strategic to strengthen existing products than to add new ones. **Indicator 1.5.1-1.5.2:** 1.5.2 is linked to Indicator D at objective level and requires reference to guidance on how to estimate consistently GHG emissions mitigation; the PRF baseline and targets here should have been revised once small grants projects were identified.
- **Component 2, Outcome 1-2 level.** **Indicator 2.2.1** is specific enough but not enough ambitious; as the MTR points out, the number of grants approved should aim at strengthening more than one CBO per targeted land/seascape. A key measure of sustainability is missing, that is the way in which organizations and/or the activities they are developing are mainstreamed in the county's development plans or receive somehow

the counties' support. For both Indicator 2.2.1 and 2.2.2, the MTR makes an interesting case, which is to emphasize how knowledge gained, including that generated by climate change projects, can be mainstreamed at land/seascape level and in the local governments' plans.

With experience in evaluating SGP projects around the world, the Consultant believes that the non-achievability of certain targets reflects an overly optimistic design (i.e. targets for CO2 avoidance) as well as field reality; evidently, at Project start, it is not possible to know how many quality proposals will be submitted for each selected area and various elements are outside of management control (among others, the occurrence of extreme climatic events or the need to terminate projects for mismanagement). Overall the indicators gender disaggregation was weak in Project design; this has been corrected during implementation in a Gender Action Plan which however is not a strategic document; although there are activities specifically managed by women, a real strategy for gender inclusion is absent.

4.1.2 Assumptions and Risks

Assumptions and risks are well identified. The risk table and the assumptions identified in the PRF are mostly pertinent; it is however questionable to include the *low capacity of communities to address global environmental problems* being this the underlying reason for the existence of the Project. Climate-related risks were associated especially with drought, which occurred in the period although not with the importance and disruption of the 2020 floods. Floods impacted around several lakes of the Rift Valley, including the Lake Bogoria area where roads were affected and many households and communities displaced, in certain cases obliging communities to look for new land areas on which to implement their activities. Risks associated with the 2017 presidential elections were well identified; violent demonstrations took off over disputed presidential poll results; as it was difficult and dangerous for people to travel within the country, the Inception Report was delayed for six months which is the main reason for the initial project delay and for the first project extension; in addition, the new Government initially misunderstood the SGP way of working and it took considerable time to have the ProDoc signed: the new Public Finance Management Act required funding to be channeled through government which is not possible for SGP projects.

4.1.3 Planned stakeholder participation

SGP is a pioneer of stakeholders' participation; the adoption of the community driven land/seascape approach within the Satoyama framework and the emphasis given by Project design to the creation or strengthening of Multi-Stakeholders Platforms provide for transparent and extensive participation of actors. Building on the over 20 years of experience of operation, SGP-Kenya is rewarded as a trusted party, having facilitated an all-inclusive Project design, strongly founded on a human-rights approach which envisages the participation of all actors at government, non-government, academia levels and the wide inclusion of CSOs with attention to the participation of the most disadvantaged sectors, including women, Elders, Youth and indigenous people. The interest of primary stakeholders and organizations to engage in activities is respected: extensive consultations with individuals, institutions and the private sector took place in the capital and in the target land/seascapes during the Project preparation phase, allowing SGP to appraise the opportunities and challenges for implementing activities in each area; consultations were also done through a one-day brainstorming meeting for the energy component where NGOs and the private sector were invited to discuss possible activities for RE and EE.

4.1.4 Linkages between project and other interventions within the sector

The NSC awarded the small grant *Reducing pollution hazards for vulnerable populations and promoting sustainable land management in artisanal and small-scale gold mining communities of Migori, Kenya* (MIKA) to specifically create upstream-downstream linkages with the GEF-funded *Integrated Sound Management of Mercury in Kenya's Artisanal and Small-scale Gold Mining* (IMKA) which aims at elimination of mercury to improve water quality, addressing policy and legislative barriers associated with artisanal gold mining; unfortunately, while the SGP Kenya small grant is complete, the IMKA project faced delays and is still in early stages of implementation. The UNDP project *Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach* has a small grants component for local communities that reside in close

proximity to wildlife areas; UNDP and SGP discussed suitable options for implementing activities, learning from the SGP experience.

WWF Kenya is not only an actor in the Project being: i) the SP for Kaya Forest, ii) a key co-financier; iii) a source of great information about the socio-economic and environmental situation in both the Kaya landscape and the Shimoni-Vanga seascape as well as iv) a key collaborator for the relationships already established with communities of the areas; while this is an advantage in many senses, a possible conflict of interest could have been avoided as WWF is a co-financier, a SP and at global level an NGO competing for GEF large projects; in addition and unfortunately, this has turned out also in disadvantages: first of all, WWF cash co-financing as of November 2021 is very low with respect to commitments and secondly WWF receives considerable funding from its partners and being occupied on various projects is not able to provide full attention to the SGP activities at landscape level.

4.1.5 Gender Responsiveness of Project Design

Mainstreaming gender equality and women's empowerment is a significant objective of SGP-Kenya (marked as GEN-2). Measures are taken to: i) include the women's perspective and their roles and needs into the resilience strategies, ii) ensure that not only NGOs are gender-responsive but also the private sector partners; iii) support grants presented by women's led groups; iv) ensure capacity development activities specifically target women; v) close the gender gaps in access to and control over resources, improving the participation and decision-making of women in all governing structures and in designating specific activities to increase women socio-economic benefits. A Gender Action Plan was not attached to the ProDoc; it was developed during project implementation, following repetitive requests from the UNDP RTA; it is a simply drafted matrix which complements the indicators of the PRF, providing for their gender disaggregation, including the development of case studies on the role of women in biodiversity conservation and SLM and capturing lesson learned and best practices in promoting gender considerations in community driven projects. Baseline assessments contain some general information on gender, but do not include a specific gender analysis in the target land/seascapes. Land/seascapes strategies mention giving priority to proposals that include issues associated with women empowerment, but there are no specific gender mainstreaming targets. Gender mainstreaming is a requirement for the selection of grants but it does not have the emphasis it should have in the guideline template for submission of proposals. This is being revised for OP7.

4.1.6 Social and Environmental Safeguards

The [Social and Environmental Screening Process \(SESP\)](#) was carried out appropriately and concluded that the overall risk for the Project is Low. The possibility that project activities exacerbate resource-based conflicts, in particular land and water, exist as land is set aside for conservancies purposes (wildlife, no-fishing zones, Kaya forests); therefore the Low Risk categorization given to the Project is not related with the likely occurrence of adverse events in this sense but it is a function of mitigation activities such as: i) wide participation of stakeholders in the Multi-Stakeholders Partnerships which are meant to find consensus, agree on implementation measures, assess challenges and offer support; ii) close monitoring role of the SGP team to ensure no vulnerable groups or people are negatively affected; iii) building on previous WWF experience in strengthening WRUAs; iv) sustaining traditional knowledge and authority (Kaya Councils of Elders). The approach adopted is human-rights based, where measures are adopted to ensure activities protect/restore natural resources for both local and global environmental benefits as well as support local livelihoods; this includes an effective representation/participation of women in decision-making processes and in productive activities and attention to their specific needs.

4.2 Project Implementation

4.2.1 Adaptive Management

[Adaptive Management is satisfactory](#). The Project has faced various challenges; adaptive management has been applied consistently and, in a way not to compromise effectiveness of activities in the field although at

the cost of considerable implementation delays. As mentioned above, the initial 6-months delay in starting activities is attributed primarily to the political unrest which erupted following the 2017 presidential elections and which made travelling inside the country unsafe for a few months and delayed Government signature of the ProDoc. The first Call for Proposal was able to approve only 11 small grants due to the low capacity of CBOs to present quality proposals, even if the three SPs, each at one of the land/seascapes, had already been selected and awarded a grant to support various processes at landscape level, including helping CBOs to present proposals for funding. Although granting the presence of SPs early in the Project was a sound management decision which created an enabling environment for the design of the resilience strategies and the participation of CBOs and other stakeholders, most CBOs are new to SGP and required induction and capacity building support to a larger extent than originally envisaged. A guiding workshop to support grantees in proposal development was implemented concurrently with the launch of the Second Call for Proposals with better results as the NSC was able to approve 35 small grants in line with the already designed Resilience Strategies. By mid-2019, implementation slowed down due to the health crisis of the COVID-19 pandemic which limited travelling and in person meetings; as Government regulations kept changing and were influenced by the irregular spikes in the number of affected persons and the corresponding positivity rate, many activities and monitoring visits came to an almost complete stop. The fact that SPs are all national NGOs with their main headquarters either in Nairobi or Mombasa did not help. Implementation evidently slowed down and led to two requests for extension; nonetheless, the Country Team and grantees proactively sought alternative ways to mitigate delays (an adaptive management plan describing mitigation measures was prepared), among others: i) remote monitoring and engagement using phones, online meetings, the radio (everywhere but with difficulties in Shimoni Vanga where internet connections are more problematic) using solar services; ii) strictly liaising with county governments; iii) trying to deliver capacity building online which however was only partially effective given the fatigue that this implies for communities' members and not widespread accessibility to internet connections and computer based technologies, iv) granting small grants extensions; v) rescheduling certain activities and revising disbursement schedules; vi) creatively adopting the so-called **Lead Farmer Model** which consists in organizing meetings of maximum 15 people, mobilized by an elected lead peer member, to receive training and/or technical assistance. Additional challenges were a locust invasion and the floods that in 2020 struck the Lake Bogoria area, with damages to roads and inundation of productive land, with the consequence that some beneficiaries are still in the initial implementation phases. Overall, the Project well adapted, finding alternative communication modalities; yet, while most projects will be able to conclude activities by February 2022, the possibility that some of them will not is concrete.

SPs have quite wide mandates which include facilitating the establishment of Multi-Stakeholder Platforms and being a member of it, supporting the development of landscape-seascape strategies based upon the results of participatory baseline assessments, ensuring proposed SGP activities are aligned/mainstreamed with counties' priorities, supporting CBOs in developing proposals, managing projects and partnering with the private sector to develop projects that demonstrate innovation, sustainability and livelihood enhancing, developing a participatory community-based monitoring tool, raising awareness through organizing PR events such as eco-fairs and exhibitions, and developing communication materials, and very importantly ensuring aggregation and collection of implementation data to inform the monitoring of PRF indicators. The no cost extension of the SGP created difficulties to the SPs, in particular to COMRED which quickly exhausted its travelling funding as they were not prepared for the number of grants which the seascape finally got. NGOs complain that SGP is unclear on staff compensation with the result that they are obliged to charge staff time to other donors. Interviews reveal that SPs were instrumental in enhancing the profile of the SGP portfolio at county level and in strengthening working relations with counties. All SPs have knowledge of the area where they work and their missions naturally resonate with the SGPs vision for the land/seascapes; yet, none of them has a local presence. Performance worked certainly better when: i) the SP is able to rely on a strong local partner as for KOAN in Lake Bogoria, with Chemeron Dryland Research Training and Ecotourism

Center (DRTEC) of Egerton University, that is based within the landscape and coordinates research and extension as well as conservation activities in Baringo County; the Center was able to gather stakeholders at a central site and provide both information and capacity building in a centralized manner; and ii) when the CDP has been able to provide the supposed role to build or increase the capacities of grantees for monitoring, and technical and financial reporting. This occurred only with Nature Kenya in Kaya Forests which has an office in Kilifi; the WWF partner, very strong on paper, not always provided the required presence as the NGO manages various projects; in addition, finances are centrally managed in Nairobi with the result that they have often been late in providing the financial reports required by SGP. No CDP was selected in Lake Bogoria as no NGO was able to submit a quality proposal and the CDP in Shimoni Vanga did not perform satisfactorily. In Lake Bogoria, the CDP role is played by a UNV who however was hired only in 2020. In any case, the selection of CDPs happened too late in Project implementation to be able to make the difference.

4.3.2 Actual stakeholder participation and partnership arrangements

SGP-Kenya has enabled the wide participation of CBOs, NGOs and partners in the areas of intervention, including local county governments, research institutes, specialized institutions, and also the private sector. SGPs around the world are forerunners in facilitating transparent and effective stakeholders' participation but certainly the landscape approach has further enhanced this process from the design of the resilience strategies all over through implementation and monitoring. In Kenya, various meetings were organized (both in Nairobi and in the land/seascapes) during the design of the SGP OP6 to assess interest and willingness of the population to engage in the interventions. At Project start, in each area, a SP was selected and awarded a grant to facilitate the processes of Baseline Assessment and further on, of the design of the Resilience Strategy; a variety of stakeholders at each site were convened. Soon after, NGOs facilitated the creation of the **Multi-Stakeholders Platforms**, creating the opportunity for stakeholders to meet until the occurrence of the COVID-19 pandemic impeded physical gatherings. Meetings in presence are currently resuming.

The Project not only facilitates overall participation but also ensures that nobody is discriminated and promotes the participation of marginalized groups, women in the first place and the Youth (everywhere), the Elders (instrumental in Kaya Forests) and indigenous groups. In each area, community groups are represented by associations empowered by Kenyan policies and laws to be stewards of natural resources and ecosystems; they have been directly involved in small grants implementation, even as direct recipients of funds, i.e. BMUs in Shimoni-Vanga, Community Wildlife Conservancies (CWCs) in Lake Bogoria, Community Forest Associations (CFAs) in Kaya Forests. In addition to the groups directly involved, during the preparation of small grants proposals and in open meetings, many other organizations participated which overall contributed to raise awareness on the significance of the landscape approach and the importance of protecting the environment. Under the Kenya constitution, county governments have specific mandates on the governance of national resources, fisheries, agriculture and livestock development; their involvement in the Platforms revealed instrumental for small grants to report about challenging faced and often to obtain technical support from county ministries. The alignment of small grants with counties' development objectives is one of the criteria for grant approval. Additional partners are some national governments ministries as well as other entities such as the State Department of Fisheries and Blue Economy, the KFS, the KWS and the National Environment Management Authority. Cultural institutions are present with the NMK, Egerton University, Kenya Marine and Fisheries Research Institute and the Kenya Forest Research Institute.

Although stakeholder engagement is considerable, the pandemic has reduced the capacity of the Multi-Stakeholder Platforms to meet in presence and slowed or impeded certain activities, among others grantees exchange workshops and eco-fairs which did not and mostly will not take place (there have been some exchanges with CBOs visiting other projects but it is late to stick to the original plans).

Last but not least, the Project facilitated the engagement of the private sector, primarily for the CCC projects to promote the use of RE and EE technologies, such as solar lamps for both lighting and irrigation; 12 projects are implemented in joint partnerships between communities and the Kenyan quite vibrant private sector in this field to deliver improved energy services to the poor, addressing social needs, improving well-being and

livelihoods while also contributing to mitigate climate change. The private sector has been involved also in some production activities, i.e. honey commercialization.

Overall, the Project has been able to effectively foster partnerships and participation, involving 7 BMUs, 3 Community Conservancies with 69 community leaders, plus a Wildlife Community Conservancy Association, 32 community groups, over 600 farmers and over 17,000 people among whom more than 10,000 are women.

4.3.3 Project Finance and Co-Finance

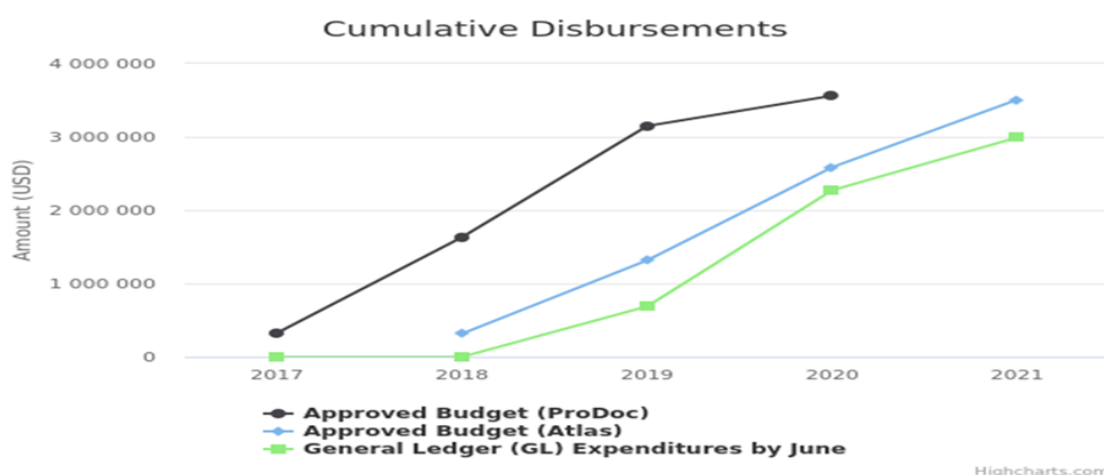
The total planned Project budget amounts to USD 9,221,644 out of which USD 3,561,644 from the GEF and USD 5,660,000 as co-financing from grantees, UNDP and the WWF-Kenya. AS GEF co-financing Implementing Agency, UNDP is responsible for the execution of the GEF resources and the cash co-financing transferred to the UNDP bank account. An 8% management fee for the specialized project cycle management service goes to UNDP; the Project total value of 3,561,644 is however net as UNDP management fee is already taken of. As implementing Partner, UNOPS takes responsibility for financial management, charging 6% fees for each transaction (which is incorporated in each individual budget line) plus a fixed amount of USD 12,000 per year (or USD 1,000 per each month the Project is operational). Each quarter, UNOPS submits a cumulative financial report to UNDP, utilizing the agreed upon reporting mechanism of PDR. The budget is translated into the UN ATLAS system used by UNDP and quarterly reconciled. A Project Annual Report is produced.

The budget is managed by Component with Project management listed under a separate budget line. GEF funding approved by the GEF Council is fixed; reportedly, there has been no over-expenditure. Budget flexibility allows: i) within budget lines, a maximum 10% variance and ii) introducing a new budget item up to a 5% exceedance of the original GEF allocations; iii) miscellaneous expenses may not surpass 5% of the overall project budget; iv) the Project Management Component total expenditure must be equal or below the ProDoc budgeted amount for the component; outside of this, budget revisions of any sort require the GEF Council approval. Activities are strategically and logically linked within the PRF. Project implementation and expenditures are done in accordance with an annual operational plan, which follows UNDP/ATLAS rules and is not articulated by outcome, which would have been preferable. An external audit was implemented in August 2021 but the audit report is not yet available. Table 5 below provides summaries of expenditures and commitments, as provided by UNOPS; (figures slightly differs from those provided in each PIR).

Table N.5 Budget allocations and expenditures per Component (USD)

Budget line/Amounts	GEF allocation	Expend. at June 2019	Expend. at June 2020	Expend. at June 2021	GEF Commitments
Component 1	2,482,064	644,571.03	1,284,613.80	299,100.64	253,778.53
Component 2	909,977	10,867.73	265,643.31	373,246.97	260,218.99
Project Management	169,603	33,177.31	34,189.62	46,622.14	55,613.93
Total	3,561,644	688,616.07 (19.33%)	1,584,446.73 (44.49%)	718,969.75 (20.19%)	569,611.45 (15.99%)
Total Cumulative		688,616.07 (19.33%)	2,273,062.8 (63.82%)	2,992,032.55 (84.07%)	

The Programme started in March 2017; the delivery rate was rated by the UNDP RTA and UNDP CO as **Moderately Satisfactory** all along implementation; at June 2019, 70% of GEF funds for grants were committed but only 15% delivered as most projects were recently approved. The delivery rate shows a satisfactory annual increment in 2020, with the lowest figures during the first and third years of implementation, reflecting mentioned challenges which slowed down activities, especially during the lockdown. The total cumulative disbursement at June 2021 amounts to USD 2,992,032.55 or 84% of the total GEF budget.



The **Management Component** includes fees of staff and consultants, equipment, rental and maintenance remises. Expenditures and commitments of the two **Components** are similar, reflect standards for SGP projects and include GEF small grants initiatives, training, workshops, printing of audiovisual material, cost of staff and of local and international consultants. According to the last approved budget revision, the Project is investing 71% of the total budget for grant-making and the rest for management. The two time no-cost extensions did not translated into a request for additional GEF funding; however, to cover the additional cost of staff and UNOPS fees, resources have been reallocated from unspent budget lines such as those of the envisaged United Nations Volunteers (UNVs) who were lately recruited and not all of them retained, savings from travelling and monitoring activities impeded by the lockdown, as well as from the envisaged exchanges of experiences which have been greatly reduced.

The well-established and efficient mechanism of the GEF SGP and the utilization of already effectively proven methodologies (COMDEKS) ensure a competent use of funds and cost-efficiency. Calls for Proposals' criteria establish a maximum ceiling for small grants of USD 30.000 for CBOs and USD 50.000 for NGOs; SPs grants can reach up to USD 100.000 and incorporate the cost of designing the resilience strategies. Small grants projects and land/seascapes resilience strategies financing is approved according to the overall SGP strategy and by the NSC; differences are within the accepted variance of 10% and are approved by the Global Coordinator. Funds' transfers to grantees are made in three tranches, the percentage of which have changed over time during OP6, starting with the standard 50%-40%-10% and later modified by the NSC for the Second Call for Proposals grants to 30%-60%-10%, to reflect CBOs low absorption capacity and to minimize risks (making easier to terminate a project at an early stage when showing inadequate performance). Four projects were terminated due to misappropriation of funds and governance issues (two in Kaya Forests and two in Lake Bogoria). Reportedly, there was no payments in the last two months to grantees as those finalizing are waiting to have their final evaluation. As of November 2021, 15 out of 68 projects have received the final disbursement and are under the process of revision of the final report; 18 small grants approved in 2020 got an extension to be able to complete activities. Management is confident that most although not all projects will finalize by February 2022, as confirmed by the recent visit of the NSC's members which identified some important challenges for certain grantees.

Grant-making budget allocations to the three landscapes/seascapes did not follow established criteria; each area was given the same chances to apply for projects; the unequal distribution of projects/resources generally reflects the capacity and the dynamism of grantees in the area to design projects according to SGP rules with an evident stronger capacity in the Lake Bogoria landscape.

Table N.6 Grants allocations by land/seascape in USD

Kenya/Grants	Lake Bogoria	Kaya Forest	Shimoni Vanga	Climate Change	Total
Strategic Partner grant	1 NGO-KOAN	1 NGO-WWF-Kenya	1 NGO COMRED		3
Capacity Development Partner grant	-	1 Nature Kenya	1 Levite Foundation		2
CBOs grantees (awarded in 2020)	25 (7 in 2020)	11 (1 in 2020)	14 (6 in 2020)	13	63

GEF funding	954,582	515,539	496,032	562,354	2,528,507
In-kind co-financing	786,143	561,499	240,243	340,615	1,928,500
Cash co-financing	196,541	247,197	137,399	206,163	787,300
Total					

Table N. 6 indicates that the grantmaking budget is 2,528,507, with the largest amount of GEF resources being allocated to the Lake Bogoria landscape and the least amount to Shimoni Vanga. Two Capacity Development grants were approved but the one in Shimoni Vanga did not perform and will not receive the total budgeted funds. Projects in-kind co-financing contributions are estimated at USD 1,928,500 while cash co-financing amounts to USD 787,300, with the major contributor being Lake Bogoria in terms of in-kind co-financing – which is not a surprise having been awarded a larger number of projects - while the major cash contributor is Kaya Forests notwithstanding being the landscape with the least number of projects; this is due to the fact that most WWF cash co-financing was injected here. SGP Kenya requests a 1:1 co-financing ratio. The only county government which contributed cash is Baringo County which pledged US\$ 50,000 to support the expansion of one of the CCC project; notably, one of the seven BMU has been able to contribute cash co-financing, getting on board the partner Reefolution.

