

**POVERTY ENVIRONMENT INITIATIVE
(PEI)**

**TERMINAL EVALUATION OF THE POVERTY
ENVIRONMENT INITIATIVE – KENYA
2013**

Final Report

**Report written by:
MSc. Guido Fernández de Velasco**

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List of Acronyms

AWP	Annual Work Plan
CEAPs	County Environment Action Plans
CDPs	County Development Profiles
CIDP	County Integrated Development Planning
CO	Country Office
DDC	District Development Committee
DDO	District Development Officer
DDP	District Development Plan
DEAP	District Environmental Action Plan
DEX	Direct Execution
DfID	UK's Department for International Development
DPO	District Planning Officer
EE	External Evaluator
EARPO	Eastern Africa Regional Programme Office
EMCA	Environment Management and Coordination Act, 1999
ENR	Environment
ERG	Evaluation Reference Group
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation (2003-2007)
GDP	Gross Domestic Product
GoK	Government of Kenya
IA	Implementing Agent
ICDPs	Integrated County Development Plans
IUCN	International Union for Conservation of Nature
IIED	International Institute for Environment and Development
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MEMR	Ministry of Natural Resources and Mineral Resources
MENR	Ministry of Environment and Natural Resources
MEWNR	Ministry of Environment, Water and Natural Resources
MoF	Ministry of Finance
MoF&W	Ministry of Forestry and Wildlife
MoP&ND	Ministry of Planning and National Development
MSPND&V2030	Ministry of State for Planning, National Development and Vision 2030
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan 2008-2012
MTP II	Medium Term Plan 2013-2017
MTR	Mid Term Review
NEAP	National Environment Action Plan
NEMA	National Environment Management Authority
NEX	National Execution
NGO	Nongovernmental Organization
NIMES	National Integrated Monitoring and Evaluation System
NR	Natural Resources
NSC	National Steering Committee

OECD	Organization for Economic Co-operation and Development
P-E	Poverty – Environment
PEC	Poverty Eradication Commission
PEI	Poverty and Environment Initiative
PEP	Poverty and Environment Partnership
PER	Public Expenditure Report
PMU	Project Management Unit
PRODOC	Project Document
PRSP	Poverty Reduction Strategy Paper
PS	Permanent Secretary
PSC	Project Steering Committee
PTEC	Project Technical Committee
QWP	Quarterly Work Plan
RPD	Rural Planning Directorate
SEA	Strategic Environmental Assessment
SWAP	Sector Wide Approach
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Framework
UNEP	United Nations Environment Program
UNDP	United Nations Development Program
UNCT	United Nations Country Team
WDCD	World Day to Combat Desertification
WPD	World Poverty Day
WSSD	World Summit on Sustainable Development
WWF	Worldwide Fund for Nature

Executive summary

Brief description of project

1. The joint UNDP-UNEP Poverty Environment Initiative (PEI) aims to integrate environmentally sustainable natural resource use as a core objective in national development and poverty reduction planning and budgeting and to build partners capacity.
2. PEI Kenya has been implemented through a two-phased approach. Phase 1, from August 2005 to July 2006 but ended up extending its activities until the end of 2010, was originally designed to lay the groundwork for a longer-term phase 2. Phase 2 went on from January 10th 2011 to December 1st 2013. This second phase was thought to facilitate the development of a “truly country-owned agenda” for integration of poverty-environment (P-E) issues into the national development processes.
3. The overall goal of the project during the first phase was to enhance sound environmental management for sustainable economic growth, poverty reduction and the achievement of the Millennium Development Goals (MDGs). The goal was modified through time as the project continued operating to also include “achievement of the Vision 2030”. The project outputs during its first phase (2005-2010) were: improved understanding of P-E linkages within government ministries and institutions, and other stakeholders; economic assessment conducted of links between environment and natural resource management and Kenya’s economic growth potential; Government capacity and mechanisms to deliver pro-poor environment policy strengthened; tools developed for the integration of environment into development plans and budgetary processes and increased and more effective participation of stakeholders in environment and development policy making and planning processes.
4. The primary objectives during the project’s second phase (2011-2013) shifted after consideration of the progress made to date and following the Mid Term Review (MTR) recommendations while keeping in line with PEI PEF guidelines to: Support the GoK in the implementation of the Vision 2030 and its Medium term plan (MTP) 2008-2012 and to build the capacity of the government and other stakeholders in environmental mainstreaming for pro-poor policy development, planning and budgeting at both national and sub-national levels with four specific objectives being to: integrate P-E linkages in the monitoring system; support policy measures at national, sector and sub-national levels; budget for and finance P-E mainstreaming and strengthen institutions and capacities.
5. **The main results are the following:**
6. **Two reports by World Wildlife Fund (WWF) – Eastern Africa Regional Programme Office (EARPO)** on “an Assessment of Poverty and Environmental Linkages at a broader political economy level” and a “community consultative planning study to identify P-E challenges, causes and solutions in three districts (Bondo, Murang’a and Meru South) and a six-page PEI Briefing note titled “**Making the Connection: Economic Growth, Poverty and the Environment**”.

7. Produced and edited the Policy Brief on: **“Achieving the MDGs and Vision 2030 through Sustainable Development”**.
8. **Built the capacity of government planners/economists.** PEI has built the capacity of 12 senior officers directly involved in planning to increase their understanding of environmental management, climate change and development linkages. The project also fostered the coordination efforts between District Development Officers and Planning Officers (PPOs) thus linking environment and planning officers.
9. The **National Environment Policy**. PEI did assist in its preparation financially and technically in collaboration with the Danish Natural Resource Management programme in MEMR. The Policy offers direction on mainstreaming environment across sectors, promotes pro-poor development and supports economic growth.
10. Environment is also reflected in **Vision 2030** and **Kenyan Medium Term Plan (2013-2017)** as a result of sustained PEI inputs to that process.
11. **PEI helped improve Monitoring and Evaluation on P-E planning and monitoring systems through the Poverty and Environment Indicators.** The report came out after the Handbook of National Reporting was launched but the set of indicators could now be used and considered when NIMES deploys and simplifies the handbook at county level.
12. Edited the **“Community Capacity Development Toolkit: Towards Vision 2030. A Manual for Trainers in Participatory and Sustainable Development Planning”**. The toolkit was developed as a guide to participatory planning to be used to build the skills of government and other stakeholders in participatory planning methodologies.
13. PEI Kenya assisted in the **integration and mainstreaming of P-E into national planning**. Supported the elaboration of the **Environmental Action Planning Manual** together with the National Environment Management Authority (NEMA) and the **Guidelines for Mainstreaming Environment in the District Development Planning** process and led the preparation of three **District Environment Action Plans (DEAPs)** for Bondo, Murang'a and Meru South. The project worked with NEMA in the development of the **County Environment Action Planning (CEAPs) Manual** that is to assist in the development of the future County Integrated District Plans (CIDPs) and elaborated the **Guidelines for the Preparation of CIDPs** in July 2013.
14. PEI Kenya, as part of developing tools for the integration of environment into development plans supported the Ministry of Planning and National Development (MoP&ND) develop new generation County Development Profiles (CDPs). **47 CDPs were developed** by the project which are to inform the new CIDPs and have a specific section on environment and climate change where P-E linkages are highlighted.
15. **Influenced climate change adaptation at local government level** through its recurrent support, together with NEMA, of the World Day to Combat Desertification (WDCD) creating **awareness** on the dangers of desertification to poverty reduction and environmental sustainability as well as the effects of climate change. Produced **“Combating Desertification in Kenya: Emerging Lessons from Empowering Local Communities”** and helped with the **integration of environment and climate change into the educational curriculum**.

Context and purpose of the evaluation

16. The PEI begun in 2004 with a pilot programme aimed at “increasing capacity at the national and local levels as a contribution to poverty alleviation and sustainable development in Africa” offering financial and technical assistance to seven African countries. Amongst them, Kenya.
17. The context in 2004 when the project was originally designed was that Kenya’s population reached 31.5 million with 56% of its citizens living below the national poverty line out of which 61.8% lived in rural areas and relied heavily on its environment and natural resources for their livelihoods¹. Environmental degradation had huge economic consequence for the poor and negatively affects national economic growth potential. Politically speaking the Government of Kenya (GoK) has recognized that environmental management, poverty reduction and economic growth are closely linked and several policies such as the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) and the National Environment Action Plan (NEAP) recognize the integration of environmental concerns into national planning and management processes and have guidelines for environmentally sustainable development. The situation was then ideal for PEI initiative to integrate environmentally sustainable natural resource use as a core objective in national development and poverty reduction planning and budgeting and thus to build associated capacity.
18. The situation in 2010, the base year for phase 2, was quite similar to the first phase when the project was formulated in terms of poverty and unsustainable use of natural resources. There were still a lot of things to be done to strengthen national capacities and mainstream P-E in policies and budgets (Population of 38.6 million people with 42% living below the national poverty line).
19. The context in 2013 is different. Several policies and regulations have been enacted that are directly related to sustainable use of environment and natural resources but most importantly, the country has a new Constitution enacted in 2010 which clearly indicates Kenya’s respect for the environment and that the state shall ensure its sustainable exploitation and conservation but also introduces the concept that Kenya is divided into the **counties** that the Government at the national and county levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation”.
20. According to the Terms of Reference (ToR) the objective of the evaluation is to fulfill UNDP policy whereas medium and full sized projects should have final evaluations upon completion. The terminal evaluation exercise is to provide a comprehensive and systematic account of performance of the PEI project by assessing the project design, activities, the process of implementation, and the impact of the various components of the project vis-a-vis project objectives.
21. The purpose of the evaluation is to make an informed statement on the overall performance of the project and guidance on how to improve the implementation process and delivery in similar programs. Another of the evaluation objective was to contribute to the discussion on whether or not to have a second phase for the project in Kenya. The evaluation analyzed the four evaluation criteria (relevance, effectiveness, efficiency and sustainability) and also rated the conceptualization, stakeholder participation and replication approach during project design and implementation approach, Monitoring and Evaluation (M&E) and stakeholder participation during project implementation following the division of a six-point rating scale: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Unsatisfactory (U) and Highly Unsatisfactory (HU). To do so the External Evaluator (EE) followed the standard methodology reviewing the documents provided by the Project Management Unit, UNDP CO

¹ PEI Kenya Prodoc (KEN/05/403/A/01/99) Section I, page 2.

and PEI Africa and conducting semi structured interviews with a set of key stakeholders during the evaluation mission. The findings were triangulated and compared to ensure credibility.

Main conclusions and recommendations

Conclusions:

22. Section 3 of the report presents the evaluation main findings and conclusions in terms of the evaluation criteria. The following table summarizes the evaluation findings:

Table 1. Summary of evaluation findings rating:

Evaluation Criteria	Rating scale (Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Unsatisfactory (U), Highly Unsatisfactory (HU))
Relevance	Very High
Effectiveness	Low
Efficiency	Low
Project Formulation	
Conceptualization/Design	MS
Stakeholder participation	S
Replication approach	MS
Implementation	
Implementation approach	MS
Monitoring and evaluation	MS
Stakeholder participation	MS
Sustainability	MS
Next phase of PEI	S

23. The project has been found to be of high relevance but it has not been effective nor efficient in achieving the objectives, outcomes and outputs with the available resources. In terms of project formulation the project was rated generally as Marginally Satisfactory except for the stakeholder participation which was rated as satisfactory. Overall the project implementation was also found to be Marginally Satisfactory.

Recommendations:

24. Considering the current situation it is recommendable to think of a new strategy to continue supporting P-E mainstreaming in Kenya. It is difficult to see it the same way it has been especially since it can not be said to have been a very efficient or effective project although indeed it is very relevant due to the heavy weight that the use of natural resources has in the country and the extremely big percentage of the population living under the poverty line. A new and lighter support structure in terms of a joint technical assistance project to support and continue monitoring P-E mainstreaming and the project's key products which still require assistance and follow up. More specifically, the joint technical assistance could supervise:
- Effective implementation of the Environment Policy providing high level technical assistance to MENR when required and help monitor its progress;
 - Assist NIMES translate the P-E indicators report in new simplified handbook on National Indicators to be deployed at all counties.

- c. Continue supporting Counties, the Ministry of Devolution and Planning as well as NEMA with the CIDPs which should by now incorporate environmental and climate change issues. There is uncertainty though as to the capability of newly established Counties to implement the governance and budgetary changes that might be necessary to address P-E issues.
25. These activities would not require a heavy work load nor infrastructure or specific project personnel but rather specific technical assistance from the United Nations.
26. *At the design phase, while PEI intends to influence upstream policy, select downstream community output and activities useful for informing high level policy.*
27. *Integration of environment and sectoral development plans, budgets and policies remains a challenge. It would be too ambitious and unrealistic looking at the past experience to try and tackle them all at once. It is suggested to concentrate the efforts on building the economic case and increase the focus on budget processes in order to generate more investment in pro-poor environmental sustainability and thus manage to have higher budget allocations for environment ministries or natural resources sector ministries.*
28. If there is a chance to continue supporting the integration of environmentally sustainable natural resource into national and local plans, policies and budgets, it would be recommendable to have a *Sectoral concentration* in order to demonstrate faster impact and build a stronger case. For example, policies to foster economic local growth promoting sustainable productive livelihoods and how these could be replicated at the national level.
29. *Join forces* and transfer lessons learned and knowledge to continue mainstreaming P-E linkages at the county level with the Joint UN Strategy on Devolution.
30. *Ensure Government buy in and active participation to guarantee support throughout the life of the project.* If a new development intervention is designed government cofunding should be sought to guarantee their involvement.
31. Whether it is decided to support through a technical assistance or develop a new intervention focusing on budget allocations and mainstreaming it is clear that *P-E issues and mainstreaming potential needs to be properly communicated* to create demand and greater impact.
32. *Rescue and use* the information generated with the draft "Poverty-Environment Initiative: Economic Assessment of Kenya Environment and Natural Resources" and concentrate on one sector using the data provided.

1. Introduction

33. The joint UNDP-UNEP Kenya and UNDP/UNEP PEI Africa project was implemented by the Ministry of Planning and National Development (MoP&ND) in collaboration with the Ministry of Environment and Mineral Resources (MENR) and the National Environment Management Authority (NEMA).

1.1 Purpose of the evaluation

34. According to the Terms of Reference (ToR) the objective of the evaluation is to fulfill UNDP policy whereas medium and full sized projects should have final evaluations upon completion. The terminal evaluation exercise is to provide a comprehensive and systematic account of performance of the PEI project by assessing the project design, activities, the process of implementation, and the impact of the various components of the project vis-a-vis project objectives (please refer to Annex I).
35. The purpose of the evaluation is to make an informed statement on the overall performance of the project and guidance on how to improve the implementation process and delivery in similar programs.

1.2 Evaluation issues and questions

36. In Annex III the evaluation matrix is presented. This matrix is part of the ToR and it describes the evaluation criteria (relevance, effectiveness, efficiency and sustainability) and questions associated to the criteria that were posed to the key informants interviewed during the evaluation mission (October 2013). The same shall be applied to the different Program phases especially when considering the relevance, effectiveness and efficiency. When looking at the impact and sustainability, it was analyzed as a whole and not separated by phases. This matrix (Annex III) constitutes the analytical framework used by the External Evaluator (EE) to make judgment, conclusions and recommendations that will be expressed in this report.
37. It is worth mentioning that the evaluation matrix was completed and adapted to the information recollection processes, referring of course to the interviews and documentation revision.
38. Besides the evaluation questions posed to the key informants and used by the EE to evaluate the PEI Kenya Project, section 3 of the report presents the main findings and conclusions of the evaluation subdivided by project formulation, implementation and the possibilities of a new phase. All these three subsections were rated as requested per terms of reference (Annex I).

1.2 Methodology of the evaluation

39. The evaluation has used the documents provided by the Project Management Unit (PMU), UNDP CO and PEI Africa as well as other bibliography relevant to the analysis gathered by the EE (please refer to Annex VII). Regarding the bibliographic analysis, the following has been conducted:
40. (a) Review of the Program's documents (project documents, minutes of Steering Committee Meetings and Technical Committee Meetings; Annual Work Plans (AWP); Quarterly Work Plans (QWP); Quarterly and Annual Progress Reports) and institutional documents from main partners, including

global documents such as MDG reports, Vision 2030 document and MTP I (2008-2012) and MTP II (2013-2017) and the 2010 National Constitution.

41. (b) Review of recent literature related to Environment and Poverty mainstreaming produced by PEI and from other sources.
42. (c) Review of all the major documents co-produced by the project (Poverty & Environment Indicators Report; Combating Desertification in Kenya “Emerging lessons from empowering local communities” V2030 & NIMES Handbook of National Reporting Indicators, etc).. and
43. (d) Review and thorough analysis of the two mid term reviews (MTR) that the project went through. One direct MTR requested in 2008 by the MoP&ND and conducted by Mr. John T. Mukui and the other requested by the Norwegian Ministry of Foreign Affairs on UNDP-UNEP PEI conducted by Mr. Steve Bass and Mr. Ives Renard from the International Institute for Environment and Development (IIED) in 2009 where all seven pilot countries in Africa were evaluated. This terminal evaluation considers both MTRs as a very valuable source of information since they were approved by the Project Steering Committee (PSC).
44. During the field mission, the EE applied certain tools to gather information from the sources and stakeholders:
45. (a) Open interviews to key informants (please refer to Annex II) and
46. (b) Semi-structured interviews following the guiding questions referred to in Annex III and agreed upon with the Evaluation Reference Group (ERG).
47. Taking into consideration the distincts moments in the life of the project with breaking points clearly defined the EE looked at the project from 2005 to 2010 and considered it to be the “first phase” and from 2011 to 2013 as the second phase. This implies that the design, relevance, implementation and results shall be analyzed for both phases while effectiveness and efficiency can be analyzed for both periods together.

1.2.1 Selection of the main stakeholders to interview.

48. Due to the size and length of the project, a sample of stakeholders was identified from the totality of counterparts and agreed upon with the ERG during the first meeting with the EE. The selection criteria was the following:
 - i) Implementers.
 - ii) Central level, decentralized, local.
 - iii) Government and Non-Government Actors (NGOs).
 - iv) Successful processes/non-successful processes
 - v) Other Agencies, funds or programs with related projects and or knowhow of the project being evaluated and
 - vi) Other donors.
49. During the meeting held with the ERG this list was finalized. It was then agreed that the EE would concentrate at the national level without reaching the county level (or district level) and that the evaluation effort should focus on the Government since the project had basically no influence or interaction with the NGOs. Also it was agreed that there was no point of trying to meet with the project donors who funded the project during the design phase and Phase 1 since no representatives from

these organizations were present in the country during the time of the evaluation. As can be seen on Annex II the people interviewed were all from Government (covering all the projects counterparts, MoP&ND; MEMR; MoF; NEMA; PMU and UN system) but one.

50. PEI-Kenya was not originally conceived for developing outputs nor activities at the local community level specifically. It is mainly for this reason that the EE remained in Nairobi during the duration of the in-country mission. It is acknowledged though that the PEI-Kenya commissioned studies that involved fieldwork in several MDG districts such as Bondo, Murang'a and Meru South and assisted in the development of the District Environment Action Plans (DEAPs) and District Development Plans (DDPs) and each year commemorated the WDCD in different regions of the country. These sites were not visited since the ERG considered it irrelevant due to the upstream nature of the project and because most of the key stakeholders at those sites were no longer present due to the time span elapsed from the beginning to the end of the project.

1.2.2 Evaluation assessment. Limitations and risks identified during the evaluation's inception phase.

51. The Evaluation assessment is how to measure a program or project in a reliable way. This implies to maintain the coherence between the data, the information gathered and the judgments made during the evaluation so that one can trust such judgments². To determine the evaluation assessment it is first necessary to carry out an anticipated exam of the programmatic framework (objectives, outcomes, outputs, indicators, targets, etc) and of the monitoring system in place to be able to say that those elements can be subject to verification.
52. During the work conducted prior to the evaluation in country, with the available information the following hypothesis were considered:
 - i) The Project documents for the two phases ought to be considered as the guiding documents and do specify the general direction of the project and how to attain its goals by means of clear and concise logical frameworks with their respective M&E systems in place.
 - ii) This said, PEI in Kenya has different guiding documents. Two signed project documents (Phase 1 – 2005-2006 and Phase 2 – 2011-2013) and signed AWP (periods 2005-2006; 2007-2008; July-Sept 2008-Oct-Dec 2008; July 2009-June 2010; January 2011 to June 2012 and January to August 2013). Other documents were provided by UNDP CO but were not considered relevant since they were not officially signed documents.
 - iii) The PEI Kenya has been divided into two (or three phases depending on the source) but all maintain the same overall goal with a slight change in the second one including the Vision 2030 support. Phase 1 has one outcome compared to phase 2 which has six outcomes and six outputs.
 - iv) After the MTR the outputs underwent certain changes to reflect Government interest to move towards results based management and to downstream the project's outputs. This is reflected in the 2010 Annual Progress Report. The project, during 2009, operated without a signed yearly AWP. The second phase built on the MTR recommendations and 2010 AWP and will of the Government to see more impact at the ground level.

² OECD, *Glossary of Key Terms in Evaluation and Results Based Management*, 2010

- v) There is confusion at the level of indicators and targets and there is no base line specified in the Phase 1 Prodoc³. This is a clear indication that the M&E component of the project was weak. Results and impacts are measured against clear baselines and targets. Uncertainty at the design stage usually implies difficulty when measuring efficiency.
 - vi) A further constraint to this evaluation and valid to all the evaluations that the project underwent (MTR and the Evaluation of the UNDP-UNEP PEI partnership with Norway 2004-2008, Report to Norwegian Ministry of Foreign Affairs conducted by IIED in 2009) has been the "general difficulty of attributing policy/plan changes to just one activity – in this case PEI – especially one that acts as a catalyst for other actions, and operates in an institutional environment where there are many factors affecting failure and success".
53. Given the above statements, the potential to evaluate effectiveness quantitatively is limited. This is not the case for the rest of the criteria.

2. The project(s) and its development context

54. The PEI begun in 2004 with a pilot programme aimed at "increasing capacity at the national and local levels as a contribution to poverty alleviation and sustainable development in Africa" offering financial and technical assistance to seven African countries. Amongst them, Kenya.
55. The context in 2004 when the project was originally designed was that Kenya's population reached 31.5 million with 56% of its citizens living below the national poverty line out of which 61.8% lived in rural areas and relied heavily on its environment and natural resources for their livelihoods⁴. Environmental degradation had and has huge economic consequence for the poor and negatively affects national economic growth potential. Politically speaking the GoK has recognized that environmental management, poverty reduction and economic growth are closely linked and several policies such as the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) and the National Environment Action Plan (NEAP) recognize the integration of environmental concerns into national planning and management processes and have guidelines for environmentally sustainable development. The situation was then ideal for PEI initiative to integrate environmentally sustainable natural resource use as a core objective in national development and poverty reduction planning and budgeting and thus to build associated capacity.
56. The situation in 2010, the base year for phase 2, was quite similar to the first phase when the project was formulated in terms of poverty and unsustainable use of natural resources. There were still a lot of things to be done to strengthen national capacities and mainstream P-E in policies and budgets (Population of 38.6 million people with 42% living below the national poverty line). In terms of alignment, after the MTR in 2008, the project's second phase had aligned its activities with the strategic plan and objectives of the implementing ministry within the context of Kenya's current long term national development strategy, the Vision 2030 and the first MTP (2008-2012). The country's development blue print, Vision 2030, on its social pillar and the sub-section on environment, states as one of its goals the integration of environmental management in sectoral policies, programmes and budgets. The country

³ According to OECD Guideline, a Performance Indicator is "a variable that allows verification of changes in the development intervention or shows results relative to what was planned".

⁴ PEI Kenya Prodoc (KEN/05/403/A/01/99) Section I, page 2.

had enacted quite a lot of policy and the environment is indeed a priority as stated on its national constitution of 2010 in its preamble and on its MTP II for the period 2013-2017.

57. To understand the project's development context and considering the time elapsed since its original design, it is convenient to see chronologically the main developments in relation to strategic planning and environment. Since independence from Britain, Kenya has continued to develop and implement 5 year development plans, the last one covered 2003-2007. Since then, the Government has moved to design its current Vision 2030 strategy, the country's long-term development blueprint which aims to transform the country into a newly industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment.
58. Earlier, the Poverty Reduction Strategy Paper (PRSP) was launched by the GoK in 2001. It was developed as a short-term strategy for meeting the long-term vision outlined in the National Poverty Eradication Plan of 1999 and it proposed a 15 year time horizon to fight poverty based on the first Millennium Development Goal (MDG) of halving poverty by 2015. This paper was initiated by donors but the Government found it useful for addressing increasing poverty levels and achieving sustained economic growth. At this time (2000) about 57% of Kenyans were living below poverty line and the Gross Domestic Product (GDP) growth rate had also declined to -0.2%.
59. By 2003 there was basically little on the ground to show that the PRSP was being implemented and so the Government at the time came up with the new strategy, the ERSWEC. The strategy focused on four main pillars namely; Macro-economic stability; Equity and poverty reduction; Improved Governance and Improving infrastructure. The ERSWEC specified that "economic recovery needs to be sustainable if the objectives of poverty reduction and wealth creation are to be achieved".
60. The GoK did recognize, however, that environmental management, poverty reduction and economic growth were and are closely linked by recognizing the need to achieve the broad macro and sectorial objectives and targets without compromising the health of the environment and recommended, among other things, the implementation of the NEAP and the District Environment Action Plans (DEAPs) as indicated by the Environmental Management Coordination Act of 1999.
61. The 9th National Development Plan 2002-2008 states that "the full integration of environmental concerns in development planning at all levels of decision making remains a challenge to the country". It further acknowledged that "in view of the high incidence of poverty in the country, the need to integrate environmental concerns in development activities should be given high priority".
62. The context in 2013 is different. Several policies and regulations have been enacted that are directly related to sustainable use of environment and natural resources but most importantly, the country has a new Constitution enacted in 2010 which clearly indicates Kenya's respect for the environment and that the state shall ensure its sustainable exploitation and conservation but also introduces the concept that Kenya is divided into the **counties** that the Government at the national and county levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation".
63. In its MTP II for the period 2013-2017 recently launched, the GoK stresses that "the growth strategy embraces to green the economy, militate against the effects of climate change, and put the economy on a low carbon growth path" prioritizing drought emergencies, irrigation, food security and poverty reduction and social protection.

