



## **Mainstreaming Sustainable Land Management in Agro pastoral Production Systems in Kenya**

**(PIMS No: 3245)**

**(GEF ID: 3370)**

### **Terminal Evaluation**



### **FINAL REPORT**

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## Acknowledgements

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*Cover Photo: Rehabilitated Spring and Fish Pond at Omomet, Narok North (O.Chapeyama 2016)*

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## List of Acronyms

ASALs	Arid and Semi Arid Lands
ASDSAP	Agricultural Sector Development Support Programme
CDR	Combined Delivery Report
CSO	Civil Society Organization
DMT	District Management Team
FACE	Funding Authorization and Certificate of Expenditure
FFS	Farmer Field Schools
GEF	Global Environment Facility
GoK	Government of Kenya
HIV	Human Immunodeficiency Virus
ICIPE	International Centre for Insect Physiology and Ecology
KACCAL	Kenya Adaptation to Climate Change in Arid Lands
KLMC	Kenya Livestock Marketing Council
KALRO	Kenya Agricultural and Livestock Research Organization
KCB	Kenya Commercial bank
MURKY-ORDAP	Munoni and Kyuso Organization for Rural Development
NGO	Non-governmental Organization
PMU	Project Management Unit
REToI	Results To Impact
SLM	Sustainable Land Management
SHoMaP	Small Holder Horticultural Marketing Programme
TE	Terminal Evaluation
ToR	Terms of Reference
UNDP CO	United Nations Development Programme Country Office
VSF	Veterinarians Without Borders
WRMA	Water Resources Management Agency

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## Executive Summary

### Project Information Summary

<b>Project Title: Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya</b>		
UNDP Project ID (PIMS #): 00075856	PIF Approval Date:	
GEF Project ID (PIMS #):	CEO Endorsement Date:	
ATLAS Business Unit: AWARD #: Project ID:	Project Document Signature Date: 18 Jan 2011	
Country: Kenya	Date Project Manager hired: November 2012	
Region: Africa	Inception Workshop Date: December 2012	
Focal Area: Land Degradation	Terminal Evaluation completion Date: October 2016	
GEF Focal Area Strategic Objective: Sustainable Land Management	Planned project closing Date: December 2015	
Trust Fund [Indicate GEF TF, LDCF, SCCF,NPIF]:	If revised, proposed operational closing date: June 2016	
Executing Agency/Implementing Partner: State Department of Livestock		
Other Execution Partners: KALRO, University of Nairobi		
Project Financing	At CEO Endorsement	At Terminal Evaluation
[1] GEF Financing	USD 3034734	USD 3034734
[2]UNDP Contribution	USD 1000000	USD 679469.3
[3]Government	USD 3660,000	USD 2,816,863
[4]Other Partners	USD 4000,000	Parallel Initiatives Supportive of SLM
[5] [2+3+4]	USD 7,660,000	
<b>TOTAL PROJECT COSTS</b>	<b>USD 11,690,734</b>	

Arid and semi arid landscapes cover up to 80% of Kenya's land surface. Although these landscapes are rich in biodiversity they are characterised by low and erratic rainfall which limits the livelihood options for the people that reside there to pastoralism and agro-pastoralism over the past few years. Human population densities in the ASALs have been increasing due to in-migration from higher rainfall areas of the country. This is limiting the pastoral rangeland and increasing sedentarism in agro-pastoral regions due to privatisation of communal land. The "new arrivals" have brought with them agricultural practices and crops that are ill suited for the ASALs resulting in widespread clearing of woodlands to accommodate crop production. The combination of increased human population pressure and unsustainable land use practices has caused soil erosion and land degradation which have led to increased poverty among the residents of these landscapes.

The Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya project was designed as a five year programme to address these problems through interventions aimed at providing the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the ASALs. The project, which has been under implementation from 2011 to 2016, was also intended to provide land users and land managers with the financial incentives, enabling policy, institutional and capacity for effective adoption of sustainable land management. This was to be

done first through pilot initiatives in the four districts (now counties) of Mbeere North, Kyuso, Narok North and Dadaab. The results from the pilot phase would then be up-scaled to cover other ASAL areas of the country.

The project objective was to be achieved through the following three interrelated key project outcomes:

Outcome 1: Knowledge based land use planning forms the basis for improving drylands sustainable economic development;

Outcome 2: Viability of the agropastoralism production system increased through diversification and access to finances for SLM;

Outcomes 3: Policy and institutional framework supportive of SLM mainstreaming in agro pastoral production system and ASALs.

The total project budget at inception was US\$ 11,690, 734.00 made up of contributions from GEF, UNDP and the Government of Kenya. Parallel activities addressing post- harvest losses of grain were funded by other collaborating entities outside the framework of the project.

Project implementation was managed through a national execution modality which was guided by a multi-sectoral Project Board chaired by the State Department of Livestock of the Ministry of Agriculture, Livestock and Fisheries. The Board reported to UNDP Kenya Country Office which served as the GEF Project Implementing Partner. A Project Management Unit which was responsible for day-to-day project administration was housed in the department. The PMU worked through multi-sectoral District Management Teams led by the County Livestock Production Officers. These teams were a very effective project management innovation as they provided local forums where community project beneficiaries could obtain guidance and answers to their queries. Other stakeholders, including NGOs, CSOs and private sector entities, which could contribute to project implementation were also engaged to input into the process.

The Terminal Evaluation concluded that the project was designed to address issues of critical importance to the development of the ASAL regions of Kenya. As a result of this, the project was easily taken up and managed by national institutions which saw it as relevant to the national context. The strategy to begin by establishing an information and knowledge base for SLM was also adjudged to have been an effective way of promoting the uptake of the project outcomes. In doing this the project mobilised the participation of Universities and research centres to generate knowledge about the causes of land degradation which enhanced the understanding of local communities of phenomena which they had otherwise considered as "natural". Research was complemented by community training and experiential learning through field days where responses to land degradation were demonstrated through Farmer Field Schools. More than 16, 000 farmers had been exposed to various aspects of SLM by the end of the project. Government extension officers who served as members of District Management Teams were also exposed to new concepts including Environmental Impact Assessment, Water and Landscape Management, Gender Mainstreaming, Climate Finance, Resource Mobilization, Project Formulation, Finance and Procurement, Monitoring and Evaluation and Project Management which enhanced their capacities to assist community members with the implementation of activities.

The project targeted the improvement of the viability of pastoral and agro-pastoral production systems as a way of promoting the uptake of SLM among participating community groups. Improved breeds of dairy and meat goats and poultry were introduced at all four pilot sites which has resulted in high milk

production, increased carcas weights and higher egg production, all of which have had positive impacts on family nutrition and incomes. Drought resistant crop varieties have also been introduced with resultant increases in crop yeilds. Participating communities have consequently reduced their dependency on food handouts. The project has also introduced a diversified production base, including fish farming where water supplies have been developed and permit such activities. An area that needs more attention is that of access to markets for the increased products. Further work needs to be done to establish value chains so that community members can embark upon value addition activities with full market information. Another potential hurdle is that of access to finance for rural farmers who are considered high risk by conventional finance houses. The follow-on SLM project should consider community banking options to close this gap.

With increased agricultural productivity in the ASALs, the need for policy frameworks which recognize these production systems as critical components of the national economy was identified at project identification stage. Overtures have been made to influence livestock and camel marketing programmes through incorporating production from the ASALs. An important aspect of production in the ASALs is the charcoal industry. While Kenya has legalised the production of charcoal and introduced improved charcoal production systems through formal associations, this industry has failed to yield the benefits that were expected from it due to the influence of powerful interest groups.

The overall assessment of the TE is that the implementation of the Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya project was **Highly Successful (HS)**. The Table below summarises the performance ratings for the various project elements.

#### Rating of Project Performance

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

Ratings Scales		
<b>Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&amp;E, IA &amp; EA Execution</b> 6: Highly satisfactory (HS): No shortcomings 5: Satisfactory (S): Minor shortcomings 4: Moderately Satisfactory (MS): moderate shortcomings 3: Moderately Unsatisfactory (MU): significant shortcomings	<b>Sustainability Ratings</b> 4: Likely(L) negligible risks to sustainability 3: Moderately Likely (ML): Moderate risks 2: Moderately Unlikely: Significant Risks	<b>Relevance ratings</b> 2: Relevant (R) 1: Not Relevant (NR)

2: Unsatisfactory (U): major shortcomings 1: Highly unsatisfactory (HU): severe problems	1: Unlikely: Severe risks	
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

The TE identified the following lessons from the implementation of the project:

- community level development projects are best managed at a level that is closest to where activities need to be implemented. The devolution of project management responsibilities to the sub-county level has yielded high impact management systems because of the proximity of technical expertise to the project coalface. Participating communities did not have to wait for long periods before they got answers to their questions.
- government development extension agencies possess the requisite technical and management capacities to effectively perform their duties but usually lack the financial and material resources they require to do so. With the provision of these resources to the DMTs in the pilot districts these agencies have delivered on their respective mandates to the benefit of participating communities.
- land management interventions need to be informed by empirical scientific research if they are to correctly respond to the problems they are developed to address. The experiences from the gully reclamation project at Suswa in Narok North are instructive in this instance.
- there is need to include the documentation of traditional knowledge systems in the design of land resources management projects. What communities know already becomes a useful entry point for them to participate fully in the activities. Project interventions intended for implementation by community groups are more likely to yield lasting results if they are developed together in a participatory manner with concerned communities.
- conservation and land management programmes need to incorporate financial incentives for them to remain relevant to community groups. Conservation for its own sake is unsustainable. The likelihood of all the communities involved in the SLM project realising financial rewards from their efforts was a major motivating factor for continued community engagement.
- the use of local languages is an effective tool for promoting community participation in development projects.

The following is a summary of the evaluation's recommendations for taking the project forward:

- Project interventions should include the participation of the youth in the areas where they are implemented to ensure intergenerational transfer of knowledge and experiences;
- SLM projects are part of the Terra-Africa initiative. Individual project results and experiences should be documented and disseminated to other regions of the continent. The experiences and results of the interventions under the SLM Kenya project would be useful in informing project interventions in other parts of Africa. While UNDP will upload the evaluation report onto their knowledge sharing platform, more could be achieved through exchange visits involving

community groups and staff exchanges between UNDP Country Offices.

- there has been a plethora of SLM and SLM related projects implemented in Kenya over the past five to ten years. It is recommended that a review of all these projects be conducted for purposes of distilling and documenting lessons learned so as to avoid duplication of effort as successor projects are designed. GEF needs to review the distinction between their focal areas, particularly the Land Degradation and Climate Change focal areas as the project interventions that are developed under these largely speak to the same core issues. Responses to Land Degradation, especially in Arid and Semi Arid Lands, are akin to Climate Change Adaptation measures.
- SLM interventions with elements of improving agricultural productivity and value addition to products need to have a component which speaks to sustainable energy input as without energy supplies agro-processing, which is the first stage in value addition in rural communities, will remain a distant mirage.
- As recommended by the MTR on this project UNDP should identify opportunities for developing programmes and initiatives that address SLM at eco-regional scale as the issues transcend national borders. The project management structure that was used for the pilot phase should be retained for the follow-on SLM Phase II as it provided for the building of sub-county level project management and implementation capacity. Beneficiary communities did not have to wait for decisions to be made at the Nairobi based PMU since each District Management Team was equipped to respond to community queries.

# 1. Introduction

## 1.1 Purpose of the evaluation

This report details the results of the Terminal Evaluation (TE) of the Project: **Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya**. As stated in the Terms of Reference, the purpose of the evaluation is to provide principal project stakeholders, namely: UNDP-GEF; UNDP Kenya Country Office, the Government of Kenya with an independent assessment of the following aspects of the project:

- the extent to which intended project results have been achieved and to draw lessons that can both improve the sustainability of benefits from this project and assist in the overall enhancement of UNDP programming;
- the weaknesses and strengths of the project design and implementation strategy and come up with recommendations for addressing identified gaps in future programming;
- the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender;
- the extent to which the project is achieving impacts or progressing towards the achievement of impacts with respect to ecosystems health, environmental degradation, poverty reduction and climate change adaptation;
- the likelihood of sustainability of these impacts;
- lessons that have been generated for use in developing similar initiatives in future;
- contributions to the knowledge base in relation to GEF's contributions to global environmental benefits.

## 1.2 Scope and Methodology of the Evaluation

This Terminal Evaluation was undertaken as per the requirements set out in the Terms of Reference (ToR) and in line with the guidance provided in “Guidance for Conducting Terminal Evaluation of UNDP Supported, GEF-Financed Projects” (UNDP/GEF, 2014).

The study was initiated through a **Desktop study / Data Collection exercise** which involved collecting and reviewing basic project documentation, identifying key issues, ascertaining sites for field visits, interviews with key stakeholders and beneficiaries and organizing logistics as well as TE planning between the TE consultant and the Project Team, all of which culminated to an Inception Report which was submitted on September 17<sup>th</sup> 2016.

Three data collection approaches employed in this study were as follows:

**Review of primary data sources** including national and project based documents with a bearing on project design, implementation and monitoring. National Development Plans, sectoral plans on land and from sectors whose plans impact on land management and climate change were reviewed to understand the context of the project. In addition, data was also collected from national policies and strategies to implement international conventions, web sites, interviews with the Project Team, UNDP staff, key project partners and relevant stakeholders.

**Consultations with a wide spectrum of stakeholders.** After an introductory meeting at UNDP-CO, the consultant interviewed senior project monitoring and evaluation personnel at the State Department of

Livestock before travelling to the project pilot sites for data collection. The consultant conducted site visits to interview project beneficiaries in Narok North, Dadaab, Kyuso and Mbeere sub-Counties. Field visits ended with interviews with members of staff at Kenya Agricultural Livestock and Research Organization (KALRO), University of Nairobi and Jomo Kenyatta University of Agriculture and Technology who contributed to the implementation of activities under Outcome 1: Knowledge based land use planning forms the basis for improving dry lands sustainable economic development'.

Consultations were conducted through a variety of approaches including the use of semi-structured interviews, focus group meetings, and one-on-one interviews. The list of stakeholders consulted is presented in **Annex 3** to this report.

At the end of the field mission which was conducted over the period September 30 to October 14, the consultant met with the Programme Specialist at UNDP Country Office for an out briefing session.

**Field visits** to selected project implementation sites to observe project outputs and possible impacts were conducted according to a pre-arranged schedule (**Annex 2**).

The following aspects of the project were discussed during field visits:

#### Project Formulation

The stakeholders were asked to evaluate whether the project design and conceptualisation addressed the root causes of the problem it was meant to address. They were further asked to establish the appropriateness of the project components for achieving the laid out objectives, the quality and appropriateness of the indicators selected to guide project implementation, the extent to which the project is based upon and driven by national priorities, the extent of stakeholder involvement in the design and whether the project design made use of lessons from similar activities implemented elsewhere.

#### Project Implementation

On this aspect the stakeholders were asked to assess the following perspectives: use of the Logical Framework as a management tool, use of adaptive management techniques to respond to changing circumstances, and the extent to which project stakeholders were involved as well as the quality of financial management and planning exercised by the project team.

#### Project Results:

It was also important to ask stakeholders to assess project results as well as the various elements of the project.

In conducting the overall project evaluation, the consultant followed the guidelines as per the GEF Project Evaluation Guidelines. The guidelines require that all project evaluations assess the following criteria: Relevance, Effectiveness, Efficiency; Sustainability and Impacts being realised through project implementation. These criteria were assessed through the use of the questions indicated in the Table below:

Table 1 Assessment Criteria

<b>Evaluation Criteria</b>	<b>Indicators</b>	<b>Sources</b>	<b>Methodology</b>
<b>Relevance:</b> How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been			

achieved?			
<b>Efficiency:</b> Was the project implemented efficiently, in-line with international and national norms?			
<b>Sustainability:</b> To what extent are there financial, institutional, and/or environmental risks to sustaining long term project results?			
<b>Impacts:</b> Are there indicators that the project has contributed to. Or enabled progress towards, reduced environmental stress and/or improved ecological status?			

### 1.3 Data Analysis Methods Used

Data analysis was conducted through qualitative and quantitative methods including triangulation (confirmation of impacts/results through comparison of data from different sources). In conducting data analysis the consultancy team was guided by the standard evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact of the project.

In analysing project relevance, the evaluator assessed how the project relates to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels.

Project Effectiveness was measured by assessing the extent to which the expected outcomes and objectives of the project have been achieved.

In evaluating project Efficiency, the main question answered was whether the project was implemented efficiently, in line with international and national norms and standards.

In addition to the above evaluation criterion, the project impacts were also evaluated through tracking the indicators of progress towards the end of project targets in the project Logical Framework. Impacts are usually realised over the long term so the evaluation made use of the Results To Impact (RETtoI) approach to assess progress towards the generation of impacts. Indicative impacts were assessed through measuring progress towards reduced environmental stress and/or improved ecological status.