The co-financing contribution of the CSOs, UNDP and WWF are backed up by co-financing commitment letters: for CSO, it is the SGP NSC which confirms that SGP Kenya will make it a requirement for grant recipients to leverage GEF funds by raising co-financing with a ratio of at least 1:1 as per the stipulated policy. Commitments have not totally been honored as planned, with WWF falling very short with respect to pledges, as of November 2021. Management should carefully follow the honoring of partners financial commitments, during implementation and not only at TE stage. Table N. 7 and 8 below report the confirmed sources of co-financing as of November 2021; at the time of the TE, total co-financing is USD 3,789,020.

Table N.7 Co-Financing Table

Co-financing (type/source)	UNDP financing (USD m)		WWF Kenya (USD m)		Grantees (USD m)		Total (USD m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
In-Kind support	500.000	435,280	690.000	545,250	3.200.000	1,928,500	4,390,000	2,909,030
Cash			750.000	92,690	520.000	787,300	1,270,000	879,990
Totals	500.000	435,280	1.440.000	637,940	3.720.000	2,715,800	5,660,000	3,789,020

Table N.8 Confirmed sources of co-financing at TE stage (November 2021)

Sources of Co-Financing	Name of Co-financier	Type of Co-Financing	Investment Mobilized	Amount (US\$m)
GEF Agency	UNDP	In-kind	Investment mobilized	435,280
Non-Government Sector	WWF-Kenya	In-kind	Investment mobilized	545,250
Non-Government Sector	WWF-Kenya	Cash	Investment mobilized	92,690
Beneficiaries (CBOs)	Grantees	In-Kind	Investment mobilized	1,928,500
Beneficiaries (CBOs)	Grantees	Cash	Investment mobilized	787,300
Total Co-Financing				3,789,020

4.3.4 M&E: design at entry, implementation, overall assessment of M&E

Monitoring & Evaluation	Rating
M&E design at entry	Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory

For the purpose of design, the monitoring plan is satisfactory.

Project M&E is to be undertaken in compliance with UNDP requirements (UNDP POPP and UNDP Evaluation Policy) and GEF requirements (GEF M&E policy). The ProDoc includes a detailed M&E Plan with an estimated cost of USD 124,500 from GEF resources and US\$ 20,800 as co-financing for the GEF mandatory requirements, including the mid-term and terminal evaluations; while the cost of the CPT staff time and UNDP staff and travel expenses are excluded, there is an additional US\$ 53,300 from GEF resources and US\$ 14,100 as co-financing for the specific M&E of the small grants, overall totaling US\$ 177,500 from GEF and US\$ 34,900 as co-financing. The M&E Plan is detailed and comprehensive of possible risks. M&E takes place at different levels, from top management to field management.

At Programme Level: the main responsibility lies with the **CPT**, with the CPM and the PA monitoring overall performance, respectively from a technical/organizational and financial perspective. Various tools are utilized: PRF, Monitoring Plan, Core Indicators, Risk Management and the PIR; detailed monitoring features are also contained in the CEO endorsement's letter. The PIR is prepared in the period June-September, each year; it is the main tool to inform higher management and serves as the key input for external evaluations. Three PIRs have been prepared (2019, 2020 and 2021) which were reviewed by the UNDP CO and UNDP UCP Global Coordinator and Regional Technical Advisor in New York. The **UNDP Global Coordinator, Regional Technical Advisor** and the **SGP CPMT** provide oversight to all UCPs. As part of its environmental projects' portfolio, the **UNDP CO** monitors the project progress and contribution to the SDGs, provides quality assurance, participates with a representative to the NSC meetings and field visits and revises and provides inputs as required in the annual PIR; the risk log is regularly updated in ATLAS. The **NSC**, which revises and approves proposals, also regularly engage in field visits, playing a recognized mentoring role both at programme and project level. The **GEF Operational Focal Point (OFP)** representative, a member of the NSC, is regularly engaged in monitoring and provides the link with the central government. **MTR** and **TE** are conducted as required for full-size GEF projects.

The SGP Project was submitted for approval with Tracking Tools prepared for Biodiversity, Objective 4, Program 9; Climate Change Mitigation; and Land Degradation. As per new GEF requirements, at mid-term, **Core Indicators** replaced the Tracking Tools which were further revised for the TE (**Annex F**). Chapter 4.1.1 above explains the interpretation taken to report on indicators, showing enormous progress since the MTR but that some indicators are not within reach. Notwithstanding, it is notable that in Lake Bogoria, unsupported neighboring community members have decided to also adopt improved farming techniques implemented by grantees, demonstrating impact. Core Indicator 11 concerning direct beneficiaries indicate a total of 17,740 beneficiaries, with quite a larger number of women (10,539) with respect to men (7,147).

At Land/Seascape Level. **GEBs** expected for biodiversity, climate change mitigation and adaptation, and SLM result from the synergistic implementation of community-based landscapes management initiatives and their aggregated longer-term impacts; **monitoring of GEBs** is the responsibility of the Country Team, using Core Indicators and the services of **SPs** which are the liaison between SGP management and grantees. Data collection starts with the award of a grant; the small grant proposal framework includes Annex 1 which requires the proponent to provide information on how the specific project will contribute to a number of biophysical and social indicators. Among their tasks, SPs are required to ensure consistency of the contribution of small grants to the PRF and Core indicators and to aggregate data at land/seascape level from grants under implementation to inform coverage of hectares under different forms of management, tonnes of CO2 avoided, number of communities/families reached/involved and number of consultative mechanisms set up, among others. The system does not appear to function very well; data collection requires additional efforts from the Country Team due to: i) SPs do not have a constant field presence and travelling to the site requires resources that in some cases, i.e. COMRED were quickly depleted; ii) the three landscape strategies have different quality and not clearly defined indicators, directly feeding into the PRF; iii) the Project is deprived of a structured M&E system and dedicated staff; an attempt was made to retain the capacities of a UNV expert which was however available only for a few months and then was never replaced. Data is

available but its collection is neither structured nor systematized; this translates into a wealth of information available at grant level but less capacity, or better less time, to strategically analyze it. The lack of a M&E dedicated staff within the SGP team is a recognized weakness which should be addressed in the future.

At Project Level. Monitoring responsibility lies with **SPs** and a **UNV for Lake Bogoria**, under the supervision of the **Country Team** and the **NSC**. Small grants are regularly visited, except when the COVID 19 situation imposed travelling restrictions; alternative ways to ensure the continuity of communication with grantees were found (see above Adaptive Management), with an instrumental role played by the partnerships created through the Multi-Stakeholders Platforms, and in particular by counties' representatives who provided technical and also conflict resolution support, when necessary. **NSC** member provide mentoring, regularly engaging in monitoring, with a rarely seen dedication.

Overall, monitoring is only moderately satisfactory: SPs monitor grantees performance and support them effectively; however, their capacities to aggregate data at landscape level to inform the monitoring of SGP indicators is not straightforward. The NSC and the Country Team are effective and supportive in their oversight roles, early detection of problems and provision of adaptive management, as demonstrated during COVID 19. PIRs are rich of valuable information but tend to be very detailed, indicating that information is collected at the single grant level but less analyzed for its aggregate significance at land/seascape level.

4.3.5 UNDP implementation/oversight; Implementing Partner execution and overall assessment of implementation/oversight and execution.

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall Quality of Implementation /Oversight and Execution	Satisfactory

As the GEF Implementing Agency, UNDP provides quality assurance and oversight services for SGP at global and country levels as well as value-added benefits as programme implementation proceeds in synergy with UNDP and UNDP CO programming. It provides high level technical and managerial support from the UCP Global Coordinator, who started to be recently assisted by a UNDP Regional Technical Advisor. UNDP provides insights and recommendations when revising PIRs and shares lessons learnt from other world-wide implemented SGPs. Synergy and collaboration between the UNDP CO and the CPT are solid. The UNDP CO environmental projects portfolio is quite large in Kenya and uses an integrated projects steering committee which discusses environmental projects, among which SGP; UNDP CO provides strategic guidance, technical or administrative support as needed, quality assurance and the link with the national government. The UNDP member participating to the NSC alternated during implementation.

As Implementing Partner, **UNOPS** has been the executing agency of the SGP since its inception. It provides human resources and legal support, and provides financial and procurement management guidance and supervision to SGP staff. Under the SGP, UNOPS is responsible for grants management, following the signature of a grant agreement between the NGO and the UNDP RR (on behalf of UNOPS). UNOPS effectively supports the Programme, efficiently hiring consultants, disbursing funds to grantees on time and solving difficulties when they arise as well as providing training and coaching for budget management and administrative issues; management favors the continuation of webinars used by UNOPS which have been highly appreciated. Internal UNOPS rules limit UNDP Individual Contracts to a maximum of three months; this may have occasioned some difficulties for the Project Assistant who has been on her role since 2017 but got a permanent contract only about one year and a half ago.

Management arrangements and roles and responsibilities of the various parties are described in the SGP Operational Guidelines. The Kenya CPT is integrated by a CPM and a PA. As mentioned, the PA is in her post since SGP OP6 started while the CPM has not only been the previously called National Coordinator for many years and across various operational phases but was also engaged in COMPACT, thus bringing on board a valuable experience for the landscape approach. The CPT is responsible for all aspects of project operations, including implementation, management, partnership development, and KM. The PA supports the CPM in almost all implementation activities, although with more dedication to financial administration and logistics but also participates of monitoring activities, revision of reports and undertake field visits. Stakeholders respect the work of the CPT; an atmosphere of collaboration and trust is perceived. At the beginning of OP6, the team was supposed to be integrated by three full-time UNVs as well as a full time Technical Assistant to provide support in data management for each area, development of case studies, with the Technical Assistant covering the M&E expert role. Unfortunately, this situation never materialized and the Project has been able to retain only a UNV currently working full time at the Lake Bogoria landscape and another UNV who is acting as KM officer; in addition, these persons have been hired only in 2020, when implementation was already quite advanced. The third UNV who would have taken a dedicated M&E role resigned after a few months, having found other opportunities; the Technical Assistant was never recruited. This situation created an enormous overload on the CPT, with an excessive involvement in micro-management.

4.3.6 Risk Management and Social and Environmental Standards

The **Social and Environmental Screening Process (SESP)** developed at Project design concluded that the overall risk for the Project was Low. During Project implementation, the SESP has been updated and the only additional element included is the occurrence of the COVID-19 pandemic – evidently a critical risk for project implementation - and the measures taken to mitigate the limitations which delayed and in some cases impeded normal implementation. Multi-Stakeholder Platforms' meetings have unfortunately not taken place as planned, activities with schools were affected because of closure of education centers and monitoring visits from SGP were put on hold. In addition to the measures adopted around the world, using technology-based tools to hold online meetings, phones and the local radio, it is particularly interesting to mention the application of the so-called Lead Farmer Model (see above) which allowed training and capacity building activities to partially take place. In Shimoni-Vanga, where access to internet is poor, COMRED used a well-developed newsletter to keep people informed. All considered, some risks proved significant; yet, adaptive management is implemented in a way to minimize risks and ensure continuity of the actions while maximizing social and environmental opportunities.

4.4 Project Results and Impacts

4.4.1 Progress towards objective and expected outcome

The Project is approaching its end, with the expectation that most outcomes and objective will be covered, although not all targets achieved.

As one of the SGP UPCs, SGP Kenya during OP6 has adopted a community-based land/seascape approach to enhance the socio-ecological resilience of three selected ecologically and social sensitive areas: The Kenya Lake System in the Great Rift Valley, and in particular Lake Bogoria; the Sacred Mijikenda Kaya Forest; and the biodiversity rich marine ecosystem of Southern Kenya, and in particular the Shimoni-Vanga through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development. The analysis of the PIRs, information collected through interviews with relevant stakeholders, (SGP Project Team, beneficiaries, NSC's members, UNDP staff and counties' government representatives) and visits to over 20 small grants indicate that the Project has faced important implementation challenges, justifying the Moderately Satisfactory rating which has characterized implementation; nonetheless, with some exceptions probably due to an overambitious design, the Project is achieving planned results, mostly fulfilling the PRF indicators.

As in most SGP projects around the world, participation is outstanding in all phases of the project cycle; communities were widely consulted about their willingness to be part of the process and are key designers

of the landscape strategies and of the small grant' initiatives identified. **Baseline Assessments**, conducted in September-October 2018, were instrumental to mobilize communities and other stakeholders to validate the current status of natural resources within their land/seascape, and assess threats and opportunities which were utilized as a basis to develop the **Resilience Strategies**. The COMDEKS methodology was adopted, using the SEPLS Resilience Indicators; stakeholders identified resources and changes occurred during the years to their traditional/cultural uses and established conservation targets. Reportedly, workshops for developing baseline assessments and the strategies were interactive, with full involvement of both men and women of participating communities, counties representatives (ensuring adherence to the counties' development plans) and a vast array of different actors integrating the Multi-Stakeholders Platforms. The quality of the Resilience Strategies is uneven, with the one at Shimoni Vanga appearing as the most comprehensive. All strategies lack a structured system of indicators, directly feeding the PRF targets and including gender mainstreaming; consistency in developing a framework of indicators for the three areas would have provided a more efficient monitoring tool. No strategy was developed for the CCC projects, which constitute isolated interventions within the common framework of creating solid partnerships between CBOs and the private sector. During OP6, Kenya has funded 68 small initiatives, supporting community organizations and NGOs to develop and implement adaptive resilience activities that build social, economic and ecological resilience based on local sustainable benefits. Thematic lines of intervention are partly dictated by the SGP OP6 Kenya design and partly defined in the resilience strategies and include: forest conservation/restoration (everywhere but especially in Kaya Forests and in Shimoni Vanga for mangroves forests); agroecological practices (everywhere); water management for both human and animal use (Shimoni Vanga and Lake Bogoria); production /marketing of products (everywhere); new technologies for renewable energy/energy efficiency (spread all over the country and grouped under the CCC); creation/strengthening of the Multi-Stakeholders Platforms in all areas.

Small grants initiatives were awarded through four Calls for Proposals, which were announced in the media and through e-mails sent to lists of actors, also and correctly involving counties government representatives. Interviews reveal that CBOs had difficulties in understanding the landscape concept and SGP priorities in the beginning but that there is a gradual buy into the approach. Criteria for developing project proposals are partially contained in the announcements, in the project proposal development guidelines and through information available on the UNDP GEF SGP website; this is probably adequate for NGOs but fairly too complex for CBOs, especially considering that the large majority was new to the SGP. The TE considers that a more straightforward process to make eligibility criteria immediately easy to visualize should have included: i) preparation of an introductory guideline, well explaining and summarizing criteria for eligibility; ii) separation of the announcements per site and for the CCC so to eventually adjust criteria to the area specificity and to the private sector involvement requirement; iii) gender mainstreaming to have more relevance and be a substantial requirement; iv) a separate announcement for the CDP projects and for the Knowledge Management project, both of which would have had to be selected much earlier in Project development to be able to make the difference. Eligibility criteria include:

- Be strategically important to the entire land/seascape;
- Focus on biodiversity conservation and the diversity of ecosystems within the land/seascape
- Have as beneficiaries CBOs living in the area, which have been operating for already at least two years
- Be aligned with counties' development plans and/or able to influence policy at that level
- Have high chances of replication and share best practices
- Link income generation to conservation
- Promote traditional cultural heritage transmission and conservation
- Favor the Youth, Women, People with disabilities
- Provide a 1:1 co-financing
- Involve partnerships, including the private sector

The Consultant is aware that management choices were not easy , considering the periods of lockdown and the fact that the TORs for the CDP referred to sustaining small grants, the number of which could not be

estimated and would have varied over time, with subsequent awarding of projects (evidently, NGOs would perceive differently a commitment to support 5 or 10 small grants); but even taking the difficulties in consideration, much more could have been done by the NSC in clearly defining the roles of SPs and of CDPs and making a flexibility provision in the CDP projects. In addition, the TE considers that developing capacity building material at each site and for each operational phase is a waste of resources and time; SGP should centrally develop training material (project management, reporting, conflict resolution, among others), so that the only need would be to adapt to the specificities and eventual languages of the site.

Overall, the **Moderately Satisfactory** rating is confirmed, and further justified in the following chapters. Progress towards outcomes is registered in the Results Framework matrix, with achievements in **Annex E, Results Framework Matrix, with achievements, comments and rating**, based on the Project's outcomes and indicators, with comments and provision of ratings. **Various indicators are on track and fulfilled; some of them have exceeded the target, while for a few of them it will not be possible to reach the target.**

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory

4.4.1.1 Relevance

The relevance of the Project is **Highly Satisfactory**. Relevance is undoubted both at design and with relation to the strategies of implementation chosen; activities respond to real needs of the population and of the conservation's purposes of the selected land/seascapes. Beneficiaries have been fully involved during all phases of the project's cycle and have directly prioritized actions; this ensures activities contribute to the sustainable use of natural resources, supporting counties' government development plans as well as providing productive alternatives to involved communities.

The Project is consistent with **Kenya's national development plan and priorities, specifically with:** i) promotion of development of renewable energy as an alternative source of energy and focus on the attainment of clean secure, and sustainable environment; ii) Related Strategic Plan Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. **At land/seascape level**, relevance of actions with the needs of beneficiaries, the challenges of the selected areas and alignment with counties governments priorities are ensured as stakeholders have directly prioritized them.

As an UPC, Kenya SGP is in line with the **policy for UPC** (GEF/C.36/4 *Small Grants Programme Execution Arrangements and Upgrading Policy for GEF-5*; GEF/C.46/13 *GEF Small Grants Programme: Implementation Arrangements for GEF-6*, Cancun 2014), with the SGP Strategic Directions for GEF VI (pages 200-206 of GEF/R.6/20/Rev.04, *GEF Programming Directions*, March 2014) and contributes to specific **GEF VI corporate results No. 1, 2 and 4**. The project objective is **closely aligned** with the programming directions and underlying mission of the **GEF-SGP**. **Applicable GEF Focal Areas** for this Project are:

-Biodiversity/BD-4: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors; **Program 9:** Managing the Human-Biodiversity Interface. **Outcome 9.1:** Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management. Indicator 9.1 Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations (e.g. FSC, MSC) or supported by other objective data;

-Climate Change/CCM-1: Promote Innovation, Technology Transfer, and Supportive Policies and Strategies; **Program 1:** Promote the timely development, demonstration, and financing of low-carbon technologies and mitigation options. **Outcome A:** Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration. CC Indicator 4 Deployment of low GHG technologies and practices;

-Land Degradation/LD-1: Agricultural and Rangeland Systems: Maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods; **Program 1:** Agro-ecological intensification. **Outcome 1.1:** Improved agricultural, rangeland and pastoral management. LD Indicator 1.1 Land area under effective agricultural, rangeland and pastoral management practices and/or supporting climate-smart agriculture.

The Project is linked to the United Nations Development Assistance Framework (UNDAF) through **Outcome 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. The UNDAF, which articulates the commitment of the United Nations to support the people of Kenya realize their development agenda, was developed in collaboration with the Government of Kenya as the host and key implementing partner among other stakeholders ensuring ownership, and alignment to national and county development priorities. The **UNDP Country Development Plan**, which is distilled from the UNDAF, is a 5-year programmatic blueprint that outlines UNDP development support to Kenya and which was guided by the Vision 2030, the 3rd Medium Term Plan and SDGs. It focuses on three pillars: Governance, Peace and Security; Inclusive Growth and Structural Transformation; and Environmental Sustainability, Climate Change and Resilience, and SGP is aligned to two of its outputs: **Output 1.3:** Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste; and **Output 1.5:** Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy). Synergy and alignment with the UNDP environmental portfolio is ensured through SGP participating in the UNDP Integrated Steering Committee.

The Project will contribute to **SDG 7:** Ensure access to affordable, reliable, sustainable and modern energy for all; **SDG 14:** Conserve and sustainably use the oceans, seas and marine resources; and **SDG 15:** Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss. The SGP contributes to achieve GEBs as a consequence of the synergistic effects of activities that increase communities' governance and technical capacities and skills, and that produce livelihood benefits.

4.4.1.2 Effectiveness

The Project's effectiveness is **Moderately Satisfactory**. At the time of the TE, the Project reports coverage of 118,707 ha., or 77% of the 156,000 ha. target, under sustainable management in the three land/seascapes; this is a slight increase from the figures provided in the June 2021 PIR and a consistent increase from coverage at mid-term; while about 27 projects are still under implementation and coverage is expected to further slightly increase by EoP, some of the targets are not within reach, as already explained in other sections of this report. Forest conservation and restoration activities, sustainable agricultural and fisheries practices involved and benefitted 17,740 people, or 10,593 women and 7,147 men.

Small grants have generally been awarded to CBOs more than to NGOs (excluding SPs and CDPs), the large majority of which were new to SGP. Interviews reveal that CBOs are clear about their needs and priorities and have sufficient capacity to implement field activities; yet, they experienced challenges: i) in understanding the land/seascape approach; ii) in writing quality project proposals, notwithstanding the implementation of induction workshops, the support of the SPs and in various cases the possibility to dedicate 1% of the grant to pay a consultant. Although things improved after the implementation of guidance workshops, as it is possible to appreciate from the number of projects approved with the second call for proposals, there is wide agreement that the process requires full induction preparation, technical support and sufficient time; the area which experienced less challenges is Lake Bogoria with 25 grants approved and technical expertise outsourced, compared to the only 11 in Kaya Forests and 14 in Shimoni Vanga; iii) in preparing technical and financial reports, a weakness on which the CDP would have had to provide support but that was effective only in Kaya Forests (and even if the NGO was able to back up grantees, this support came too late in implementation as CDPs were hired only in 2020, included the UNV at Lake Bogoria).

Interventions are categorized within the broad GEF focal areas, with the greater number classified under Biodiversity. As many projects are multifocal, the dominant focal area is adopted for classification; correctly, if the classification provided by the proponent is inaccurate, management adjust it to the real content.

Table N.9 Grants data by landscape/seascape

Kenya	Lake Bogoria	Kaya Forest	Shimoni Vanga	Climate Change	Total
Strategic Partners	1 NGO-KOAN	1 NGO-WWF-Kenya	1 NGO COMRED		3
Capacity Development Partner	-	1 Nature Kenya (approved 2020)	1 Levite Foundation (approved 2020)		2
CBOs grantees (awarded in 2020)	25 (7 in 2020)	11 (1 in 2020)	14 (6 in 2020)	13	63
GEF Focal Area	BD: 12 LD: 13	BD: 8 LD: 5	BD: 15 LD:-	CC: 13	
Projects terminated for challenges	2	2			4
Multi-Stakeholder Platform	2 (one Elementaita)	1	1		4
Projects completed as of Nov. 2021 (waiting last 10% disbursement/TE)	14	7	10	10	41
Area under SLM	33,757	16,100	68,850		118,707
N. of community groups practicing sustainable livelihood	16	7	9		32
Jobs created (% women)	204 (44%)	???	146 (?? Women)		350 (42%)
N. of farmers adopting agroecological practices	525	75			600 (60% women)
Community driven enterprises	5	4	2	2	13 (3 women)
Partnerships/Projects for CC/tonnes of CO2 avoided	12,500 tonnes of CO2 avoided with 13 projects, involving 6 partnerships with the private sector				
N. of beneficiaries	4,958	3792	2862	6128	17,740
Beneficiaries Women Groups	6	1	2		9

Table N. 9 provide summarized data which indicate good progress notwithstanding difficulties. Overall, there is strong appreciation from stakeholders about activities conducted which are generally judged as successful. All initiatives contribute to the achievement of the PRF and Core Indicators. As a summary of progress by outcome is extensively provided in PIRs prepared by management and in Annex F PRF matrix, a non-exhaustive attempt is herewith provided to report progress by land/seascape and for the 12 CCC projects, in order to visualize an additional perception of effectiveness and possibly of future impact.