2.1 Project start and its duration

64. The project started its formulation process in 2003 and was signed on the 25th of August 2005. The initial phase was originally designed to last for one year and lay the groundwork for a long-term phase 2 (thought to be from august 2006-june 2008) to facilitate the development of truly country-owned agenda for integration of P-E issues into the national development process. The original first phase outputs suffered several delays which made it to run to 2007 and 2008. The PEI budget submission for 2007-2008 was inadvertently omitted from the Development Estimates for that year only showing the remaining funds from 2006-2007 AWP. The MTR highlights that the project could not undertake major activities during the period but the financial analysis says otherwise. In 2008 and at request from the Government's implementing partner the project was evaluated. In 2009 the project continued to operate following the first phase outputs and activities although implementation slowed down while waiting for a new project concept to be developed based on the recommendations of the MTR. In 2010 while the new project phase was being negotiated with the remaining funds the project was modified to adapt the outputs to the requirements of the Government aligning them to their priorities and Vision 2030 and more focused on results and impact. The second phase of the project initiated in January 2011 and went on until December 2013.

2.2 Problems that the project sought to address

65. In its first phase PEI Kenya, through a participatory consultative process, identified the following main constraints at the national level to attain the integration of environmental concerns in development planning. First of all, inappropriate institutional structures and arrangements. Other constraints were:
- a. Lack of adequate overarching framework for integrating environment into policy and planning processes;
 - b. Ineffective overarching environmental policy making process;
 - c. The narrow sectoral focus of development planning and programmes, and the weak framework of incentives encouraging the integration of poverty – environment relationships across sectoral planning;
 - d. Inadequate Government resources for undertaking environmental interventions;
 - e. Inadequate capacities at the national and local level for sector-wide and cross-sectoral working; and
 - f. The need for stronger partnerships with civil society and the private sector.
66. Phase 2 of the PEI Kenya initiative identified the following main challenges facing the environment sector in the country:
- a. Inadequate resource allocation to the sector;
 - b. Inadequate institutional technical capacity;
 - c. Low levels of environmental education and awareness and
 - d. Climate change.
67. When looking at the logical framework baseline for phase 2 it is clear that the constraints identified during the design process of phase 1 still remain.

2.3 Immediate and development objectives of the project

68. Phase 1 overall goal was:

69. “to enhance sound environmental management for sustainable economic growth, poverty reduction, and achievement of the Millenium Development Goals”.
70. PEI Kenya, on its second phase, did modify slightly the overall goal. From 2011 onwards its goal was to
71. “strengthen institutional processes within government from national to local levels and the wider stakeholder community to ensure environmental mainstreaming focused on the government bodies responsible for poverty reduction and growth policies, as well as strengthening the role of environmental agencies and non-governmental actors”.
72. There is a clear shift from phase 1 to 2. In the first one the focus is on enhancing environmental management for sustainable economic growth and the second one is more directed towards strenghtening institutional processes which will in turn ensure environmental mainstreaming. The project was trying to be more precise about what was its goal and how to attain it.
73. During phase 2 the primary objectives were:
- a. To support the GoK in the implementation of Vision 2030 and its Medium term plan 2008-2012 and
 - b. To build the capacity of the government and other stakeholders in environmental mainstreaming for pro-poor policy development, planning and budgeting at both national and sub-national levels.
74. The second phase also had the following specific objectives:
- a. Integrate poverty-environment linkages in the monitoring system;
 - b. Support policy measures at national, sector and sub-national levels;
 - c. Budget for and finance poverty-environment mainstreaming and
 - d. Strengthen institutions and capacities.

2.4 Main stakeholders

75. The project’s main partners have remained throughout the two phases. From the UN side UNDP and UNEP have been the leading agencies whereas for the Government have been the MoP&ND which in 2008 changed its name to Ministry of State for Planning, National Development and Vision 2030 (MSPND&V2030) and more specifically the Rural Planning Department; the MENR and the NEMA. Both the Ministry of Finance (MoF) and the Ministry of Forestry and Wildlife did participate at the Project Steering Committees (PSC) level and Project Technical Committee (PTEC) level. Also the project did try to involve other government actors key to sectoral policies although when reviewing the main outputs it is clear that MSPND&V2030, NEMA and MEWNR remained the main stakeholders throughout the life of the project. The project, specially during its first phase, did manage to actively participate in the donors coordination meetings although the same did not happen during the second phase. MoP&ND together with MENR and NEMA were the main actors participating at both the PSC and PTEC together with UNDP and UNEP.
76. PEI also worked with the Poverty Eradication Commission and UNDP’s MDG Unit from 2010 onwards (refer to Annex IV for further detail).

77. The civil society could not be considered to be a key stakeholder. Even though they were supposed to have played a role in the project in order for it to have realized its goal by establishing stronger partnerships with civil society and the private sector, the project's focus was clearly the government. Nevertheless, PEI Phase 1 brought in the private sector and civil society into the Advisory board which guided the Draft Environment Policy.

2.5 Outcomes/Results expected/Achieved

78. Phase 1 **outcome** was the "Integration of environment into national and district planning and policy processes to implement the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC)".
79. To reach this outcome the project proponents designed seven activities:
- Assess Poverty and Environment linkages;
 - Conduct economic analysis;
 - Build capacity in MENR to develop pro-poor environmental policy;
 - Tools for integration of environment into development plans and budget;
 - Increased participation of stakeholders;
 - Project management and
 - Poverty and Environment advisory support.
80. For this phase and according to the signed prodoc, there was funding for a total of USD 720.500 from UK's Department for International Development (DFID) via UNDP Country Office (CO) and UNEP. PEI Africa allocated an additional USD 100.000 from Luxembourg funds.
81. It is worth mentioning that the original prodoc expected to include, once approved, the Capacity 2015 activities in the existing and operating PEI framework. These activities were very much related to districts and community levels activities such as upscaling skills-building in participatory methodologies to other selected districts in the country. The prodoc specified that "the Capacity 2015 activities have been proposed and a programme outline drafted" and was reviewed by CAP 2015 Office in Dakar to decide on funds allocation.
82. These funds were not attained and therefore the AWP not amended to fully reflect the collaboration of both initiatives⁵. This also explains why PEI Kenya has carried out certain activities which were not necessarily directly related to the way PEI global operates. For example, the continued support to the WDCD came originally from Capacity 2015 project and continued through PEI. The same applies to the development of national participatory planning guidelines such as the Capacity 21 Kendelevu Toolkit in participatory planning.
83. The prodoc was reformulated in 2006 since outcome and activities could not be achieved in a 12 months period. In this regard, the Project Implementation Document stated the same outcome as for the 2005 prodoc but what were before activities turned now to be outputs. These were the following:
- Improved understanding of P-E Linkages at national, district and sub-district levels;
 - Economic assessment of links between ENR management and Kenya's economic growth;
 - Government capacity and mechanisms to deliver pro-poor env policy strengthened;

⁵ Page 5, para 4 of the Phase I prodoc and page 21, para 2 of the Mid-Term Review of the Poverty and Environment Initiative-Kenya; report by John T. Mukui, November 25th, 2008.

- d. Tools developed for the integration of environment into development plans and budget processes;
 - e. Increased and more effective participation of stakeholders into environment and development policy making and planning processes.
84. These changes from activities to outputs were not officially approved by the National Steering Committee⁶ but indeed reporting was done versus these outputs. Due to the number of unfinished activities because of internal and external factors necessary to design the long term project, PEI outputs were carried over to 2007-2008.
85. For the 2007-2008 period an Annual Work Plan was signed. The outcome was basically the same as for the 2005-2006 period "Integration of environment into national and district planning and policy processes to implement the ERSWEC and national policies and plans" and additional funds added to the project from UNDP; UNEP; DFID and remaining funds from Luxembourg adding to a total of USD 683.500.
86. In 2008 a Mid-Term Review was conducted. It recommended the following⁷:
- a. Complete the economic assessment;
 - b. Incorporate some of the Capacity 21 activities;
 - c. Mainstream the ENR managers in Government on importance of environment through capacity building and learning by doing;
 - d. Use already conducted studies to mobilize practical activities;
 - e. Mainstream environment in the context of Vision 2030, the MTP 2008-2012 and DDPs, using the existing information base and the findings of the ongoing study on poverty environment indicators;
 - f. Physically locate project in MoP&ND, integrate activities with those of MDGs and PSs as co-chairs of PSC;
 - g. Design communication strategy on environmental awareness and
 - h. Explore mechanisms as SWAPS.
87. In 2009 the project had no AWP and outputs and activities were carried over from 2007-2008 AWP and reacted upon demand from Government and UN Stakeholders⁸. The project designed in 2010 an AWP with less outputs and stronger link to MoP&ND priorities as had been recommended by the MTR of 2008.
88. In 2010 a new AWP was approved by the Steering Committee which modified the project outputs following some of the MTR recommendations. A no cost extension was granted from July to December 2010. The new outputs were the following:
- a. Strengthened MDGs Based Integrated DDPs;
 - b. Improved and effective budget allocation for ENR in plans and budgets of MTP/V2030;
 - c. Strengthened community awareness of P-E and MDGs linkages;
 - d. Project Management and Advisory Services.
89. During 2010 the project also worked on the formulation of its second phase to go from 2011 to 2013. The second prodoc had 6 outcomes and 6 outputs with its respective set of activities. The outputs were the following:

⁶ There is no mention to it in the PSC and PTEC minutes provided to the EE.

⁷ Source: Page 24, para 4 of the Mid-Term Review of the Poverty and Environment Initiative-Kenya; report by John T. Mukui, November 25th, 2008.

⁸ Annex IV comments from Annual reports

- a. Strengthen understanding of P-E linkages w/in Government ministries;
 - b. Strengthen national capacity in economic valuation of ENR & integrated assessment methods;
 - c. Strengthen capacity of key stakeholders to integrate P-E linkages in sector and DDs and budgets;
 - d. Strengthen community capacity for sustainable utilization of ENR;
 - e. Support provided for coordination and tracking of Environment components in DDPs within the context of the MTP and V2030
90. In a nutshell, over a period of eight years the project elapsed during two distinct phases and an “in between period” from 2007 to 2010. The goal of the project did vary although not so much the outputs. The following table shows the conceptual variation over time.

Table 2. Conceptual variations in the design phase of the project during its two phases:

Phase I 2005-2006		In between period 2010		Phase II 2011-2013
Goal		Goal		Goal
Enhance sound environmental management for sustainable economic growth, poverty reduction, and achievement of the Millenium Development Goals	⇒	Enhance sound environmental management for sustainable economic growth, poverty reduction, and achievement of the Millenium Development Goals	⇒	Strengthen institutional processes within government from national to local levels and the wider stakeholder community to ensure environmental mainstreaming focused on the government bodies responsible for poverty reduction and growth policies, as well as strengthening the role of environmental agencies and non-governmental actors.
Outcome		Outcome		Outcome/Output
Integration of environment into national and district planning and policy processes to implement the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC)		Integration of environment into national and district planning and policy processes to implement the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC)		Outcome 1: Reduced poverty and realized MDGs from integrated environmental planning, policy-making and budgeting in all sectors arising from evidence-based decision-making at all levels.
Outputs		Outputs		Output 1
a. Improved understanding of P-E Linkages at national, district and sub-district levels;	⇒	a. Strengthened MDGs Based Integrated DDPs;	⇒	Strengthen understanding of P-E linkages within Government Ministries, Institutions and other Stakeholders.
b. Economic assessment of links between ENR managment and Kenya's economic growth;	⇒	b. Improved and effective budget allocation for ENR in plans and budgets of MTP/V2030;	⇒	Outcome 2: Better awareness of the value of environmental assets and incorporation of these values in national and sub-national planning levels
c. Government capacity and mechanisms to deliver pro-poor environment policy strengthened;	—	c. Strengthened community awareness of P&E and MDGs linkages; — — — — —		Output 2: Strengthened national capacity in Economic Valuation of Environment and Natural Resources and Integrated (economic, social and environment) Assessment Methods.
d. Tools developed for the integration of Env into Dev. Plans and budget processes;		d. Project Management and Advisory Services.		Outcome 3: Environment is integrated into sector and district development plans, budgets and all sector plans
e. Increased and more effective participation of stakeholders into environment and development policy making and planning processes.	—	— — — — —	→	Output 3: Strengthened capacity of key stakeholders to integrate P-E linkages in sector and distrcit deveopment plans and budgets.
f. Support to project management				Outcome 4: Empowered Communities sustainably managing and utilizing ENR
g. Poverty environment advisory support				Output 4: Strengthened community capacity for sustainable utilization of ENR

Phase I 2005-2006		In between period 2010		Phase II 2011-2013
d. Tools developed for the integration of Env into Dev. Plans and budget processes;				Outcome 5: Environment components of the DDPs and CDPs are coordinated and tracking of the same is done on a regular basis.
				Output 5: Support provided for the Coordination and Tracking of Environment components in the DDPs and MDGs within the context of the MTP and Vision 2030
				Outcome 6: Project that is managed in an efficient, effective manner and outputs are delivered in accordance with the work plan
				Output 6: Project management is done in an efficient and effective manner and outputs are delivered in accordance with the work plan.

91. As can be seen from Table 2 the project's general goal did vary. It started in 2005 being quite broad where basically you could fit in all the partners working in development in the country and carry out all the outputs as necessary for the accomplishment of the goal. The goal in 2011 was modified to enclose it more to the actual work that was proposed. More than a goal it is a strategy, how the project proponents intend to work. In terms of the outputs, they remain the same with slight variations in terms of wording and only outcome 4 arises directly as one of the recommendations from the MTR of 2008 related to strengthening community capacity. One key result area highlighted in the second phase prodod related to mainstreaming climate change adaptation and mitigation into national planning does not appear as a direct outcome or output even though the project did work on it by assisting NEMA with the annual commemoration of WDCD and by sharing community ENR best practices. Also, some of the outcomes for phase II seem to be very ambitious. For example, outcome 1, proposes to reduce poverty and realize MDGs while working on one output related to strengthening understanding of P-E linkages.

92. **The main results are the following:**

93. **Two reports by WWF – EARPO** on “an Assessment of Poverty and Environmental Linkages at a broader political economy level” by drawing on the past and current policy, programme and institutional orientations and making recommendations on improving the understanding of these linkages and a “community consultative planning study to identify P-E challenges, causes and solutions in three districts (Bondo, Murang’a and Meru South) and a six-page PEI Briefing note titled “**Making the Connection: Economic Growth, Poverty and the Environment**”, which is a popular version of the two studies aimed at government officials at national and district levels and civil society institutions which were widely distributed.

94. Produced and edited the Policy Brief on: **“Achieving the MDGs and Vision 2030 through Sustainable Development”**.
95. **Built the capacity of government planners/economists.** PEI has built the capacity of 12 senior officers directly involved in planning to increase their understanding of environmental management, climate change and development linkages. The project also fostered the coordination efforts between DDOs and PPOs thus linking environment and planning officers.
96. The **National Environment Policy**. PEI did assist in its preparation financially and technically in collaboration with the Danish Natural Resource Management programme in MEMR. The Policy offers direction on mainstreaming environment across sectors, promotes pro-poor development and supports economic growth. The drafting process was said to be highly participatory including civil society and the private sector. The draft was finalized in 2008 but shelved until 2013 since MENR understood that having the EMCA 1999 was sufficient. The National Environment Policy was one of the major challenges identified during project formulation and is on the brink of being approved.
97. Environment is also reflected in **Vision 2030** and **Kenyan Medium Term Plan (2013-2017)** as a result of sustained PEI inputs to that process.
98. **PEI helped improve M&E on P-E planning and monitoring systems through the Poverty and Environment Indicators.** The report came out after the Handbook of National Reporting was launched but the set of indicators could now be used and considered when NIMES deploys and simplifies the handbook at county level.
99. Edited the **“Community Capacity Development Toolkit: Towards Vision 2030. A Manual for Trainers in Participatory and Sustainable Development Planning”**. The toolkit was developed as a guide to participatory planning to be used to build the skills of government and other stakeholders in participatory planning methodologies.
100. PEI Kenya assisted in the **integration and mainstreaming of P-E into national planning**. Supported the elaboration of the **Environmental Action Planning Manual** together with NEMA and **Guidelines for Mainstreaming Environment in the District Development Planning** process and lead the preparation of three **DEAPs** for Bondo, Murang’a and Meru South. The project worked with NEMA in the development of the **County Environment Action Planning Manual** that is to assist in the development of the future CIDPs and elaborated the **Guidelines for the Preparation of CIDPs**, July 2013.
101. PEI Kenya, as part of developing tools for the integration of environment into development plans supported the Ministry of Planning and National Development (MoP&ND) develop new generation County Development Profiles (CDPs). **47 CDPs were developed** by the project which are to inform the new CIDPs and have a specific section on environment and climate change where P-E linkages are highlighted.
102. **Influenced climate change adaptation at local government level** through its recurrent support of the WDCD creating **awareness** on the dangers of desertification to poverty reduction and environmental sustainability as well as the effects of climate change. Produced **“Combating Desertification in Kenya: Emerging Lessons from Empowering Local Communities”** and helped with the integration of environment and climate change into the educational curriculum.

103. The project's outcome to integrate environment into national and district planning and policy processes to implement the ERSWEC has been partially achieved by the above mentioned results. In this sense the project has been satisfactory in ensuring the planned outputs that have contributed to the outcome keeping in mind the overall goal. Going over the different phases, planned outputs and activities, PSC and PTEC minutes, it is clear that it could have attained more but given the situation and reality and how it had to adapt in order to fulfil the best way possible its set objectives. It can be argued that the results were partially satisfactory for phase 1 considering that one year was worked without an AWP and according to the PSC and PTEC minutes, some of the activities were undertaken upon request from Government and UNDP. Nonetheless, the same can not be said about phase 2 since most activities were modified but not effectively implemented and thus very little was accomplished at the outcome level (ie. Reducing poverty and realizing MDGs) linked to the project.

2.6 Evolution from Project to Programme

104. In 2003 WWF was working with Kenya's MoENRW in the formulation of the overall National Environmental Policy. At that time UNDP and UNEP started the PEI project design consultations involving Government officials, Agencies, donors, etc. The idea was to develop a national operational framework for running PEI in the country and thus consultations were initiated between key institutional stakeholders. From these initial consultations it was proposed that additional P-E support in Kenya be coordinated through PEI so as to realize a coherent and a better coordinated overall national **program** approach. It was agreed that the GoK PEI focal point was to be the Ministry of Planning and National Development at the time.
105. But what are the differences between a project and a programme? There are two distinct views: first one, projects deliver outputs, discrete parcels or "chunks" of change⁹; whereas programs create outcomes¹⁰. The other view is that a program is actually a large project or in some cases a set of projects. On this second view the point of having a program is to use economies of scale and thus reduce transaction costs.
106. Also, many programs deal with delivering a capability to change, specially when referring to capacity building type of initiatives. Only when that capability is transferred to the managers and utilized by the host organization will the benefits actually be delivered. Programs are also normally designed to deliver the organization's strategy.
107. It is clear then that the original intention was to formulate a program that was to be built upon the existing projects at that time. In that sense PEI Kenya was to embrace Capacity 2015 project; DFID's programme of support to the MENR through a six month's secondment, UNEPs and UNDPs respective initiatives that were dealing with environment mainstreaming at the policy level as well as capacity building of key counterparts. When looking at how PEI Kenya was formulated and the context of how it has performed it is also clear that it has performed as a project and not as a programme since there is no strong evidence that the initiative has created outcomes. PEI Kenya has had considerable amount of outputs which jointly contribute towards an outcome but it can not be said that the outcomes specified on phases 1 and especially 2 have been achieved nor some of the outputs.

⁹ All Change, Eddie Obeng, Financial Times Publishing 1994

¹⁰ The Gower Handbook of Programme Management.

2.7 Relevance of the Programme Strategy

108. Taking into consideration the situation analysis described above (section 2.2) for phase 1 of the project, the strategic direction set forth was clear and relevant. Even though the prodoc does not have a baseline nor change indicators we see that the proposed lines of work are in line with PEI global directions and that the project was developed to respond to the identified challenges (section 2.2) at the country level.
109. The project's implementation strategy was based on a two phased approach. The idea was to have a first phase of a year duration to lay the groundwork and carry out all the necessary studies for a longer term second phase. It was designed as a sort of preparatory phase prior to the implementation of the full program in line with the national agenda. The activities proposed were indeed aligned with PEI Global methodology of first finding an entry point and then making the case for mainstreaming P-E linkages into policy processes and finally meeting the implementation challenge as can be seen on table 3:

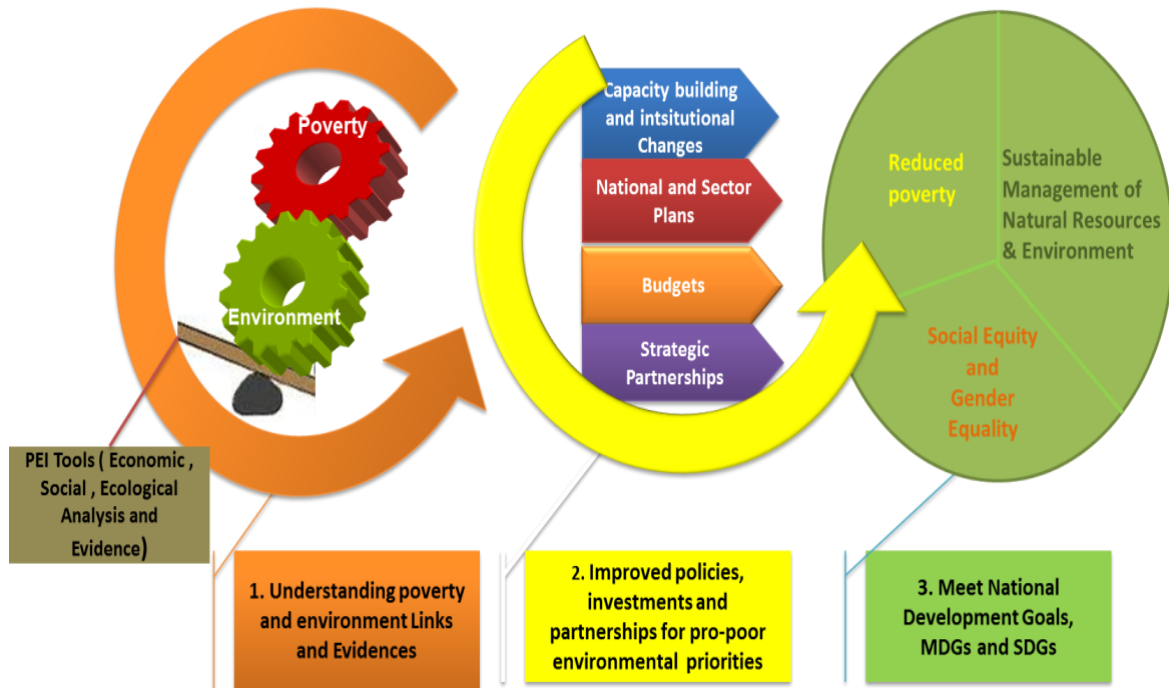
Table III. PEI Methodology

Finding entry points and making the case	Mainstreaming P & E Linkages into Policy Processes	Meeting the Implementation challenge
Understanding P&E linkages; Gov Institutional & political context	Using integrated ecosystem assessments to collect country specific evidence	Including P&E Issues in the National M&E System
Raising Awareness & building partnerships	Using economic analyses to collect evidence	Budgeting & Financing for P&E policy measures
Evaluating institutional capacity needs	Influencing policy processes	Supporting policy measures at national and sub-national levels
Mechanisms for sustained mainstreaming		Strengthening institutions and capacities for P&E mainstreaming

110. The two phase strategy also included other projects that were being designed at the time but did not consider the risk of not obtaining the necessary funding. This is the case of the Capacity 2015 activities which were to be included in the project. The project did though identify as risks the "discrepancies in time lines between national processes and project activities, and a change of government priorities. Challenges will also be presented by the scale and complexity of an ambitious work programme". All these risks did take place. The activities designed to reduce the risks did not suffice.
111. The strategy implied to support analysis of existing planning mechanisms and improve knowledge on environment issues to assist the delivery of the ERS and MDGs. To do so the theory behind it was to identify key sectors to the delivery of environmental benefits for wealth creation and poverty eradication and then focus on those plans to have greater impact. To enhance monitoring of P-E indicators in the NIMES for improved information for development planning, to improve the poverty focus of

environmental planning at district and national level and in the long run enhance awareness amongst planners.