Finally, the evaluation measured the potential for sustainability of project results with a focus on the post-project phase. Aspects assessed included financial, institutional, social and environmental sustainability.

### 1.4 Structure of the evaluation report

This Chapter introduces the purpose of the TE discussing the purpose of the evaluation, methodology, data collection and analysis as well as the expected findings. The project context, the problems that the Project was developed to address, and the key stakeholders who were involved in the design and implementation of the project are discussed in Chapter 2. Chapter 3 sets out the main findings of the TE, the Project design, and concludes with an assessment of progress made towards Project Objectives. The final chapter, Chapter 4, provides the conclusions and recommendations of the TE. At the end are the Annexes to the evaluation report.

## **2. Project development context and description**

### **2.1 The Development Context**

Arid and Semi-arid Lands cover about 467,200 square kilometers or about 80% of Kenya's total landmass. These landscapes are characterized by a hot and dry climate, with low and erratic rainfall that varies widely across space and over time. Due to climatic constraints, the main source of livelihood for ASAL inhabitants is extensive livestock production which is practiced through pastoralism and agro-pastoralism.

The ASAL regions are among the nation's poorest, where weak infrastructure, widespread insecurity, frequent droughts and limited livelihood options keep many residents in conditions of poverty and food insecurity. The majority of the residents of these areas are dependent upon relief food. Over 60% of ASAL inhabitants live below the poverty line subsisting on less than 1 USD per day. The majority of the residents of these regions also have low access to water and sanitation services.

Despite the serious water limitations due to low rainfall, the ASALs are endowed with natural wealth including globally significant dryland ecosystems which support large wildlife populations and a variety of plant and birdlife. A thriving tourism industry has been developed on the basis of this rich resource endowment. The landscapes have also supported pastoral and agro-pastoral production systems for centuries. In their natural state, the extensive dryland ecosystems also serve as carbon sinks.

The ecological balance of the ASALs has been transformed by the social and economic changes that have taken place in Kenya in the recent past. There has been an influx of people from the wetter regions of the country into the ASALs as population densities have risen in these areas. The migrants have brought with them their traditional crop production systems which have transformed agricultural systems with the introduction of new crops such as maize which are ill-suited to the dryland conditions. Although crop failures are frequent, these new crops have attracted increased attention from even the agropastoralists because they provide better yields than the customary drought resistant crops in good seasons. Increased human populations have resulted in clearing of land for crop production which in turn has divided up pastures resulting in restricted livestock movements. The traditional grazing lands have been divided up and privatised as individual residents seek to maximise the benefits which they draw from these communally owned landscapes. All these developments have resulted in widespread land degradation, reduced land productivity and water shortages across the ASAL landscape, decreasing the ability of the ecosystem to support livelihoods and economic development.

### **2.2 Problems that the project sought to address**

Land degradation in the ASALs is largely driven by inappropriate land use, itself driven by many and interrelated factors including inappropriate development models and rapid increase in population that is highly dependent on natural resources without the use of appropriate technologies to increase land productivity. Past development initiatives in ASALs both in Kenya and elsewhere have often led to degradation of the resources because they have been based on inadequate understanding of the special conditions of ASALs.

Arid and Semi Arid Lands (ASALS) have experienced increased in-migration from areas that experience higher rainfall. These migrants bring with them cropping practices like the growing of maize, which are not suited to these low rainfall areas. The introduction of these "foreign crops" and their widespread adoption by the locals has resulted in the abandonment of traditional drought resistant crops such as

sorghums, millets and a range of leguminous crops including cowpea, green and black gram, pigeon pea and beans which were suited to this environment. These unsuitable crops result in poor and unreliable yields and poor soil cover. Soil erosion has become more prevalent with the attendant frequent crop failures leaving local populations increasingly dependent on food aid for food security.

Increased human populations have resulted in more land being opened up for crop production which has impeded the traditional practice of livestock mobility and the breakdown of traditional customs of seasonal migration among herders and their cattle. This enforced sedentarisation of pastoral communities has resulted in the degradation of pastures in the ASALs. This is clearly evident around the few watering points in these generally dry landscapes. A closely related problem is that of increasing privatisation of communal lands as pastoral groups transition to crop production which further reduces the extent of open pasture resulting in increased land degradation. Overstocking also results in changes in the vegetation mix in pastures with the loss of many palatable grass species. This leads pastoralists to traverse wider rangelands in search of good pastures resulting in widespread land degradation and conflicts over resources such as water.

An additional problem is that of encroachment of crop farming onto marginal land and increasing demand for fuel wood, charcoal, timber which are principal causes of rapid deforestation in the ASALs. Areas such as river banks, hill slopes and bush lands have suffered the most damage resulting in extensive soil erosion.

Resource poor farmers have no capacity to invest in land and soil management as these have no immediate returns. Under communal ownership of land, there are also no incentives for farmers to invest in resource management. Instead individual farmers are more likely to maximise the benefits that they get from such resources without investing in technologies that promote conservation. Under communal resource management arrangements, the ASALs experience widespread deforestation, degradation of pastures, arable land, woodlands as well as water resources. Agricultural productivity is adversely impacted resulting in food shortages. This situation is worsened by recurrent droughts and floods which are the result of the impacts of climate change.

Weak land tenure arrangements in communally owned ASALs result in weak institutional arrangements for land administration and management especially given the historical background of land management which was coordinated from central government and implemented through non-consultative top-down approaches. This has resulted in the privatization of communal land leading to the restriction of livestock movements which have characterised pastoral land management systems for centuries. The project therefore had a focus on creating and strengthening local level institutions to champion initiatives aimed at reversing land degradation in the pilot sites.

## **2.3 Project Description and Strategy**

### **2.3.1 Immediate and development objectives of the project**

The overall goal of the project is "Sustainable Land Management provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the ASALs". The objective of the project is stated as "To provide land users and managers with the financial incentives, enabling policy, institutional and capacity for effective adoption of SLM in four districts (Mbeere North, Kyuso, Narok North and Dadaab ). The project objective was to be achieved through the following three interrelated key project outcomes:

Outcome 1: Knowledge based land use planning forms the basis for improving drylands sustainable

economic development;

Outcome 2: Viability of the agropastoralism production system increased through diversification and access to finances for SLM;

Outcomes 3: Policy and institutional framework supportive of SLM mainstreaming in agro pastoral production system and ASALs.

A fourth Outcome was to do with Project Management: Project managed effectively, lessons used to upscale SLM in the other ASAL districts and the country.

From the description of the project goal and objective, it is clear that the design of the SLM project was based upon the identified problems and went beyond the basic issues of land degradation and improving the productivity of pastoral and agro-pastoral production systems to address elements of advocacy for policy change, the promotion of adaptation to climate change and conflict management and mitigation. The project also supported the establishment and enhancement of the capacities of sustainable natural resources governance institutions at county and local community level.

The SLM Kenya project was not the first such initiative developed to address the problems affecting the dryland production systems in the country. Prior investments in SLM include the UNDP/GEF- FAO project which initiated the Farmer Field School approach to SLM which the project under review took over from. Another precursor project was the Kenya Adaptation to Climate Change in Arid Lands (KACCAL) Project which was also funded through GEF. With its focus on policy level interventions and on the ground testing and trials of various SLM approaches, the project under review could be considered to be the first comprehensive attempt by the Government of Kenya to address this priority matter.

The project was developed as a five year intervention covering the period 2010 to 2015. Financing was provided by the Global Environmental Facility and the Government of Kenya in collaboration with other benefactors such as the UNDP Kenya Country Office. The total budget for this five year project was USD 11,690,734. Of this amount, GEF contributed US\$ 3,030,734 (26%), UNDP contributed US\$ 1,000,000 while the Government of Kenya and others contributed US\$ 7,660,000 (74%).

### 2.3.2 Stakeholder Involvement

A variety of national stakeholders were involved in the management and implementation of the SLM project. A Project Board made up of the Ministry of Agriculture, Livestock and Fisheries, the Ministry of Environment and Natural Resources, the National Treasury, UNDP CO, and the National Drought Management Authority (NDMA) is responsible for the following:

- Provides overall guidance and direction to the project
- Makes management decisions for the project
- Approves project plans and revisions

At the project pilot sites, a number of key implementing partners including the Ministry of Agriculture, Livestock and Fisheries, National Environmental Management Agency, Kenya Forestry Research Institute and Kenya Forest Service and the National Water Resources Management Agency are organized as District Management Teams with responsibility for providing technical advisory services to community groups who have formed Farmer Field Schools and Pastoral Farmer Field Schools (FFS/PFS) and participate in and implement all activities that mainstream SLM practices into their farm operations. Members of FFSs are therefore responsible for environmental conservation, acquisition of SLM skills, adoption of new technologies and reporting animal disease outbreaks. Project implementation has also

benefited from inputs from research and academic institutions who have generated knowledge on land degradation which FFSs have used to design SLM interventions.

The research institutions that have participated in the project include:

- i. University of Nairobi and the Jomo Kenyatta University of Agriculture and Technology which have provided technical support for rehabilitation of severely degraded land. Opportunities for the involvement of the Garissa University College's Faculties of Social Sciences and Environment in SLM activities were also investigated during the Terminal Evaluation.
- ii. Kenya Forestry Research Institute (KEFRI) conducted mapping of natural resources and degraded sites, developed degradation indicators with stakeholders and identified appropriate plant species for rehabilitation of degraded sites.
- iii. Kenya Agricultural and Livestock Research Organisation (KALRO) supported the project in community training and the identification of crop varieties suited to ASALs , breed improvement, and soil fertility analysis.

A number of NGOs have also worked on the SLM project building farmers' capacities, training in post harvest technologies and livelihood security enhancement. The participating NGOs include:

- i. VSF which supports poultry production
- ii. Action Aid Kenya which promotes pasture bulking and local chicken production
- iii. World Vision which supports livelihood enhancement, food security, child rights awareness and HIV Aids prevention campaigns .
- iv. CARITAS International which is an organization within the Catholic Church which works to promote the reintroduction of traditional high value crops, post-harvest loss management, soil and water conservation and improvement of local goat breeds

Beneficiary communities were also organised into Community Based Organisations for participation in the project. The most active CBOs were Community Owned Financial Institution which helps pastoral farmers with identifying livestock markets and sourcing improved cattle breeds and camels for farmers in Dadaab. Mumoni and Kyuso Organization for Rural Development and Active Participation (MURKY-ORDAP) which implements agriculture related activities such as post-harvest losses reduction and promotion of energy saving devices. Kenya Livestock Marketing Council (KLMC) promotes and organizes livestock marketing through marketing groups Mwingi Market Honey Place/ICIPE provides a ready market for honey. There are also local non-formal CBOs set up by local communities themselves to address specific community needs which could be used to further advance SLM. The project has had experience working with such CBOs which have embraced the FFS curriculum and SLM practices as part of their activities. Such groups have been outstanding in their uptake of SLM interventions as demonstrated by Faith FFS (Kyuso), Mabadiliko and Orkilenya FFS (Narok) and Gachururi earth dam group in Mbeere North. Private sector entities such as KCB and Equity Bank have also been mobilised to support community groups with financial support even though success with this has been limited.

The project has to date worked through government extension services as members of District Management Teams. A new government dispensation has seen the creation of County Governments which have the responsibility to advance development planning at County level through their County Integrated Development Plans (CIDP). Partnerships need to be strengthened between the National and County governments to complement and up-scale best practices achieved by the project, facilitate policy formulation, review and implementation. Closer working relationships will create conducive environments for other stakeholders to operate in, enhance provision of extension services, research and

other development initiatives ultimately making SLM objectives and outcomes deliverable in the ASALs.

The CIDPs for Narok, Embu, Garissa and Kitui Counties recognize the central role played by agriculture and livestock sectors in their economies. The plans also recognize the importance of environmental conservation and sustainability as a basis for production. There is a convergence between SLM objectives and outcomes with the County Development Plans and linkages should be sought with the County Executives. The SLM interventions, lessons learnt and landscape rehabilitation experiences can be ideal templates for uptake by the Counties. The County Executive Committee Member for Garissa pledged his full support and that of the County Government to the SLM initiative. He also indicated that the County Government was going to ensure that resources are allocated to SLM in future to advance livestock farming which is the mainstay of the County's economy.

#### 2.3.4 Link with Ongoing National Programmes

The SLM project also had direct links with a number of on-going national programmes which it learned from and/or contributed to. There are clear linkages with the Small Holder Horticultural Marketing Program (SHoMaP) whose objectives are to improve farm productivity, incomes, health and welfare of rural Kenyans by increasing the quality and consumption of fruit and vegetables. The project has conducted value chain analysis for several cropping systems and constructed a series of markets. The project was also active in Embu County and can therefore contribute to capacity building activities in Mbeere North in the areas of value addition and marketing of horticultural produce being promoted by the SLM project.

The Agricultural Sector Development Support Programme (ASDSP) aims at transforming Kenya's agricultural sector into an innovative, commercially oriented, competitive and modern industry that will contribute to poverty reduction, improved food security and equity in rural and urban Kenya. The program emphasizes on natural resources management, value chain development and creation of an enabling environment through public private partnerships. The program also seeks to remove hindrances to women and youth participation in the agricultural value chain. The SLM project is premised on some of these objectives and building linkages with ASDP will create synergies that will enhance the achievement of SLM objectives and outcomes. A representative of ASDSP is already a member of the DMT in Narok North.

## 3. Evaluation Findings

### 3.1 Project Design / Formulation

The Mainstreaming Sustainable Land Management in Agro-Pastoral Production Systems in Kenya project was designed to address the mutually reinforcing problems of land degradation, poor economic development, low food security and unsustainable livelihoods in the Arid and Semi-Arid landscapes of Kenya. These problems have become defining characteristics of ASALs due to traditional approaches to development planning which were focussed on the management of the natural resources rather than the relationship between the resources and the users.

The evaluation's finding is that the SLM project as designed was relevant to the situation in the ASAL regions. The project design ensured that SLM provides the basis for enhanced economic development, improved food security and sustainable livelihoods while restoring the ecological integrity of the ASALs. In order to promote a functional relationship between the resource base and the resource users in these regions, the project was also designed with the primary objective of providing land users and managers with the necessary incentives for them to adopt sustainable land management practices. These incentives

include; improved access to financing, the creation of an enabling institutional and policy environment as well as the building of the capacity for effective adoption of SLM by all resource users in the pilot districts.

Project interventions were delivered through the following three Outcomes:

Outcome 1: Knowledge based land use planning forms the basis for improving drylands sustainable economic development;

Outcome 2: Viability of the agropastoralism production system increased through diversification and access to finances for SLM;

Outcomes 3: Policy and institutional framework supportive of SLM mainstreaming in agro pastoral production system and ASALs.

Project design included a comprehensive Project Results Framework with baselines and indicators for use in monitoring and tracking progress towards meeting the project objectives. These baselines and indicators were assessed for their appropriateness during the Terminal Evaluation and found to have been appropriate for addressing the development challenges in the ASALs with the exception of those relating to spatial coverage of improved rangeland management. Access to micro-finance and the regulation of the charcoal making activities which were adjudged to have been overly ambitious. All the indicators developed at project design were also found to be Specific, Measurable, Achievable, Realistic/Relevant and Time Bound (SMART). The Terminal Evaluation also reviewed the changes to project indicators which were recommended by the Mid-Term review and confirmed that these changes had been taken on board and used to track project implementation to the end. A summary of the assessment of project indicators and targets is given in Table below.