Table 10 a - Shimoni Vanga Seascape



County: Kwale Coordinates: Shimoni - 4.6472° S, 39.3804° E Vanga - 4.6607° S, 39.2194° E		CDP: Levite Foundation SP: COMRED, partnering with Naturecom	Priority target: 7 BMUs
Description	Bordering Tanzania. 86,000 ha; 2,632 fishers within 7 adjoining BMAs and an additional 12 nautical miles into the Indian Ocean; 11 management zones.		
Main activities	Artisanal fishing, employing about 10,000 fishers and providing livelihood to an additional indirect 60,000 people. Coastal mining. Tourism.		
Importance of Area/Resources	Shimoni-Vanga Co-Management Area (CMA) is among the 21 Seascapes under the Eastern African Marine Ecoregion, with high biodiversity. A CMA is an area where the BMU undertakes fisheries management activities jointly with Government, through Kenya Fisheries Services. Seascope provides important ecosystem services such as food, employment and income to fishers, fish traders, fish processors and tourism operators. Local communities have a rich cultural connectedness with the sea and coastal marine resources. Important fish aggregation areas for fish productivity. Protected coral reefs, sea mammals, dolphins, beaches, birds.		
Main threats	Destructive fishing practices with consequent declining stocks. Overexploitation and illegal logging of mangroves and weak enforcement of law to protect them. Pollution (especially plastic). Coral bleaching and overharvesting. Unsustainable tourism. Beach erosion. Trampling of turtles' nests. Climate change. Loss of customary access rights. Poor fishery and fish marketing infrastructure, with low income returns and lack of alternative livelihood. Resource use conflicts.		
Resilience Strategy priorities	Improve livelihoods, train and build capacity of community members, improve fishing infrastructure, rehabilitate and manage ecosystems, improve local waste management systems, sensitize/create awareness on ecological conservation and sustainable management. Protection of rich coastal biodiversity through BMUs; management plans for fisheries.		
N./typology of small grants	Small Grants: 16 (7 approved in 2020). GEF budget: US\$ 496,032. Co-financing: In-kind US\$ 240,243; Cash: 137,399. Grants terminated for challenges: 2. Grant completed: 10 Rehabilitation of degraded mangrove forests and coral reefs, establishment and surveillance of locally-managed marine area, construction of ecotourism facilities, reduction of marine pollution through waste recycling. Governance.		
Direct beneficiaries/ Gender mainstreaming	-2,862 registered beneficiaries; 2 women-led projects. While at project start women felt activities were too tailored to fishermen, the SP helped them to take part and feel active in all initiatives; -112 women trained by the Indian Ocean Water Body (IOWB) on fish processing and entrepreneurship. Vanga BMU is led by a woman. IOWB is also led by a woman; its project focused solely on empowering women to benefit from fisheries sector by generating enhanced income from improved and hygienic post-harvest management of fish.		
General appreciation and Localized Initial Impact	-Effective but not efficient SP: COMRED, in partnership with Naturecom result an effective and reliable partner for grantees but not efficient, being based in Mombasa and having rapidly spent its travelling budget, supporting individually CBOs. -Improvement of BMUs governance and management structures: all grantees are new to SGP and for the first time had the opportunity to express their project ideas, and directly receive funding, without an intermediary; 147 community members from 60 CBOs and 7 BMUs trained on proposal development; improved capacity to design and manage projects; improvement of the governance of the Locally-Managed Marine Areas; increased income from levies charged to fishermen; Ufanisi recognized by county governments and identified as trainers in herbal medicines, their demonstration farm attracting even research by universities (i.e. Jomo Kenyatta Univ. of Agriculture and Technology; mapping of degraded hotspots and restoration (Majoreni & Vanga BMU). -Improved seascope environment: Locally-Managed Marine Areas extended/demarcated, which are biodiversity fisheries hotspots and migratory corridors; three additional areas surveyed/demarcated; rehabilitation of degraded sites with 4,000 trees planted; conservation of 200 ha. of mangroves and 27,000 mangrove seedlings raised; MCS enhanced; reduction of illegal logging and charcoal burning; Vanga and Majoreni BMUs report decrease in illegal and dynamite fishing; some fish species that had disappeared have reappeared e.g. Chigi, Paramamba, Pronzi, Mullet and milk fish, crabs; activities on coral, seagrass and mangrove restoration are promising although more time is needed for impact to manifest. -Value addition/Livelihood: 3 enterprises established, 2 on ecotourism and one in fish marketing. Wildliving CBO collaborates with JKUAT on breeding fast maturing species and value addition of baobab; Vanga BMU able to buy cool boxes for women fish mongers, minimize loss of harvest and deliver fresh fish to the market obtaining higher prices; Shimoni Slave Caves CBO able to support education in Shimoni sub-location, acting skits and comedies during events and charging fees (Mchongo youth); the Mchongo SHG had monetized its YouTube Channel, with strong increase in number of channel views, earning about Ksh. 500 per month and produced a Compact Disk. -Networking/Partnerships/Conflict reduction: seascope approach encourages cross-community interactions and synergies, enabling harmonization of activities to optimize protection, manage tradeoffs and facilitate sustainability; stakeholders value partnerships and technical support received from counties line ministries; this includes conflicts solving over management of areas to be set aside for conservation, an idea little understood and even resisted at project start but which gradually gained communities' support through awareness raising activities; Shimoni Slave caves CBO managed to reduce colobus-human conflict by planting indigenous trees and eucalyptus which provide food to the colobus monkeys. CEJAD created awareness on marine plastic pollution menace and trained people to convert plastic waste into sellable artifacts. -Replication, upscaling, attractions of donors: SGP facilitated linkages with other donors/government agencies; National Agricultural and Rural Inclusive Growth Project (NARIGP) gave Mchongo SHG tools and implements; Shimoni Slave Caves were given 1,000 seedlings of indigenous trees by KFS so that they can reduce human-colobus conflicts; CERIOPS are training Majoreni BMU on Carbon credits; Shimoni Slave Caves employed 3 guides for the caves fishermen supported with fishing gear through Kenya Marine Fisheries and Socio-Economic Development- KEMSED (Majoreni BMU); Reefolution organizations mobilized by one of the BMU and was able to provide cash co-financing; other groups, not direct beneficiary of SGP, approached COMRED with great interest in replicating activities.		
Challenges	-Mchongo youth reported that the community was not very receptive especially on mangrove conservation, beach cleanliness and waste management since there are no monetary or immediate gains from these interventions -Lack of trainings: various organizations (i.e. Mchongo SHG, Shimoni Slave Caves) request enhanced project management and financial and technical reporting training -Majoreni BMU experienced hatred from illegal fishers -Initial difficulties in understanding the set aside areas for conservation concept		

Table Kaya 10 b - Forest Landscape



County: Kwale & Kilifi		SP: WWF	Priority target: Elders Councils
Coordinates: 3°55'55"S 39°35'46"E		CDP: Nature Kenya	
Description	- 30,000 ha, including 9 Mijikenda Sacred Kaya Forests – classified as World Heritage Site by UNESCO - plus 5 km buffer zone around each of them (overall Mijikenda Kaya Forests are 47 separate forest sites spread over approx. 200 km along the coast, gazetted as national monuments under the jurisdiction of the National Museums of Kenya); of these 1,508 ha. are closed canopy forests and the rest are diverse farmlands and associated resources. Kayas are an important cultural and natural resource to the Mijikenda (a group of nine related Bantu ethnic groups), considered to be an intrinsic source of ritual power and the origin of cultural identity.		
Main activities	Farming. Exploitation of forests for construction and biomass. Mineral extraction.		
Main threats	Rapidly growing population, high poverty levels with limited alternative livelihood options. Rapidly changing socio-economic and ecological conditions. Erosion of traditional and cultural attachment and indigenous knowledge. Encroachment for farming. Illegal logging for timber and charcoal burning. Poor farming practices. Subsistence quarrying and sand scoping. Commercial bio-prospecting leading to forest degradation. Climate change.		
Importance of area/resources	The forests are Global Biodiversity Hotspots with a high level of endemism of plants, birds, amphibians and invertebrates. More than half of Kenya's rare plants are found in the coastal region (over 3,000 taxa recorded), and a large proportion of these in the Kayas. Four Kaya forests listed as globally Important Bird Areas (IBAs). Only remains of the once extensive coastal lowland forest. Rich biodiversity, with high conservation value for rare and indigenous plants.		
Resilience Strategy priorities	Effective management and sustainable utilization of sacred forests to benefit local communities' livelihoods, enhance social and landscape resilience and improve ecosystem services. Management plans for Kayas. Children and youth awareness of Kaya's value.		
N. and typology of grants	Small Grants: 13 (2 approved in 2020). GEF budget: US\$ 515,539 Co-financing: In-kind US\$ 561,499; cash US\$ 247,197. Grants terminated: 2. Grants completed: 7. Growing traditional high value crops. Butterfly farming. Honey production, medicinal plants, baobab value addition and chili production. Education and Awareness of role of cultural practices in conserving biodiversity.		
Direct Beneficiaries/Gender mainstreaming	3,792 registered beneficiaries; 1 project led by women.		

General appreciation/ Localized initial impact	<p>-Effective and experienced partner: based in Nairobi, but with extensive working presence in the area, WWF appears an experienced partner, working over a relatively small area on which it has great knowledge; however, it receives considerable funding and do not provide enough attention being busy over many different fronts.</p> <p>-Improvement of governance structures for improved Kaya Forestry Conservation: most, except 3, grantees are new to SGP; capacity of grantees greatly enhanced to conserve Kaya forests; promotion of climate smart initiatives; mapping of biodiversity (ICE). Action plans for rehabilitation of degraded sections of forests developed; 442 indigenous tree seedlings planted; agroecological practices adopted for cultivation of indigenous high-value food crops, including planting and processing of traditional medicinal herbs and trees; conservation of the endemic and threatened coastal colobus monkey through data collection, conducting census and demarcation of forest boundaries (Colobus Conservation); provision of supervisory expertise for the subsequent census in Kaya Mtswakara and Gandini; identification and restoration of degraded sites by mapping of existing resources including endangered species and their floral phenology for purposes of seeds and seedlings collection (ICE); giving visibility to Kaya to attract ecotourism (Colobus Conservation).</p> <p>-Value addition/Livelihood: support to eco-tourism; value-addition to chilli production; bee-keeping and brick-making enterprises; butterfly farming (Colobus and ASFADA), adopting lessons from Kipepeo at Gede; ASFADA, trained 100 farmers (62 men, 38 women) in butterfly farming (cage management, pupae handling, disease control and marketing); 5 butterfly rearing cages for demonstration purposes constructed, in each of the 5 villages that surround Kaya Fungo; drugs for Covid 19 sourced from the conserved portions of Kaya forests (ICE, Ufanisi); sustainable baobab farming and processing as an enterprise, establishing tree nurseries and adding value with processing of baobab seeds into oils, herbal medicines and craft products (Wildliving) and marketing them; herbal medicines and practices, with members replicating the model and adding value to fruits, herbs, spices (Ufanisi; ICE, ASFADA, Wildliving).</p> <p>-Education and Intergenerational knowledge transfer: children awareness promoted (Colobus Conservation) in 4 schools with about 800 students on the importance of forests, including rich biodiversity, such as the endangered colobus monkey; development of a comic book and eco-cultural calendars and maps which are instrumental to pass indigenous knowledge to school children; promotion of elder-youth dialogues (ICE) on transfer of indigenous knowledge; mapping of cultural calendars of the Rabai; training on role of Kaya elders; uniforms given to Kaya elders (both men and women, demystifying who they are) and allowing women and children to access Kayas (Colobus, Wildliving, ICE) at reasonable prices; Women, Youth and Kaya elders now working together to conserve the forests; eco-resource center created at Miyani Primary school; exchange visits for experiential learning for 12 kaya elders to meet with 20 elders of a different part of the country (Kivaa sacred hill) organized to discuss application of indigenous knowledge in conservation of natural resources. Interviews confirming that the transfer of knowledge is contributing to bridging the gap between the elders and the youth; people feel more comfortable to openly talk about issues concerning the Kayas, environmental knowledge is promoted in schools and reforestation implemented; reduced cases of youth killing elders who were treated with suspicious due to their secretive rituals and elders able to perform their rituals as encroachment on Kayas is reduced.</p>
Challenges	<ul style="list-style-type: none"> -Land degraded due to charcoal burning and logging, depletion of grass covers due to overstocking, cutting of mangroves and poor waste management strategies along beaches. -High illiteracy levels in Ufanisi translated into incapacity to report for the project and manage fund for implementation -ICE experienced a lack of support from government officers and local authorities which misunderstood Kaya elders' practices and did not invite all chiefs to meetings -Encroachment and desecration of sacred sites in Kaya forests making the elders unable to perform their rituals, with religious leaders shunning them and disregarding their faith (except the catholic church) -Domestic animals access the forests and eat up the seedlings planted (ICE, Ufanisi ASFADA) -Impacts of COVID 19 on all projects, with the hardest hit the ASFADA butterfly project as it affected the order of 500,000 pupas in Russia, France, UK, Turkey and Dubai due to travel restrictions.

Table 10 c - Lake Bogoria Landscape



County: Baringo Coordinates: 0° 14' 25.1700" N and 36° 6' 21.1716" E		SP: KOAN, partnering with Egerton University, Dryland Research Center CDP: -	Priority target: 3 Community Wildlife Conservancies (Iron, Kiborogoch and Chuine) under Baringo County Community Conservancies Association (BCCCA)
Description	Lake Bogoria National Reserve, 40,000 ha. Partly Lake Elementaita, Wildlife Sanctuary. Lake Bogoria is part of a system of lakes in the Eastern Rift Valley System that have received global recognition (lake Nakuru being the third lake) as Important Bird Areas, as wetlands of international significance under the Ramsar convention and as World Heritage sites for their outstanding universal values. In Kenya, there are 161 conservancies in 28 counties, 113 of which registered under the Kenya Wildlife Conservancies Association. These have a potential to protect 65% of Kenyan wildlife, protect 12% of the country's land and benefit more than 5 million Kenyans. Lake Bogoria has three nascent conservancies.		
Main activities	Pastoralism; Farming; Charcoaling Small-scale mining.		
Importance of area/resources	Wildlife species (flamingo, the greater kudu, over 350 bird species). Dry savannah; deciduous and semi deciduous bushlands. High productivity of blue-green algae. Key tourist destination. Unique physiographic features and geothermal manifestations, with combination of landforms including hot springs and geysers. Important ecosystem services. Total area under Baringo County 11,015 km ² , 500 number of bird species; 200 hot springs, 50 migratory bird species; over 18,000 tourists per year but calculated 85% wildlife loss between 1977 and 2016; 52.2% poverty index.		
Main threats	Rapidly growing population. Siltation due to deforestation for timber, fuelwood, charcoal. Unsustainable abstraction of water in river catchments. Poor land use, land degradation and soil erosion from inadequate farming and grazing practices. Wildlife hunting and poaching. Pollution. Unsustainable tourism. Growing insecurity. Climate change.		
Priorities of Resilience Strategy	Reduce pressure on the National Reserve by enhancing community livelihoods and contribute towards conservation efforts of the biodiverse-rich site. Support to livelihoods. Conflict resolution. Wildlife Conservancies strengthening. Improve communication among key stakeholders.		
N. and type of projects	Small Grants: 26 (7 awarded in 2020). GEF budget: US\$ 954,582, Co-financing: In-kind US\$ 786,143; Cash: US\$196,541 Grants terminated for challenges: 2: one to protect riverine catchment area which was unable to account and one for honey production with the group SUFI for mismanagement and leadership issues. Grants completed: 14. Wildlife conservancies. River catchment rehabilitation. Pasture management. Honey production. Marketing and sales. Ecotourism. Adoption of RE. Agroecology.		
Direct Beneficiaries/Gender mainstreaming	-4,958 direct beneficiaries registered. All agricultural projects – 6 - are led by women. Women have a say and are well engaged even in project led by man. BCCA is coordinated by a woman and has increased the number of women on its 15-members board (from one to five) were also sits a representative of the youth and a disabled person.		
General appreciation Localized initial impact	-Effective partner: KOAN is based in Nairobi but has a strong partner in Egerton University, which is locally based and plays an effective role in aggregating and partnering with CBOs. -Improvement of governance and management structures of Community Conservancies: participatory communities' process: landscape map drafted, 10 conservation priorities identified, within 7 thematic areas, for each of which specific goals/indicators identified. BCCA (already funded by SGP in 2018) developed its first strategic management plan (area under conservation 163,700.35 ha); strengthened its governance structure, with gender mainstreaming; over 7,600 registered conservancy members; 3 Community Wildlife Conservancies - Iron, Kiborogoch and Chuine - supported through 8 initiatives, with development of land-use plans; demarcation of conservancy boundaries; mapping of wildlife habitats and corridors with emphasis on Greater Kudu; protection of wetlands; after initial resistance, effective working of communities' groups, some of them associated under a common implementation committee to enhance synergy. -Improved landscape environment: management of river riparian zones to reduce soil erosion and siltation and improve soil fertility: as Baringo soils are loose and prone to wind erosion, cover crops give soils stability (Elite, Endorois WRUA), demarcation of riparian corridors, rehabilitation of river catchments; enclosures to reduce herbivores activity (Sinyatti Women); charcoal burning/illegal logging decreased in all projects in Baringo County, reducing land degradation; protection of springs increased water volumes; Kiborogoch conservancy able to protect an extra spring out of savings, thus increasing water flow downstream for irrigation; Kiborogoch is now known as the model conservancy in Baringo county especially because of the Flamingo triangle; pasture grass helped controlling <i>P.juliflora</i> invasiveness; riverine catchment rehabilitation of MajiMoto river, protection of springs, botanic garden set up and rehabilitate cottages (Netbon) -Value addition/Livelihood/Food security: Technical and financial training allowed groups to engage in eco-enterprises in a coordinated fashion with groups collaborating around common thematic such as: Successful Pasture farming production value chain (Endorois women and Kiborogoch conservancy); effective support to a youth organization which now groups seven pastoralists' communities under El Maso to jointly address pasture challenges, share the purchase of harvesting and bailing equipment to use over 50 acres of land producing pasture to cushion members during drought, with the objective to reach out to further farmers and create a cooperative; improved capacity to expand benefits to other groups by training others at a fee (Elite Youth and Sinyatti) and benefitting additional farmers with seeds (Elite); diversification of crops and livelihoods; farmers supplied with solar pumps enhanced production, adopting growing of French beans, tomatoes, kales (Endorois women); Elite Youth and Sinyatti women have grown pasture, harvested and sold both seeds and hay; bulls are bought cheaply during drought periods, fattened and sold, managing to increase the bulls from 10 to 30; capacity to utilize the land after maize harvesting for indigenous short-term crops so that food availability is increased and cover needs of the entire year (Endorois women); Seed Savers Network (SSN) to improve farming practices and increase food security, promoting local indigenous crop varieties such as sorghum, millet, green grams, cassava and sweet potatoes, which cope well with the changing and unpredictable weather patterns and are more productive than crops currently grown; honey production and marketing through collaboration with the private sector: SUFI, Twin Group and Sinyatti Women supported to develop bee-keepers and the honey value chain to jointly produce, process, brand and market honey, in collaboration with Imperial Masters Ltd – a private company to link them to supermarkets and other mainstream markets; selling excess produce generates income in most projects (i.e. honey and honey products reported to have increased by 40-50%); Sinyatti Women's income increased (raised cost of honey; produced beauty creams from bee propolis, propolis selling); increase in fruit growing/selling (Endorois women); most projects created casual employment, i.e. to clear, till the land, broadcast pasture seeds and harvest; development of ecotourism (Transrift Trails) to establish walking trails for tourism adventure, improving security, training guides and porters, purchasing quality camping equipment, sensitizing communities that live along the trails which UNESCO selected to establish the Geo Park; trails will be the first Geo-trails of its kind in Eastern Africa.		


	<p>-Networking/partnerships/Conflict resolution: Land disputes occurring with some conservancies encroached; conflicts mostly solved with support of county's ministry of land and through existing community mechanisms; Kiborgoch Conservancy reduced human-human and human-wildlife conflicts (warden reports that "In 2018, 20 zebras were killed. After funding, only 3 have been killed"); construction of water troughs appears to have made available water for snakes and crocodiles which reduced entering the conservancy and therefore the killings of goats</p> <p>-Replication, upscaling, attraction of donors: Self-help Africa provided Elite Youth with cassava seeds and sweet potato vines for plantation; the county government, department of Agriculture provided Sinyati Women with tools for bee-keeping/management; BCCA able to mobilize additional funding from USAID and signed a MoU with Baringo County which donated an office, provided in-kind (ex. transportation for meetings) and technical assistance to Community Conservancies; UNESCO is considering making Baringo a geo-park, being a special cultural and natural geo-site.</p>
Challenges	<p>-Animal encroaching (i.e. Elite Youth Group)</p> <p>-Some projects affected by drought which hindered realization of outputs and other projects affected by floods</p> <p>-Some communities have not embraced the idea that pasture can be cultivated just like the other foods; it is believed that "grass comes freely from God" ("Nyasi ni ya Mungu")</p> <p>-Lack of constant supply of water downstream is a challenge for Kiborgoch conservancy for irrigation and protection of the flamingo triangle</p> <p>-Invasive plant species <i>Prosopis juliflora</i> has been a major problem in Baringo.</p>

Table 10 c - Climate Change Cluster projects

In addition to the small grants approved for each landscape, SGP Kenya has funded 13 projects to mitigate climate change through RE and EE initiatives in rural communities which are not contained into a strategy and are not geographically circumscribed. The key characteristics of these projects is the active involvement of the private sector to upscale household access to RE technology and promote their use for improved income generating activities and socio-ecological enterprises. SGP organized two breakfast meetings (June 2018 and March 2019) with representatives of companies engaged in the sale and marketing of RE and EE technologies and CSOs promoting RE and EE uptake among local communities.



County: Machakos, Kitui, Nyeri & Baringo	Partners: INADES in Machakos and Kitui and Farmer Solution Kenya (FSK) in Baringo
Description	Machakos, Kitui and Baringo have arid and semi-arid climate, with elevation ranging from 400 m to 2100 m asl. Long periods of drought affects food security. Nyeri is an urban area, prone to pollution due to population increase.
Main activities	Pastoralism in Baringo; Farming in Machakos and Kitui
Main threats	Rapidly growing population, pollution, climate change, deforestation for timber, fuelwood, charcoal. Human-human conflicts, Human-wildlife conflicts due to shortage of water, land degradation and soil erosion from fallow irrigation. Effects of climate change undermine development efforts and most severely impact the poor who rely on natural resources for their livelihoods.
Priorities	Climate change mitigation projects aimed at encouraging the use of eco-friendly and renewable energy so as to reduce emission of the greenhouse gases as well as contributing to food security through supply and installation of solar power pumps together with its accessories.
N. and typology of small grants	Small Grants: 13 GEF budget: US\$ 562,354; Co-financing: In-kind: US\$ 340,615; Cash: US\$ 206,163. Grants terminated for challenges: - Grants completed: 10.