PEI's Programmatic Approach



Source: Joint UNDP-UNEP Poverty – Environment Initiative 2013-2017.

112. As it can be seen from the above picture PEI Kenya did follow the Global approach by promoting PEI tools, understanding the P-E links and use them to improve policies, investments and budgets in order to meet national development goals.
113. The project's second phase follows the above mentioned logic and was designed as a continuation of the previous one. The project was to focus on mainstreaming P-E linkages into policy processes and the resulting policy measures (Kenya's Vision 2030 and its MTP I) and the DDPs concentrating still on linking poverty, environment and planning; integration of environmental management in sector policies, programmes and budgets and the development of tools for integration of environment and climate change adaptation and mitigation.
114. After a preparatory phase which lasted five years and a second phase of another three years it would have been logical to expect more emphasis to be placed on meeting the national development goals thus on "meeting the implementation challenge" but that was not the case. A lot of time and effort was spent putting forward the tools necessary for understanding P-E links but little accomplishment was reached in terms of policies and investments and partnerships for pro-poor environmental priorities which would help meet the National Development Goals. PEI Kenya was successful in building the technical capacities at the Ministry's level to mainstream environment into planning documents but that did not translate into increased investments and budgets nor into clear policy statements.

3. Findings and Conclusions

115. In this section and as per the Terms of Reference (please refer to Annex I) the EE has analyzed the four evaluation criteria of relevance, effectiveness, efficiency and sustainability and has also rated the conceptualization, stakeholder participation and replication approach during project design and implementation approach, M&E and stakeholder participation during project implementation following the division of six-point rating scale: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Unsatisfactory (U), Highly Unsatisfactory (HU).

3.1 Project Relevance

116. The extent to which the objectives of a development intervention are consistent with beneficiaries requirements, country needs, global priorities and partners' and donors' policies¹¹.

117. The project did carry out the necessary institutional gap analysis through the design phase and commissioned specific studies on linkages at a broader political economic level as well as on the ground in three districts (Bondo, Murang'a and Meru South).
118. PEI Kenya rightfully identified the constraints to integrate environmental concerns in development activities due to the high incidence of poverty in the country, one of these being, the lack of an adequate overarching framework for integrating environment into policy and planning processes and ineffective overarching environmental policy making framework. The project addressed these gaps by means of supporting the elaboration of the Environment Policy and inserting P-E linkages at the planning level by means of DEAPs, DDPs and lately the CDPs for future CIDPs.
119. PEI has concentrated on mainstreaming P-E at the planning and policy levels, identified as real constraints to environmental policy and practice, but has had little impact on P-E information sharing nor has managed to add value by making compelling cases either at macroeconomic level or in relation to particular sectors. The project produced policy briefs that did include global good practices. PEI regional forums were organized where there was information sharing. Information on impact of desertification on poverty-environment regularly shared through UN Days such as WDCD, WED and World Poverty Day (WPD) activities and participation. There is some evidence that such good practices reached the local or national debates.
120. PEI has been inserted in the Ministry of Planning and worked together with NEMA and MENR throughout the two phases. The project collaborated in the elaboration of the Environment Policy. The GoK through its new constitution is betting on decentralization governance structure which will imply transferring the knowledge acquired to mainstream P-E at county planning level. PEI has not though influenced the GoK budget process or outcome.
121. In terms of its contribution to real policy dialogue at local, national and international level, PEI produced three policy briefs based on initial studies commissioned and worked with MENR to design the National Environmental Policy and it inserted P-E linkages in all forums and meetings as well as when it participated in Vision 2030 elaboration and MTP II. PEI provided technical support and made presentations to consultants that worked on mainstreaming climate change in MTPII.

¹¹ Glossary of Key Terms in Evaluation and Results Based Management, OECD, 2010.

122. At national level the stakeholders interviewed did not acknowledge the importance and added value of PEI network. The forums organized in Nairobi were barely attended by Government counterparts.
123. During the semi-structured interviews the EE questioned how relevant are PEIs current target audiences. PEI Kenya has been working throughout with MoP&ND; MENR; NEMA and MoF&W. During this time a lot of capacity building and tools were developed. Further capacity building is required to ensure P-E mainstreaming at the county and planning levels. Nevertheless, the intervention could change focus and target the MoF and budget revision and allocations in relation to ENR. Greater prominence should also be given to a few selected productive sectors such as agriculture; livestock; water and forestry.
124. In terms of relevance of capacity building for mainstreaming P-E, the interviewees understood that it is very relevant since without the technical capacity to effective planning of P-E can take place. The risks are very high due to high technical turn over at Ministry and Agencies level and the difficulty of covering most if not all the counties due to resource limitations.

PEI Kenya relevance is very high

Proof of it is that the P-E nexus it is still considered to be of extreme importance. It is particularly relevant to Kenya due to its 46.6% of its populations living below the poverty line and poverty exacerbating environmental degradation in a number of ways.

Kenya has adopted its new Constitution of 2010 and the MTP II where environment and poverty play an important role. P-E were indeed important when phase 1 was designed but more so now in light of these two key strategic plans where the Government positions in terms of ENR and leadership can be observed.

3.2 Project Effectiveness

125. The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

126. As stated on section 1.2.3 Evaluation assessment, the effectiveness of a project intervention is measured against a clear results framework with clear baseline, indicators and targets which shall determine if the objectives were achieved. PEI Kenya phase 1 (even if UN Agencies did not request it at the design stage or there was no demand for it) prodod does not provide the EE with the necessary tools to measure effectiveness quantitatively. Phase 2 prodod does have a baseline at the output level and indicators at the activity level. The baseline does not describe the situation prior to the development intervention and thus progress cannot be assessed or compared against it. The effectiveness has been assessed responding to the specified questions and in a qualitatively manner. By doing so the EE has managed to assess the project's effectiveness in terms of log frame delivery; reporting; governance; communication and awareness; advocacy and government policy and planning. The full set of questions is presented in Annex III. The following have been included in this section to facilitate the interpretation of the assessment.

127. **Has the project delivered on all log frame targets (project outputs) in a timely manner?**

128. In terms of effectiveness throughout the lifespan of the project (2005-2013) and as it can be determined through the quarterly and annual reports and going over the final products of the project, first, not all outputs have been delivered in a timely manner and sometimes at all. Some activities, specially during phase 2, have been changed along the way (adaptive management) and some were unplanned for. Moreover phase 1 did not have logframe targets thus making it more difficult to assess progress and phase 2 had very ambitious outcomes with just one output with unclear baseline and poorly designed targets.
- 129. How effective has reporting (including financial reporting) been?**
130. Quarterly and annual reports have been presented and discussed with stakeholders on the PSC Meetings. During the technical meetings and SC meetings the reports were revised and action road maps established. There is evidence (from follow up actions reported to PSC and PTECs) that those actions were followed. As can be observed on Annex IV this does not mean that the actions were undertaken. In terms of financial reporting, it has not been a very useful management tool. For example, the expenditure detail reported on 9 activities for the 2009 and 2010 period when the AWP showed four activities. This implies that whereas the AWP were modified these changes were not translated to the financial reports nor the ATLAS system.
- 131. How effective is PEI governed and how can overall governance/guidance and coordination be improved?**
132. PEI was governed through the PSC. The Committee governed and chaired by PS from both MoP and MENR. This is most suitable in this sort of upstream type of project where the objective is to influence policy development. Nevertheless, due to heavy work load at some point of key decision makers during 2008-2010 period the PSC was not as decisive as it could have been. Government participation and leadership ought to be ensured from the design phase in order for such a Committee to be truly the guiding engine required for this type of projects. For the PSC to work more effectively a Co-chair system could be promoted where when the PS cannot attend there is a substitute with sufficient authority delegated to make strategic decisions. The Project could also organize ad-hoc meetings strategically depending on the subjects and not wait for a full PSC.
- 133. To what extent has the project influenced public disclosure on poverty-environment linkages (for example through positive portrayal in mass media)?**
134. PEI has influenced mainly at the Ministry level, at the Central Planning Units within the Ministries, mainly MoP, MENR and NEMA. PEI fostered twice a year meetings and forums where P-E linkages were discussed, also disseminated Vision 2030 and worked to mainstream poverty and environment through downstream work with Ministry planning officers. PEI developed dissemination packages for MTP, V2030 and District Plans. Other than this the project has not effectively used mass media to disclose poverty and environment linkages.
- 135. How effectively have the published outputs of PEI addressed the knowledge gaps that have been identified?**
136. The project has produced several briefing notes arising from the commissioned studies which were distributed to decision makers, government and civil society. It did also published guidelines, a toolkit and DDPs incorporating environment and climate change concerns to them. It also published lessons learnt from the WDCD support provided. It did fail to publish the link between sustainable use of natural

resources and economic growth or the public expenditure review of the environment sector. These two studies could have helped address knowledge gaps and communicate more effectively.

137. In what ways has the capacity of partner organizations been built for improved advocacy/policy dialogue?

138. PEI built the capacity of 12 senior officers who are or were directly involved in planning processes in their understanding of the linkages between environment management, climate change and natural resources. There is evidence that this training was replicated and knowledge transferred through training workshops for all sectoral heads of planning units. These however, did not form part of a capacity building strategy. Thus it cannot be considered to be highly effective.

139. What influence, if any, has the project had on government policy and planning?

140. Vision 2030, MTP II, the 2010 National Constitution, new documents being developed will show improvement and Governments will to mainstream environment at all levels. At planning level is where the project has had its greater influence facilitating the incorporation of environment at DDPs and now in the new CIDPs. The set of P-E indicators can also be a good impact if adapted to county level within the framework of NIMES.

141. PEI has not been able to influence GoK budget although there has been progress in terms of planning and policy. The project did commission studies on environment budget performance but the results were not satisfactory. It commissioned studies on *Economic Assessment of the Role of the Environment and Natural Resources in Economic Growth and Poverty Reduction in Kenya* but the study has not yet been completed. Moreover, UNCD DCD/P has requested the Lead Consultant to further revise the report and a second draft has been presented which is expected to be approved by July 2014 after a meeting between UNDP, UNEP, the Government and the Lead Consultant.

PEI Kenya was not managed or operated effectively.

The project did not have a proper results logframe to assess project effectiveness nor did it achieve all of its outcomes or outputs (Low).

PEI Kenya has dutifully reported and has demonstrated to adapt its management to the surrounding circumstances but then a lot of the changed activities were not attained due to lack of funding or interest. PEI Kenya did have an effective governance structure but it did lack continuity which in turn affected implementation and was not effective in terms of communication and awareness although it did manage to influence policy and planning through Vision 2030; MTP II and the country's new constitution. The project was not effective in influencing budgeting processes.

3.3 Project Efficiency

142. A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

143. How do final expenditures compare with the planned expenditure?

144. As it can be observed on Annex IV and section 3.5.4 the project did spend all of its financial resources, adding to a total of USD 2.932.451 during the eight years of project execution.

145. Is there appropriate balance between funds used for different components of the project?

146. Overall, almost 38% of the project budget has been spent on managerial and advisory services. From 2005 to 2010 the main project activities were related to Output 9 “strengthening MDG planning” 2009 and 2010 with 21% of the overall financial resources followed by activities related to the achievement of outputs 3 “Government capacity and mechanisms to deliver pro-poor environment policy strengthened” with 18% and 1 “improved understanding of poverty and environment linkages within government ministries and institutions, and other stakeholders” with 11%. 5% of the projects overall budget for the period was spent on output 2 “Economic assessment of links between env and natural resources”, 3% on output 4 and 2% on output 5 related to the effective participation of stakeholders in environment and development policy making. For the second phase (2011-2013) and as shown on table VI the level of expenditure is higher (excluding output 6 related to project management) for outputs 1, 3 and 4 respectively with 25.8%, 13.2% and 12.7%.

147. This translates into more emphasis placed during phase 1 on building capacity at MENR, NEMA and MoP&ND and strengthened MDG planning with a high project management and advisory services expenditure. During phase 2 the project deployed more resources to strengthening understanding of P-E and building the capacity to integrate P-E linkages into plans and budgets and strengthening community capacity for ENR with also a high expenditure on project management.

148. Were available funds adequate or realistic for the work that was planned?

149. Initially the funds were available but could not be spent as planned and therefore the project phase 1 was extended until end of 2010 and a lot of effort was placed on delivery. During phase 2 the funds did not suffice to cover all planned activities but also the project did not have the capacity to execute them.

150. According to the reports and interviews conducted during the evaluation, UNDP gave all the relevant financial support to the project throughout both phases. Also the financial arrangements were clearly set forth in the prodoc and there is an improvement by means of provision of further details in the second prodoc of 2011. More definitions are provided in terms of the roles of the different actors in relation to project management and accountability. The management arrangements were clearly described in both documents as well as the periodicity of the reports to be produced by the Implementing Agent (IA9). The project was executed following Direct Execution Modality (DEX) although National Execution (NEX) Modality might be more suitable to ensure further Government participation. The management arrangements follow the logic of UN joint programming where the general direction of the project is provided by a PSC supported by the PTEC more focused on technical issues. All this structure is supported by a PMU. This Unit has had a continuous move of personnel which has not favoured implementation. The key project roles were clearly established in the prodocs together with their terms of reference.

151. UNEP has actively participated on the PSC and provided constant technical assistance and guidance. Both UNEP and UNDP are responsible for the overall guidance of the PEI Global through its steering committee. PEI Africa has a regional PEI Steering Committee designed to improve the synergy and coherence of the country programs and that is where PEI Kenya issues were supervised. This Steering committee was responsible to analyze how to strengthen UNDP poverty programme and PEI Africa linkages.

The overall level of project efficiency has been low in relation to achieving its goals, outcomes and outputs

The efficiency in reaching three expected outputs has been good over time (capacity building, strengthened planning through improved understanding of P-E linkages and strengthened community capacity for ENR) but has been very weak in terms of the other set of outputs to be achieved throughout the two phases.

PEI Kenya has had high operational costs. High management and advisory costs are generally related to policy upstream which requires high profile of technical and advisory services and continuous support to Government counterparts.

3.4 Project formulation

3.4.1 Conceptualization/Design (R).

152. PEI Kenya underwent two phases and as such both project document design phases ought to be analyzed. Phase 1 conceptualization or design was conducted after an extended and highly participatory process that went on approximately for two years (2003-2005) that counted with the participation of a wide range of stakeholders as can be seen on the minutes of the meetings and the preparatory documents produced.
153. As stated on section 2.7 the project followed PEI Global intervention strategy which when looking at the identified and agreed upon national constraints it is seen to be appropriate. The first phase prodoc also recognized the risk of “discrepancy in time lines between national processes and project activities, and a change in government priorities. Challenges will also be presented by the scale and complexity of an ambitious work programme”. All these three risks did occur but the mitigation measures or control mechanisms did not work as effectively.
154. When looking at the prodoc for both phases, the selected strategy proposes lines of work to tackle the constraints. As proven later by the level of execution, we can see that the strategy chosen and its outputs and activities were over ambitious and could not be achieved in the desired time frame affecting therefore the overall project implementation and the project’s attainment of the outcomes. Thus the project outputs and activities responded to the identified needs but were not viable in time or should have been designed to last considerably longer.
155. As noted on section 3.2.2, the first phase prodoc did not have indicators, baseline nor targets specified at the output or outcome levels. At that time, UNDP CO, GoK and PEI Africa were not providing specific guidance nor there was a demand to design results-based planning and reporting documents. The second phase prodoc did include indicators. These indicators did guide implementation since they were directly related to the implementation of activities required or planned for but did not measure change. It is worth noticing that the baseline for the second phase, indicating the absence of tools or capacity, pretty much indicates that the situation had showned very little progress since the first phase. The baseline ought to present what is there at the time of designing the project in relation to what is being measured not just what is not there. In other words, the baseline is the status of the indicator at the beginning of a project, a reference point to assess progress.

156. In 2010 Kenya enacted its new Constitution which besides giving a clear importance to the environment and sustainable use of the country's natural resources also establishes the new governability model of the country by means of the devolution strategy and the entry into force of the counties instead of the districts. This is of extreme importance since it implied that all that had been done during the first phase in terms of tools, capacity building, sharing and assisting in the development of DEAPs and DDPs now had to be transferred at the County level. The prodoc for phase II, even though it was signed in January 2011, does not make reference to the new Constitution or the Counties role and the outputs and activities still refer to supporting the Districts. Nevertheless, as can be seen on the annual reports for the following years, PEI did work at the county level.
157. For the reasons stated above the conceptualization/design phase of the project (both phase 1 and 2) is overall rated as **Marginally Satisfactory** since the prodocs, especially the first one, clearly relates to the identified challenges but the activities are over dimensioned and the risks not properly planned for and the logical framework lacks indicators, baseline, targets making it difficult to monitor. The second phase is a continuation of the first one but lacking the participatory analysis of the problem to be tackled although there is an improvement in terms of the logical framework and its usefulness.

3.4.2 Country-ownership/Drivenness.

158. The design process of the project went on for two years. It started after IUCN Regional Directors of Conservation Meeting in February 2002 where an informal working group was convened by the Ministry of Finance and Planning to develop a project on integrating environment into national economic planning processes for poverty reduction. In 2003 UNDP PEI supported a roundtable meeting to bring all actors on board and decided to develop a joint project. It was in 2004 through MoP&ND leadership that UNEP came on board and agreed to implement its project on integration of environment into national development policies in partnership with UNDP. At that time DFID was also planning an intervention related to environment by developing a programme of support to the MENR through a 6 months secondment and UNDP was developing the Capacity 2015 project which was finally integrated into the PEI project phase I although it never received the necessary funding. On June 30th 2004 UNDP and UNEP reassurance to GoK of their commitment towards harmonization of their respective programmes in line with Government priorities and the United Nations Development Action Framework (UNDAF). NEMA, on 4th of August 2004 welcomes the idea of formulating a common results framework.
159. Throughout phases 1 and 2 special focus was placed on; the MTEF and PER process; given their importance to GoK in the delivery of the ERSWEC during the first years and on the MTP and Vision 2030 during the second phase.
160. The design process was led by the Government and it brought all actors on board in order to avoid duplication and tried to be as effective as possible. All project initiatives that were related to environment and poverty were put together and were aligned with Government strategies such as MTEF and PER processes due to their importance in the delivery of the ERSWEC and Vision 2030 and MTP during the second phase.

3.4.3 Stakeholder participation (R)

161. According to the evaluation methodology stated, the stakeholder participation has been analyzed per each phase separately. During phase 1, the consultation process was documented as quite active and

overarching and key stakeholder's participation during the initial years of the project was good as reflected in the minutes of the PSC and PTECs.

162. The consultative process consisted of; initial round tables; technical presentations and round tables with donors; one to one consultations to review existing documents; stakeholder consultations and regional workshops and national programme formulation workshops.
163. The project document clearly shows how the project was designed and proof of it can be found on the MTR. The EE did not have the chance to meet any stakeholder who was involved in that process since none were available or in the same job or even in the country (as was the case of DFID personnel). From the revised documents it can then be concluded that the stakeholders participation in the design process was **highly satisfactory** since it was participatory, counted with Government buy in and involvement, it clearly sought synergies with other projects (Agenda 2015, UNEP and UNDP project proposals and DFID secondment to MENR), and followed the PEI Global methodology.
164. The formulation process for the second phase (2011-2013) (according to the minutes of the PSC and PTEC throughout 2010 mostly and the interviews held with key stakeholders) was led by the PMU and more concretely by the Project Coordinator who was responsible for bringing up drafts for discussions to the PSC after revision from the PTEC. It was a design process evolving from a five year phase 1 with a medium term evaluation clearly defining the Government's interest to have more downstream type of activities and alignment with the MoP results based management focus and links to their strategic priorities. It was an internally designed process (amongst the PTEC and PNC) but without a clear problem conceptualization. The challenges stated in this second phase prodop do not originate from a participatory multidisciplinary discussion process. The focus is around recent government strategic documents such as Vision 2030 and the Medium Term Plan 2008-2012. For this phase the selected strategy of intervention is aligned with PEI global methodology as it is a continuation of the first phase. Its logical framework baseline clearly states that the situation at the country level, despite the new strategic documents generated, is pretty much the same as in 2005 thus justifying to continue with the same outputs as during the initial phase. For the above stated arguments it can be said that the stakeholder's participation in the design process of the second phase was **Satisfactory**.

3.4.4 Replication approach (R).

165. Out of the analysis of the project's design phase and implementation several issues can be recommended to consider when replicating such an initiative or formulating a new project proposal:
 - a. When looking at the design it is clear that **a highly participatory process** is key to guarantee stakeholder's **buy in** and continuous support.
 - b. "Upstream" projects, or in this case, integration of poverty reduction and environmental objectives in country is a **long term institutional change process**. Such projects ought to be designed accordingly and ensure funding throughout the life of the project.
 - c. Invest time with all stakeholders to **design effective M&E frameworks**. This implies agreeing on impact indicators at the outcome (not only the project's responsibility) and output level with its relevant baseline and targets as well as means of verification. This would help make the logical frameworks truly managerial tools rather than just a matrix required for project financing and monitoring.
 - d. Flexible implementation arrangements are recommended for this sort of project where a **Co-chair system** could be established from the beginning to ensure Government participation

at the level of the PSC and organize Ad-hoc meetings which could be key to take faster action and take appropriate decisions¹².

- e. Place stronger emphasis on the measures required to **minimize risk**. Evaluate if certain risks could be too high and if so think of alternative strategies to project implementation. As it has been discussed before the main risks identified during the first prodoc did actually take place which implied serious implementation problems for the project and is clear that the measures designed to minimize the risks did not work as expected.
- f. When designing policy mainstreaming projects requiring high level technical studies **analyze** in advance the **country's technical capacity**. It is recomendable to analyze prior to the finalization of the design phase the technical capacities of the country's consultants to undertake the key desired studies.
- g. Think of a **long term capacity building strategy** involving all actors to ensure that the proposed activities are not disaggregated and therefore have higher impact.
- h. As stated through the interviews by different stakeholders, PEI is playing a catalytic role in integrating poverty reduction and environmental objectives in country. Therefore it is key that the project should document its catalytic role and achievements more systematically and communicate them more effectively. Design a **communication strategy** from the beginning of the project. The communication strategy ought to be internal and external to assist communicate with partners but also to clearly send messages out to the public about the importance of the issues dealt with by the project. The strategy ought to analyze and look at all the planned activities and plan according to their communication potential and ensure sufficient budget.
- i. Analyze the possibility of including in the Project Management Unit an **M&E Expert** as well as a **Communication Specialist**. Considering current reduction in funding for development cooperation, project partners could consider outsourcing the project's communication activities whenever needed and in line with the communication strategy.

166. With all this in mind and taking into consideration the current reduction in funding for development cooperation and the long term duration of such interventions the replication potential is considered to be **Marginally satisfactory**.

3.5 Implementation

3.5.1 Implementation Approach (R).

167. From August 2005 to December 2013 the project has had two official prodoc with their respective logical frameworks and yearly signed annual work plans (except for 2009 and 2010 where funds were carried over from previous years). The first annual logical framework, as indicated above, did not have outputs, only activities related to one outcome and it did not have indicators of any type nor baseline or targets. This logical framework was then modified through the next year's annual work plans to change the activities to outputs. The logical framework was not used during the 2005-2010 period as a management tool or as a tool to monitor progress in project implementation. This was verified during the interviews with qualified stakeholders.

¹² Several interviewees mentioned that Government official's availability was one of the causes for delays in convening PSC.

168. The signed quarterly and annual work plans gives us an indication of the activities that were planned for the different periods and their budget estimates but still had not indicators, baseline or targets assigned to them. As can be seen on Annex III there were activities planned at the beginning of the year which were not conducted for one reason or another. In Annex III all the planned activities are presented comparing them to what was actually reported on the quarter and annual reports per year. By going over the planned activities it is clear that the project was not very effective in terms of achieving its planned results in the established time frame and with the available resources.
169. The second phase prodoc introduces six outcomes and six outputs directly related to each other. To achieve an outcome it is normally required a number of different outputs and a lot of times they do require the intervention of other actors to accomplish the changes expected at the outcome level. The second prodoc does introduce indicators, baseline and targets. The logical framework was not used either as a management tool during the second phase.
170. In order to evaluate if the project's management has been adaptive it is important to note whether there were changes in the political, environmental, poverty reduction objectives of the project during implementation. Some typical options available are:
- A. Original objectives were not sufficiently articulated;
 - B. Exogenous conditions changed, due to which a change in objectives was needed;
 - C. Project was restructured because original objectives were overambitious and
 - D. Project was restructured because of a lack of progress.
171. Options A and C have been highlighted in this case although option D could also be considered. The quarterly and annual work plans reflect changes at the activity level due to lack of progress and activities were moved to the next years cycle since they were not completed on time for different reasons.
172. Other elements that indicate adaptive management are comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation. PEI Kenya did adapt its annual work plans almost every year. This indeed reinforces the idea that the project had to adapt to the changing needs of the Government. This is particularly the case in 2010 when the outputs are drastically changed after the 2008 MTR. The second phase logical framework and consequent annual work plans also show a change in priorities and conditions although the activities designed to reach the outputs do not vary that much from the original ones.
173. It can then be argued that the project has been marginally satisfactory in terms of implementation. This is because it has not used the available tools accordingly and has not been able to implement in time and form but has managed to adapt to changing circumstances constantly.

3.5.2 Monitoring and evaluation (R).

174. According to Phase 1 prodoc, Monitoring and Evaluation implied "tracking of the achievement of benchmarks/indicators for each activity will monitor the performance of the Annual Work Plan.

