



FINAL EVALUATION

of the UNDP-Supported, GEF-Financed Project

“Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan”



Final Report

Submitted by:
Jean-Joseph Bellamy (JJ@Bellamy.net)

April 19, 2013

TABLE OF CONTENTS

LIST OF TABLES.....	II
LIST OF ABBREVIATIONS AND ACRONYMS	III
ACKNOWLEDGEMENTS	IV
1. MAIN CONCLUSIONS AND RECOMMENDATIONS.....	1
1.1. BACKGROUND - INTRODUCTION.....	1
1.2. CONCLUSIONS	2
1.3. RECOMMENDATIONS	6
1.4. RATING TABLE	8
2. CONTEXT AND OVERVIEW OF THE PROJECT	9
3. EVALUATION FRAMEWORK.....	11
3.1. OBJECTIVES.....	11
3.2. SCOPE.....	11
3.3. METHODOLOGY.....	12
3.3.1. <i>Overall Approach</i>	12
3.3.2. <i>Evaluation Instruments</i>	13
3.4. LIMITATIONS AND CONSTRAINTS	13
4. EVALUATION FINDINGS	15
4.1. PROJECT DESIGN / FORMULATION.....	15
4.1.1. <i>Analysis of Logical Framework (LFA)/Results Frameworks</i>	15
4.1.2. <i>Assumptions and Risks</i>	16
4.1.3. <i>Lessons from other Relevant Projects Incorporated into Project Design</i>	18
4.1.4. <i>Planned Stakeholder Participation</i>	20
4.1.5. <i>Replication Approach</i>	21
4.1.6. <i>UNDP Comparative Advantage</i>	21
4.1.7. <i>Linkages Between the Project and Other Interventions within the Sector</i>	22
4.1.8. <i>Management Arrangements</i>	23
4.2. PROJECT IMPLEMENTATION.....	24
4.2.1. <i>Use of Adaptive Management</i>	24
4.2.2. <i>Partnership Arrangements</i>	25
4.2.3. <i>Project Finance</i>	25
4.2.4. <i>Monitoring and Evaluation (M&E) Approach</i>	27
4.2.5. <i>Contribution of Implementing and Executing Agencies</i>	29
4.2.6. <i>Summary of the Mid-Term Evaluation (MTE)</i>	30
4.3. PROJECT RESULTS	31
4.3.1. <i>Overall Achievements/Results</i>	31
4.3.2. <i>Attainment of Project Objective</i>	35
4.3.3. <i>Relevance</i>	38
4.3.4. <i>Efficiency</i>	39
4.3.5. <i>Country Ownership</i>	39
4.3.6. <i>Mainstreaming</i>	40
4.3.7. <i>Sustainability</i>	41
4.3.8. <i>Catalytic Role and Long-Term Impact</i>	42
5. LESSONS LEARNED.....	44
ANNEX 1: TERMS OF REFERENCE	45
ANNEX 2: EVALUATION MATRIX.....	53
ANNEX 3: LIST OF DOCUMENTS REVIEWED	59
ANNEX 4: INTERVIEW GUIDE.....	61
ANNEX 5: EVALUATION MISSION AGENDA	63
ANNEX 6: LIST OF PEOPLE INTERVIEWED.....	66
ANNEX 7: CO-FINANCING TABLE.....	68

List of Tables

Table 1: Rating Table	8
Table 2: Steps Used to Conduct the Evaluation.....	12
Table 3: Project Logic Model.....	15
Table 4: List of Risks and Assumptions	16
Table 5: List of Risks and Assumptions	17
Table 6: UNDP/GEF Fund Disbursement Status	26
Table 7: Co-financing Status	27
Table 8: List of Performance Indicators.....	28
Table 9: List of MTE Recommendations	30
Table 10: List of Key Results Delivered	32
Table 11: Attainment of Project Objective	36

List of Abbreviations and Acronyms

ADB	Asian Development Bank
AISP	Agricultural Investments and Services Project
APR	Annual Progress Report
CACILM	Central Asia Countries Initiative for Land Management
CAMP	Central Asia Mountain Partnership
CARNet	Central Asia Resource Network
CDR	Combined Delivery Report
CDS	Country Development Strategy
CIDA	Canadian International Development Agency
CO	Country Office
CPAP	Country Programme Action Plan
CTA	Chief Technical Advisor
DEX	Direct Execution
DFID	Department For International Development
DO	Development Objective
ERP	Enterprise Resource Planning
FE	Final Evaluation
GEF	Global Environment Facility
GIZ	German International Development Agency
GM	Global Mechanism
GOK	Government of Kyrgyzstan
IFAD	International Fund for Agricultural Development
KGS	Kyrgyz Sum
KR	Kyrgyzstan
LFA	Logical Framework Analysis
MALR	Ministry of Agriculture and Land Reclamation
MAWRPI	Ministry of Agriculture, Water Resources and Processing Industries
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MSP	Medium Size Project
MTE	Medium Term Evaluation
NEX	National Execution
NGO	Non-Governmental Organization
NPD	National Project Director
PC	Personal Computer
PDF-A	Project Development Facility A
PEI	Poverty Environment Initiative
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
PSC	Project Steering Committee
PUA	Pasture Users Association
RCU	Regional Center Unit
SDC	Swiss Agency for Development and Cooperation
SMART	Specific, Measurable, Achievable, Realistic and Timely
TOR	Terms of Reference
UCA	University of Central Asia
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USD	United States Dollar
USSR	Union of Soviet Socialist Republics
WOCAT	World Overview of Conservation Approaches and Technologies
WB	World Bank

Acknowledgements

This report was prepared by Mr. Jean-Joseph Bellamy, International Consultant (JJ@Bellamy.net). The Evaluator would like to express its gratitude and appreciation to all stakeholders it interviewed. Their contributions were most appreciated, and the facts and opinions they shared played a critical part in the conduct of this evaluation.

The Evaluator would also like to extend special thanks to the personnel of the United Nations Development Programme (UNDP) and of the Project who supplied key information and key contacts. A special thank you to Mr. Baibek Usubaliev, Project Manager and to Ms. Aida Umanova, Capacity Building Field Specialist who helped me in organizing the one-week fact-finding mission in Kyrgyzstan and also to Mr. Kanat Sultanaliev, who provided excellent translation services during the mission. They provided invaluable support that contributed to the successful fact-finding mission in Kyrgyzstan.

DISCLAIMER

This report is the work of an independent consultant and does not necessarily represent the views, or policy, or intentions of the United Nations Development Programme (UNDP).

1. Main Conclusions and Recommendations¹

1.1. Background - Introduction

This report presents the findings of the Final Evaluation of the UNDP-Supported, GEF-Financed Project “*Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan*”. This final evaluation was performed by Mr. Jean-Joseph Bellamy on behalf of the United Nations Development Programme (UNDP).

Traditionally (i.e. pre colonization in 1850’s by Tsarist Russian) Kyrgyzstan was composed mainly of a nomadic population practicing transhumance, which involved using winter pastures in lowlands and summer pastures in highlands (including Suusamyр valley). In Soviet times collective farms in Kyrgyzstan used production systems that were still based on the seasonal use of mountain pastures (transhumance). However, under the pressure of ever increasing state quotas, animal numbers were deliberately increased and signs of pasture degradation started to appear in the 80’s and 90’s. The disintegration of the USSR (early 90’s) precipitated the collapse of the Kyrgyz rural economy and resulted in a dramatic decline in livestock due to the large-scale slaughter or bartering of livestock in order for rural populations to survive the initial crisis period. It was also the end of traditional transhumance practices.

Following this initial post-USSR period, the number of livestock in Kyrgyzstan began to gradually recover since early 2000. However, this increase of livestock has occurred to a large extent within a managerial and regulatory vacuum. Efforts had been made to replace Soviet era institutions and management systems but with mixed results and limited impact at the field level. More recently the Government of Kyrgyzstan (GOK) with the help of the international community undertook the required steps to stop the degradation of pastures through the establishment of a long term sustainable pasture management system that meets the livelihood needs of people while at the same time maintaining ecosystem integrity and global environmental services.

Within this context, The UNDP-supported, GEF-financed project emerged in 2005 as an initiative to support the GOK in establishing a long-term sustainable pasture management system. The rationale of the project strategy was based on the identification of 4 main barriers:

- *Barrier 1:* No effective pasture management mechanism available and no examples or experience of how to create such a mechanism exists;
- *Barrier 2:* Individual household farmers lack economic and organizational capacity which would allow use of less accessible pastures and a return to transhumance practices;
- *Barrier 3:* Out-dated or insufficiently refined institutional mandates / roles / legal instruments and a lack of resources and experience needed to effectively undertake change;
- *Barrier 4:* Limited awareness at all levels of pasture use issues and approaches to address them.

The goal of the project was to maintain the functional integrity of mountain rangelands in the highlands of Kyrgyzstan as a contribution to greater ecosystem stability, reduce soil erosion and enhance food security. UNDP was the GEF implementing agency and the Ministry of Agriculture was the executing agency. It had a GEF grant of \$0.95M and an expected co-financing of \$1.0M. It was implemented under the UNDP National Execution (NEX) modality until 2010 and under DEX thereafter. It was a 5-year project that started in December 2007 and it should be completed in March 2013; including a 3-month no-cost extension.

The objective of the project was to develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods. It was to be achieved through four outcomes:

- *Outcome 1:* A set of innovative pilot measures which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management
- *Outcome 2:* Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way

¹ Conclusions and Recommendations are in Chapter 1 with a brief background section. It is structured as an Executive Summary and a stand-alone section presenting the highlights of this final evaluation.

- *Outcome 3*: An enabling environment which allows rangeland users to effectively and sustainably manage pastures
- *Outcome 4*: Learning, evaluation, and adaptive management

This final evaluation report documents the achievements of the project and includes five chapters. Chapter 1 presents the main conclusions and recommendations; chapter 2 presents an overview of the project; chapter 3 briefly describes the objective, scope, methodology, evaluation users and limitations of the evaluation; chapter 4 presents the findings of the evaluation. Lessons learned are presented in Chapters 5 and relevant annexes are found at the back end of the report.

1.2. Conclusions

Project Design / Formulation

Conclusion 1: An extensive design phase resulted in a well-formulated project document.

The result of the design phase includes a coherent model “*to develop a cost-effective and replicable pasture management mechanism in the Suusamyр Valley which reduces the negative effects of livestock grazing on land and which improves rural livelihoods*”. The logical framework matrix identified a set of clear expected results (one objective, four outcomes and 24 outputs), which presents a good and logical “chain of results”.

The design phase was conducted under a PDF-A phase funded by a GEF grant. It included a summary of an extensive review of lessons learned from previous experiences that focused on pasture use and livestock, on cooperative mechanisms for livestock farmers, and on rural development and poverty reduction. A particular attention was on the review/identification of gaps, which formed the basis to formulate the project strategy. One key gap was the absence of practical field level actions and the accumulation of skills, knowledge and lessons on tested approaches and mechanisms to better manage pasture in Kyrgyzstan. As a response, the project focused in the Suusamyр Valley to demonstrate/test a new mechanism to manage mountain pastures following the guidelines set in the new Law.

A detailed socio-economic assessment was also carried out during this design phase. It covered all villages within the Suusamyр valley plus key individuals from Rayon and Oblast administrations. In total 3,162 residents were interviewed or responded to questionnaires (800 interviewed) from 1,354 households (over 40% of all households in the Valley). The objective of the assessment was to understand the needs and interests of the communities with respect to pasture use and livelihoods and gather their recommendations and points of view regarding how to improve their pastures and livelihoods.

Finally, this design phase was conducted with a highly participative approach with a deliberate approach to engage stakeholders from the outset of the design phase. It included a seminar held in Suusamyр to discuss practical issues and ideas for addressing the main known issues and a series of four workshops to review the consultation and review findings and review the design emerging from these assessments.

As a result of this design phase, the project document presented a very coherent project design, responding to national priorities and also to community needs from the Suusamyр Valley to demonstrate a new mechanism for the sustainable management of mountain pastures in Kyrgyzstan. The project document was used as a “blueprint” on a day-to-day basis by the implementation team; 7 years later, the logic of this design could still be used as a model for other projects.

Conclusion 2: An excellent approach for stakeholder engagement has been in place since the outset of this project.

From the initial stage of project identification, there was a deliberate strategic approach to engage stakeholders at every steps of the way. The review indicates that this engagement was real, strong and led to a strong ownership of project achievements by stakeholders.

Stakeholders were consulted and participated in the development of the project strategy. They were also much engaged in the day-to-day decision making process during the implementation phase. The

implementation team focused its attention on making sure any planned activity was well understood and had full consensus from the targeted stakeholders, including their commitments to fully participate and sometimes to contribute to the cost of these activities.

Pasture users were fully in the “driver seat” when the project supported the establishment of pasture committees and pasture users associations. This organizational structure was developed following regular dialogues with stakeholders until full consensus were found. The same process happened to identify the needed pasture infrastructures and to decide those that will be funded with the support of the project. It was found during this evaluation that the strong engagement process of stakeholders led to a better awareness of these communities on matters related to the management of pastures and also on how to improve their livelihood. Stakeholder engagement was a strong positive factor that certainly contributed to the success of this project.

Project Implementation

Conclusion 3: A high quality technical assistance team implemented the project.

The review found that the technical assistance mobilized for this project had excellent skills and knowledge and provided high quality pasture management related services. It is true for the experts recruited to develop the pasture inventory for the Suusamyр Valley, to the IT experts to develop the electronic pasture management system and to the Chief Technical Advisor (CTA) who brought from Mongolia his extensive skill set and knowledge in mountain pasture management.

A particular mention should be made about the Project Manager (PM) who had been the key player in the implementation. Using his consensus-based approach, the PM set the “right tone” for implementing the project using a strong participative and collaborative approach. He had excellent relationship with all relevant stakeholders from the ministry and Parliament level to the pasture users in the Suusamyр Valley. He used his extensive network to informally communicate the progress of the project but also to consult a broad range of stakeholders. As a result, all stakeholders were aware about the progress made by the project and felt part of it from the national level to the community level. It is worth noting that on Agriculture Day in October 2012, the PM was awarded a prize for the best achievements in the agriculture sector given annually by the ministry of agriculture. It is the recognition of a job well done!

Additionally, the project team composed of 2 people: 1 PM and 1 Capacity Development Specialist implemented a highly efficient project. The project provided good value for money; the team was very prudent when engaging project funds into any activities, “stretching” every dollar by searching for co-financing when possible from the communities themselves but also from other projects such the CACILM project and the Poverty-Environment Initiative.

Conclusion 4: The annual APR/PIRs reports provided accurate and timely monitoring information but did not track well the procurement of goods.

The M&E system in place provided the project with a good framework to measure its progress/performance. It used a good set of performance indicators with their respective baselines and targets at the end of the project; there are SMART indicators. When considering their targets, they are unambiguous indicators that are specific, measurable, available and relevant for the project in a timely manner.

However, the progress reports did not track well the goods procured by the project. These goods were mostly procured to strengthen pasture infrastructures, a key component for the demonstration of a new mechanism to manage mountain pastures. These goods delivered with the support of the project include computers, radio equipment, tractor, cattle dip-tanks, Kosharys (stable/barn for cattle), equipped veterinary points, micro-hydro power stations, solar panels, wells, etc. Tracking this data would have improved the quality of progress reporting by giving a sense of magnitude of the investments made to improve pasture infrastructures and presenting the tangible impacts of these investments. For instance, it was noted that the PIR-2012 contains the number of km of roads that were repaired, which opened an additional 30,000ha of summer pastures in the Suusamyр Valley. An excellent result and similar ones could be said for other infrastructure support.

Conclusion 5: The project used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design.

The project team used adaptive management to provide the project with maximum flexibility and the capacity to adapt to a constantly changing environment. It was particularly used as a flexible mechanism to respond to stakeholders' needs and priorities. As a result, activities supported by the project benefited from a strong participation of stakeholders, including in some cases monetary contributions from stakeholders to implement some activities.

One example of adaptive management was the decision to purchase a tractor for the community to maintain pasture roads and bridges. This purchase was not really part of the original plan, however, following the repair and construction of some roads and bridges, pasture users realized quickly that they would need some equipment to maintain these infrastructures. The communities and the project team identified and reviewed these needs and following several consultations, a decision was taken to co-finance a tractor for the Suusamyр community to be able to maintain their pasture roads and bridges.

Overall, adaptive management was used as a management approach to particularly identify where the project financial resources would be allocated. On one hand, the log-frame gave the project team an overall plan on how to demonstrate a pasture management mechanism; and on the other hand the project team used adaptive management to properly allocate the financial resources available, "stretching" every dollar as much as possible through co-financing of activities with other projects but also with local communities.

Flexibility offered a good responsive mechanism to local needs, which in turn contributed to a high level of support by local communities and a strong ownership of achievements; hence, two critical factors for the long-term sustainability of these achievements.

Project Results

Conclusion 6: The review of project achievements indicates a very effective project

The review of project achievements against the expected results reveals that the project was able to achieve what it was intended to achieve in the planned timeframe. It tested a set of innovative pilot measures to demonstrate the feasibility and profitability of sustainable rangeland management. It strengthened the capacity and raised the awareness of pasture communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way. Finally, it developed an enabling environment, which allows pasture users to effectively and sustainably manage pastures and disseminated the best practices.

The review found that three major critical success factors explain partially this success: (i) a project that was well designed with an excellent engagement and participation of stakeholders, including a detailed socio-economic assessment carried-out in all villages in the Suusamyр valley plus key individuals from Rayon and Oblast administrations. The result was a design that was a direct response to a national priority – improving mountain pasture management – and in particular the needs of pasture users in the Suusamyр Valley; (ii) an excellent project team to implement this project. They were able to take the result of an excellent design and implement the project with strong participative and collaborative principles; (iii) An excellent engagement of stakeholders in project activities and an excellent participation approach. There was a deliberate strategic approach to engage stakeholders at every steps of the way. Stakeholders participated to the decision making process of the project and the project was able to adapt to the needs of beneficiaries; mostly pasture users in the Suusamyр Valley.

In addition to the achievements that are recorded in progress reports, the project supported an extensive list of tangible outputs for these communities, which have contributed to the development of a model to manage mountain pastures. It includes 56 bridges that were repaired or built, 6 "kosharys" (stable/barn for cattle) built within Jamaats in the Suusamyр Valley, over 30km of roads were repaired opening distant high altitude pastures, 1 tractor to maintain pasture roads, 1 veterinary service point in Suusamyр village, 18 solar panels, including 12 distributed to poor families in Suusamyр Valley, 6 micro-hydro power stations, 2 cattle dip-tanks located in two communities in the Suusamyр Valley (used for pest control), 1 radio equipment to set up

the 3rd community radio in Kyrgyzstan, Drainage of some pasture lands, 2 wells in Suusamyр village to be used as water-points for villagers, and 11 computers that were installed within pasture committees in the Suusamyр Valley

The visit to some communities in the Suusamyр Valley during this evaluation revealed a few signs that their livelihood was improved over the last few years and that their community spirit was strengthened. The Jamaats, as a participative community mechanism, have been strengthened and are now fully part of the system to bettering mountain pastures. In addition to its environmental effectiveness, the project was also very effective socially and economically for these mountain communities.

Conclusion 7: Kyrgyzstan is now equipped with a mechanism to better manage its mountain pastures and improve the livelihood of mountain rural communities.

When reviewing the high level achievements of the project, they certainly contributed to the attainment of the project objective that was “to develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods”. This mechanism was well tested and demonstrated as a whole in the Suusamyр Valley. It is now a set of five parts that constitute a coherent model for the sustainable management of mountain pastures:

- *A method to conduct pasture inventories and define pasture boundaries:* It provides pasture managers/users with an extensive baseline on which pasture management procedures including carrying capacity can be developed.
- *An electronic pasture management system:* Based on open systems, the system can be distributed free of charge with no recurrent license costs. It is a system that allow a pasture committee to manage the rent of pasture areas, the fees collected, the number of equivalent cattle for each area, the review of the carrying capacity, etc.
- *An organizational approach for pasture management:* pasture committees and pasture users associations were identified in the Law on Pasture and demonstrated in the Suusamyр Valley as an organizational mechanism to manage mountain pastures. Jamaats can also play an important role at the community level. A set of guidelines & training material exists to replicate this approach in any mountain pasture areas of Kyrgyzstan.
- *Support to needed infrastructures related to pastures:* the provision of financial support to these communities to repair some pasture infrastructures is a key step in building partnerships with these mountain communities. Communities need to be fully part of the decision-making process and all completed infrastructures are direct tangible responses to critical needs of these communities. It makes a real and quick difference in the life of these pasture communities.
- *Support to increase the livelihood of pasture communities:* supporting socio-economic activities to increase the livelihood of these communities is also part of the equation for implementing a successful pasture management approach. It contributes to a good participation of stakeholders in the implementation of this model.

The demonstration in the Suusamyр Valley also demonstrated the good socio-economic potential impacts on these communities. The system allows the growth of livestock based on higher utilization rates of distant pastures and the production of better and more forage for winter. The result is a growth of the livestock sector as the main economic activity in these communities, followed by a stronger local economy due to livestock growth and by extension a bettering of the livelihood of these mountain communities. This positive development was confirmed by the visit in the Suusamyр Valley whereby signs exist that these communities are growing again and they claim to have a better community spirit and more social cohesion.

Conclusion 8: The country ownership of the project grew over time and it is excellent.

The review indicates an excellent country ownership. The project has addressed a national priority, it was designed on the basis of a strong assessment of the sector and it encouraged the participation of key stakeholders including key government agencies such as the Pasture Department.

Additionally, the timing of the project was excellent in the context of the new Law on Pastures that was

adopted by the Parliament in January 2009. The project was an excellent initiative to demonstrate a new approach to manage mountain pastures in Kyrgyzstan in line with the guidelines provided in this new Law. The project benefited from a good involvement of government agencies; particularly from the Pasture Department. It has been the main initiative to demonstrate the applicability of the new Law in Kyrgyzstan and also an opportunity to test innovative measures on how to practically improve the management of pastures in these rural areas.

Few events also confirmed this excellent country ownership. The main one was the invitation from the Parliament of Kyrgyzstan to the project to present its findings in front of the Parliamentary Agrarian Committee in December 2012. Prior to this event, the project received a few requests from countries in Central Asia to visit or get a presentation at seminars or workshops on project findings. It included several Parliamentarian groups from the region who came to Kyrgyzstan such as Members of Parliament from Kazakhstan (2011 and 2012) and Tajikistan (2012).