	Improve irrigation efficiency; Lower non-renewable energy consumption in Machakos/Kitui; Solar lighting in Nyumbani health facility; Energy saving jikos in Jitegemee; Conversion of a petrol engine into an electric vehicle (EV) in Nyeri
Direct Beneficiaries/ Gender mainstreaming	6 partnerships established and functionally demonstrating how to deploy and scale up RE and EE technologies. Project primarily located in rural areas; beneficiaries are poor households. Projects are led by males and females and have also integrated the Youth. Itumbini farmers irrigation group has 15 active members of which 8 are females; among them, 3 are youths. Jitegemee works with 49 women and vulnerable children to combat extreme poverty. Muuo wa Canaan group has 25 women. CSOs partnered with the private sector to facilitate acquisition of solar lamps, primarily by female students. In remote areas where households are not connected to the grid, girls either do their assignments with dim kerosene light, shared with other members of the household, or they forfeit the assignments altogether because staying in school late is not a safe option for them. Boys, on the other hand, can afford to walk home late from school after doing their assignments. The CSOs create awareness on the effectiveness of the lamps among teachers and parents of pre-selected schools, and provide information on the <i>Pay-as-you-go</i> modality which involves a very low deposit, low daily payment and long payment period. This enables poor households to purchase high quality lanterns at affordable terms, and allows girls to study in the safety of their homes. 750 lamps purchased by households and are regularly paid.
General appreciation Localized initial impact	<p>-Increased access to clean energy in rural areas, greenhouse gases and polluting biomass reductions: projects generally successful in mitigating emissions of greenhouse gases and reducing pollution; purchase and installation of solar pumps, panels and tanks in Lelan and Chebaran community water project; 20 communities have access to clean energy products that they can sell to low-income households in Machakos; 1,583 farmers reached with solar power pumps; introduction of solar energy for irrigation and provision of water, conservation of the environment through planting trees and grass; Chebaran farmers growing vegetables, enhancing food security, adopting alternative farming practices, honey production, economic empowerment/sustainable income, conserved environment through fencing and also growing grass and climate adaptable trees. Introduction of friendly payment methods (PAYG) to purchase solar lumps to replace kerosene lamps.</p> <p>-Environmental protection enhanced and Livelihoods supported by improving food security, access to water, reduced soil erosion and soil pests, reduced costs of maintenance and adequate water supply for domestic and animal use. FSK project improved access to water from a borehole switching from diesel to solar power, reaching out 800 households and entering into partnership with a company known as maji milele (water forever) that facilitated the installation of an ATM water meter, a new technology in the country that the county would like to replicate.</p> <p>-Increased capacities: INADES, based in Machakos and FSK, based in Nakuru played a major role in building capacities of communities and ensuring correct allocation of money; individual ownership of the project is high; knowledge gained through capacity building will be continually used to grow high value crops, community ownership shown by the high uptake of the projects, support from the national and county governments, community by-laws in Chebaran, relevant projects that are adaptable to the landscape, linkage with the private partners and support from the strategic partners. Raising awareness on danger of using kerosene and promotion of solar power as a safe and renewable energy.</p>
Challenges	<ul style="list-style-type: none"> - Poverty levels in rural areas are high and affect the capacity to pay - In some area, parents hostile to projects - Road network to some schools in poor conditions and problems of crossing crocodiles infested areas created difficulties to provide equipment - COVID 19 slowed down activities but increased use of radio and interest for solar lumps to make them usable - Use of firewood for fuel is still rampant - Though planting of trees is a good initiative, prolonged periods of drought contribute to failure.
 <p>Solar drier at Muuo wa Canaan Group</p>	<p><i>'Hii mradi ilikuja kutusaidia saana. Huku kwetu ni dry na tulipokuwa tunatumia diesel pump, tulikuwa na shida ya kunuua diesel na smoke mingi. Tena maintenance yake iko chini na inatumika for 6 hours' (Naomi Nduge – Chairlady, Muuo wa Canaan SHG- Kithendu): "This project is highly relevant because we are in a dry area. We used to use diesel pump for irrigation and diesel was very expensive and was polluting the environment. In addition, the maintenance cost of solar pump is low". When using the pump, it has no noise and it can last up to 6 hours. Diesel pump would last 3 hours. This was corroborated by Francis Mutune of Itumbini farmers irrigation. Francis added that the solar pumps had reduced emission of green-house gases thereby safeguarding the environment. This is clear evidence of a relevant project that was designed to suit the landscape. They now boast of improved lifestyle with solar power not just for irrigation but also for lighting.</i></p>

4.4.1.3 Efficiency

Management is rated as **moderately satisfactory**, confirming the rating constantly given in PIRs from all parties. The level of commitment and dedication of staff is undoubted, the organization envisaged with SPs and CDPs was sound on paper, the NSCs is engaged in monitoring, with a stronger dedication than seen in other SGPs projects. The long-term experience of the CPT, both in the SGP and in the Satoyama exercises allowed a smooth passage between OP5 and OP6.

Call for Proposals have been organized as follows: i) **N.0 Call for Proposal (end of February 2018)**: referred to as the 0 Call, it was tailored to select a **SP** for each site, that is a well-established NGO assuming a land/seascape coordinating

role; with 19 proposals received and 9 selected for review, 3 grants were awarded, one for each area; ii) [First Call for Proposals \(October 2018\)](#): with assistance from SPs, grantees developed proposals; although a large number of project ideas were received, only 11 were selected, that is a very low number, reflecting the low capacities of grantees to develop quality proposals, according to SGP requirements; iii) [Second Call for Proposals \(February 2019\)](#): although the NSC included a requirement for a CDP proposal in each area, the decision was taken not to revise proposals as the roles of CDPs and SPs were not yet well defined – an evident shortcoming from the NSC which should have well defined these roles before; with 102 proposals received, 52 proposals selected for review, 35 grants were awarded (6 for Land Degradation; 21 for Biodiversity and 8 for Climate Change), reflecting an increase in CBOs capacities, following the implementation of guidance workshops on proposal development at each landscape; iv) [Third Call for Proposals \(October 2019\)](#): which assigned the last 30% of GEF resources for grant-making, following a gap analysis about which Project's outputs were already covered and which ones were still missing; specific requirements were developed, including the requirement for the CDP and for a KM project. With 63 proposals received, 40 selected for review and 19 granted, including the CDP in Kaya Forests and in Shimoni-Vanga. In Lake Bogoria, no NGO submitted a quality proposal and this role is somehow performed by a UNV who however is in post only since 2020.

The NSC convened several times in presence and a few times online since Project's start, fully engaged in monitoring and mentoring, visiting projects at the landscape, and providing recommendations and strategic guidance. MoMs are regularly drafted; although there is room for improving order and clarity of information, these documents are detailed, informative, follow a structured format and reveal an accurate process of revision. Reportedly, consensus is easily reached. A few weaknesses are found in the way the NSC operates: i) it integrates members with different environmental background but the envisaged youth, gender and indigenous community representative and a member from FAO have not been integrated; ii) revision of the MoMs reveal unclearness in the definition of the SPs and CDPs roles, which led to deciding not to assess CDPs proposals during the second call for proposals, postponing to the third call, too late to make the difference and creating a confusion which could have been avoided; and iii) it is also possible that as not all NSC members participate to all NSC meetings, discussions are brought inefficiently from one meeting to the other. To ensure impartiality and neutrality of decisions for often highly competitive situations, the now retired WWF consultant steps out of the room when discussions concern the Kaya landscape managed by WWF. The ProDoc envisaged the creation of a Technical Advisory Group, comprising volunteer technical experts with the purpose to assist the NSC in pre-screening proposals, looking at strategic issues; this group did not work out and appeared to have overlapping tasks with the NSC.

The reasons for the implementation delays, which led to require two Project's extensions, are reported above in the Adaptive Management chapter and are mostly due to external reasons (initial difficulties in having the Government signing the ProDOC, political unrest, COVID 19 pandemic, the occurrence of floods) which overall impeded a different outcome. In addition, some lack of vision in securing recruitment of CDPs, UNVs and a M&E expert at Project start limited the support to CBOs to build capacities for monitoring their projects and satisfying SGP financial and technical reporting requirements. SPs played an appropriate and professional coaching of CBOs, but with varying level of effectiveness depending on the strength of the local partner; cost-efficiency and effectiveness require the SP to have a solid local presence. Periodic meetings among SPs and CDPs would have been a good idea to share experiences and exchange views, making more cost effective the delivery of capacity development to CBOs and structuring the collection of implementation data. Considering the lockdown period which slowed down many activities, the fact that 19 small grants started operations only in 2020 and that many CBOs experienced difficulties in reporting, 23 projects remain under implementation at the time of this TE. The Project is now expected to complete operations with an important delay and with a few CBOs who will probably not complete their small grants by February 2022, but covering most planned activities and with few shortcomings in fulfilling the PRF targets.

4.4.2 Sustainability

The SGP landscape approach is based on the principle that global environmental benefits can be produced and maintained through community-based sustainable development projects. Sustainability is directly built into the SGP Project design, utilizing the highly participatory approach of the Satoyama initiative. Previous SGP experience in Kenya is used to inform small grant project design by adapting, strengthening and replicating win-win opportunities with community initiatives. Setting up Multi-Stakeholder Platforms since

Project start is a key element of sustainability; during OP6, activities are driven by the effective participation of counties governments which have been instrumental in providing technical assistance and conflict resolution facilities, especially during the period in which Government measures to contain the spreading of the COVID 19 impeded travelling.

Notwithstanding challenges, SGP capacity to reach the poorest through small projects able to bring about change is widely recognized; interventions are considered seeds money to dynamize innovation processes which should then be sustained and replicated on their own but which always require further strengthening, especially in terms of strategic partnerships; capacity building remain a long-term activity which cannot be exhausted within one operational phase, especially when grantees are completely new to SGP; most projects requires longer implementation periods and on-going capacity development. As always, a careful evaluation of each project's strengths and weaknesses, with an exit strategy should be done to inform eventual decisions to continue supporting promising experiences which nevertheless require further support.

Sustainability	Rating
Financial Resources	Likely
Socio-Political	Likely
Institutional Framework and governance	Likely
Environmental	Likely
Overall Likelihood of Sustainability	Likely

4.4.2.1 Financial sustainability

The success of the small grants activities highly relies on the capacity to mobilize funds and leverage co-financing. Strengthening CBOs' capacities is the way to empower and make communities able to advocate on local governments and private donors to finance activities, strategically linked within the landscapes. The SGP co-financing system is effective in stimulating ownership and commitment. However, most small grants have been assigned to CBOs which were new to the SGP. Therefore, it is likely that many of them will require additional financial resources to strengthen their governance structures and complete their production activities. Although a number of challenges remain for sustainability there are some promising elements:

- SGP-Kenya has been influential in attracting the interest of other donors; i.e. with the development of the strategic development plan, BCCA in Lake Bogoria has secured funds from USAID to continue strengthening its governing structure; UNESCO is considering to support the creation of a geopark in the Baringo landscape; almost everywhere, projects were able to get material and equipment from other organizations;
- Although there is no indication that projects have been included in counties development plans, in all land/seascapes counties line ministries provide no cost technical agriculturalist, pastoralist and fisheries support and frequently engage in conflict resolution; the only county government which invested cash financing is Baringo County, which provided USD 50,000 to scale up the activity of the FSK small grant within the CCC to purchase equipment to benefit additional 200 households;
- county governments have expressed commitment towards enhanced collaboration in GEF7, by pledging significant in-kind and cash co-financing;
- CBOs co-financing commitments have been mostly honored, with minor in-kind but higher cash pledges;
- Production activities are showing the capacities to increase family's incomes (honey production, selling of milk, ecotourism among others); articulation of production to the market requires further support and efforts but some linkages have been created and are manifesting initial results; although community and private sector interests are never coincident, partnerships created under the RE and EE projects are promising;
- the [financial sustainability of the Multi-Stakeholders Platform](#) is possible although not secured; members are requested to cover the costs of their transport to the meeting sites. Reportedly, in Shimoni Vanga people effectively find ways to cover the expenses to reach meeting locations, which is an indication of interest and of value for the Platform; this appears more difficult in Lake Bogoria; covering catering costs after the SGP ends is more challenging.

Recognizing the limitations imposed by the available time and financial resources under OP6, in consultation with key stakeholders and the NSC, the ProDoc indicates that the Project's strategy is intended to be

implemented during at least two, but possibly also three operational phases. At the time of this TE, due to the fact that the Project has requested and obtained two extensions, SGP OP7 proposal is already defined, with US\$ 3 million funding secured. Shimoni Vanga and Lake Bogoria will continue to be targeted in OP7, with the intention to replicate and scale up activities, therefore more financial resources will be available. This will not be the case for Kaya Forests as considered the area with less need due to both a continued WWF presence and the fact that the area is rich in biodiversity but very small in extension; therefore, expansion to another landscape in the north of the country where poverty levels are high and biodiversity richness significant is considered in OP7, although with the possibility to include projects of strategic importance in Kaya if identified for scaling up. As competition is always more challenging due to both lower countries' allocations and an increased number of eligible organizations for funding, the amount of funds available for OP7 is reduced which led to the decision of not allocating funds for climate change mitigation; under the biodiversity focal area, prominence is given to inclusive conservation (supporting communities to strengthen governance and management of the lands/seascapes for enhanced biodiversity conservation and improved livelihood).

4.4.2.2 Socio-political sustainability

The socio-economic risk to sustainability is minimal: the methodologies adopted for grant-making in general, and even more for the resilience projects ensure the stakeholders' total ownership and commitment; opportunities for replication are high as projects answer real local needs, are supported by local counties governments and are conducted in alignment with their policies. Although, more support is needed for alternative livelihood to reduce pressure on forests, land and at sea, the possibility that communities' members continue managing their productive activities results from full ownership of evident achievements as well as by neighboring communities adopting resilience measures even when not direct beneficiaries.

Multi-Stakeholders Platforms are vehicles to promote social inclusion, with the effective participation of women, young people and indigenous groups. Pasture management and sustainable grazing practices in Lake Bogoria is successful, with pastoralists traditionally being stewards of their landscape. El Maso is a newly created association of Youth animal producers which associated to increase the synergy of their actions and save on the use of machines and implements.

All alternative energies projects appear sustainable as they reply to a highly felt need of communities which co-financed from their own sources; as many of these areas are outside of the national grid connection, benefits are enormous: access to light and water for human and animal consumption and irrigation use; food conservation; irrigation; and allowing students to work at night, among others. EE and RE projects involve the Youth and provide clear benefits for women and girls.

4.4.2.3 Institutional framework and governance sustainability

SGP received strong support from the county governments of Kilifi, Kwale and Baringo; governors were actively involved and communities proudly displayed the nature of their interventions. Various county's ministries provide technical support to community projects, and in some cases contributed cash-co-financing to upscale them. In Kaya, a lack of support is reported from the counties and church agencies.

Multi-Stakeholders Platforms were established at each land/seascape to enhance collaboration and reduce duplication of activities; there are four platforms (one was already existing at Lake Elementaita), each one bringing actors together with the purpose to build a shared vision and a shared prosperity as well as to align and coordinate land/seascapes natural resources conservation and management activities with counties' development plans. Platforms facilitate effective and collective decision-making, promote dialogue on emerging issues, discuss and find adaptive measures for implementation challenges, assimilate and disseminate information on projects' outcomes. In Shimoni-Vanga, the Multi-stakeholders Platform was launched in Jan 2020, in Kaya Forests in March 2019 and in Lake Bogoria in July 2019. They are integrated by CBOS and NGOs, village administrators, Youth representatives, county governments of Kilifi, Kwale and Baringo relevant ministries (i.e. fisheries in Shimoni Vanga, Gender, Culture, Social Services and Sports and Agriculture and Livestock in Kaya and in Shimoni Vanga, Agriculture, Environment and Tourism in Baringo), by specific entities mandated with conservation (i.e. BMUs in Shimoni Vanga, ...) by national relevant entities

(Kenya Fisheries Services, Kenya Marine and Fisheries Research Institute, Kenya Forestry Research Institute, Kenya Wildlife Service, Kenya Forest Service, Community Forest Associations (CFAs), boat operators, Kaya elders committees in Kwale and Kilifi; National Environment Management Authority; National Drought Management Authority; National Museum of Kenya, among others; effectively, platforms are eventually open to organizations, institutions and private entities within and beyond the land/seascape, depending on interest. Platforms are normally chaired by a county government representative but political changes at this level have sometimes required continual re-briefing (i.e. Lake Bogoria) which may suggest that the forum would be better chaired by a non-political officer. Platforms are mandated to regularly meet (quarterly) but the Covid-19 pandemic has affected effectiveness and slowed down momentum; for most of the 2020 and 2021, social gatherings were banned, and it was impractical to host the meetings virtually because a good number of members, especially local community, either have no access to wifi/internet or do not have enough money to purchase bundles/data. Nonetheless, measures taken were effective in keeping up communication as reported in other section of this report.

The [institutional sustainability of the platforms is likely but requires further support](#): members signed a MoU and took the responsibility to ensure the platform's management by covering the cost of attendance and participation, with counties eventually co-sharing the costs. Interviews in Shimoni Vanga indicated that "*we are working as friends*" and that people value the transparency of the networking; here 6 committees have been established (environmental; research and monitoring, cross-cutting issues; resource management, livelihood and community mobilization, MRV). Interviews confirm that bringing stakeholders together has allowed alignment of small grants with counties development plans, obtained the support of counties' technical officers in pasture, fisheries and agricultural activities through monitoring visits, provision of technical support and adaptive measures as well as in conflict management, both over the land and the sea.

Baringo County Conservancies Association (BCCA) is a registered landscape institution that brings together community owned wildlife conservancies in Baringo County. BCCA has a current membership of 11 conservancies: 5 being fully operational, 3 at proposed stage and 3 at the formative stage. The conservancies are spread within the three landscapes, the highlands in the south, the larger eastern and northern wooded rangelands and lakes system comprising of Lake Baringo and Lake Bogoria. The success of the Project is demonstrated by the joint efforts to strengthen the governance structure of BCCA as the association and individually, of the three Baringo Conservancies. Although COVID has delayed activities, great achievements are reported: i) coordinated by a lady, the entire organizational structure of the BCCA has been established; within the 15 members of the board, 5 women (at start, only one); one disabled person and one representative of the youth are part of the decision-making process; ii) 15 conservancies are now registered and active; each of them have members represented in the board; iii) the BCCA strategic plan 2020-2024 has been developed which is not only a milestone but has also been instrumental to raise additional funds from USAID to further strengthen capacities to manage wildlife; iv) a MoU was signed with the Baringo County which donated an office, provided in-kind support (ex. transportation for crucial meetings), visit communities and provide technical assistance where needed; v) solid partnerships were developed with other partners which contribute to strengthen the work of the association, i.e. the KWS; vi) a partnership is established with UNESCO, with a proposal to make Baringo a geo-park for its special cultural and natural geo-site nature.

Community groups reached out to national institutions as well as private sector firms for improved project delivery and enhanced prospects of sustainability; i.e. an artisanal gold mining group in Migori obtained KEFRI's assistance for the rehabilitation of abandoned gold mines; in Kilifi, a women's group reached out to KEFRI to assist in harvesting, packaging, branding and marketing of traditional medicinal herbs, sustainably sourced from Kaya forests; in Bogoria, local groups approached the Chemeron Dryland Research Center for support in developing proposals and for technical input to implement their activities. The Sinyati Women were asked to train groups in honey production; the Ufanisi Group in Kaya is training other groups; Jomo Kenyatta University conducts research on phytochemicals in herbal medicines in their demonstration farms.

The promotion of partnerships between the CSO and the private sector in the field of RE and EE has been effective although dispersed country-wide and implemented without a strategy but more as isolated interventions. Addressing barriers that hamper large-scale uptake; several local groups remotely located and not served by the national grid were able to enter into partnership with private companies that supply solar lamps on a PAYG modality; FKS was able to install solar system, introduce new technologies for water access with an automatic ATM water system and to raise additional funding from the county government which is interested in replicating the new technology as well as to contribute to the reduction of CO₂.

4.4.2.4 Environmental sustainability

Environmental risks are minimum in SGP projects which are instead tailored to environmental protection, biodiversity conservation, rehabilitation of ecosystems and mitigation of climate change. The landscape approach and the resilience strategies highly increase environmental consciousness of the local population and increase the likely possibility for environmental sustainability.

An overarching challenge in Shimoni Vanga in achieving sustainable use and management of coastal marine resources and other related natural resource systems has been the lack of a coordinated approach to harness the connectedness nature of the ecosystems. A segregated approach, in which different ecosystem components attract a wide pool of stakeholders with varying interests, could result in an intervention in one component being beneficial or detrimental to other components. In Shimoni Vanga, many BMUs projects confirm interest but chances of sustainability must be matched with resources to patrol on one side and to increase the level of awareness on the other side. Interviews confirm that more resources are needed to patrol quite extensive marine areas. In Kaya, tree planting without water harvesting and storage led to drying out of the seedlings. Conflicts solving over management of areas to be set aside for conservation, an idea little understood and even resisted at project start, is gradually gaining communities' support through awareness raising activities.

4.4.3 Country Ownership

Country ownership has been extensively described in chapters above describing alignment of the Project activities with national development policies and plans and the total coincidence of grant making with the needs of the local population, as well as with counties development plans. Action tailored to support **Wildlife Community Conservancies** and **regional Conservancies Associations** in Lake Bogoria (organizations yielding more than wildlife conservation as they contribute to socio-economic and environmental development), **BMUs** in Shimoni Vanga, and the support provided to **Councils of Elders** in Kaya Forests ensure ownership as these are the stewards of the environment in their landscapes; these entities are strengthened both as agriculturalists, pastoralists, forestry and/or fishers umbrella groups and then brought together with other actors in the **Multi-Stakeholder Partnerships** which promote collaboration and sustainability of conservation initiatives. The active presence of counties governments is a clear sign of ownership; during the lockdown period, they have played a key supporting role, being almost the only entities integrating the platforms to be in the field; they supported communities with technical advice and providing conflict resolution assistance. As other community groups approach the SGP or counties to adopt adaptive management measures of neighboring SGP beneficiaries' communities, the possibility for scaling up and replication demonstrates that actions implemented are valued and reply directly to people needs and concerns.

Country ownership is signaled also by the active involvement in the Platforms of national organizations, among others, i) the **Kenya Wildlife Conservancy Association (KWCA)**, the national landowners-led membership organization representing community and private conservancies in Kenya to create an enabling environment for conservancies to deliver environmental and livelihood benefits; ii) the **National Museums of Kenya (NMK)** considering that most Sacred Kaya Forests are gazetted as national monuments, therefore having great conservation value for their rich biodiversity but also cultural value and historical importance; iii) the **Kenya Fisheries Service (KFS)**, which undertakes fisheries management jointly with BMUs in Co-Management Areas and iv) **KEFRI** which undertakes research in forestry and allied natural resources.