Monitoring of specific AWP activities will be the responsibility of the implementing partner”¹³. Also, it is stated that “the aim will be to provide timely information about the progress, or lack of thereof, in the production of the outputs and achievement of the AWP objectives”. The mechanisms that were indeed used included quarterly progress reports, annual progress reports and field visits.

175. Monitoring ought to be done against a set of indicators designed to track change versus the planned outputs and activities and how those outputs help achieve an outcome. In the case of the PEI Kenya Phase 1 prodoc, the logical framework did not propose indicators or baseline or targets. The EE had to, together with the Project Manager, reconstruct the baseline in order to evaluate if the outputs were attained in the period of time according to the AWP. Annex VI shows the reconstructed indicator, baseline and targets proposed for Phase I of the project and the indicators, baseline and targets inserted in the phase 2 prodoc.
176. The signed prodoc or annual work plans during phase 1 were not used as tools to monitor project implementation. Reports (quarterly and annual) were presented in due time although these were produced entirely by the PMU and shared with the PTEC and PSC. It should be clarified that UNDP CO, GoK or PEI Africa were not providing specific guidance nor demanded application of a result-based planning and reporting approach at that time.
177. The indicators established in the second phase logical framework are actually activities per se. The baseline merely states that currently there is nothing being done at the national level that the project is proposing to do during the next three years. The baseline ought to provide information that is to be used as a starting point by which to compare other information¹⁴. Also the indicators ought to give the reader the information necessary to observe if change has been accomplished by the project. The specified indicators fail to do so.
178. The PMU did report in due time although they failed to use the logical framework or AWP as a monitoring and evaluation tool. The PMU was also requested to produce monitoring reports to both UNEP and UNDP as well as the implementing partner. The AWP were constantly modified trying to design activities and products which would help to attain the desired outputs but did fail to monitor progress or use the monitoring as an efficient way to justify changes. Taking into consideration the above we can say that monitoring was **Marginally Satisfactory** to the project purposes and needs.

3.5.3 Stakeholder participation (R).

179. The project conceptualisation and designed was convened by the then Ministry of Finance and Planning which took the lead on integrating the environment into national economic planning processes for poverty reduction¹⁵. Due to its links with planning and budgeting and with environment it was also very clear on the necessity to collaborate with MEMR and NEMA.
180. The Ministry of Finance and Treasury were to participate actively and it was also the desire of the NSC to also include other sector Ministries such as Agriculture, Livestock Development and Fisheries, Water and Irrigation as well as Local Government. The Ministry of Finance and the Ministry of Forestry and Water did participate at the PSC and PTEC level. From the Ministry of Finance the focal point was the

¹³ Source: Phase I Prodoc, page 10 para 5.

¹⁴ Source: Merriam-Webster Dictionary.

¹⁵ Page 3, Prodoc phase I, 2005

External Coordination Unit rather than the Macro Finance Unit which could have made the direct link with budgeting.

181. In terms of management, PEI Kenya, as indicated in the MTR of 2008 was “left to operate on its own, and ot report progress and seek assistance from MoP&ND as and when necessary. The MoP&ND felt that the PEI wanted to ride on other projects/programs instead of initiating its own activities. PEI has not achieved what it can potentially achieve, partly because there is low political will for poverty-environment issues”. Also, “the failure to produce a credible economic assessment of the ENR made it difficult to rally stakeholders around a worthy cause”¹⁶. This was due to unforeseen and uncontrollable circumstances, such as the death of the original lead consultant, which lead to hiring a new consulting group which according to UNDP “failed to understand and interpret the ToR” of the consultancy.
182. Government partner institutions were understaffed and there has been high turnover in terms of technical personnel assisting PEI which implied loosing momentum and having to start all over with new stakeholders thus delaying the whole process.
183. Both the MTR and the Norweigean evaluation determined that “partners to the project (phase 1) did not give sufficient attention to the project activities, and delivery of the programme is sometimes affected by the unavailability ok key staff members” and “by and large, MoP&ND had been a passive partner in implementing PEI”. Going over the Minutes of both the PSC and PTEC a few absences occured over time. For example, from may 2012 to february 2013 the project did not have a PSC. The United Nations Country Team (UNCT) also noted that both PSC and PTEC have not worked, that the committees rarely met and did not “foster the high-level debate and decision-making required”. During the interviews several stakeholders also pointed out that the Ministry’s participation was key to the successful implementation of activities.
184. MoP&ND, MEMR and NEMA participation in the PSC and PTEC did not help to disseminate information generated by the project in a structured way. Materials were produced and distributed in forums and several meetings but this action did not follow a structured strategy.
185. PEI has favored partnerships amongst MoP&ND, MENR and NEMA specially by sharing experiences through their technical personnel. PEI Kenya together with the MEMR was responsible for the elaboration of the National Environment Policy (under Parliament revision by the time of the field mission). Nevertheless PEI cannot be considered to be a partnership building type of initiative. Due to its own nature of building evidence through studies the project did not really engage in either phases on building partnerships with other actors besides the ones indicated above.
186. Stakeholder participation during implementation can be considered to be **Marginally Satisfactory**. Several key informants interviewed were of the general impression that if the project managed to greater stakeholders involvement thenr the project could have had greater impact and would not have lost several opportunities to influence policy making.

3.5.4 Financial Planning

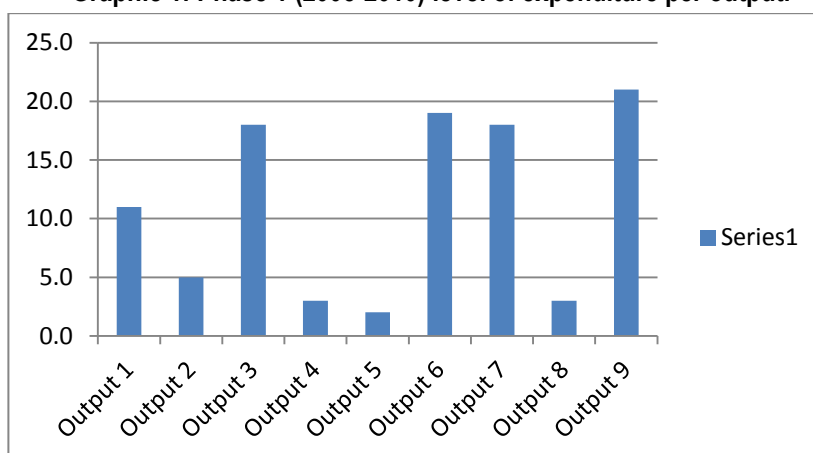
187. Financial planning involves the analysis of the annual work plans vs what was actually spent on a yearly basis. To do so, the EE looked at the ATLAS reports produced by UNDP and compared them to the

¹⁶Pag VII, Section 6.1, Mid-Term Review of the Poverty and Environment Initiative-Kenya. Report by John T. Mukui, UNDP, MoP&ND&V2030, 2008.

approved AWP per year. It is worth mentioning that no AWP were provided per year and that there are considerable information gaps (2009 and 2010). Please refer to Annex V to view the detailed analysis.

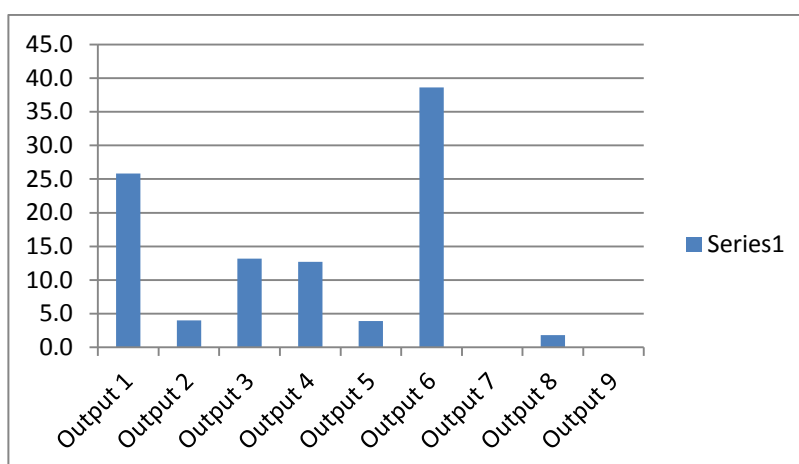
188. As shown in table V for the first phase of the project, the main project activities for the financial years 2005-2010 (excluding outputs 6 and 7 related to project management to be analyzed further down this section) were related to Output 9 “strengthening MDG planning” in 2009 and 2010 with 21% of the overall financial resources followed by activities related to the achievement of outputs 3 “Government capacity and mechanisms to deliver pro-poor environment policy strengthened” with 18% and 1 “improved understanding of poverty and environment linkages within government ministries and insitutions, and other stakeholders” with 11%. 5% of the projects overall budget for the period was spent on output 2 (Economic assessment of links between env and natural resources), 3% on ouput 4 and 2% on output 5 related to the effective participation of stakeholders in environment and development policy making. It is clear that this is by far the least developed output throughout the period. The project spent 2% of the allocated resources to support WDCD events each year. The next graph shows the delivery percentage per output for the evaluated period.

Graphic 1: Phase 1 (2005-2010) level of expenditure per output.



189. For the second phase (2011-2013) and as shown on table VI the level of expenditure is higher (excluding output 6 related to project management) for outputs 1, 3 and 4 respectively with 25.8%, 13.2% and 12.7%. This implies that the project focused on strengthening understanding of poverty and environment linkages by supporting the mainstreaming P-E linkages in the context of decentralized planning structures, development of CDPs, DDO/DPO workshops, national poverty forums and awareness raising campaigns amongst scholars. As for strengthening capacities to integrate P-E linkages in development plans and budgets (output 3) the project worked with the PEC to integrate M&E activities for poverty eradication, carried out a public expenditure review of the environment sector, strengthening the capacity of the NEAP and DEAPs committees to integrate P-E into development planning and work at the community level to strenghten their capacities to promote the sustainable utilization of ENR. To do so the project worked on the revision and update of the Capacity 2015 Kendelevu Toolkit, organized diverse community exchange vists to best practices and lessons learnt on WDCD. The graphic below illustrates this situation:

Graphic 2. Phase 2 (2011-2013) level of expenditure per output.



190. In terms of management related expenses, for phase 1, this implied (considering both output 6 and 7), 19 and 18% respectively or 37% cumulative of the total budget. During the second phase, output 6 implied an expenditure of 38.6% of the total budget.
191. In terms of planning and as can be observed on Annex V, what was reported did not match exactly to what was planned for. The information provided in terms of signed AWP was not available for all the years (2009-2010) since the project operated without AWP using the unspent funds from previous years (communication from UNDP). As it can be seen below, the project costs per outputs planned vs expenditure are as follows:

Table IV. Yearly Expenditure percentage according to signed AWP and financial reports.

2005-2006		2007-2008		2009-2010		2011		2012		2013	
Output	%	Output	%	Output	%	Output	%	Output	%	Output	%
1	89.6	1	527.3	1		1	70.7	1	86.9		
2	16.5	2	104.0	2		2	0.0	2	0.0	2	0.1
3	15.2	3	34.7	3		3	71.1	3	35.5		
4	23.6	4	23.0	4		4	35.0	4	151.8	4	6.0
5	3.5	5	29.3	5		5	14.6	5	38.8		
6	86.2	6	212.4	6		6	161.8	6	60.0	6	124.6
7	148.7	7	220.2	7		7					
				8				8			
				9							
Total	45.0	Total	114.0	Total	147.3	Total	64.2	Total	49.0	Total	116.9

Source: Prodocs, AWP and ATLAS expenditure reports.

Note: The percentage delivery rate per output has not been calculated for the period 2009-2010 since the July 2009 to June 2010 quarterly work plan indicated 4 outputs and the expense report shows 9 outputs therefore the two cannot be compared.

192. In yellow are those outputs clearly surpassing the assigned funds through the AWP. The most remarkable is the level of expenditure reached on the 2007-2008 period for output 1. The signed AWP did foresee a very small amount for the period but ended up working quite intensively. During the second

phase and more specifically in 2012 more resources were necessary to carry out the expected activities under output 4 and generally more was spent on project management than anticipated. The quarterly and annual progress report also indicated that certain activities were undertaken “upon request from UNDP or MSPND&V2030 (Annex IV) and therefore not planned for in the AWP.” This was particularly the case during 2009 and 2010, in between the MTR and the new prodoc for phase 2.

193. In terms of the cost effectiveness of achievements and looking at what was planned versus what was achieved through time three things can be concluded. First, the project, specially during the first phase and the first year, had a low expenditure rate. The project did undergo certain financial difficulties (PEI budget submission for 2007-2008 was inadvertently omitted from the Development Estimates for that year which affected project implementation) but it is clear that the planned activities could not be attained in the specified time frame. This meant prolonging the project up until 2010 for the first phase when it was initially planned for one year. Second, as it is the case of output 2 and the economic assessment of the links between environmental and natural resource management and Kenya's growth potential, the project spent 9% of its total budget on one product. Thirdly, some of the planned activities per year to attain the outputs were not undertaken. The quarterly and annual progress reports when compared with the AWP clearly show that a lot of the planned activities were not undertaken.
194. Mainstreaming environment and poverty in planning and budget allocations plus influencing policy making is a long term effort. PEI has learnt that through practice and that can be observed in the new prodocs and AWP's where more concrete outputs are developed. PEI's catalytic role and a lot of the work conducted can not be planned or budgeted for. Part of PEI's achievements are not visible nor tangible since implies presence of PMU personnel, technical advisor's time in meetings, forums and conferences with key ministry counterparts.
195. The following two tables show the financial resources that were deployed per output:

Table V. Phase 1 Expenditure per planned output (2005-2010).

Output		2005	2006	2007	2008	2009	2010	Total Phase I	%
Output 1	Assessment P-E Linkages	5,000	59,992	45	105,418	18,433	36,526	225,414	11
Output 2	Conduct economic assessment	0	8,253	55,636	43,172	-2,384	0	104,676	5
Output 3	Building capacity at MNER	0	38,009	63,462	2,109	141,043	128,848	373,472	18
Output 4	Support development of tools	7,242	21,752	34,148	612	0	0	63,754	3
Output 5	Increased participation	0	1,750	9,525	0	27,256	-478	38,054	2
Output 6	Project Management	40,511	67,241	106,723	53,678	89,914	28,173	386,240	19
Output 7	Poverty Advisory support	0	74,344	180,763	110,076	0	0	365,183	18
Output 8	WD CD	0	0	0	13,741	9,269	39,637	62,647	3
Output 9	Strengthened MDG Planning	0	0	0	0	265,308	173,198	438,507	21
Total		52,753	271,341	450,302	328,806	548,840	405,905	2,057,948	100

Source: Own elaboration with expenditure details from Atlas reports (2005-2010)

Table VI. Phase 2 Expenditure per planned output (2011-2013)

Output		2011	2012	2013	Total Phase II	%
Output 1	Strengthened Understanding of P-E	63,648	95,552	66,038	225,237	25.8
Output 2	Strengthened Capacity in economic valuation and assessment methods	0	0	34,608	34,608	4.0
Output 3	Capacity to integrate P-E linkages in plans and budget	95,956	19,520	0	115,476	13.2
Output 4	Strengthened community capacity for ENR	31,516	78,951	570	111,036	12.7
Output 5	Coordination and tracking of Env in CDP, DDPs and MDG	10,930	23,262	0	34,192	3.9
Output 6	Project Management	177,931	85,832	73,309	337,071	38.6
Output 8	WD CD	14,845	465	0	15,310	1.8
Total		394,814	303,582	174,525	872,921	100.0

Source: Own elaboration with expenditure details from Atlas reports (2011-2013). Last entry October 2013.

196. The project did obtain co funding during the first phase from DFID and Luxembourg via PEI Africa. The other sources of funds came directly from UNDP and from UNDP-UNEP PEI. A lot of energy went on coordination of donor meetings but this did not translate in further funding for PEI Kenya.

3.5.5 Sustainability(R)

Sustainability means “the **continuation of benefits from a development intervention** after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time”¹⁷.

197. Going over the baseline situation and comparing it to today’s situation it is clear that the environment is more than a priority for the GoK, it is now embedded in its national Constitution. The MTP II clearly bets for inserting the environment into the economic growth strategy and several laws and regulations have been enacted since. The time has come for implementation and enforcement of all these instruments. We shall look into more detail at those outputs which are estimated to continue after the project has ended.
198. PEI Kenya has played a role in this new scenario described. PEI has helped to prepare the National Environment Policy which offers direction on mainstreaming environment across sectors, promotes pro-poor development and supports economic growth. The National Environment Policy was one of the major challenges identified during project formulation and is on the brick of being approved. It is therefore certain that it will sustain over time. Environment is also reflected in Vision 2030 as a result of sustained PEI inputs to that process.
199. The project did work on Poverty and environment indicators. The report came out after the Handbook of National Reporting was launched but the set of indicators could now be used and considered when NIMES deploys and simplifies the handbook at county level.
200. PEI Kenya, as part of developing tools for the integration of environment into development plans, supported the MoP&ND to develop the new generation County Development Profiles. These have a specific section on environment and climate change which will serve as baseline for the newly created counties under the devolved governance structures. PEI has worked intensively on building technical capacity at both MoP&ND, NEMA and MNER to mainstream environment into planning processes. There is no certainty how this momentum will be kept by the GoK and if they will be able to keep capacitating specially at the county level.
201. The project worked with NEMA in the development of the County Environment Action Planning Manual that is to assist in the development of the future County Integrated Development Plans.
202. As stated above, the PMU has mostly worked on its own and has had a high turnover of technical counterparts. The PMU through its Project Coordinator has participated in a wide range of meetings, such as the Heads of Units Meetings, but this does not mean that there has been a transfer of management tools or procedures which could be of use to the implementing partners. The PEI team has managed its work well enough although they have had to adapt to changing personnel and political will. The DEX modality has not proven to be very effective nor ensure government participation and therefore it is not expected to be sustainable once the project ends.

¹⁷ OECD Glossary of Key Terms in Evaluation and Results Based Management,

203. These are the outputs that are expected to continue once the project is over. With this in mind the sustainability of the project is considered to be **Marginally Satisfactory**.

3.5.6 Next phase of PEI (R)

204. **To what extent is the situation analysis for the PEI project adequate for the long-term PEI program?**
205. The constitution apportions responsibility of planning to both national and county levels of government. The County Government Act, 2012, requires that all county governments prepare and implement integrated CDPs. The integrated county development plans (ICDPs) are, according to the act, five year plans that are implemented through annual budgetary allocation by the county governments. In addition, all planning is expected to be inspired by the Kenya Vision 2030 and be aligned to the second Medium Term Plan of Kenya Vision 2030.
206. Under the County Government Act of 2012, Cities and Urban Areas Act of 2011, the planning function has been devolved. Other opportunities include devolution of finance and budgeting and sharing of functions between the national and county governments; provision of clear principles and values of governance, equity and sustainable development by the Constitution and provision of a direct linkage between planning and access to resources and clear indication of the type of plans to be prepared by the County Government Act 2012¹⁸.
207. Kenya is moving to a decentralized structure looking into transferring responsibilities and powers from the National Government to County Governments. This is important because it is expected to improve efficiency, improve political and financial accountability and effectiveness. The National Constitution recognizes that to avoid the challenges of uncoordinated planning and development, there will be need to harmonize spatial, economic, sectoral and public finance to secure effective development. In this context, integrated development planning is the process through which devolved governments will establish development plans for the short, medium and long term that reflects devolved and national development agenda/priorities. These plans will thus integrate spatial, economic, sectoral and public finance planning while linking county and national governments. PEI Kenya has supported DEAPs, DDPs, created guidelines, County Profiles and recently the CEAPs which should fit the CIDP. Still there are doubts in terms of what this can achieve since there is uncertainty as to the budget available to Counties and therefore how realistic it will be to try and carry out the fundamental governance and fiscal changes required to address P-E issues stated in those plans.
208. Vision 2030 recognizes environmental challenges such as climate change and its recently approved MTP II states that “the growth strategy embraces to green the economy, militate against the effects of climate change, and put the economy on a low carbon path prioritizing, amongst others, ending drought emergencies, irrigation and food security and poverty reduction and social protection.
209. The situation analysis is then favourable for the deployment of a new PEI phase, it would continue to be relevant.
210. **Are the current PEI Kenya institutional arrangements including the lead Agency within Government appropriate?**

¹⁸ Guidelines for the Preparation of County Integrated Development Plans, July 2013

211. PEI has been hosted by Ministry of Devolution and Planning for eight years with varying degrees of support. The focus should move to increase budget allocation from the government and donors on pro-poor environmental sustainability. To do so first the information should be generated and distributed to policy and decision makers so that they can see and understand the relationship between environmental conservation measures, increased productivity and poverty reduction. A future development intervention ought to look at working with key sector ministries such as the National Treasury, the Ministry of Agriculture, Livestock and Fisheries, Ministry of Land, Housing and Urban Development and the Ministry of Transport and Infrastructure and seek the MoF leadership. Since the idea is to generate information on current budget expenditure on P-E issues by sector ministries and how this is translated at the county level there would be too many possible stakeholders.
- 212. To what extent is there justification for PEI-Kenya to move into another phase? How effective is PEI Kenya's approach to mainstreaming poverty reduction/ environment in national and sub-national planning, budgeting and policy processes?**
213. As can be seen on Annex III current PEI approach has not been very effective. PEI Kenya has succeeded to produce a draft National Environmental Policy and has provided the tools necessary for the MoP&ND and NEMA to continue inserting environmental issues and sustainability at the planning mechanisms such as the CIDPs using tools such as the County Environment Action Planning (CEAP) Manual as well as the County Development Profiles. Nevertheless it has lacked continuous government support from the lead implementing partner and has not been able to produce concrete contributions regarding P-E issues to create general awareness nor has been able to make compelling cases to convince major policy makers of the link between sustainable use of natural resources and poverty reduction. Therefore even though it is relevant and the situation analysis favourable, a new PEI Kenya phase can not be justified.
- 214. How effective is the current Monitoring Strategy for assessing the impact and outcomes of PEI and how relevant will this approach be for the future of PEI Kenya? How can the monitoring approach be streamlined or made more practicable?**
215. The project has lacked a structured M&E strategy as well as the required tools. As indicated above the logical framework has not been used by the PMU to monitor progress and the project, specially during its first phase, did not have indicators, baseline or targets. It did during the second phase but the AWP changed continuously not giving or offering the chance to properly monitor the outputs nor the outcome. For the M&E to be more practicable a future intervention ought to be designed taking full consideration of the possible risks considering that these projects ought to have a long-term projection in order to have an impact. This implies thinking in terms of strategies to reach the desired outputs and outcomes through time if the risks do take place. It implies negotiating attainable outputs which are valuable to both the UN and Government, reaching consensus in terms of the extent and impact of the outputs regardless of the donors interests. The M&E ought to be budgeted for and smart indicators with well thought of baselines will be necessary to agree on measureable targets of change. The development of such results based matrixes should have been guided and assisted by both UNDP and PEI Africa.
- 216. What impacts and outcomes have been monitored and what do they(who?) say about the effectiveness of PEI Kenya? How should PEI react to these impacts/outcomes (or lack thereof)?**
217. As reflected on Annex IV and V and as indicated above the monitoring strategy has not been well designed nor implemented. The project lacked a well designed results matrix with baseline, indicators and targets. This entails the effectiveness evaluability criteria. Nevertheless we can see that the project, even though it was slow, did manage to implement most of its outputs specially for the first phase whereas in the second phase a considerable number of activities were never conducted. There are

different reasons which vary according to the stakeholders interviewed; understaffing of the PMU, poor government follow up, amongst others. PEI Kenya did have an impact at the policy level and supported the development of key strategic documents such as Vision 2030, the National Environmental Policy and developed tools such as the Community Capacity Development Toolkit, the County Environment Action Planning Manual, etc and supported the inclusion in a very participatory manner of environmental concerns within DDPs and recently in County Profiles. PEI Kenya produced a set of P-E indicators which could be of further use by NIMES at the county level. The project did have little impact in terms of influence or generate P-E information. It did commission the Economic Assessment study which for technical reasons was not approved by the PSC from the first set of consultants and thus it was re-commissioned. The second time around the study, again, for technical reasons, was not approved. The PSC as well as the MTR understood that the study was vital to assist mainstream P-E at the national level and pushed through the two phases for it to be successfully completed. By the time of the evaluation mission the study had not yet been finalized. This analysis was to be the basis to inform a national symposium on application of Environmental Economics in Kenya and intended to lead a longer-term capacity development programme. Also other efforts to influence budgets processes did not take off due to poor quality of the products.