Conclusion 9: Kyrgyzstan is now equipped with a mountain pasture management model that is ready to be replicated throughout the country.

The project succeeded in the development of a cost-effective pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods. It was very much inline with the new Law on Pastures and was an excellent application of the new Law and its amendments approved in 2012. Today, Kyrgyzstan is equipped with a mountain pasture management model to better manage its mountain pastures and improve the livelihood of mountain rural communities.

Project findings were already disseminated through various channels such as the WOCAT database, local newspapers, publications, the carnet website, video on local TV and radio and seminars/workshops. Additionally, the PM was invited to present the project findings and exchange experiences to several forums in the region: Almaty (2012), Astana (2011), Dushanbe (2011) and Mongolia (2010). These actions to disseminate project findings, lessons learned and best practices already resulted in several uptakes of these results.

However, the real success of this project will be in the extensive replication of these findings in other mountain pasture areas in Kyrgyzstan and also in other counties in the region, which is outside the scope of this project.

The review also noted the strong demand from stakeholders for another project (phase II?) focusing also on the management of mountain pastures. It includes an official letter from the Pasture Users Association of Suusamyr that was sent to UNDP as well as an official letter from Parliament to UNDP and the same type of request from the Head of Suusamyr Ayil Okmotu.

Nevertheless, the review also concluded that the next step in replicating this approach/model should be first to package the demonstration results into a mountain pasture management model. What is needed is to summarize “the cost-effective pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods” into a “concept” (policy) that should be adopted by the government as the model to move forward with mountain pasture management in Kyrgyzstan. Then, larger initiatives should be developed to replicate this “concept”.

1.3. Recommendations

Based on the findings of this final evaluation, the following recommendations are suggested. They are in no particular order.

Recommendation #1

It is recommended to develop a phase II of this initiative, responding to high demand from Stakeholders for more support in this area. This phase II should have two parts: (1) a short-term “bridge” to keep the momentum of this project; and (2) a longer-term “investment” project to

replicate model throughout Kyrgyzstan.

Issue to Address

This recommendation is to develop a phase II “*Replicate Sustainable Pasture Management throughout Kyrgyzstan*”. The success of the project that was evaluated resulted in a high level of demand for more support in this area from national stakeholders and from local communities. All (100%) people met during this evaluation requested more support. These Stakeholders know the value of these project achievements and realize the socio-economic potential of developing pastures at the micro-level in these mountain communities and at the macro-level at the national level. Formal requests for project extensions were sent from the Parliament to UNDP and from the Suusamyр Pasture Users Association in 2012. Additionally, verbal request were made regularly when Stakeholders met UNDP in the past year.

In order to develop this phase II this recommendation includes:

- *Identify a “bridge” project to keep the momentum going:* The current project closes at the end of March 2013. If nothing is done, the contracts for the project team will expire and the parts of the pasture management model will be transferred to the most logical custodian organizations: communities, local authorities, pasture department, etc.

It was also noted during this evaluation that despite the imminent closing deadline, the project is not yet in an “exit” mode. If the project closes completely, there is a risk to create a large vacuum where Stakeholders would be left alone and not completely ready to take over and expand the demonstrated model. The current momentum may be lost and the expansion of the model would suffer from a lack of allocated resources. As it stands today, the ministry of agriculture does not have the sufficient resources to expand and replicate alone this demonstrated pasture management model.

This bridge would allow the formulation of the phase II project and also “exit” properly the current phase; including preparing a “plan B” in case the phase II project would not go ahead.

- *Develop an “investment” project to replicate the pasture management model throughout Kyrgyzstan:* At this point the first step would be to develop a concept note and identify the potential source of funding for such a project, then to develop the project. The objective and scope should be clearly identified through a good participation process to keep the same level engagement of Stakeholders. It is clear that some parts should have a national scope such as the development of the electronic pasture management system but others may be concentrated in critical pasture areas such as in Narin and Chui Oblasts.

Following the concept note and the results of canvassing for finding sources of funding, the second step would be to conduct all necessary feasibility studies and formulate the project document.

Recommendation #2

It is recommended to document the mountain pasture management model demonstrated by the project and package it into a national “concept” (policy) that should be adopted by the government as the policy guidelines to implement a sustainable mountain pasture management approach in Kyrgyzstan.

Issue to Address

Following the excellent results achieved by the project, the next phase is to replicate this cost-effective pasture management mechanism throughout Kyrgyzstan. However, in order to develop an expansion/replication strategy, the first logical step is to package the demonstration results into a mountain pasture management model.

What is now needed is to summarize “the cost-effective pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods” and to document it into a “concept” (policy). This “concept” (policy) should be adopted by the government - Ministry of

Agriculture/Pasture Department (?) - as the model for mountain pasture management in Kyrgyzstan.

It is a necessary documentation piece that should be completed at the end of the demonstration in the Suusamyр Valley. In addition to the documentation of the main parts of this model – (i) an inventory; (ii) an electronic pasture management system; (iii) an organizational approach; (iv) a method to support to co-invest in needed infrastructures related to pastures; and (v) a method to increase the livelihood of pasture communities – it is recommended to detail each part with what should be accomplished, how it should be implemented and what are the key principles for a good implementation of this model. Then equipped with these policy guidelines, larger initiatives should be developed to replicate this “concept”.

Recommendation #3

It is recommended to maximize the sharing on the web of best practices from this project in both languages: EN and RU.

Issue to Address

It is already recognized that some project publications are already posted on the CARNet network but more is needed to maximize the dissemination of best practices. It includes the posting of the brochure on the project that is a good informative brochure on what the project has been doing but that, currently, exist only in hard copies. It also includes other manuals, guidelines, etc. that are excellent material that should be available on the web for general public access.

1.4. Rating Table

Below is the rating table as requested in the TORs. It includes all the required performance criteria rated as per the rating scales presented in Annex D of the TORs.

Table 1: Rating Table

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>Rating</i>	2. IA& EA Execution	<i>Rating</i>
M&E design at entry	S	Quality of UNDP Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall quality of M&E	S	Overall quality of Implementation / Execution	HS
3. Assessment of Outcomes	<i>Rating</i>	4. Sustainability	<i>Rating</i>
Relevance	R	Financial resources:	L
Effectiveness	HS	Socio-political:	L
Efficiency	HS	Institutional framework and governance:	L
Overall Project Outcome Rating	HS	Environmental:	L
		Overall likelihood of sustainability:	L

2. CONTEXT AND OVERVIEW OF THE PROJECT

1. The Kyrgyz Republic is a relatively small Central Asian mountain country of 198,500 km² located in the center of Eurasia. It shares borders with Kazakhstan, China, Uzbekistan, and Tajikistan. Around 90% of the country is above 1,500 m and 90% of the country's area is part of the mountain systems of the Tien Shan and the Pamirs. Kyrgyzstan is the watershed for four Central Asian basins: the Aral, Tarim, Issyk-Kul, and Balkhash basins.

2. Traditionally (i.e. pre-colonization in 1850's by Tsarist Russian) the mainly nomadic population practiced transhumance, which involved using winter pastures in lowlands and summer pastures in highlands (including Suusamyр valley). This system was highly effective and based on centuries of practical experience and knowledge. Overstocking was restricted by periodic severe winters and summer droughts.

3. In Soviet times most farms in Kyrgyzstan were primarily livestock raising sovkhoz (state farms) and kolkhoz (collective farms) with production systems still based on the seasonal use of mountain pastures (transhumance). The major function of the sheep-raising collective farms was to supply semi-fine wool to Russia. Under the pressure of ever increasing state quotas, animal numbers, particularly sheep were deliberately increased so that by the 1970s and 1980s only 50% of feed requirements were being met from pastures. As a result of overstocking, signs of pasture degradation started to appear in the 80's and 90's.

4. The disintegration of the USSR precipitated the collapse of the Kyrgyz rural economy and resulted in a dramatic decline in livestock due to the large-scale slaughter or bartering of livestock in order for rural populations to survive the initial crisis period. The drastic reduction of livestock and the collapse of support systems previously in place resulted in the end of traditional transhumance practices.

5. Following this initial post-USSR period, the number of livestock in Kyrgyzstan began to gradually recover since early 2000. Official statistic states that in 1990 there were 9.5 million state owned sheep in Kyrgyzstan and an estimated number of 4-5 million private owned sheep. Within the period 1995-2000 the number of sheep was reduced to about a total of 3.5 million private owned heads. Then in 2005 the sheep population was estimated at 3.9 million; a 10% increase over the 2000 figures.

6. However, this increase of livestock has occurred to a large extent within a managerial and regulatory vacuum. Efforts had been made to replace Soviet era institutions and management systems but with mixed results and limited impact at the field level. This situation, combined with the almost disappearance of transhumance practices, posed a significant threat to mountain pastures in Kyrgyzstan with major national, regional and global environmental implications with regards to trans-boundary waters, climate change and loss of biodiversity. Though remote pastures have shown significant recovery from being under-used, there has been clear evidence of further degradation in the proximity of rural settlements (also called village pastures).

7. The Government of Kyrgyzstan (GOK), with the help of the international community, undertook the required steps to stop the degradation of pastures through the establishment of a long term sustainable pasture management system that meets the livelihood needs of people while at the same time maintaining ecosystem integrity and global environmental services.

8. Within this context, The UNDP-supported, GEF-financed project emerged in 2005 as an initiative to support the GOK in establishing a long-term sustainable pasture management system. The rationale of the project strategy was based on the identification of 4 main barriers:

- *Barrier 1:* No effective pasture management mechanism available and no examples or experience of how to create such a mechanism exists;
- *Barrier 2:* Individual household farmers lack economic and organizational capacity which would allow use of less accessible pastures and a return to transhumance practices;
- *Barrier 3:* Out-dated or insufficiently refined institutional mandates / roles / legal instruments and a lack of resources and experience needed to effectively undertake change;
- *Barrier 4:* Limited awareness at all levels of pasture use issues and approaches to address them.

9. The goal of the project was to maintain the functional integrity of mountain rangelands in the highlands of Kyrgyzstan as a contribution to greater ecosystem stability, reduce soil erosion and enhance food security. The objective of the project was to develop - in the Suusamyр Valley, a demonstration site representing highland valleys faced with pasture use issues - a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods. It was to be achieved through four outcomes:

- *Outcome 1:* A set of innovative pilot measures which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management
- *Outcome 2:* Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way
- *Outcome 3:* An enabling environment which allows rangeland users to effectively and sustainably manage pastures
- *Outcome 4:* Learning, evaluation, and adaptive management

3. EVALUATION FRAMEWORK

10. This final evaluation (a requirement of UNDP and GEF procedures) has been initiated by UNDP Kyrgyzstan as the GEF Implementing Agency. This evaluation provides an in-depth assessment of project achievements and recommendations for other similar UNDP supported, GEF financed projects in the region and worldwide.

3.1. Objectives

11. The objectives of the evaluation were to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. More specifically, the evaluation:

- Assessed the overall performance against the project objective and outcomes as set out in the project document, project's logical framework and other related documents;
- Assessed the effectiveness and efficiency of the project;
- Analyzed critically the implementation and management arrangements of the project;
- Assessed the progress to date towards achievement of the outcomes;
- Reviewed planned strategies and plans for achieving the overall objective of the project within the timeframe;
- Assessed the sustainability of project's interventions;
- Listed and documented lessons concerning project design, implementation and management;
- Assessed project relevance to national priorities (including achieving gender equality goals);
- Provided guidance for closing project activities.

3.2. Scope

12. Below is a summary of the elements that were covered by this evaluation. Each element was assessed and those marked with an "*" were rated as per the TOR. These elements are:

- **Project Formulation**
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- **Project implementation**
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)
 - Contribution of Implementing and Executing Agencies (*)
- **Project results (outputs, outcomes and objectives)**
 - Overall results (attainment of objectives) (*)
 - Relevance (*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact

3.3. Methodology

13. The methodology used to conduct this final evaluation complied with international criteria and professional norms and standards; including the norms and standards adopted by the UN Evaluation Group.

3.3.1. Overall Approach

14. The evaluation was conducted in accordance with the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects². It was undertaken in-line with GEF principles, which are: independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility. It considered the two GEF evaluation objectives at the project level: (i) promote accountability for the achievement of GEF objectives; including the global environmental benefits; and (ii) promote learning, feedback and knowledge sharing on results and lessons learned among the GEF and its partners.

15. The Evaluator developed tools in accordance with the UNDP and GEF policies to ensure an effective project evaluation. The evaluation was conducted and the findings were structured around the GEF five major evaluation criteria; which are also the five internationally accepted evaluation criteria set out by the Development Assistance Committee of the Organization for Economic Co-operation and Development. There are:

- *Relevance* relates to an overall assessment of whether the project was in keeping with donors and partner policies, with national and local needs and priorities as well as with its design.
- *Effectiveness* is a measure of the extent to which formally agreed expected project results (outcomes) have been achieved, or can be expected to be achieved.
- *Efficiency* is a measure of the productivity of the project intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs.
- *Impacts* are the long-term results of the project and include both positive and negative consequences, whether these are foreseen and expected, or not.
- *Sustainability* is an indication of whether the outcomes (end of project results) and the positive impacts (long term results) are likely to continue after the project ends.

16. In addition to the UNDP and GEF guidance for project evaluation, the Evaluator applied to this mandate his knowledge of evaluation methodologies and approaches and his expertise in global environmental issues. He also applied several methodological principles such as (i) *Validity of information*: multiple measures and sources were sought out to ensure that the results are accurate and valid; (ii) *Integrity*: Any issue with respect to conflict of interest, lack of professional conduct or misrepresentation was immediately referred to the client; and (iii) *Respect and anonymity*: All participants had the right to provide information in confidence.

17. The evaluation was conducted following a set of steps presented in the table below:

Table 2: Steps Used to Conduct the Evaluation

I. Review Documents and Prepare Mission <ul style="list-style-type: none">▪ Collect and review project documents▪ Prepare mission: agenda and logistic
II. Collect Information <ul style="list-style-type: none">▪ Mission to Kyrgyzstan▪ Interview key Stakeholders▪ Further collect project related documents▪ Mission debriefings
III. Analyze Information <ul style="list-style-type: none">▪ In-depth analysis and interpretation of data collected▪ Follow-up interviews (if necessary)

² UNDP Evaluation Office, 2012, *Project-Level Evaluation – Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects*.

<ul style="list-style-type: none"> ▪ Elaborate and submit draft evaluation report
IV. Finalize Evaluation Report <ul style="list-style-type: none"> ▪ Circulate draft report to UNDP/relevant stakeholders ▪ Integrate comments and submit final report

18. Finally, the Evaluator signed and applied the “*Code of Conduct*” for Evaluation Consultant. The Evaluator conducted evaluation activities, which were independent, impartial and rigorous. This final evaluation clearly contributed to learning and accountability and the Evaluator has personal and professional integrity and was guided by propriety in the conduct of his business.

3.3.2. Evaluation Instruments

19. The evaluation provided evidence-based information that is credible, reliable and useful. The findings were triangulated through the concept of “*multiple lines of evidence*” using several evaluation tools and gathering information from different types of stakeholders and different levels of management. To conduct this evaluation the following evaluation instruments were used:

Evaluation Matrix: An evaluation matrix was developed based on the evaluation scope presented in the TOR, the project log-frame and the review of key project documents (*see Annex 2*). This matrix is structured along the five GEF evaluation criteria and includes all evaluation questions; including the scope presented in the guidance. The matrix provided overall directions for the evaluation and was used as a basis for interviewing people and reviewing project documents.

Documentation Review: The Evaluator conducted a documentation review in Kyrgyzstan and in Canada (*see Annex 3*). In addition to being a main source of information, documents were also used as preparation for the mission of the Evaluator. A list of documents was identified during the start-up phase and further searches were done through the web and contacts. The list of documents was completed during the mission.

Interview Guide: Based on the evaluation matrix, an interview guide was developed (*see Annex 4*) to solicit information from stakeholders. As part of the participatory approach, the Evaluator ensured that all parties view this tool as balanced, unbiased, and structured.

Mission Agenda: An agenda for the mission of the Evaluator to Kyrgyzstan was developed during the preparatory phase (*see Annex 5*). The list of Stakeholders to be interviewed was reviewed, ensuring it represents all project Stakeholders. Then, interviews were planned in advance of the mission with the objective to have a well-organized and planned mission to ensure a broad scan of Stakeholders’ views during the limited time allocated to the mission.

Interviews: Stakeholders were interviewed (*see Annex 6*). The semi-structured interviews were conducted using the interview guide adapted for each interview. All interviews were conducted in person with some follow up using emails when needed. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report.

Achievement Rating: The Evaluator rated project achievements according to the guidance provided in the TORs and consisting of four specific rating scales for rating (1) Outcomes, Effectiveness, Efficiency, M&E and Execution; (2) Sustainability; (3) Relevance; and (4) Impact.

3.4. Limitations and Constraints

20. The findings and conclusions contained in this report rely primarily on a desk review of project documents and a one-week mission of the Evaluator to Kyrgyzstan. It included about 25 meetings with project key informants and a two-day visit to the Sususmyr Valley. Within the limited resources allocated to this final evaluation, the independent Evaluator was able to conduct a detailed assessment of actual results against expected results.

21. Considering the resources allocated to this terminal evaluation, it successfully ascertains whether the project met its main objective - as laid down in the project design document - and whether the project initiatives are, or are likely to be, sustainable after completion of the project. It also makes a few recommendations that would be useful to reinforce the long term sustainability of project achievements. It also contained lessons learned and best practices, which could be further taken into consideration during the development and implementation of other similar GEF projects in the region and elsewhere in the world.

4. EVALUATION FINDINGS

22. This section presents the findings of this final evaluation and their presentation below adheres to the basic structure proposed in the TOR and as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

4.1. Project Design / Formulation

23. This section discusses the assessment of the formulation of the project and its overall design; particularly its relevance to the implementation of the project.

4.1.1. Analysis of Logical Framework (LFA)/Results Frameworks

24. The logical framework matrix identified during the design phase of this project presents a set of clear expected results. The review of the objective, outcomes and outputs indicates a good and logical “*chain of results*”. Project resources were used to implement activities to reach a set of expected outputs, which together turned into higher level results (outcomes) and contributed to achieve the overall objective of the project. This logical framework was used as a “blueprint” on a day-to-day basis by the implementation team. It was used as a guide all along the implementation and 7 years later, the logic of this result framework could still be used as a model in other projects.

25. The logic model of the project presented in the LFA is presented in the table below. It includes one objective, four outcomes and a set of 24 outputs. For each expected result, performance indicators were identified with their respective baseline value, target at the end of the project and the source of verification. It is a coherent model that was developed in the Suusamy Valley “*to develop a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods*”.

Table 3: Project Logic Model

PROJECT OBJECTIVE
To develop in the Suusamy Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods.
<p>Outcome 1: A set of innovative pilot measures, which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management.</p> <ul style="list-style-type: none"> • Knowledge of the potential of the rangeland for livestock grazing in different parts of Suusamy Valley; • Grazing plan for village pastures that has been developed and introduced in a participatory manner; • Basic infrastructure necessary for grazing at distant places; • Feed production (cultivation of fodder plants) introduced and promoted; • Storage of hay and other feed for supplementary feeding in winter promoted; • Improved shelters/stables which allow livestock to stay there longer during the cold season (avoidance of early grazing); • Village and roadside pastures improved with forage plants and fertilizer; • Enhanced marketing channels for livestock and livestock products.
<p>Outcome 2: Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way.</p> <ul style="list-style-type: none"> • Pasture User Association (PUA) founded to advocate for the interests of herders and livestock owners; • Farmers and livestock owners trained in professional livestock and rangeland management; • Decision-makers fully aware of the negative environmental impacts of poor livestock husbandry; • Greater responsibility of local governments for rangeland management.
<p>Outcome 3: An enabling environment, which allows rangeland users to effectively and sustainably manage pastures.</p> <ul style="list-style-type: none"> • Participatory designed leasing system for rangeland; • Economic incentives for leasing rangeland distant from home villages; • Conflict resolution/arbitration system; • Access to micro-credits; • Legal framework reflecting the challenges of modern pasture management;

<ul style="list-style-type: none"> Detailed proposals for institutional reforms.
<p>Outcome 4: Learning, evaluation, and adaptive management.</p> <ul style="list-style-type: none"> Project management; Experiences with measures against overgrazing in high altitudes evaluated; Outputs and activities adapted continuously according to achievements and failures of the project; The project's performance is monitored and evaluated; Project results and lessons learnt disseminated for replication.

4.1.2. Assumptions and Risks

26. Risks and assumptions were identified for each expected result and presented in the project document in the logical framework matrix. These risks and assumptions were not changed during the inception phase. The review of these risks and assumptions indicates that most of them could be qualified as basic project risks and assumptions; they could be all summarized into two main assumptions for the project to succeed: (1) the project will be supported by the political commitment of the government; and (2) the project will be accepted by the local communities in the Suusamyр Valley. Both were critical points for ensuring the success of the project but it needs to be noted that the project had an early ownership from key stakeholders (both political and community levels), which, in fact, turned out to be the major mitigating measures to manage these risks.