4.4.4 Gender equality and women's empowerment

SGP has been pioneering and highly recognized in mainstreaming gender equality and women's empowerment in every step of the program cycle. A gender focal point is usually designated within each SGP NSC to ensure review of gender considerations in project selection; although, gender equality and women's empowerment is a critical element of SGP efforts in Kenya, as highlighted in the ProDoc, the NSC does not have a specific gender expert. The ProDoc indicates a GEN-2 gender marker, which implies the Project has gender equality as a significant objective and, includes a brief gender analysis at national level. A Gender Action Plan has been lately drafted, after repetitive requests in the PIR from the UNDP RTA; this is a simply drafted document, basically disaggregating PRF indicators to include the gender component. It can not be considered a strategic document. The ProDoc also indicates actions the Project would take to contribute towards empowering women and address social and economic inequality; SGP has put in place measures to support gender mainstreaming within the GEF 6 portfolio:

- *Mainstreaming gender needs, roles, perspectives, and benefits in the land/seascape strategies*: baseline assessments contain some general information on gender, but do not include a specific analysis of gender issues in the target land/seascapes, which include mention of giving priority to proposals that include issues associated with women empowerment, but do not provide specific gender mainstreaming targets.
- *Taking affirmative action when calling for/reviewing/awarding grant proposals*: gender mainstreaming is a requirement in the proposal template but it would have needed more emphasis and guidance. Commendably, due to low capacity to develop project proposals, women groups were assisted by the SPs to seek younger, educated persons to help them package their ideas and write a proposal. The NSC reviews proposals, prioritizing those that are developed by women groups and/or are women-led groups;
- *Ensuring SPs are gender responsive*: meetings, workshops, and training invitations ensure gender balance and most of the time stakeholders are invited on the basis of two representatives, a man and a woman. Gender reporting is a requirement and grantees have been asked to keep a record of gender disaggregated data for attendees at gatherings, for jobs created and trainings conducted.
- *Capacity development activities are specifically designed to meet women's needs and adapted to overcome women's time and participation constraints*: women with babies frequently miss out on meetings and trainings because their children are often not welcome due to the potential disruption they can cause. The MCDI project organized child minder at their trainings and workshops, so that mothers can attend and participate meaningfully, while their children are being taken care of. As this is a key measure to empower women to actively participate in decision-making and contribute to address the challenges faced by their communities, it should be systematized across the landscapes as much as possible.
- *Women's representation in decision making bodies*: as mentioned, Community Conservancies and the BCCA strengthened their governance and management structures, increasing the number of women on their boards (from 1 to 5 in the 15-members BCCA's board), decision-making and treasurers' positions; the Kiborgoch 2020 annual general meeting elected women for the first time; women leadership contributed to this Community Conservancy being able to make savings which were then channeled towards the protection of natural springs, the main source of water for both home and animal consumption. Vanga BMU in Shimoni Vanga is led by a woman (out of 7 BMUs).
- *Ensuring private sector partners understand and are committed to address gender inequalities and meet the needs of women*: RE and EF projects are strongly contributing to support the capacities of young girls to study at night with the provision of solar lamps; in Jitigeme, a project trains unemployed women to be sales agents of RE and EE technologies, thus reducing the burden of looking for start-up capital.
- *Reflecting gender equality and women's empowerment experiences in KM activities and products*. KM material is still under production and the theme will be taken into consideration.

Gender disaggregated data is collected; over 13 community-driven enterprises strengthened, 3 (or 23%) are female entrepreneurs; in Lake Bogoria, all agricultural projects are led by women; over the 600 reported farmers practicing agro-ecological production farming, 60% are women. Women-led projects were successfully awarded to strengthen their enterprises and increase incomes; i.e. bee-keeping bio-enterprises and honey marketing; pasture farming; eco-tourism; fish processing and marketing and lastly, processing and packaging of traditional medicine. Women were trained in entrepreneurial skills, principles and practice of

value chains, financial management; learning tours organized to see practically the operations of a successfully-managed enterprise included the presence of women. The pandemic has slowed down activities and certainly impacted on women more than on men as women are less prone to leave the house to find alternatives. In Shimoni Vanga, the Indian Ocean Water Body trained over 100 women in post-harvest handling of fish and value addition; investing in new storage and packaging technology enabled them to reap considerable benefits, even during the COVID19 pandemic, providing needed income for the household when men lost their jobs. In Lake Bogoria, livestock belongs to men in pastoralists communities but milking and handling of milk is the preserve of women; the Environment Liaison Center established two solar-powered milk cooling plants to reduce spoilage of milk, making more product available for selling and therefore additional income for women; the Sinyati women's group, active in condemning female genital mutilation and early marriages, engaged in bee-keeping and partnered with other groups to take advantage of economies of scale to produce honey for sale; they were able to purchase land, construct facilities to collect honey also from neighboring farms to a site where honey can be purchased and pick up by the private sector; as women usually do not purchase land, the project is a demonstration that when women collaborate in a group their capacities to take decisions increase.

Much more could have been done for gender mainstreaming, making it a strategic requirement in small grants proposals, ensuring a gender expert sits on the NSC and working towards more structured gender disaggregated indicators both in the PRF and at land/seascape level. However, results in the field are not disappointing; although, decision-making is still a man prerogative in rural Kenya, there are clear signs of progress; the participation of women is widespread, increases women self-esteem as well as their administrative and financial capacities; women in the various land/seascapes are regarded with increased respect and awe, especially by their male counterparts, but also by other women who have not seen fellow women with similar roles and responsibilities. In Lake Bogoria, societal views and norms were positively challenged when women were elected to conservancy boards – traditionally occupied by men – and KWCA assisted the conservancies to understand, appreciate and implement the national gender law that stipulates at least one-third of either gender to be represented in official committees. As actions contribute to empower women and increasing their decision-making power, these conservancies may serve as a model for other conservancies in the county. Overall, management reports to have benefitted a larger number of women, that is 10,593 women over a total of 17,740 people.

4.4.5 Cross-cutting issues

SGP is well integrated in the UNDP large environment portfolio, generating added value to other projects, contributing to the national policy discussion on environmental management and benefitting from the UNDP integrated environmental steering committee. The SGP approach which conjugates governance, conservation and support to livelihood is an inspiration for UNDP to conduct emergencies activities, although UNDP prefers to directly provide tools needed to recover or implement field activities than directly transfer funding, as rapid and effective risk mitigation responses. SDGs are mainstreamed into local development plans, identifying relevant indicators, raising public awareness, applying the multi stakeholder approaches, making small grants coherent with local policies, monitoring, reporting and accountability.

SGP in Kenya is actively inclusive and respectful of human rights, carefully monitoring that vulnerable people are not negatively affected by land/resource management decisions and that benefits are equitably distributed. Not only guidelines for project proposals favored projects developed by women, they also promoted projects presented by the Youth, disabled persons and generally marginalized groups; i.e. Nyumbani, which supports children orphaned by HIV/AIDS who are looked after by grandmothers, was awarded a grant to install solar units for pumping water for greenhouse farming, and for providing uninterrupted supply of electricity at the medical clinic; Youth are represented on the Multi-Stakeholders Platforms; Youth pastoralists organizations, such as El Maso are supported in Lake Bogoria; activities to benefit Councils of Elders are widespread in Kaya. Very importantly, counties governments are actively

involved in solving conflict disputes over land and marine resources which usually have more negative consequences for more vulnerable groups or people.

4.4.6 GEF Additionality

In terms of GEF's additionality, results are straightforward as most of the communities targeted are new to SGP and in some cases to any external support. Greater food security and/or generation of employment and income for resource-dependent communities from sustainable management of ecosystem processes provide the primary economic incentive to communities, individually and collectively, to conserve biodiversity and optimize ecosystem services. The Project is certainly contributing to improve the livelihood of local communities through the promotion of innovative products and services and the removal of some of the financial, technical and institutional barriers which make the sustainable use of natural resources a hard task.

4.4.6 Catalytic/Replication Effect

Systematization of lessons learnt and KM is a key element to reduce socio-political and socio-economic risks for sustainability. Innovative and successful activities may materialize when communities are able to visualize the causality between actions and results. Sharing knowledge through brochures, printed material, and the organization of exchange events, fairs and forums is key to allow people to learn from experience and decide to scale up and/or replicate successful activities. KM requires a strategy to be developed soon in project implementation and to be mainstreamed directly into each individual grants; action have been taken in this sense but the KM-UNV expert has been hired only in 2020 and the KM strategy is still work in progress.

The Project is developing several KM products, is very active on social media for spreading information and present and visible on the media with articles and information; the SGP website is unfortunately still under construction and getting information on SGP through the UNDP websites requires numerous clicks. Knowledge generated at the landscape and seascape levels is shared through workshops and Multi-Stakeholder Platforms. SPs are developing some remarkable products, particularly well-structured is the COMRED Shimoni Vanga newsletter which is informative and well designed and has also been used to inform grantees during the COVID-19 lockdown; the Colobus Comic Book developed by a grantee in Kaya Forests is an interesting product. A link to the publication "Blue Economy: Community Solutions" has been uploaded to the file library (the publication features 12 case studies of community-driven projects from across the globe that generate both marine environmental benefits and socio-economic benefits, two of which are from Kenya). Four case studies are under development, targeted at policy-makers and development partners, two for the Lake Bogoria landscape, including the FSK project on solar-powered initiative; and farming of pasture developed by Nooseiya community group; one for the Shimoni-Vanga seascape on the Wasini BMU and Mkwiwo BMU on transplantation of corals to facilitate regeneration and growth; and one for the Kaya Forests landscape, developed by the Colobus Conservation, that promotes the conservation of the Kaya forests and of the endangered colobus monkey. SPs are developing booklets to capture grantees initiatives, accomplishments and lessons learned.

Unfortunately, activities planned to share experiences between communities (training, workshops, eco-fairs) and with other countries and participate in South-South and Triangular Cooperation events were largely cancelled due to the lockdown; yet, digital interchanges will be used to summarize approaches and results and channel them through the SGP's CPMT for sharing worldwide. A GEF SGP Reflection Workshop is envisaged at each landscape - a sound idea to reflect on lessons learned – as well as the production of an SGP Eco-webinar to reflect on the SGP OP6 Kenya in its entirety. The catalytic and replication potentiality of the small-grants is promising: i) the active involvement of counties line ministries which are sources to spread information and attract other communities in adopting adapted management measures; ii) SGP has opened the doors for the support of other national partners and for other donors to join efforts (i.e. USAID in Lake Bogoria for BCCA; UNESCO interest in making the Baringo area a geopark; in Shimoni-Vanga, various stakeholders show interest in conserving and enhancing the management and use of its natural resources; donors were already present in Kaya Forests but SGP interventions are visible and appreciated. Through the

ICCA GSI Initiative (funded by the International Climate Initiative of the German Federal Ministry of the Environment and Nuclear Safety), funding has been made available to support Indigenous Peoples and local communities to address the challenges brought about by COVID-19; Kenya is among the countries involved; as Kaya Forests and Wildlife Community Conservancies were eligible, they have already applied for grants getting around USD 300,000. Good possibilities exist to upscale some RE and EE projects (i.e. GRID) having attracted the interest of counties governments with ideas to replicate and expand.

Not originally foreseen, KEFRI, the leading national research institute on matters related to forestry, emerged as a key partner of SGP and provided technical support to various small grants, i.e. the mentioned MICA project for the rehabilitation of disused and degraded mines, and provision of bamboo tree seedlings; the Ufanisi project *Transforming traditional medicinal practice for biodiversity conservation, knowledge transfer and livelihood improvement*, a women's group which received technical input for growing and adding value to medicinal trees; project *Promoting ecotourism and agrobiodiversity conservation for livelihood improvement and enhanced food and nutrition security in Kaya Mudzi Muvya* to which KEFRI provided technical input in terms of suitable tree species for the area.

4.4.7 Progress to Impact

The Project is strongly contributing to the objective of enhancing and maintain socio-ecological resilience of selected land/seascapes in Kenya through the implementation of community-based initiatives and strengthening the capacities of these local communities in the Kaya Forests and Lake Bogoria landscapes and Shimoni Vanga seascape. SGP promotes growth and development that is inclusive and sustainable, incorporate capacities that create employment and livelihoods for the poor and the excluded; community engagement in biodiversity conservation for improved livelihood is an objective in the three land/seascapes. Considering the challenges faced by the Project, the fact that most CBOs were new to the SGP and the vastness of the Bogoria and Shimoni Vanga areas, it is far too early to appreciate impact. Appropriately, these two areas will continue to be supported during OP7 while Kaya Forests being a relatively small area in comparison is not included in the next operational phase. The strengthening of capacities are always long-term processes and much remains to be done; understanding the land/seascape approach has been a challenge initially but communities practice resilience even when the resilience concept as such remains of difficult comprehension for local people; in different ways and for different reasons, each targeted area is manifesting the first effects of actions implemented.

Resources invested in each area and evidently also the number of projects are uneven, with Lake Bogoria receiving the largest part and showing greater CBOs capacities for submitting proposals, monitoring projects and for financial and technical reporting; the presence of a strong local partner as it is Egerton University has certainly facilitated communities gathering, delivering of capacity building and more presence continuity during the lockdown period. The presence of an association such as the BCCA has allowed to dynamize the three targeted Wildlife Community Conservancies. BCCA has strengthened its governance technical and financial structures, strengthened links with Baringo County and attracted the interest of other donors. Other key elements of impact in this area are i) the capacity of groups of CBOs to associate around common thematic to take advantage of an integrated steering committee and coordinating their activities and ii) the fact that communities beyond those supported are imitating their neighbors and adopt adaptive management resilient strategies such as indigenous crop growing and sustainable pasture.

Stakeholders often declare that more resources are needed to bring about change and impact, given the vastness of certain areas and considerable needs; even considering that recipients are structurally looking for additional funding, BMUs in Shimoni Vanga strongly point to the need for more financial resources to be able to patrol vast marine areas. Shimoni Vanga produced probably the most comprehensive seascape strategy and has a strong SP but unfortunately less efficient in the use of funds, having quickly spent its budget going back and forth from Nairobi to back up CBOs almost individually. Nonetheless, the SP has been capable to coordinate communities around marine resources and impact is manifesting in the improvement of the governance and management of the locally-managed-marine area; the enforcement of the by-laws

has resulted in improved fish numbers and improved catch (especially octopus). Training in quality assurance has reduced post-harvest loss, and group members are generating income from increased sales.

Overall the active participation of stakeholders into the Multi-stakeholders Platforms indicate that these forum are valued; as they have been created early in project implementation, they strongly contributed to ensure alignment of small grants with counties development plans and to obtain needed support from counties line ministries in terms of technical agriculturalist, fisheries and pastoralists assistance and advice as well as of presence during the lockdown period when neither the SGP Country Team nor SPs were able to undertake monitoring visits. Support is also provided by the various national organizations participating in the Platforms such as the KWCA in Lake Bogoria in assistance of Communities Conservancies, the Fisheries Service in Shimonzi Vanga and the National Museums of Kenya for Kaya Forests.

A gradual cultural change is observed in the attitudes of both men and women in ensuring women are represented in decision-making bodies and are able to be in charge of agro-productive activities and enterprises. Evidently, men are still key decision-makers in rural Kenya but there is an increased acceptance and eventually also recognition of the fact that when women are put in the condition of taking decision, making savings and further channeling them to both protect natural resources and increase production, more income may be available for the household.

Another important sign of impact is observed with respect to the willingness of communities to allocate part of their collective land/sea spaces to wildlife/fisheries/forestry conservancies; the idea was certainly not favored in the beginning and conflict over the use of land and natural resources often emerged; however, with the support of counties representatives, there is a gradual buy into the importance of conservation even for communities' livelihood. That SGP may be a game changer is pointed out by various participants which recognize its ability to support alternative income and employment for communities, leading to the evolution of empowered, self-confident communities capable of voicing their concerns about ecological and land management matters. The fact that some SGP projects from past operational phases are still functioning is promising in terms of scaling up and replication; obtaining the trust of indigenous people and local communities is always a challenge and it is gained when able to quickly respond to felt local needs.

In terms of approaching the GEF Core Indicator targets and the PRF indicators, important progresses are noted, with the coverage of hectare under sustainable community management approaching although not necessarily fulfilling the target. Some targets were probably overambitious by design but progress is not disappointing. Certainly the target for the reduction of CO₂ is not within reach but this is observed in various SGP projects and should probably lead to reflect at the design stage what is possible and how it should be consistently measured through the different SGP programmes around the world. Although not organized within a strategy and not channeled through the land/seascape approaches, EE and RE projects were able to bring about changes by establishing sound partnerships between the private sector and local communities to develop, produce and market ecofriendly products and services. New technologies are introduced, either as new friendly payment methods (PAYG) or the installation of ATM water meter system, which the county government would like to replicate. Trust is not always prevailing as interests of communities and private partners are not always coincident; however, there is a gradual understanding of the value of partnering and willingness to take risks to make available RE and EE technologies to unserved or underserved poor communities; results contribute to the national discussion on renewable energy and the county's ministry of finance has expressed to grantees interest in meeting UNDP to see how to upscale activities at national level.

5. CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS

5.1 Conclusions

The Project is **relevant** in relation to GEF SGP strategies, aligned with UNDP and national policies and plans, aligned with counties development plans and instrumental for CBOs living in the targeted land/seascapes.

The Project has been managed by an experienced CPT, including the CPM and the PA but unfortunately the full CPMU team envisaged in the ProDoc has not been realized; only two of the three envisaged UNVs have been retained and were hired late in project implementation; the full time technical assistant has not been recruited and an important dedicated resource for M&E has been missing. The CPT experienced heavy workloads all along implementation, and even during the TE it was possible to appreciate that although they were doing their best, with capability and professionalism, time available was always insufficient to do the good better. SPs have been instrumental in making the SGP environmental portfolio visible at county level, backing up CBOs and monitoring small grants; more could have been done if SP were organizations with a solid presence in the field, and in fact it has worked better for those partnering with a solid local partner. CDPs were selected too late in project implementation and only one of the three envisaged has performed in a way to make the difference. **Implementation** is rated as **moderately satisfactory**; the Project has been managed at its best but within a framework of external challenges which resulted in implementation delays and more oriented towards micro-management at the individual grant level than to take perspective and observe the significance of the implementation at aggregate level.

Notwithstanding, achievements are **effective** and the Project will be able to reach most of its targets by EoP, in many cases exceeding them and with a few of them not being within reach more by design shortcomings than for implementation shortcomings; some small grants will not be able to complete activities by EoP considering that the last projects were awarded in early 2020. Small grants are producing interesting results both in terms of natural resources conservation and enhancement of livelihoods. Multi-Stakeholders Platforms are active and valued, and should continue to be supported. There are a number of positive signs manifesting **Impact** which should be further evaluated with time.

Interviews reveal great appreciation for the work done and results achieved. **Sustainability** is **likely** in many ways: i) in recognition of the fact that capacity building is a process and that most CBOs were new to SGPs, two land/seascapes will continue to be supported during OP7 with the intention to replicate and/or scale up the most promising activities; ii) Multi-Stakeholders Platforms are valued and there are signs that people are willing to cover the cost for continuing meetings (although not necessarily everywhere); iii) livelihood alternatives and activities are generally producing incomes and therefore should be an incentive to continue; iv) counties governments are open to sustain processes, provide technical advice and conflict resolution assistance; v) in some areas, the SGP has opened the door to the support of other local/national entities and also external donors to provide both in-kind and cash support; it remains important to coordinate them to ensure duplication of actions is avoided and synergies maximized. The production of quality KM material will be instrumental for this purpose.

5.2 Lessons Learnt

SGP implementation in Kenya has resulted in countless valuable experiences throughout the different operational phases which contribute to generate lessons for local, regional, and global development and conservation. Specific lessons learnt from OP6 are:

- **L.1 Developing training modules for each landscape is not strategic and Capacity Building to CBOs for small grants management must happen from inception.** The capacity of grantees to develop proposals, monitor projects and prepare technical and financial reports is extremely low. The capacity to implement actions in the field exist, as project ideas are expressed by community members but translating action into technical and financial reporting is challenging.

Hiring CDPs when most projects are in an advanced state of implementation is not strategic. Developing training material at each operational phase and for each land/seascape is not strategic.

- **L.2 Awareness raising and induction workshops require time and a systematic effort** when grantees have no experience with SGP. Awareness raising workshops and training for writing proposals should happen soon in project implementation, before groups submit proposals; although an important effort was made in this sense, CBOs difficulties should not be underestimated and need to be constantly supported.
- **L.3 Roles and responsibilities should be clearly defined.** Clarity in the definition of roles and responsibilities should include: i) roles of SPs and CDPs since project's start; ii) reporting lines and accountability of grantees towards UNDP-UNOPS with which the contract is signed and also towards SP and CDP (when evidently those partners make themselves available for effective monitoring and mentorship); iii) where the support of a consultant starts and where it concludes when hired to support grantees to write a proposal so to include eventual changes required to the small grant after its approval.
- **L.4 Chairing Multi-Stakeholders Platforms should be carefully evaluated.** Having Platforms chaired by political entities represents a good buy in for oversight and forms the backbone of sustainability but also a challenge as politicians alternate often and quickly.
- **L.5 Gender mainstreaming is a process.** It involves collecting data, identifying the right questions, introducing the idea in ways appropriate to the prevailing culture of the groups, facilitating participation with innovative modalities so as to avoid increasing women's workloads and finally ensuring modalities to sustain progress once external support retires. This requires not only disaggregating indicators by gender but conducting a gender analysis and identifying a strategic plan both at central and at land/seascape level.
- **L.6 The Country Programme Manager should be involved in macro more than in micro management.** Concurring external causes impeded to build the team envisaged in the ProDoc with three UNVs and a Technical Assistant has caused an overburden on the CPT which necessarily had to dedicate time to micro-management instead of being able to take perspective and look at the combined picture at land/seascape level and/or overall Project. The early identification of lessons learnt is a key input of adaptive management; this requires the development of appropriate tools not only to collect information and data but to immediately analyze them and inform decision-making.
- **L.7 The active involvement of counties governments and other partners is essential.** Informing and coordinating with county authorities convert them into real partners and propulsive agents for stimulating and supporting planned activities as well as in conflict solving when decisions are taken to set aside land and or marine areas for conservation.
- **L.8 PRF indicators should be aligned with GEF Core Indicators and be realistic.** There appears to be the tendency to define overambitious indicators in terms of SLM and even more of reduction of CO2 emissions, which translates in management difficulties to achieve targets.
- **L. 9 Climate Change Mitigation projects require a strategy and to be possibly channeled through the land/seascape.** The CCM demonstrated high potentiality; however, it requires poor rural communities to work with the private sector and interests may not be immediately coincident. It is appropriate to define a strategy and potential partners, share information on best practices, and channel projects through the landscape when possible, ensuring the interest of rural communities prevail over private partners and finally, identifying standardized ways to report climate change mitigation results in terms of reduced emissions. A Consultant has been hired for this purpose.

5.3 Recommendations

The following recommendations are tailored to improve the sustainability of the SGP as a whole and not of specific grants, to inform the design of new projects and support the implementation of OP7.