218. After all this time trying to come up with a decent study to set the basis for public awareness on the relationship of environment, natural resource exploitation and economic growth, it would be recommendable to finalize this study and design a good awareness campaign which would also assist in influencing budget allocations of sector ministries.
- 219. How far PEI Kenya's strengths and achievements can help achieve the PEI global objectives as mentioned in the PEI global next phase document?**
220. The PEI 2013-2017 intended outcome is "Enhanced implementation of development policies, plans and budgets that combine environmental sustainability and poverty reduction to contribute to inclusive and sustainable development goals".
221. According to the PEI Global 2013-2017 prodoc, PEI will "contribute towards achieving this intended outcome during the course of the 2013-2017 and beyond, in recognition that its successful realisation will be dependent on national governments and partners to undertake the implementation of the improved and reformed development policies, planning and budget processes that PEI has delivered through the programme outputs (see Section 4.2). The impacts from the increased implementation of reformed development policies, plans and budgets for poverty reduction, inclusive green growth and environmental sustainability will be captured by national monitoring and reporting systems.
222. It is intended that the global PEI programme will contribute to the intended outcome by achieving the following three outputs at country (output 1 and 2), regional and global levels (output 3):
223. Output 1: P-E approaches and tools for integrated development policies, plans and coordination mechanisms applied.
224. Output 2: Cross-sectoral budget and expenditure processes, and environment-economic accounting systems institutionalised and
225. Output 3: P-E approaches and experiences documented and shared to inform country, regional and global development programming by the UN and Member States.
226. Considering that the PEI global prodoc recognizes that its successful realisation will be dependent on national governments and partners to undertake the implementation of the improved and reformed development policies, planning and budget processes this means that they do rely on the GoK to continue and implement the National Environmental Policy, to continue implementing the guidelines developed for county planning incorporating environment and poverty linkages, improving the P-E

indicators developed jointly with NIMES and spreading the knowledge acquired by the trained champions from the different Ministries. This could perfectly be achieved by means of a technical assistance to monitor its implementation. Therefore and at the current stage PEI Kenya could contribute to the achievement of output 1 and there is definitely room and need to assist in output 2.

4. Recommendations

Recommendations are defined as “Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives, and/or at the reallocation of resources. Recommendations should be linked to conclusions¹⁹”.

227. Considering the current situation it is recommendable to think of a new strategy to continue supporting P-E mainstreaming in Kenya. It is difficult to see it the same way it has been for the past eight years especially since it can not be said to have been a very efficient or effective project although indeed it is very relevant due to the heavy weight that the use of natural resources has in the country and the extremely big percentage of the population living under the poverty line. A new and lighter support structure in terms of a joint technical assistance project to support and continue monitoring P-E mainstreaming and the key outputs of the project which still require assistance. More specifically, the joint technical assistance could supervise:
 - a. Effective implementation of the Environment Policy providing high level technical assistance to MENR when required and help monitor its progress;
 - b. Assist NIMES translate the P-E indicators report in new simplified handbook on National Indicators to be deployed at all counties.
 - c. Continue supporting Countys, Ministry of Devolution and Planning as well as NEMA with the CIDPs which should by now incorporate environmental and climate change issues. There is uncertainty though as to the capability of newly established Counties to implement the governance and budgetary changes that might be necessary to address P-E issues.
228. These activities would not require a heavy work load nor infrastructure or specific project personnel but rather specific technical assistance from the United Nations.
229. At the design phase, while PEI intends to influence upstream policy, select downstream community output and activities useful in informing high level policy. Public policies are implemented according to two modalities which are interconnected if what is sought is effectivity: one modality is the vertical two way territorial hierarchy (Central Government/Districts or Countys/Central Government), at this level what is weighted are the policies righteousness and secondly the implementation modality which is normally conducted through a mechanism that promotes horizontal dialogue at three institutional levels that due to their different nature (macro/meso/micro) pose certain levels of conflict. In this sense it would be very convenient to design outputs and activities which help mainstream P-E linkages at public policy using the inputs from the micro level to feed back the policy design process.
230. Integration of environment and sectoral development plans, budgets and policies remains a challenge. It would be too ambitious and unrealistic looking at the past experience to try and tackle them all at once. It is suggested to concentrate the efforts on building the economic case and increase the focus on budget processes in order to generate more investment in pro-poor environmental sustainability and

¹⁹ OECD Glossary of Key Terms in Evaluation and Results Based Management

thus manage to have higher budget allocations for environment ministries or natural resources sector ministries.

231. If there is a chance to continue supporting the integration of environmentally sustainable natural resource into national and local plans, policies and budgets it would be recommendable to have a Sectoral concentration in order to demonstrate faster impact and build a stronger case. For example policies to foster economic local growth promoting sustainable productive livelihoods and how these could be replicated at the national level.
232. Another practical option could be to join forces and transfer lessons learned and knowledge to continue mainstreaming P-E linkages at the county level with the Joint UN Strategy on Devolution. In this sense the strategy will select pilot countys where other UN Agencies are already working and find synergies to continue mainstreaming while other focus on implementation.
233. Ensure Government buy in and active participation to guarantee support throughout the life of the project. If a new development intervention is designed government cofunding should be sought to guarantee their involvement. Cofunding would also give a strong signal to donors of the Governments will to see the project through.
234. Weather it is decided to support through a technical assistance or develop a new intervention focusing on budget allocations and mainstreaming it is clear that P-E issues and mainstreaming potential needs to be properly communicated to create demand and greater impact. An initiative of this sort should consider the desing of a communication strategy from the start looking into the comparative advantage of the different partners and how to best reach the public with clear and concise messages. It is recomendable to include communication specialists within the PMU team or to have the UN System provide the technical assistance.
235. Rescue and use the information generated with the draft “Poverty-Environment Initiative: Economic Assessment of Kenyas Environment and Natural Resources” and concentrate on one sector using the data provided. This sector, say agriculture, could help communicate effectively the link between sustainable use of natural resources and economic growth but also could help start working on influencing GoK budget processes.

5. Lessons learned

Lessons learned are “Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact”²⁰.

236. Key to **involve** strategic **partners** during the **design process** and dedicate time and effort to agree upon implementation strategies to minimize probable risks and identify useful change indicators, determination of baseline and targets to build a strong monitoring and evaluation system which will facilitate project management and decision making by the PSC as well as monitoring and evaluation.

²⁰ OECD Glossary of Key Terms in Evaluation and Results Based Management, lessons

237. When designing and implementing joint projects or programmes is necessary to agree from the start on **procurement processes and joint reporting** in order to increase project efficiency that will satisfy the reporting requirements of both UN Agencies and Government counterparts in the spirit of One UN.
238. Training needs assessment conducted but no **capacity building strategy**. Once capacity of implementing partners is determined as a gap to attain the projects outputs it is to be thoroughly analyzed and determine the best way to increase it over time by means of establishing a capacity building strategy concentrating on leaving those capacities at the institutions regardless of the personnel turnover.
239. Place stronger emphasis on measures to minimize the risks specially for long term development interventions were there will be changing government and high potential of political and technical turn over affecting project implementation. This implies not just thinking about mitigation measures but to agree upon implementation strategies that will ensure the risks do not affect project implementation.
240. Invest time with all stakeholders to design effective M&E frameworks. Logical frameworks are required by donors but are also very useful management tools. These ought to be kept alive which means monitoring if the indicators are still valid through time or if the baseline situation has changed. The targets help measure success and as such ought to be agreed by all parties from the design phase. Effective M&E will facilitate management and decision making by PSC.
241. The Annual Work Plans are a reflection of what is to be done during the year and as such it ought to be **designed jointly with all stakeholders**. This exercise could be carried out as a technical workshop analyzing the possibility of completion of all proposed activities. Analyze as well partners capacities in order to avoid over dimensionning the project.
242. Project Technical Committees and Project Steering Committees should provide technical and general guidance on project implementation going over substantive issues. Organization and management of these committees should not be a burden to the PMU but on the contrary should guide the work and ensure the project outputs are aligned with national priorities and delivered in due time. To do so it is necessary to create **flexible structures and delegation of authority** in order for them to be really guiding structures.
243. Quarterly and annual progress reports are useful management tools if they report on the project effectiveness and efficiency so that PSC members can take appropriate decisions. The reports should facilitate and back up decisions and thus report on clear and concise indicators and targets based on existing base lines.
244. The project ought to have an **exit strategy** in case the effectiveness and efficiency are seriously compromised. To end a project before its due date is seen as a failure. If the project does not show progress and is in a stand still situation this should be planned from the beginning and use the resources more efficiently where they are most needed.
245. Direct Execution and presence in national counterpart of the PMU has created confusion. The **institutional setting** of the project should be very **clear** from the beginning identifying those activities where Government presence and representation is required and should not be delegated to the PMU. The same applies to UN Agencies.
246. P&E Advisor to play a role at head of departments meetings to increase mainstreaming potential. A lot has changed over these eight year period and even though many things can not be attributed to PEI

performance the technical support provided throughout the time and presence in key meetings has probably had a positive effect in terms of mainstreaming P-E at planning level.

7. Annexes

Annex I. Terms of Reference

Insert TORs and make reference to Annex 1 in the first section.

Annex II. List of Interviews

	Name	Organization	Title
1	Foulata Kwenia	UNDP- EECCU	Program Analyst
2	Alex Forbes	UNEP (PEI Africa)	Programme Specialist
3	Jean-Jacob Sahou	UNEP (PEI Africa)	Regional Programme Advisor
4	Samson Wasao	PEI - PMU	Project Manager
5	Mr. Leonard Obidha	Ministry of Devolution and Planning	Secretary, Poverty Eradication Commission
6	Mr. Samson Machuka	Ministry of Devolution and Planning	Director-Monitoring and Evaluation unit
7	David N. Githaiga	UNDP	Programme Specialist Energy, Environment / Climate Change Unit
8	Hezbourne Mackobongo	Ministry of State for Planning, National Development and Vision 2030; Monitoring and Evaluation Directorate	Deputy Chief Economist
9	Iganga S.A Francis	NEMA	Chief Environmental Research Officer, Environment Planning and Research Department
10	Harron Wanjohi Ndamberi	NEMA	Environmental Planning Officer
11	Geoffrey Ngahu Mwangi	NEMA	Principal Planning Officer PSC/TCM
12	Frank Msafiri	Sustainable Environmental Development Watch	Coordinator
13	Ms. Catherine Ndegwa	National Environment Trust Fund	Chief Executive Officer
14	Alice Akinyi Kaudia	Ministry of Environment, Water and Natural Resources	Environment Secretary
15	Gideon Gathara	Ministry of Environment, Water and Natural Resources	Forestry Conservation Secretary
16	Mr. Joseph Mukui	Ministry of Devolution and Planning	Director, Planning Services Coordination Unit & PEI Project Coordinator
17	Mr. Stephen Wainaina	Ministry of Devolution and Planning - IP	Economic Planning Secretary
18	Soul Al-Kasha	Ministry of Devolution and Planning	Economist, Economic Development Coordination Division
19	Benson K. Kimani	Ministry of Devolution and Planning	Chief Economist

20	Alfredo Teixeira	UNDP	Deputy Country Director - Program
21	Samuel Gichere	former Head, Planning Unit	Ministry of Environment
22	Julius Chokerah	UNDP	National Economist
23	Desta Mebratu	UNEP	Deputy Regional Director, Regional Office for Africa
24	Henry Ndede	UNEP	Coordinator, UNEP-Kenya Country Programme
25	David Smith	UNEP (PEI Africa)	Manager – Africa Poverty and Environment Initiative

Annex III. Evaluation Matrix

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
Relevance of PRODOC phase I (2005-2006) and phase II (2011-2013)	To what extent does the intervention respond to priority problems and issues in the situational analysis?	Has the project identified pertinent and genuine knowledge gaps that constrain understanding of poverty-environment linkages in planning, policy and budgeting processes?	Yes. The project did carry out the necessary institutional gap analysis through the design phase and commissioning specific studies on linkages at a broader political economic level as well as on the ground in three districts (Bondo, Murang'a and Meru South)	WWF-EARPO Report January 2007 concluded	Quarterly and annual report 2006
		Has the project identified and addressed relevant capacity gaps to the use of knowledge of P&E links in policy dialogue?	The project rightfully identified the constraints to integrate environmental concerns in development activities due to the high incidence of poverty in the country, one of these being, the lack of an adequate overarching framework for integrating environment into policy and planning processes and ineffective overarching environmental policy making framework. The project addressed these gaps by means of supporting the elaboration of the Environment Policy and inserting P-E linkages at the planning level by means of DEAPs, DDPs and lately the County Development Profiles for future County Integrated Development Plans	Draft Environment Policy; guidelines for elaboration of DEAPs, etc.	Prodoc 2005; Draft Environment Policy, DEAPs, DDPs, CDPs published
	To what extent is the situation analysis for the PEI project adequate for the long-term PEI program?	Does the project address the real constraints to environmental policy and practice? For example, is mobilizing knowledge sufficient?	PEI has concentrated on mainstreaming P-E at the planning and policy levels but has had little impact on P-E information sharing nor has managed to add value by making compelling cases either at macroeconomic level or in relation to particular sectors.	Planning documents	Guidelines, toolkit, edited DDPs and CDPs Planning Bulletins
		How effective has the project's policy analysis been and at which levels?	PEI has been inserted in the Ministry of Planning and worked together with NEMA and MENR throughout the two phases. The project collaborated in the elaboration of the Environment Policy. The GoK through its new constitution is betting on decentralization governance structure which will imply transferring the knowledge acquired to mainstream P-E at county planning level. PEI has not though influenced the GoK budget process or outcome	Policy Briefs and planning documents	PMU archives
		How relevant are global "good practices" in informing local, national and regional debates on poverty-environment mainstreaming?	The briefs did include global good practices and PEI regional forums were organized where there was information sharing. Information on impact of desertification on poverty-environment regularly shared through UN Days	WDCD annual events.	WDCD/WED/WPD Reports and publications. Annual Newspaper supplements.

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			such as WDCD, WED and World Poverty Day (WPD) activities and participation. There is some evidence that such good practices reached the local or national debates.		
		To what extent has PEI contributed to real policy dialogue at local, national and international levels?	PEI produced three policy briefs based on initial studies commissioned and worked with MENR to design the National environmental policy and it inserted P-E linkages in all forums and meetings as well as when it participated in Vision 2030 elaboration and MTP II. PEI provided technical support and made presentations to consultants that worked on mainstreaming climate change in MTPII	Number of technical meetings held with government representatives and consultants	Quarterly and annual progress reports.
		How relevant is a global network on poverty-environment linkages how much demand is there for this, and how does the current nature of the PEI network compare with the ideal set up?	At national level the stakeholders interviewed did not acknowledge the importance and added value of PEI network. The forums organized in Nairobi were barely attended by Government counterparts.	Number of information requests from PEI global network	Reports from Forums;
		How relevant are PEI's current target audiences who should remain a priority target in future or should other targets be given greater prominence?	MoP; MENR; NEMA; MFW A lot of capacity building and tools developed. Continue strengthening capacities and tools at county level Should change focus and target the MoF and budget revision and allocations in relation to ENR. Greater prominence should also be given to a few selected productive sectors such as agriculture; livestock; water and forestry.	New project proposals or initiatives. Number of productive sectors included as partners	Signed documents. Minutes of PSC and PTEC.
		To what extent is it relevant to focus on capacity-building for mainstreaming P-E in planning, policy and budgeting at national and county levels and what are the potential risks?	It is very relevant since without the technical capacity to effective planning of P-E can take place. The risks are very high due to high technical turn over at Ministry and Agencies level And the difficulty of covering most if not all the counties due to resource limitations.	Number of study tours; Number of workshops, number of counties engaged	Quarterly and annual progress reports.
Effectiveness	To what extent is the intervention achieving its planned results (outcomes and outputs)	Has the project delivered on all log frame targets (project outputs) in a timely manner?	In terms of effectiveness throughout the lifespan of the project (2005-2013) we can clearly see through the quarterly and annual reports and going over the final products of the project that first, not all outputs have been delivered in a timely manner and sometimes at all and some outputs have been changed along the way (adaptive management). These changes were approved by the PSC.	Expected or unplanned for outputs described in quarterly and annual reports.	Annex II. Implementation Matrix phase I and II
		How effective has reporting (including financial reporting) been?	Quarterly and annual reports have been presented and discussed with stakeholders on the Project Steering Committee Meetings.	Number of reports	UN and PMU

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			During the technical meetings and steering committee meetings the reports were revised and action road maps established. There is evidence (from follow up actions reported to PSC and PTECs) that those actions were followed. As can be observed on Annex II this does not mean that the actions were undertaken. In terms of financial reporting, it has not been a very useful management tool. For example, the expenditure detail from UNDP Atlas Financial System reported on 9 activities for the 2009 and 2010 period when the AWP provided to the EE showed four activities. Outputs and activities are modified or inserted in Atlas according to approved AWP. Nevertheless the AWP provided to the EE did not coincide with the reports.		
		Who are the stakeholders to PEI, what is their stake and how do they relate to the ongoing work of PEI Kenya?	PEI Kenya has been ongoing for eight years. Some stakeholders have continued through this time span. Institutionally, the main stakeholder the Ministry of Planning which from 2008 to 2012 was the Ministry of Planning and Vision 2030 and now is the Ministry of Planning and Devolution as well as the MENR and NEMA and in terms of UN were UNEP and UNDP. Civil society and the private sector were involved during the elaboration of the Environment Policy but not during the second phase. MoF and MoF&W did participate at the PSC and PTEC level but their participation did not translate into concrete outputs or activities. Other sector ministries did not join the initiative. The main partners participated through the PSC and PTEC although there was high technical turnover and at some periods the project did run on its own.	Project Technical Committee and National Steering Committee	Minutes of the meetings
	Are the project outcomes and outputs sufficient to contribute to achieving the goals of PEI?	How effective is PEI governed and how can overall governance/guidance and coordination be improved?	PEI Governed through the PSC. The Committee governed and chaired by PS from both MoP and MENR. This is most suitable in this sort of upscale type of project where the objective is to influence policy development. Nevertheless due to heavy work load at some point of key decision makers during 2008-2010 period the PSC was not as decisive as it should have been Government participation	National Steering Committees PTEC and PMU	Minutes

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			and leadership ought to be ensured from the design phase in order for such a Committee to be truly the guiding engine required. For the PSC to work more effectively a Co-chair system could be promoted where when the PS cannot attend there is a substitute with sufficient authority delegated to make strategic decisions. The Project could also organize ad-hoc meetings strategically depending on the subjects and not wait for a full PSC.		
		To what extent are different categories of stakeholders engaging in PEI Kenya, where does PEI need greater "buy in" and how can this be achieved?	PEI has not managed to have NGO involvement at all. Central Government, District and Communities did participate at the DDP Committees. Donors were involved at the donors coordination roundtables during phase I. PEI, being an upstream policy type of project needs strong buy in from Government stakeholders. This could be achieved by requesting co-financing from the beginning, national execution and ensuring political guidance at the PSC from the beginning.	Stakeholder's participation at forum, meetings, and several project activities	Minutes; reports
		How effective is PEI Kenya's knowledge Management Approach?	PEI Kenya has organized several study tours and exchange experiences throughout its lifespan although it is difficult to view its impact. Different activities have taken place each year but without a prior prioritization.	Stakeholder's participation at PEI Forums held in Nairobi, Tanzania study tours, community ENR exchange visits.	Reports
		To what extent have publications been disseminated and used by diverse stakeholders, and how appropriate has the packaging been?	There is evidence of the number of publications produced and distributed as hard copies and soft copies via websites but there is not knowledge of the appropriateness of the packaging nor if the briefs and publications had the expected impact. There was not communication strategy.	Number of publications	MoP&ND; MENR; NEMA and UN storage and web pages
		To what extent has the project influenced public disclosure on poverty-environment linkages (for example through positive portrayal in mass media)?	PEI has influenced mainly at the Ministry level, at the Central Planning Units within the Ministries, mainly MoP, MENR and NEMA. PEI foster twice a year meetings and forums were poverty and environment linkages were discussed, also disseminated Vision 2030 and worked to mainstream poverty and environment through downstream work with Ministry planning officers. PEI developed dissemination packages for MTP, V2030 and	Number of technical staff trained Number of Newspaper supplements e.g on special days/events	Reports from forum and technical meetings Newspaper supplements

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			District Plans. Other than this the project has not effectively used mass media to disclose poverty and environment linkages.		
		To what extent has national dialogue on poverty-environment linkages changed over the years that the project has been implemented?	During the first phase the dialogue was promoted by means of briefs distributed amongst key stakeholders, participation of PEI Secretariat in specialized poverty and planning forums and through the continuous support provided to MENR to draft the National Environment Policy of 2012. During the second phase the dialogue continued through exchange visits and technical meetings between DPO and PPOs as well as through the work with the Poverty Eradication Commission, MDG secretariat and WDCD	Number of policy briefs; lessons learned reports; forum reports	Reports
		How effectively have the published outputs of PEI addressed the knowledge gaps that have been identified?	The project has produced several briefing notes arising from the commissioned studies which were distributed to decision makers, government and civil society. It did also published guidelines, toolkit and DDPs incorporating environment and climate change concerns. It also published lessons learnt from WDCD support. It did fail to publish the link between sustainable use of natural resources and economic growth or the public expenditure review of the environment sector. These two studies could have helped address knowledge gaps and communicate more effectively.	Number of briefing notes; published DDPs; Guidelines, Toolkits; press releases; WDCD lessons learnt, etc	Published reports
		In what ways has the capacity of partner organizations been built for improved advocacy/policy dialogue?	PEI built the capacity of 12 senior officers who are directly involved planning processes in their understanding of the linkages between environment management, climate change and natural resources. There is some evidence that this training was replicated and knowledge transferred through training workshops for all sectoral heads of planning units. These however, did not form part of a capacity building strategy.	Number of trainings attended	Quarterly and annual reports
		To what extent has the capacity of government stakeholders been strengthened (for example capacity for understanding the linkages between poverty and environment mainstreaming)?	PEI has placed a lot of energy on capacity building exercises focusing on planning and environment officers. Both technical and high ranking officials. The project has carried out a large quantity of technical forums, technical meetings, exchange visits, international forums and even technical courses abroad. PEI has	Number of technicians	Workshops reports, forum reports, quarterly and yearly progress reports.

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			also seen the necessity to build bridges between planning officers from Ministry of Planning and environmental officers from NEMA and MENR. The focus of the capacity building exercise on the planners was on environmental sustainability and on the environmental officers on poverty reduction and economic sustainability.		
		What influence, if any, has the project had on government policy and planning?	Vision 2030, MTP II, the 2010 National Constitution, new documents being developed will show improvement and Governments will to mainstream environment at all levels. At planning level is where the project has had its greater influence facilitating the incorporation of environment at DDPs and now in the new CIDPs. The set of P-E indicators can also be a good impact if adapted to county level within the framework of NIMES.	Number of DDPs and CIDPs which incorporate P-E linkages	MoP&ND web page
		What influence, if any, has the project had on policy and practice of non-governmental agencies.	None. The project throughout its two phases has concentrated on governmental actors.	Number of activities carried out together with NGOs	Quarterly and annual progress reports
Efficiency	To what extent is the relationship between costs and results reasonable?	How do final expenditures compare with the planned expenditure?	For the 2005-2006 period 45% of the planned budget was spent, for the 2007-2008 period 114% was spent and 147% spent for the 2009-2010 period (using the signed prodocs and AWP as source of data) going to 57.5% in 2011; 34% in 2012 and 49.7% in 2013 (Annex IV).	Expenditure % Annex IV	Prodocs; AWP, CDRs
		Is there appropriate balance between funds used for different components of the project?	Overall almost 38% of the project budget has been spent on managerial and advisory services. From 2005 to 2010 the main project activities were related to Output 9 "strengthening MDG planning" in 2009 and 2010 with 21% of the overall financial resources followed by activities related to the achievement of outputs 3 "Government capacity and mechanisms to deliver pro-poor environment policy strengthened" with 18% and 1 "improved understanding of poverty and environment linkages within government ministries and institutions, and other stakeholders" with 11%. 5% of the projects overall budget for the period was spent on output 2 (Economic assessment of links between env and natural resources), 3% on	Money spent per output per year comparing it to what was actually planned on the AWP and prodocs	Atlas reports Annex IV

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			output 4 and 2% on output 5 related to the effective participation of stakeholders in environment and development policy making. For the second phase (2011-2013) and as shown on table V the level of expenditure is higher (excluding output 6 related to project management) for outputs 1, 3 and 4 respectively with 25.8%, 13.2% and 12.7%.		
		Were available funds adequate or realistic for the work that was planned?	Initially the funds were available but could not be spent as planned and therefore the project phase I was extended until end of 2010 and a lot of effort was placed on delivery. During phase II the funds did not suffice to cover all planned activities but also the project did not have the capacity to execute.	% spent vs planned	Financial reports
		Could comparable results have been achieved at lower costs?	P-E mainstreaming is a long-term process. The outputs required and activities need to be prolonged over time to ensure impact and measurable results. Nevertheless the project did embark itself on activities for an extended period of time that were not successful for several unforeseen reasons such as the death of the lead consultant which lead to hiring of a new consulting group which failed to interpret the ToR.	PEI reports and lessons learned from other countries in the region	PEI web page
		To what extent did UNDP effectively supervise and financially support the project?	UNDP has provided financial and technical supervision throughout the entire project period providing necessary reports to implementing partners as specified and ensuring to their best possibility financial contributions when needed by the project	Disbursement of TRAC resource	Atlas reports
Sustainability	To what extent are the results and the processes initiated by the project sustainable beyond the period of implementation?	What impacts/ outcomes of PEI Kenya should be sustainable and how is this sustainability ensured and monitored?	The prodoc for phase I did not have any outcomes and for Phase II the outcomes were broad and no measurable within the scope of this project (for example, outcome 1: reduced poverty and realized MDGs from integrated environmental planning, policy making and budgeting in all sectors) and the logical framework did not provide indicators, baseline nor targets. Worth mentioning that from 2007 onwards the AWP inserted a more concrete outcome: "Integration of Environment into pro-poor national and district planning, policy and budget processes". Even though no key indicators were designed it is clear that PEI	Number of CIDPs including environment and climate change National Environmental Policy enacted	CIDPs National Constitution 2010 MTP 2