27. The list of risks and assumptions identified at the outset of the project is presented in the table below.

Table 4: List of Risks and Assumptions

Project Strategy	Risks and Assumptions
<p>Objective: To develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods.</p>	<ul style="list-style-type: none"> Political stability Ability of the government to overcome inter-agency competition Timely delivery of co-financing and baseline financing Influence of overall economic development may conceal project achievements Poor people unable to make even minimal investments
<p>Outcome 1: A set of innovative pilot measures, which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management.</p>	<ul style="list-style-type: none"> Pilot areas reveal as unsuitable for technical, political or socio-economic reasons Innovations reveal as non-viable without project support Little interest by local people <p>Risks and Assumptions at Output Level</p> <ul style="list-style-type: none"> Local people ready to share their knowledge Local communities not interested Individual interests stronger than interest for common welfare Unsolved ownership questions regarding existing, but damaged infrastructure No land available for fodder plant production (subsistence farming only providing crops for human consumption) Local population not ready to invest in silos Species of forage plant not carefully selected Climate conditions do not allow to grow additional plants
<p>Outcome 2: Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way.</p>	<ul style="list-style-type: none"> Political framework conditions do not allow the development of broad public awareness for environmental issues Lack of funds <p>Risks and Assumptions at Output Level</p> <ul style="list-style-type: none"> Members cannot afford membership fee Pasture User Association (PUA) unable to hire professional staff Livestock owners want to continue "as usual" Newly appointed civil servants may be inactive
<p>Outcome 3: An enabling environment, which</p>	<ul style="list-style-type: none"> Government not fully supportive Delay in political decision-taking

Project Strategy	Risks and Assumptions
allows rangeland users to effectively and sustainably manage pastures.	<p>Risks and Assumptions at Output Level</p> <ul style="list-style-type: none"> • PUA decisions may not be respected by non-members • General reservations against credits • Credit-giving institutions not prepared to give micro credits to individual livestock owners of PUA • Bill will not be ratified • Regulation will not be issued by political body • It is a political decision beyond the project's direct influence to put the recommendations into practice
Outcome 4: Learning, evaluation, and adaptive management.	<ul style="list-style-type: none"> • Partnership for the conduction of symposia could not be established • Key individuals not available

28. Overall, it is a good list of risks and assumptions that were identified during the design of the project. This list of risks and assumptions was then summarized in the project summary Section of the project document, comprising 6 key risks as follows:

- Sufficient consensus and ownership of the new mechanisms will exist in order for them to work in practice;
- Capacity of local authorities will be adequate to achieve their role;
- Adequate revenue will be generated to sustain management and regulation needs;
- Pasture users will gain concrete benefits from and wish to form PUA's;
- Government will be undertaking legal and institutional reforms necessary for replication to occur;
- Greater awareness will translate into more sound decision-making and management.

29. On the basis of these 6 risks, assumptions were made from the outset of the project and risks were monitored throughout the lifecycle of the project.

30. The Project Team continued to monitor these risks and review the assumptions made to mitigate these risks. These risks were logged and monitored using Atlas, the project management system of UNDP. Over the years, these risks evolved. The log of risks as of February 2013 is presented in the table below:

Table 5: List of Risks and Assumptions

Risks	Type	Date Identified	Critical	Management Response
Unexpected revision of the recently approved Country Development Strategy (CDS).	Strategic	2008-09-30	N	Expert and advisory assistance to the Government to insure reflection of pasture management issues in the new version of the CDS.
Distrust of population to collective forms of management.	Political	2009-05-24	N	Special efforts are to be undertaken to reduce misunderstanding due to extended participation of all actors at all stages as well as efforts towards provision of transparency of financial and administrative aspects.
Delays in implementation of activities on the ground due to poor labor market that doesn't allow the project to hire the capacity building staff member with duty station in Sususmyr valley.	Operational	2010-04-15	N	This position first time was advertised on SC7 level - project specialist, however the recruitment failed due to absence of fully qualified applicants. Later re-advertisement also failed - less than 3 qualified applicants. This year the position was advised to be re-advertised with downgrading the position to SC6-field specialist.
Collecting of fee for livestock is insufficient for independent functioning of the PC owing to the distrust of people to the PC's work and cash funds in farmers.	Financial	2011-04-27	N	Enhanced communication works addressed to the local population will be achieved by means of FM radio. The work on improvement of the fee collection system for pasture usage is conducted.

Risks	Type	Date Identified	Critical	Management Response
Change in Government.	Political	2011-04-27	N	The risk added again taking into account the political instability after change of power in April 2010. Communication exchange addressed to the decision makers will be focused to members of new government working in the area of agriculture and ecology.
Instability in country.	Security	2011-04-27	N	Suspension of the project until situation is stable.
Instability in country due to presidential election.	Political	2011-12-30	N	Due to often change of the executive branch the project couldn't held meeting of the supervisory board.
Frequent changes of government.	Political	2012-10-02	N	Communication exchange addressed to the decision makers will be focused to members of new government working in the area of agriculture and ecology.
The Pasture Users Association of Merger (PUA) may be not able to be fully operational till the end of the project.	Regulatory	2012-10-02	N	The PUA of Merger may be not able to be fully operational owing to the lack of necessary regulations, as under the Article 8 of the Pasture Law, the executing agency (Department of pastures) should develop a methodology on development of the annual plans on pasture use and pasture management for the pasture committees. In case the department fails to provide these regulations, the project itself will provide technical support and expertise to the PUA of Merger in developing these plans that may require more time.
The new Pasture Law might cause fragmentation of pastureland in longer term.	Political	2009-06-29	N	Piloting pasture management at jamaat level will prevent fragmentation of pastureland at individual level. Therefore, project will pilot issuing pasture billet at jamaat level and disseminate results.
Delays in implementation of project activities due to adoption of the new "law on pastures and its bylaws.	Regulatory	2009-08-01	N	Following adoption of new Law no serious delays occurred thanks to timely adaptation of 2 outputs in line with new Law.

Source: Atlas print out as of February 2013

31. It was noted that the “*Revolution*” in the spring of 2010³ happened during the implementation of the project. It did not particularly affect the project; except for the project to focus even more on tangible deliverables at the community level in the Suusamyр Valley and make a difference in day-to-day livelihood of these communities; which contributed a lot to the success of the project as perceived by community stakeholders.

4.1.3. Lessons from other Relevant Projects Incorporated into Project Design

32. An extensive review of lessons learned from previous experiences were incorporated into the design of this project. One of them was the recognition of a gap in activities regarding land degradation. In the context of the “*National Action Plan*” approved in December 2000 a set of responsive measures in the form of pilot proposals and projects to monitor and prevent land salination and swamping, erosion and landslides, excessive land clearing and deforestation and to improve the economic ability of local communities to combat desertification were identified. However, despite all actions that were undertaken prior to this

³ The 2010 Kyrgyzstani revolution was a series of riots and demonstrations across Kyrgyzstan in April 2010 that led ultimately to the ousting of President Kurmanbek Bakiyev. The uprising stemmed from growing anger against Bakiyev's administration, rising energy prices, and the sluggish economy, and followed the government's closure of several media outlets. Protesters took control of a government office in Talas on April 6, and on April 7 clashes between protesters and police in the capital Bishkek turned violent. At least 88 deaths and over 1,000 injuries have been confirmed (http://en.wikipedia.org/wiki/2010_Kyrgyzstani_revolution)

project, there were an absence of practical field level actions and the accumulation of skills, knowledge and lessons on tested approaches and mechanisms to better manage pasture in Kyrgyzstan. The project addressed this gap by focusing most of its activities in the Suusamyр Valley in partnership with local communities. As a result, local communities in the Suusamyр Valley were the main beneficiaries of this project.

33. In addition, the formulation of the project took into consideration numerous lessons learned from many projects and programmes. It included an extensive list of projects that focused on pasture use and livestock, on cooperative mechanisms for livestock farmers, and on rural development and poverty reduction. The main initiatives are listed below:

- *Community Based Rangeland Management in Temir Village, Kyrgyzstan 2005-2007*, UNDP/CIDA/GM (USD 213,000) – The overarching goal of this project was to demonstrate the effectiveness of community based natural resources management as a means for meeting the dual objectives of improved environmental stewardship and poverty alleviation.
- *Promoting Community Based Sustainable Land Management and Capacity Building in Central Asia, 2005-2007*, UNDP/GM (USD 200.000). The project covered five countries of Central Asia - Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, and Uzbekistan. The project aimed to promote community based sustainable land management through capacity development of local communities, rural farmers, community-based organizations, non-governmental organizations, and governments on participatory methodologies to combat desertification and drought, and to pursue alternative sustainable livelihood options at the community level.
- *Sustainable Livelihoods for livestock producing Communities, 2002-2006*, DFID (£2million). This project aimed to improve coping strategies of poor rural communities in Kyrgyzstan. The project worked also in Suusamyр Valley and mobilized local community for income generating activities and the use of micro credit facility established by an ADB/WB project.
- *Rural Land Market Development Project*, USAID (USD 2.649.640). Facilitated changes in policy and procedures in the management of the state-owned Land Redistribution Fund Legislative reform to stimulate effective rural land markets.
- *Agricultural Support Services Project*, World Bank, 1998-2007 (USD 14.980). The project sought to improve the incentive framework for, and productivity, profitability, and sustainability of Kyrgyz agriculture, including pastures.
- *Promotion of Trade and Service Cooperatives, 2003-2005* GIZ. This project aimed to create and support sound and sustainable cooperative structures.
- *Kyrgyz-Swiss Agricultural Programme (1995-2005)* Swiss Agency for Development and Cooperation (USD14 million). The project's goal was to contribute to poverty alleviation and to improve the living conditions in rural areas of Kyrgyzstan.
- *Central Asian Mountain Partnership (CAMP)*, (2000-2008), Swiss Agency for Development and Cooperation. This initiative promoted the sustainable development of Central Asian mountain regions by encouraging the multifunctional and sustainable use of resources through different stakeholders in Kyrgyzstan, Tajikistan, and Kazakhstan.
- *Rural Financial Institutions Project (2002-2008)* ADB (USD12.5M loan). The project aimed to create viable and sustainable financial and credit institutions that can provide financial services to the rural population, including the development of credit unions.
- *Community Based Tourism Support Project (2003-2005)*, Helvetas (USD 156,000). The project assisted local stakeholders in their efforts to develop tourism at local and regional levels promoting cultural and adventure tourism.
- *Community Based Infrastructure Services Sector Project* (ADB 36M USD). The Project supported the Government's objectives of decentralization, poverty reduction, and human development. The project provided basic infrastructure services, including water supply, sanitation and drainage; it included villages in the Suusamyр valley.

34. These initiatives were all reviewed during the design stage with a particular focus on identifying/analyzing gaps preventing the sustainable use of pasture resources and the sustainable livelihoods of rural livestock farmers. This extensive review of gaps formed the basis to formulate the project strategy, which sought to address priority needs for the sustainable management of pastures in Kyrgyzstan.

4.1.4.Planned Stakeholder Participation

35. An excellent approach for stakeholder engagement has been in place since the outset of this project and the review indicates that this engagement was real, strong and led to a strong ownership of project achievements by stakeholders. The project strategy documented in the project document was formulated during the PDF-A phase of the project. This process emphasized the consultation of stakeholders and their participation in the development of the project strategy. Few consultation/participation events are worth mentioning:

- A detailed socio-economic assessment was carried out by an experienced Kyrgyz organization⁴. It covered all villages within the Suusamyр valley plus key individuals from rayon and oblast administrations. In total 3,162 residents were interviewed or responded to questionnaires (800 interviewed) from 1,354 households (over 40% of all households in the Valley). The objective of the assessment was to understand the needs and interests of the communities with respect to pasture use and livelihoods and gather their recommendations and points of view regarding how to improve their pastures and livelihoods.
- A seminar held in Suusamyр to discuss practical issues and ideas for addressing the main known issues. A broad range of regional and local stakeholders were involved in the process - at a rayon level this included the relevant rayon administration staff from relevant Rayons, the local government in Suusamyр (Aiyl Okmotu), local village leaders, farmers and civil society groups.
- A series of four workshops were held during the PDF-A phase:
 - The 1st workshop defined clear objectives for the assessments and analyses to be done for the development of the MSP document and the development of the questionnaire to interview stakeholders for the socio-economic survey (problem analysis);
 - The 2nd workshop discussed the preliminary results of the survey;
 - The 3rd workshop was held in Suusamyр with an extended number of participants. Representatives from the local community were actively involved in the discussions over project expected outcomes and planned activities;
 - The 4th Workshop was held with the participation of key stakeholders and an international consultant to clearly identify project expected outcomes, outputs and planned activities (Log-Frame Meeting).

36. From the initial stage of project identification, there was a deliberate strategic approach to engage stakeholders at every steps of the way. Stakeholders participated to the decision making process of the project. The implementation team focused its attention on making sure any planned activity was well understood and had full consensus from the targeted stakeholders, including their commitments to fully participate and sometimes to contribute to the cost of these activities. For instance, the creation of pasture committees and pasture users associations was done with the full participation of pasture users through regular dialogues until full consensus were found to set up these pasture management mechanisms. The same process happened to identify the needed pasture infrastructures and to decide those that will be funded with the support of the project. It was found during this evaluation that the strong engagement process of stakeholders led to a better awareness of these communities on matters related to the management of pastures and also on how to improve their livelihood. It is a strong positive aspect that certainly contributed a lot to the success of this project.

37. In addition to the engagement of project beneficiaries (pasture users), all key institutional stakeholders were also consulted and became part of the implementation of the project. It included:

- State Registry - KR government agency on registering of ownership for immovable property
- State Institute for Land Use Monitoring “Kyrgyzgiprozem”
- Ministry of Agriculture, Water Resources and Processing Industry (Pasture Department)
- Scientific Livestock Breeding, Veterinary and Rangelands Research Institute
- State Agency of Environmental Protection and Forestry
- Oblast State Administrations from the Suusamyр Valley

⁴ This assessment was also used as the basis for a publication titled “*Poverty Alleviation Through Sustainable Development of Local Communities*” that was published by UNDP in 2008. The surveys were commissioned to identify the principal needs and problems for further project proposals to be applied for to the Global Environment Facility (GEF) and other donor communities.

- Rayon (district) level administrations from the Suusamyр Valley
- Elected Local self-government bodies (Aiyl Okmotu)
- NGO CAMP Ala-Too
- UNCCD Focal Point and Centre for Combating Desertification
- Parliament of Kyrgyzstan

4.1.5. Replication Approach

38. As mentioned in the project document, this project is a demonstration project and thus its raison d'être is replication of its achievements. Replication was "embedded" in the project strategy. It started with the selection of a representative pilot site for Kyrgyzstan to ensure that the demonstrated activities are replicable in other part of Kyrgyzstan. The choice of expected outputs was also carefully made taking into account their potential to generate lessons that were directly relevant and applicable to other pasture areas in the country.

39. In addition to this approach, the fourth expected outcome was mostly devoted to the replication of project achievements in other pasture areas in Kyrgyzstan and more globally to the dissemination of information on these achievements through websites, information products such as brochures, manuals and pamphlets, and the participation to related seminars and workshops.

40. It was also noted that this project was implemented under the umbrella of the GEF/ADB Central Asia Countries Initiative for Land Management (CACILM). It allowed the project to benefit from the outreach of this major initiative in the region; experiences and lessons learned were widely disseminated through the CACILM Multi-country framework project.

4.1.6. UNDP Comparative Advantage

41. As part of the UN Country Team (UNCT), UNDP has been a very active UN agency in Kyrgyzstan, including the support to the country to effectively address issues such as political maturity, dialogue and tolerance, as well as governance and other disparities. In particular, the longstanding presence and engagement of the UN in Kyrgyzstan, paired with the breadth and depth of expertise and capacity across all sectors, can serve the country well. Collectively the UNCT is well-placed to address the strengthening of State institutions and their practices and to support mechanisms for national unity and stability.

42. The comparative advantages of the UNCT lie largely in its core mandate of basic social services; its strong links to global expertise and international best practices; its commitment to help the Government achieve national goals; and its relationship of trust with relevant Ministries. Additionally, the UNCT supports the mainstreaming of gender into the design, planning, monitoring and evaluation of social policies, and on assisting gender-based analyses and data collection.

43. The UNCT is particularly well placed to address the complexities of poverty reduction in a volatile transitional environment, given the breadth and depth of expertise and capacity it can draw upon at all levels of policymaking and implementation throughout the Kyrgyz Republic. The UN has particularly gained credibility based on its ability to help the Government respond swiftly to the 2010 events. Its long-term presence and experience throughout the region is an important asset to consider given the cross-border challenges linked to conflict prevention, migration and natural resource management. As stated in the UNDAF 2012-2016, particular weaknesses in existing policy frameworks lie in the absence of a conflict-sensitive perspective and in insufficient linkages between, e.g., poverty, natural resource management and disaster prevention. Major challenges particularly lie in the limited awareness of linkages between poverty, the environment and social unrest.

44. The project falls under the third pillar of the UNDAF 2012-2016 that is "*Inclusive and Sustainable Job-Rich Growth for Poverty Reduction*", contributing to its 2 major outcomes: (i) *by the end of 2016, population, especially vulnerable groups, benefit from inclusive growth leading to decent and productive employment and improved access to productive natural resources, markets, services and food security*; and (ii) *by end of 2016 sustainable management of energy, environment and natural resources practices operationalized*.

45. The mode of intervention of UNDP in Kyrgyzstan is defined in the Agreement that was signed in 1992 between the government of the Kyrgyz Republic and the UNDP. This agreement defines the basic conditions under which UNDP should assist the government in carrying out its development projects. As a member of the UNCT, UNDP developed its country programme action plan (CPAP) within the same timeframe as the UNDAF 2012-2016. In this programme, a summary of a review of the UNDP environment programme stated that the environmental management system in the country has been improving, although much remains to be done. UNDP has been playing a leading role in supporting the remediation of uranium tailings; in successfully promoting use of off-grid renewable energy technologies, energy efficiency and capacity development for better management of local waste. It also supported the government in mainstreaming disaster risk management in decentralized policy-making and strengthening disaster response coordination frameworks. Finally, a national committee on MDGs was established with UNDP support to coordinate national efforts in meeting the MDG targets and producing national MDG reports.

46. UNDP has a long relationship with Kyrgyzstan supporting the national development in several sectors. In order to strengthen the decentralization process and its provincial administration, the current CPAP innovated a new approach whereby the action plan has been divided into two pillars: (i) national level policy advice and capacity development; and (ii) a new cross-sectoral area-based development programme, which will be administered at the provincial level.

47. As part of its commitment, UNDP has made available its wealth of global knowledge and experience on development. It has drawn upon expertise available in areas such as poverty reduction, democratic governance, gender equality, environmental sustainability, disaster risk management, capacity development, crisis prevention and recovery, and South-South Cooperation in the UNDP Regional Service Centres as well as headquarters units such as the Bureaus for Crisis Prevention & Recovery and Development Policy and External Relations and Advocacy. In promoting South-South Cooperation, UNDP has encouraged the government to tap on knowledge from countries and institutions in the Global South.

4.1.7. Linkages Between the Project and Other Interventions within the Sector

48. As discussed in Section 4.1.3, the project was formulated on the basis of numerous lessons learned from several key projects and programmes supported by the international donor community. These lessons were incorporated into the project strategy. Once under implementation, the project also established linkages with key related projects that include:

- *Poverty-Environment Initiative (PEI)*, 2011-2013, UNDP/UNEP. This project was closing at the time of this evaluation. The overall objective of phase I of this initiative was to integrate poverty-environment into national, sub-national and sectoral development policy processes and documents, in order to improve environmental sustainability and ensure pro-poor economic growth. The project collaborated with this initiative, particularly for matters related to sustainably increase the livelihood of communities in the Suusamyry Valley.
- *CACILM – Multi-country Capacity Building Project*, 2009-2013, UNDP-GEF. Its objective was to increase the capacity at the national and multi-country levels to develop and implement an integrated approach and strategies to combat land degradation within an operational national programming framework. As a major result, this project improved the capacity of the interdepartmental working group on law making. It resulted in the development of recommendations for amending the law "On pastures". The government took these recommendations into consideration and presented an amendment to this Law to the Parliament, which adopted it at its second reading in 2012 before being signed by the President of the Kyrgyz Republic. The project collaborated with this initiative on matters related to improving the Law on pastures. It also cooperated on capacity development activities in the Suusamyry Valley and also at the national level in Bishkek; including the strengthening of the pasture user associations in the Suusamyry Valley and also in the Narin province.
- *Agricultural Investments and Services Project (AISP)*, 2008-2013, WB. This project was restructured in 2010. The objective of the food security component was changed to “*improve the institutional and infrastructure environment for more productive, profitable and sustainable livestock and crop production by pasture users and smallholder farmers, as well as to reduce the economic impact of the zoonotic disease burden in the human population*”. This project supported

the development of the new Pasture Law that was adopted by the Government in early 2009. It provided financial resources to the government to support the implementation of the new Law, including the support for activities to strengthen the capacity of pasture committees in other pasture areas in Kyrgyzstan.

- *Central Asian Mountain Partnership (CAMP Alatoo)*. CAMP Alatoo is a public foundation established in Kyrgyzstan in 2004 as a successor of the CAMP initiative that was financed by the Swiss Agency for Development and Cooperation (SDC). It promotes improvement of the livelihood of the Central Asian Mountain communities based on the sustainable management of natural resources; including the sustainable management of pastures. The project collaborated with CAMP Alatoo in the Suusamyр Valley, particularly for capacity development activities in the Valley working with local communities.

49. In conclusion, the project collaborated with all key initiatives and key partners intervening in the management of pastures in Kyrgyzstan. In addition to the listed initiatives above, the project also collaborated in its early years with the ADB funded CACILM initiative and with GIZ that is also supporting the improvement of pasture management in Kyrgyzstan. The review also found that beyond the collaboration with these initiatives and partners, the project was also able to establish co-financing mechanisms with some of these partners to jointly fund some activities in the Suusamyр Valley; hence “stretching” the GEF dollars allocated to this project. It was the case for several infrastructure projects and for some small investments to increase the livelihood of the Suusamyр Valley communities.

4.1.8. Management Arrangements

50. The management arrangements planned at the onset of the project included:

- *GEF Implementing Agency*: UNDP served as the GEF implementing agency for the project.
- *Executing Agency*: The Ministry of Agriculture and Land Reclamation (MALR) (formerly Ministry of Agriculture, Water Resources and Processing Industries (MAWRPI) has been the executing agency for the project and which nominated a *National Project Director (NPD)* whom provided government oversight to the project.
- *Project Steering Committee (PSC)*: A PSC was formed and chaired by the State Secretary of MALR. Members of this committee included representatives from the MALR, State Registry, UNDP, Department of Pasture, Cadastre and Registration of Real Estate Rights (under the State Registration Service), GPI "Kyrgyzgiprozem", Land Management State Register, State Agency on Environment and Forestry, Chui Oblast Administration, local authorities, CAMP-Alatoo.
- A *Project Management Unit (PMU)* was established in a government building and the government supported the cost as part of its co-financing of the project. Another office was set up in Suusamyр to manage the field activities of the project. The local authorities provided this local office to the project.
- A full time *Project Manager (PM)* has been employed on the project⁵. He has been based in Bishkek with frequent visits to the Suusamyр Valley to oversee and ensure the timely implementation of project activities. The PM has been directly responsible for coordination of project activities and reporting requirements. A *Finance/Administration Officer* supported the PM as well as one *Driver*. The position of Finance/Administration evolved overtime and the Officer became the *Capacity Development Specialist* for the project in 2011.
- A part time *Chief Technical Advisor (CTA)* has worked with the project to provide overall technical advisory guidance to the project. He supported the project team in the implementation of the project, particularly for identifying the different parts of a pasture management mechanism that had been demonstrated in the Suusamyр Valley and on aspects of sustainability and replication of project achievements.
- Part time *Consultants/Experts* have been hired to provide technical expertise to the project; such as an expert to conduct the pastures inventory in the Suusamyр Valley, an expert in seed production, IT experts to develop the pasture management electronic system, consultants to conduct capacity development activities, etc.