**Table 2 Assessment of Project Indicators and Targets**

<b>Project Objective and Outcomes</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Changes at Mid-Term Review</b>	<b>Assessment of Indicators at Terminal Evaluation</b>
<p>Objective: To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM in the agro-pastoralists production system.</p>	<p>At least 25% of the rangeland registering improvement in rangeland condition in pilot districts (using range condition measurements) by mid-term and 50% cumulative by end of the project</p>	<p>Various statistics report that about 80% of rangelands are badly degraded.</p>		<p>The indicator was adjudged to have been ambitious given the fact that not all residents of the pilot districts were active participants in the project. Achieving 25% coverage of all rangelands registering improvement in their quality was always going to be difficult. Approaches to rangeland rehabilitation have been piloted through gulley reclamation in Narok North and Kyuso while rangeland re-seeding activities have been implemented at the other pilot sites. These activities do not however cover</p>

				50% of the rangelands in all pilot districts. The successes achieved with these activities will however improve opportunities for upscaling these activities.
	At least 25% of woodlands showing recovery as measured by regeneration and improvements in species index and canopy cover;	Various statistics report that about 70% of the woodlands are degraded	At least 25% of agro-pastoralists practicing agroforestry	The indicator recommended at Mid-Term was more realistic and measurable.
	At least 70,000 ha total (28 sites*2500 ha ) under SLM principles supported by experiential learning	Limited land under SLM, no clear documentation on what little is under SLM – Baselines to be confirmed in project year 1		Although no baselines on amount of land under SLM were established in year 1, the project target has been achieved with an estimated 100,000 ha (25% of land in pilot districts) under SLM.
	Level of dependency on food aid in target landscapes reduced by at least 30%; Number of food secure days increased	Various statistics indicate that over 65% of people in the project areas depend in part on food aid and face substantive	Level of food dependency(sic) reduced by 30% amongst households in target districts	Dependency on food aid in participating households has been reduced by more than 30%. The Terminal Evaluation

	by at least 40% for more than 50% of the population in the target landscapes	food insecurity		could not confirm the reduction in number of food insecure days in the target landscapes. This aspect of the indicator was considered to have been ambitious. Increased uptake of drought resistant crops and upscaling of the project to cover all of the pilot Counties will further reduce food insecurity in ASALs. This will be part of the focus of the proposed SLM Phase II of the project
	At least half a million tons of carbon dioxide mitigated from sustainable charcoal in the districts by mid-term and a million cumulative at the end of the project	Currently no sustainable charcoaling – no carbon mitigated from it	At least 75% of charcoal being produced sustainably through registered Charcoal Producer associations	Target/indicator proposed at Mid-Term Review was more realistic and specific. The target has been met.
Outcome 1: Knowledge based land use planning forms the basis for	At least 25% of cultivators in the pilot landscapes adopting 3-5 forms	Less than 20% engaging in 1-2 improved practices consistently -		The target has been reached with 75% of cultivators in pilot areas adopting 3-5

improving drylands sustainable economic development	of improved practices by mid-term and 75% cumulatively by project end	Baselines to be confirmed in project year 1		forms of improved farming and land management practices.
	At least 30% increase in soil fertility from baselines for land users consistently engaging in 3-5 improved practices by mid-term and by 30% cumulatively by end of the project	Very low and declining, exact levels for pilot districts to be obtained during inception period in project year 1		Soils in the ASALs are generally characterised by low fertility. While it was difficult to assess the extent to which soil fertility has been enhanced through project interventions both KALRO and University of Nairobi have worked with communities in pilot areas to map soils and establish the effect of land rehabilitation on soil physio-chemical properties as a basis for monitoring soil fertility levels in future.
	At least 25% of the agriculturalists and pastoralists in the pilot landscapes taking decisions on the basis of the weather and drought early warning information by mid-term and 50% cumulatively by project end	Less than 5% use of weather information provided by the early warning systems of Kenya Met and Dept of resource mapping and planning		The target has been met. Members of FFS groups in Mbeere who were interviewed confirmed that they were using early warning and other weather information to guide their farming operations.

	At least 40% of land users and 30% of technical officers requiring to up-date skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills.	Less than 15% of land users and pastoralists have skills for improved management; less than 50% of technical officers have updated SLM skills		More than 16,000 farmers have been trained or exposed to SLM. More than 75% of extension staff have also been exposed to new knowledge with respect to the relationship between farming cycles and climate change which they are imparting to community groups in the pilot sites.
	Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, and other important project initiatives available for dissemination through the upscaling project;	Limited knowledge management happening now, no clear mechanism for generating and sharing lessons	At least 50% of agriculturalists and pastoralist have participated in Land Management lessons and are undertaking SLM practices in pilot Districts	Target has been achieved as described above.
Outcome 2: Viability of the agropastoralism	At least 20% increase in agricultural produce for key crops	Current low and declining, exact levels of selected		Diversification of agricultural production has been

<p>production system increased through diversification increased access to finance for SLM</p>	<p>for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end</p>	<p>crops to be obtained during inception period during year 1 of project implementation</p>		<p>achieved with the introduction of drought tolerant crops and improved livestock varieties. The project will need to assist communities with the establishment of value chains for products like milk. Some community groups such as Punda Poa FFS in Mwingi North have started accessing financing from financing entities although there is need for more work in this area.</p>
	<p>At least a 20% increase in livestock prices being obtained in markets within the pilot landscapes due to better marketing/trading conditions</p>	<p>Currently livestock trading riddled with problems of insecurity, lack of up to date information on prices and therefore very low prices being obtained</p>		<p>Livestock sales have only started now but farmers indicated that they were already fetching significantly higher prices for their animals on the local market. The project will need to develop linkages between producer communities and conventional</p>

				markets.
	At least 25% increase in numbers accessing micro-finance and credits	Less than 10% of households have access		This was an ambitious indicator. It will take much longer than five years to achieve this level of increase given the apprehensions among farmers about accessing loans and the lack of confidence communal farming among financing entities.
	By mid project - at least 25% increase in household incomes for more than 40% of participating households, cumulatively rising to at least 40% for more than 50% of households	Over 85% of people live below the UN poverty line, living on less than a dollar a day; exact household incomes in the pilot landscape will be established during inception		Household incomes have increased to the extent that community members can now meet basic needs such as school fees. There is scope for these to increase further with the development of product value chains.
	At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project	The current trend is tilted to fast rates of sedenterization; specific baseline will be obtained during		Mobile pastoralism has been promoted as a viable production system by the project. This is despite the

		inception		introduction of crop farming in some areas. Research into range land rehabilitation conducted under the project has also helped restore confidence in mobile pastoralism.
	At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end	Very high number of incidents of conflicts, specific baseline will be obtained during inception		Incidents of conflicts over resources like water are still being reported in buffer zones between pastoral and agropastoral communities in Mwingi North.
The policy, regulatory and institutional environment support sustainable land management in the agropastoral production system (and ASALs)	At least 2 policies revised to mainstream SLM principles and so provide a better policy environment for SLM;	All policy statements mention importance of SLM but don't have details of how SLM will be ensured		SLM has been mainstreamed into the National Livestock Policy while the results of studies on SLM have been used to influence the development of the National Climate Change Policy.
	Discussions for legislation and institutional arrangement for	Few SLM policies have updated and effective frameworks well		As above

	<p>policy implementation for at least 2 key policies held by mid-term and recommendations provided adopted by end of the project</p>	<p>linked into the local institutions - Baselines to be confirmed in project year 1</p>		
	<p>At least 5 charcoal associations have rules and regulations for sustainable charcoal and are actively enforcing them;</p>	<p>No charcoal associations</p>		<p>Target exceeded in so far as the establishment of charcoal associations. Charcoal production rules and regulations have however been difficult to enforce due to the undue influence over this aspect of the energy sector by strong interest groups.</p>
	<p>At least 5 groups with sustainable charcoal production operations and earning money from carbon finance.</p>	<p>No groups engaging in sustainable charcoal</p>		<p>This target was ambitious and has not been met.</p>
	<p>Collection of revenue by Districts and Kenya Revenue Authority from charcoal processes increase by 25% by</p>	<p>Minimal collection through licensing but none through taxation - Baselines to be confirmed in</p>		<p>This was also an overly ambitious target. Revenue collection from charcoal sales is still a long way in the</p>

	mid-term and 50% cumulatively be end of the project;	project year 1		future.
	Number of charcoal producers using improved kiln in carbonization in pilot landscapes increase by at least 30% by mid-term and a cumulative 50% by project end	Less than 5% use improved kilns in carbonization - Baselines to be confirmed in project year 1		All charcoal producers at the project pilot sites are using improved kilns. Target has been exceeded.
	By mid project, traditional resource institutions in pilot landscapes have assessed the effectiveness of their rules and regulations in modern day resource governance and have identified ways to improve; by end of project several agreements entered into with formal institutions for resource governance	Currently traditional institutions sidelined in natural resource management but formal institutions not effective at local level - Baselines to be confirmed in project year 1	By mid project, at least 2 traditional resource management institutions in each of the pilot landscapes sites have assessed the effectiveness of their rules and regulations in modern day resource governance and have identified ways to improve; by end of project several agreements entered into with formal institutions for resource governance	Traditional resource management approaches were introduced at the water source rehabilitation sites in Omomet in Narok North and Kui Spring in Mbeere North. The communities involved in these initiatives have received training in resource governance and management.

Previous SLM interventions were designed according to the classical project approach where the Project Management Unit assumed responsibility for the implementation of activities on the ground with support from management entities such as Project Boards of Steering Committees. This approach did not always ensure sustainability of the interventions beyond the project life span. The SLM Kenya project introduced an innovation in the management structure of the project through which responsibility for project implementation was decentralised to the County level through the establishment of multi-sectoral County/District Management Teams to which project implementation was delegated. The SLM project provided the usually underfunded government extension entities at County level with transport, financing and other equipment which facilitated their operations resulting in the project being readily adopted and in the majority of cases becoming the official work programme of these entities. The design also incorporated the implementation of the SLM project into the performance contracts of senior Ministry officials such as the Principal and Cabinet Secretaries. The need for these high ranking officials to deliver on the project elements resulted in them providing the support that was required for it to deliver on its objectives. The Terminal Evaluation noted that the SLM project received high level attention as evidenced by the attendance by the Principal Secretary at launches of project milestones such as sand dams and water harvesting initiatives.

Another innovation introduced by the project design was the engagement of research institutions such as Universities which were given the responsibility to generate empirical knowledge on land degradation and livestock production systems through participatory research which formed the foundation for project interventions. This innovation was motivated by the understanding that a critical key to sustainable and resilient development was the promotion of collaboration among scientists, political actors, extension services, local leaders and community groups. Community groups which inhabit ASALs are generally less sophisticated than those that reside in areas with higher productivity due to less investment in community development by governments over the years. Despite these capacity limitations, most of the groups interviewed during the Terminal Evaluation indicated that they would be able to continue implementing the SLM project interventions even after the project closes because they understood the logic behind the interventions introduced to them and their potential implications on their lives.

Due to the extent of ASALs in Kenya, it was not possible to develop a project to cover the totality of this production system hence the selection of pilot sites where proposed SLM interventions have been tested over the past five years. The lessons from these sites were to be captured and used to develop a follow on project that will be up-scaled to cover more Counties in this production landscape.

The Terminal Evaluation also assessed the performance indicators and targets developed to track progress towards the achievement of the project goal and objectives at the design stage and observed that a number of these were difficult to measure as identified at the time of the Midterm Review. Tracking percentage changes in SLM attributes was always going to be difficult. The Terminal Evaluation recommends that in the proposed follow-on phase of the project these indicators and targets be adjusted to reflect numeric values instead.

The project design developed a comprehensive Strategic Results Framework which identified risks and assumptions which could affect or influence the achievement of the project goal and objectives. The review of these indicated that project design had identified the most likely risks to project implementation. The use of the ASAL production complex is by its very nature a political process, given the increasing competition for increasingly scarce resources such as land and water. Project design highlighted potential for conflict as a major risk.

As stated earlier, the SLM project was developed and designed on the back of prior interventions in the sector. The lessons from these prior investments were therefore taken into account at that stage. The Terminal Evaluation however saw an opportunity for the conduct of a comprehensive review and assessment of all the projects that have been developed and implemented with a focus on ASALs in Kenya with a view to distil lessons learned for use in the finalisation of the proposed follow-on project phase. This way unnecessary and wasteful duplication of effort and/or repetition of mistakes made in the past will be avoided.

The SLM project introduced an innovation in project design which facilitated the engagement and participation of a broad range of stakeholders in the implementation of the project. The delegation of project management and implementation responsibility to sub-county level and community level institutions has resulted in very robust project outcomes following a relatively short implementation time frame. The institutions that were used as implementation vehicles were identified through a thorough institutional scan which was conducted at project mobilization. As the project transitions to a second phase, there will be need however to identify additional funding sources as it is not likely that UNDP or GEF for that matter will be able to provide all the resources required to implement the project if it is up-scaled to cover more counties. As the project closes and a follow-on phase is developed, it is recommended that project planners recognise the opportunities for funding provided by the Global Paris Climate Change Agreement which Kenya has recently ratified.

Upscaling the SLM initiative will entail implementing activities at County level or even at scales which transcend national boundaries. The mix of stakeholders that will need to be engaged with at these higher levels will need to be identified through a comprehensive political economy analysis to identify the decision making mosaic which determines who can have access to resources in these production systems as well as where decisions regarding allocation and use of these resources are made.

The Terminal Evaluation has determined that the SLM project was developed as a Kenya Government initiative whose implementation was driven by national entities with UNDP providing administrative support as the Implementing Agency of the GEF. UNDP has provided very effective support to the PMU with programme specialists at both national and regional levels conducting field visits to project sites which have informed the comprehensive Project Implementation Reports. UNDP is also considered to be a neutral party with no political baggage hence the ready engagement with UNDP administered initiatives by both government and non-governmental entities. While the project experienced delays in financial disbursements from GOK, these were not so significant as to stall project implementation. It might be useful for Government of Kenya to streamline budget cycles with those of implementation agents during the follow-on phase.

As stated above, the SLM Kenya project introduced innovative project implementation arrangements. The delegation of project implementation and management and the allocation of physical and financial resources to the sub-County level resulted in high levels of commitment to the successful implementation of this initiative. Further, the mobilisation of senior government officials and politicians to the project also proved to be a factor in the successful implementation of the project.

### **3.2 Project Implementation**

The implementation of the SLM project was guided by a Project Board made up of UNDP and the Ministry of Agriculture, Livestock and Fisheries through the State Department of Livestock. The Ministry for the Development of Northern Kenya (which was dissolved in 2013) and Ministry of Environment and Natural Resources also sat as members of the Board to facilitate the creation of linkages

between the project and other SLM projects.

In line with the innovation introduced into the design of the SLM Kenya project, the membership of the Board also included representatives of District (now Sub-County) governments, and beneficiary communities through the participation of a representative of civil society organisations. The Board's responsibilities included the provision of technical guidance and direction over the life of the project including the approval and revision of plans as required. The Board was also responsible for the commitment of funds to activities and reporting on progress with implementation. The Project Board was the apex decision making body under the project with the ultimate responsibility for reporting on implementation progress to a national Outcome Board whose responsibility was to ensure that the project's outputs were contributing to the relevant component of the UNDP Country Strategy.

Project Coordination was the responsibility of the Ministry of Agriculture, Livestock and Fisheries. To ensure that beneficiary communities fully participated in the project governance structures, District Management Teams chaired by the Sub-County Livestock Production Officers were established in each project locality. These teams were made up of relevant government extension service providers including the National Environmental Management Authority, Kenya Forest Service, Ministry of Agriculture, WRMA, Livestock, Veterinary and representatives of beneficiary communities.

Day to day project implementation and administration was the responsibility of the Project Manager who served as the head of the Project Management Unit which was housed at the Ministry of Agriculture, Livestock and Fisheries. The Project Manager was supported by a Finance Assistant, a Communications, Monitoring and Evaluation Officer and a Project Assistant.

The Project Board and District Management Teams were responsible for steering the implementation of project activities to the benefit of community groups. Effective linkages were created with knowledge generation institutions to create the scientific bases for the development of interventions to promote sustainable land management in the project sites. The Kenya Agricultural and Livestock Research Organization, the University of Nairobi and Jomo Kenyatta University of Agriculture and Technology worked with pastoral communities in Narok North to develop interventions for the reversal of land degradation in communal pastures. The experiences from this intervention have been used to influence research and teaching at the University of Nairobi with a number of Masters and PhD students continuing to conduct participatory research in the dynamics of land degradation in relation to rangeland management, soil erosion control, dry land resource management and land and water management. The results of the research will be fed back into the system to inform future SLM strategies.

The Project Executing Agency effectively coordinated all these project management agencies resulting in seamless implementation of project activities. At national level, Project Board meetings were convened as scheduled to provide project and policy guidance. This arrangement was further enhanced by the inclusion of the implementation of the SLM project in the performance contracts of senior State Department of Livestock officials which resulted in them paying direct attention to project interventions. The evaluator witnessed evidence of the Principal Secretary in the Department having visited a number of project sites where he officially inaugurated infrastructure developed through project funding.

At the County level, the Department was provided with adequate material and financial resources which they used to mobilize and coordinate the activities of District Management Teams comprised of relevant extension agents. The delegation of project coordination responsibility to the Sub-county level facilitated adaptive management and quick turnaround in response to community enquiries as opposed to what would have been the case had the project used the conventional approach where the PMU coordinates project implementation. This management arrangement also facilitated the integration of the SLM project objectives into the Integrated Development Plans of the Counties where the project was piloted.

Project execution by the Executing Agency is therefore rated **Highly Successful (HS)**.