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			<p>helped reach this outcome by supporting NEAPs, DEAP and specially DDPs where we see environment reflected in these planning strategic documents but also in their budgets. Also the National Environmental Policy once approved by Parliament should be sustainable over time as well as the County Integrated Development Plans which include environment and climate change. MoP should ensure that environment and poverty issues are considered in the elaboration of the CIDPs following the handbook elaborated by the project.</p> <p>Even though it cannot be wholly attributed to PEI we can see that the country has a completely different baseline from 2005 in relation to poverty and environment linkages. For example we see that the new constitution of 2010 in its preamble states "RESPECTFUL of the environment, which is our heritage, and determined to sustain it for the benefit of future generations" also MTP II states "the growth strategy embraces to green the economy, militate against the effects of climate change, and put the economy on a low carbon path". PEI made written contributions and participated in relevant thematic working groups in the preparation of MTPII.</p>		
		What more can be done to ensure that the outcomes initiated by PEI Kenya are sustained in the future?	<p>Co-financing from the Government Government to demonstrate ownership If the initiative was to continue Government participation at the design phase would be key. Strengthen the linkage with the Ministry of Finance and other key Ministries and Counties. It would also be key to continue updating and improving the planning documents supported by PEI such as tools and guidelines.</p>	Budget allocation	MoP budget
		Does demand for PEI Kenya still exist and if so, what role is PEI expected to play in the future?	<p>Demand exists strongly from the MoP and NEMA and the role is expected to be maintained although following more a logic of implementation of the supported policies and plans and trying to demonstrate impact at the community level through more concrete actions. The opportunity according to key informants lie at the county level and focusing at sector levels such as climate change, risk</p>	<p>Green economy project document</p> <p>Climate change adaptation project</p>	UN

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
		Are the current ambitions for the long term existence of PEI programme appropriate and practicable?	mitigation or green economy. Taking into consideration PEI global project document for the period 2014-2017 the current ambitions are not applicable although they are indeed practicable. The Government is interested to apply and continue capacity building exercises and strengthening local capacity to mainstream P-E at the county level perhaps through pilot exercises and sectoral policies. This is not in line with the PEI program for the coming period since it is very much anupstream type of initiative. The question is then if it is applicable to PEI or perhaps other assistance ought to be sought in order to apply them.	Number of District Action Plans implemented.	County Development Profiles and County Development Plans
		What has been done through the project to move towards this long term plan, given that the original plan was not to sustain the project beyond the duration of the project?	There was no clear exit strategy nor sustainability strategy on the project document. There is no evidence that the project worked to sustain its activities after the life of the project.	Declaration of sustainability by PSC members	Minutes of the PSC meetings
		What have been the achievements and constraints in terms of accessing co-financing; to what extent has PEI been able to leverage additional funding so far and what more needs to be done to improve this?	PEI project has not managed to leverage funds. PEI Secretariat participated at the donor coordination meetings and designed Resource Mobilization strategy but was unsuccessful at leveraging other funds than UNEP-PEI or UNDP Track resources besides the original funds in the first phase coming from DFID and Luxembourg. To revert this situation, as it was done initially, a donor roundtable should be conducted to explore funding opportunities and interests prior to finalizing the project design. A more pro-active campaign should be design once the project concept is clear with specific outcomes, outputs and indication of success and counting with clear Government support. The meetings should indeed be organized by the Government. Explore possibility of joining forces with the "UN Delivering as One Strategy on Devolution; Strategy to support implementation of devolution in Kenya"	Project document signed with new sources of funds	Prodoc
Impact	To what extent is the intervention contributing to a long term positive effect on Mainstreaming poverty reduction and	How effective is the Monitoring Strategy for assessing the impact of PEI Kenya and how relevant will this approach be for the future of PEI?	The Monitoring Strategy has not been very effective. The Quarterly and annual reports were produced on time but did not imply a structured system of data collection nor did the reports indicate change or clear progress to the	Absent Baseline in 2005-2006 Prodoc Misconceived Indicators; baseline	2005-2006 Prodoc 2011-2013 Prodoc

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
	environmental sustainability in the development process?		achievement of results. The original PRODOC did not have a baseline established nor indicators or targets. The Prodoc for Phase II included baseline, indicators and targets although there was confusion between concepts. The M&E strategy has not been effective and thus irrelevant for a possible future program.	and targets for Phase II Prodoc	
		What impacts and outcomes have been monitored and what do they (who?) say about the effectiveness of PEI?	The project has not monitored impact. The outcomes were too broad to monitor and the tools were not developed from the beginning to keep track. Monitoring has been done and reported at the output level.	NA at the Prodocs	Quarterly and annual progress reports.
		Are there any impacts that PEI has been able to identify as a result of project implementation? Is it likely or possible that impacts are being had that cannot be monitored? Is this lack of visibility remediable?	Environment policy enacted; inclusion of environment into DDPs and CDDPs; P-E Indicator report and also strengthened collaboration and technical capacity. Both are difficult to visualize. Is it remediable? Yes by raising the projects profile through increasing government and county level engagement and concentrating on key specific themes.	Documents produced	Quarterly and annual work plans; documents published; web pages
		Should the lack of measurable impacts change the way PEI is implemented or is the work valuable in spite of the challenges of identifying tangible impact?	PEI Global will need the assistance from national governments to prove impact. P-E mainstreaming is not a short term intervention but rather requires a long term vision and most likely impacts will be observed after the project is finished. Continue concentrating on P-E mainstreaming but focusing on key policy areas which can then have an impact on people's lives and what is more important, an impact that can be monitored and up scaled to national policies and easier visualized which would help to further stress the importance of sustainable development. Concentrate on building the case base on specific sectors to ensure greater communication impact.	Resources allocated to environmental conservation in national budgets	National budget allocations
		Are the assumptions that underlie the monitoring strategy realistic? Is the Outcome Mapping approach relevant to the nature of PEI's work?	No. for the first prodoc there is no monitoring strategy and the second prodoc enumerate five assumptions which are considered to be realistic. There was no outcome mapping approach	Number of assumptions	Prodoc Phase I and II
		How is PEI Kenya progressing towards its stated objectives?	PEI over a period of eight years has managed to have concrete results or outputs that have helped the country integrate environment into national and district planning and policy	Number of achieved outputs (ie. Environment policy; planning guidelines;	Prodoc phase I

Performance Areas	Key Questions	Sub questions	Comments	Indicators	Data Sources
			processes to implement the ERSWEC	DDPs including env; CIDs; P-E indicators report; policy briefs, etc)	

Annex IV. Implementation Matrix Phase I and II

PEI Phase I: Implementation Matrix 2005-2006²¹

Expected Output	Re-constructed Baseline for the period			Key Activities / Targets	Activities undertaken 2005-2006	Observations
	Indicators	Baseline	Target			
1. Improved understanding of poverty and environmental linkages within government ministries and institutions, and other stakeholders	Number of DEAPs and DDP including P-E linkages	DEAPS and DDPs with no clear linkage of P E	At least 6 DEAPs and DDPs in millennium districts	The two key activities/ output targets were studies on (a) an assessment of poverty and environmental linkages at a broader political economy level by drawing on past and current policy, programme and institutional orientations and making recommendations on improving the understanding of these linkages; and (b) a community consultative planning study to identify poverty and environmental challenges, causes and solutions in three districts (Bondo, Murang'a and Meru South).	WWF Eastern Africa Regional Programme Office (EARPO) contracted to undertake the studies, commencing on 1st December 2005 As of end June 2006, a final draft report for the first component had been received and a first draft for the second component	Due to a number of activities planned during 2005-2006 not being completed or started, and in particular important assessment initiatives central to informing the design and implementation of a long-term project, PEI outputs have been carried over to 2006-2007 planned period. (source PEI Kenya Annual Report 2005-2006)
	Number of policy briefs developed	Nothing	2 subject focused briefs			
	P-E linkages captured within State of the Environment Reports prepared by NEMA	State of Environment reports did not have P E linkage	Each SOE Report to include P E			
	Number of Write up related to specific environment and poverty themes (for WDCD each year comes one global to be adapted locally) and public meetings at selected venues in arid or semi arid areas of the country	Capacity 21 project used to implement this activity from 1998 until 2006 (same model)	Each year in June to reach as many government and community stakeholders as possible			
2. Economic assessment of links between environment and natural resource management and Kenya's growth potential conducted	Economic Assessment study completed	N/A	Completed by June 2006	Conduct economic assessment of links between environmental and natural resource management and Kenya's growth potential	Draft terms of reference for an economic assessment study were prepared and circulated to PEI partners by end June 2006	
				Disseminate lessons learnt through policy briefings and other appropriate materials.	Not done	

²¹ (Source: Mid Term Review conducted in 2008)

Expected Output	Re-constructed Baseline for the period			Key Activities / Targets	Activities undertaken 2005-2006	Observations
	Indicators	Baseline	Target			
3. Government capacity and mechanisms to deliver pro-poor environment policy strengthened	Technical advisory services provided to the Environment Secretariat	NA	Throughout the period	Support the effective functioning of Environment Division in MENR, specifically build capacity to advise the Government and environmental policy institutions (NEC and NEAP) and develop a longer term framework for environmental policy development	Drawing on from DfID's study on environmental policy formulation, development and coordination in Kenya, PEI Secretariat progressed with follow-up on the report's recommendations. Clarity between donors on relationships and coordination modalities between technical assistance programmes working with MoP&ND, MENR, NEMA and other institutions under the EMCA. PEI facilitated a donor harmonization workshop in March 2006 on the request of MENR.	
				Support development of one policy (and legal instrument, if appropriate) to demonstrate best practice and inform overarching policy development framework	Worked on roadmap for elaboration and reviewed sessional paper no. 6 on Environment and Development	
				Initiate the development of an appropriate five year policy framework and implementation strategy for Environment	Request from MENR to PEI to support the process of elaborating an environment policy and	
	Number of workshops and retreats	None		Capacity building activities to raise awareness of GoK staff on poverty and environmental issues	A study tour by PEI Technical Committee to Tanzania scheduled for June 2006 was postponed at the request of the Tanzanians. The purpose of the study tour was to gather an understanding of, and lessons learned from, the Tanzanian process towards mainstreaming environment into development policy and planning.	
4. Tools developed for the integration of environment into development plans and budget processes and utilized in 3 ministries	Number of DEAPS integrating P E	DEAPS did not include P E		The output targets were (a) District Environment Action Plans (DEAP); (b) tools developed and capacity build for MENR, Public Expenditure Review (PER) and Medium-Term Expenditure Framework (MTEF) process; and (c) integration of appropriate poverty and environment	In October 2005, PEI supported NEMA to finalize the draft Environmental Action Planning Manual . PEI supported NEMA to lead on the preparation of District Environment Action Plans (DEAPs) in Bondo, Murang'a and Meru South Districts. This activity commenced with a NEMA-organized workshop to introduce the Manual and its application towards preparing DEAPs and attended by the core	

Expected Output	Re-constructed Baseline for the period			Key Activities / Targets	Activities undertaken 2005-2006	Observations
	Indicators	Baseline	Target			
				indicators within national and district plans	<p>members of the District Environment Committee's for each district. By the end of June 2006, NEMA received first draft DEAPs.</p> <p>PEI provided advice to NEMA on how to strengthen the DEAP elaboration process, with particular emphasis on linkages to ecosystem assessment and planning approaches and integration into the district development planning process.</p> <p>PEI supported MENR to organize and conduct training workshops (19 October and 21 October 2005) on ministerial expenditure reviews within the context of the PER and MTEF. The training workshops were funded directly by DfID and facilitated by a DfID contracted consultant.</p>	
5. Increased and more effective participation of stakeholders in environment and development policy making and planning processes	Support fora to initiate national debate on environment and poverty issues.	NA		In 3 selected districts enhance civil society representation of environment issues on District Development Sub-committees	Effective participation was also embedded within all project outputs, in particular the DEAP planning process.	
				Improve the capabilities of District Environment Officers and District Development Officers in selected districts	Partially identified	
	Opportunities identified to improve information-sharing and analysis on PEI linkages and interventions between stakeholders.			Identify opportunities to improve information sharing and analysis on P E linkages and interventions between stakeholders.	Not done	
	Reference to poverty, environment and development linkages in national press & media.	NA		GoK and key development partners to explore opportunities and mechanisms (including SWAPS) for coordinated support to environment priorities across sectors (and development of case studies for workshop)	PEI participated in environment and development sector coordination meetings involving Government and donor.	
6. Support to project management					The previous UNDP Capacity 21 programme manager was designated as the PEI Project Manager as of May 2005,	

Expected Output	Re-constructed Baseline for the period			Key Activities / Targets	Activities undertaken 2005-2006	Observations
	Indicators	Baseline	Target			
					<p>Project Assistant and driver were seconded from the MoP&ND, and UNEP Associate Programme Officer provided part-time support to the PEI project. The UNDP PEI Technical Adviser commenced work in March 2006.</p> <p>The PEI Technical Committee met quarterly as planned, while the PEI Project Steering Committee met on one occasion.</p>	

PEI Phase I: Implementation Matrix 2006-2008²²

Expected Output	Reconstructed Baseline for the period			Key Activities / Targets	Activities undertaken 2006-2008	Observations
	Indicators	Baseline	Target			
1. Improved understanding of poverty and environment linkages within government ministries and institutions, and other stakeholders.	Number of DEAPs and DDP including P-E linkages	DEAPS and DDPs with no clear linkage of P E	At least 6 DEAPs and DDPs in millennium districts	Two studies: (a) Poverty and Environment Issues: Governance Institutions, Institutional Frameworks and Opportunities; and (b) Voices from the Field: Bondo, Murang'a and Meru South Districts.	<p>The project also worked on a work plan for the preparation of planning assessments in six districts (Bungoma, Turkana, Garissa, Suba, Siaya and Kilifi) but the work did not progress since no funds were reflected on the GoK development estimates and when funds were available it was too late, the districts had move on.</p> <p>The two draft reports prepared in 2005-2006 were finalized in August 2006. Material from the two reports were used in the preparation of the 6-page PEI Briefing Note titled "Making the Connection: Economic Growth, Poverty and the Environment", and to inform integration of community perspectives on poverty and environment linkages in district environment action planning process. 4,000 copies of the brief note were distributed to District Environment</p>	Two ambitious and thus concentrated on 3 Millennium Districts (Bondo, Murang'a and Meru South).
	Number of policy briefs developed	NA	2 subject focused briefs			

²² (Source: Mid Term Review conducted in 2008)

Expected Output	Reconstructed Baseline for the period			Key Activities / Targets	Activities undertaken 2006-2008	Observations
	Indicators	Baseline	Target			
	<p>P-E linkages captured within State of the Environment Reports prepared by NEMA</p> <p>Number of Write up related to specific environment and poverty themes (for WCDC each year comes one global to be adapted locally) and public meetings at selected venues in arid or semi arid areas of the country</p>	<p>State of Environment reports did not have P E linkage. SOE report produced pursuant to section 9(2)(p) of the EMCA which mandates NEMA to prepare it annually</p> <p>Capacity 21 project used to implement this activity from 1998 until 2006 (same model)</p>	<p>Each SOE Report to include P E</p> <p>Each year in June to reach as many government and community stakeholders as possible</p>		<p>Officers District Development Officers and Nairobi-based institutional partners.</p> <p>No activities planned for the period</p> <p>No activities planned for the period</p>	<p>NEMA does not have the capacity to undertake a SOE annually</p>
2. Economic assessment of links between environment and natural resource management and Kenya's economic growth potential conducted	Economic Assessment study completed	NA	Completed by June 2008	Complete Economic Assessment study: organize peer review workshop and finalization of study report by Dec. 07.	The terms of reference were completed in August 2006, and a consulting firm hired in February 2007. The study commenced in March 2007, and a draft report submitted in May and presented to the PEI technical committee in June 2007.	According to the interviews conducted, not all partners agreed with UNDPs procurement process. Out of the three consulting firms the cheapest offer won the bid but, according to their view, they were not the best technically qualified consultants to carry out the work. It should be noted that according to UNDP, all three bids were technically sounds (surpassed the 70% threshold)

Expected Output	Reconstructed Baseline for the period			Key Activities / Targets	Activities undertaken 2006-2008	Observations
	Indicators	Baseline	Target			
				<p>Prepare and disseminate briefing note by February 08.</p> <p>Dissemination of findings (NEC, NEAP, NSC, PS/MPND and ARD committee) at MPND symposium on Economic Assessment of Kenya's ENR by March 08</p> <p>Prepare for Oct. 08 Training seminar on national environment accounting by June 2008.</p>	<p>Due to the technical deficiencies in the draft report, it has not been presented to a wider stakeholder forum.</p> <p>PEI participated in work sessions in the preparation of Vision 2030, and therefore made a contribution to inform the long-term planning process.</p> <p>Activity not undertaken.</p>	<p>and thus the procurement team gave the job to the lowest bidding bidder in line with their procurement procedures and manuals.</p> <p>The draft report did not meet the expectations of the TOR. In particular the report failed to show how non-ENR ministries are dependent on natural resources or have an impact on them, did not provide convincing conclusions and recommendations with a clear operational roadmap, it lacked the gender angle, and did not make a convincing case for natural resource accounting (NRA).</p>
3. Government capacity and mechanisms to deliver pro-poor environment policy strengthened	Environmental policy drafted	ERSWEC; NEAP; EMCA 1999	Finalized by June 2008	Support the process of preparing an environment policy	The PEI worked with MENR and other stakeholders to support the process of preparing an environment policy . Thematic Taskforces were established comprising of experts to review and reformulate sections of the Policy, and agreement reached on the need to recruit short-term consultants to support the policy process and to establish a National Steering Committee (NSC) to prepare	The new Minister of Environment and Mineral Resources at the time questioned the necessity for a policy when the country already has EMCA and therefore the whole

Expected Output	Reconstructed Baseline for the period			Key Activities / Targets	Activities undertaken 2006-2008	Observations
	Indicators	Baseline	Target			
	Technical advisory services provided to the Environment Secretariat	Weak technical capacity to insert P E linkages into development planning		Study Tour by PEI Technical Committee members to Tanzania	<p>the Environment Policy Paper. The PEI undertook a recruitment process for the consultancy in accordance with UNDP procurement procedures.</p> <p>The Study Tour by PEI Technical Committee members to Tanzania scheduled for year 2005-2006 was undertaken in September 2006. The Study Tour served to sensitize Kenyan members on the successful mainstreaming process engaged in Tanzania during the previous four years and strengthen understanding within the Kenyan delegation on what can be successful building blocks for mainstreaming environment into development processes.</p>	process was slowed down.
4. Tools developed for the integration of environment into development plans and budget processes and utilized in 3 ministries	<p>Number of DEAPs integrating P E</p> <p>Guideline document produced.</p>	NA	<p>9 by June 2008</p> <p>1 handbook by June 2008</p>	<p>Development of a toolkit for formulation of NEAPs and DEAPS in alignment with ERS/NDP/MDGs</p> <p>Guidelines for environment mainstreaming in district planning processes Tool developed and capacity built to enhance integration of P-E into MENR and other sector PER processes Existing P-E monitoring mechanisms and indicators reviewed for effectiveness and identify entry points to integrate appropriate P-E indicators at national and district levels</p>	<p>MoP&ND, NEMA and PEI had joint missions to Bondo, Murang'a North and Meru South Districts in August-September 2006 to discuss draft DEAPs with DEC members, and stakeholder workshops were held in each of the Districts in March 2007. The DEAPs provide a point of reference to highlight the environment and development nexus at local and district levels.</p> <p>PEI commenced the elaboration of Guidelines for Mainstreaming Environment in the District Development Planning process, to enhance the inclusion of environment and pro-poor development within the District Development planning process, and address the gap between community-based planning and district level planning.</p> <p>Due to budget issues prevented moving ahead with the integration of DEAPS into DDPs. As financial year drew to a close and the MTP was getting finalized, the belated DEAPs to inform the planning process increasingly became irrelevant.</p>	

Expected Output	Reconstructed Baseline for the period			Key Activities / Targets	Activities undertaken 2006-2008	Observations
	Indicators	Baseline	Target			
					<p>No tools were developed or capacity built for MENR PER and MTEF process during the period July 2006 to June 2007.</p> <p>Terms of reference were prepared for a consultancy to support the Government of Kenya to develop a set of indicators linking poverty and environment. The TORs were prepared in consultation with MED, and also drew lessons from experiences in Tanzania and elsewhere. The study commenced in September 2008.</p>	
5. Increased and more effective participation of stakeholders in environment and development policy making and planning processes	<p>Support fora to initiate national debate on environment and poverty issues.</p> <p>Reference to poverty, environment and development linkages in national press & media.</p> <p>Opportunities identified to improve information-sharing and analysis on PEI linkages and interventions between stakeholders.</p>	<p>Did not exist previously</p> <p>NA</p>	Generate the debate at national level by end of year	<p>Produce 6 monthly PEI Kenya bulletins</p> <p>PEI to contribute to partner newsletters and bulletins</p> <p>PEI Kenya to participate in PEI exchanges and national GoK/Environment Donors Coordination Group</p> <p>At least 3 PEI partners attend short term training in areas related to mainstreaming environment by June 2008</p>	<p>PEI has effectively participated in environment and development sector coordination meetings involving Government and donors, which is also embedded within all project outputs, in particular the Environment Policy Road Map and the DEAP planning process. PEI prepared a Briefing Note titled "Making the Connection: Economic Growth, Poverty and the Environment"</p> <p>PEI has actively engaged in the GoK/Environment Donor Coordination Group and the sub-group on Environmental Management Coordination Act (EMCA), which has resulted in strengthened harmonization and coordination between projects in the environment sector</p> <p>PEI continued to provide technical support to NEMA on the ongoing UNCCD preparation for the Committee for the Review of the Implementation of the Convention (CR1C7) meeting on desertification meeting held in November in Turkey.</p>	

PEI Phase I: Implementation Matrix 200923

Expected Output	Reconstructed baseline	Key Activities / Targets ²⁴	Activities 2009	Observations
1. Improved understanding of poverty and environment linkages within government ministries and institutions, and other stakeholders.	Not available	Support the preparation and finalization of DDPs; Printing of DDPs; Dissemination of DDPs; Revise and update the Capacity 21 Kendelevu Toolkit; Finalize and print the P-E indicators report; Support to joint activity with MDGs	Planning and execution of the Equator Initiative Prize Award ceremony at request of UNDP Kenya Jointly with NEMA organized the WDCD following 2009 theme "Our future depends on land and water: let's conserve it. Event organized in semi-arid Taru area in Kinango district.	Implementation slowed down during 2009 waiting for a new project concept based on recommendations from MTR. The new project concept was operative for 2010 and PEI partners wanted fewer outputs and aligned them to immediate priorities of the Ministry of Planning. As development of the concept note was going on, the project implemented activities that were requested by either UNDP or the MSPND&V2030 while awaiting the finalization of the new work plan. No PSC or TC meetings were held during second half of the year due to busy agendas from Government counterparts.
2. Economic assessment of links between environment and natural resource management and Kenya's economic growth potential conducted	Not available	The July 2009-June 2010 Signed work plan activities do not match the reported output	PSC decided to rescue economic assessment to try and develop a policy brief. Policy Brief workshop conducted in November with good attendance. Workshop participants proposed that brief to concentrate on tourism, water, forestry and agriculture. No product for this period.	
3. Government capacity and mechanisms to deliver pro-poor environment policy strengthened	Not available	The July 2009-June 2010 Signed work plan activities do not match the reported output	No activities undertaken	
4. Tools developed for the integration of environment into development plans and budget processes and utilized in 9 districts	Not available	The July 2009-June 2010 Signed work plan activities do not match the reported output	At request of the Director for Rural Planning Directorate Project Staff participated in the initial editing of the DDPs for the current MTP (2008-2012) Draft report on P E Indicators presented by consultant Two finalization DDPs workshops	

²³ (Source: Signed Annual work plan July 2009-June 2010 and 2009 annual report)

²⁴ Note: The evaluator has not seen a 2009 AWP or Quarterly Work plan. The activities in this matrix correspond to the signed AWP for the period July 2009 to June 2010 but it only has four outputs which differ from the ones reported on the yearly progress report and from the expenditure detail provided by the Atlas system. The AWP shows four expected outputs "1. Strengthened MDGs-Based Integrated District Development Planning"; "2. Improved and Effective Budget Allocations for ENR in Plans and Budgets of MTP/V2030"; "3. Strengthened Communication/Awareness on Poverty-Environment and MDGs Linkages" and "4. Project Management & Advisory Services". **Important.** The expenditure detail provided by ATLAS shows expenses for USD 141,053,48 incurred under output 3 "Government capacity and mechanisms to deliver pro-poor environment policy strengthened" although no activities were reported in the annual progress report. Similarly no expenses reported for output 4 but activities were indeed reported on the written substantive progress report.

Expected Output	Reconstructed baseline	Key Activities / Targets ²⁴	Activities 2009	Observations
			conducted with Rural Development Directorate bringing together DDOs and PPOs Vision 2030 and MTP/DDPs	
5. Increased and more effective participation of stakeholders in environment and development policy making and planning processes	Not available	The July 2009-June 2010 Signed work plan activities do not match the reported output	Most of PEI activities involved as many stakeholders as possible. Even though no specific activities undertaken all the workshops to disseminate V2030, MTP and DDPs with P E mainstreaming can be considered to be part of this output.	