Table N. 11 Recommendations

N.	Recommendation	Responsible entity	Timeframe
A	Project Implementation		
A.1	Make clear and balance the roles of SPs, CDPs and consultants. Small grants project development require support; this may be the responsibility of CDPs if hired early in Project implementation or be outsourced. Roles and responsibilities in the field should be clear as well as the accountability of grantees towards both UNOPS with which contracts are signed and towards SPs/CDPs. Ways to cover part of the SPs staff time should be found.	CPT, NSC	OP7
A.2	Develop capacity building training material at central level and share them across land/seascapes and OPs. Developing training material at each landscape and for each OP is a waste of resources; material can be prepared centrally and then adapted for the site specificities and indigenous idioms/languages. Planning grants should be available to support grantees to write proposals (eventually limiting it to those new to SGP and/or the most vulnerable). Ways to fund very small grants	CPT, SPs, CDPs or Consultant	OP7

	for CBOs demonstrating a good project idea without the complex requirement of a full project could be explored. Ways to simplify technical and financial reporting would greatly help grantees.		
A.3	Undertake an initial capacity assessment at small grant level. Some grantees are able to fast implement activities while other are slower and require assistance; an initial capacity assessment and early hiring of CDPs would indicate where to provide more initial assistance to ensure everybody works toward a common objective, within limited time and resources.	CPT, NSC, SPs	OP7
A.4	Make Gender Mainstreaming systematic. Gender mainstreaming requires that not only indicators are disaggregated by gender but that a Project Gender Analysis is made and then articulated at land/seascape level, identifying indicators to be systematically monitored within a strategic framework directly feeding the PRF indicators. Assessment of how COVID 19 is differently impacting on women and men could provide indications for strategic actions to ensure the sustainability of benefits received by women, once SGP retires.	CPT, NSC, SPs	OP7
A.5	Resilience Strategies are living documents. An update of the adaptive management strategies in the land/seascapes which will continue to be supported in OP7 is required, to account for changes and to define indicators directly feeding the PRF and Core Indicators.	CPT, NSC	OP7
B	Monitoring & Evaluation		
B.1	Strengthen the M&E System and integrate a dedicated staff on the CPT. SGP requires both micro and macro management to ensure follow up at grants level and aggregation of data and information at central level. A dedicated M&E staff is needed as well as an effective M&E system is needed to reduce the burden on the CMP, collect and store needed data in a systematized way. The clear definition of the roles of SPs and CDPs is crucial in this sense. As in other SGP, the sophistication of the system should be appropriate to the objective: i) feeding Core and PRF's Indicators; and ii) informing adaptive management to optimize resources and identifying the most vulnerable groups; iii) identifying projects which may require further assistance and those which may represent a model for scaling up.	NSC, CPT, RTA	OP7
B.2	PRF indicators should be aligned with GEF Core Indicators and be realistic. Targets should be realistic and clear guidelines should be established to report on indicators, especially the greenhouse gases emissions avoided as projects usually have a longer lifetime than that of the single grant and that estimating avoidance or reduction of gas is challenging; consultants should be hired since project start to establish the correct mechanism.	NSC, CPT, RTA	OP7
B.3	Monitoring co-financing commitment is a key management responsibility. Data provided show that the key co-financier – WWF – is falling short in its co-financing commitment. Management should carefully monitor that co-financing pledged at approval is effectively honored; this is an ongoing activity, not to be done only at the time of evaluations.	NSC, CPT, UNDP CO	OP6 and OP7
C	Sustainability		
C.1	Design an exit strategy at land/seascape level, together with the SPs. Small grants potentialities for scaling up and replication should be identified at each land/seascape, including in Kaya Forests even if not part of OP7; similarly, small grants experiencing difficulties but replying to felt conservation and/or livelihoods needs should be targeted for additional support. Lesson learnt identified should be incorporated into the strategy for supporting grantees into OP7 or to replicate, upscale projects. The upcoming end of project (EoP) OP6 reflection could stimulate a debate on how to make incidence in public policies to strengthen sustainable management and territorial connectivity and coordination; similarly, an analysis of how the RE and EE projects are contributing to the national debate on renewable energy should be done, creating a baseline for discussion and stimulating a dialogue among UNDP and counties governments for further integration of the private sector while respectful of the interest of the rural population.	CPT; SPs; NSC; UNDP CO	First phase ASAP. Second phase during OP7
C.2	Identify champions at each land/seascape to dynamize other actors/grantees to upscale and/or replicate successful activities and provide alternative livelihoods. Actions to provide alternative livelihoods go into the right direction but everywhere there is the request for additional efforts (i.e. in Kaya Forests additional targeting of the youth; in Shimoni Vanga, additional awareness and resources to patrol marine sites to reach a larger community spread over vast areas). An enabling environment is being created but more is needed to strengthen capacities, upscale and raise awareness of other members of the communities. Production needs to be sustained; integration of activities in counties' development plans secured.	CPT, NSC, SPs	OP7
D	Knowledge Management		
D.1	Invest in KM since project start, both at central and small grants level. Awareness raising on the importance of KM for grantees require to be implemented since inception. The KM expert should join the team early in project implementation; a communication and KM strategy should be soon prepared and adapted during implementation. An Induction KM Manual is being developed but will only be useful for OP7. Cross-learning exchanges are useful and unfortunately the Project experienced challenges which resulted in many of these activities being cut. Lessons learned and capacity development approaches at the land/seascape level should be consolidated into a capacity development strategy for OP7.	CPT, KM-UNV	OP7

Annex A – Terms of Reference

Annex B – Documents consulted/available for consultation

General documents

- TORs for the Terminal Evaluation
- UNDP GEF Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects (2020)
- UNDAF-UNDP Country programme document for Kenya (2018-2022)
- Data collection, remote interviews, and use of national consultants. Evaluations during COVID-19. Evaluation Guidelines, UNDP Independent Evaluation Office, June 2020

Project documents

- Project Document: Sixth Operational Phase of the GEF Small Grants Program in Kenya, with annexes
- Project Implementation Review (PIR): 2019, 2020 and 2021
- CEO Endorsement letter, July 19th, 2017
- GEF6 CEO Endorsement (4) SGP Kenya
- National Inception Workshop Report, April 2018
- SGP OP6 Gender Action Plan
- Social and Environmental Screening Process (SESP)
- Minutes of the Local Project Appraisal Committee (LPAC), July 2017
- MTR Review
- PIF and PPG Approval May 2016
- Report on GEF 6 Strategic Partners Meeting, May 2018
- Oversight mission records (various)
- Tracking Tool for GEF-6 Biodiversity Project; for Climate Change Mitigation Projects; for Land Degradation at CEO Endorsement; and at Mid-Term Review
- Core Indicators at TE
- National Steering Committee Minutes of the Meetings (various)
- Call for Proposal's announcements (various)
- Proposals Guideline Template (Oct 2019)
- Project Communication Material: GEF 6 Kenya brochure; Blue Economy Community Solutions; Banners...Web presence links, Articles on the Media
- Training Modules
- Small grants related documentation (still to be revised in-depth to assess eventual gap of information)
- Co-financing letters
- Oversight mission records (various)
- COVID 19 Adaptive Management Plan
- ToR CC Consultant

Shimoni Vanga

- Report of the consultative meeting on conservation of the Shimoni Vanga Seascape
- Baseline Assessment for Shimoni Vanga Seascape
- COMRED GEF-SGP Poster
- COMRED Newsletter June 2020
- Innovations for a Sustainable Ocean
- Memorandum for the Establishment of the Shimoni Vanga Multi-stakeholders' forum
- Report on the inaugural Multi-Stakeholder Forum
- Seascape Strategy for Building Social and Economic and Ecological Resilience

Kaya Forests

- Report on the consultative meeting on conservation of Sacred Kaya Forest, Oct. 2017
- 14 Training Modules
- Colobus Comic Book
- Eco-mapping for intergenerational knowledge transfer for conservation of Kaya forests

Lake Bogoria

- LBP Landscape Flier-4K
- Lake Bogoria Adaptive Strategy
- Final BCCCA Conservancies Profile Report
- DRTEC enhances biodiversity conservation
- BCCA Strategic plan designed draft

Annex C – Schedule, and Institutions/People interviewed: November-December 2021

Task/Interview	Date – Time	Location	Contact
Preparation	First week of November	Home based	
Presentation of Inception Report	Delivered on Nov. 6 th	Home-based	
Long-distance Interviews with UNDP/GEF/SGP			
Diana Salvemini, SGP UCP Coordinator, GEF UNDP	Wed. 10 Nov. at 15:00	Virtual	diana.salvemini@undp.org
Hugo Remaury, GEF SGP Focal Point for Kenya	Wed. Nov. 10 at 15:00 pm	Virtual	hugo.remaury@undp.org
Nancy Chege, Programme Manager, National Coordinator	Fri Nov 5 at 11:00 am (12.30 local time)	Virtual	nancy.chege@undp.org
Rebecca Ngumburu, Local TE Consultant	Mon. Nov 8 at 11:30 am (13:30 local time)		rebeccakaranja3@gmail.com
Salome Nyakundi, SGP PA	Tues. Nov 9 at 13:00 pm (15:00 local time)	Virtual	Salome.nyakundi@undp.org
Carolyn Mengich, Project Officer at Lake Bogoria Landscape UNV	Wed. Nov 10 at 9:00 am (11:00 local time)	Virtual	Carolyn.mengich@undp.org
James Sisimwo, KM and Communication Officer UNV	Tues. Nov 23 at 12:00 pm (14:00 local time)	Virtual	James.sisimwo@undp.org
Rosanna De Luca, Associate Portfolio Manager	Tues. Nov. 11	Virtual	rosannadl@unops.org
Members of NSC: -Agnes Yobterik, Director, Projects, programmes and strategic initiatives, Ministry. of Environment & Forestry and GEF desk officer -Margaret Njue, Health & Safety Manager, EABL Foundation (Chair) -Evelyn Koech, UNDP Kenya -Esther Magambo, Ministry of Agriculture (Rtd) -Ann Kahihia, Kenya Wildlife Service (Rtd) -Edward Kimakwa, Fisheries Consultant -Charity Munyasya, Kenya Forest Service -Judith Mbau Syombua, lecturer and researcher on Ecology, Wildlife and Biodiversity Conservation, Nairobi University.	Thur. Nov. 11 at 10:15 (12:15 local time)	Virtual	agnesyobterik@yahoo.com margienjue@yahoo.com evelyn.koech@undp.org ekmagambo@gmail.com akahihia@yahoo.com ; kimakwa2001@gmail.com charitymuthonin@yahoo.com jsyombua04@yahoo.com jmbau@uonbi.ac.ke
Evelyn Coach, Team Leader UNDP CO, RR representative on NSC	Fri 19 Nov. 13:30 15:30 local time	Virtual	evelyn.koech@undp.org
Beneficiaries in Shimoni-vanga seascape (Focus groups meetings plus project visited by the National Consultant)			
-Nyaga Kanyange, COMRED, Strategic Partner -Kenyatta Maita, Levite Foundation, Capacity Development Partner -Vanga BMU – Grantee - Ministry of Agriculture, Fisheries and Livestock, Kwale County	Mon. 15 Nov. at 9:30 (11:30 local time)		Nyaga.k@gmail.com kenmaita@yahoo.com mwanatumukadau@gmail.com fisherieskwale@gmail.com
Projects visited by Local Consultant: -Mchongo Youth, Vanga -COMRED -Vanga BMU -Majoreni BMU -Shimoni slave caves			
Beneficiaries in Lake Bogoria landscape			
-Eustace Kiarii, Kenya Agric. Organic Network, Strategic Partner -George Migendi Morara, Chemeron Dryland Research Center of Egerton University -Susan Jepkemoi, BCCA Baringo County Conservancies Association, grantee -Harun Lepasio, Elite Youth Group, grantee -Evans Kandie, Director, Tourism and Wildlife, Baringo County Government	Wed 17 Nov at 9:30 (11:30 local time)		ekiarii@koan.co.ke susan@baringoconservancies.co.ke elmasopasture@gmail.com ekkandie@gmail.com
Projects visited by Local Consultant: -Elites Youth Group -Sinyatti Women -Endorois Women -Kiborgoch Conservancy			
Beneficiaries in Sacred Mijikenda Kaya landscape			
-Neema Suyu; WWF Kenya, Strategic Partner	Fri 12 Nov. at 13:00 pm (15:00 pm local time)		nsuyu@wwfkenya.org

-Gibson Mwatete and/or Francis Kagema – Nature Kenya, Capacity Development Partner -Nancy, Colobus Conservation, grantee			nkcoast@naturekenya.org " conservation@naturekenya.org
Projects visited by Local Consultant: -Colobus Conservation, Ukunda -Wildliving -ASFADA -Ufanisi -Institute for Culture and Ecology (ICE)			
Beneficiaries in CCM portfolio			
-Steve Sandagi, Grip Kenya, grantee -Bernard Ochieng, Children and Youth Empowerment Center (CYEC), grantee -Jeniffer – Jitegemee - Grantee -Sugal, HIVA, Grantee -Humphrey, Farming Systems Kenya (FSK)	Thur Nov. 18 at 9:00 (11:00 local time)		gripkenyacbo@gmail.com bernardo@cyec.net jennifer@jitegemee.org hivaorganization@gmail.com humphrey@farmingsystemskenya.org
Projects visited by Local Consultant: -INADES -JITIGEMEE -Children of God Relief Institute (COGRI, Nyumbani-Kwa Vonza Kitui -Children & Youth Empowerment Center – Nyeir -FSK and Community			
Drafting Final report; Final interviews and Debriefing			
Preparation of Draft and Final Report	Delivered on ??	Home-based	

Annex D – Evaluation Questions

Evaluative Criteria Questions	Indicators	Sources	Methodology
PROJECT STRATEGY (Relevance): Project Design: How appropriate is the strategy and project design?			
<ul style="list-style-type: none"> • Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document. • Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design? • Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country? • Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes? • Review the extent to which relevant gender issues were raised in the project design. • If there are major areas of concern, recommend areas for improvement. 	<ul style="list-style-type: none"> • Existence of a clear relationship between project objectives and GEF/SGP policies and strategies • Degree of coherence between the project proposals and the strategic framework of the GEF SGP • Degree of coherence between the problems addressed and underlying assumptions • Degree of coherence between project strategy and most effective route to achieving results • Degree of coherence of the project proposals with national environmental and development priorities • Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities: evidence of incorporation of their perspective • Degree of involvement of stakeholders in project design and implementation • Evidence of lessons learnt incorporated in project design 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF/SGP policies and strategies • National policies and strategies • Key project partners and stakeholders 	<ul style="list-style-type: none"> • Documents analyses • UNDP website • GEF SGP website • Interviews with UNDP, GEF/SGP, project staff and participating national stakeholders • Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects • UNDP Guidance for conducting evaluations during COVID-19 • Interviews with relevant stakeholders
PROJECT STRATEGY: Results Framework/Logframe			
<ul style="list-style-type: none"> • Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary. • Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame? 	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic • Level of coherence between project expected results and individual CBOs/NGOs proposals 	<ul style="list-style-type: none"> • Project documents • CBOs/NGOs proposals • Results Framework • Key project stakeholders 	<ul style="list-style-type: none"> • Document analysis • Key interviews

<ul style="list-style-type: none"> • Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis. • Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits. 	<ul style="list-style-type: none"> • Adequacy of Indicators (SMART) • Evidence of gender monitoring 		
PROGRESS TOWARDS RESULTS: Progress towards outcome analysis			
<ul style="list-style-type: none"> • Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red). • Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review. • Identify remaining barriers to achieving the project objective in the remainder of the project. • By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits. 	<ul style="list-style-type: none"> • Indicators in Project Document/Results Framework • GEF Tracking Tool information • Examples of supported partnerships • Evidence that particular partnerships/linkages will be sustained • Appreciation by stakeholders • Identification of risks and assumptions • Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> • Project documents • PIR • Project team and relevant stakeholders 	<ul style="list-style-type: none"> • Documents analysis • Interviews with project team • Interviews with relevant stakeholders
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Management Arrangements			
<ul style="list-style-type: none"> • Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement. 	<ul style="list-style-type: none"> • Management Arrangements • Evidence of efficiency of management procedures • Analysis of delays and respect of timeline 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF-SGP • Project team 	<ul style="list-style-type: none"> • Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Work Planning			

<ul style="list-style-type: none"> • Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results? • Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start. 	<ul style="list-style-type: none"> • Timeliness and adequacy of work planning • Evidence of efficiency of management tools 	<ul style="list-style-type: none"> • Project documents • UNDP and Project team 	<ul style="list-style-type: none"> • Document analysis • Interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Finance and Co-finance			
<ul style="list-style-type: none"> • Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. • Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. • Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? • Informed by the co-financing monitoring table to be filled out, provide commentary on cofinancing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Level of discrepancy between planned and utilized financial expenditures • Cost in view of results achieved • Cash or in-kind co-financing funds committed and effectively delivered and level of its strategic use 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF-SGP • Project team 	<ul style="list-style-type: none"> • Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Project-level M&E Systems			
<ul style="list-style-type: none"> • Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? • Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively? 	<ul style="list-style-type: none"> • Quality of results-based management • Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency • Participatory monitoring 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF-SGP • Project team 	<ul style="list-style-type: none"> • Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Stakeholders Engagement			
<ul style="list-style-type: none"> • Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders? • Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they 	<ul style="list-style-type: none"> • Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities 	<ul style="list-style-type: none"> • Project documents • UNDP/GEF-SGP • Project team 	<ul style="list-style-type: none"> • Document analysis • Review of files • Key interviews

<ul style="list-style-type: none"> continue to have an active role in project decision-making that supports efficient and effective project implementation? Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? 	<ul style="list-style-type: none"> Degree of involvement of stakeholders in project design and implementation 		
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Reporting			
<ul style="list-style-type: none"> Assess how adaptive management changes have been reported by the project management and shared with the Project Board. Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?) Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners. 	<ul style="list-style-type: none"> Quality of results-based management reporting (progress reporting, M&E) Timeliness and adequacy of reporting provided 	<ul style="list-style-type: none"> Project documents UNDP/GEF-SGP Project team 	<ul style="list-style-type: none"> Document analysis Review of files Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Communication			
<ul style="list-style-type: none"> Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?) For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits. 	<ul style="list-style-type: none"> Level of Project's communication efforts Quantity and Quality of knowledge management material 	<ul style="list-style-type: none"> Project documents UNDP/GEF-SGP Project team 	<ul style="list-style-type: none"> Document analysis Review of files Key interviews
SUSTAINABILITY:			
<ul style="list-style-type: none"> Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. 	<ul style="list-style-type: none"> Identification of risks and assumptions Quality of risk mitigations strategies developed Evidence / quality of sustainability strategy 	<ul style="list-style-type: none"> Project documents and reporting Project Case Studies 	<ul style="list-style-type: none"> Document analysis Interviews Beneficiaries

<p>Financial risks to sustainability:</p> <ul style="list-style-type: none"> • What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? <p>Socio-economic risks to sustainability:</p> <ul style="list-style-type: none"> • Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future? <p>Institutional Framework and Governance risks to sustainability:</p> <ul style="list-style-type: none"> • Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place. <p>Environmental risks to sustainability:</p> <ul style="list-style-type: none"> • Are there any environmental risks that may jeopardize sustenance of project outcomes? 	<ul style="list-style-type: none"> • Evidence / quality of steps taken to ensure sustainability • Level and source of future financial support and commitments following project ends • Level of recurrent costs after completion of project and funding sources for those recurrent costs if any • Degree to which project activities and results have been taken over by local counterparts or institutions/organizations • Level of financial support available to continue activities • Degree of relevance for future projects 	<ul style="list-style-type: none"> • UNDP/GEF-SGP, project staff and partners • Beneficiaries 	

Annex E – PRF Matrix with rating and comments

Coloring Legend

Green: Completed, indicator shows successful achievements		Yellow: Indicator shows expected completion by the EOP		Red: Indicator shows poor achievement – unlikely to be completed by project closure
Objective: Community-based initiatives enhance and maintain socio-ecological resilience of selected landscapes and seascapes in ecologically important and sensitive areas in Kenya.				
Description of Indicator	Baseline Level	End of project target level	Progress as of November 2020	Rating & Comment:
A. Increased area with improved community management.	<p>0 hectares</p> <p>Communities’ production practices in and around Lake Bogoria National Reserve are generally causing land degradation, decreased water quality and quantity, and biodiversity loss, as well as affecting carbon capture and storage, in spite of previous work by WWF to improve watershed governance with community participation in the area. However, communities are increasingly willing to address wildlife conservation if external support is made available to them.</p> <p>Kaya forest ecosystems are being degraded and community organization and traditional institutions are very weak. Ad hoc support provided by CSOs to communities has often been unsuccessful.</p> <p>Biodiversity loss and depletion of marine resources continue unabated, as available support to community-based organizations such as Beach Management Units (BMUs) is currently insufficient. However, awareness raising efforts and other initiatives in various parts of the coast have led to the establishment of Community</p>	<p>A total of 156,000 hectares with improved management in the following landscapes/seascapes:</p> <ul style="list-style-type: none">• Rift Valley Lakes: 40,000 ha. of Lake Bogoria’s production landscape under improved community management.• Kaya Forests: 30,000 ha., including the protected forests and surrounding production landscape under improved community management involving nine Sacred MijiKenda Sacred Kaya coastal forests in Kilifi and Kwale Counties. <p>Southern Kenya marine ecosystem: 86,000 ha. of seascape under improved community management in the Shimoni-Vanga Fishery Area of Kwale County.</p>	<p>- 118,707 under Sustainable Land Management (SLM) in the 3 land/seascapes that is 77% through a total of 68 projects as follows:</p> <p>-Lake Bogoria landscape: 33,757 ha (84%), with 26 CBOs grants (7 awarded in 2020) for riverine rehabilitation, SLM through pasture farming, and agro-ecological practices; eco-tourism; bee-keeping, strengthening of community wildlife conservancies. Some projects are jointly implemented, as they address a common theme and in some cases share roles and responsibilities (i.e. community wildlife conservancies; honey-value chain; agro-ecological farming; pasture production value chain support; and riverine demarcation and restoration).</p> <p>-Sacred Kaya Forests landscape: 16,100 ha. (54%) through 13 CBOs grants (2 awarded in 2020) including butterfly farming, planting and processing of traditional medicinal herbs and trees; adoption of agroecological practices for indigenous high-value food crops; eco-cultural calendars and maps which are instrumental to pass indigenous knowledge to school children; census of endangered colobus monkey and demarcation of forest boundaries.</p> <p>-Shimoni-Vanga seascape: 68,850 ha (75%) with 16 CBOs grants (7 awarded in 2020) for mangrove rehabilitation, coral transplantation, eco-tourism, recycling of plastic waste to reduce marine pollution, expansion of locally managed marine areas (LMMAs), Monitoring, Control and Surveillance (MCS) and awareness creation on environmental conservation. All 7 (BMUs) received grants to strengthen their institutional frameworks and to collaboratively engage in MCS of Co-Management areas (CMAs) to</p>	<p>-On track, with good progress since MTR and further progress since the June 2021 PIR;</p> <p>-Full achievement of target not within reach</p> <p>-6-months delay in starting activities due to initial political unrest and COVID-19 which limited field work and M&E</p> <p>-At mid-term, figures reported were inaccurate due to a different size of community conservancies that by that time have been demarcated and measured with precision (in the case of Kiborgoch, the land had been encroached upon by farmers and there was a controversy; for Irong different figures were reported: 131 ha for land set aside for protection considered the “maternity wing” for the greater kudu (the flagship and endangered antelope of Kenya), and 61,480 ha. or the land of the entire conservancy)</p> <p>- 68 projects awarded, included 3 to a SP in each land/seascape; 2 to a CDP (in Lk. Bogoria post covered by a UNV); 19 projects approved only in 2020 and therefore still operating; 13 climate change projects</p> <p>-In Lake Bogoria some projects are implemented jointly as they address a common theme and in some cases share roles and responsibilities, ex. Community wildlife conservancies, honey value chain, agro-ecological farming, pasture production value chain and riverine demarcation and restoration</p>

	Managed (marine) Areas (CMAs) and to the Joint Co-Management Area (JCMA) in the Shimoni-Vanga marine seascape.		protect fisheries. The area of the CMAs is about 10,000 ha and the rest of the seascape extends 12 nautical miles into the deep sea; it is assumed that once the effect of management improvement on the CMAs will be felt in the rest 76,000 ha of seascape.	
B. Number of community groups practicing sustainable livelihood activities that meet national-international standards or in accordance with best practice	0 communities	At least 30 community groups in the target landscapes-seascape	-32 community groups (16 in Lake Bogoria, 7 in Kayas and 9 in Shimoni Vanga) are practicing sustainable livelihood activities (107%) managing 68 projects; out of these, 7 groups were awarded grants in 2021.	-Target achieved and exceeded.
C. Number of jobs created through sustainable management of land and natural resources, environmentally friendly economic activities that add value to resource extraction, and provision of or access to renewable energy services, disaggregated by sex, and rural and urban locations	Baseline not available for project areas	At least 30 part or full-time jobs, of which a minimum of 30% are for women and 90% are in rural areas, created	-350 full-time jobs created (1,166%), all located in rural areas and approximately 42% are for women: -Shimony-Vanga: 146 community's members received casual employment with i) Jimbo & Majoreni BMUs created jobs for 110 members to establish and transport mangrove nursery; ii) Mkwiro BMU created 9 jobs for divers for coral restoration and monitoring activities; iii) Shimoni Slave Caves employed 3 casual workers during construction of the nature trail and tree house; iv) CEJAD created 9 jobs in Wasini village involved in brick making to construct the demonstration center; v) Pwani fish marketing created 15 jobs for upgrading fish processing facility -Lake Bogoria: 204 jobs created, mostly non-skilled and part-time (approx. 44% women) tasks such as clearing of bushes, weeding crops, harvesting of sorghum and millet, broadcasting of grass seeds, harvesting of hay and grass seeds by three pasture groups, pegging, spring and protection exercise and tree nursery for Lake Bogoria WRUA.	-Target achieved and exceeded. The number of jobs created is considerable but mostly part-time, non-skilled and lined to project activities. No creation of jobs reported in Kaya.
D. Metric tons of CO ₂ e avoided as a result of increased community adoption of energy efficient and renewable energy systems.	Baseline not available for project areas	81,682 metric tons of CO ₂ e avoided	-12,500 metric tons of CO ₂ e avoided (15.3%). -13 projects funded to mitigate CO ₂ emissions, with good mix of EE and RE solutions, including promoting the adoption and use of solar energy technology for lighting, pumping water from boreholes, and powering equipment, such as refrigerators. -Consultant hired to assess appropriateness of target and measures the overall socio-economic impact of projects implemented.	-Overly ambitious target is not within reach -Comparatively, energy efficient stove contribute largely more to mitigate CO ₂ emissions than solar projects; however, community projects are oriented towards solar energy which answers their needs; plans to promote adoption of energy efficient stoves to reduce use of charcoal and firewood through organization of eco-fairs constrained by measures to contain COVID-19, limiting gatherings.
Component 1: Resilient rural landscapes for sustainable development and contribution to global environmental protection in: the WHS Lake System of the Great Rift Valley, the Sacred Kaya Forests, and the Southern marine ecosystem of Kenya. GEF budget: US\$ Outcome 1.1 Multi-stakeholder platforms established/ strengthened to develop and execute participatory adaptive management landscape/seascape strategies and plans to enhance socio-ecological landscape resilience and global environmental benefits.				