#### The Role of UNDP in Project Implementation

As the GEF Implementing Agency, UNDP Kenya Country Office was responsible for the provision of financial resources and technical expertise to the project drawing on their extensive international knowledge network. UNDP was also responsible for ensuring that project implementation was conducted according to the rules and procedures as set by GEF. The project was monitored closely by UNDP CO through the production of monthly statements of expenditure reports, quarterly progress reports, Annual Progress Reports, Annual implementation reviews as well as the performance of regular technical supervision missions to the project sites. The project monitoring and evaluation was conducted in accordance with established UNDP and GEF procedures and was provided by the project team and the UNDP Country Office. UNDP ensured that project implementation and monitoring was conducted according to the guidance developed for GEF funded projects. This included the use of the Logical Framework Matrix as a tool for project implementation and monitoring. The UNDP Country Office also monitored and evaluated the PMU through reports, meetings and undertook field visits to the project sites.

The Country Office and the Regional Coordination Unit also conducted periodic project monitoring and evaluation visits to project sites and documented their findings in Project Implementation Reports. Project execution by the Implementing Agency is rated **Highly Successful (HS)**

#### 3.2.1 Monitoring and Evaluation

As stated under the Project Implementation section above, the project was closely monitored by the UNDP CO and the State Department of Livestock, Planning Monitoring and Evaluation Division. Comprehensive programmatic and financial management reports were produced following site visits and used to produce the formal Performance Implementation Reports. Annual Financial Audits were also conducted in line with Government of Kenya Audit protocols. In fact the project was under an external audit during the Terminal Evaluation.

The PMU also conducted periodic field monitoring and evaluation visits which they used to track progress with project implementation. The Terminal Evaluation consultant observed that the current and previous Project Managers were known to all project beneficiaries visited during the evaluation. This would not have been the case had they not conducted monitoring visits.

The project monitoring and evaluation process effectively used the Project Results Framework (Logical Framework Matrix) as a management tool for tracking progress towards the project goal and objectives.

Participatory monitoring and evaluation was also encouraged at the grassroots level where beneficiaries were involved through their respective FFS/PFS in monitoring progress of their activities. The grassroots monitoring missions were led by County focal point persons for monitoring and evaluation whose reports fed into the Department's monthly and quarterly progress reports. In addition, regular technical supervision missions and Back to Office Reports by the PMU also contributed to the monitoring and evaluation effort.

Overall the Evaluation Team adjudged project monitoring and evaluation to have been **Highly Successful (HS)**.

### 3.2.2 Financial Management

Table below summarises total project finances that were available under the project. The project has achieved a 98% delivery rate on expenditure which is very high when compared to other GEF Projects. This is attributable to the implementation modality which was adopted for the project. The creation of cost centres at the sub-county level which were made fully accountable for the resources they received facilitated efficient disbursement of funds. The UNDP CO also facilitated quarterly disbursement of funds to the project using the cash advance modality and reported on these through Combined Delivery Reports (CDR). The PMU prepared **Financial Reports (FR)** or **Funding Authorization and Certificate of Expenditures (FACE)** for reporting expenditures and requesting advances from the UNDP Country Office (CO) on a quarterly basis. Financial expenditures at the PMU were aligned to the Annual Workplan approved by the Project Board.

The project had a balance of US\$ 695, 347 at the time of the Terminal Evaluation. This amount was made up of undrawn amounts from the Government of Kenya and UNDP Country Office contributions to the project (See Table below). The Government of Kenya and UNDP Country Office will need to agree on how this amount will be spent with a potential use being to support planning of the proposed follow-on phase of the SLM project.

The total GEF grant of US\$ 3,030,734 had been committed and spent at this stage of project implementation.

Annual financial audits were conducted by the Auditor General's Office as part of the audit of the Ministry of Agriculture, Livestock and Fisheries. One such audit was in process during the time of the Terminal Evaluation. The audit reports going back to the mobilisation of the project were reviewed and there were no issues raised against project financial management processes.

Table 3 Total Project Financing and Expenditure at Terminal Evaluation

<b>Funding Source</b>	<b>Commitments at ProDoc Signing (US\$)</b>	<b>Amount Secured/ Drawn Down as at October 10 2016 (US\$)</b>	<b>Balance Undrawn as at October 10 2016 (US\$)</b>
<b>(i) Grant</b>			
GEF/UNDP	3,030,734	3,030,734	0
UNDP	1,000,000	665,314	334,686
Other Sources	4,000,000	4,000,000	0
<b>(ii) Counterpart Funds</b>			
Government of Kenya	3,660,000	3,299,339	360,661
<b>Total</b>	<b>11,690,734</b>	<b>10,995,387</b>	<b>695,347*</b>

\* Balance includes amount budgeted for the Terminal Evaluation

Source: PMU Financial Records.

### **3.3 Project Results**

Project results at the Terminal evaluation stage were assessed through the review of the Project Document, annual workplans, project implementation reports and monitoring and evaluation reports produced by the PMU and UNDP country office. The Mid-term Review Report was also reviewed to establish the results that had been achieved at that point in the implementation of the project. The Terminal Evaluation consultant also conducted interviews with stakeholders who were involved in the design and implementation of the project to obtain their views on the achievements of the project since its inception. One-on-one interviews were the preferred consultation method for national level stakeholders at the Ministry of Agriculture, Livestock and Fisheries, the representatives of research and technology development institutions and at UNDP CO. At the Sub-County level the consultant used focus group meetings for interviews with the District Teams while at the community, project site level the consultant met with Farmer Field School members or their representatives in groups. Due to time constraints and the distances between field sites, the consultant only visited a limited number of project sites during field visits (5 in Narok North, 3 in Dadaab Sub-County, 4 in Kyuso Sub-County and 4 in Mbeere Sub-County). Interviews were conducted with more than 100 project beneficiaries involved in diverse project activities including water harvesting, construction of sand dams, rehabilitation of natural springs, fish farming, crop diversification, improvement of livestock breeds, provision of sustainable energy, soil conservation, reforestation, irrigation development and basket weaving.

This chapter of the evaluation report records the findings of the evaluation as distilled from the review of project reports, interviews with the various stakeholders as well as from the consultant's observations in the field. These findings constitute the evidence that was used to confirm the project outcomes and progress towards its intended objectives. Each of the project Outcomes is assessed in turn and a rating of the performance given according to the guidelines provided by UNDP GEF.

#### **Outcome 1: Knowledge based land use planning forms the basis for improving dry lands sustainable economic development**

As discussed in the project rationale section of this report, ASALs are experiencing widespread degradation due to increasing pressure on the resources that characterise them. Resource and land use planners continue to use traditional approaches to livestock production and crop production which have never been based upon a good understanding of the ecological dynamics that are at play in these landscapes. To ensure sustainability of project interventions and outputs, it was decided to generate knowledge and scientific information for use as a basis for planning for improving the economic development of these landscapes.

This Outcome was to be achieved through five Outputs as discussed below:

##### **Output 1.1: Knowledge base for landscape based land use planning in place**

Under this Output farmer groups organised into Farmer/Pastoral Field Schools (FFS) were trained in land use planning and in improved farming practices such as crop rotation, inter-cropping and the use of manure and fertilizers. The need for reversing soil erosion as a way of improving productivity was also addressed through the introduction of terracing of arable lands and the introduction of conservation agriculture techniques such as the use of Zai pits. Degraded lands were also rehabilitated through reseedling. The project also engaged the Kenya Agriculture, Livestock and Research Organisation (KALRO) to conduct participatory research in soils management techniques aimed at improving soil fertility. KALRO also led the process of studying the characteristics of the soils at all the sites the project was implemented. . The farm plan level information gathered through this activity would prove invaluable

in advising farmers on what crops they could grow as well as what they needed to do to improve soil fertility. This approach was an improvement on previous soil surveys in Kenya which were conducted at district level and were of limited utility to the local farmer.

The pastoral lands in Narok North were experiencing serious soil erosion and degradation which was threatening the existence of traditional grazing lands. Despite the changes that were taking place in the quality of rangelands, the traditional herdsman were continuing with their old practices of mobile grazing which were undermining the integrity of these lands. The project enlisted the participation of the University of Nairobi, Department of Land Resource Management and Agricultural Technology and the Faculty of Agriculture at the Jomo Kenyatta University of Agriculture and Technology to advise on approaches to reversing the serious land degradation in the area. The two institutions in collaboration with KALRO, embarked upon a participatory gully reclamation activity in the open pastures in Suswa which was focused on the assessment of soil erosion hazards and their possible linkage with soil carbon dynamics. The intervention also included participatory research on grass species and their potential for addressing gully erosion. The gully reclamation has been so successful that the previously degraded area is now rehabilitated and is inhabited by predators that had long disappeared from the area. The Universities also provided advisory services on the rehabilitation of degraded lands in Kyuso at Itivanzou. These sites have also provided venues for continued research by four Master of Science and PhD students studying various aspects of range management and land and water resources management.

The same institutions are also engaged in research aimed at establishing the effect of integrating terraces as in situ micro-basins on soil moisture redistribution for optimum maize production in Machakos district.

The results of the participatory research on land and water resources dynamics in the pasture lands and arable lands of ASALs have increased the understanding of the basis for SLM among involved community groups. It is therefore expected that these community groups will be able to mainstream SLM in their future agricultural activities.

#### Output 1.2: Community based experiential learning for SLM

Pastoral and agro-pastoral communities are generally recognised as poor and less educated than their more sedentary counterparts. Learning among these communities is more effective when conducted through experiential processes using the local languages. The SLM Project therefore included the use of field demonstrations which have been attended by more than 16,000 farmers. All the training and field demonstrations were conducted in the local languages. As a result all the farmers who were interviewed at all the sites visited could describe the problems they were experiencing and the benefits which they expected to realise from the SLM interventions they were engaged in. It is now expected that these farmers who have been exposed to these practical lessons on SLM will adopt the practice and implement it on their own lands. Similarly, the project supported the collection and dissemination of weather data to farmers for them to use in planning their farm calendars.

#### Output 1.3: Technical staff provided with skills and other capacities required in SLM facilitation

Agricultural extension services have largely remained focused on teaching farmers how to exploit soils and other land resources for maximum benefit. In communal farming settings, the individual farmers usually work to maximise personal benefits from resource utilisation. SLM however intends to broaden the appreciation of resource use systems to include management systems that look at the landscape rather than the farm unit. The SLM project has therefore gone out to introduce integrated land and water management to extension officers who work with the FFSs at the project pilot sites so they can impart this

knowledge to the individual target farmers. Officers have also been exposed to related topics such as Environmental Impact Assessment, project management and formulation and climate finance and resource mobilisation to enable them to provide comprehensive extension advice to the groups which they work with.

Extension staff have also attended SLM conferences where information on trends in the discipline as well as findings of research were shared. Exposure to SLM has also been advanced through national media outlets like radio and television. The project also supported the publication of the book: "Sustainable Land Management in Drylands of Kenya: Improving Land Productivity through Participatory Research and Technology Transfer". The book is now available in the national library and in all public University libraries.

Output 1.4: Particularly degraded lands rehabilitated

Through project support particularly degraded lands in Narok and Itivanzou in Kyuso have been rehabilitated and now serve as demonstration sites for other farmers to see what is possible. Landscape rehabilitation has also included reseeding of pastures at all the sites visited during the Terminal Evaluation field visit. Unconfirmed estimates put the extent of the land that has been rehabilitated at the project sites at 50% of all available land.

Output 1.5: A participatory M&E system designed and used to provide information to link policy decisions to ecosystem health and improvements in livelihoods:

The project has introduced participatory monitoring systems through which community members were involved in tracking progress towards the realisation of the various project elements. During focus group meetings at the various project sites the evaluation consultant was able to establish that community members are now able to describe the progress they have made with respect to livestock improvement, crop production and improving household incomes. At Magacha FFS in Mbeere for example, community members were able to report on the number of fruit trees they have planted and the number that has survived. Perhaps the most effective monitoring systems have been developed among the groups engaged in livestock improvement activities. Most of the beneficiaries were able to report the number of animals they had received from the project, how many had reproduced and how much milk they were getting from the animals.

Monitoring systems were also being used to document problems community members were experiencing with project implementation which they would like to see addressed through policy interventions. A good example of this situation was the call for the establishment of value chains to facilitate the entry into the market of products from farmer groups.

The evaluation adjudged the project to have gone a long way towards establishing a knowledge base for the institutionalisation of land use planning as a foundation for SLM in the ASALs of Kenya. Where knowledge and information were limited the project supported target research to generate it and package it in ways that made it possible for rural farmers to understand it and use it. Although not documented, traditional knowledge systems have also been used as entry points into the complex world of sustainable natural resource use management and use. A good example of this was the engagement of traditional leaders in the rehabilitation of degraded natural springs at Ometet in Narok and Kui in Mbeere. The community groups at these sites now enjoy greater assurance of water supply.

Project performance under Outcome 1 is rated **Highly Satisfactory (HS)**.

## **Outcome 2: Viability of the agro-pastoralism production system increased through diversification and increased access to finance for SLM**

Traditional pastoral and agro-pastoral systems are usually managed as low value production systems which at best are used to satisfy social needs. There is usually no value addition to the products from the system and there are limited or no opportunities for these products to enter the value chain. Because of these constraints, farming communities in these landscapes pay little attention to the need to introduce sustainability into the production systems resulting in over exploitation of the natural resources base upon which they depend. There is also limited access to financing which could be used to improve the production systems as potential financiers are concerned about the systems being bad business. This is followed by widespread environmental degradation and poor productivity which usually spirals into unending poverty. The SLM project has introduced interventions aimed at increasing the value of the agro-pastoral production systems through the introduction of improved livestock breeds and crops that are best suited to these environments. Further the project has introduced the producer groups in ASALs to financing entities like Kenya Commercial Bank and Equity Bank which have provided financial literacy training to enable community members to access financing for their activities.

### **Output 2.1: Livestock trade improved**

While the SLM project has done a lot to improve the quality of livestock in the ASALs through the introduction of improved breeds such as Galla goats and dairy goats it is too early to tell whether these improved varieties will have the impact that is intended. There is some improvement in the quantities of milk produced at the individual farmer level but the increases are insignificant. Further, market linkages which would enable the farmers to sell their stock at higher prices are still to be developed even though there are report of livestock prices having gone up by 30%, and milk and meat production have gone up by 50% since the introduction of improved breeds.

### **Output 2.2: Access to markets for alternative sustainable livelihood options increased**

Very few alternative sustainable livelihood options have been developed in the ASAL production systems with the SLM project focus having been on improving the traditional production systems.

This is a possible area of focus for the proposed follow-on SLM Phase II. The project should conduct surveys to clearly define available market linkages that producers from these landscapes can exploit. Opportunities for value addition to the products from these systems should also be identified and made available to producers.

### **Output 2.3: Farmers and herders increase access to micro-finance and credits**

The project has provided training in financial literacy to farmers in ASALs in collaboration with KCB and Equity Banks but there has been very slow movement on this aspect of the project as potential beneficiaries do not readily take to accessing outside financing for their operations and the financiers themselves see these operations as high risk. Costs of borrowing remain too high for pastoral and agro-pastoral communities who usually do not possess collateral. The farming activities in the ASAL communities are also at risk from the impacts of droughts and climate change.

A potential way out of this "trap" is the establishment of community based revolving loan facilities along

the lines of the Gramin Bank. A deliberate focus of such a system would be the granting of loans to women.

Output 2.4: Agricultural productivity increased sustainably

The ASAL landscapes are characterised by low erratic rainfall. It is however still possible to grow crops in these regions with a number of strategic interventions. Conservation agriculture based upon a plethora of water harvesting techniques coupled with the introduction of drought resistant crops have been reported to have increased agricultural productivity at the various sites with up to 170 families reporting improved harvests and less dependency on food hand outs. The introduction of drought tolerant crop varieties such as sorghum, millet and green grams has also improved the assurance of harvests and food security.

Output 2.5: Livestock mobility supported as an adaptation technology

Pastoral communities have seen their movements continue to be restricted as their traditional livestock routes become restricted by encroachment onto grazing lands by sedentary farmers. The pastoralists themselves have also adopted sedentary production systems and no longer move over the distances they have always done.

Livestock movements were a perfectly adapted production system across the ASALs. The reintroduction of the system might therefore promote SLM. The project supported disease surveillance and vaccinations in Garissa, Ishara- Mwingi and Narok-Suswa to ensure that the herds that were allowed to move freely along the traditional grazing routes were not placed at risk from sedentary herds.

Output 2.6: Post harvest losses minimized through better planning and private sector engagement (co-finance)

The impacts of low productivity agriculture in the ASALs are compounded by post harvest losses that are incurred by the farmers in these regions. It is estimated that up to 35% of cereal harvests are lost post harvest due to poor storage techniques. Adopting simple food storage technologies have resulted in the reduction of post harvest losses by up to 70% thereby improving food security among ASAL communities. The SLM project has supported the introduction of food storage technologies developed by the Agricultural Technology Development Centre at Siakago in Mbeere North Sub-County.