PEI Phase I: Implementation Matrix 201025

Expected Output	Reconstructed Baseline			Key Activities / Targets	Activities 2010	Observations
	Indicators	Baseline	Target			
1. Strengthened MDGs-Based Integrated District Development Planning	Number of DDPs integrating P-E linkages	120 DDPs	148 DDPs by the end of the year	1.1 Support to preparation and finalization of DDPs 1.2 Printing DDPs 1.3 Dissemination of DDPs 1.4 Produce 1000 copies of revised Toolkit 1.5 Finalize and print P-E indicators report 1.6 Support to joint activity with MDGs	Although the DDPs should have been printed by end of 2009 by end of 2010 there were still 28 DDPs to be printed The toolkit to be revised and printed in next phase of project PEI finalized the P E Indicators report	After the MTR the AWP reflected the Gov interest to downstream and refocus the project according to their needs. In this AWP we see the move to only four outputs We can see that two major consultancies, both related to the economics of environmental resources and welfare were not approved by the PSC.
2. Improved and Effective Budget Allocations for ENR in Plans and Budgets of MTP/V2030	Not available	NA	NA	2.1 Assess/review budget amounts allocated to environment at national and sub-national levels. 2.2 Document NGO funding sources to ENR. 2.3 Prepare a policy brief on value of ENR. 2.4 Print and disseminate Policy Brief 2.5 Finalization and printing of P-E Indicators Study	Consultancy conducted but product discarded due to poor quality P E Indicators report printing activity is repeated with this output. Nevertheless worth mentioning that some of the national indicators were used for ministerial indicators formulation for monitoring V2030 and	Also the PM participated in a number of activities requested by the Ministry that were not necessarily related to the project activities (eg. Head of Departments meetings to deal with ISO process)

²⁵ (Source: Annual progress report)

Expected Output	Reconstructed Baseline			Key Activities / Targets	Activities 2010	Observations
	Indicators	Baseline	Target			
3. Strengthened Communication / Awareness on Poverty-Environment and MDGs linkages	Number of articles and mass media with P E linkages and MDGs	NA	Two articles; two radio shows and tv documentaries	<p>3.1 Produce two articles on P-E linkages on selected MDGs</p> <p>3.2 Produce two radio / TV documentaries on P-E linkages and MDGs</p> <p>3.3 Support key partners to participate in regional or global for a or short training courses</p>	<p>MTP.</p> <p>One article produced in People Daily "Merging Poverty and the Environment Issues Kills two birds with one stone" An MDGs 10 years Plus review workshop held in Mombasa</p> <p>Five senior level GoK officers within the planning units of ministries trained in Galilee College Israel on environmental management.</p> <p>Together with NEMA supported the WDCC in Narok North District and the theme was "Rich Soils Biodiversity for better Livelihoods"</p>	The support provided to WDCC was not planned for in the first AWP.
4. Project Management and Advisory Services				<p>4.1 Produce annual, monthly and quarterly progress reports</p> <p>4.2 Convene Technical Committee</p> <p>4.3 Convene PEI Steering Committee</p> <p>4.4 Pending payments for consultancies</p> <p>4.5 other assignments as requested by PS/RR</p> <p>4.6 Office Operations</p> <p>4.7 Staff Costs</p>	<p>Four technical committees convened</p> <p>Two PSC</p> <p>UNDP-UNEP PEI Africa Regional Forum successfully held in Nairobi</p> <p>PM attended all Heads of Departments Meetings being the major agenda the ISO (also required by the PEI Secretariat)</p>	

PEI Phase II: Implementation Matrix²⁶ (2011-2013). Reporting year 2011.

²⁶ (based on the 2011-2013 Project Document and the annual progress reports for January 2011 to June 2012 and 2013 AWP)

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
Output 1: <i>Strengthened understanding of poverty and environmental linkages within government ministries and institutions, and other stakeholders</i>	Hold three annual PPOs, CDOs and DDOs workshops; conduct two case studies / community assessments; construct articles and produce documentaries on poverty and environment linkages; hold national level stakeholders' dialogue workshops each year	Need to support annual PPOs, CDOs and DDOs workshop on poverty and environment linkages; case studies/community assessments on the links between poverty and environment not done; low public awareness on the links between poverty and environment; lack of a regular national level dialogue on poverty and environment linkages; low level of awareness in primary and secondary schools on poverty and environment linkages.	Three workshops held; three community case studies conducted; articles/supplements and documentaries produced each year; three national stakeholders dialogue workshops held; publicity and awareness created on poverty and environment linkages in primary and secondary schools in ten millennium districts.	1.1 Support to MSPNDPV2030 annual PPOs/DDOs provincial and district level planning & monitoring workshops to improve knowledge on poverty and environment issues and promote tools for integrated planning	In collaboration with the MDGs project and Rural Planning Directorate, PEI supported the annual forum for RPD staff. Among other things, the forum's objective were to enhance understanding of participants of poverty-environment linkages in the context of decentralized planning structures and to introduce the officers to decentralization and its implication to planning and budgeting, as well as monitoring and evaluation; reorient MDGs decentralization to the devolved level in conformity with the new constitution. PEI made a presentation on the role of district and other field level officers in the mainstreaming of environment into the planning process.	
				1.2. Support case studies/community assessments in selected districts on the impacts of environmental degradation on poverty, innovative coping strategies and investments required to inform pro-poor policy development within the context of achieving Vision 2030 and the MDGs. Potential research areas include land	No activity during this period	

²⁷ Source: 4KEN05422: Poverty and Environment Initiative Project Document Phase II 2011-2013.

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
				use planning and water catchments management.		
				1.3. Promote public awareness on poverty and environment linkages through the production and airing of local-level documentaries and the production of articles/supplements in the local and national print media	No activity during this period	
				1.4 Organize a regular (half-yearly) national level dialogue on current poverty and environment issues linked to the achievement of national development priorities (Vision 2030/MTP) with presentations from government and non-state actors at national, sector and district level e.g. KIPPRA, NCAPD, PEC, VDS, KWS, and KFS etc). The dialogue will be forum for sharing lessons learned across sectors and linking experiences from community level interventions to policy making.	PEI in collaboration with Poverty Eradication Commission organized a national stakeholders' dialogue on current poverty issues.	Important to notice that participants pointed out that the role of environment and natural resources in poverty reduction was not adequately covered during the conference.
				1.5. Support awareness-creation on poverty and environment links in primary/secondary schools through environmental education campaigns linked to ongoing work in the Ministry of Environment (ESD-NEMA/MEMR)	No activity during this period	
Output 2: Strengthened capacity in economic valuation and assessment methods	Support training of at least 6 staff from CPU in environmental economics; support the development of an accounting system for ENR; support conducting of sector- wide SWAPS; conduct	Lack of capacity in environmental economics and resource valuation in the key ministries; Lack of an accounting system for ENR; sector-wide	Train 6 staff from CPUs of key ministries; develop an accounting system for ENR; conduct at least 3 SWAPs; conduct one comprehensive economic assessment study; develop	2.1. Planning economists and senior technical staff in the key ministries trained in environmental economics, natural resource and ecosystem service valuation, and cost-benefit analysis.	The Central Project Planning and Monitoring Unit (CPPMU) Capacity Assessment Meeting. PEI presentation based on the handbook on mainstreaming poverty-	

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
a comprehensive economic assessment study; track and monitor environment	a comprehensive economic assessment study not done; Environment component not tracked and monitored in the MTP and DDPs	SWAPS not done to inform policy and development plans; a comprehensive economic assessment study not done; Environment component not tracked and monitored in the MTP and DDPs	a manual for integration of economic values of ENR into the national system of accounts; conduct and monitor environment components in ten millennium districts		environment linkages into development planning followed by a presentation on climate change by the environment focal person at the ministry.	
				2.2. Support to pilot economic valuation of a key ecosystem and development of a manual for integrating economic values of natural resource accounting system in the national system of accounts	No activity during this period	
				2.3. Development of a manual for integrating economic values of natural resource accounting system in the national system of accounts	No activity during this period	
				2.4. Commission at least one Strategic Environment Assessment (SEA) of one sector policy and implementation plan and disseminate findings to relevant policy stakeholders. Collaborate with MOFW/MEMR/NEMA and the EPS programme	No activity during this period	
				2.5. Conduct a comprehensive economic assessment study on Kenya's environment and natural resources to demonstrate to all levels of stakeholders the actual and potential value of ENR to Kenya's economic growth and development and achievement of Vision 2030 (follow-up of previous study and link-up with MOFW)	No activity under this output was implemented during the year	The relevant TORs were not finalized on time to allow the process of recruitment to be started.
				2.6. Support Provided for the Coordination and Tracking of	No activity during this period	

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
				Environment Components in the DDPs and MDGs Within the Context of the MTP and Vision 2030		
Output 3: Capacity of key stakeholders strengthened to integrate poverty-environment linkages in development plans and budgets	Guidelines for integration developed, printed and distributed; training of MTP/MTEF sector groups conducted and reports written; trainings conducted to enhance skills in collection and analysis of poverty data; PEC county and district committees trained, assessment of status of devolved funds conducted; NEAP and DEAP committees strengthened and functioning through support to regular meetings;	Lack of guidelines for integration of environmental sustainability; lack of training of MTP/MTEF sector working groups on guidelines for integration; Lack of skills in collection and analysis of poverty and environment data required for reporting; PEC committees at county and district levels lack skills in monitoring, evaluation and communication of poverty indicators; status of devolved funds and their contribution to MDGs not assessed; NEAP and DEAP committees not strong and not functioning well	Produce guidelines/manual for integration of environment; conduct at least four sector group trainings on MTP/MTEF and write four reports; Conduct at least two trainings to enhance skills on poverty data collection and analysis; train 10 PEC district committees; write one status report on devolved funds; hold at least two NEAP/DEAP committee meetings	3.1. Produce and disseminate guidelines on integration of environmental sustainability into sector and district plans and budgets	No activity during this period	
				3.2. Conduct training of MTP/MTEF sector working group members in the application of the guidelines as part of their planning, budgeting and reporting functions	No activity during this period	
				3.3. Conduct a public expenditure review of the environment sector	The product presented was of insufficient quality and disregarded by PSC	
				3.4. Train district and county heads of departments and other technical officers in collection and analysis of poverty and environment data required for reporting on poverty and environment indicators contained within the National Integrated Monitoring and Evaluation System(NIMES)	No activity during this period	
				3.5. Support the training, of district poverty eradication commission (PEC) committees in monitoring, evaluation, and communication	The Poverty Eradication commission undertook training of Tharaka, Kinangop, West Pokot, Mt Elgon and Siaya District Poverty Eradication Committees from 7th November to 20th November 2011. The training was aimed at enhancing the capacities of DPECs to integrate environment into M & E activities for	

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
					poverty reduction.	
				3.6. Carry out a situation analysis of the contribution of devolved funds to the realization of the MDGs	No activity during this period	
				3.7. Strengthen the functioning of NEAP/DEAP committees to realize the integration of environment into development planning	No activity during this period	
Output 4: Strengthened Community capacity for sustainable utilization of ENR.	Number of Toolkits produced and distributed ;number of field visits/trips made to selected local sites or regional sites; amount of seed money disbursed to support community action plans; reports on lessons learnt produced, printed and distributed	Lack of: Toolkit for Integrated and Participatory Environmental Planning; 2. Exposure to best practices in community ENR management; 3.Money for communities to implement livelihoods activities as a basis for understanding and practicing best practices in ENR; 4. Lack of a report on lessons learnt by communities	At least 1000 copies of the Toolkit produced;2. at least two trips made and 3. two reports written on best practices; 4. At least USD 15,000 disbursed to communities and 4. At least 2 lessons learnt reports produced.	4.1. Revise and update the Capacity 21 Kendelevu Toolkit in participatory planning	Toolkit revised and updated and stakeholder validation done.	
				4.2. Conduct trainings in participatory ENR management methodologies in the millennium districts ²⁸	No activity during this period	This activity disappeared from the AWP in 2012-2013
				4.3. Conduct community exchange visits to expose communities to best practices in ENR management	PEI organized a community exchange visit for Mwingi (Kimu CBO) and Taru (Nuru CBO) communities from 2nd to 8th October 2011 with the aim of exposing communities to best practices in environment and natural resources management.	
				4.4. Provide seed money to support selected community livelihoods activities based on ENR	During the event; While in Mwingi, the best practices that participants observed were on food security, natural resource management, soil & water conservation efforts, energy-saving technologies, and production of drought resistant mangoes for	

²⁸ According to 2012 annual report activity 4.2 should read: “Document lessons learnt on desertification and poverty reduction base don WDCD activities”.

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
					commercial purposes. Commemoration of 2011 WDCD day at Gingo Mixed Secondary School. Site visits to selected estates of Green Forest Social Investment Ltd Gingo Mixed Day School to be considered for financial support to undertake one or several of the following activities: <ul style="list-style-type: none"> - Rainwater harvesting; - Completion of girls dormitory; - Fencing of the school compound; - The host communities, Gera Youth Group and Nyakonya CBO to receive seed money of Kshs 400,000 each from NETFUND and UNDP. 	
				4.5. Document lessons learnt on desertification and poverty reduction based on previous support to WDCD activities	No activity during this period	In 2012-2013 AWP this activity moved to 4.2
Output 5: Support Provided for the Coordination and Tracking of Environment Components in the CDPs, DDPs and MDGs within the Context of the MTP and Vision 2030	flagship projects tracked and monitored annually; Millenium district offices at county and district levels strengthened; workshops held and reports written by MED on annual forums; status of PETS reviewed and reports written, workshops held to review	Regular tracking and monitoring of Vision 2030 flagship projects on environment not done; Offices of County Development Officers, DDOs and DEOs do not do regular reporting on ENR project activities;	At least two annual reports written on flagship projects in ENR; Offices in the 9 Millenium districts strengthened; two workshops held and two reports written	5.1. Provide support to tracking and monitoring of progress on flagship project activities based on set indicators and benchmarks	No activity during this period	
				5.2. Strengthen the offices of CDOs, DDOs and DEOs on regular reporting to the DDC and ministry headquarters ²⁹	No activity during this period	

²⁹ This activity is no longer present in the 2012 progress report

Expected Output	PRODC Baseline; indicators and targets ²⁷			Key Activities / Targets	Activities undertaken 2011	Observations
	Indicator	Baseline	Target			
	report;	MED does not hold regular forum of stakeholders to assess implementation of DDPs and MTPs; PETS on environment not held regularly;		5.3. Support MED to hold a regular forum (provincial/regional) of stakeholders to assess progress on implementation of DDPs/MTP	Two workshops were held in Nakuru that brought together all District Development Officers (DDOs) and District Environment Officers (DEOs) as well as selected District Commissioners (DCs) to discuss issues related to implementation, coordination, tracking and monitoring of projects and activities in the DDPs and MTP	The workshops were designed to track issues related to implementation, coordination, monitoring and activities related to DDPs and MTP but no special emphasis placed on poverty or environment.
				5.4. Support implementation of the Public Expenditure Tracking System (PETS) on environment	No activity during this period	
Output 6: Management, Technical Advisory Support Provided	Number of additional staff members recruited into the project secretariat; Monthly, quarterly and annual reports written regularly; project outputs lead to impact; project inventory updated; environment mainstreamed into national plans, policies and budgets.	Only one staff member (project manager) available as secretariat; Monthly, quarterly and annual reports needed; No effective delivery of project outputs that lead to impact; project inventory not updated; no evidence of mainstreamed environment	Recruit 2 more staff members; write 12 monthly, 4 quarterly and one annual report; update project inventory annually.	Project management, administrative and advisory services, project vehicle	Project management services and technical advisory services were provided throughout the year. Four technical committee meetings were held during the year and two Project Steering Committee meetings, one in May and another one in November.	By the end of the year the PMU did not have the PEI Project Assistant hired. This delay has contributed substantially to lower delivery and none implementation of some of the planned project activities. ³⁰

PEI Phase II: Implementation Matrix³¹ (2011-2013). Reporting year 2012.

³⁰ 2011 Annual Progress Report

³¹ (based on the 2011-2013 Project Document and the annual progress reports for January 2011 to June 2012 and 2013 AWP)

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2012	Observations
	Indicator	Baseline	Target			
Output 1: <i>Strengthened understanding of poverty and environmental linkages within government ministries and institutions, and other stakeholders</i>	Hold three annual PPOs, CDOs and DDOs workshops; conduct two case studies / community assessments; construct articles and produce documentaries on poverty and environment linkages; hold national level stakeholders' dialogue workshops each year.	Need to support annual PPOs, CDOs and DDOs workshop on poverty and environment linkages; case studies/community assessments on the links between poverty and environment not done; low public awareness on the links between poverty and environment; lack of a regular national level dialogue on poverty and environment linkages; low level of awareness in primary and secondary schools on poverty and environment linkages.	Three workshops held; three community case studies conducted; articles/supplements and documentaries produced each year; three national stakeholders dialogue workshops held; publicity and awareness created on poverty and environment linkages in primary and secondary schools in ten millennium districts.	1.1 Support to MSPNDPV2030 annual PPOs/DDOs provincial and district level planning & monitoring workshops to improve knowledge on poverty and environment issues and promote tools for integrated planning	Four DDO/PPO workshops held and four reports written. 47 draft County Development Profiles done.	
				1.2. Support case studies/community assessments in selected districts on the impacts of environmental degradation on poverty, innovative coping strategies and investments required to inform pro-poor policy development within the context of achieving Vision 2030 and the MDGs. Potential research areas include land use planning and water catchments management.	No activity during this period	
				1.3. Promote public awareness on poverty and environment linkages through the production and airing of local-level documentaries and the production of articles/supplements in the local and national print media	No activity during this period	
				1.4 Organize a regular (half-yearly) national level dialogue on current poverty and environment issues linked to the achievement of national development priorities (Vision 2030/MTP) with presentations from government and non-state actors at national, sector and district level e.g. KIPPRA, NCAPD, PEC, VDS, KWS, and KFS etc). The dialogue will be forum for sharing lessons learned across	One national level poverty stakeholders forum held.	

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2012	Observations
	Indicator	Baseline	Target			
				sectors and linking experiences from community level interventions to policy making.		
				1.5. Support awareness-creation on poverty and environment links in primary/secondary schools through environmental education campaigns linked to ongoing work in the Ministry of Environment (ESD-NEMA/MEMR)	In collaboration with NEMA through the Education for Sustainable Development programme, PEI created awareness on the links between poverty reduction and environmental sustainability among 2,400 pupils (1,400 girls and 1,000 boys) and 40 teachers (25 female and 15 male) in primary and secondary schools in eight (8) counties.	
Output 2: Strengthened capacity in economic valuation and assessment methods	Support training of at least 6 staff from CPU in environmental economics; support the development of an accounting system for ENR; support conducting of sector-wide SWAPS; conduct a comprehensive economic assessment study; track and monitor environment.	Lack of capacity in environmental economics and resource valuation in the key ministries; Lack of an accounting system for ENR; sector-wide SWAPS not done to inform policy and development plans; a comprehensive economic assessment study not done; Environment component not tracked and monitored in the MTP and DDPs	Train 6 staff from CPUs of key ministries; develop an accounting system for ENR; conduct at least 3 SWAPS; conduct one comprehensive economic assessment study; develop a manual for integration of economic values of ENR into the national system of accounts; conduct and monitor environment components in ten millennium districts	2.1. Planning economists and senior technical staff in the key ministries trained in environmental economics, natural resource and ecosystem service valuation, and cost-benefit analysis.	4 Senior officers from key partner ministries were sent for short courses, mainly in Israel and UK. The courses were related to their line of work; environment, climate change and poverty reduction and are PEI champions.	This activity was reported under Output 1. The consultant moved it to output 2 since it is more directly related to it.
				2.2. Support to pilot economic valuation of a key ecosystem and development of a manual for integrating economic values of natural resource accounting system in the national system of accounts	No activity during this period	
				2.3. Development of a manual for integrating economic values of natural resource accounting system in the national system of accounts	No activity during this period	
				2.4. Commission at least one	No activity during this	

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2012	Observations
	Indicator	Baseline	Target			
				Strategic Environment Assessment (SEA) of one sector policy and implementation plan and disseminate findings to relevant policy stakeholders. Collaborate with MOFW/MEMR/NEMA and the EPS programme	period	
				2.5. Conduct a comprehensive economic assessment study on Kenya's environment and natural resources to demonstrate to all levels of stakeholders the actual and potential value of ENR to Kenya's economic growth and development and achievement of Vision 2030 (follow-up of previous study and link-up with MOFW)	Consultants recruited and study ongoing in 2012. Results on baseline and data available submitted by December.	
				2.6. Support Provided for the Coordination and Tracking of Environment Components in the DDPs and MDGs Within the Context of the MTP and Vision 2030	No activity during this period	
Output 3: Capacity of key stakeholders strengthened to integrate poverty-environment linkages in development plans and budgets	Guidelines for integration developed, printed and distributed; training of MTP/MTEF sector groups conducted and reports written; trainings conducted to enhance skills in collection and analysis of poverty data; PEC county and district committees trained, assessment of status of devolved funds conducted; NEAP and DEAP committees strengthened and functioning	Lack of guidelines for integration of environmental sustainability; lack of training of MTP/MTEF sector working groups on guidelines for integration; Lack of skills in collection and analysis of poverty and environment data required for reporting; PEC committees at county and district levels lack skills in monitoring,	Produce guidelines/manual for integration of environment; conduct at least four sector group trainings on MTP/MTEF and write four reports; Conduct at least two trainings to enhance skills on poverty data collection and analysis; train 10 PEC district committees; write one status report on devolved funds; hold at least two NEAP/DEAP	3.1. Conduct a public expenditure review of the environment sector	The product presented was of insufficient quality and disregarded by PSC	Activity 3.1 from original PRODOC no longer in AWP nor annual progress report for 2012-2013 period
				3.2. Support the training, of district poverty eradication commission (DPECs) committees in motor, evaluation, and communication	Five (5) DPECs trained.	This activity was originally 3.5
				3.3. Conduct a situation analysis of the contribution of devolved funds to the realization of the MDGs	Activity no implemented due to lack of TRAC funds ³²	In original PRODOC this was Activity 3.6.

³² Project Annual Progress Report 2012

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2012	Observations
	Indicator	Baseline	Target			
	through support to regular meetings;	evaluation and communication of poverty indicators; status of devolved funds and their contribution to MDGs not assessed; NEAP and DEAP committees not strong and not functioning well	committee meetings	3.4. Strengthen the functioning of NEAP/DEAP committees to realize the integration of environment into development planning 3.	Constraints identified and Recommendations made during the Nakuru forums.	This was originally activity 3.6
Output 4: Strengthened Community capacity for sustainable utilization of ENR.	Number of Toolkits produced and distributed ;number of field visits/trips made to selected local sites or regional sites; amount of seed money disbursed to support community action plans; reports on lessons learnt produced, printed and distributed	Lack of: Toolkit for Integrated and Participatory Environmental Planning; 2. Exposure to best practices in community ENR management; 3.Money for communities to implement livelihoods activities as a basis for understanding and practicing best practices in ENR; 4. Lack of a report on lessons learnt by communities.	At least 1000 copies of the Toolkit produced;2. at least two trips made and 3. two reports written on best practices; 4. At least USD 15,000 disbursed to communities and 4. At least 2 lessons learnt reports produced.	4.1. Revise and update the Capacity 21 Kendelevu Toolkit in participatory planning	Toolkit revised and updated and stakeholder validation done.	
				4.2. Document lessons learnt on desertification and poverty reduction based on WDCD activities	Ten CBOs sampled and visited. Lessons learnt report written and submitted.	This activity substituted PRODOC 4.2 activity "Conduct trainings in participatory ENR management methodologies in the millennium districts"
				4.3. Conduct community exchange visits to expose communities to best practices in ENR management	Two community exchange visits involving 18 persons done and reports written.	
Output 5: Support Provided for the Coordination and Tracking of Environment Components in the CDPs, DDPs and MDGs within the Context of the MTP and Vision 2030	Flagship projects tracked and monitored annually; Millenium district offices at county and district levels strengthened; workshops held and reports written by MED on annual forums; status of PETS reviewed and reports written, workshops held to review report;	Regular tracking and monitoring of Vision 2030 flagship projects on environment not done; Offices of County Development Officers, DDOs and DEOs do not do regular reporting on ENR project activities; MED does not hold regular forum of stakeholders to assess implementation of DDPs and MTPs; PETS on environment not held regularly;	At least two annual reports written on flagship projects in ENR; Offices in the 9 Millenium districts strengthened; two workshops held and two reports written.	5.1. Provide support to tracking and monitoring of progress on flagship project activities based on set indicators and benchmarks	Flagship projects visited in Coast Province: Dongo Kundu Road bypass stalled because of community resistance; Kilindini harbor expansion on track, Kilifi Resort City, not started, Livestock disease control zones partially completed.	Some flagship projects are key to realization of poverty reduction and Vision 2030 and as such should be prioritized for implementation in the future.
				5.2 Support MED (Monitoring and Evaluation Directorate) to hold a regular forum of stakeholders to assess progress on implementation of DDPs/MTPs	No activity during this period	Due to cut back on TRAC funds this activity was not considered a priority for the year ³³
				5.3. Support implementation	No activity during this	This activity was 5.4 on

³³ 2012 Annual Progress Report

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2012	Observations
	Indicator	Baseline	Target			
				of the Public Expenditure Tracking System (PETS) on environment	period	original PRODOC Due to cut back on TRAC funds this activity was not considered a priority for the year ³⁴
				5.4. Strengthen the offices of CDOs, DDOs and DEOs on regular reporting to the DDC and ministry headquarters ³⁵	Recommendations made on how to strengthen offices for regular reporting in the Nakuru Forum.	Originally activity 5.2
				New activity from 2012 annual report: Coordinate the tracking and reporting on environment components of the DDP and MTP	Recommendations made on how to coordinate tracking and reporting in the Nakuru forum	This activity was not specified in signed PRODOC.
Output 6: Management, Technical Advisory Support Provided	Number of additional staff members recruited into the project secretariat; Monthly, quarterly and annual reports written regularly; project outputs lead to impact; project inventory updated; environment mainstreamed into national plans, policies and budgets.	Only one staff member (project manager) available as secretariat; Monthly, quarterly and annual reports needed; No effective delivery of project outputs that lead to impact; project inventory not updated; no evidence of mainstreamed environment	Recruit 2 more staff members; write 12 monthly, 4 quarterly and one annual report; update project inventory annually.	Project management, administrative and advisory services, project vehicle	Assistant hired as of May 2012; quarterly reports produced; updated inventory; New vehicle purchased; four PTC held during 2012.	No PSC held during 2012 due to unavailability of quorum and the PS presence

PEI Phase II: Implementation Matrix³⁶ (2011-2013)³⁷. Reporting year 2013³⁸.