⁵ It was noted that a first Project Manager started to work on the project in early 2008 but resigned after a few months. The current PM was hired in May 2008.

51. From the outset of the project, the project was implemented using the National Execution (NEX) modality of UNDP that is the transfer of the funds to the national executing agency (Ministry of Agriculture and Land Reclamation (MALR)) and these financial resources to be mobilized by the PMU. However, following the revolution (April 2010), these execution arrangements were changed to the Direct Implementation (DEX) modality that is the mobilization of financial resources to be done directly by UNDP. Nevertheless, despite that most UNDP project offices were moved to a more secure location after the revolution, it was noted that the project office was kept in the same location.

52. The review indicates that the management arrangements were adequate for the implementation of the project. They provided the project with clear roles and responsibilities. However, it was also noted that the engagement of stakeholders did not happen through the formality of PSC meetings; only three meetings of the PSC took place during the lifetime of the project. Instead, the PM developed excellent relationships with all stakeholders including few Members of Parliament, middle and high level representatives from the government and community members in the Suusamyр Valley including local leaders and pasture users. As a result of these relationships, the project team has been constantly in contact with all these stakeholders, communicating directly project plans, achievements and issues and using this approach as a consultation mechanism. The review of these management arrangements indicates that they provided an effective way to communicate and keep stakeholders engaged, contributing to a good national ownership of project achievements.

4.2. Project Implementation

53. This section discusses the assessment of how the project has been implemented. It assessed how efficient the management of the project was and how conducive it was to contribute to a successful project.

4.2.1. Use of Adaptive Management

54. The project has been well managed. The Project Team followed UNDP and GOK procedures for the implementation of the project and used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design. The review indicates that project achievements are well aligned with the project document that was endorsed by stakeholders. The log-frame – also called Results Framework - included in the project document had been used as a “blueprint” to guide the implementation of the project (*see Section 4.1.1*). An efficient implementation team has been in place, detailed work plans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders and the project progress was well monitored.

55. Adaptive management has been used regularly to adapt to a constantly changing environment. It was also particularly used as a mechanism to respond to stakeholders’ needs and priorities. As a result, activities supported by the project benefited from a strong participation of stakeholders, including in some cases monetary contributions from stakeholders to implement some activities. Each assignment was conducted following well-defined terms of reference.

56. One example of adaptive management was the decision to purchase a tractor for the community to maintain pasture roads and bridges. This purchase was not really part of the original plan, however, following the repair and construction of some roads and bridges, pasture users realized quickly that they would need some equipment to maintain these infrastructures. The communities and the project team identified and reviewed these needs and following several consultations, a decision was taken to co-finance a tractor for the Suusamyр community to be able to maintain their pasture roads and bridges.

57. The review of activities that were supported by the project reveals that adaptive management was used as a management approach to particularly identify where the project financial resources would be allocated. On one hand, the log-frame gave the project team an overall plan on how to demonstrate a pasture management mechanism; and on the other hand the project team used adaptive management to properly allocate the financial resources available, “stretching” every dollar as much as possible through co-financing activities with other projects but also with local communities. For instance, the review of the logic model (*see table 2*) indicates that the project would implement a set of innovative pilot measures, which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland

management. The project team used adaptive management approach to identify which activity should be implemented. By being very responsive to local needs, the project enjoyed an extremely high level of support by local communities; hence a strong ownership of achievements, a critical aspect for the long-term sustainability of this demonstrated mechanism.

4.2.2. Partnership Arrangements

58. As discussed in Section 4.1.8, the management arrangements of the project were adequate for the implementation of the project; they provided the project with clear roles and responsibilities. However, the review also revealed that the project team collaborated closely and informally with a full range of stakeholders to keep them abreast about the development/progress of the project and also invite them to collaborate in the decision-making and in co-financing in some cases.

59. The PM had excellent relationship with all relevant stakeholders such as the Ministry of Agriculture, a Member of Parliament, the Pasture Department, the State Agency on Environmental Protection, UNDP, the local administrations of Oblasts and Rayons, the NGO CAMP Alatoo, and the local communities including representatives of Jamaats, pasture committees and pasture users associations. It was through this set of relationships that the project was implemented. A lot of information was communicated through regular information meetings and phone calls; this collaborative approach is definitely part of the critical success factors of this project. All stakeholders were aware about the development of the project from the national level to the community level.

60. A good example of this extensive collaboration and information exchange is a presentation made at Parliament in December 2012 on the achievements of the project. This was possible due to an excellent relationship between the PM and one Member of Parliament. Through their coordination, the project team prepared the presentation with the help of several pasture user leaders from the Suusamyр Valley. The presentation included a demonstration of the electronic pasture management system that was tested in the Suusamyр Valley with the support of the project. This presentation was delivered in front of the Agrarian Parliament committee with the participation of the project team, UNDP, all key national stakeholders and also representatives from the pasture users association. It was the pasture user representatives – as the regular users of the electronic pasture management system - who gave a demonstration of the tested system. It shows how all these people worked together for bettering the management of mountain pastures in Kyrgyzstan.

61. The project enjoyed an excellent collaboration with all key stakeholders. It did not really happened through formal committees and meetings. An excellent communication approach implemented by the PM largely replaced a more formal approach of committees and meetings. It also allowed to “connect” the communities from the Suusamyр Valley – particularly members of pasture committees and pasture users associations - with their counterparts in the capital dealing with pasture management such as the Pasture Department and also with the local administrations of Oblasts and Rayons, considering that the Suusamyр Valley overlaps over 3 Oblasts and 11 Rayons, which is 25% of all Rayons in Kyrgyzstan. This rather large network focusing on mountain pasture management was an excellent opportunity to exchange information, raise awareness, develop capacity and create an interest from pasture users in developing/managing their pastures better in order to increase their livelihoods.

4.2.3. Project Finance

62. As discussed in Section 4.1.8, the implementation modality of the project to allocate, administer and report was changed after the revolution in April 2010. It went from using the NEX (National Execution) modality whereby financial resources were transferred from UNDP to the project Executing Agency; the Ministry of Agriculture to the DEX (Direct Execution) modality whereby project resources were mobilized by the PMU but the funds were directly withdrawn from UNDP Kyrgyzstan and recorded accordingly in the UNDP ERP system; Atlas.

63. The financial records were consolidated into the UNDP-ATLAS system as the accounting and financial system for all UNDP projects and allows the project team to obtain financial reports to the last point of data entry. These reports produce financial information that is broken down by line items such as local consultant fees, travel tickets, printing and publications, utilities, etc. It was noted that in 2011, the

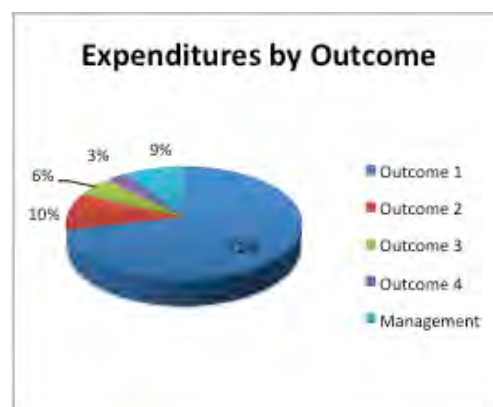
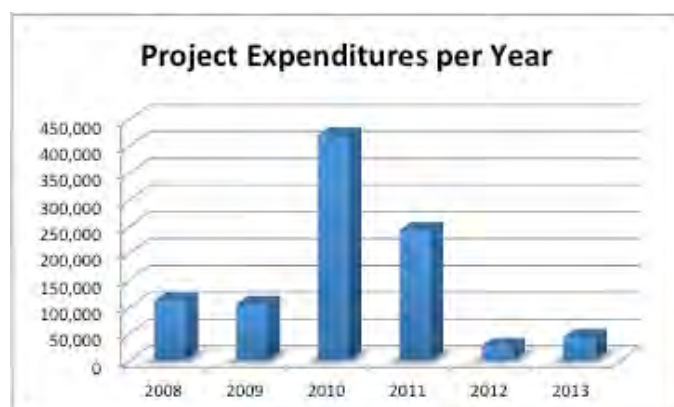
reporting was improved to be able to produce financial reports - Combined Delivery Reports (CDR) – by outcome (called Activity in the Atlas system); providing better financial information for project managers.

GEF Funds

64. The review of financial records – including both the actual expenditures for the years 2008 to 2011 and estimates for the remaining period 2012-2013 - indicates that 100% of the original GEF budget will be spent (USD 950,000) by the end of the project in March 2013; an implementation period of 59 months. The breakdown of project expenditures by outcome and by year is presented in the table below.

Table 6: UNDP/GEF Fund Disbursement Status

Component	Budget	2008	2009	2010	2011	2012	2013	Total	Total/ Budget
Outcome 1	\$704,000	\$96,734	\$65,812	\$365,967	\$118,089	\$26,543	\$6,171	\$679,316	96%
Outcome 2	130,000	11,180	31,281	25,603	27,223		3,688	98,974	76%
Outcome 3	50,000	-	5,054	21,419	22,115		6,200	54,789	110%
Outcome 4	18,000	443	-	-	12,712		17,100	30,254	168%
Management	48,000	3,190	3,201	6,835	62,965		10,476	86,667	181%
TOTAL	\$950,000	\$111,546	\$105,348	\$419,823	\$243,104	\$26,543	\$43,635	\$950,000	100%



65. The figures presented in the graph on the right indicate that about 72% of the total GEF budget was allocated to outcome 1 that was to implement “a set of innovative pilot measures, which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management”. The remaining budget representing 28% of the total budget was allocated among the other 3 outcomes and the management component (9%).

66. Additionally, the graph on the left indicates that 2010 was a year with high expenditures (~\$420k and 44% of the total budget), particularly under outcome 1. Most infrastructures were procured during this year but also other activities took place during this year such as the development of seed farming for fodder, purchase of tractor, development of cattle grazing plan, etc.

67. It was also noted by the Evaluator that a PDF-A of USD 25,000 was conducted in 2005 to conduct a series of feasibility studies and formulate the project document. This PDF-A was completed at the end of 2005 and it took two years to finally approve the project and start its implementation.

Co-financing

68. The co-financing commitments at the outset of the project totaled the amount of USD 989,216 with 31% from UNDP-TRAC and the rest from the GOK and a smaller amount of \$48,216 from other partners such as CAMP Alatoo. The co-financing from the GOK was in-kind contributions from the MALR, the Chui Administration, Gosregister and Local Authority. The review noted that all these commitments were

confirmed at the outset of this project, reviewed during the inception phase and documented in the inception report. The table below presents these co-financing commitment figures as well as the reported actuals co-financing disbursements.

Table 7: Co-financing Status

Partner	Type	Commitments (US\$)	Actuals (US\$)	Actuals/Commitments
UNDP-TRAC	Cash	310,000	306,249	99%
GOK	In-kind	631,000	103,656	16%
Others	In-kind/cash	48,216	12,839	27%
Total (US\$)		\$989,216	422,744	43%

(*) Source: UNDP CDRs and PIR2012.

69. Figures in the table above indicate that UNDP contributed its share and met its commitments (99%). When looking at the co-financing disbursements per year, it is worth noting that the contribution of UNDP-TRAC was the main source to fund project operations in 2012. As presented in the table 5 above, the project used only about \$26,500 from the GEF grant in 2012 but used over \$94,400 from the UNDP-TRAC budget line to fund project operations.

70. Regarding the other co-financing contributions, the actual figures are from the Project Implementation Review (PIR) of 2012 (June 2011-June 2012) and some revisions obtained during the mission. These contributions were in-kind contributions and some of it was cash contributions from the pasture committee and the Suusamyр Aiyl Okrug. It is always difficult to assess the actual co-financing contributions from national partners but in the case of this project, they certainly provided their contributions by collaborating very well with the project and contributed greatly to the success of the project.

71. Finally, from a financial perspective, it is important to mention that the project with the help of the UNDP Country Office (CO) was able to raise some additional funds to co-finance some project activities. It includes \$15,000 from another UNDP implemented project that was used to finance a micro-credit operation in the Suusamyр Valley with the support of the Aiyl Bank. There are also several other contributions such as from the PEI project and the Multi-country Capacity Building (CACILM) Project, which co-financed some project activities in the Suusamyр Valley. There were also the contributions of local communities in the Suusamyр Valley, which were substantial to co-finance some activities. However, these contributions were not tracked and no figures are available; nevertheless, there were key to the success of the project by not only providing additional funds but another opportunity to collaborate and found synergies among the different partners involved.

4.2.4. Monitoring and Evaluation (M&E) Approach

72. A comprehensive M&E plan was formulated during the formulation of the project in accordance with UNDP and GEF procedures and with a total budget of \$70,000 representing about 7.5% of the total GEF grant. This plan listed all monitoring and evaluation activities that were to be implemented during the lifetime of the project, including a mid-term evaluation and a terminal evaluation. The plan was based on the logical framework matrix that included a set of performance monitoring indicators along with their corresponding sources of verification. Based on the review of the M&E approach presented in the project document and of progress reports, the M&E function of the project is rated as *satisfactory*.

73. The operating modalities of the M&E plan are as follows:

- A set of performance indicators with their respective baseline and target at end of project as well as their sources of verification were identified and documented in the log-frame.
- An inception phase where the M&E plan was reviewed and discussed at an inception workshop. No changes to the M&E plan were done during the inception phase.
- The Project Manager ensured the day-to-day monitoring, particularly to monitor the implementation of annual work plans.
- The PMU had the responsibility to produce progress reports documenting/measuring the

progress made by the project for any given period; it included two main types of progress reports:

- *Quarterly Operational Reports*: This is a UNDP requirement. These reports are produced by the PMU following UNDP guidelines and submitted to the UNDP Country Office and UNDP-GEF RCU.
- *Annual Project Reports / Project Implementation Reviews (APR/PIRs)*: These reports are both UNDP and GEF requirements, following specific guidelines. It is an annual progress report measuring the progress made by the project during the past year. It includes two main parts: The DO (Development Objective) tab that monitors the progress made to achieve the overall expected objective and outcomes. Using a set of performance indicators (see below), this progress is measured against established targets at the end of the project cycle; the IP tab (Implementation) monitors the key outputs achieved under each outcome during the past year.
- The PMU had the responsibility to report the progress made by the project to the PSC, using the above reports.
- Mid-term and final evaluations: Conducted at mid-point and at end of project, these 2 external evaluations were opportunities to assess progress made at specific points in time, including progress made against expected results; reviewing the implementation modalities and identify any need for corrective actions and finally to identify any lessons learned.

74. The set of performance indicators presented in the logical framework matrix was reviewed during this evaluation. It includes a set of 15 key indicators to monitor the performance of the project at the outcome and objective levels. A further set of 40 indicators were identified at the outset of the project to monitor progress made at the output level. The list of indicators is presented in the table below.

Table 8: List of Performance Indicators

Project Strategy	Performance Indicators
<p>Objective: To develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods.</p>	<ol style="list-style-type: none"> 1. Pilot measures which can serve as models in other areas of Kyrgyzstan 2. Surface area of degraded village and roadside rangeland 3. Livestock-based revenues of rural population
<p>Outcome 1: A set of innovative pilot measures, which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management.</p>	<ol style="list-style-type: none"> 4. Innovative approaches and technologies 5. Cost-effectiveness of sustainable rangeland management 6. Participatory approach <p>Indicators to Monitor Outputs</p> <ul style="list-style-type: none"> • Rangeland map showing the rangeland quality (rough classification of rangeland) • Series of workshops • Management agreement • Programme of Infrastructure • Infrastructure is available at distant pastures according to programme • Surface area used for fodder plant production • Amount of hay available in winter • Number of fodder silos • Amount of fodder stored in silos in winter • Average period of herds staying in shelters/stables • Relative productivity of vegetation on village pastures • Efforts and resources required for marketing of livestock
<p>Outcome 2: Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way.</p>	<ol style="list-style-type: none"> 7. Public awareness for rangeland degradation 8. Implementing rangeland management issues by local administrations 9. Provision of human and financial resources by local administration and user associations <p>Indicators to Monitor Outputs</p> <ul style="list-style-type: none"> • Legally registered PUA • Training in various aspects of rangeland management and livestock breeding. • Public statements • Decrees related to livestock husbandry • Reports in media

Project Strategy	Performance Indicators
	<ul style="list-style-type: none"> • Civil servants in local governments who assume responsibility for rangeland management
<p>Outcome 3: An enabling environment, which allows rangeland users to effectively and sustainably manage pastures.</p>	<p>10. Information on rangeland 11. Regulations 12. Economic incentives for sustainable rangeland management</p> <p>Indicators to Monitor Outputs</p> <ul style="list-style-type: none"> • Administrative procedures for range-leasing • Description of institutional functions • Job descriptions • Workshops • Leasing plan • Number of livestock owners leasing distant rangeland • Successful cases of conflict resolution • Micro credits for rangeland rehabilitation and revival of transhumance • Draft regulations (decrees, circulars), bills • Institutional capacity assessment
<p>Outcome 4: Learning, evaluation, and adaptive management.</p>	<p>13. M&E system 14. Evaluation of experiences in other areas 15. Replication of project achievements in other areas</p> <p>Indicators to Monitor Outputs</p> <ul style="list-style-type: none"> • Work plans, reports • Learning from other projects and experiences • Work plans; • Annual project reports • Project implementation review • Project indicators are of high quality • PMU in place • M&E system established • Regional symposium conducted • Report on lessons learnt • Participation of experts and decision-makers in international events • Replication strategy

75. The set of 15 key indicators did not change over the lifetime of the project. They were used yearly to report progress made in the APR/PIR reports. The review of these indicators and their respective targets reveals that they are SMART indicators. It is a good set of indicators that was used to measure how well the project was progressing. The formulation of these indicators may not be the best formulation to be SMART but their respective baselines and targets make them unambiguous indicators; they are specific, measurable, available and relevant for the project in a timely manner.

76. The M&E plan – particularly its set of performance indicators - provided the project with a good framework to measure its progress/performance. APR/PIRs were produced timely as well as Quarterly Operational Reports. However the review of the annual PIRs reveals that they provide adequate monitoring information documenting the project’s progress year over year but they also performed a weak tracking of all achievements in numeric terms such as the list of equipment purchased with the support of the project (computers, radio equipment, tractor, etc.), number of Kosharys (stable/barn for cattle) built, number of veterinary points, etc. Tracking this data would have improved the quality of progress reporting by giving a sense of magnitude of the investments made to improve pasture infrastructures. It was noted that the number of km of repaired roads was measured and reported in the PIR; a similar report for all infrastructures – see list reported in section 4.3.1 (paragraph #87) - would have improved these progress reports.

4.2.5. Contribution of Implementing and Executing Agencies

77. The overall efficiency of the UNDP Country Office (CO) and of the MALR - as respectively the GEF implementing agency and the national execution agency of the project - to support the implementation of the project was good; it is rated as *satisfactory*. In their respective area of responsibility, they provided good support to the project team to ensure an efficient use of the GEF resources and an effective implementation of the project. Both agencies participated actively in the design and the implementation of the project.

78. UNDP-CO provided the required guidance to apply UNDP project management procedures such as procurement, hiring and contracting as well as guidance for reporting project progress. UNDP played a role of quality assurance over the implementation of the project, ensuring that the required qualities for project activities were fulfilled. As discussed in section 4.1.6, UNDP provided also a global link to access and share international experiences, which was beneficial to the project when well chosen. Overall, UNDP backstopped the project with its own resources, provided TRAC funds as needed, supported the project team throughout the implementation including the participation in the decision-making process for implementing the project, and facilitated the collaboration among projects and external donors including the negotiation for “shifting” \$15,000 from one project to this one for supporting a micro-credit operation with the participation of the Aiyi Bank.

79. MALR, as the national execution agency, played an important role in the success of this project. The Secretary General of this Ministry is also the GEF focal point for UNCCD in Kyrgyzstan and chaired the PSC of this project; providing leadership in guiding the implementation of the project. Overall, the MALR – and particularly its Pasture Department - played an important facilitator role for the project, providing the government/institutional context for the legitimization of the demonstration of a new mountain pasture management system and making sure that the demonstration was in line with the new Law on Pasture that was approved in early 2009. The MALR has been the government anchor point of the project.

80. Additionally, as per its government’s mandate, the MALR and its Department of Pastures, have been also major beneficiaries of project achievements. It is the ministry’s mandate to sustainably improve the use of mountain pastures as well as ensuring a proper livelihood for these mountain communities. The ministry and its department of pastures have now a demonstrated mountain pasture management model, which should be replicated in other mountain pasture areas in Kyrgyzstan. The department is now better equipped with a tested model that was demonstrated in the Suusamyр Valley, one of the mountain pasture areas in Kyrgyzstan with the harshest conditions.

4.2.6. Summary of the Mid-Term Evaluation (MTE)

81. Two external Evaluators conducted a Mid-Term Evaluation (MTE) over the period September-December 2010. The evaluation team reviewed the project at mid-point following the UNDP and GEF evaluation guidelines. It concluded at the time that the project had so far achieved most of the planned outputs intended for the first half of the project and these achievements were contributing significantly to the planned outcomes of the project. However, the MTE also stated that it was unlikely that the project will achieve its main objective within the planned project period for reasons outside of the control of the project and it recommended an extension of one year and an increase in technical assistance to maximize the potential for converting project achievements into models that can be replicated.

82. A set of 7 recommendations was made by the MTE. A management response was developed to plan how to address these recommendations. All recommendations were accepted at the time; UNDP-CO then identified key actions, timeframe, responsibility and tracking for addressing each recommendation. The table below is a summary of these recommendations and the corresponding management responses.