Output 2.7: Gender mainstreamed into SLM, policy and economic outcomes

Although the majority of beneficiaries of SLM interventions at the four project pilot sites are women, they still suffer from an inequitable distribution of responsibilities in the ASAL landscape. Women are still burdened with the drudgery of sourcing water and firewood for the homestead. They are also still the ones who cultivate the land and tend to the livestock but do not have the right to make decisions as to what happens in these production systems. The SLM project has placed some emphasis on introducing technologies that relieve women of the duties that occupy them in unproductive tasks for long periods of time. The introduction of Jiko stoves at almost all the project sites and the rehabilitation of natural springs at Omomet in Narok North and Kui in Mbeere have resulted in significant reductions in the amount of time women spend collecting these basic family needs leaving them with time to attend to other social activities.

Output 2.8: Strategies for up-scaling best practices in the region formulated:

The Government of Kenya is committed to continuing with the implementation of the SLM project and has pledged funding for a Phase II of the project. Already a draft Project Document for this proposed second phase has been developed and will be finalised once the Terminal Evaluation process is concluded. The proposal is for expanding the foot print of the current project first to cover the Counties in which it has been piloted and to add another four Counties to the programme.

Despite being characterised as dry and of limited potential for supporting sustainable livelihoods, ASALs are richly endowed with natural capital which, if properly managed, could form the basis for sustainable livelihoods for the majority of the residents of these landscapes. The SLM Project is beginning to show clear evidence of the potential the ASALs have to support successful and viable land based economic activities. For this potential to be realised it will be necessary to generate a clear understanding of the ecological dynamics at play in these landscapes. Land resource users in the regions also need to have the capacity to exploit the resources in the area in a sustainable manner. The SLM project has ably demonstrated what needs to be done in these landscapes for the residents to be able to support viable community livelihoods.

The Terminal evaluator's assessment is that **Outcome 2** of the project has been achieved and rates it **Highly Satisfactory (HS)**.

**Outcome 3: The policy, regulatory and institutional arrangement support mainstreaming of sustainable land management in the agro-pastoral production system:**

Output 3.1: Policies relevant to SLM reviewed in participatory processes and recommendations for mainstreaming SLM generated:

The development context in every country changes over time and might require the creation of new institutions and policies to facilitate specific development planning initiatives. Recognising that there had been changes in the policy and institutional framework that guided land use and land management in Kenya, the SLM project commissioned a study to review the various policies that influence land management with a view to recommending appropriate policy directions for advancing this process in the ASALs of Kenya. As a result of the review, SLM has been mainstreamed into the new National Livestock Policy, the draft National Camel Policy and the National Climate Change Policy.

The policy and institutional review highlighted the need, among other processes, for the following actions:

- the development of legal guidelines for the institutionalisation of SLM at national and County level;
- the need for the development of land use guidelines for the various agro-ecological regions of the country;
- the need to enforce policies on soil and water conservation in the ASAL regions of the country;
- the need to take stock of the land tenure regimes in the country given the close relationship that exists between land tenure and sustainable land management;
- the need to ensure that sustainable land management was mainstreamed into the development planning processes of the newly devolved government system;
- the need to ensure the mainstreaming of SLM into the National Livestock Policy and the draft National Camel Development Policy
- the need to mainstream the implications of climate change into national and local development initiatives

Output 3.2: Local governance improved through capacitated traditional institutions:

Traditional leadership institutions no longer hold as much sway in the community level institutional and governance architecture in Kenya. The project worked with FFS structures to strengthen local level decision making with regards land management and the use of other productive resources in the ASALs. At the time of the Terminal Evaluation there were plans to create a network of thirteen FFSs in Mbeere North with a total membership of seventy-four which will be registered as a CBO. This network has the potential of creating a viable institutional body with the power to negotiate rights to resources on behalf of local communities. The replication of such an institution across the ASAL landscape has the potential to create a viable institutional mechanism for resource governance at the local level.

Output 3.3: Implementation of the new charcoal rules tested on the ground:

Following the legalisation of charcoal making in Kenya, the SLM project developed a programme to improve the efficiency of charcoal making and the creation of Charcoal Producers Associations across the ASAL landscape to regulate marketing of this product.

At the time of the Terminal Evaluation little progress had been made towards the achievement of this Output as the charcoal industry was clouded by the involvement of influential interest groups especially in Kyuso and Dadaab.

Output 3.4: SLM policies, successful practices and innovative mechanisms mainstreamed into cross-sectoral national and district decision-making processes targeting agro-pastoral land users

With respect to this Output, the SLM project endeavoured to ensure that SLM was mainstreamed into national level and district level multi-sectoral decision making processes. The Project Management Unit participated in the National SLM platform which is coordinated by the Ministry of Environment and Natural Resources and Regional Development. The platform was established to promote multi-sectoral dialogue on SLM involving sectors such as agriculture, water resources, development planning and forestry. At the County level the SLM project created the County Management Teams to advance its implementation. Membership of the Teams was a mirror image of the national level team. The primary responsibility of the Country Teams was to ensure that SLM was mainstreamed into Integrated County Development Plans.

Performance under Outcome 3 is rated as **Successful (S)**.

Overall the SLM project was adjudged to have made very good progress toward meeting the project objectives and is rated **Highly Successful (HS)**.

Table 4 Assessment of Progress Towards Project Objectives

<b>Project Goal: To ensure that sustainable land management improves economic development, food security and sustainable livelihoods while restoring the ecological integrity of arid and semi arid lands</b>						
<b>Project Objective: To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM in the agropastoral production system.</b>						
<b>Project Outcome</b>	<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>End of Project Target</b>	<b>Achievement Level at Terminal Evaluation (September 2016)</b>	<b>Rating of Achievement</b>	<b>Rating Scale</b>
Outcome 1: Knowledge based land use planning forms the basis for improving drylands sustainable economic development	Percentage of land and resource users adopting improved practices	Less than 20% engaging in 1-2 improved practices consistently	At least 25% of cultivators in the pilot landscapes adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end	The SLM project introduced the generation of empirical evidence of the linkages between poor land use and land management through engaging with Universities and research institutions. KALRO and the consortium of the University of Nairobi and Jomo Kenyatta University of Agriculture and Technology have conducted participatory research which has generated knowledge on land and pasture rehabilitation at the pilot sites. Currently 3 PhD and 12 Master students are conducting research in		HS

			<p>these production systems. Government Extension staff has been trained in aspects dealing with land use planning and management while ten thousand four hundred and forty eight (10448) FFS members (7830 F, 3618 M) have been equipped with knowledge and skills on land use planning in demonstration plots that have been established in their farms. Training on appropriate land husbandry practices has improved soil fertility and reduced soil erosion and water loss. In addition over 16,040 farmers have been equipped with SLM knowledge through Field Days. At least 75% of farmers in the pilot landscapes have adopted improved farming practices and at least 70% of cultivators in the pilot areas are consistently engaging in 3-5 improved farming practices such as crop rotation, inter-cropping, use of manure, use of Zai pits,</p>		
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				terracing and conservation agriculture		
	Change in soil fertility	Very low and declining, exact levels for pilot districts obtained during inception	At least 30% increase in soil fertility from baselines for land users consistently engaging in 3-5 improved practices by mid-term and by 30% cumulatively by end of the project	KALRO has conducted soil fertility analysis and recommended appropriate cropping systems for adoption by the farmers. The soil test results guided farmers in deciding whether or not to use fertilizers, and to select appropriate agricultural practices to carry out on their farms to improve productivity. It is too early to establish whether soil fertility has increased as a result of project intervention although the farmers interviewed have indicated increasing crop yields which they are attributing to improved soils and the use of fertilizers		S
	Use of weather data for adapting SLM practices	Less than 5% use of weather information provided by the early warning systems of Kenya Met and Dept of	At least 25% of the agriculturalists and pastoralists in the pilot landscapes taking decisions on the basis of the	The pastoralists and agro-pastoralists are increasingly using meteorological data to make decisions on farming. This is being achieved through community sensitization		S

		resource mapping and planning	weather and drought early warning information by mid-term and 50% cumulatively by project end	and training on weather and drought early warning information that affect production. At least 75% agriculturalists and pastoralists in the pilot landscapes are making decisions on the basis of weather and drought early warning information.		
	Number of people with relevant skills for SLM	Less than 15% of land users and pastoralists have improved skills for improved management; less than 50% of technical officers have updated SLM skills	At least 40% of land users and 30% of technical officers requiring to up-date skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills.	Target achieved. The project has continued training farmers on various SLM technologies. Over 10448 (7830 F, 3618 M) FFS members have been equipped with knowledge and skills on land use planning in demonstration plots that have been established on their farms. In addition, over 16,040 have been equipped with SLM knowledge through Field Days. 243 663 community members have also benefited indirectly from the project. At least 75% of land users have updated their skills and are adopting improved farming practices. Technical staffs have also been provided		HS

				with SLM and other skills: 60 DEC members trained on water and landscape management, 11 officers trained on Environmental Impact Assessment, 35 officers trained on Climate Finance, Resource mobilization and project formulation, Finance and Procurement, Monitoring and Evaluation training and 35 officers trained on Gender Mainstreaming in SLM.		
	Lessons generated	Limited knowledge management happening now, no clear mechanism for generating and sharing lessons	Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, and other important project initiatives available for dissemination through the up-scaling project.	Target on track. The project continues to document best practices and lessons learnt and success stories and innovations from the pilot districts and to share them widely, in line with the M&E plan. A series of SLM information brochures and UNDP publications have been produced and used to publicise SLM. The project has also developed an SLM website and used workshops, conferences, the print media, national		HS

				radio and television as well as agro-pastoral field days to publicise the approach. Best practices in SLM have been show cased at national conferences such as the one held from 1st to 4th June 2016. The project also published a book titled "Sustainable Land Management in Dry Lands of Kenya: Improving Land Productivity through Participatory Research and Technology Transfer" which has been circulated to all public Universities in Kenya and the National Library services.		
Overall Rating Outcome 1						HS
Outcome 2: Viability of the agropastoralism production system increased through diversification and increased access to finance for SLM	Change in agricultural productivity	Current low and declining, exact levels of selected crops to be obtained during inception	At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end	The project has supported enhanced agricultural productivity through adoption of conservation agriculture strategies and the introduction of drought tolerant crops that has led to increased food availability in the pilot areas. Over 1700 households have adopted improved farming practices		HS

				and at least 50% increase in agricultural produce for key crops for those adopting drought tolerant crops and 3-5 improved farming practices have been reported. In addition, the level of dependence on food handouts has decreased by 40 % amongst households in the target sub-counties.		
	Increase in livestock trade and prices	Currently livestock trading riddled with problems of insecurity, lack of up to date information on prices and therefore very low prices being obtained	At least a 20% increase in livestock prices being obtained in markets within the pilot landscapes due to better marketing/trading conditions	The SLM project targeted the introduction of improved livestock and poultry breeds as an adaptation to local climatic conditions. The introduction of these improved breeds is beginning to show promise through improvements in quantities of both milk and meat which the farmers are producing. The project has distributed 334 Dairy goats, 1208 Galla goats, 71 Sheep, 4 Bulls and 2377 Poultry birds. The introduction of Galla goats has seen a 30% increase in the production of meat. At the time of the TE, most		HS

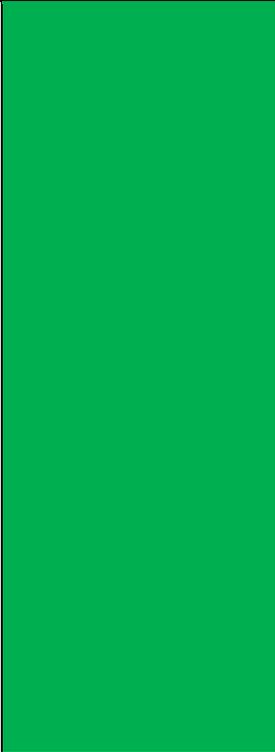
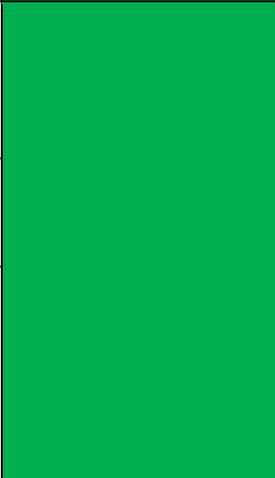
			<p>farmers reported that the goats donated by the project has dropped the first kids and farmers were now expecting growth in numbers for the market. Despite the evidence of improvement in productivity of the goats and other livestock, the farmers in the ASALs are still averse to selling their livestock largely due to the traditional significance of livestock in their communities. The level of dependence on food handouts was reported to have been reduced by 40 % amongst households in the target districts. In addition, the project has provided support to the rehabilitation of market structures and slaughter slabs, dissemination of livestock information, support to development of National Camel Policy, training of market groups and Field Days with stakeholders to promote livestock.</p>		
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	Number of households or individuals accessing micro finance and credits	Less than 10% of households have access	At least 25% increase in numbers accessing micro-finance and credits	Pastoral and agro-pastoral communities are considered high risk by lending institutions while the farmers themselves are generally risk averse and do not readily access loans from external sources. While the project has provided financial literacy training to approximately 1400 farmers at all project sites only a few farmers have accessed loans from either KCB or Equity Bank. A community based agricultural loan scheme akin to the Gramin Bank is recommended as a way around this situation. In addition, the institutionalisation of the Sharia banking system might improve on levels of access to financing for farm operations in the appropriate regions of ASALs.		S
	Increase in household income	Over 85% of people live below the UN poverty line, living on less than a dollar a	By mid project - at least 25% increase in household incomes for more than 40% of	Agricultural activities in these landscapes were primarily for subsistence purposes. The introduction of drought resistant crop		S

		<p>day; exact household incomes in the pilot landscape will be established during inception</p>	<p>participating households, cumulatively rising to at least 40% for more than 50% of households</p>	<p>varieties and improved livestock breeds, coupled with improved land management practices has resulted in increases in farmer incomes with more farmers now able to meet basic needs such as school fees for their children. So far the project has focused on improving the current production system with little attention to diversification of livelihood options. This could be the focus for the follow-on Phase II of the project. Enhanced agricultural productivity through the adoption of conservation agriculture strategies, the introduction of drought-tolerant crops and economic empowerment through diversified income generating activities has led to increased food availability and increased income at household level in the pilot areas. At least 50% increase in household income for households adopting improved farming practices has been</p>		
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				achieved.		
	Mobile livestock	The current trend is tilted to fast rates of sedentarisation; specific baseline will be obtained during inception	At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project	The project has supported disease surveillance along stock routes in the pilot areas, supported vaccination campaigns in collaboration with county governments and supported peace building barazas. In Dadaab, disease surveillance and vaccination programme were conducted in collaboration with the County Government of Garissa. Livestock mobility in Narok district was enhanced through surveillance of diseases along common livestock migratory routes such as Narok-Suswa, Omomet/Narok - Chemorut, Ewaso Ngiro - Naroosura. Diseases identified included Bluetongue, PPR, and East Coast Fever. The exercise informed the decision by the relevant departments to plan for the provision of vaccines to counteract		HS

				diseases.		
	Incidents of conflicts over resources (inter and intra pastoralists and agriculturalists)	Very high number of incidents of conflicts, specific baseline will be obtained during inception	At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end	No baseline on number of conflicts over natural resources was established. However the project has supported peace building barazas that have enhanced communities' conflict resolution and peace building capacities leading to enhanced peace and cohesiveness amongst community members. There has been at least a 90% reduction in incidences of conflict over land resources in the pilot sub-counties over the past five years although the situation remains fluid largely on account of increasing insecurity in Kyuso and Dadaab sub-counties. Institutional strengthening and conflict resolution should be made a central area of focus in the follow-on Phase of the project.		S
Overall Rating of Outcome 2						HS
Outcome 3: The	Number of	All	policy	At least 2 policies	The project recognized the	HS

<p>policy, regulatory and institutional environment support sustainable land management in the agropastoral production system and ASALs</p>	<p>policies mainstreaming SLM</p>	<p>statements mention importance of SLM but don't have details of how SLM will be ensured</p>	<p>revised to mainstream SLM principles and so provide a better policy environment for SLM;</p>	<p>role of traditional and religious governance institutions and the district administration in SLM activities thereby enhancing uptake of SLM initiatives by the diverse communities. The project has also supported the revitalization of traditional natural resource management systems and institutions. In addition, the project has successfully mainstreamed SLM principles in the National Camel Policy which has been finalized and is awaiting approval at parliament.</p>		
	<p>Number of policies with legislation and institutional arrangement for effective implementation</p>	<p>Few SLM policies have updated and effective frameworks well linked into the local institutions</p>	<p>Discussions for legislation and institutional arrangement for policy implementation for at least 2 key policies held by mid-term and recommendations provided adopted by end of the</p>	<p>The project has worked closely with various stakeholders including other SLM projects to support mainstreaming of SLM at national and county levels. The project has supported sensitization of Civil Society Organizations and County Executives in Charge of Environment and Agriculture to spearhead SLM policy formulation at</p>		<p>HS</p>

			project	County level.		
	Number of functional charcoal associations	No charcoal associations	At least 5 charcoal associations have rules and regulations for sustainable charcoal and are actively enforcing them;	The project has supported charcoal making and marketing activities aimed at first improving the efficiencies of charcoal making which would in the end reduce deforestation. Although the project supported the establishment of up to ten (10) charcoal producing groups and associations whose members have been trained on sustainable charcoal production, the project's impact in this area has been undermined by a number of operational problems including the influence exerted by powerful interest groups. The follow-on Phase II of the project should continue working on this aspect of SLM.		S
	Number of groups with operational sustainable charcoal processes	No engaging sustainable charcoal groups in	At least 5 groups with sustainable charcoal production operations and earning money from carbon	Little has been achieved with regards to the establishment of sustainable charcoal production processes due to the influence of powerful interest groups discussed		S

			finance;	above. Charcoal production has been supplemented by the introduction of energy saving jiko stoves which have resulted in reduced tree cutting and emission of carbon dioxide.		
	Revenue from charcoal going to District and national revenue	Minimal collection through licensing but none through taxation	Collection of revenue by Districts and Kenya Revenue Authority from charcoal processes increase by 25% by mid-term and 50% cumulatively by end of the project;	The Kenya Revenue Authority and Kenya Forest Service, have not yet established mechanisms for revenue collection		U
	Adoption of improved kilns in carbonization	Less than 5% use improved kilns in carbonization	Number of charcoal producers using improved kiln in carbonization in pilot landscapes increase by at least 30% by mid-term and a cumulative 50% by project end	The Charcoal Producer groups are now using improved kilns to produce their charcoal. 10 improved kilns have been established to support sustainable charcoal production.		HS
Overall Rating of Outcome 3						S



### 3.4 Project Relevance, Effectiveness, Efficiency and Sustainability

In addition to assessing the extent to which progress has been made towards the achievement of the SLM project objectives, it is a GEF requirement that the project be also assessed in terms of the standard GEF criteria of Relevance, Effectiveness, Efficiency and Sustainability as discussed below.