Budget: GEF US\$ 470,000; Co-financing US\$ 300,000				
Output 1.1.1 Formal multi-stakeholder platforms established/strengthened or each land/seascape				
Output 1.1.2 Adaptive landscape and seascape strategy and management plan developed by multi-stakeholder platforms and local and national CBOs				
Description of Indicator	Baseline Level	End of project target level	Progress as of November 2020	Comment & Rating: On Track
1.1.1 Number of multi-stakeholder platform operating effectively with strong CSO participation and inputs in target landscapes.	<p>A multi-stakeholder platform for Lake Elementaita (Greater Lake Elementaita Conservation Area – GLECA) in the Rift Valley has been formed and registered but is not operating effectively.</p> <p>No multi-stakeholder platform with community participation exists for the Kaya forests.</p> <p>Shimoni-Vanga Joint Co-management Area (JCMA) Committee, a multi-stakeholder platform formed for the preparation and implementation of the seascape's management plan. The JCMA plan is yet to obtain final endorsement.</p>	<ul style="list-style-type: none"> Four multi-stakeholder platforms operating effectively with strong CSO participation as follows: One platform each for Lake Elementaita and Lake Bogoria in the Rift Valley A Kaya Forest multi-stakeholder platform A seascape multi-stakeholder platform for the Shimoni-Vanga Area working effectively with strong community input 	<p>-4 Multistakeholder Platforms with strong CSO participation are operating effectively.</p> <p>-Shimoni-Vanga Platform: established in Jan. 2020, it involves: county governments (Kilifi and Kwale), with the Kwale Fisheries Office being the Secretariat and the Kilifi Culture Office the Chair; lead government agencies (Kenya Fisheries Services, Kenya Marine and Fisheries Research Institute), CSOs (including BMUs and NGOs such as EAWLS, Blue Ventures...); Village Administrators, Kenya Wildlife Service, Kenya Forest Service, Community Forest Associations (CFAs), boat operators and community representatives.</p> <p>-Kaya Forests Platform: established in March 2019, it includes: Kilifi Dept. of Gender, Culture, Social Services and Sports (chair) and same dept. in Kwale (co-chair); CBOs; Kenya Forest Service (KFS); Kilifi County Natural Resource Network (KICORNET); Kenya Forestry Research Institute (KEFRI); Kaya elders committees in Kwale and Kilifi; National Environment Management Authority; Kenya Forestry Research Institute; National Drought Management Authority; National Museum of Kenya (secretariat); 2 youth representatives; Kilifi and Kwale County Depts. of Agriculture and Livestock; Kilifi County director of Education; Nature Kenya, WWF Kenya (Strategic Partner and secretary).</p> <p>-Lake Bogoria Platform established in July 2019, it includes: grantees, local NGOs, local administration and political leaders from Ministries of Agriculture and of Environment; Kenya Forest Services, Kenya Wildlife Services; National Environment Management Authority; Kenya Agriculture Research Livestock Organization; Ward administration officials, members of county assembly.</p> <p>-Greater Lake Elementaita Conservation Area (GLECA) Platform: the oldest one, chaired by the private sector and including hoteliers, local residents, the Kenya Wildlife Service (KWS).</p>	<p>-Achieved. Multi-Stakeholders Platforms are active, with wide participation of government and non-government entities; their primary function is to strengthen engagement of local CSOs with county governments and other enabling stakeholders. Membership varies and is open to other stakeholders if need arises. All platforms endorsed a Memorandum of Establishment (MoE).</p> <p>-The level of effectiveness and vibrancy varies, with Kaya Platform being the most active and instrumental in assisting CSOs to submit proposals to SGP, and in conflict resolution.</p> <p>- Interviews in Shimoni Vanga indicate that the structure is valued and there is willingness to keep it functioning after project's end; a clear indication of interest is that members are already paying their own cost of transport to reach meeting locations.</p> <p>-Everywhere county governments support grantees with technical advice and inputs.</p> <p>- COVID-19 pandemic slowed down momentum as gatherings and meetings were not allowed and hosting them online is impractical for many communities for poor access to wifi/internet.</p> <p>- The Lake Elementaita platform is the oldest one; after a period in which it was dormant, it successfully applied for a grant to develop a land-use management plan and strengthen its organization, becoming more inclusive of civil society, and identifying viable eco-enterprises.</p>
1.1.2 Number of participatory adaptive strategies and management plans for developed.	Strategic documents and management plans exist for all target landscapes/seascape, however, two require updating	An adaptive participatory strategy and plan with a socio-ecological baseline assessment and a typology of community	-3 Adaptive Participatory Landscape Strategies and Management Plans, based on a previously developed Socio-Ecological Production Landscape and Seascape (SEPLS) baseline (as per the Satoyama Initiative Resilience Indicators) and complemented by a	<p>-Target achieved. Process led by the SP; interviews confirm effective participation of stakeholders and appropriation of results</p> <p>-Even if SEPLS Resilience Indicators were translated into Kiswahili allowing an active</p>

	and all need further elaboration to incorporate CSO perspectives	interventions for each target landscape/seascape	typology of community interventions developed for each land/seascape.	participation, understanding the landscape approach was challenging for CBOs. -Strategies have indicators similar or in line with the PRF indicators but without targets, which make monitoring uneasy.
Outcome 1.2 Ecosystem and biodiversity conservation enhanced through sustainable livelihoods and other community-based interventions in the target landscapes and seascapes Budget: GEF US\$ 916,033; Co-financing US\$ 1,844,700				
Output 1.2.1 Community wildlife conservancies in Lake Bogoria formalized, operational and with an agreed management plan Output 1.2.2 Beach Management Units (BMUs) in Kwale County strengthened to facilitate the implementation of the management plans of marine Community Managed Areas, adhere to by-laws and monitor results of conservation efforts Output 1.2.3 Capacities of ICCA associations, including the Rift Lakes Conservancies Association and the Baringo County Community Conservancies Association enhanced to engage with county governments, secure wildlife corridors, and protect lake, forests and marine habitats Output 1.2.4: Sustainable livelihood interventions that address biodiversity conservation in the target lands/seascapes identified, approved by the National Steering Committee and implemented				
1.2.1 Number of community conservancies established/strengthened in the Great Rift Valley Lakes Area	3 community conservancies registered in Lake Bogoria landscape but not aligned with the new Kenya Wildlife Act and the Community Land Act	3 community conservancies formalized, operational and with a respective management plan in Lake Bogoria: <ul style="list-style-type: none"> • Kiborgoch Community Wildlife and Wetland Conservancy • Irong Community Conservancy • Chuine Community Conservancy. 	-The three Community Conservancies received a grant and are now formalized, and operational with their respective 5-years management plan developed, resource maps and business plans. -69 community leaders from the 3 Conservancies are trained on leadership, good governance, and financial management; guided by the KWCA handbook (which was awarded a separate grant to support the three conservancies), a 5-year land use and business plan is developed and governing structures strengthened. -Conservancies business potentials are: i) Kiborgoch: marketing of cultural village tourism; ii) Irong: marketing of tourism and camping business and iii) Chuine: honey production, branding and marketing.	-All targets of Outcome 1.2 achieved expect for the strengthening of the Rift Valley Association which will not happen (see below). - Conservancies developed in Kenya as a tool for creating democratic natural resource use institutions, building social cohesion, accessing benefits from wildlife and building strategies for diversifying livelihoods while protecting endangered species and securing wildlife habitats critical in functioning ecosystems. -The governance structures now includes women in treasurers' roles. -Conservancies' boundaries now demarcated and agreed, providing the correct figures as communities originally provided figures in acres instead than ha.
1.2.2 Number of hectares under conservation agreements	0 hectares but communities have started the process of determining the area to be set aside for conservation within their communal lands	Conservancies in Lake Bogoria covering an area of at least 10,451 hectares and BMUs in Shimoni-Vanga managing 9,040 hectares as CMAs	-Boundary mapping implemented at conservancy level indicates a total of 13,833 ha. - The conservation area for the three Lake Bogoria landscape conservancies is 4,793 ha, that is 46% of the target so distributed (main activities in brackets): -Kiborgoch: 2,690 ha, (agreement and demarcation of conservancy boundaries, development of a land use plan, protection of water springs, and increase of vegetation cover.) Chuine: 1,800 ha (rehabilitating of degraded vegetation and water springs, creating awareness and implementation of a sustainable grazing plan, and mapping and demarcating the boundaries of the land) Irong: 303 ha.(reduce human-wildlife conflicts, through delineating Greater Kudus corridors and niches, zoning the Kudus habitats, and training community members on wildlife protection	-BCCCA has improved efficiency and accuracy in financial management; it has strengthened its governing structure which is now led by a woman and includes 5 women in the board (only one before) with a treasurer role; developed a 5 year management plan. -The MoU signed with county government of Baringo provides the opportunity for scaling up conservation efforts in Baringo County -Although the strengthening of the Rift Lakes Conservancy Association (RLCA) was postponed to OP7, competing interests from other GEF agencies made plans to change; in addition, it appears that RLCA is primarily

			<p>- Shimoni-Vanga Conservation agreements covers 9,040 ha (100%), with 7 BMUs jointly managing them, having received grants for financial and technical support to undertake conservation of sensitive coastal and marine habitats (expansion and demarcation of LMMAs, coral restoration, mangrove restoration, solid waste management and MCS, improved eco-tourism services and products, fish-value addition and post-harvest management) .</p>	<p>made of private conservancies and SGP's focus is on community-led conservancies.</p> <p>-35 community initiatives are livelihood interventions addressing biodiversity conservation, overall making up the largest number of grants under the biodiversity focal area.</p> <p>-In Shimoni Vanga, there are concerns for the sustainability of the patrolling activities which occur over a large area with limited resources.</p> <p>-Overall, increased awareness and sound field results.</p>
1.2.3 Number of conservancy associations strengthened	A Rift Lakes Conservancies Association (RLCA) involving several ranches and conservancies from the Rift Valley lakes was registered in 2014 but membership is largely comprised of private rather than community conservancies. A Baringo County Community Conservancies Association (BCCCA) is in the process of being formed	Two conservancy associations strengthened: <ul style="list-style-type: none"> • Rift Lakes Conservancies Association • Baringo County Community Conservancies Association (BCCCA) 	<p>-BCCCA is a landscape management organization of 15 community conservancies covering approximately 100,000 ha and supporting 7,500 household; awarded a grant, it has been able to strengthen its governing structure: adopted financial QuickBooks accounting software, clear structures, active website, financial training. BCCA signed a MoU with the county government of Baringo, detailing areas for collaboration in a conservation effort such as additional community wildlife conservancies in wildlife-rich habitats, support to tourism activities contributing to sustainability of conservancies. BCCA has grown the number of conservancies from 11 to 15</p>	
1.2.4 Number of community interventions that specifically improve biodiversity conservation in the target landscapes-seascape and that are consistent with their respective management plans (see Outcome 1.1). Examples are: maintaining habitat connectivity between areas critical for the dispersal of the Greater Kudu around Lake Bogoria; poaching control; conservation and restoration of native forests through natural regeneration and sustainable use of non-timber forest products (e.g., honey, fibers, essential oils); ecotourism as a source of revenue to sustain community conservancies; documentation of traditional	0 community interventions addressing biodiversity conservation in the target areas	<p>At least 8 community initiatives each in Lake Bogoria and the Kaya landscapes conserve biodiversity in accordance with priorities identified in the respective landscape strategies and management plans</p> <p>At least 15 community initiatives conserve coastal and marine biodiversity in the southern seascape of Kenya, consistent with priorities identified in the Shimoni- Vanga Joint Co-Management Area Plan and other conservation priorities identified by Beach Management Units (BMUs) for their Community Managed Areas (CMAs)</p>	<p>35 community initiatives address biodiversity conservation :</p> <p>-Shimoni-Vanga: 15 initiatives (100%) addressing coastal marine biodiversity including MCS, particularly of the MMAs which are expanded and demarcated; mangrove planting, coral rehabilitation, ecotourism enterprise improvements, fish value addition and post-harvest handling, waste management and value addition, education and awareness through art and performance. Key achievements: i) Mkwiro BMU in collaboration with Reefolution scaled-up a coral nursery from 50 to 100 transplants; built 1,500 artificial reefs, holding 12,000 coral fragments; ii) Wasini BMU transplanted 300 coral fragments; iii) over 6,300 mangrove seedlings transplanted by Majoreni BMU, Jimbo BMU, and Wasini Women Group; iv) 76 BMU members from the 7 BMUs trained on MCS and conducting patrols to ensure compliance; v) all BMUs had an awareness creation component on legal gears and impacts of illegal fishing and environmental conservation. Because of COVID-19,</p>	

knowledge of Kaya vegetation; management of fish spawning areas including mangrove and coral reef protection; control of illegal fishing gear and respect of no-take zones.			<p>most BMUs used posters to create awareness. Mchongo Self Help Group uses plays, songs and poems; vi) CEJAD and Wasini Women Group purchased solid waste bins and a demonstration centre constructed for waste recycling; vi) CEJAD and Mkwiro Ecofriendly deal with solid waste management and production of items from recycled waste; vii) Wasini Women Group established a community waste management committee and develop rules on waste management to reduce pollution; viii) Indian Ocean Water Body improved post-harvest trade in fisheries by providing fish value addition equipment; ix) the majority of grantees celebrated World Oceans Day by conducting beach clean ups.</p> <p>-Lake Bogoria 12 (150%): ii) 6 initiatives are jointly promoting community wildlife conservancies; ii) Friends of Nature Bogoria (FoNB) conducted over 10 Kudu ground surveys using the transect method and collected sufficient data on kudu migration and distributions in and around the Lake Bogoria National Reserve (LBNR). FoNB trained over 200 Greater Kudu and waterfowl monitors to collect data on Kudus and birds of LBNR; iii) Three groups (Twin, Sinyati and SUFI) collaborate to develop an effective honey value chain. Sinyatti Women and Twin are local farmer groups that engage in bee-keeping. SUFI is a civil society organization that works closely with the farmer groups to package, brand and market honey. Twin received 1590 kg of unprocessed honey amounting to 4 tonnes from farmers and sold 2.226 tons of the same to SUFI while Sinyati sold 550 kg to SUFI since the inception of the value chain.</p> <p>-Kaya Forest: 8 (100%) community grants are improving biodiversity conservation of the sacred forests: i) ASFADA, trained 100 farmers (62 men, 38 women) on butterfly farming rearing, including cage management, pupae handling, disease control and marketing; it constructed 5 butterfly rearing cages for demonstration purposes, in each of the 5 villages that surround Kaya Fungo; ii) Colobus Conservation focuses on creating awareness among school children on importance of forests and the rich biodiversity, such as the endangered colobus monkey. An eco-resource center at Miyani Primary school was created</p>	
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			(which will be open to other schools in the vicinity), and developed a comic book for children. They are working with 4 schools and targeting about 800 students in mid-primary, ages 7-12; iii) Institute for Culture and Ecology (ICE) organized dialogues between youth and elders for inter-generational transfer of indigenous knowledge, and subsequent eco-cultural mapping; they developed action plans to rehabilitate degraded sections of forests and planted 442 indigenous tree seedlings; organized exchange visits for experiential learning for 12 kaya elders to meet with 20 elders of Kivaa sacred hill (another part of Kenya) to discuss application of indigenous knowledge in conservation of natural resources.	
Outcome 1.3: Flow of agro-ecosystem services to sustain food production and livelihoods in the target landscapes improved through community-based interventions. Budget: GEF US\$ 208,674; Co-financing US\$ 1,316,500				
Output 1.3.1 Agroecological principles and practices applied in agricultural production in the middle and lower Lake Bogoria basin, and in the Kaya forests production landscape Output 1.3.2 Sustainable grazing practices in community pastoral lands Output 1.3.3 Food products introduced or reintroduced in community production systems reducing community vulnerability to climate change and improving resilience Output 1.3.4 Actions to maintain water quantity and quality implemented in the Lake Bogoria basin				
Description of Indicator	Baseline Level	End of project target level	Progress as of March 2019	Comment and Rating
1.3.1 Number of farmers adopting agroecological principles and practices and number of hectares of farmland under agroecological production systems	Baseline is 0 for Lake Bogoria and Kaya Forest landscapes	40 farmers (at least 30% women) practicing agroecological production in the Lake Bogoria and Kaya Forest landscapes with at least 50 hectares of farmland under agroecological production (e.g., practices such as intercropping, crop rotation, agro-forestry, organic fertilisation, reduced tillage)	-Over 600 farmers (60% women) are practicing agro-ecological production farming in at least 150 ha of farmland (300%) within the production landscapes of Lake Bogoria and Sacred Kaya through 10 small grants which include, among others: agrobiodiversity conservation for seed system, over 525 farmers in Lake Bogoria collaborating to grow climate smart crops using agro-ecological principles, plantation of indigenous crops establishing demo gardens; water conservation and storage (i.e. 75 farmers in Kaya Forest adopting the zai pit farming technique, a water efficient farming technology used in arid and semi-arid areas to maximize water utilization by crops, by trapping rain water in soil); adoption of solar-powered water pumps; promotion of agro-ecological farming for high quality chilli species; growing traditional medicinal herbs, shrubs and trees.	-On track, with target covered and exceeded. -With over 600 farmers in Lake Bogoria and in Kaya Forests, the contribution to growing climate smart crops using agro-ecological principles is much higher than expected.
1.3.2 Number of Lake Bogoria pastoral communities with improved grazing practices and number of hectares of land under improved, sustainable grazing	0 communities in the target production landscape	At least 4 community groups with improved grazing practices (e.g., holistic planned grazing) on at least 20,000 hectares	7 community groups implement improved and sustainable grazing practices on a total of 550 ha. growing <i>Cinchus ciliaris</i> grass to cushion members during drought periods, when pasture is scarce and livestock death rates are high. In addition, pasture growing reduces overgrazing and the resulting consequences of land degradation.	- Partially achieved. Groups work closely with the county government ministry of agriculture and livestock to develop an effective pasture production value chain; the number of groups target is higher but the area on which to practice improved grazing is much smaller due to: i) 40 households were displaced due to floods; ii) establishing a pasture farm is labor-

			<p>-The Majimoto Women Group mobilized 100 community members to engage in pasture production; each recruited community member is provided with 5 kg of grass seeds, with a commitment to repay with 2 bags of 10 kg each to the group.</p>	<p>intensive and costly; iii) limited availability of certified grass seeds; and iv) further awareness raising is needed to convince local communities of pasture farming's value.</p> <p>-Notwithstanding, projects implemented promote sound agroecological practices which are valued by beneficiaries.</p> <p>-Active participation of women groups (i.e. Sossiche, Maji Moto, Nasinya and Sosion)</p> <p>-Active participation of the Youth which grouped under El Maso to join efforts, purchase implements and machines and intends to create a cooperative.</p>
1.3.3 Number of communities with diversified food production systems improving resilience to drought and other causes of crop failure; and number of food crops and products introduced	Baseline not available for project areas. Baseline to be determined for individual community projects.	At least 3 community groups have each (re) introduced 2 to 3 indigenous or new food crops to their production systems	<p>-6 community groups are re-introducing indigenous food crops (200%), four in Kaya, and 2 in Lake Bogoria. Crops are cowpeas, sorghum, pigeon peas, kales, sweet potatoes, and cassava (7 in total).</p> <p>-At Lk. Bogoria landscape, a community biodiversity register has been established through the efforts of the Seed Savers Network, where farmers trace crop varieties that have been lost or are near extinction to be documented using a four-cell analysis method. Various crops were found, like cherry tomatoes, a variety of red sorghum, a traditional maize variety and a variety of forest black night shade which need to be documented/reintroduced to avoid total loss.</p> <p>-Two tons of assorted indigenous seeds (cowpeas, sorghum, millet, pigeon peas, cassava, sweet potato kales, and green grams among others) have been distributed to 200 farmers.</p>	<p><i>On track. Target achieved and exceeded</i></p> <p><i>-Sustainable agroecological practices are being implemented, increasing the resilience of farmers to climate change by using drought resistant crops, conserving agrobiodiversity, introducing new crops, adding value to the production system and diversifying the local food supply.</i></p> <p><i>-Shimoni-Vanga seascape also includes projects on sustainable food production, including rehabilitation of coral and mangrove ecosystems, resulting in improved fish habitats.</i></p>
1.3.4 Number of community interventions in the Lake Bogoria basin contributing to improved water quantity and quality, including to reduce silt run-off, as well as to allow infiltration into aquifers to help maintain wetland biodiversity	Baseline for project areas not available	At least 4 community groups implementing actions such as restoration of river bank vegetation, relocation of cattle watering points, rainwater harvesting, reduced water abstraction for irrigation agriculture, as well as improved farming practices that reduce siltation	<p>4 community groups (100%) engaged in actions such as restoration of river bank vegetation, relocation of cattle watering points, rainwater harvesting, reduced water abstraction for irrigation agriculture, as well as improved farming practices that reduce siltation, i.e. NETBON established a botanical garden with 100 indigenous trees of both medicinal and ornament value and 500 drought tolerant indigenous trees at the ecotourism center. 500 sisal plants and three gabions constructed to reduce erosion in degraded parts. Netbon conducted training to community members on ecological agriculture with the aim to reduce usage and erosion of chemicals from farms to the river channels. A common point for drawing water from the river has been fixed for the community to fetch its water hence minimizing the interference of the riparian zone.</p>	<p>- Target achieved, with appreciable results also in terms of strengthening of the organizations: i.e. Lake Bogoria WRUA developed guidelines for riparian zone management and freshwater management; and Lobo Koitegan WRUA updated the WRUA constitution.</p> <p>-Improved conservation of river catchments, protection of springs and watersheds and introduction of agroforestry approaches are reducing land degradation, and maintaining soil fertility as well as providing alternative livelihoods to local communities</p>