Table 9: List of MTE Recommendations

Recommendations	Management Responses
1. We recommend the Project is extended for a further year to allow for the delay experienced and to avoid the loss of momentum with the appointment of a new Government.	UNDP Kyrgyzstan is agree with the MTE finding and based on the recommendation and justification of the project UNDP KGZ will consider submitting request to UNDP-GEF for one year extension of the project. However, the actual extension of the project will depend on availability of funds and the request to GEF for no cost extension will be done by December 2011.
2. We recommend that the existing CTA be requested to provide further advice in the decentralization of pasture management, and in assessing the achievements and lessons for dissemination in the final year.	UNDP Kyrgyzstan is agree with the MTE finding and will consider different options for continued technical assistance from the CTA.

Recommendations	Management Responses
3. We recommend additional investment be found to increase the activities to promote distant pasture use.	UNDP Kyrgyzstan is fully agree with the MTE recommendation and has indeed been searching different options for additional investments. Considering the fact that UNDP is a development organization with limited investment skills and practices UNDP Kyrgyzstan has shared the proposal with the ADB project formulation team. As pointed out in page 20 of the MTE, ADB and the GEF Small Grants Scheme or interested bi lateral programs operating in the country might consider providing additional investment funding in the project area.
4. We recommend UNDP increase its 'soft assistance' to improve explicit M&E for adaptive management, particularly of Government in kind inputs and activities to reconcile duties necessary to decentralize pasture management and monitoring as intended with the new Pasture Law. We recommend the Log-frame be further modified to allow for this.	UNDP Kyrgyzstan has already taken steps to enhance its M&E for adaptive management. The Environment and Disaster risk management team has taken over the Monitoring and evaluation of the project.
5. We recommend further technical assistance be provided to strengthen awareness building and capacity development.	UNDP Kyrgyzstan has already taken steps toward strengthening the awareness building and capacity development. Starting from 2011 project will have an additional full time person responsible for capacity development and in parallel a comprehensive public awareness campaign will be launched targeting different stakeholders: children, youth, decision makers, and farmers.
6. We recommend the Project request input from CACILM NSec and UNDP to assist the Gosregister to use the existing pasture inventory to 'ground truth' remote sensed information to begin the process of developing a cost effective method of monitoring pasture condition for key producing areas of the country and elsewhere in Central Asia through CACILM mechanisms and channels in place.	UNDP Kyrgyzstan accepts the recommendation and will carry out in house assessment on feasibility and availability of remote sense data (NDVI map).
7. We recommend the project prepare to increase its media coverage at the time the new Government comes into office to ensure as far as possible that its benefits and requirements are understood and supported for the remainder of the project.	UNDP Kyrgyzstan accepts the recommendation and has already started concrete actions to improve Public awareness campaign. Therefore actions proposed under section 5 will ensure fulfilling this recommendation.

83. The review of these recommendations indicates that these recommendations were implemented as per the described management responses. However, regarding recommendation #1 that was for a one-year extension but with budget extension, it finally was not implemented fully. The project ending date was still kept as of December 2012 and it is only near the end of 2012 that a no-cost three months extension was awarded to the project. In the meantime, UNDP-CO was able to secure the TRAC contribution dollars, particularly for 2012 where TRAC expenditures represented 78% of the total project expenditures for the year. In addition, the project in collaboration with UNDP-CO was also able to secure additional co-funding for some project activities in the Suusamyr Valley.

4.3. Project Results

84. This section discusses the assessment of project results; how effective was the project to deliver its expected results and how sustainable these achievements will be over the long-term.

4.3.1. Overall Achievements/Results

85. As presented in Sections 4.1.1, the project has been implemented through four outcomes (that were further divided into 24 outputs). The implementation progress was measured through a set of 15 indicators with their respective baseline and target values. Below is a table listing the key results achieved by the project against each outcome and their corresponding targets planned at the end of the project.

Table 10: List of Key Results Delivered

Expected Results	Targets at End of Project	Key Results
<p>Project objective: To develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods.</p>		
<p>Outcome 1: A set of innovative pilot measures, which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management.</p>	<ul style="list-style-type: none"> • At least 3 demonstrated by end of project • Revenues from livestock increased by 10% until end of project • Applied in all pasture management measures by end of project (participatory approach) 	<ul style="list-style-type: none"> • A grazing plan was developed for the pasture committee of the Suusamyр Pasture Users Association (PUA). This plan was developed and agreed with the strong collaboration of pasture users. Technical assistance was provided to the pasture committee members of Suusamyр on the introduction and implementation of this grazing plan and on the monitoring of usage of distant pastures; • Pasture infrastructures opened access to distant pastures. Construction work have been completed on the road leading to the Tash-Kechuu pasture with a length of 20.9 km and on the road leading to the Kara-Chat pasture with a length of 9.3 km. It also opened the access to the main pasture site Sandyk that is about 30,000 hectares or a carrying capacity of about 30,000 cattle heads. An important point is that on these sites the access is now opened both for driving cattle and for transportation of hay from these distant pastures. The average productivity of these new pastures is estimated at about an extra 30,000 equivalent cattle heads during the summer season; • Farmers were trained on the methods of plowing, sowing and harvesting, as well as the methods of storage and seed processing and marketing. It contributed to improve both forage and seed base production and ultimately it improved the livelihood of these communities; • Equipment for artificial insemination and some veterinary products were provided to establish a veterinary services point in Suusamyр AO. Training of three local veterinarians on artificial insemination to improve livestock productivity was also provided; • 12 sets of photoelectrical stations were purchased and delivered to pasture users in distant pastures. The village assembly with the participation of all Jamaat members nominated the recipients for these stations; • The village council meeting determined and fixed the annual fee rates for livestock pastures.
<p>Outcome 2: Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way.</p>	<ul style="list-style-type: none"> • Number of news in media increased by 100% by end of project (public awareness) • 5 significant decisions successfully implemented (rangeland management issues) • Amount to be defined (Provision of human and financial resources by local administration and user associations) 	<ul style="list-style-type: none"> • Prepared and published a set of information products including a color brochure on activities and results of the project in both Russian and Kyrgyz languages, a wall poster calendar on the goals, objectives and results of the project in both Russian and Kyrgyz languages, as well as a two-sided desk calendar. • Other informational materials about project activities were regularly posted on the www.caresd.net in Russian and English languages, including (in English): <ul style="list-style-type: none"> ○ Experts of sustainable mountain pasture management project in Suusamyр Valley develop Farmer’s Handbook http://www.caresd.net/site.html?en=0&id=23762; ○ Stakeholders discuss rational and effective use of natural resources in Suusamyр Valley in Bishkek http://caresd.net/site.html?en=1&id=4938; ○ UNDP promotes exchange of experiences and best mountain pasture management practices http://caresd.net/site.html?en=1&id=4987; ○ Pasture committees of Suusamyр valley exchange experiences with Jayil and Moscow districts of Chui oblast http://www.caresd.net/site.html?en=1&id=5047. • An article titled "<i>We couldn't ever dream</i>" was published in the local newspaper "<i>Slovo Kyrgyzstana</i>". Another one

Expected Results	Targets at End of Project	Key Results
		<p>titled "<i>Shepherd's sum</i>" was published in the newspaper "<i>Vecherniy Bishkek</i>" on October 25, 2011;</p> <ul style="list-style-type: none"> • On October 12, 2011 a video story about the project was broadcasted on Public TV and Radio. Articles were posted on websites of local and foreign news agencies; • To raise the awareness of local villagers and pasture users of the Suusamyр Valley a community radio was launched. It broadcasts in the FM range for Suusamyр айылы өкмөтү. Technical staff was trained and all necessary radio equipment was procured. Now local communities are receiving up to date information on pasture management issues and project's best practices, lessons learned and major goals. The community radio works closely with the pasture committee and regularly broadcast information related to pasture management to the local pasture users. The capacity of staff in charge of this community radio was increased through training sessions organized in collaboration with the UNDP/CACILM "<i>Multi-country Capacity Building</i>" project; • Training on environmental issues was organized for local schoolchildren; an interview with participants was organized at the community radio; • Pasture committee staff received training on using the "Electronic Pasture Committee" system. Additionally, this staff collaborated with the administration of the Suusamyр AO and the project to raise the awareness of local pasture users and monitor the condition of pasture sites in the valley; • The "Suusamyр" pasture committee continued the implementation of their grazing plan. For 2012, the committee raised 370,000 KGS (\$7,700) as annual pasture fees and for the first time the money collected by the pasture committee was used for the restoration of a bridge on the road leading to the distant pastures in the Kaisar village.
<p>Outcome 3: An enabling environment, which allows rangeland users to effectively and sustainably manage pastures.</p>	<ul style="list-style-type: none"> • Up-to-date information easily accessible for users • Regulations supportive to sustainable rangeland management • 20% of livestock owners benefit from economic incentives (micro credits and others) 	<ul style="list-style-type: none"> • The analysis of the possible introduction of environmentally sustainable stocking rate was carried out jointly with the pasture committee of the "Suusamyр" PUA. The results were incorporated into the grazing plan; • Capacity of pasture committee members was increased on the use of electronic databases, in particular, a special module called "Electronic Pasture Committee". This module contains an electronic map of the Suusamyр Valley that records pasture areas, issues pasture tickets and monitors the collect of pasture fees; • Project introduced the "electronic pasture management system" in one of the pasture committees in each of 11 Rayons of the Suusamyр valley. This system allows for an efficient management and monitoring of pastures. It allows pasture committees to better control and reduce the degradation of pastures and to optimize the environmentally sustainable stocking rate of cattle on mountain pastures. • The project team actively took part in the process of amending the Pasture Law in collaboration with the Pasture Department and the UNDP/CACILM "<i>Multi-country Capacity Building</i>" project; • Local pasture users are now able to obtain micro-credits from a loan portfolio that was established on the basis of an agreement between UNDP and the Айыл Банк. To date 21 people have received micro-credits amounting to about 2 million soms; • The project team collaborated with the UNDP disaster risk management and climate change risk management projects to establish a nursery in the Suusamyр Valley and mobilize local communities to participate in the planting of 100,000 seedlings. Local communities received food in exchange for work.
<p>Outcome 4: Learning, evaluation,</p>	<ul style="list-style-type: none"> • System in place and 	<ul style="list-style-type: none"> • The project is part of the Environment cluster of UNDP and it is monitored as per UNDP procedures;

Expected Results	Targets at End of Project	Key Results
and adaptive management.	functional <ul style="list-style-type: none"> • Experiences evaluated and transformed into practical actions • Lessons learnt available to interested parties 	<ul style="list-style-type: none"> • Best practices and lessons learned of the project are being widely disseminated both in country and abroad. Jointly with the UNDP/CACILM "MCB" project, a study tour to the project site was organized for a delegation from Kazakhstan in July 2011 as well as for Pasture Users Associations members from other regions of Kyrgyzstan in May 2012; • Training was provided to members of the PUA of Merger in the Suusamyр Valley. PUAs of Chui, Talas and Jalalabad regions were provided with the necessary legal and procedures for the sustainable and efficient use of pastures, and also with information on how to improve the operation of PUAs. Handbooks on pasture management and pasture improvement; budgeting and veterinary issues were developed and provided to PUA members of Merger; • The major results and best practices of this project were presented at the scientific and practical conference organized by the Project on December 2011 with the participation of many stakeholders – including pasture users, as well as the participation of stakeholders from Tajikistan and Kazakhstan. Results and best practices were supported and approved by the conference participants and recommendations on further replication of best practices across the country was made by the conference participants; • The method to cultivate sainfoin in the Suusamyр valley with its harsh conditions has been posted to the WOCAT database at (https://www.wocat.net).

Source: Adapted from PIR-2012 and mission notes

86. The review of achievements of the project indicates a very successful and effective project; its overall progress is rated as *highly satisfactory*. The project was able to achieve what it was intended to achieve in the planned timeframe. The review found that three major critical success factors explain partially this success: (i) a project that was well designed with an excellent engagement and participation of stakeholders, including a detailed socio-economic assessment carried-out in all villages in the Suusamyр valley plus key individuals from rayon and oblast administrations. The result was a design that was a direct response to a national priority – improving mountain pasture management – and in particular the needs of pasture users in the Suusamyр Valley; (ii) an excellent project team to implement this project. They were able to take the result of an excellent design and implement the project with strong participative and collaborative principles; (iii) An excellent engagement of stakeholders in project activities and an excellent participation approach. There was a deliberate strategic approach to engage stakeholders at every steps of the way. Stakeholders participated to the decision making process of the project and the project was able to adapt to the needs of beneficiaries; mostly pasture users in the Suusamyр Valley.

87. As discussed in Section 4.2.4, the progress reports did not monitor well the numeric achievements of the project. Under outcome #1, as part of innovative measures that were identified with the strong participation of local communities, the project supported an extensive list of tangible outputs for these communities. They all contributed to the development of a model to manage mountain pastures. A summary of this list includes:

- 56 bridges were repaired or built
- 6 “kosharys” (stable/barn for cattle) built within Jamaats in the Suusamyр Valley
- Repaired a total of over 30km of roads leading to distant high altitude pastures
- 1 tractor to maintain pasture roads
- 1 veterinary service point in Suusamyр village
- 18 solar panels, including 12 distributed to poor families in Suusamyр Valley
- 6 micro-hydro power stations
- 2 cattle dip-tanks located in two communities in the Suusamyр Valley (used for pest control)
- 1 radio equipment to set up the 3rd community radio in Kyrgyzstan
- Drainage of some pasture lands
- 2 wells in Suusamyр village to be used as water-points for villagers
- 11 computers that were installed within pasture committees in the Suusamyр Valley

88. In addition to this excellent project effectiveness, interviews conducted for this review in the Suusamyр Valley also revealed the excellent perception of the project by local communities. Pasture users appreciated the participative approach and the willingness of the project team to work together in improving the management of their pastures. Coupled with the support of tangible activities to improve mountain pastures such as roads and bridges repairs, the project contributions made a positive difference in the livelihood of these communities. The visit to some communities in the Suusamyр Valley during this evaluation revealed the existence of a few signs that their livelihood was improved over the last few years and that their community spirit was strengthened. The Jamaats, as a participative community mechanism, have been strengthened and are now fully part of the system to bettering mountain pastures. In addition to its environmental effectiveness, the project was also very effective socially and economically for these mountain communities.

4.3.2. Attainment of Project Objective

89. The review of project achievements presented in the previous section 4.3.1 reveals that the implementation was highly successful and met the expected results planned at the outset of the project. Together, these achievements certainly contributed to the attainment of the project objective that was “*to develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods*”; it is also rated as *highly satisfactory*. Kyrgyzstan is now equipped with a mechanism to better manage its mountain pastures and improve the livelihood of mountain rural communities. The table below presents the key results of this project against the objective and its set of performance indicators.

Table 11: Attainment of Project Objective

Expected Results	Targets at End of Project	Key Results
<p>Project objective: To develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods.</p>	<ul style="list-style-type: none"> • At least 3 successful comprehensive pilots by end of project • At least 50% show signs of recovery (surface area of degraded villages and roadside rangeland) • Percentage decreased by 10% (Livestock-based revenues of rural population) 	<ul style="list-style-type: none"> • A Cattle Grazing Plan for the Suusamyр valley was developed and based on the results of the pasture inventory and the estimated carrying capacity of these pasture. The plan was developed with the participation of pasture committee members and in collaboration with the administrations at Rayon and Oblast levels. For the first time in Kyrgyzstan, the Cattle Grazing Plan for the Valley introduced the protection of wildlife corridors. Natural habitats and breeding areas of rare and endangered wildlife species as well as commercial species were identified and mapped; • Through a participatory approach, needed pasture infrastructures were identified such as rehabilitated stables for public usage, storage for forage and road repair; • 56 bridges to access distant pastures were repaired/constructed; including opening the access to the main pasture site Sandyk that is about 30,000 hectares of pastures and a carrying capacity estimated at about 30,000 equivalent cattle heads. This access is also opened for both driving cattle to summer pastures and transportation of hay from these distant pastures; a critical aspect of distant pasture management. The average productivity of these new distant pastures was estimated at about 30,000 equivalent cattle heads during the summer season; • In order to replace the degenerated seed reserve in the area, the local government and the project jointly developed a high quality seed multiplication scheme for the Suusamyр Valley. The first year, the local government allocated 79 hectares and the project supplied new varieties of sainfoin and barley. 100 tons of barley and 4 tons of sainfoin were harvested in 2010. In 2011, seeds were distributed to 54 Jamaats (local communities). These Jamaats sowed 550 hectares of barley and 70 hectare of sainfoin. An average of 20 quintals of barley seeds per hectare was harvested for a total of about 1,100 tons of barley seeds, which is estimated at a total value of 11 million KGS (\$230,000) at a price of 10 KGS per kilo. According to the agreement with the Jamaats, they passed 20% of their harvest to other Jamaats for further seeds multiplication. In 2012, more than 100 Jamaats sown barley seeds on about 1,800 hectares. At the end of the 2012 crop season, the harvest was sold to buy new elite barley varieties and start a new cycle for the multiplication of fodder plant varieties; • Capacity of Jamaat members was developed and with the support of the project over 100 Jamaats have been established already in the Suusamyр Valley as a community mechanism to manage mountain pastures; • Seeds of barley have been distributed (free) to the poorest Jamaat members; • Pasture users and beneficiaries of the project stated that following the severe and prolonged 2011-2012 winter season in the Suusamyр Valley they were able to survive the winter without much loss due to a good crop of barley during the previous summer season and despite the rise of food prices.

90. The review of these key results reveals that in addition to addressing an issue of land degradation through a better management of mountain pastures preventing further pasture degradation, particularly pastures at proximity of mountain villages, the project is also addressing biodiversity by taking into account the need for wildlife corridors and the protection of natural habitats and breeding areas of rare and endangered species. It is the first time that this approach is being integrated into a cattle grazing plan in

Kyrgyzstan.

91. Furthermore, all project achievements listed in the table above and in the previous section were demonstrated and tested. The end-result of the project as it stands currently is a ***Mountain Pasture Management Model*** that is almost ready to be replicated to other mountain pasture areas in Kyrgyzstan and also in other counties in the region. It is a matter of packaging these achievements into a model with the appropriate methodologies to implement it before it can be replicated. This model contains five main parts that can be summarized as follows:

- *A method to conduct pasture inventories and define pasture boundaries*: an extensive inventory and delimitation of pasture areas in the Suusamyр Valley took place with the support of the project. It provided pasture managers/users with an extensive baseline on which pasture management procedures including carrying capacity could be developed.
- *An electronic pasture management system*: with an estimated development cost of about \$15,000, the project was able to design and built an electronic system to manage pastures. This system is based on open systems; the system can be distributed free of charge with no recurrent license costs. It is a system that allow a pasture committee to manage the rent of pasture areas (boundaries defined by the inventory), the fees collected, the number of equivalent cattle for each area, the comparison of the number of cattle for each rented area against the carrying capacity of the corresponding area calculated on the basis of the inventory results, etc. This system is now operational in about 10 pasture committees and is operated by pasture users who were trained to use the system.
- *An organizational approach for pasture management*: pasture committees and pasture users associations were identified in the Law on Pasture. It was demonstrated in the Suusamyр Valley as a key mechanism to manage mountain pastures. The project tested the approach and developed guidelines & training material to replicate this approach in any mountain pasture areas of Kyrgyzstan. It also needs to be noted here the important role that Jamaats can play at the community level. There are also part of this model that is to use the Jamaat system for organizing/maintaining winter Kosharys (stable/barn for cattle), storing winter forage, cultivating crops around villages, etc.
- *Support to needed infrastructures related to pastures*: providing financial support to these communities to repair some pasture infrastructures was an important step in building partnerships with these mountain communities. In addition to the importance of investing in pasture infrastructures, the real edge of the project approach was the highly participative way used to identify where the investments should be made. Communities felt fully part of the decision-making process and all completed infrastructures responded to important needs of these communities and made a real and quick difference in the life of these pasture communities.
- *Support to increase the livelihood of pasture communities*: considering the context in which these mountain communities are living, supporting socio-economic activities to increase the livelihood of these communities is part of the equation for implementing a successful pasture management approach. The project demonstrated the benefits of this type of support, which was translated into an excellent stakeholders participation in project activities.

92. In conclusion, the project will definitely have a long-term impact on pasture management in Kyrgyzstan. It demonstrated a model that is already being implemented throughout the Suusamyр Valley and in other part of the country. However, it should also be said that the demonstration is a package that comes as a whole; there is no shortcut to this model. For instance, if the inventory is not extensive enough, it will affect the quality of the information entered into the electronic system, the calculation of the carrying capacity, etc. The same can be said of the organizational approach. Strengthening these pasture committees is also key in the success of the entire approach. If these committees are not functioning properly, the system will not work.

93. The demonstration in the Suusamyр Valley also demonstrated the good socio-economic potential impacts on these communities. Focusing on a land degradation of pastures around villages, the system allows the growth of livestock based on higher utilization rates of distant pastures and the production of better and more forage for winter. The result is a growth of the livestock sector as the main economic activity in these communities, followed by a stronger local economy due to livestock growth and by extension a

bettering of the livelihood of these mountain communities. This positive development was confirmed by the visit in the Suusamyр Valley whereby signs exist that these communities are growing again and they claim to have a better community spirit and more social cohesion.

4.3.3. Relevance

94. The project was *highly relevant* for Kyrgyzstan. Its timing was excellent. It was noted that the new Law on Pasture was approved in early 2009, which was only a few months after the start of this project. This legislation process was not part of the project but the timing was excellent. It provided a new modern legislation context to the project to demonstrate this new approach, which was in line with the guidelines included in the new Law.

95. The objective of this new Law was to decentralize pasture management decisions from the national level to the local level. It was a major change from the previous practice of centralized control of pastures. In the context of decentralizing the management of pastures at the local level, the new Law defines various parameters for the management and improvement of pastures that are in the public domain in Kyrgyzstan. The main parts of this Law are:

- Formal committees should be formed by local administrations and are in charge of delimitating pasture boundaries.
- Responsibilities and control over the management of public grazing land are transferred to local authorities.
- Pasture users associations are promoted as the mechanism to manage pasture. They may be established as territorial self-government authorities and are subject to state registration as a legal entity in Kyrgyzstan.
- Pasture committees are formed as executive bodies of these associations.
- Roles and responsibilities of these associations and committees are stated in the Law.
- Community plan for the management and use of pastures is to be developed by these associations/committees to ensure the sustainable use of pastures and inform all users about their rights and responsibilities; guidance for content is mentioned.
- Guidelines to identify the fees for the use of pastures These fees are to be determined by the associations/committees.
- The collected fees are to be used to maintain pasture infrastructures

96. The review of this law indicates a strong relevance for the project as a demonstration of a new approach to manage mountain pastures in line with the principles and guidelines of this new Law. It was an excellent opportunity to test and demonstrate the content of the Law in Kyrgyzstan.