#### 3.4.1 The Project's Relevance to the Situation in Kenya

The ASAL regions are among the nation's poorest, where weak infrastructure, widespread insecurity, frequent droughts and limited livelihood options keep many residents in conditions of poverty and food insecurity with the majority of residents dependent upon relief food. Over 60% of ASAL inhabitants live below the poverty line subsisting on less than 1 USD per day. The majority of the residents of these regions also have low access to water and sanitation services.

Despite the serious water limitations due to low rainfall, the ASALs are endowed with natural wealth including globally significant dry land ecosystems which support large wildlife populations and a variety of plant and birdlife. A thriving tourism industry has been developed on the basis of this rich resource endowment. The landscapes have also supported pastoral and agro-pastoral production systems for centuries. In their natural state the extensive dry land ecosystems provide carbon sinks which contribute to the reduction of emissions making them an important ecological asset for the country.

The SLM project aims to address land degradation in selected pilot sites in the ASAL landscape and promote sustainable land management so that the resource base can provide the basis for socio-economic development, food security and sustainable livelihoods for the inhabitants of the region. The SLM project is therefore considered to be relevant (**R**) to the situation in Kenya.

#### 3.4.2 Effectiveness of Project Implementation

The SLM project has been under implementation since 2011. The project has contributed to the understanding of the ecological dynamics which determine the relationship between the land based resources in the region and the land use systems which has been practiced over the landscape over the years. In summary the project set out to demonstrate that with proper land use planning and effective land management practices, the ASAL landscapes can provide sustainable opportunities for economic growth for the residents of the region. The project has effectively demonstrated the value of developing a clear understanding of the causes of land degradation and the possible responses to these causes. The interventions which were implemented through the project were all effective in demonstrating that ASAL landscapes can provide a basis for sustainable food production and livelihoods for their residents.

#### 3.4.3 Efficiency

A total of US\$ 11 million was committed to the project at its inception. At terminal evaluation stage a balance of just over US\$ 600,000 remained undrawn. Given the results achieved by the project the evaluator considers the project to be good value for money. The project therefore effectively utilised the resources allocated to it.

Project Implementation was coordinated by the State Department for Livestock in the Ministry of Agriculture, Livestock and Fisheries where the Project Management Unit was housed. Although the PMU provided day-to-day guidance to project implementation, the District Management Teams established at pilot site level under the leadership of the Sub-County Livestock Production Officers assumed responsibility for direct implementation. These teams went further to encourage ownership of the project by beneficiary communities who were organised into Farmer/Pastoral Field Schools.

### 3.4.5 Sustainability of Project Results

Sustainability is analyzed in social, financial/ economic, ecological, and institutional terms.

**Social Sustainability:** The project was implemented in an environment where there is competition for diminishing resources such as land, water and grazing lands. Conflicts over grazing land have been recorded in Narok where there is a definite shift in land use towards sedentarism due to the introduction of commercial crops such as wheat and the spread of land degradation due to overstocking. Water conflicts have also been experienced in Kyuso where pastoral communities from the Somali regions of Kenya periodically encroach into the agropastoral regions. In recognition of these increasing conflicts, the project incorporated the strengthening of traditional resource management institutions through exposing them to conflict resolution techniques and the introduction of training courses on land use planning and environmental impact assessment for extension staff who work with these same communities. Participating communities have also been exposed to local approaches to managing their resources through the Farmer/Pastoral Field Schools which were used as vehicles for capacity building at community level. The FFS approach placed emphasis on issues such as water security, energy efficiency, charcoal production, crop productivity, sustainable animal production and rangeland management which are the principal concerns among the target communities. The high levels of community engagement and project ownership promoted through these initiatives have resulted in a stronger community cohesion which will ensure social sustainability of the project outcomes well after the project has closed.

Socio-political Sustainability under the SLM project is therefore **Likely (L)**.

**Economic/Financial Sustainability:** Projects which target the conservation of biological goods and services as the basis for improved livelihoods do not deliver immediate tangible results. Instead returns from investments in activities such as erosion control, tree planting and the improvement of animal breeds made by participating communities are usually only realised over the long term. Community representatives at all the project sites visited during the Terminal Evaluation however showed commitment to the project activities as they were beginning to experience the "fruits of their labour", five years down the line. Crop yields from land where soil conservation works that had been built were reported to be increasing while community members who had embarked upon livestock improvement were now getting increased quantities of milk some of which they were selling to augment household incomes. The prices of improved poultry and goats were also higher than those of traditional breeds. All community groups interviewed as part of the TE were confident that the project interventions were going to result in improved revenue streams to their communities as volumes of products and quantities of produce increased over time. With these improved financial flows, community members indicated that they would

be prepared to fund SLM activities on their own even without external support. In addition, the engagement with financial institutions and the establishment of various product value chains for trade in the various commodities from the project are also beginning to show promise that they will be sustainable over the long term. The project will now need to clearly define these linkages and also explore the possibility of accessing carbon financing for sustainable charcoal production.

The SLM interventions implemented so far have demonstrated that the ASAL landscapes in Kenya can be turned around and made more productive with direct positive impacts on the livelihoods of the communities which reside there. With this realisation, the Government of Kenya has pledged up to US\$ 550,000 per year up to 2019 to support the upscaling of the SLM interventions to cover the remainder of the Counties where they have been piloted and to cover two additional Counties through a Phase II of the current project. This pledge will be reviewed once the Project Document for SLM Phase II is finalised with GoK pledging to once again co-finance a follow-on SLM initiative. In this connection, it is important to note that GoK contributions will be higher than the amounts pledged when the expenditures on staff salaries, and office space are factored into the equation. A variety of international cooperating partners have also indicated their willingness to consider supporting efforts to upscale SLM across the ASAL regions of Kenya. Due to this interest, the Department of State for Livestock is planning to host a donor roundtable to discuss the draft ProDoc for SLM Phase II with these interested potential partners.

With all the promises and pledges of continued support to current activities beyond the project close out date as well as the economic benefits from the SLM activities conducted to date that are becoming evident at community level it is Highly **Likely (L)** that SLM will be Financially and Economically Sustainable into the future.

**Ecological sustainability:** The SLM project has adopted a multi-pronged approach to addressing the problem of land degradation in the ASALs. Rehabilitation of degraded lands was intended to redress the problem of soil loss and promote the rehabilitation of grazing lands. This was coupled with the introduction of improved livestock breeds as a way of improving returns from traditional livestock. Crop lands were also managed through the introduction of soil erosion control and water retention measures as well as appropriate crop varieties which have improved food security. The expected aggregate impact of all these interventions is well managed dry lands which yield sustainable ecological goods and services for the future. Already, there is evidence of improved productivity in these systems with secure water supplies for livestock and community members and improved food security at those sites where traditional drought resistant crops have been introduced. The increased institutionalisation of sustainable charcoal production systems, use of energy efficient stoves and sustained tree planting initiatives are also beginning to yield their intended benefit of reducing the pace of deforestation. Properly up-scaled to the landscape level, the project will promote ecosystem integrity and yield global environmental benefits.

Ecological sustainability is therefore **Likely (L)** over the long term.

**Institutional Sustainability:** The SLM project was designed as part of the TerrAfrica/SIP and the Kenya National SLM Programme, both of which are intended to promote national capacities for institutionalising a programmatic approach to land management at national level. Because of this, the project was designed to promote the integration of SLM into national and County level development planning processes which will ensure the institutional sustainability of the project's outcomes. The deliberate focus by the project on working with and through community level institutions will ensure that SLM becomes an integral component of community production processes which will further ensure its institutional sustainability. Having said that though, the Terminal Evaluation observed that effective local level institutions have not been formed as yet at the community level. A number of FFS groups which have been established still require support from Government Extension Agents as their interventions mature. Typical examples of this were with respect to the management of improved livestock varieties which have been introduced to community groups. The proposed plan to off load these products onto the market will need to be guided by comprehensive market surveys which community groups are not equipped to do for themselves right now. This could be an area of focus for the follow-on Phase of the project.

Institutional Sustainability is **Likely (L)**.

Overall, the terminal evaluation assessment is that the SLM project is **Likely (L)** to be sustainable.

Table below summarises project performance against the evaluation parameters discussed above.

Table 5 Project Performance Ratings

Evaluation Ratings:			
5. Monitoring and Evaluation	Rating	6. IA&EA Execution	Rating
M&E design at entry	HS	Quality of UNDP Implementation– Implementing Agency (IA)	HS
M&E Plan Implementation	HS	Quality of Execution – Executing Agency (EA)	HS
Overall quality of M&E	HS	Overall quality of Implementation/Execution	HS
7. Assessment of Outcomes	Rating	8. Sustainability	Rating
Relevance	R	Financial resources	L
Effectiveness	HS	Socio-political	L
Efficiency	S	Institutional framework and governance	L
Overall Project Outcome Rating	HS	Environmental	L
		Overall likelihood of sustainability	L

Table 6 Rating Scales

<b>Ratings Scales</b>		
<b>Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&amp;E, IA &amp; EA Execution</b> 6: Highly satisfactory (HS): No shortcomings 5: Satisfactory (S): Minor shortcomings 4: Moderately Satisfactory (MS): moderate shortcomings 3: Moderately Unsatisfactory (MU): significant shortcomings 2: Unsatisfactory (U): major shortcomings 1: Highly unsatisfactory (HU): severe problems	<b>Sustainability Ratings</b> 4: Likely(L) negligible risks to sustainability 3: Moderately Likely (ML): Moderate risks 2: Moderately Unlikely: Significant Risks 1: Unlikely: Severe risks	<b>Relevance ratings</b> 2: Relevant (R) 1: Not Relevant (NR)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

### 3.5 Project Impact

The impacts of development projects usually take long to materialise. The Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya Project (SLM) has been under implementation since 2011 and has yielded a lot of results. Firstly, participating communities now possess knowledge about the underlying causes of land degradation which was delivered by the extension services which were mobilised under the project. With this understanding as background, community groups at the pilot sites in the four Counties where the project has been implemented have taken up a variety of interventions targeting various aspects of their livelihoods. Previously degraded lands have been rehabilitated resulting in the regeneration of pastures in pastoral regions like Narok and Dadaab. In these same areas, alternative livelihood options have been introduced through the project resulting in the transitioning of previously mobile pastoral communities to growing food crops which have started impacting on household incomes and health.

The introduction of better breeds of livestock, mainly Galla Goats and Dairy goats is beginning to yield higher financial returns for participating communities who reported realising a 30% increase in the market price for their animals. While still at subsistence level, milk production from the goats is increasing.

A serious impact of land degradation in all the pilot sites had been declining productivity of the soils through loss of fertility due to erosion. The introduction of land management interventions including terracing and conservation agriculture techniques as well as the re-introduction of traditional crops like sorghum and millet have started showing signs of increased yields which will result in improved food security and reduced dependence on food aid.

The project also introduced reforestation activities through which beneficiaries have been encouraged to plant trees for the provision of shade and fruit. In addition to these basic services some communities have started experiencing the regeneration of woodlands around their homesteads.

Water is usually a serious limiting factor to development especially in degraded landscapes. The SLM project has introduced water harvesting technologies that have impacted on the productive capacities especially in the dry pastoral regions of Narok and Dadaab where participating communities are producing crops and vegetables under irrigation. This produce has directly impacted on nutrition levels at the household level with excess produce being sold to augment household incomes. Natural springs have been rehabilitated at sites like Omomet, Kui and Kivue resulting in increased assurance of water supplies for domestic water supply and watering of livestock. The rehabilitated spring at Omomet also supplies

water to a fish farming project.

The assessment of the terminal evaluation is that most if not all project interventions are beginning to impact on the livelihoods of the residents at the pilot sites but a lot still needs to happen for the project to be described as having had direct impacts on the beneficiaries. A clear area where more work needs to be done is in the building of sustainable community level institutions. The Farmer/Pastoral Field Schools which have been used as the vehicles for project implementation form the foundations upon which local level institutions for the management and direction of SLM related activities at community level can be developed. These still require strengthening before they can stand on their own.

The assessment by the Terminal evaluation is that the project has produced a lot of encouraging results but is still to produce impacts on the beneficiary communities. The proposed follow-on SLM Phase II project should therefore be directed towards consolidating the gains achieved to date and convert them into real measurable impacts.

## **4. Conclusions, Lessons Learned and Recommendations**

### **4.1 Conclusions**

The Terminal Evaluation concluded that the Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya project has been successfully implemented and has met its overall objective. The success of the project was largely due to the fact that it was designed to address issues of use human and economic development as well as the enhancement of livelihoods for the residents of the ASALs which cover 80% of Kenya's land area. The development of these areas is considered a priority in the country. In line with this priority, the SLM project has clearly demonstrated that although ASAL landscapes are classified as dry lands, they hold huge potential for sustaining the livelihoods of the people that reside in them if proper land management strategies are put in place.

### **4.2 Lessons Learned**

The following lessons have been learned from the implementation of this project:

- community level development projects are best managed at a level that is closest to where activities need to be implemented. The devolution of project management responsibilities to the sub-county level has yielded high impact management systems because of the proximity of technical expertise to the project coalface. Participating communities did not have to wait for long periods before they got answers to their questions.
- government development extension agencies possess the requisite technical and management capacities to effectively perform their duties but usually lack the financial and resources they require to do so. With the provision of these resources to the DMTs in the pilot districts these agencies have delivered on their respective mandates to the benefit of participating communities.
- land management interventions need to be informed by empirical scientific research if they are to correctly respond to the problems they are developed to address. The experiences from the gully reclamation project at Suswa, in Narok North are instructive in this instance.
- there is need to include the documentation of traditional knowledge systems in the design of land resources management project. What communities know already becomes a useful entry point for them to participate fully in the activities. Project interventions intended for implementation by community groups are more likely to yield lasting results if they are developed together in a

participatory manner with concerned communities.

- conservation and land management programmes need to incorporate financial incentives for them to remain relevant to community groups. Conservation for its own sake is unsustainable. The likelihood of all the communities involved in the SLM project realising financial rewards from their efforts was a major motivating factor for continued community engagement.
- the use of local languages is an effective tool for promoting community participation in development projects.