			<p>-The Lake Bogoria Basin Water Resources Users Association (WRUA) established a sub-catchment plan and trained 20 committee members and 10 community leaders to spearhead the implementation of the plan. The WRUA engaged 250 community members in the demarcation and pegged 20 km riparian areas of River Waseges and 70 indigenous tree seedlings planted by the community along the riparian zones of the river. 3 water troughs were rehabilitated and a ¼ acre spring source fenced. Two tree nurseries established, with over 3,000 indigenous tree seedlings that are sold to the community for planting. Reforestation programs in three local schools by supplying tree seedlings. At the groups' demonstration plot over 200 fruit trees were planted. Lobo Koitegan WRUA trained 50 farmers along the Lobo Koitegan river on ecological agriculture and chemical waste disposal to eliminate the chemical contamination of the river system.</p>	
Outcome 1.4: Community-based eco-friendly enterprises formed/strengthened along the value chain with increased access to financial services and markets Budget: GEF US\$ 160,000; Co-financing US\$ 400,000				
Output 1.4.1 Community eco-enterprises of which at least two are in partnership with the private sector Output 1.4.2: Community businesses marketing 2-4 sustainably produced goods and services of which two are in partnership with the private sector Output 1.4.3: Financial resources from banks and other financial service providers available to above enterprises to support replication, upscaling and sustainability				
Description of Indicator	Baseline Level	End of project target level	Progress as of March 2019	Comment and Rating
1.4.1 Number of enterprises established/strengthened	Baseline for the project area not available but at least 1 beekeeping enterprise and a few eco-camps for tourism in the Lake Bogoria area	At least 4 enterprises established/strengthened of which 30% of female entrepreneurs	<p>13 community-driven enterprises strengthened (325% of the target) of which 23% (3) are female entrepreneurs (Wasini Women group; Indian ocean Water Body; and Sinyati Self Help group).</p> <p>Lake Bogoria: 5 enterprises (bee-keeping, eco-tourism and sale of fresh milk). The Netbon group received 165 guests while Transrift trails hosted 4 expeditions with 44 hikers trekking through its nature trails since project support started. The Twin Group and Sinyati Women groups sold over 2000 kg of unprocessed honey to SUFI. SUFI procured honey from 1,200 farmers. Though a partnership with a private company, Imperial Masters Ltd., the group procured 5 tons of honey since start.</p> <p>-Kaya Forest: 4 enterprises (eco-tourism; chili farming and processing, export of butterfly pupae, processing of traditional medicinal products).</p> <p>Shimoni-Vanga: 2 eco-tourism projects and 1 of fish marketing. Two of the enterprises strengthened promote ecotourism. The Wasini women capacitated</p>	<p>- Target achieved and exceeded.</p> <p>- Tourism related activities have been negatively impacted by COVID-19 due to restrictions on the number of visitors.</p> <p>-SUFI project terminated for management issues</p> <p>-Projects are generating incomes and contributed to livelihoods.</p> <p>-Partnerships with the private sector created</p>

			<p>women to improve their eco-tourism brand; Shimoni slave caves improved visitor experience at the caves by constructing a tree house and a nature trail. Two projects promoted fish value addition and marketing. The Indian Ocean Water Body trained 112 women in post-harvest handling of fish, value-addition, marketing and sales for enhanced income, while Pwani Fish Marketing upgraded its fish processing facility. Mkwi Eco-friendly has been supported through construction of a workshop hall to be used to produce and display products from recycled waste; also able to procure equipment and tools to produce artefacts from recycled waste</p> <p>-Under the climate change mitigation portfolio: 2 projects; one that promotes the cultivation and sale of organic vegetables and the other that promotes sale and adoption of energy efficient stoves.</p>	
1.4.2 Number of joint ventures with the private sector	0 joint ventures	At least 2 joint ventures formalized	<p>3 joint ventures formalized (150%):</p> <p>i) Shimoni Vanga: CEJAD, a national NGO that works with local communities to create awareness on marine plastic pollution menace, organized beach clean ups, and facilitated training of 40 community members (30 women) to convert plastic waste into sellable artefacts. CEJAD entered into a partnership with a private sector company to recycle plastic.</p> <p>ii) Lake bogoria: a) Farming Systems Kenya entered into a partnership with Maji Milele - a social enterprise that sells high quality prepaid ATM water meters for communal water points. This technology enhances transparency and accountability of the use of water and hence directly improves management of the water resource; 600 households benefit from these improved boreholes, that is about 3.600 members; b) a honey production and marketing joint venture with 3 organizations which formalized a partnership with a private company that processes honey. The product is branded and marketed as SUFI. The number of benefitting households is 120.</p>	-Target achieved and exceeded.
1.4.3 Number of new products developed	0 products	2 to 4 new products developed and in production	<p>4 new products developed and in production (100%):</p> <p>i) household artefacts from recycled waste plastic; CEJAD worked with Wasini Women Group and Mkwi Eco-friendly to segregate waste and produce products such as key holders, mats and hats, and bracelets from plastic waste; ii) hiking trails across Lake Bogoria landscape; TransRift Trails is a youth-led organization that has introduced a new tourism product in Baringo county - long-distance hiking trails. The group mapped out a 120km trail of walk-paths</p>	<p>-On track and achieved.</p> <p>- New developed products have both a protection and a livelihood potential.</p> <p>-CYEC works with stakeholders in retrofitting petrol engines of public transport vans with electric motors; it appears an innovative activity that has good potential for upscaling and replicating.</p> <p>-MICA Miners Cooperative Society Ltd. is implementing an innovative technique for</p>

			that have been traditionally used as the ancient routes of mobility. 12 members of the group (8 men and 4 women) have been trained as tour guides, and community members provide porter and security services; iii) conversion of conventional vehicles to solar powered batteries; iv) conversion of motorbikes to solar powered batteries.	rehabilitation a contaminated gold mining site. Through a process called phytoremediation, bamboo is being planted to uptake and accumulate heavy metals in the impacted soil, thus rendering the environmental conditions less toxic. It appears to have the potential for replication; supposedly, it was to coordinate with a UNDP GEF Project which however delayed activities.
1.4.4 Number of grant/micro-lending schemes established with credit-lending facilities and banks in support of above enterprises and number of pilot revolving funds/other lending schemes supporting replication, upscaling and sustainability of community-based production activities	0 schemes	At least 2 such schemes established/accessed and lending to community eco-businesses	3 credit lending schemes have been accessed by farmers to purchase solar-powered irrigation pumps and solar units for domestic lighting under the project implemented by Inades Foundation which links farmers to financing opportunities. -Farmers who engage in SLM taken up credit facilities offered by: (i) Universal Traders Sacco, which provides credit for farm inputs; (ii) Equity Bank which provides soft loans for horticultural farmers to purchase solar pumps and farm inputs; and (iii) Sunculture which avails solar pumps on hire purchase.	-Target achieved
Outcome 1.5 Multi-stakeholder partnerships develop and implement initiatives for community low-emission systems Budget: GEF US\$ 787,385; Co-financing US\$ 961,800				
Output 1.5.1 CSO-private sector partnerships promoting and implementing low GHG emissions activities				
Output 1.5.2 GHG mitigation initiatives providing energy services to un-served communities				
1.5.1 Number of multi-stakeholder partnerships involving CSOs and the private sector promoting and facilitating the application of diverse RE and EE technologies that benefit households and institutions, including for commercial and production uses to ensure sustainability	No such partnership exists in the selected landscapes, however, both the private sector and CSOs have experience in developing and deploying a variety of RE & EE products in Kenya. This includes R&D, micro-finance including the use of mobile phone applications for micro lending, after sales maintenance, etc.	5 to 7 such partnerships established and functionally demonstrating how to deploy and scale-up RE and EE technologies	6 partnerships established and functionally demonstrating how to deploy and scale-up RE and EE technologies (100 %). 1) 4 CSOs (Grip, Ikisaya, ELCI and Sauti Moja) entered into a partnership with Equatorial Sunpower, a company that provides solar lamps upfront and allows for small payments made consistently over a period of several months (pay-as-you-go-PAYG). Solar lamps replace kerosene lamps and money that would have been used to purchase kerosene is used for paying the solar units. 2,149 lamps purchased by an equal number of households; creating a conducive and safe environment for students to do evening assignments, especially girls. 2) Farming Systems Kenya, supporting 2 villages in the Lk. Bogoria landscape to improve the management of borehole and water resources, entered into a partnership with a company known as Maji Milele, which supplies water meters for enhanced accountability and transparency. Water meters are easy to use and rely on a mobile money technology which is now widely used in Kenya for safe monetary	-Targets under outcome 1.5 on track/achieved and good mix of RE and EE projects. -Partnerships achieved between CSOs and the private sector are promising; yet, interest is not always coincident and it is key to strengthen the negotiation power of communities -Projects contribute to avoid CO2 but not as possibly originally envisaged due to communities focuses on solar energy which has reduced potential to contribute to CO2 avoidance and because the target (81,682 tons) is certainly overambitious. -A consultant has been hired to reassess the appropriateness of the target. -The County of Baringo has pledged USD 50,000 to expand one of the projects to reach a higher number of households -There is interest to expand certain activities and consultations between county governments and UNDP are looked for to operationalize the idea

			<p>transactions. A water meter has been installed at Lelan Village borehole, and the company will provide training and service for one year at no additional cost. Because there is no cash transaction, it is expected that money collected as fees from usage of ATM will rise significantly compared to previous years.</p> <p>3) MCDI is in partnership with a private company that has installed a biogas unit at a slaughterhouse to use waste to produce biogas which can be used in a communal kitchen for local farmers to cook. Farmers trained (8 women and 7 men) in organic farming principles and practices. 23 farmers use the slurry from the biogas for organic farming. A learning tour organized on organic farming for 7 women and 4 men, who together with their hosts, celebrated the International World Food Day.</p> <p>4) Jitegemee entered a partnership with Livelyhoods; a company that sells energy efficient stoves for domestic use. 20 unemployed youths and single mothers trained as agents of change to encourage to adopt EE stoves. 300 units bought by households that were formally using biomass for cooking.</p> <p>5) SUSEFA is a recently awarded grantee (in 2020) but already established partnerships with 2 private companies to facilitate adoption of solar units at household level (with Sunspot Energy), and to introduce electric motorbikes for public transportation (with Sunpawa).</p> <p>6) Inades Foundation Kenya entered into negotiations with 2 companies; one that sells solar equipment including pumps for pumping water to irrigate farms and solar lamps for household lighting. The other company offers loans to community groups to enable them to purchase solar lamps. Inades organized 2 field days at which farmers interacted with both types of companies to acquire information about the services and products provided. 197 households purchased solar water pumps and 357 solar lamps.</p>	<p>-Planned activities to promote adoption at household level of efficient stoves did not progress as the approach to create awareness and providing channels (such as eco-fairs at the land/seascapes) for interaction between private sector firms (that focus on EE stoves) and local communities was impeded by COVID 19.</p> <p>-Project are primarily located in rural areas that are connected to the national grid. - Beneficiaries are primarily poor households, with 3 projects targeting vulnerable people</p> <p>-Gradual substitution of solar energy and reduction of kerosene</p> <p>-Increased benefits at household level, including for students being able to study at night, especially girls.</p>
1.5.2 Number of renewable energy and fuel-efficient systems for domestic, production and institutional uses disaggregated by energy source and type of beneficiary (sex, rural/urban and excluded groups). The aggregated CO2 mitigation of such RE and EE systems	Baseline not available for project areas but estimated to be very low in all landscapes/seascapes	Target to be determined at grant approval stage for each RE/EE technology to be deployed with SGP support, commensurate with the overall phase VI CO ₂ e emission mitigation target	13 on-going projects (including the 6 partnerships mentioned under indicator 1.5.1 above) promote the use of clean energy in the form of renewable energy and energy efficient technologies to avoid the emission of CO ₂ (2 awarded in 2020). Of the 13 projects, 6 are implemented at domestic level. In the other projects, households purchase solar lamps to replace kerosene for lighting (5 projects) and one project energy efficient stoves to sharply reduce the amount of firewood used for cooking and warming	

should enable SGP to reach the CO2e mitigation target for phase VI as per Objective Indicator D above.			water. The other projects use solar for commercial purposes: to provide public transport at a fee (x2); to grow organic vegetables for sale (x2), and to provide water from a borehole for purchase by local households (x2). One project is in the process of converting diesel-powered motorbikes to solar-powered motor bikes. The motor-bikes, commonly known as “boda-boda” are used on a commercial basis to provide public transport for short distances.	
Component 2: Capacity building and knowledge management GEF Budget: US\$ 461,622 Outcome 2.1: Community and local civil society organizations increase their organizational and financial capacities and skills through on-going mentoring and training Budget: GEF US\$ 721,000; Co-financing US\$ 570,000				
Output 2.1.1 Training and mentoring system in place for enhancing capacities of community based organizations in target land/seascapes				
2.1.1.1. Number of community institutions and community-based organizations such as the Kaya Council of Elders, the Lake Bogoria community conservancies and WRUAS, and the coast BMUs with improved governance and management, with women’s participation and capacity to influence the community and external partners	Capacities of community institutions in the target landscapes are very weak	At least one community institution in each target landscape shows exemplary governance (e.g., registration, by-laws, inclusive democratic decisions, accountability, representation, equity, financial management, budget execution, administrative procedures)	<p>- 6 community institutions improved their governance structures significantly and continue to improve with on-going capacity building efforts. 4 are in the Lake Bogoria landscape, and 1 each (Ufanisi and Wasini Women) in the other land/sea-scapes (200 %).</p> <p>Shimoni-Vanga: 7 BMUs (76 members) trained on MCS to improve capacity to conduct patrols: i) 15 members of the Wasini Women group trained on governance and financial management; 15 members benefitted from exchange learning visit with Dabaso Conservation Group, one of the leading eco-tourism facilities, to get knowledge on how to run a successful community-driven ecotourism facility. 9 members trained on procedures and best practices of ticket checks and prevention of revenue fraud; ii) 15 members from Majoreni BMU received training on fish catch data collection and monitoring; iii) CEJAD conducted an exchange visit for 14 members of Wasini Women Group to Watamu Marine Association, Dabaso and Old Town, primarily to learn about the plastic recycling initiatives implemented by the organizations; iv) 22 members from Vanga BMU received training on fish handling and quality assurance; v) 20 members from Shimoni and Mkwiro BMUs trained on coral restoration.</p> <p>-Lake Bogoria: Kenya Wildlife Conservancy Association (KWCA) supports the institutional development of 4 community institutions, which received training in finance and governance. Chuine, Kiborgoch and Irong conservancies held board elections and the new leadership of the 3 conservancies includes women. AGMs Annual General</p>	<p>-On track-</p> <p>-The capacity building program, integrated in most or all small grants, provides sound results in the strengthening of governance structures.</p> <p>-Less successful have been activities to increase the capacities of CBOs to manage projects and for financial and technical reporting; hiring CDP did not prove successful, except in Kaya. SPs provided mentoring support but their having headquarters in Nairobi or Mombasa did not help, especially when the lockdown reduced mobility.</p> <p>-Capacity building training material is inefficiently developed at landscape level and for which OP; more efficient it is to develop training material centrally and eventually adapt at each site and for the specific stakeholders.</p> <p>-The NSC could have defined clearly the ToRs of SPs and CDPs, avoiding the confusion to eliminate assessing grants during the second call for proposals when the announcement had already been published.</p>

			Meetings (AGMs) have been conducted which were democratic and overseen by the County government. Kaya forest : NGO provided training on organizational development, governance, financial management, participatory monitoring and gender mainstreaming.	
Outcome 2.2 Knowledge enhanced among community groups and CSOs, and learning is documented, disseminated, and made available to policy makers at county and national level. Budget: GEF US\$ 128,977; Co-financing US\$ 97,000				
Output 2.2.1 Case studies and analysis of best practices for adaptive landscape/seascape resilience organizations, OCB at the level of management committees in each NP-NAIM and local and departmental governments. Output 2.2.2 Feedback to county governments and line ministries about results, best practices, lessons, and challenges				
2.2.1 Number of case studies and analysis of best practices for adaptive landscape/seascape resilience, systematized and shared at watershed, county and/or national level	Concept of adaptive landscape-seascape resilience and management is new in all target areas. Currently there are no studies of participatory adaptive landscape management experiences in the region, however, WWF conducted an analysis of their experience in the Lake Bogoria Basin	Participatory case studies by SGP grantees reflecting on their project implementation experience One case study and publication directed at policy-makers and development partners produced and disseminated for each landscape summarizing knowledge gained from landscape planning and management	-4 case studies (133%) still under development, targeted at policy-makers and development partners: Lake Bogoria : 2 case studies: i) Farming Systems Kenya (FSK) on solar-powered initiative that introduces a new technology in Baringo county for improved access to clean, potable water for over 800 households; ii) Farming of pasture developed by Nooseiya community group. Shimoni-Vanga : one case study with Wasini BMU and Mkwiro BMU on transplantation of corals to facilitate regeneration and growth, with support from the Kenya Marine and fisheries Institute (KMFRI) Kaya landscape : one case study developed by Colobus Conservation, that promotes the conservation of the Kaya forests and of the endangered colobus monkey. -Furthermore, each of the 3 SPs hired consultants to develop a booklet to capture grantees initiatives, accomplishments, lessons learned and impact at land/seascape level. -Several knowledge products produced, including fliers, brochures, stories for World Environment Day (WED) and World Oceans Day (WOD), posters -Sever articles published on the Media in various occasions - A KM expert is still drafting the KM plan and developing a KM Manual	-On track. Although a good number of products and articles have been prepared/published and there is an active use of social networks to inform on project activities, the KM expert is on board only since 2020, the KM plan is still under development and the KM Manual under development will be used only for OP7; the consultant's contract is expiring and there are plans for f renewal. -An attempt to provide a grant to an NGO to conduct KM activities was done too late in Call for Proposal 3 and did not succeed, probably as the envisaged value of this grant was approximately USD 5,000, which might have been insufficient to attract interest among the NGO community -Grantees from each of the landscapes and the seascape are in the early stages of developing case studies reflecting on their project implementation experience -SGP is organizing a workshop to reflect on the overall SGP OP6 experience
2.2.2 Number of meetings with relevant County Governments and government institutions providing feedback on policy effectiveness and SGP experience	No such meetings have taken place with respect to the target landscapes-seascape except for marine ecosystems where SGP has partner with CSOs to analyze current policies with respect to CMAs	Meetings at least twice a year with all County Governments involved and at least once during the lifetime of the project with line ministries with participation of SGP NSC members	Reportedly, 11 meetings (92% of target) held with senior county officials and NSC members: 5 in Lk. Bogoria; 4 in Shimoni-Vanga and 2 in Kaya Forests to update on the progress of project implementation, and to seek assistance in addressing challenges experienced by the local groups. The meetings were led by NSC members in collaboration with SPs.	-On track. -The Multi-Stakeholder Platforms, which are chaired by county government offices, provide an additional opportunity for grantees and SPs to inform members of their experiences and their contribution towards county priorities and targets. -Meetings were envisioned to take place more regularly; however, the COVID situation have restricted the possibilities. Meetings are currently resuming.

				<p>-Notwithstanding communication alternatives were found and county governments provided an appreciated presence and technical fisheries, pastoralists and agriculturalists assistance as well as conflict solving facilities.</p> <p>-Other national stakeholders have integrated the Multi-Stakeholder Platforms providing valuable inputs</p>
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Annex F – GEF Core Indicators

UNDP PIMS 5730 Kenya (GEFID 9241)

FY21 / TE

GEF 7 Core Indicator Worksheet

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use				(Hectares)			
		Hectares (1.1+1.2)						
		Expected		Achieved				
		PIF stage	Endorsement	MTR	TE			
Indicator 1.1	Terrestrial protected areas newly created							
Name of Protected Area	WDPA ID	IUCN category	Hectares					
			Expected		Achieved			
			PIF stage	Endorsement	MTR	TE		
		(select)						
		(select)						
		Sum						
Indicator 1.2	Terrestrial protected areas under improved management effectiveness							
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score				
				Baseline		Achieved		
				PIF stage	Endorsement	MTR TE		
		(select)						
		(select)						
		Sum						
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use				(Hectares)			
		Hectares (2.1+2.2)						
		Expected		Achieved				
		PIF stage	Endorsement	MTR	TE			
Indicator 2.1	Marine protected areas newly created							
Name of Protected Area	WDPA ID	IUCN category	Hectares					
			Expected		Achieved			
			PIF stage	Endorsement	MTR	TE		
		(select)						
		(select)						
		Sum						
Indicator 2.2	Marine protected areas under improved management effectiveness							
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score				
				Baseline		Achieved		
				PIF stage	Endorsement	MTR TE		
		(select)						
		(select)						
		Sum						
Core Indicator 3	Area of land restored				(Hectares)			
		Hectares (3.1+3.2+3.3+3.4)						
		Expected		Achieved				
		PIF stage	Endorsement	MTR	TE			
		N/A						
Indicator 3.1	Area of degraded agricultural land restored							
			Hectares					
			Expected		Achieved			
			PIF stage	Endorsement	MTR	TE		
Indicator 3.2	Area of forest and forest land restored							
			Hectares					

			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 3.3	Area of natural grass and shrublands restored						
			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored						
			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Core Indicator 4	Area of landscapes/seascapes under improved practices (hectares; excluding protected areas)					(Hectares)	
			Hectares (4.1+4.2+4.3+4.4)				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
			N/A	156,000	31,540	118,707	
Indicator 4.1	Area of landscapes/seascapes under improved management to benefit biodiversity						
			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		Sacred kaya forests; Shimoni-Vanga seas cape and partially lk. Bogoria landscape	N/A	135,950	27,040	111,682	
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations						
Third party certification(s):			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 4.3	Area of landscapes under sustainable land management in production systems						
			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		Lk. Bogoria landscape	N/A	20,050	4,500	7,025	
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided						
Include documentation that justifies HCVF			Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity					(Hectares)	
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations						
Third party certification(s):			Number				
			Expected		Achieved		
			PIF stage	Endorsement			
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial						

			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	Greenhouse gas emission mitigated					(Metric tons of CO ₂ e)
		Expected metric tons of CO ₂ e (6.1+6.2)				
			PIF stage	Endorsement	MTR	TE
		Expected CO ₂ e (direct)	n/a			
		Expected CO ₂ e (indirect)	n/a			
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO ₂ e			
			PIF stage	Endorsement	MTR	TE
		Expected CO ₂ e (direct)				
		Expected CO ₂ e (indirect)	n/a			
		Anticipated start year of accounting				
		Duration of accounting				
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO ₂ e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Expected CO ₂ e (direct)				
		Expected CO ₂ e (indirect)	N/A	81,682	8,300	12,500
		Anticipated start year of accounting	2018	2018	2019	
		Duration of accounting				
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					(Number)
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					

		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	Globally over-exploited marine fisheries Moved to more sustainable levels					(Metric Tons)
Fishery Details			Metric Tons			
			PIF stage	Endorsement		
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					(Metric Tons)
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage		
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement		
(select)	(select)	(select)				
(select)	(select)	(select)				
(select)	(select)	(select)				
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					(grams of toxic

						<i>equivalent gTEQ)</i>
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					<i>(Number)</i>
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	<i>n/a</i>		8,300	10,593
		Male	<i>n/a</i>		5,200	7,147
		Total	<i>n/a</i>		13,500	17,740

Annex G - Evaluation Consultant Agreement Form

Evaluator 1:

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

Evaluation Consultant Agreement Form³

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

Name of Consultant: Elena Laura Ferretti

Name of Consultancy Organization (where relevant): _____

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



Signed in Florence, Italy on 01 November 2020

³ www.unevaluation.org/unegcodeofconduct