97. In addition to the excellent timing with this new Law, the project was a direct response to a national priority that is developing mountain pastures. Kyrgyzstan used to have a strong livestock economic sector. This sector plummeted after the disintegration of USSR, going from an estimated 14 million sheep in 1990 to about 3.5 million sheep in 2000. This number has been growing again since 2000 to reach an estimated 3.9 million sheep in 2005; however, land degradation problems started to rise for pastures around villages preventing further growth of this sector if nothing was done.

98. The extensive design phase under the PDF-A allowed a design that took into consideration findings/lessons learned from existing related initiatives in the country. It also focused on one important geographical area in Kyrgyzstan that is the Suusamyр Valley with its harsh climate conditions in winter but also in the summer and also representing about 5 to 6% of all pastures in Kyrgyzstan.

99. Finally, the excellent relevance of the project was also due to the fact that the project was also a direct response to stakeholder needs. These needs were identified through a detailed socio-economic assessment conducted in the Suusamyр Valley, which included the surveying of over 1,350 households. The results of this assessment as well as other participative activities to formulate the project let to an excellent design that responded to what pasture users in the Suusamyр Valley wanted in order to improve the management of their pastures and ultimately their livelihood.

4.3.4. Efficiency

100. As discussed in some sections above, the project has been efficiently implemented; it is rated as *highly satisfactory*. The project team prudently allocated project resources, stretching every single dollar as much as possible to get “*more bang for the buck*”, including the search for maximizing the co-financing of project activities. In section 4.2.2, the discussion on partnership arrangements reveals that the project enjoyed an excellent collaboration with all key stakeholders with an excellent communication approach implemented by the PM, which largely replaced a more formal approach of committees and meetings.

101. Furthermore, the discussion in section 4.2.1 focused on the use of adaptive management. The assessment revealed that the project team used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design. The review indicates that the adaptive management had been used regularly to adapt to a constantly changing environment. However, the most interesting point on this project when it comes to adaptive management is that it was used as a mechanism to respond to stakeholders’ needs and priorities. The general implementation guidelines were in the project document and the subsequent annual work plans; however, the list of activities was identified - and also adapted - by meeting stakeholders and seeking to address their immediate needs.

102. Another important point when assessing the efficiency of this project is the high quality of the technical assistance implementing this project. A particular mention should be made about the Project Manager (PM) who had been the key player in the implementation. Using his consensus-based approach, the PM set the “*right tone*” for implementing the project using a strong participative and collaborative approach. He had excellent relationship with all relevant stakeholders from the ministry and Parliament level to the pasture users in the Suusamyр Valley. He used his extensive network to informally communicate the progress of the project but also to consult a broad range of stakeholders. As a result, all stakeholders were aware about the progress made by the project and felt part of it from the national level to the community level. It is worth noting that on Agriculture Day in October 2012, the PM was awarded a prize for the best achievements in the agriculture sector given annually by the ministry of agriculture. This award was also mentioned at the presentation made at the Parliament in December 2012. It is the recognition of a job well done!

103. Despite the fact that it is always difficult to analyze the cost-benefit of such projects, the review of all these management elements confirm that the implementation of the project was a very efficient operation that created a good value for money. The prudent approach to engage project funds was translated into good value for money and the use of adaptive management allowed for the identification and implementation of activities that were very responsive to immediate needs of pasture users communities.

4.3.5. Country Ownership

104. As discussed in other sections of this report, the country ownership is excellent. The project has addressed a national priority, it was designed on the basis of a strong assessment of the sector and it encouraged the participation of key stakeholders including key government agencies such as the Pasture Department.

105. Also, as described in Section 4.3.3, the project objective and its timing was excellent in the context of the new Law on Pastures that was adopted by the Parliament in January 2009. The government stated its commitments to pasture management in this new Law, including the main objective that was to decentralize the management of pastures from the national level – centralized control of pastures - to the local level. The project was an excellent initiative to demonstrate a new approach to manage mountain pastures in Kyrgyzstan in line with the guidelines provided in this new Law.

106. Overall, the project benefited from a good involvement of government agencies; particularly from the Pasture Department. It has been the main initiative to demonstrate the applicability of the new Law in Kyrgyzstan and also an opportunity to test innovative measures on how to practically improve the management of pastures in these rural areas.

107. Few events also confirmed this excellent country ownership. The main one was the invitation from the

Parliament of Kyrgyzstan to the project to present its findings in front of the Parliamentary Agrarian Committee in December 2012. This was done also with the participation of a few pasture committee members from the Suusamyр Valley whom presented their own electronic pasture management system developed by the project. Prior to this event, the project received a few requests from countries in Central Asia to visit or get a presentation at seminars or workshops on project findings. It included several Parliamentarian groups from the region who came to Kyrgyzstan such as Members of Parliament from Kazakhstan (2011 and 2012) and Tajikistan (2012). The high relevance of this project under the umbrella of CACILM made it also a well-known project in the region and contributed to the dissemination of its results.

4.3.6. Mainstreaming

108. Through the UN Development Assistance Framework (UNDAF), the UNCT analyzed how the UN can most effectively respond to the Kyrgyz Republic's national priorities and needs. The result is the UNDAF 2012-2016 that was guided by the goals and targets of the Millennium Declaration and by national programmes and plans such as strategic addresses by the President of Kyrgyzstan, the Government Programme approved by the Jogorku Kenesh (Parliament) in December 2010, and the Action Plan "Economy and Security" to implement the Program of the Government, which was endorsed by the Government in January 2011. The UN is particularly well placed to address the complexities of poverty reduction in a volatile transitional environment, given the breadth and depth of expertise and capacity it can draw upon at all levels of policymaking and implementation throughout the Kyrgyz Republic. The UN has particularly gained credibility based on its ability to help the Government respond swiftly to the 2010 events. The UNDAF 2012-2016 translated these goals, priorities and targets into a common operational framework for development activities.

109. The cornerstone of the UNDAF 2012-2016 is "*Peace and stability toward sustainable development*". Under this overarching goal, three inter-related areas of cooperation have emerged as particularly critical for UN support to the people and Government of Kyrgyzstan during this five-year period:

- Peace and Cohesion, Effective Democratic Governance, and Human Rights, including deepening State-building, security and justice for all;
- Social Inclusion and Equity, encompassing issues of social protection, food security, education and health;
- Inclusive and Sustainable Job-Rich Growth for Poverty Reduction, with particular attention to women and youth, as well as to vulnerable groups and disaster-prone communities.

110. The project falls under the third pillar of the UNDAF 2012-2016 that is "*Inclusive and Sustainable Job-Rich Growth for Poverty Reduction*", contributing to its 2 major outcomes: (i) *by the end of 2016, population, especially vulnerable groups, benefit from inclusive growth leading to decent and productive employment and improved access to productive natural resources, markets, services and food security*; and (ii) *by end of 2016 sustainable management of energy, environment and natural resources practices operationalized*.

111. Based on the agreement between the government of the Kyrgyz Republic and UNDP defining the mode of intervention of UNDP in Kyrgyzstan, UNDP developed its country programme action plan (CPAP) with the same timeframe as the UNDAF 2012-2016. This CPAP 2012-2016 contains a programme that has been divided into six areas of intervention: (i) democratic governance; (ii) poverty reduction and achievement of the MDGs; (iii) reducing the burden of HIV and AIDS, malaria and tuberculosis; (iv) environment and sustainable development; (v) disaster risk management; and (vi) peace and development. In addition to these areas of intervention, UNDP decided to strengthen the decentralization process and its provincial administrations by innovating a new approach whereby the action plan has been divided into two pillars: (i) national level policy advice and capacity development; and (ii) a new cross-sectoral area-based development programme, which will be administered at the provincial level.

112. Within this context, the project clearly falls under the fourth area of intervention that is "*environment and sustainable development*". It is part of the programme focusing on the environment that is pursuing the support to mainstream environmental issues in poverty reduction strategies, particularly in light of emerging global and local environmental challenges, such as climate change, land degradation and unsustainable management of natural resources.

113. As discussed in other sections of this report, the results of the project had many positive effects on the local communities in the Suusamyр Valley, particularly on pasture users. It contributed to bettering the management of pastures with a focus on distant pastures and forage production and storage. As a result of investing in road and bridge repairs, the project was able to give better access to about 30,000ha of distant pastures. Pastures at proximity of villages are now better managed preventing further degradation and better forage for winter has led the livestock sector to grow again. By extension, the livelihood of these communities has increased and overall there seem to be more social cohesion.

4.3.7. Sustainability

114. The prospects for the long-term sustainability of project achievements are excellent; it is rated as *likely sustainable*. Activities demonstrated in the Suusamyр Valley are already implemented and they will be sustainable. They will continue to provide benefits to the local communities in the Valley. It is the case of the investments to repair and built infrastructures. The new roads, bridges, micro-hydro power stations, solar panels, radio equipment will benefit the pasture users in the years to come. More importantly the electronic pasture management system was installed in 10 pasture committees and in one pasture user association. These systems are run on regular PCs that were also provided by the project. These systems do not present any issues to be sustainable in the long run. The system was developed using open source software and maps and can be replicated at will. Selected pasture users in each of these 10 committees were trained and are now using the system as a key system to track the collect of pasture fees for the committees and also to track the use of pasture areas to ensure they are used but not over-used. The project was well aligned with national priority and due to an excellent participation and engagement approach of stakeholders, it benefited from an excellent national ownership. Based on the assessment conducted for this review, the achievements of the project are likely to be sustained over the long-term after the project end.

Financial risks

115. When reviewing the sustainability of project achievements, financial risks are the main area where questions related to the sustainability need particularly to be answered. The project invested in some infrastructures and, of course, one may ask the question “What about after the project end?”. The same question would apply for the electronic pasture management system that needs a computer to be run and skills and knowledge to run it. The first action to mitigate these risks was for the project to engage the communities into the selection and also in the financing of these activities. For instance, the community of Suusamyр Ayl Okrug contributed the equivalent sum of \$2,500 to modify a tractor into an excavator. They also provided over \$2,100 for the purchase of a grain-cleaning machine. After the project end, the community will benefit from this experience and they are already prepared to continue investing in infrastructures. Decisions have already been made on the type of road and bridge repairs they will undertake next summer. It is not to say that these communities are now totally financially sustainable for further developing pastures infrastructures. They have a growing capacity to maintain these infrastructures and other initiatives are in Kyrgyzstan to continue to support these communities such as the PEI initiative, the upcoming IFAD project and the GIZ initiative to develop further these infrastructures; it is rated as *likely sustainable*.

Socio-economic risks

116. As discussed in other sections of this report, the project had positive impacts on the communities in the Suusamyр Valley and there is a good potential for more socio-economic impacts in the medium and long-term. As a result of the project - and also of the new Law decentralizing pasture management decisions at the local level - these communities are now more empowered to manage their own destiny. They now have an approach to better manage their pastures. The livestock sector is growing again, impacting positively the local economy and raising the livelihood of these communities. Within the context of the Suusamyр Valley, the review indicated that there is no socio-economic risks that could threaten the sustainability of project achievements; it is rated as *likely sustainable*.

Institutional framework and governance risks

117. When assessing the long-term sustainability of this project, it is important to note that the demonstration was very much inline with the new Law on Pastures that was approved in January 2009. It could be said that this project was in fact an excellent demonstration of the new Law and its amendments

approved in 2012; its sustainability with regards to institutional framework and governance matters is rated as *likely sustainable*.

118. Within the existing legislative context in Kyrgyzstan, the project was a logical step to take nationally that was to test the various elements of the new Law. The results are now in. The country has now an excellent experience that demonstrated the applicability of the Law and lessons and best practices need to be learned. It is now time nationally to develop the next step that is to package the demonstration into a model with its related documented methodology and replicate it in other mountain pasture areas in Kyrgyzstan.

Environmental risks

119. The review did not find any particular environmental risks to the sustainability of project outcomes; it is rated as *likely sustainable*. The project was to address mountain pasture degradation issues. It demonstrated how to better manage mountain pasture areas in the Suusamyр Valley; it opened new distant pastures for summers by repairing/building roads and bridges, which will decrease the pressure observed at the outset of the project on pastures at proximity of villages; and it put in place an approach to better manage these pasture areas with communities in full control of their pastures. Additionally, the grazing plan developed with the support of the project took also into consideration the need to protect wildlife corridors by allocating 30% of these pastures to wildlife. Natural habitats and breeding areas of rare and endangered wildlife species as well as commercial species were identified and mapped into this grazing plan.

4.3.8. Catalytic Role and Long-Term Impact

120. As discussed in the previous section, this project was very much inline with the new Law on Pastures and was an excellent demonstration/application of the new Law and its amendments approved in 2012. As per its objectives, the project succeeded in the development of a cost-effective pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods in the Suusamyр Valley. The end-result of the project today is a mountain pasture management model; Kyrgyzstan is now equipped with a demonstrated mechanism to better manage its mountain pastures and improve the livelihood of mountain rural communities. However, the real success of this project will be in the extensive replication of these findings in other mountain pasture areas in Kyrgyzstan and also in other counties in the region, which is outside the scope of this project.

121. Its findings were already disseminated through various channels such as the WOCAT database, local newspapers, publications, the carnet website, video on local TV and radio and seminars/workshops. Additionally, the PM was invited to present the project findings and exchange experiences to several forums in the region: Almaty (2012), Astana (2011), Dushanbe (2011) and Mongolia (2010). These actions to disseminate project findings, lessons learned and best practices already resulted in uptake of these results. It includes:

- The electronic pasture management system has already been replicated in 5 other pasture committees in the Narin Oblast and 1 pasture committee in the Issukul Oblast;
- Best practices are replicated in other UNDP implemented projects such as the MTF-funded Rehabilitation of the Riparian Forest in Kyrgyzstan and the PEI initiative;
- Best practices should be incorporated in the upcoming IFAD project and the GIZ initiative on pastures;
- There are also a number of activities that are replicated in other pasture areas in Kyrgyzstan such as the building of other Kosharys (stable/barn for cattle in winter) in other villages, the use of the manuals produced by the project to develop/strengthen other pasture committees and pasture users association, etc.

122. In addition to these initiatives that already are replicating the project findings, the Evaluator also noted the strong demand from stakeholders for another project with the same focus on the management of mountain pastures to pursue what this project achieved. It includes an official letter from the Pasture Users Association of Suusamyр that was sent to UNDP as well as an official letter from Parliament to UNDP and the same type of request from the Head of Suusamyр Ayil Okmotu.

123. However, the review also concluded that the next step in replicating this approach/model should be first to package the demonstration results into a **mountain pasture management model**. What is now

needed is to summarize “*the cost-effective pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods*” into a “concept” (policy) that should be adopted by the government as the model to move forward with mountain pasture management in Kyrgyzstan (see Section 1.3). Then, larger initiatives should be developed to replicate this “concept”.

5. LESSONS LEARNED

124. A summary of lessons learned is presented below. There are based on the review of project documents, interviews with key informants and analysis of the information collected:

- A project with technical assistance applying a good participative implementation approach is a critical success factor. Principles and guidelines need to be well stated/described in the project document; however, the ultimate success of a participative approach depends mostly on the capacity of the technical assistance used on the project and particularly its project management team to apply these principles and guidelines as well as collaborating well with all partners.
- A good design leads to a good implementation, which in turn leads to good project results. There is more chance for a project well designed to be a success than a bad design to be a success. Every steps of the way count in the success of a project and it is a lot easier to succeed when all these steps are relevant and implemented effectively and efficiently.
- This project is a good example of a demonstration project that could lead to an investment as per the current GEF types of project (*foundational, demonstration and investment*). This is the case where the project demonstrated a model (*a demonstration*) for mountain pasture management; which is now ready to be replicated (*an investment*) to other pasture areas in Kyrgyzstan.
- A project with some investments in tangible deliverables (infrastructures or other tangible assets) that are selected by the community brings tangible results to the beneficiaries with positive direct and immediate impacts on them. It contributes to a strong participation of beneficiaries in project activities and can make big differences in livelihoods of communities; particularly poor communities.
- A project that is a response to national needs and priorities is often highly relevant for beneficiaries and its chance of being implemented effectively are maximized. There seems to be a link between a relevant project and its implementation effectiveness.
- A demonstration project should end with a final phase to document the results from the demonstration and identify the way forward to replicate these results in similar context in the country and in the region.
- A flexible project using adaptive management is a necessary management mechanism to be able to respond to beneficiaries' needs and priorities. It also provides the project with the capacity to adapt to disruptive events and yet keep its efficiency and effectiveness.

Annex 1: Terms of Reference



Approved by: Mr. Erkinbek Kasybekov
Assistant Resident Representative _____ 24 October 2012

Empowered lives.
Resilient nations.

GLOBAL ENVIRONMENT FACILITY UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE FOR TERMINAL EVALUATION:

Project Title: “Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan”
Functional Title: International Consultant for Terminal Evaluation
Duration: Estimated 16 working days during the period of: November 2012
Terms of Payment: Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the Evaluation Report
Duty station: Travel to Bishkek and Suusamyр valley

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the “Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan” Project (PIMS #3220.)

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	00054913 ”Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan”			
GEF Project ID: UNDP GEF Project ID (PIMS):	## 3220		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
Atlas award ID: Atlas project ID:	00046221 00054913	GEF financing:	0.950	
Country:	Kyrgyzstan	IA/EA own:	0.310	
Region:	ECIS	Government:	0.631	
Focal Area:	LD	Other:	0.048	
FA Objectives, (OP/SP):	OP15	Total co-financing:	0.989	
Executing Agency:	UNDP	Total Project Cost:	1.939	
Other Partners involved:	Ministry of Agriculture	ProDoc Signature (date project began):		20 Dec. 2007
		(Operational) Closing Date:	Proposed:	Actual:

		19 Dec. 2012	31 Dec. 2012
--	--	--------------	--------------

OBJECTIVE AND SCOPE

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects, in the GEF Monitoring and Evaluation policy: http://www.thegef.org/gef/sites/thegef.org/files/documents/ME_Policy_2010.pdf and guidelines for conducting evaluations: www.thegef.org/gef/node/1905; as well as the UNDP Monitoring and Evaluation Policy: <http://web.undp.org/evaluation/policy.htm>.

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

The goal of this project is functional integrity of mountain rangelands in the highlands of Kyrgyzstan as a contribution to greater ecosystem stability reduced soil erosion and enhanced food security. The project will attempt to achieve this goal by the specific Project objective of “to develop in the Suusamyр Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods”.

The project is designed to produce four outcomes:

Outcome 1. A set of innovative pilot measures which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management.

This outcome will be achieved through a number of pilot measures, which will lead to enhanced management of village and roadside pastures and will promote the return to transhumance. To this end, the project will support local communities in setting-up a grazing plan for using pastures in a more efficient and hence in a sustainable way. Main Outputs in support of this Outcome include:

- 1.1: Knowledge of the potential of the rangeland for livestock grazing in different parts of Suusamyр Valley;
- 1.2: Grazing plan for village pastures that has been developed and introduced in a participatory manner;
- 1.3: Basic infrastructure necessary for grazing at distant places;
- 1.4: Feed production (cultivation of fodder plants) introduced and promoted.
- 1.5: Storage of hay and other feed for supplementary feeding in winter promoted.
- 1.6: Improved shelters/stables which allow livestock to stay there longer during the cold season (avoidance of early grazing).
- 1.7: Village and roadside pastures improved with forage plants and fertilizer.
- 1.8: Enhanced marketing channels for livestock and livestock products.

Outcome 2. Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way.

Considering the fact that most of the present-day stock farming is carried out by people with no history in the farming sector the project will pay special attention to build both local government and local community capacity through a series of training and experience sharing among farmers. The project will also promote establishment of a local institutions and its capacity building for a sustainable grazing management. The key outputs will include:

- 2.1: Pasture User Association (PUA) founded to advocate for the interests of herders and livestock owners;
- 2.2: Farmers and livestock owners trained in professional livestock and rangeland management;
- 2.3: Decision-makers fully aware of the negative environmental impacts of poor livestock husbandry;
- 2.4: Greater responsibility of local governments for rangeland management.

Outcome 3. An enabling environment which allows rangeland users to effectively and sustainably manage pastures.

Building on the local level capacity building and the project will create an institutional and regulatory framework that will ensure practical implementation of Pasture management on the ground. The PM mechanism will result in a practical set of rules that will fall within the mandate and legal remit of the Suusamyр AO and local community, as primary institutional scheme for Sustainable Pasture Management Mechanism. The following outputs are proposed to fulfill the expected reform and capacity building interventions:

- 3.1: Clearly defined institutional roles and responsibilities at national and local level;
- 3.2: Participatory designed leasing system for rangeland;
- 3.3: Economic incentives for leasing rangeland distant from home villages;
- 3.4: Conflict resolution/arbitration system;
- 3.5: Access to micro-credits;
- 3.6: Legal framework reflecting the challenges of modern pasture management;

3.7: Detailed proposals for institutional reforms.

Outcome 4. Learning, evaluation, and adaptive management.

This Outcome relates to overall project management, steering, reporting and evaluation as well as to capture and dissemination of lessons and best practices associated with project objectives and components. Project reporting on all activities and outputs (along with periodic reviews of the project work-plan and budget), and Project evaluation will follow standard UNDP and GEF requirements with particular emphasis being placed on ensuring that indicators are measuring satisfactory and sustainable project success. Outputs will include:

- 4.1: Project management;
- 4.2: Experiences with measures against overgrazing in high altitudes evaluated;
- 4.3: Outputs and activities adapted continuously according to achievements and failures of the project;
- 4.4: The project's performance is monitored and evaluated;
- 4.5: Project results and lessons learnt disseminated for replication.

The Project has four primary outcomes summarized below:

- Outcome I: A set of innovative pilot measures which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management.
- Outcome II: Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way.
- Outcome III: An enabling environment which allows rangeland users to effectively and sustainably manage pastures.
- Outcome IV: Learning, evaluation, and adaptive management.