## **4.2 Recommendations**

The SLM project has yielded a number of very significant results which now need to be taken to a higher level to ensure their sustainability into the future. The terminal evaluation makes the following recommendations to facilitate this:

- Project interventions should include the participation of the youth in the areas where they are implemented to ensure intergenerational transfer of knowledge and experiences;
- SLM projects are part of the Terra-Africa initiative. Individual project results and experiences should be documented and disseminated to other regions of the continent. The experiences and results of the interventions under the SLM Kenya project would be useful in informing project interventions in Southern Africa. While UNDP will upload evaluation report onto their knowledge sharing platform, more could be achieved through exchange visits involving community groups and staff exchanges between UNDP Country Offices.
- There has been a plethora of SLM and SLM related projects implemented in Kenya over the past five to ten years. It is recommended that a review of all these projects be conducted for purposes of distilling and document lessons learned so as to avoid duplication of effort as successor projects are designed.
- GEF needs to review the distinction between their focal areas, particularly the Land Degradation and Climate Change focal areas as the project interventions that are developed under these largely speak to the same core issues. Responses to Land Degradation, especially in Arid and Semi Arid Lands, are akin to Climate Change Adaptation measures.
- SLM interventions with elements of improving agricultural productivity and value addition to products need to have a component which speaks to sustainable energy input as without energy supplies agro-processing, which is the first stage in value addition in rural communities, will remain a distant mirage.
- As recommended by the MTR on this project UNDP should identify opportunities for developing programmes and initiatives that address SLM at eco-regional scale as the issues transcend national borders.
- The project management structure that was used for the pilot phase should be retained for the follow-on SLM Phase II as it provided for the building of sub-county level project management and implementation capacity. Beneficiary communities did not have to wait for decisions to be made at the Nairobi based PMU since each District Management Team was equipped to respond to community queries.

## 5. Annexes

### Annex 1: Terminal Evaluation Terms of Reference

#### TERMINAL EVALUATION TERMS OF REFERENCE

#### MAINSTREAMING SUSTAINABLE LAND MANAGEMENT IN AGRO-PASTORAL PRODUCTION SYSTEMS OF KENYA PROJECT

#### INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya Project* (PIMS# 3245.)

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

#### PROJECT SUMMARY TABLE

Project Title:	Mainstreaming Sustainable Land Management in Agro-pastoral Production Systems of Kenya			
GEF Project ID:	3370		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	00075856	GEF financing:	USD 3,034,734	USD 3,034,734
Country:	Kenya	UNDP	USD 1,000,000	<b>USD 679,469.3</b>
Region:	Africa	Government:	<b>USD 3,660,000</b>	<b>USD 2,816,863</b>
Focal Area:	Land Degradation	Other:	<b>USD 4,000,000</b>	Parallel initiatives supportive of SLM
FA Objectives, (OP/SP):		Total co-financing:	USD 7,660,000	
Executing Agency:	State Dept. of Livestock	Total Project Cost:	<b>USD 11,690,734</b>	
Other Partners involved:	KARLO UON	ProDoc Signature (date project began):		18 <sup>th</sup> Jan 2011
		(Operational) Closing Date:	Proposed: 31 <sup>st</sup> Dec 2015	Actual: 30 June 2016

#### OBJECTIVE AND SCOPE

The project was designed to ensure sustainable land management improves economic development, food security and sustainable livelihoods while restoring the ecological integrity of arid and semi-arid lands. The main objective of the project is to provide land users and managers with the financial incentives, enabling policy and institutional

capacity for effective adoption of SLM in the four districts of Mbeere North, Kyuso, Narok North and Dadaab. The project objective was to be achieved through three key outcomes: Outcome 1: Knowledge based land use planning forms the basis for improving drylands sustainable economic development; Outcome 2: Viability of the agro-pastoralism production system increased through diversification and access to finance for SLM; Outcome 3: Policy and institutional framework supportive of SLM mainstreaming in agro pastoral production systems and ASALs; Outcome 4: Project managed effectively, lessons used to upscale SLM in the ASAL districts and the country.

The evaluation will cover all activities supported by UNDP/GEF and, where appropriate, activities supported by the host institution, State Department of Livestock. It will also cover activities that other collaborating partners are supporting as part of the co-finance to the project.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

## EVALUATION APPROACH AND METHOD

An overall approach and method<sup>1</sup> for conducting project terminal evaluations of UNDP-supported GEF-financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR (*fill in [Annex C](#)*) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Mbeere North, Kyuso, Narok North and Dadaab. Interviews will be held with the following organizations and individuals at a minimum: State Department of Livestock, University of Nairobi, Kenya Agriculture, Livestock Research Organization (KARLO), GEF/SGP, KAPSLM and Suswatch.

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

## EVALUATION CRITERIA & RATINGS

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

Table

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	

<sup>1</sup> For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
<b>3. Assessment of Outcomes</b>	<b>rating</b>	<b>4. Sustainability</b>	<b>rating</b>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

## PROJECT FINANCE / COFINANCE

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

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

## MAINSTREAMING

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

## IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>2</sup>

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**. Conclusions should build on findings and be based on evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

<sup>2</sup>A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

## IMPLEMENTATION ARRANGEMENTS

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

## EVALUATION TIMEFRAME

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The total duration of the evaluation will be 35 working days (weekends excluded) according to the following plan: Start date is 4<sup>th</sup> July, 2016

Activity	Timing	Completion Date
<b>Preparation</b>	3 days	6 <sup>th</sup> July
<b>Evaluation Mission</b>	15 days	27 <sup>th</sup> July
<b>Draft Evaluation Report</b>	10 days	10 <sup>th</sup> Aug.
<b>Final Report</b>	5 days	17 <sup>th</sup> Aug.

## EVALUATION DELIVERABLES

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The evaluation consultant is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission (Due date: 11 <sup>th</sup> July)	Evaluator submits to UNDP CO
<b>Presentation</b>	Initial Findings	End of evaluation mission (Due date: 27 <sup>th</sup> July)	To project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission (Due date: 10 <sup>th</sup> Aug.	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft (Due date: 17 <sup>th</sup> Aug.	Sent to CO for uploading to UNDP ERC.

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

## TEAM COMPOSITION

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The evaluation will be conducted by one (1) International evaluator with a prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 10 years of relevant professional experience (25%)
- Knowledge of UNDP and GEF (15%)
- Previous experience with results-based monitoring and evaluation methodologies; (20%)
- Technical knowledge in the Land Degradation focal area (25%)
- Experience of working in Africa is desirable (15%)

## **EVALUATOR ETHICS**

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

## **PAYMENT MODALITIES AND SPECIFICATIONS**

%	Milestone
10%	Following submission of inception report
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

## **APPLICATION PROCESS**

Applicants are requested to apply online <http://jobs.undp.org>, by (date). Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

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



## ANNEX A: PROJECT LOGICAL FRAMEWORK

Project Strategy	Objectively verifiable indicators
<i>Goal</i>	“Sustainable Land Management” provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Arid and Semi-Arid Lands in 4 Districts of Kenya (Mbeere, Narok North, Kyuso, Garissa)

### *Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis*

Objective: To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM in the agropastoral production system.	Improvement in rangeland condition	Various statistics report that about 80% of rangelands badly degraded	At least 25% of the rangeland registering improvement in rangeland condition in pilot districts (using range condition measurements) by mid-term and 50% cumulative by end of the project	Baseline report augmented by rangeland condition sampling under the M&E system Project reports	Prolonged drought Increased encroachment by agriculture
	Improvement in woodlands condition	Various statistics report that about 70% of the woodlands are degraded	At least 25% of woodlands showing recovery as measured by regeneration and improvements in species index and canopy cover;	Baseline report augmented by ecological sampling under the M&E system linked; Project reports	Prolonged drought Increased encroachment by agriculture
	Quantity of land managed using SLM principles	Limited land under SLM, no clear documentation on what little is under SLM	At least 70,000 ha total (28 sites*2500 ha ) under SLM principles supported by experiential learning	Baseline report augmented by ecological sampling under the M&E system linked; Project reports	Conflict driven by politics
	Improvement in food security	Various statistics indicate that over 65% of people in ASAL depend in part on food aid and face substantive food	Level of dependency on food aid in target landscapes reduced by at least 30%;  Number of food secure days increased by at least 40% for	Socio-economic baselines and consequent sample assessments and project reports	Prolonged droughts, conflicts driven by political considerations and developments

		insecurity	more than 50% of the population in the target landscapes		
	Carbon mitigated from sustainable charcoaling	Currently no sustainable charcoaling – no carbon mitigated from it	At least half a million tons of carbon dioxide mitigated from sustainable charcoal in the districts by mid-term and a million cumulative at the end of the project	Reports of the charcoal associations on extent of adoption of sustainable charcoal augmented by records of carbon credits ready for sale and/or sold	Voluntary markets dry up due to the global financial crises. This would reduce the incentive for sustainable charcoal; Prolonged drought interferes with establishment and growth of woodlots
Outcome 1: Knowledge based land use planning forms the basis for improving drylands sustainable economic development	Percentage of land and resource users adopting improved practices	Less than 20% engaging in 1-2 improved practices consistently	At least 25% of cultivators in the pilot landscapes adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end	Sampling captured in project monitoring reports	Prolonged drought Current levels of political willingness and support for SLM by government and resource users declines
	Change in soil fertility	Very low and declining, exact levels for pilot districts obtained during inception	At least 30% increase in soil fertility from baselines for land users consistently engaging in 3-5 improved practices by mid-term and by 30% cumulatively by end of the project	Sampling captured in project monitoring reports	Prolonged drought Current levels of political willingness and support for SLM by government and resource users declines
	Use of weather data for adapting SLM practices	Less than 5% use of weather information provided by the early warning systems of Kenya Met and Dept of resource mapping and planning	At least 25% of the agriculturalists and pastoralists in the pilot landscapes taking decisions on the basis of the weather and drought early warning information by mid-term and	Sampling captured in project monitoring reports	Weather information from Met department continues to be largely inaccurate thereby reducing credibility

			50% cumulatively by project end		
	Number of people with relevant skills for SLM	Less than 15% of land users and pastoralists have skills for improved management; less than 50% of technical officers have updated SLM skills	At least 40% of land users and 30% of technical officers requiring to up-date skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills.	Project training reports as part M&E reports	Current levels of political willingness and support for SLM by government and resource users declines
	Lessons generated	Limited knowledge management happening now, no clear mechanism for generating and sharing lessons	Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, and other important project initiatives available for dissemination through the upscaling project;	Project M&E and technical reports	Project implementation is effective and generates lessons worth sharing

Viability of the agropastoralism production system increased through diversification increased access to finance for SLM	Change in agricultural productivity	Current low and declining, exact levels of selected crops to be obtained during inception	At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end	Project monitoring reports	Unusual weather event such as prolonged drought or El Nino Current levels of political willingness and support for SLM by government and resource users declines
	Increase in livestock trade and prices	Currently livestock trading riddled with problems of insecurity, lack of up to date information on prices and therefore very low prices being obtained	At least a 20% increase in livestock prices being obtained in markets within the pilot landscapes due to better marketing/trading conditions	Household economic activity data captured in project monitoring reports	Conflicts of a political nature flares up; inflation rising higher than increase in trade; national consumption patterns change, affecting demand for meat

	Number of households or individuals accessing micro finance and credits	Less than 10% of households have access	At least 25% increase in numbers accessing micro-finance and credits	Household economic activity data captured in project monitoring reports	Finance institutions are convinced to invest in the rural economy
	Increase in household income	Over 85% of people live below the UN poverty line, living on less than a dollar a day; exact household incomes in the pilot landscape will be established during inception	By mid project - at least 25% increase in household incomes for more than 40% of participating households, cumulatively rising to at least 40% for more than 50% of households	Household economic activity data captured in project monitoring reports	Finance institutions are convinced to invest in the rural economy; Inflation rates don't rise higher than increase in incomes; Political instability doesn't resurface
	Mobile livestock	The current trend is tilted to fast rates of sedenterization; specific baseline will be obtained during inception	At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project	Project monitoring reports	Current hostility based on misunderstanding of role of mobility persists; land division reduces possibility for movement further
	Incidents of conflicts over resources (inter and intra pastoralists and agriculturalists)	Very high number of incidents of conflicts, specific baseline will be obtained during inception	At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end	Project monitoring reports	Current hostility based on misunderstanding of role of mobility persists  Resurgence of politically instigated conflicts
The policy, regulatory and institutional environment support sustainable land management in the agropastoral production	Number of policies mainstreaming SLM	All policy statements mention importance of SLM but don't have details of how SLM will be ensured	At least 2 policies revised to mainstream SLM principles and so provide a better policy environment for SLM;	Policy discussion papers and briefs; project monitoring reports	Policy processes tend to be slow in developing countries. Speeding up the process, especially of formulating legislative frameworks will be necessary for achievement of this indicator
	Number of policies with legislation and institutional arrangement	Few SLM policies have updated and effective frameworks well linked into the local institutions	Discussions for legislation and institutional arrangement for policy implementation for at least 2 key policies held by mid-	Policy discussion papers and briefs; project monitoring	Policy processes tend to be slow in developing countries. Speeding up the process, especially of formulating legislative frameworks will be

system and ASALs	for effective implementation		term and recommendations provided adopted by end of the project	reports	necessary for achievement of this indicator
	Number of functional charcoal associations	No charcoal associations	At least 5 charcoal associations have rules and regulations for sustainable charcoal and are actively enforcing them;	Charcoal production data captured in project reports	Current willingness and support by government and people to clean up charcoaling processes declines Current levels of rent seeking from charcoal persists
	Number of groups with operational sustainable charcoal processes	No groups engaging in sustainable charcoal	At least 5 groups with sustainable charcoal production operations and earning money from carbon finance;	Charcoal production data captured in project reports	Voluntary carbon markets recover from current slump occasioned by the global financial melt down
	Revenue from charcoal going to District and national revenue	Minimal collection through licensing but none through taxation	Collection of revenue by Districts and Kenya Revenue Authority from charcoal processes increase by 25% by mid-term and 50% cumulatively by end of the project;	Budgets Project monitoring reports	Current levels of rent seeking could divert revenue collection if not changed  Slow policy change processes might delay the legislation that allows taxation to start
	Adoption of improved kilns in carbonization	Less than 5% use improved kilns in carbonization	Number of charcoal producers using improved kiln in carbonization in pilot landscapes increase by at least 30% by mid-term and a cumulative 50% by project end	Charcoal production data captured in project reports	Current willingness and support by government and people to clean up charcoaling processes declines
	Improvement in local resource governance institutions	Currently traditional institutions sidelined in natural resource management but formal institutions not effective at local level	By mid project, traditional resource institutions in pilot landscapes have assessed the effectiveness of their rules and regulations in modern day resource governance and have identified ways to improve; by end of project several agreements entered into	Project reports based on project monitoring	Current political support for SLM persists; local institutions can be revived for resource governance under modern conditions

			with formal institutions for resource governance		
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## Annex B: List of Documents to be reviewed by the evaluators

### **Project Documents**

1. GEF Project Information Form (PIF)
2. Project Document and Log Frame Analysis
3. Project Implementation Plan
4. Implementing/Executing Partner arrangements
5. List and contact of details of project staff, key project stakeholders, including Project Boards, and other partners to be consulted
6. Project sites, highlighting suggested visits
7. Mid Term Review and other relevant evaluations and assessment
8. Annual; Project Implementation Report (APR)
9. Project budget, broken out by outcomes and outputs
10. Project Tracking Tool, at baseline, at mid-term, at terminal points
11. Financial data
12. Sample of project communications materials, i.e. press releases, brochures, documentaries etc.