³⁴ 2012 Annual Progress Report

³⁵ This activity is no longer present in the 2012 progress report

³⁶ (based on the 2011-2013 Project Document and the annual progress reports for January 2011 to June 2012 and 2013 AWP)

³⁷ Note: the available AWP for 2013 does not include activities thus the evaluator has used the 2011-2012 AWP document to sub-divide the key activities.

³⁸ Source: Jan-March 2013 Project Quarterly Progress Report and April-June 2013 Quarterly Progress Report

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2013	Observations
	Indicator	Baseline	Target			
Output 2: Strengthened capacity in economic valuation and assessment methods	Support training of at least 6 staff from CPU in environmental economics; support the development of an accounting system for ENR; support conducting of sector- wide SWAPS; conduct a comprehensive economic assessment study; track and monitor environment.	Lack of capacity in environmental economics and resource valuation in the key ministries; Lack of an accounting system for ENR; sector-wide SWAPS not done to inform policy and development plans; a comprehensive economic assessment study not done; Environment component not tracked and monitored in the MTP and DDPs.	Train 6 staff from CPUs of key ministries; develop an accounting system for ENR; conduct at least 3 SWAPS; conduct one comprehensive economic assessment study; develop a manual for integration of economic values of ENR into the national system of accounts; conduct and monitor environment components in ten millennium districts.	2.5. Finalize the comprehensive economic assessment study of Kenya's environment sector, including workshop and printing of report	Two consultants reviewed and submitted the final report of the study and got paid for their work.	UNDP processed the payment with a letter of conformity from MoP even though not all PSC members agreed. UNEP did not agree with the final version and sent comments which were not included yet by the time the evaluation mission was conducted. The final payment was done and thus now it depends on the consultants good will to modify the final product and include the comments received. The final study had thus not been completed by October 2013. It should be noted that PEI is a NEX project and thus nationally owned. Event tough there is still unconformity about the product all parts are to meet (July 2014) to find a solution to the situation.
Output 4: Strengthened Community capacity for sustainable utilization of ENR.	Number of Toolkits produced and distributed ;number of field visits/trips made to selected local sites or regional sites; amount of seed money disbursed to support community action plans; reports on lessons learnt produced, printed and	Lack of: Toolkit for Integrated and Participatory Environmental Planning; 2. Exposure to best practices in community ENR management; 3.Money for communities to implement livelihoods	At least 1000 copies of the Toolkit produced;2. at least two trips made and 3. two reports written on best practices; 4. At least USD 15,000 disbursed to communities and 4. At least 2 lessons learnt reports produced.	4.1. Revise and update the Capacity 21 Kendelevu Toolkit in participatory planning	The toolkit was being revised by a select team of three persons	47 County Development profiles (CDPs) were printed. According to the 2013 Quarterly Progress Report these CDPs have specific sections on environment and climate change and also poverty-environment linkages are
				4.2. Finalize Documentation lessons learnt on desertification and poverty reduction based on WCD activities	Document and DVD produced during the period	

Expected Output	PRODC Baseline; indicators and targets			Key Activities / Targets	Activities undertaken 2013	Observations
	Indicator	Baseline	Target			
	distributed	activities as a basis for understanding and practicing best practices in ENR; 4. Lack of a report on lessons learnt by communities.		4.3. Follow up support to WDCD activities	<p>The summary report on "Combating Desertification in Kenya- Emerging lessons from empowering communities" was finalized and submitted and 1.000 copies were printed and delivered in June.</p> <p>The National WDCD commemorations were held on 17th June at Cheptebo AIC Center in Elgeyo_Marakwet County.</p>	<p>highlighted in various sections. During the mission the evaluator did not see a printed copy of the CDP and thus can not validate this statement.</p> <p>The seed money pledged by UNDP in support of two Community groups in Tana Delta during WDCD event 2012 was paid on the 12th of September 2013 after the Government and the CBOs signed a MoU.</p>
Output 6: Management, Technical Advisory Support Provided	Number of additional staff members recruited into the project secretariat; Monthly, quarterly and annual reports written regularly; project outputs lead to impact; project inventory updated; environment mainstreamed into national plans, policies and budgets.	Only one staff member (project manager) available as secretariat; Monthly, quarterly and annual reports needed; No effective delivery of project outputs that lead to impact; project inventory not updated; no evidence of mainstreamed environment	Recruit 2 more staff members; write 12 monthly, 4 quarterly and one annual report; update project inventory annually.	Project management, administrative and advisory services, project vehicle and secretariat of PTC and PSC.	<p>No Project Technical Committee were held during the year.</p> <p>One PSC was held in February 2013.</p> <p>Project assistant resumed contract.</p>	Due to the protracted recruitment of Cabinet Secretaries and Principal Secretaries as well as uncertainty surrounding the on-going changes in government departments did not help project management nor execution.

Annex V. Planned versus spent financial resources

2005-2006

Planned activities and resources according to signed Project Document

Output	Code	USD
1	NA	72,500.00
2	NA	50,000.00
3	NA	250,000.00
4	NA	123,000.00
5	NA	50,000.00
6	NA	125,000.00
7	PE advisor	50,000.00
Total		720,500.00

Combined Expenditure report 2005-2006

Output	Code	USD
1	74100	5,000.00
	63500	655.95
	65100	48.09
	71100	40,709.66
	74500	18,578.09
sub-total		64,991.79
2	74500	5,934.46
	75100	2,318.55
sub-total		8,253.01
3	71300	19.18
	71600	6,456.00
	74500	26,819.10
	75100	4,714.51
sub-total		38,008.79
4	71300	13,924.53
	71600	4,460.10
	72100	2,781.75
	74100	7,827.63
sub-total		28,994.01

Output	Code	USD
5	74500	1,750.10
6	63500	752.65
	64300	2,043.00
	65135	80.25
	71100	36,195.03
	71200	8,998.76
	71300	47,780.73
	74200	893.98
	74500	11,007.95
sub-total		107,752.35
7	63500	234.68
	71100	10,592.54
	71200	59,954.01
	71300	0.00
	74500	22.67
	75100	3,540.20
sub-total		74,344.10
TOTAL		324,094.15

Percentage Delivery for the period 2005-2006 per output

Output	%
1	89.6
2	16.5
3	15.2
4	23.6
5	3.5
6	86.2
7	148.7
Total	45.0

2007-2008

Planned activities and resources according to signed Annual Work Plan

Output	Code	USD
1	NA	20,000.00
2	NA	95,000.00
3	NA	171,500.00
4	NA	154,500.00
5	NA	32,500.00
6	NA	80,000.00
7	PE advisor	130,000.00
Total		683,500.00

Combined Expenditure report 2007-2008

Output	Code	USD
1	71100	8,932.50
	71200	30,581.98
	71300	22,430.58
	71500	390.88
	71600	14,847.79
	72400	174.69
	74500	28,102.30
	75100	2.14
sub-total		105,462.86
2	74100	51,212.27
	74200	5,127.49
	74500	37,918.63
	75100	4,548.92
sub-total		98,807.31
3	71600	-651.00
	74500	7,471.75
	75100	52,645.32
sub-total		59,466.07
4	71300	9,615.99
	71600	7,402.05
	73400	151.52
	74500	16,393.30

Output	Code	USD
	75100	1,919.91
sub-total		35,482.77
5	74500	9,070.61
	75100	454.13
sub-total		9,524.74
6	71300	44,881.07
	72100	2,238.63
	72800	8,695.93
	74500	46,880.93
	75100	57,704.66
sub-total		169,925.96
7	63500	4,612.08
	65100	336.63
	71100	232,348.01
	71200	36,804.39
	71500	21.83
	74500	100.03
	75100	16,616.35
sub-total		286,227.24
	71600	3778.67
	74500	9962.70
8		13741.37
Total		779,107.99

Percentage Delivery for the period 2007-2008 per output

Output	%
1	527.3
2	104.0
3	34.7
4	23.0
5	29.3
6	212.4
7	220.2
Total	114.0

2009-2010

Planned activities and resources according to signed Annual Work Plan

Output	Code	USD
1	NA	453,000.00
2	NA	39,500.00
3	NA	27,500.00
4	NA	128,000.00
Total		648,000.00

Combined Expenditure report 2009-2010

Output	Code	USD
1		
	71400	16309.14
	71500	31200.48
	71600	41.95
	72100	1107.32
	72300	3481.48
	72400	10.64
	73100	366.13
	74500	1626.98
	75100	815.46
sub-total		54959.58
2	74500	-2270.51
	75100	-113.52
sub-total		-2384.03
3	51040	0.15
	71300	81573.51
	71400	38856.10
	71500	16775.58
	71600	55751.43
	73100	52472.44
	73400	701.39
	74500	673.85
	75100	23097.78
sub-total		269902.23
5	71600	285.34
	72100	5940.51

Output	Code	USD
	72400	176.23
	72800	1407.26
	73100	0.00
	74500	18915.08
	75100	54.24
sub-total		26778.66
6	71300	84852.63
	71400	7334.52
	71600	21.62
	72100	6226.60
	72200	2312.46
	72400	2684.51
	72500	2693.03
	73100	1222.32
	73400	4485.76
	74200	870.91
	74500	4396.93
	75100	975.05
sub-total		118076.34
8	71600	15877.39
	72300	9715.35
	72400	584.05
	74200	1396.96
	74500	16391.05
	74600	4941.32
sub-total		48906.12
9	71600	133060.73
	72100	26736.35
	72400	1130.75
	73100	841.12
	74200	276737.70
sub-total		438506.65
Total		954745.55

Percentage Delivery for the period 2009-2010

Output	%
1	
2	
3	
4	
5	
6	
7	
8	
9	
Total	147.3

Note: The percentage delivery rate per activity has not been calculated since for the 2009 and 2010 period the AWP indicated 4 outputs and the expense report shows 9 outputs therefore we two cannot be compared.

2011

Planned activities and resources according to Signed Project Document

Output	Code	USD
1	NA	90,000.00
2	NA	115,000.00
3	NA	135,000.00
4	NA	90,000.00
5	NA	75,000.00
6	NA	110,000.00
Total		615,000.00

Expenditure report 2011

Output	Code	USD
1	71300	10000
	71600	36340.51
	72400	43.99

Output	Code	USD
	74200	12280.00
	74500	4266.06
	75700	717.01
sub-total		63647.53
3	71300	4459.46
	71600	15332.42
	72100	31770.10
	72400	257.72
	72500	220.26
	73100	33476.51
	73400	179.29
	74200	2064.00
	74500	8407.92
	76100	-211.80
sub-total		95955.88
4	71600	31300.93
	74500	214.69
sub-total		31515.62
5	71600	6031.98
	72100	3669.12
	74500	1229.02
sub-total		10930.12
6	71300	534.37
	71400	58803.02
	71500	-230.10
	71600	14478.98
	72200	1501.91
	72400	2411.62
	72500	834.14
	72700	17468.68
	73100	21342.53
	73400	52291.58
	74500	8493.96
sub-total		177930.59
8	71300	4278.07
	71600	10051.91
	72400	35.21
	72700	471.71
	76100	7.75
sub-total		14844.65

Output	Code	USD
9	76100	-10.48
Total		394813.91

Percentage Delivery for the period 2011

Output	%
1	70.7
2	0.0
3	71.1
4	35.0
5	14.6
6	161.8
7	
Total	64.2

2012

Planned activities and resources according to Signed AWP

Activity	Code	USD
1	NA	110,000.00
2	NA	200,000.00
3	NA	55,000.00
4	NA	52,000.00
5	NA	60,000.00
6	NA	143,000.00
Total		620,000.00

Expenditure report 2012

Output	Code	USD
1	71300	47826.73
	71600	13253.66
	72200	1705.04
	72300	1176.47
	73100	4421.16
	73400	1343.00

	74200	2109.40
	74500	4185.69
	75700	14055.19
	72100	1909.22
	72400	2912.28
	73400	657.18
sub-total		95552.02
3	71600	4413.15
	72700	3771.66
	73400	481.00
	75700	10854.00
sub-total		19519.81
4	71600	58810.18
	72100	1809.27
	72400	139.69
	72500	7548.81
	74200	9594.30
	74500	1048.95
sub-total		78951.20
5	71600	9683.46
	72100	8113.44
	74200	5465.12
sub-total		23262.02
6	71300	-4385.10
	71400	86426.17
	71600	1109.31
	72400	290.15
	74500	2632.40
	75100	-241.21
sub-total		85831.72
8	71600	465.12
Total		303581.89

Percentage Delivery for the period 2012 per output

Output	%
1	86.9
2	0.0
3	35.5
4	151.8

5	38.8
6	60.0
8	?
Total	49.0

2013

Planned activities and resources according to signed AWP

Output	Code	USD
2	NA	53,200.00
4	NA	9,500.00
6	NA	86,562.00
Total		149,263.00

Expenditure report 2013³⁹

Output	Code	USD
	71300	58856.20
	71400	1176.52
	71600	5400.00
	72400	447.88
1	72500	157.33
sub-total	2	35.69
	72400	232.25
	4	73400
		337.36
		569.61
6	71400	69148.42
	72400	1529.03
	73400	486.05
	74500	36718.94
sub-total		107882.44
Total		174525.67

³⁹³⁹ As of June 2013

Percentage Delivery for the period 2013 per output

Output	%
2	0.1
4	6.0
6	124.6
Total	116.9

Total project expenditure 2005-2013

Year	Expenditure
2005	52753.35
2006	271341.25
2007	450302.22
2008	328805.77
2009	548840.28
2010	405904.96
2011	394813.9
2012	303581.8
2013	174525.6
Total	2932451

Source of Funds

Donor	Quantity
UNEP/UNDP HQ (H21)	200,055.00
Disbursed from UNDP various donors including UNEP/PEI (B0342)	2,696,205.55
SGP TRAC resources	1,582.00
UNEP/UNDP HQ (H21) - to be spent (consultancy and other pending TRAC expenditures	34,608.46
Total	2,932,451.01

The expenses presented correspond to the funds disbursed from UNDP originating from TRAC resources as well as various donors (DFID, Luxembourg) and UNDP/UNEP PEI Africa.

Annex VI. Indicators, baseline and targets in phase I and II prodocs.

Reconstructed Baseline, indicators and targets for 2005-2006

Expected output	Reconstructed Baseline		
	Indicators	Baseline	Target
Improved understanding of poverty and environmental linkages within government ministries and institutions, and other stakeholders	Number of DEAPs and DDP including PE linkages	DEAPS and DDPs with no clear linkage of P E	At least 6 DEAPs and DDPs in millennium districts
	Number of policy briefs developed	None	2 subject focused briefs
	PE linkages captured within State of the Environment Reports prepared by NEMA	State of Environment reports did not have P E linkage	Each SOE Report to include P E
	Number of Write up related to specific environment and poverty themes (for WCDC each year comes one global to be adapted locally) and public meetings at selected venues in arid or semi arid areas of the country	Capacity 21 project used to implement this activity from 1998 until 2006 (same model)	Each year in June to reach as many government and community stakeholders as possible
Economic assessment of links between environment and natural resource management and Kenya's growth potential conducted	Economic Assessment study completed	N/A	Completed by june 2006
Government capacity and mechanisms to deliver pro-poor environment policy strengthened	Technical advisory services provided to the Environment Secretariat	N/A	Throughout the period
	Number of workshops and retreats	N/A	Not specified (unplanned for)
Tools developed for the integration of environment into development plans and budget processes and utilized in 3 ministries	Number of DEAPS integrating P E	DEAPS did not include P E	At least 3

Expected output	Reconstructed Baseline		
	Indicators	Baseline	Target
Increased and more effective participation of stakeholders in environment and development policy making and planning processes	Support fora to initiate national debate on environment and poverty issues.	N/A	Ready by 2006
	Opportunities identified to improve information-sharing and analysis on PEI linkages and interventions between stakeholders.	N/A	Target could not be reconstructed
	Reference to poverty, environment and development linkages in national press & media.	N/A	Target could not be reconstructed

Phase II baseline, indicators and target per expected output.

Expected output	Indicators	Baseline	Target
Strengthened understanding of poverty and environmental linkages within government ministries and institutions, and other stakeholders	Hold three annual PPOs, CDOs and DDOs workshops; conduct two case studies/community assessments; construct articles and produce documentaries on poverty and environment linkages; hold national level stakeholders' dialogue workshops each year;	Need to support annual PPOs (provincial planning officers), CDOs and DDOs workshop on poverty and environment linkages; case studies/ community assessments on the links between poverty and environment not done; low public awareness on the links between poverty and environment; lack of a regular national level dialogue on poverty and environment linkages; low level of awareness in primary and secondary schools on poverty and environment linkages	three workshops held; three community case studies conducted; articles/supplements and documentaries produced each year; three national stakeholders dialogue workshops held; publicity and awareness created on poverty and environment linkages in primary and secondary schools in ten millennium districts
Strengthened capacity in economic valuation and assessment methods	Support training of at least 6 staff from CPU in environmental economics; support the development of an accounting system for	Lack of capacity in environmental economics and resource valuation in the key ministries; Lack of an accounting system for	Train 6 staff from CPUs of key ministries; develop an accounting system for ENR; conduct at least 3 SWAPs; conduct one comprehensive

Expected output	Indicators	Baseline	Target
	ENR; support conducting of sector- wide SWAPS; conduct a comprehensive economic assessment study; track and monitor environment components in the MTP and DDPs;	ENR; sector-wide SWAPS not done to inform policy and development plans; a comprehensive economic assessment study not done; Environment component not tracked and monitored in the MTP and DDPs;	economic assessment study; develop a manual for integration of economic values of ENR into the national system of accounts; conduct and monitor environment components in ten millennium districts
Capacity of key stakeholders strengthened to integrate poverty-environment linkages in development plans and budgets	Guidelines for integration developed, printed and distributed; training of MTP/MTEF sector groups conducted and reports written; trainings conducted to enhance skills in collection and analysis of poverty data; PEC county and district committees trained, assessment of status of devolved funds conducted; NEAP and DEAP committees strengthened and functioning through support to regular meetings;	Lack of guidelines for integration of environmental sustainability; lack of training of MTP/MTEF sector working groups on guidelines for integration; Lack of skills in collection and analysis of poverty and environment data required for reporting; PEC committees at county and district levels lack skills in monitoring, evaluation and communication of poverty indicators; status of devolved funds and their contribution to MDGs not assessed; NEAP and DEAP committees not strong and not functioning well;	Produce guidelines/manual for integration of environment; conduct at least four sector group trainings on MTP/MTEF and write four reports; Conduct at least two trainings to enhance skills on poverty data collection and analysis; train 10 PEC district committees; write one status report on devolved funds; hold at least two NEAP/DEAP committee meetings
Strengthened Community capacity for sustainable utilization of ENR.	Number of Toolkits produced and distributed ;number of field visits/trips made to selected local sites or regional sites; amount of seed money disbursed to support community action plans; reports on lessons learnt produced, printed and distributed	Lack of: Toolkit for Integrated and Participatory Environmental Planning; 2. Exposure to best practices in community ENR management; 3.Money for communities to implement livelihoods activities as a basis for understanding and practicing best practices in ENR; 4. Lack of a report on lessons learnt by communities	At least 1000 copies of the Toolkit produced;2. at least two trips made and 3. two reports written on best practices; 4. At least USD 15,000 disbursed to communities and 4. At least 2 lessons learnt reports produced.
Support Provided for the	Flagship projects tracked	Regular tracking and	At least two annual

Expected output	Indicators	Baseline	Target
Coordination and Tracking of Environment Components in the CDPs, DDPs and MDGs Within the Context of the MTP and Vision 2030	and monitored annually; Millennium district offices at county and district levels strengthened; workshops held and reports written by MED on annual forums; status of PETS reviewed and reports written, workshops held to review report.	monitoring of Vision 2030 flagship projects on environment not done; Offices of County Development Officers, DDOs and DEOs do not do regular reporting on ENR project activities; MED does not hold regular forum of stakeholders to assess implementation of DDPs and MTPs; PETS on environment not held regularly.	reports written on flagship projects in ENR; Offices in the 9 Millennium districts strengthened; two workshops held and two reports written.
Management, Technical Advisory Support Provided	Number of additional staff members recruited into the project secretariat; Monthly, quarterly and annual reports written regularly; project outputs lead to impact; project inventory updated; environment mainstreamed into national plans, policies and budgets.	Only one staff member (project manager) available as secretariat; Monthly, quarterly and annual reports needed; No effective delivery of project outputs that lead to impact; project inventory not updated; no evidence of mainstreamed environment	Recruit 2 more staff members; write 12 monthly, 4 quarterly and one annual report; update project inventory annually.

Annex VII. List of documents reviewed

Project Documents:

1. PEI Project Document 2005-2006
2. PEI Prodoc 2011-13 Jan 10 2011.

Signed Annual Work Plans:

1. PEI Project Document 2007-2008 (AWP);
2. PEI Annual and Quarterly Targets 2007-2008;
3. 2005-2006 AWP signed
4. January August 2013 AWP
5. January 2011-June 2012 AWP
6. July-Dec 2008; July 2009-June 2010 quarterly work plan

Audits:

1. PEI audit report 30.6.2008;
2. 2006_Audit_Findings_Follow-up_Action_Plan_Sustainability;
3. PEI Jan – Dec Exp detal 2012 UNEP;
4. PEI Exp detail TRAC jan-Sept 2013;

Combined Delivery Reports:

1. Jan-June 2013;
2. Q1 & 2 CDR combined 2012;
3. July – Dec 2012;
4. PEI 2011 CDR;
5. PEI 2010 final;
6. CDR 2009;
7. CDR 2008;
8. CDR 2007;
9. CDR 2006;
10. CDR 2005.

Mid Term Review and other evaluation documents:

1. Finalised_Main_Reprt_MTR_PEI_SCALE_UP_NOV_12;
2. PEI Kenya MTR Report (Nov26_2008);
3. MTR Management Response
4. Evaluation of the UNDP-UNEP PEI; partnership with Norway 2004-2008
5. PEI evaluation to NORAD annexes

Annual Reports:

1. PEI Annual Report (Jan-Dec) 2008;
2. PEI Annual Report (January to December) 2008 draft 3;
3. PEI Annual Report (January to December 2009);
4. Jan-Dec 2010 Annual Report;
5. PEI-Annual Progress Report 2011;
6. PEI-Kenya (2012) Annual Report.

Quarterly Reports:

1. Quarterly Report July-Sep 07;
2. PEI Monthly Report to MPND-Sept. 2007;
3. PEI-Quarterly Report Jan-March 2013;
4. PEI-Kenya UNEP Quarterly Report (April-June 2013).

Project Steering Committee Minutes:

1. Programme Meeting on PEI Kenya note for file 4.8.08
2. PEI PSC 13.2.2013
3. PEI Minutes Treasury 3.3.2009
4. PEI annual meeting evaluations summary
5. PEI annual meeting evaluations reactions
6. Minutes, PEI Briefing note 17.2.2010
7. MINUTES OF PEI Steering Committee 17.2.2010 draft
8. MINUTES OF PEI Steering Committee 3 March 2010 (SW)
9. Minutes of PEI NSC (May 2011)
10. Minutes DG meeting 26.10.2009
11. K0762349 Third PEI annual meeting report

Other documents:

1. Equipment transfer form and list;
2. PID Environmental Mainstreaming;
3. PEI Kenya Evaluation time Schedule;
4. Economic Assessment of Kenya's Environment and Natural Resources;
5. NEAP 8th Dec08 final
6. KIS2012_Vision_2030_Minister_of_State_Planning_National_Development;
7. Vision 2030;
8. Economic Assessment of Kenya's Environment and Natural Resources;
9. Community Capacity Development Toolkit;
10. Policy Brief on Achieving the MDGs and Vision 2030 through Sustainable Development;
11. Kenya MDG status report 2012 presentation;
12. Public Expenditure Report for Kenya's Environment Sector;
13. Indicators Report;
14. PEI-Kenya Basic Facts Summary;
15. NEAP 2008;
16. Environment, Water and Sanitation Sector, Draft Report, Second Medium Term Plan 2013-2017;
17. Kenya MDG status report 2012 presentation;
18. Kakamega Central DDP 2009

19. Combating Desertification in Kenya-Final;
20. National Environmental Action Framework.