EVALUATION APPROACH AND METHOD

An overall approach and method⁶ for conducting project terminal evaluations of UNDP supported GEF financed projects have been developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR ([see Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Kyrgyzstan, including the following project sites in Bishkek and Suisamy Aiyyl Okmotu. Interviews will be held with the following organizations and individuals at a minimum:

- Project team;
- UNDP Country Office;
- GEF OFP;
- UNCCD FP;
- Ministry of Agriculture and Melioration of the KR;
- State Agency on Environment Protection and Forestry & GEF Focal Point;
- State Register of the Kyrgyz Republic;
- Jogorku-Kenesh (Parliament) of the KR, Committee on agrarian;
- Pastures department under the Ministry of Agriculture and Melioration of the KR;
- Jayil Raion Administration;
- Suisamyr Aiyyl Okmotu,
- Pasture Users Association,
- Pasture Users Association Merger, jamaat members.
- UNDP "Environment for Sustainable Development" Programme;

⁶ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

- UNDP/CACILM “Multicountry Capacity Building” Project;
- UNDP/UNEP “Poverty & Environment Initiative” Project;
- UNDP “Climate Risk Management” Project;
- UNDP “Disaster Risk Management” Project;
- UNDP “Poverty Reduction Programme” Programme;
- LSG component of UNDP “Democratic Governance” Programme.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.⁷

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in *Kyrgyzstan*. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 15 days according to the following indicative plan:

Activity	Timing (indicative)	Completion Date (indicative)
Preparation (desk review)	3 days (7-9 November 2012)	<i>November 10, 2012</i>
Evaluation Mission (in-country field visits, interviews)	7 days (10-16 November 2012)	<i>November 17, 2012</i>
Draft Evaluation Report	3 days (17-19 November 2012)	<i>November 20, 2012</i>
Final Report	3 days (20-22 November 2012)	<i>November 23, 2012</i>

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO and Project
Presentation	Initial Findings	End of evaluation field mission	To project management, UNDP CO and key stakeholders
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PMU, GEF OFP
Final Report*	Revised report	Within 1 week of receiving UNDP and key stakeholders' comments on the draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

⁷ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

The evaluation team will be composed of *1 international and 1 national evaluators*. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The international Consultant will be a team leader and bear responsibility over submission of final report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

International evaluator

- Post Graduate Degree in Environment Studies (preferably, specialization in land degradation and/ or pasture management) or related area;
- At least 10 years of professional experience and proven track record with policy advice and/or project development/implementation in environment (preferably in land degradation and/ or pasture management) in transition economies;
- Proven track record of application of results-based monitoring approaches to evaluation of projects focusing on environment/land degradation and pasture management (relevant experience in the CIS region would be an asset);
- Knowledge of and recent experience in applying UNDP and GEF M&E policies and procedures;
- Fluency in English, knowledge of Russian would be an asset;

National consultant

- Master degree or equivalent in social or natural sciences;
- Minimum 5-years of professional experience in the field of environment protection and Sustainable Land Management (preferably, specialization in land degradation and pasture management);
- Basic knowledge of UNDP and GEF projects and implementation procedures;
- Previous experience with results-based monitoring and evaluation methodologies;
- Proficiency in English, Kyrgyz and Russian;

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

The service provider will be responsible for all personal administrative and travel expenses associated with undertaking this assignment including office accommodation, printing, stationary, telephone and electronic communications, and report copies incurred in this assignment. For this reason, the contract is prepared as a lump sum contract.

The remuneration of work performed will be conducted as follows: lump sum payable in 1 installment, upon satisfactory completion and approval by UNDP of all deliverables, including the Final Evaluation Report.

%	Milestone
100%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online at <http://jobs.undp.org> by 31 October 2012. Interested individual consultants are invited to submit the following documents:

- 1) current and complete P11 form in English,
- 2) Resume/ CV ;
- 3) Technical Proposal.

Online application system accepts only one file and it is highly recommended to make all-in-one file.

Upon upload of the documents to the online application system, the applicants are requested to send duly completed and signed Financial Proposal (the template can be downloaded from the next web-link <http://www.undp.kg>) in a separate email with a subject line “Financial Proposal – International Evaluator” to procurement.pcb@carnet.kg. Financial proposal should specify a total lump sum amount (including fee and other costs related to fulfillment of the assignment).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

EVALUATION PROCESS

Prior to detailed evaluation, all applications will be thoroughly screened against eligibility criteria (minimum qualification requirements) as set in the present TOR in order to determine whether they are compliant/non-compliant.

#	Eligibility Criteria
1	Post Graduate Degree in Environment Studies or related area;
2	At least 10 years of professional experience and proven track record with policy advice and/or project development/implementation in environment in transition economies;
3	Proven track record of application of results-based monitoring approaches to evaluation of projects focusing on environment/land degradation and pasture management
4	Knowledge of and recent experience in applying UNDP and GEF M&E policies and procedures
5	Fluency in English

Further, short-listed candidates will be evaluated based on the following methodology:

Cumulative analysis

When using this weighted scoring method the award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Technical Evaluation Criteria	Maximum Obtainable Points -70 Threshold – 49 points
Professional experience and proven track record in land degradation and/ or pasture management related to International agencies/projects within UN system or similar (with indication of project information - name of the project, type of assignment, major achievements and etc.) LESS THAN 3 PROJECTS - 20 MORE THAN 3 PROJECTS - 40	40
Appropriateness of the proposed methodology and approach to the terms of reference.	20
Availability to complete the assignment within the prescribed timeline	10
Extra points (revealed as assets in Qualification requirements)	
Education specialization in land degradation and/or pasture management	5
Relevant experience in the CIS region	5
Knowledge of Russian	5

Only candidates obtaining a minimum of 49 points (70%) at the Technical Evaluation would be considered for the Financial Evaluation

Technical Criteria: 70% of total evaluation – max. 70 points:

Financial Criteria: 30% of total evaluation – max. 30 points

Formula applied – Weighted financial score	$p = y (\mu/z)$
p = points for the financial proposal being evaluated	

y = maximum number of points for the financial proposal	
μ = price of the lowest priced proposal	
z = price of the proposal being evaluated	
Formula applied – Weighted technical score	$(T/Thigh)*\hat{\partial}$
T = The total technical score awarded to the application	
Thigh = The highest Technical Score	
$\hat{\partial}$ =Maximum number of points for the technical proposal	

The candidate achieving the highest cumulative score for both Technical and Financial evaluations will be recommended by the Evaluation Committee for contracting.

ADDITIONAL REQUIREMENTS FOR THE RECOMMENDED CONTRACTOR

Recommended contractors over 62 years of age on assignment requiring travel should undergo a full medical examination including x-rays and obtaining medical clearance from an UN approved Doctor prior to taking up their assignment. UNDP will cover the expenses.

Consultants who are expected to travel within or outside the country of their residence, shall be additionally required to submit from a recognized physician a statement certifying that's/he is in a good health, is fit to travel and has received all required inoculations for the country or countries to which the consultant is to travel.

Contracted Consultants are required to have vaccinations/inoculations at their own expense when traveling to certain countries, as designated by the UN Medical Director. A copy of the list should be provided to the subscriber prior to signing the agreement so that his/her personal physician can attest to the required vaccinations/inoculations having been performed, as part of the certification described above.

TRAVELLING REQUIREMENTS

In the course of the assignment, the Consultant will be expected to undertake official mission to Bishkek, Kyrgyzstan.

Please take into account the below schedule when preparing your financial quotations:
7 working days (10-16 November 2012)

In the event of unforeseeable travel, the respective Business Unit and the Individual Contractor should agree upon the manner in which travel costs including tickets, lodging and terminal expenses are to be reimbursed prior to travel. The IC must indicate in writing his/her willingness to undertake such unforeseen travel, before any such travel commences. Travel expenses should be reimbursed to the Individual Contractor, upon submission of Back-to-Office report, travel claim (F-10 form) and all necessary supporting documents.

UNDP CONTRIBUTION

UNDP will provide access to office premises and access to the Internet during the official missions. UNDP will send the information which will be necessary for fulfillment of the present terms of reference electronically to the e-mail of Contractor.

(For space consideration, the annexes of the TORs were not included)

Annex 2: Evaluation Matrix

The evaluation matrix below served as a general guide for the evaluation. It provided directions for the evaluation; particularly for the collect of relevant data. It was used as a basis for interviewing people and reviewing project documents. It also provided a basis for structuring the evaluation report as a whole.

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
<i>Evaluation criteria: Relevance - How did the Project relate to the main objectives of GEF and to the environment and development priorities of Kyrgyzstan?</i>				
<i>Is the Project relevant to GEF objectives?</i>	<ul style="list-style-type: none"> How does the Project support the related strategic priorities of the GEF? Were GEF criteria for Project identification adequate in view of actual needs? 	<ul style="list-style-type: none"> Level of coherence between project objectives and those of the GEF Extent to which the project is actually implemented in line with incremental cost argument 	<ul style="list-style-type: none"> Project documents GEF policies and strategies including CPAP GEF web site 	<ul style="list-style-type: none"> Documents analyses Interviews with government officials and other partners
<i>Is the Project relevant to UNDP objectives?</i>	<ul style="list-style-type: none"> How does the Project support the objectives of UNDP in this sector? 	<ul style="list-style-type: none"> Existence of a clear relationship between project objectives and country programme objectives of UNDP 	<ul style="list-style-type: none"> Project documents UNDP strategies and programme 	<ul style="list-style-type: none"> Documents analyses Interviews with government officials and other partners
<i>Is the Project relevant to Kyrgyzstan's development objectives?</i>	<ul style="list-style-type: none"> How does the Project support the development objectives of Kyrgyzstan? How country-driven is the Project? Does the Project adequately take into account national realities, both in terms of institutional framework and programming, in its design and its implementation? To what extent were national partners involved in the design of the Project? 	<ul style="list-style-type: none"> Degree to which the project support national environmental and development objectives Degree of coherence between the project and national priorities, policies and strategies Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities? Level of involvement of Government officials and other partners into the project Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 	<ul style="list-style-type: none"> Project documents National policies, strategies and programmes Key government officials and other partners 	<ul style="list-style-type: none"> Documents analyses Interviews with government officials and other partners
<i>Does the Project address the needs of target beneficiaries?</i>	<ul style="list-style-type: none"> How does the Project support the needs of target beneficiaries? Is the implementation of the Project been inclusive of all relevant Stakeholders? Are local beneficiaries and stakeholders adequately involved in Project design and implementation? 	<ul style="list-style-type: none"> Strength of the link between project expected results and the needs of target beneficiaries Degree of involvement and inclusiveness of beneficiaries and stakeholders in project design and implementation 	<ul style="list-style-type: none"> Beneficiaries and stakeholders Needs assessment studies Project documents 	<ul style="list-style-type: none"> Document analysis Interviews with beneficiaries and stakeholders
<i>Is the Project internally coherent in its design?</i>	<ul style="list-style-type: none"> Is there a direct and strong link between project expected results (log frame) and the Project design (in terms of Project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc)? Is the length of the Project conducive to achieve project outcomes? 	<ul style="list-style-type: none"> Level of coherence between project expected results and project design internal logic Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> Program and project documents Key project stakeholders 	<ul style="list-style-type: none"> Document analysis Key Interviews

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
<i>How is the Project relevant in light of other donors?</i>	<ul style="list-style-type: none"> ▪ With regards to Kyrgyzstan, does the Project remain relevant in terms of areas of focus and targeting of key activities? ▪ How do GEF-funds help to fill gaps (or give additional stimulus) that are crucial but are not covered by other donors? 	<ul style="list-style-type: none"> ▪ Degree to which program was coherent and complementary to other donor programming in Kyrgyzstan ▪ List of programs and funds in which the future developments, ideas and partnerships of the project are eligible? 	<ul style="list-style-type: none"> ▪ Other Donors' policies and programming documents ▪ Other Donor representatives ▪ Project documents 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ Interviews with other Donors
Future directions for similar Projects	<ul style="list-style-type: none"> ▪ What lessons have been learnt and what changes could have been made to the Project in order to strengthen the alignment between the project and the Partners' priorities and areas of focus? ▪ How could the project better target and address priorities and development challenges of targeted beneficiaries? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Evaluation criteria: Effectiveness – To what extent the expected outcomes of the Project were achieved?				
<i>How is the Project effective in achieving its expected outcomes?</i>	<ul style="list-style-type: none"> ▪ Is the project being effective in achieving its expected outcomes? <ul style="list-style-type: none"> ○ A set of innovative pilot measures which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management ○ Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way ○ An enabling environment which allows rangeland users to effectively and sustainably manage pastures ○ Learning, evaluation, and adaptive management 	<ul style="list-style-type: none"> ▪ New methodologies, skills and knowledge ▪ Change in capacity for information management: Knowledge acquisition and sharing; Effective data gathering, methods and procedures for reporting. ▪ Change in capacity for awareness raising <ul style="list-style-type: none"> ○ Stakeholder involvement and government awareness ○ Change in local stakeholder behavior ▪ Change in capacity in policy making and planning <ul style="list-style-type: none"> ○ Policy reform for pasture management ○ Legislation/regulation change to improve pasture management ○ Development of national and local strategies and plans supporting pasture management ▪ Change in capacity in implementation and enforcement <ul style="list-style-type: none"> ○ Design and implementation of risk assessments ○ Implementation of national and local strategies and action plans through adequate institutional frameworks and their maintenance ○ Monitoring, evaluation and promotion of pilots ▪ Change in capacity in mobilizing resources <ul style="list-style-type: none"> ○ Leverage of resources ○ Human resources ○ Appropriate practices ○ Mobilization of advisory services 	<ul style="list-style-type: none"> ▪ Project documents ▪ Key stakeholders including UNDP, Project Team, Representatives of Gov. and other Partners ▪ Research findings 	<ul style="list-style-type: none"> ▪ Documents analysis ▪ Meetings with main Project Partners ▪ Interviews with project beneficiaries

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
<i>How is risk and risk mitigation being managed?</i>	<ul style="list-style-type: none"> How well are risks and assumptions being managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<ul style="list-style-type: none"> Completeness of risk identification and assumptions during project planning Quality of existing information systems in place to identify emerging risks and other issues? Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, Project Staff and Project Partners 	<ul style="list-style-type: none"> Document analysis Interviews
Future directions for similar Projects	<ul style="list-style-type: none"> What lessons have been learnt for the project to achieve its outcomes? What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results? How could the project be more effective in achieving its results? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Evaluation criteria: <i>Efficiency</i> - How efficiently was the Project implemented?				
<i>Is Project support channeled in an efficient way?</i>	<ul style="list-style-type: none"> Was adaptive management used or needed to ensure efficient resource use? Did the project logical framework and work plans and any changes made to them use as management tools during implementation? Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? Was project implementation as cost effective as originally proposed (planned vs. actual) Was the leveraging of funds (co-financing) happened as planned? Were financial resources utilized efficiently? Could financial resources have been used more efficiently? How was RBM used during project implementation? Were there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project design and implementation effectiveness were shared among project stakeholders, UNDP and GEF Staff and other relevant organizations for ongoing project adjustment and improvement? Did the project mainstream gender considerations into its implementation? 	<ul style="list-style-type: none"> Availability and quality of financial and progress reports Timeliness and adequacy of reporting provided Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged Cost in view of results achieved compared to costs of similar projects from other organizations Adequacy of project choices in view of existing context, infrastructure and cost Quality of RBM reporting (progress reporting, monitoring and evaluation) Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency Existence, quality and use of M&E, feedback and dissemination mechanism to share findings, lessons learned and recommendation on effectiveness of project design. Cost associated with delivery mechanism and management structure compare to alternatives Gender disaggregated data in project documents 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, Representatives of Gov. and Project Staff Beneficiaries and Project partners 	<ul style="list-style-type: none"> Document analysis Key Interviews

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
<i>How efficient are partnership arrangements for the Project?</i>	<ul style="list-style-type: none"> ▪ To what extent partnerships/linkages between institutions/ organizations were encouraged and supported? ▪ Which partnerships/linkages were facilitated? Which one can be considered sustainable? ▪ What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP/GEF and relevant government entities) ▪ Which methods were successful or not and why? 	<ul style="list-style-type: none"> ▪ Specific activities conducted to support the development of cooperative arrangements between partners, ▪ Examples of supported partnerships ▪ Evidence that particular partnerships/linkages will be sustained ▪ Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ Project Partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<i>Does the Project efficiently utilize local capacity in implementation?</i>	<ul style="list-style-type: none"> ▪ Was an appropriate balance struck between utilization of international expertise as well as local capacity? ▪ Did the Project take into account local capacity in design and implementation of the project? ▪ Was there an effective collaboration with scientific institutions with competence in pasture management? 	<ul style="list-style-type: none"> ▪ Proportion of total expertise utilized taken from Kyrgyzstan ▪ Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, Project Team and Project partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
Future directions for similar Projects	<ul style="list-style-type: none"> ▪ What lessons can be learnt from the project on efficiency? ▪ How could the project have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements etc...)? ▪ What changes could have been made (if any) to the project in order to improve its efficiency? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Evaluation criteria: <i>Impacts</i> - What are the potential and realized impacts of activities carried out in the context of the Project?				
<i>How is the Project effective in achieving its long-term objectives?</i>	<ul style="list-style-type: none"> ▪ Will the project achieve its objective that is to develop in the Susamy Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods? 	<ul style="list-style-type: none"> ▪ Change in capacity: <ul style="list-style-type: none"> ○ To pool/mobilize resources ○ For related policy making and strategic planning, ○ For implementation of related laws and strategies through adequate institutional frameworks and their maintenance, ▪ Change in use and implementation of sustainable alternatives ▪ Change to the quantity and strength of barriers such as change in <ul style="list-style-type: none"> ○ Institutions in charge of management pastures ○ Pasture management/monitoring system ○ Methodology to conduct pasture inventories ○ Organization of pasture users ○ Policy and legislation governing mountain pastures ○ Pasture infrastructures ○ Livelihood of pasture communities 	<ul style="list-style-type: none"> ▪ Project documents ▪ Key Stakeholders ▪ Research findings; if available 	<ul style="list-style-type: none"> ▪ Documents analysis ▪ Meetings with UNDP, Project Team and project Partners ▪ Interviews with project beneficiaries and other stakeholders

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
<i>How is the Project impacting the local environment?</i>	<ul style="list-style-type: none"> ▪ What are the impacts or likely impacts of the project? <ul style="list-style-type: none"> ○ On the local environment; ○ On poverty; and, ○ On other socio-economic issues. 	<ul style="list-style-type: none"> ▪ Provide specific examples of impacts at those three levels, as relevant 	<ul style="list-style-type: none"> ▪ Project documents ▪ Key Stakeholders ▪ Research findings 	<ul style="list-style-type: none"> ▪ Data analysis ▪ Interviews with key stakeholders
Future directions for the Project	<ul style="list-style-type: none"> ▪ How could the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
<i>Evaluation criteria: Sustainability - Are the initiatives and results of the Project allowing for continued benefits?</i>				
<i>Are sustainability issues adequately integrated in Project design?</i>	<ul style="list-style-type: none"> ▪ Were sustainability issues integrated into the design and implementation of the project? 	<ul style="list-style-type: none"> ▪ Evidence/Quality of sustainability strategy ▪ Evidence/Quality of steps taken to address sustainability 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, project staff and project Partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<i>Financial Sustainability</i>	<ul style="list-style-type: none"> ▪ Did the project adequately address financial and economic sustainability issues? ▪ Are the recurrent costs after project completion sustainable? 	<ul style="list-style-type: none"> ▪ Level and source of future financial support to be provided to relevant sectors and activities in Kyrgyzstan after Project end? ▪ Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after Project end ▪ Level of recurrent costs after completion of project and funding sources for those recurrent costs 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, project staff and project Partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<i>Organizations arrangements and continuation of activities</i>	<ul style="list-style-type: none"> ▪ Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures? ▪ Is there evidence that project partners will continue their activities beyond project support? ▪ What degree is there of local ownership of initiatives and results? ▪ Were appropriate ‘champions’ being identified and/or supported? 	<ul style="list-style-type: none"> ▪ Degree to which project activities and results have been taken over by local counterparts or institutions/organizations ▪ Level of financial support to be provided to relevant sectors and activities by in-country actors after project end ▪ Number/quality of champions identified 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, project staff and project Partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<i>Enabling Environment</i>	<ul style="list-style-type: none"> ▪ Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms? ▪ Were the necessary related capacities for lawmaking and enforcement built? ▪ What is the level of political commitment to build on the 	<ul style="list-style-type: none"> ▪ Efforts to support the development of relevant laws and policies ▪ State of enforcement and law making capacity ▪ Evidences of commitment by the political class through speeches, enactment of laws and resource allocation to priorities 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, project staff and project Partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews

Evaluated component	Sub-Question	Indicators	Sources	Data Collection Method
	results of the project?			
<i>Institutional and individual capacity building</i>	<ul style="list-style-type: none"> Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date? 	<ul style="list-style-type: none"> Elements in place in those different management functions, at the appropriate levels (regional, national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, Project staff and project Partners Beneficiaries Capacity assessments available, if any 	<ul style="list-style-type: none"> Interviews Documentation review
<i>Social and political sustainability</i>	<ul style="list-style-type: none"> Did the project contribute to key building blocks for social and political sustainability? Did the project contribute to local Stakeholders' acceptance of the new practices? 	<ul style="list-style-type: none"> Example of contributions to sustainable political and social change in support of pasture management reform 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and project Partners Beneficiaries 	<ul style="list-style-type: none"> Interviews Documentation review
<i>Replication</i>	<ul style="list-style-type: none"> Were project activities and results replicated elsewhere and/or scaled up? What was the project contribution to replication or scaling up of innovative practices or mechanisms that support the reform of pasture management? 	<ul style="list-style-type: none"> Number/quality of replicated initiatives Number/quality of replicated innovative initiatives Volume of additional investment leveraged 	<ul style="list-style-type: none"> Other donor programming documents Beneficiaries UNDP, project staff and project Partners 	<ul style="list-style-type: none"> Document analysis Interviews
<i>Challenges to sustainability of the Project</i>	<ul style="list-style-type: none"> What are the main challenges that may hinder sustainability of efforts? Have any of these been addressed through project management? What could be the possible measures to further contribute to the sustainability of efforts achieved with the project? 	<ul style="list-style-type: none"> Challenges in view of building blocks of sustainability as presented above Recent changes which may present new challenges to the Project 	<ul style="list-style-type: none"> Project documents and evaluations Beneficiaries UNDP, project staff and project Partners 	<ul style="list-style-type: none"> Document analysis Interviews
Future directions for the Project	<ul style="list-style-type: none"> Which areas/arrangements under the project show the strongest potential for lasting long-term results? What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed? How can the experience and good project practices influence the strategies for pasture management reform in Kyrgyzstan and in the region? Are national decision-making institutions (Parliament, Government etc.) in Kyrgyzstan ready to improve their pasture management measures? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis

Annex 3: List of Documents Reviewed

Batkhuayag Baldangombo – International CTA, Reports #1 to 7
GEF, Medium Size Project – Project Document

GIZ, Global Mechanism, UNDP, CACILM Multicountry Capacity Building Project – Major Project Results on Component Basis (March 2010-December 2012)

Government of Kyrgyzstan, UNDP, UNEP, Programme Document: Kyrgyzstan Poverty and Environment Initiative (PEI) – Phase 1 Feb. 2011 – Dec. 2013.