### **UNDP Documents**

1. Development Assistance Framework (UNDAF)
2. Country Programme Document (CPD)
3. UNDP Strategic Plan

### **GEF Documents**

1. GEF focal area strategic program objectives



## ANNEX C: EVALUATION QUESTIONS

*This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.*

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

## ANNEX D: RATING SCALES

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<p><b><i>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</i></b></p> <p>6: Highly Satisfactory (HS): no shortcomings          5: Satisfactory (S): minor shortcomings          4: Moderately Satisfactory (MS)          3. Moderately Unsatisfactory (MU): significant shortcomings          2. Unsatisfactory (U): major problems          1. Highly Unsatisfactory (HU): severe problems</p>	<p><b><i>Sustainability ratings:</i></b></p> <p>4. Likely (L): negligible risks to sustainability          3. Moderately Likely (ML): moderate risks          2. Moderately Unlikely (MU): significant risks          1. Unlikely (U): severe risks</p>	<p><b><i>Relevance ratings</i></b></p> <p>2. Relevant (R)          1.. Not relevant (NR)</p> <p><b><i>Impact Ratings:</i></b></p> <p>3. Significant (S)          2. Minimal (M)          1. Negligible (N)</p>
<p><b><i>Additional ratings where relevant:</i></b>          Not Applicable (N/A)          Unable to Assess (U/A)</p>		

## **ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**

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### **Evaluators:**

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

### **Evaluation Consultant Agreement Form<sup>3</sup>**

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

**Name of Consultant:** \_\_\_\_\_

<sup>3</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

**Name of Consultancy Organization** (where relevant): \_\_\_\_\_

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

Signed at *place* on *date*

Signature: \_\_\_\_\_

## ANNEX F: EVALUATION REPORT OUTLINE<sup>4</sup>

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- i.** Opening page:
  - Title of UNDP supported GEF financed project
  - UNDP and GEF project ID#s.
  - Evaluation time frame and date of evaluation report
  - Region and countries included in the project
  - GEF Operational Program/Strategic Program
  - Implementing Partner and other project partners
  - Evaluation team members
  - Acknowledgements
- ii.** Executive Summary
  - Project Summary Table
  - Project Description (brief)
  - Evaluation Rating Table
  - Summary of conclusions, recommendations and lessons
- iii.** Acronyms and Abbreviations  
(See: UNDP Editorial Manual<sup>5</sup>)
- 1.** Introduction
  - Purpose of the evaluation
  - Scope & Methodology
  - Structure of the evaluation report
- 2.** Project description and development context
  - Project start and duration
  - Problems that the project sought to address
  - Immediate and development objectives of the project
  - Baseline Indicators established
  - Main stakeholders
  - Expected Results
- 3.** Findings  
(In addition to a descriptive assessment, all criteria marked with (\*) must be rated<sup>6</sup>)
- 3.1** Project Design / Formulation
  - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
  - Assumptions and Risks
  - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
  - Planned stakeholder participation
  - Replication approach
  - UNDP comparative advantage
  - Linkages between project and other interventions within the sector
  - Management arrangements
- 3.2** Project Implementation
  - Adaptive management (changes to the project design and project outputs during implementation)
  - Partnership arrangements (with relevant stakeholders involved in the country/region)
  - Feedback from M&E activities used for adaptive management

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<sup>4</sup>The Report length should not exceed **40** pages in total (not including annexes).

<sup>5</sup> UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

<sup>6</sup> Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Project Finance:
- Monitoring and evaluation: design at entry and implementation (\*)
- UNDP and Implementing Partner implementation / execution (\*) coordination, and operational issues

### 3.3 Project Results

- Overall results (attainment of objectives) (\*)
- Relevance(\*)
- Effectiveness & Efficiency (\*)
- Country ownership
- Mainstreaming
- Sustainability (\*)
- Impact

### 4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

### 5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form
- Annexed in a separate file: TE audit trail
- Annexed in a separate file: Terminal GEF Tracking Tool

## **ANNEX G: EVALUATION REPORT CLEARANCE FORM**

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*(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)*

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

UNDP GEF RTA

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## Annex 2: Evaluation Mission Itinerary

Date	Activities
17 <sup>th</sup> – 22 <sup>nd</sup> September 2016	Review of the Project Documents
23 <sup>rd</sup> September 2016	Submission of Inception Report
27 <sup>th</sup> September 2016	Arrival in Nairobi
28 <sup>th</sup> September 2016	Consultations at UNDP CO/ Ministry of Livestock/ PMU
29 <sup>th</sup> September 2016	<b>Travel to Narok (Morning)</b> Interviews with officers of county government and other government agencies
30 <sup>th</sup> September 2016	Field visits and interviews with beneficiary communities
1 <sup>st</sup> September 2016	Field visits and interviews with beneficiary communities <b>Travel Back to Nairobi (Afternoon)</b>
2 <sup>nd</sup> October 2016	<b>Travel to Garissa (Morning)</b> Interviews with officers of county government and other government agencies and meeting with beneficiaries
4 <sup>th</sup> October 2016	Field visits and interviews with beneficiary communities
5 <sup>th</sup> October 2016	Field visits and interviews with beneficiary communities <b>Travel to Kyuso from Garissa (Morning)</b>
6 <sup>th</sup> October 2016	Interviews with officers of county government and other government agencies and meeting with beneficiaries
7 <sup>th</sup> October 2016	Field visits and interviews with beneficiary communities
8 <sup>th</sup> October 2016	Field visits and interviews with beneficiary communities <b>Travel to Nairobi from Kyuso</b>
9 <sup>th</sup> October 2016	<b>Travel to Mbeere North from Nairobi</b>
10 <sup>th</sup> October 2016	Field visits and interviews with beneficiary communities, officers of ministry and county government and other government agencies
11 <sup>th</sup> October 2016	Field visits and interviews with beneficiary communities
12 <sup>th</sup> October 2016	Meeting with Stakeholder (KARLO) and JKUAT <b>Travel to Nairobi</b>
13 <sup>th</sup> October 2016	Meeting with Ministry, State Department of Livestock/PSC members and UoN
14 <sup>th</sup> October 2016	Meeting with UNDP
16 <sup>th</sup> October 2016	Departure of the Consultant

### **Annex 3: List of People Consulted**

#### **State Department of Livestock**

Mr Henry Ngeno	Senior Assistant Director
Mr Cosmas Omelo	Principal Livestock Production Officer

#### **UNDP Regional Office and Kenya Country Office**

Dr. Phemo K. Kgomotso	Regional Technical Advisor
Mr. David Githaiga	GEF Focal Point
Dr. Zainabu Khalif	Programme Specialist
Mr. Washington Aiyemba	Programme Officer

#### **Project Management Unit**

Mr. Leonard Odini	National Project Manager
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### **CONSULTATIONS IN THE FIELD**

#### **NAROK NORTH**

##### **SLM Sub-County Management Team Members**

Jamia K. Rutto	Livestock Department SLM Coordinator
Jimmy L. Ottaro	FFS Facilitator (Livestock)
Jane Chebet	FFS Facilitator (Agriculture)
Joshua Kabogo	WRMA
Wilson Kones	WRMA
Amor Chelule	
Jilani Chiguru	NEMA

##### **Farmer Field School Members**

##### **Olkitenyai FFS**

Stanley Nkoitiko- Chairman

**Ilaetok Borehole FFS**

Joseph Saoli

Moses Olesopia

John Nkurumwa

Moses Olesaoli

Rabet Kenta

Merinyo Kiok

Molari Kiok

Kimanyisho Kioko

Naomi Kokoel

Nadunjari Nkuriompai

Sophia Moses

**Omomet FFS and Salbet FFS**

Joseph Tuei

Bratrice Chepkorir

James Kilele

Necodemus Rotich

Daniel Bise

Richard Chirchir

Tabitha Chepkorir

Juliana KonesWilson Mosonik

Richard Chebwga

Richard Sigelai

David Ngerecho

Wilson Kilele

Jeremia Kirui

John Ngetich

John Towett

Wilson Kosgei

Langat Jeramia

Joseph Tue

Nancy Somoe

Emily Bett

Esther Rotich

Johana Langat

Christine Motel

Christine Laboso

Rhoda Chepchirchir      FFS Facilitator

Paul Ngeno                      FFS Facilitator

**Ewangan FFS (Rain Blessing!)**

Andrew Karia

Willian Kiok

Simon Leperes

Francis Kirrago

Thomas Naisoya

Sirere Naisoya

Karsis Kimorgo

Agnes Leperes

Jane Leperes

Nashiluni Kuyioni

Kirotiana Kimorgo

Noorkiyeku Karia

Angela Kirraleo

Noormeshuki Kirrogo

Nolari Muntet  
Korora Muntet  
Lesiamon Muntet  
Norkirupi Kirrago  
Nooloireto Kirrago  
Nalangu Kirrago  
Noorngosuani Kirrago  
Karsis Rinyai  
Noonguta Kirrago  
Vivian Pere  
Nemuta Oldikany  
Alines Karia

**GARRISA/DADAAB Sub-County**

Hon. Hajir Mohamed Dahiye -CEC Agriculture Garrisa Country

**SLM Sub-Coordination Management Team Members**

Henry Anjila	SLM Coordinator
Joseph Otieno	Animal Production
John Muthui	County Agricultural Officer
Samson Munyoki	Monitoring and Evaluation-Livestock
Abdiwahid Ahmed	Programme Officer Kenya Livestock Marketing Commission

**Farmer Field Schools/FFS**

**Bahuri FFS**

Ali Osman

Halima Abdi

Habiba Gedi

Habid Malim (Community Elder)

Alikune Irrigation Scheme

Twenty members of three irrigation groups

Saretho School

Peter "Ahmed" Mugambi

Garrisa University College

The Principal

David Karienyu

Dr. Maithya

Dean School of Arts and Social Sciences

Environmental Sciences

**KITUI COUNTY- KYUSO SUB COUNTY**

**Sub-County Management Team**

Michael Mwaura

John Chege Ndungu

Maurice Biego

Kangola Mwanthi

Jacob Mburu

Linos Muthengi

Esther Karimi

Jackson Njue

Jacon Musyoka

David Mwanzi

Ministry of Agriculture Water and Irrigation

SLM Coordinator

Ministry of Agriculture Water and Irrigation

Ministry of Agriculture, Water and Irrigation

Ministry of Agriculture, Water and Irrigation

Ministry of Agriculture, Water and Irrigation

Ministry of Agriculture water and Irrigation

Ministry of Agriculture Water and Irrigation

Ministry of Agriculture Water and Irrigation

Veterinary Services

Jackline Mwitili

John Ileri

Peter Mutua

Ministry of Agriculture, Water and Irrigation

Ministry of Agriculture, Water and Irrigation

Department of Water Affairs

**Muongano FFS**

Samuel Kilonzo Nzoka

Chairman

Rosina Musyimu

Secretary

Rhoda Mwambu

Member

Esther Mwema

Member

Sarah Musili

Rhoda Mulyungi

**Itivanzou- MAKKKI Group**

Muthami Nzou

Chairman

Mary Ndunge Kilonzo

Member

Kithumba Mwendwa

**Tseikuru-Faith FFS**

David Mburu Kimwele

Jonathan Mlyungi

Mwove Mutunga

Grace Kalile

Malia Kilonzo

Ngali Mwove

Muthiti Musili

Koli Mwove

Nduni Kimwele



Simon Njeru  
Francis W. Giachikia  
Kungu J. K

Water Department  
Interior Ministry  
Livestock

**Rukira FFS**

Susan Muturi  
Agnes Wanjiru  
Retisia Gotuku  
Stanley Mwarity  
Kithumbu Kibara  
Gemima Mwendia  
Bibian Gatumbi  
Judith Gaweru  
Nancy Irima  
Stanley Nyaga

**Kuui FFS**

Joseph Njeru  
Josphat Nyaga  
Anastasis Igoki  
Edita Wawira  
Auronina Ngithi  
Teresina Muragi  
Gerald Ileri  
Vejeshao Nyaga  
Felisio Mitaaro  
Crispin Mwaniki  
Geofrey Mwaniki  
Sergius Njeru  
Lucia Muguki

**Magacha FFS**

Agnes Wanjiru

Lucu Wanjiru

Mary Mugogo

Elias Nyaga

Margaret Ndugu

Wambugu Mwaniki

Jane Muthoni

Teresina Wanyaga

**Kandutu FFS-Gacuriri Primary School**

Cyprian Mitaru

School Head Teacher

Vemisiana Chamuaru

Eunes Wambura

Winerose Giangai

Mary Maria Goret Ngugi

Vincent Ngari

Atanasia Wathiga

William Njeru

Mahason Munyi

Paul Muciri

James Njunja

**Kaguari FFS**

Beata Mutave

Jackline Mbura

Agata Wanjeru  
Phides Kaari  
Janet Ngai  
Pascaline Nduku  
Venanzia Nduku  
Rael Nduku  
Irene Ngai  
Savina Turi  
Madaline Ngai  
Bancy Nginya  
Ann Ndegi  
Lydia Nginya  
Eujenia Karimi  
Rosemary Turi  
Irene Wanjeru

**Kauraciri FFS**

Naomi Kanja  
Irene Ngithi  
Miriam Njoki  
Nancy Ngithi  
Catherine Mbura  
Jane Wanjeu  
Cathrine Mbura  
Faith Muthoni  
Judith MuthoniJamlike Mwanyuki

**Iriaitune Improved Charcoal Kiln-Kaurasiri Group**

## **Research Institutions**

Dr Gicheru

Centre Head-KALRO Embu

Professor David Mburu

Jomo Kenyatta University of Agriculture and Technology

Professor Charles K. K Gachene

University of Nairobi

Mr. David Karienje

Garrisa University College

Dr Maithya

Environmental Sciences

## **Annex 4: Evaluation Consultant Agreement Form**

### **EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM**

---

#### **Evaluators:**

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

#### **Evaluation Consultant Agreement Form<sup>7</sup>**

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

**Name of Consultant:** OLIVER CHAPEYAMA

**Name of Consultancy Organization** (where relevant): \_\_\_\_\_

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

<sup>7</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

Signed at Gaborone on September 5, 2016

Signature: A handwritten signature in blue ink, appearing to read 'Ochapaguna', is written over the printed word 'Signature:'. The signature is cursive and fluid.

## Annex 5: Terminal Evaluation Audit Trail

The following is a template for the evaluator to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This audit trail should be included as an annex in the final TE report.

To the comments received on November 21, 2016) from the Terminal Evaluation of (*project name*) (UNDP PIMS #)

*The following comments were provided in track changes to the draft Terminal Evaluation report of the Mainstreaming Sustainable Land Management in Agro pastoral Production Systems in Kenya (PIMS No: 3245); they are referenced by institution (“Author” column) and track change comment number (“#” column):*

Author	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE response and action taken
P.K. Kgomotso	1	Page 17	Include the Acronym REToI in the list at front of report.	Acronym included
	3	Project Design and Formulation on Page 18	Please provide specific comments on the goal, objective, outcomes, indicators and targets. Were these relevant, ambitious appropriate for addressing the challenges/achieving the overall goal?	This section of the report has been updated to include comments on the project goal, objective, outcomes indicators and targets. A thorough assessment of the indicators developed for the Strategic Results Framework is provided in Table under this section.
	4	Page 23	Which Agreement-Paris or UNFCCC	This refers to the Paris Climate Change Agreement
	5	Under Project Implementation on Page 25	Not clear what the basis of the rating of project implementation is. Please elaborate on what worked well and how it contributed to the overall success of the project. Frequency of Board Meetings?	This section of the report has been updated with a clear analysis of project implementation modalities which were used. The basis for the HS rating is provided through this analysis.
	6	Role of UNDP on Page 25	What did UNDP do well in terms of its role in financial	UNDP's role in financial disbursements

			management and technical advice? Were financial disbursements made on time? Financial Reporting? Annual Work planning?	is clearly described.
	7	Project Monitoring and Evaluation	Please comment on the MTR and whether/how it shaped the post MTR implementation of the project. Were MTR recommendations taken on board? How did monitoring and Evaluation influence annual work planning and budgeting?	The relationship between the recommendations of the MTR and project implementation to the end is described in greater detail.
	8	Financial Management	What process was involved in financial management? Were these quarterly or annual disbursements? How financial reporting done and how often? e.g. use of FACE? CDR, etc?	A description of disbursements, financial administration and reporting by both UNDP and the PMU is provided in this section.
	9	Balance on Project Budget	This is a little high. What is the reason for this if delivery is at 98%? Please explain that this balance is part of the UNDP and GoK co-financing and that all GEF funds have been spent as planned.	The report now clearly explains that the balance on the budget is on funds made available by GoK and UNDP. GEF funding had been spent by the time of the TE.
	10	Review of SLM policies and recommendations for mainstreaming SLM generated.	Was study useful for informing policy? Did it change anything at the local/regional/county level?	The report now explains the influence of the study on policy formulation. The policies developed as part of this process include the National Camel Policy and the National Climate Change Policy.
	11	Progress towards Objectives Table on Page 36	Has there been an increase in soil fertility? How far is the project from reaching the target? Or is it not possible to establish whether this is the case or not? Is there a proxy indicator of progress that can be used?	It is difficult to establish whether there has been an improvement in soil fertility at the pilot sites although crop harvests are reported to be higher.
	15	Mobile Livestock Progress towards	Were there baselines established and were targets	No baselines were established at Inception

		Objectives: Indicator on increased sedentarisation of agriculture among pastoralists. In Table on Pages 44 and 45	reviewed as appropriate?	stage but more than 50% of pastoralists still practice traditional livestock management approaches.
	16	Incidents of Conflict		No baselines were developed but there are frequent incidents of conflict over water and grazing areas in the buffer zones between Mwingi North and Garrisa counties.
	17	Economic/Financial Sustainability	Level and sources of future financing after project ends. Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after project ends. Levels of recurrent costs after completion o project. GoK plan to upscale the project.	More detail on pledged investment by GoK provided. Commitments from international cooperating partners will be obtained at a donor roundtable planned for when the TE process is concluded. GoK commitment to continue carrying recurrent costs incurred by district and county levels.