Government of Kyrgyzstan, Government Resolution No. 89 February 10, 2012, on Approval of the Development of Pasture Economy of the Kyrgyz Republic for 2012-2015 – Program and Action Plan

Government of Kyrgyzstan, Law on Pasture (Russian) – No. 30 on January 26, 2009

Government of the Kyrgyz Republic, UNDP, Country Programme Action Plan between The Government of the Kyrgyz Republic and The United Nations Development Programme - 2012 - 2016

Government of the Kyrgyz Republic, UNDP, March 2011, United Nations Development Assistance Framework (UNDAF) for the Kyrgyz Republic - 2012-2016

Government of the Kyrgyz Republic, UNDP, 1992, Agreement Between the Government of the Kyrgyz Republic and UNDP

IFAD, August 2012, Kyrgyz Republic, Livestock And Market Development Programme - Design Completion Report

IMF, May 2012, Kyrgyz Republic: Medium-Term Development Program – Poverty Reduction Strategy Paper

John Leake, Yerken Azhigaliyev, December 2010, Mid-Term Evaluation of the Kyrgyz Suusamyр Project

Ministry of Agriculture and Land Reclamation, 2012, Agriculture Development Strategy of the Kyrgyz Republic to 2020

National Council for Sustainable Development of the Kyrgyz Republic, National Sustainable Development Strategy for the Kyrgyz Republic for the Period 2013-2017

Project, several powerpoint presentations on the project

Project, Annual Work Plan 2008

Project, Annual Work Plan 2009

Project, Annual Work Plan 2010

Project, Annual Work Plan 2011

Project, Annual Work Plan 2012

Project, Annual Work Plan 2013

Project, Minutes of PSC meetings (2008, 2011 & 2012)

Project, December 7, 2011, Scientific Conference Proceeding on "Good practice in pasture management in Suusamyр Valley"

Project, December 3, 2012, Scientific Conference Proceeding on "Good practice in pasture management in Suusamyр Valley and automated electronic pasture management system"

Project, December 22, 2009, Minutes of Round Table on Grazing Plan and Pasture Rehabilitation Programme in the Suusamyр Valley

Project, Quarterly Operational Reports from Q2-2008 to Q4-2012 (16 Q reports)

Project, October 23, 2009, Minutes of Round Table on Pasture Management in the Suusamyр Valley – an effective management of pastures

Project, Several technical reports in Russian language (review content using Google Translate) under outcome 1 on: forage cropping, gender research, legal basis, marketing research, pasture management regime, seed multiplication, seed storage and marketing and wildlife.

Project, Several technical reports in Russian language (review content using Google Translate) under outcome 2 and regarding the set up and legislation of a Pasture Users Association

UCA, International Symposium: Pastoralism in Central Asia: Status, Challenges and Perspectives in Mountain Areas, Kyrgyzstan, 13-18 June 2011

UNDP, August 2011, Country Programme Document for Kyrgyzstan (2012-2016)

UNDP, Annual Project Review (APR) / Project Implementation Report (PIR) 2010, 2011 & 2012 (3)

UNDP, Atlas print out of Risks for the Kyrgyz Suusamyр Project

UNDP, CDR 2008 to 2011

UNDP, draft CDR 2012

UNDP, GEF, 2011, Project Brochure: Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan - Experience and Best Practice generated within period from 2008 to 2011

UNDP, GEF, 2012, Project Brochure: Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley, Kyrgyzstan - Experience and best practices gained by the project during the period from 2008-2012

UNDP, GEF, May 2008, CACILM CPP: Demonstrating Sustainable Mountain Pasture Management in the Seamier Valley, Kyrgyzstan - Inception Report

UNDP, GEF, March 22, 2005, Approval Letter for PDF-A of the Kyrgyz Suusamyр Project

UNDP, GEF, October 2010, Management Response to Mid-Term Evaluation of the Kyrgyz Suusamyр Project

UNDP, September 14, 2012, Letter to request a project extension

UNDP, 2008, Poverty Alleviation Through Sustainable Development of Local Communities

University of Central Asia, Mountain Societies Research Centre, September 2011, Pastoralism and Farming in Central Asia's Mountains: A Research Review.

USAID, October 2007, Pasture Reform: Suggestions for Improvements to Pasture Management in the Kyrgyz Republic

World Bank, November 2004, Kyrgyz Republic, Agricultural Policy Update - Sustaining Pro-poor Rural Growth: Emerging Challenges for Government and Donors

_____, Budget 2012-2013

_____, Building local governance capacity in livestock registration system for improving food security and marketing opportunity

_____, Feb. 29, 2012, Draft: Enhancing pastoral communities' resilience to climate change impacts through an informed pro-active management options

_____, International Symposium "Pastoralism in Central Asia: Status, Challenges and Perspectives", Kyrgyzstan, Bishkek, Ad-Keme Hotel, June 13-18, 2011 – Tentative Programme

_____, Kyrgyz Republic, Agricultural Investments and Services Project (AISP- P096993) - Mid Term Review Mission (May 16 – June 3, 2011) - AIDE MEMOIRE

_____, Various letters, agendas of meetings including invitations to present project findings in the region: Mongolia, Uzbekistan and Tajikistan.

Main Web Sites Consulted:

GEF: <http://www.gefweb.org>

UNDP Kyrgyzstan: <http://www.undp.kg/en> (incl. UNDAF, CPAP, CPD, other UN documents and Project sheet)

CarNet: <http://www.caresd.net>

WOCAT: <https://www.wocat.net>

Annex 4: Interview Guide

Note: This was a guide for the interviewer and a simplified version of the evaluation matrix. Not all questions were asked to each interviewee; it was a reminder for the interviewer about the type of information required to complete the evaluation exercise and a guide to prepare the semi-structured interviews.

I. RELEVANCE - *How does the Project relate to the main objectives of the GEF and to the environment and development priorities of Kyrgyzstan?*

- I.1. Is the project relevant to the GEF objectives?
- I.2. Is the project relevant to UNDP objectives?
- I.3. Is the project relevant to Kyrgyzstan's development objectives?
- I.4. Does the project address the needs of target beneficiaries?
- I.5. Is the project internally coherent in its design?
- I.6. How is the project relevant in light of other donors?

Future directions for similar projects

- I.7. What lessons have been learnt and what changes could have been made to the project in order to strengthen the alignment between the project and the Partners' priorities and areas of focus?
- I.8. How could the project better target and address priorities and development challenges of targeted beneficiaries?

II. EFFECTIVENESS – *To what extent the expected outcomes of the project were achieved?*

- II.1. How is the Project effective in achieving its expected outcomes?
 - A set of innovative pilot measures which have been designed and validated for demonstrating the feasibility and profitability of sustainable rangeland management
 - Capacity and awareness of rural communities and local governments for monitoring, planning and regulating the use of pastures in a sustainable way
 - An enabling environment which allows rangeland users to effectively and sustainably manage pastures
 - Learning, evaluation, and adaptive management
- II.2. How is risk and risk mitigation being managed?

Future directions for similar projects

- II.3. What lessons have been learnt for the project to achieve its outcomes?
- II.4. What changes could have been made (if any) to the design of the project in order to improve the achievement of project' expected results?
- II.5. How could the project be more effective in achieving its results?

III. EFFICIENCY - *How efficiently was the project implemented?*

- III.1. Was adaptive management used or needed to ensure efficient resource use?
- III.2. Did the project logical framework and work plans and any changes made to them use as management tools during implementation?
- III.3. Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- III.4. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
- III.5. Was project implementation as cost effective as originally proposed (planned vs. actual)
- III.6. Was the leveraging of funds (co-financing) happening as planned?
- III.7. Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
- III.8. How was RBM used during project implementation?

- III.9. Were there an institutionalized or informal feedback or dissemination mechanism to ensure that findings, lessons learned and recommendations pertaining to project design and implementation effectiveness were shared among project stakeholders, UNDP and GEF Staff and other relevant organizations for ongoing project adjustment and improvement?
- III.10. Did the project mainstream gender considerations into its implementation?
- III.11. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
- III.12. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
- III.13. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP/GEF and relevant government entities)
- III.14. Was an appropriate balance struck between utilization of international expertise as well as local capacity?
- III.15. Did the project take into account local capacity in design and implementation of the project?

Future directions for the project

- III.16. What lessons can be learnt from the project on efficiency?
- III.17. How could the project have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements etc...)?

IV. IMPACTS - *What are the potential and realized impacts of activities carried out in the context of the project?*

- IV.1. Will the project achieve its objective that is “to develop in the Susamy Valley a cost-effective and replicable pasture management mechanism which reduces the negative effects of livestock grazing on land and which improves rural livelihoods”?
- IV.2. How is the project impacting the local environment such as impacts or likely impacts on the local environment; on poverty; and, on other socio-economic issues?

Future directions for the project

- IV.3. How could the project build on its apparent successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives?

V. SUSTAINABILITY - *Are the initiatives and results of the project allowing for continued benefits?*

- V.1. Are sustainability issues adequately integrated in project design?
- V.2. Did the project adequately address financial and economic sustainability issues?
- V.3. Is there evidence that project partners will continue their activities beyond project support?
- V.4. Are laws, policies and frameworks being addressed through the project, in order to address sustainability of key initiatives and reforms?
- V.5. Is the capacity in place at the national and local levels adequate to ensure sustainability of the results achieved to date?
- V.6. Did the project contribute to key building blocks for social and political sustainability?
- V.7. Are project activities and results being replicated elsewhere and/or scaled up?
- V.8. What are the main challenges that may hinder sustainability of efforts?

Future directions for the project

- V.9. Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- V.10. What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Annex 5: Evaluation Mission Agenda

TE Mission Agenda
for Mr. Jean-Joseph Bellamy, International Consultant on Terminal Evaluation of the UNDP-Supported, GEF-Funded
"Demonstrating Sustainable Mountain Pasture Management in the Suusamy Valley" Project
20-27 February 2013

Date Дата	Time Время	Activity Деятельность	Venue Место	Comments Замечания
18 February, Monday	morning	Departing Canada		
19 February, Tuesday	night	Arrival in Bishkek on Feb. 20 at 3:35	Silk Road Lodge (Silk Road Hotel)- Abdymomunova Str. 229, Tel: 00996 312 33 48 89; Fax: (996-312) 324895; E-mail: reception@silkroad.com.kg, info@silkroad.com.kg	<i>Transportation from Airport</i>
20 February, Wednesday	9:30-10:10	Meeting and work with Project team	Project Office, 4a, Toktonaliev Str.	Baibek Usabaliev, Project Coordinator; Aida Umanova, CBFS
	10:30-10:45	Security briefing by UNDSS Security Adviser	UN House, 160, Chui ave.	Jan Nadolsky, UNDSS Security Adviser
	10:45-12:00	Meeting with UNDP DRR, CO Env.& DRM Unit team	UN House, 160, Chui ave.	Pradeep Sharma, UNDP DRR, Danar Ibragimov, Programme and Policy Analyst, Env.& DRM; Kumar Kylychev, Programme Associate, Energy & Env., Programme Oversight & Support Unit
	12:00-13:00	Lunch		
	13:30-15:00	Telecommunication with Project CTA via Skype	Project Office, 4a, Toktonaliev Str.	Batkhuayag Baldangombo, Chief Technical Adviser
	15:00-15:40	Meeting with Expert Liudmila Penkina	Project Office, 4a, Toktonaliev Str.	Pasture inventory, grazing management, sustainable stocking rate introduction
	15:50-16:30	Meeting with Expert Almaz Musabaev	Project Office, 4a, Toktonaliev Str.	Legal and institutional environment for pasture management - Association of Pasture Users
	16:40-17:20	Meeting with Expert Abdybek Asanaliev	Project Office, 4a, Toktonaliev Str.	Fodder production challenges - High quality fodder seed multiplication
21 February, Thursday	9:00-9:45	Meeting with the State Secretary of Ministry of Agriculture & Land Reclamation of KR, UNCCD Focal Point	96a, Kievskaja str.	Nurlan Duisheev, State Secretary, NPD, UNCCD FP
	10:00-10:45	Meeting with Deputy Director of the State Agency on Environment Protection and Forestry & GEF Focal Point	228, Toktogula Str.	Abdymital Chyngojoev, Deputy Director, GEF OFF
	11:00-11:45	Meeting with representative of the Chui oblast administration		Ruslan Beishenkulov, Section Head, Rural Development staff authorized representative of the Government of the Kyrgyz Republic on the Chui oblast

Date Дата	Time Время	Activity Деятельность	Venue Место	Comments Замечания
	12:00-13:00	Lunch		
	13:20-14:45	Meeting with deputy of Jogorku-Kenesh (Parliament) of the KR, members of the Committee on agrarian policy	Jogorku Kenesh, Chui ave.	Esengul Isakov, Deputy Chirman of the Committee on agrarian policy
	15:00-16:00	Meeting with Director of Pastures department under the Ministry of Agriculture and Land Reclamation of the KR	315, Chui ave.	Abdymalik Egemberdiev, Director
	16:30-17:30	Meeting with CAMP-Alatoo PF		Janyl Kojomuratova, Director
22 February, Friday	8:30-10:00	Departure and arrival in Kara-Balta		
	10:00-11:00	Meeting with Head of Jayil Raion Administration	Kara-Balta town	Taalaibek Subanbekov, Akim of Jaiyl Raion administration
	11:00-12:00	Lunch		
	12:00-14:00	Departure and arrival in Suusamyр	Suusamyр Ayil Okmotu, 18, Tynchtyk Str.	
	14:00-14:30	Meeting with Head of Suusamyр Ayil Okmotu	Suusamyр Ayil Okmotu, 18, Tynchtyk Str.	Aibek Myrzakmatov, Head of Suusamyр AO
	14:35-15:55	Meeting with Suusamyр Pasture Committee Chairman and members	Suusamyр Ayil Okmotu, 17, Tynchtyk Str.	Nurdasan Kulmatov, Chairman of Suusamyр Pasture Committee
	16:00-17:00	Meeting with local jamaats on multiplication of forage seeds	Suusamyр village	Nurdasan Kulmatov, Chairman of Suusamyр Pasture Committee and jamaats representatives
17:00-17:30	Meeting with veterinarians of Suusamyр AO	Suusamyр village	Myrzabek Tynybekov and artificial inseminators	
23 February, Saturday	9:00-9:30	Visiting local community radio	Suusamyр village	Aizada Kalkanbekova, Director of "Suusamyр FM" Community Radio and personnel of radio
	9:40-10:20	Visiting local milk processing enterprise	Tunuk village	Rashid Sultangaziev, Head of MPE
	10:30-11:00	Visiting local sewing workshop	Tunuk village	Urmat and jamaat members
	11:00-17:30	Visiting bridges and roads rehabilitated; PhES+MHPS; Koshara etc. with lunch	1 May village, Tunuk village	Nurdasan Kulmatov, Chairman of Suusamyр Pasture Committee
24 February, Sunday	8:30-12:00	Departing Suusamyр, arrival in Bishkek		
	13:00-17:30	Work on drafting a report	Hotel	
25 February, Monday	9:00-10:00	Meeting with Environment & DRM Programme team	PMU Office, 101/1, Manas Ave., room 603	Aleksandr Temirbekov, Dimension Chief, Vladimir Grebnev, Project Coordinator of UNDP "Environment for Sustainable Development" Programme;
	10:00-10:50	UNDP/UNEP "Poverty & Environment Initiative" Project	PMU Office, 101/1, Manas Ave., room 603	Gulnara Abdykalykova, Project Coordinator
	11:00-11:40	Meeting with UNDP Poverty Reduction and Democratic Governance Programmes	PMU Office, 101/1, Manas Ave., room 603	Mira Djangaracheva, PRP
	12:00-13:00	Lunch		
	13:15-13:45	Meeting with UNDP/CACILM "Multicountry Capacity Building" Project	1, Kerimbekova Street, DRMP Office	Firdavz Faizulloev, Regional Coordinator
	14:00-15:00	Meeting with Pasture Users Association Merger representatives	Project Office, 4a, Toktonaliev Str.	Adyl Djumaliev, Chairman of the Pasture Users Associations Merger "Suusamyр's Pastures"
	15:00-17:30	Work on drafting a report	Hotel	

Date Дата	Time Время	Activity Деятельность	Venue Место	Comments Замечания
26 February, Tuesday	9:00-12:00	Meeting with project staff	Project Office, 4a, Toktonaliev Str.	Baibek Usabaliev, Project Coordinator; Aida Umanova, CBFS
	12:00-13:00	Lunch		
	14:00-17:00	Presentation of draft report	PMU Office, 101/1, Manas Ave., room 603	
27 February, Wednesday	9:00-12:00	Work on updating of the report	Project Office, 4a, Toktonaliev Str.	
	12:00-13:00	Lunch		
	13:30-14:00	Meeting with UNDP DRR	UN House, 160, Chui ave.	Pradeep Sharma, UNDP DRR
	14:00-15:00	UNDP CO Env.& DRM Unit team	UN House, 160, Chui ave.	Daniar Ibragimov, Programme and Policy Analyst, Env.& DRM; Kumar Kylychev, Programme Associate, Energy & Env., Programme Oversight & Support Unit
	15:20-17:30	Work on updating of the report	Project Office, 4a, Toktonaliev Str.	
		Departure to Canada		<i>Transportation to Airport</i>

Annex 6: List of People Interviewed

Wednesday February 20, 2013

Meeting at Project Office

1. Mr. Baibek Usubaliev, Project Manager, Project
2. Mr. Kanat Sultanaliev, Country Presence Officer, IFAD
3. Ms. Aida Umanova, Capacity Building Field Specialist, Project

UNDSS

4. Mr. Jan Nadolski, Security Advisor for Kyrgyzstan

Meeting at UNDP

5. Ms. Lilia Ormonbekova, Programme Officer, Strategic Support Unit, UNDP

Meeting at PMU

6. Mr. Aleksandr Temirbekov, Dimension Chief, Environment and DRM Programme, UNDP
7. Mr. Vladimir Grebnev, Project Coordinator, Environment and DRM Programme, UNDP
8. Ms. Mira Djangaaracheva, Dimension Chief, Socio-Economic Programme, UNDP

Meeting at CACILM

9. Mr. Firdavs Faizulloev, Regional Project Manager, CACILM: Multicountry Capacity Building Project

Meeting at Project Office

10. Ms. Liudmila Penkina, Project Expert
11. Mr. Almaz Musabaev, Project Expert

Thursday February 21

Meeting at MOA

12. Mr. Nurlan Duisheev, State Secretary, Ministry of Agriculture; NPD, UNCCD FP

Meeting at Chui Oblast

13. Mr. Ruslan Beishenkulov, Section Head, Rural Development.

Meeting at State Agency on EP and Forestry

14. Mr. Abdymital Chyngozhoev, Deputy Director, State Agency on Environment Protection and Forestry

Meeting at Pasture Department

15. Mr. Adbymalik Egemberdiev, Director, Pasture Department

Meeting at CAMP-Alatoo

16. Ms. Janyl Kojomuratova, Director
17. Mr. Azamat Isakov, Program Coordinator

Friday February 22

Meeting at Parliament

18. Mr. Esengul Isakov, Deputy of Jogorku-Kenesh, Deputy Chairman of the Committee on Agrarian Policy, Parliament

Meeting at Suusamyр Ayil Okmotu

19. Mr. Aibek Myrzakmatov, Head of Suusamyр Ayil Okmotu

Meeting at Suusamyр Pasture Committee Office

20. Mr. Nurdasan Kulmatov, Chairman of the Suusamyр Pasture Committee and Jamaat representative
21. Mr. Zoodan Asanaliev, Accountant of the Suusamyр Pasture Committee
22. Mr. Urmat Alpsattarov, Chairman of the Association of Jamaats

Meeting at Suusamyр Community Radio

23. Mr. Aman Baimurzaev, DJ of “Suusamyр FM” community radio

Saturday February 23

Visit Sewing Workshop

24. Mr. Urmat Abdiev, Head of Altyn Oimok Jamaat
25. Ms. Farida Saidinova
26. Ms. Taalaygul Duisheeva
27. Ms. Elmira Niyazova
28. Ms. Jyldyz Dolbaeva

Visit Veterinarian Services

29. Mr. Myrzabek Tynybekov, Head of Vet Services ‘Nurustan’

Monday February 25

Meeting at Project Office

30. Mr. Kanat Acisherov, IT Expert
31. Mr. Abdybek Asanaliev, Fodder and See Expert
32. Mr. Batkhuyag Baldangombo, CTA (*by Skype*)
33. Mr. Adyl Djumaliev, Chairman, Suusamyр Pasture Users Association

Tuesday February 26

Debriefing Worskhop at UNDP

34. Mr. Pradeep Sharma, UNDP DRR
35. Mr. Daniar Ibragimov, UNDP Programme and Policy Analyst
36. Mr. Kumar Kylychev, UNDP Programme Associate, Energy and Environment
37. Mr. Esengul Isakov, Deputy of Jogorku-Kenesh, Deputy Chairman of the Committee on Agrarian Policy, Parliament of the Kyrgyz Republic
38. Mr. Adyl Djumaliev, Chairman, Suusamyр Pasture Users Association
39. Ms. Lilia Ormonbenova, Programme Officer, Strategic Support Unit, UNDP
40. Mr. Ashym Saparaliev, representative of the Pasture Department, MoAM
41. Mr. Ruslan Beishenkulov, Head of the Agrarian development sector, Chui oblast

Annex 7: Co-financing Table

CO-FINANCING

Co financing (Type/Source)	UNDP Financing (million US\$)		Government (million US\$)		Partner Agencies (million US\$)		Total (million US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grant	0.310	0.306					0.310	0.306
Loans / Concessions								
* In-kind Support			0.631	0.104	0.048	0.008	0.679	0.112
* Other								
TOTAL	0.310	0.306	0.631	0.104	0.048	0.008	0.989	0.418

(*) Source: Project Document, UNDP-PIR 2012 and mission notes.