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Terminal evaluation of
project “Capacity, Policy
and Financial Incentives
for Participatory
Forest Management
in Kirisia Forest and
Integrated Rangelands
Management”



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**Terminal evaluation of project “Capacity,
Policy and Financial Incentives for
Participatory Forest Management in
Kirisia Forest and Integrated Rangelands
Management”**

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Abstract

This is the terminal evaluation of an FAO-GEF-5 project implemented between 2017 and 2023 in Kirisia Forest in Samburu County, Kenya. The global environmental objective of the project was to strengthen biodiversity conservation and enhance carbon sequestration through participatory sustainable forest management systems in dryland public and communal lands. Its development objective was to improve the livelihoods of communities from dryland forest-based products and services. The purpose of this evaluation was to obtain an independent assessment of whether or not the planned inputs had led and/or contributed to the achievement of the planned results (outputs, outcomes, objectives, and impact). More specifically, it determined whether the project's model including the results obtained and its specificities tied to Kenya warrant scaling up. The evaluation reviewed all relevant project documents and used a participatory approach where key stakeholders involved or impacted by the project were consulted/interviewed. Stakeholders were engaged through interactive meetings where discussions on the evaluation questions were held. Based on the findings, the project design and focus were found to be highly relevant to the identified capacity needs and priorities of targeted end beneficiaries. To a large extent, the project strengthened the capacities of Kenya Forest Service (KFS) and Community Forest Association (CFA) to implement participatory forest management (PFM), although the implementation of holistic natural resource management (HNRM) was significantly scaled down in order to prioritize and consolidate efforts towards achieving PFM. The project design, management structure and implementation strategy were efficient in generating the achieved results. Project stakeholders demonstrated strong ownership of the project interventions and achievements and therefore there is a likelihood of sustainability of project results. Additionally, the evaluation determined that FAO in partnership with the Government of Kenya and the GEF designed a sufficiently relevant, coherent and realistic project to contribute to the conservation of biodiversity, to the mitigation of climate change and the improvement of quality of life of populations through the promotion of participatory forest management. The evaluation recommends the governance and institutional capacity of Kirisia CFA should be further strengthened to effectively play its role in implementing the recently launched participatory forest management plans. Established partnerships and collaborative engagements with stakeholders should be optimally utilized for enhanced results. This evaluation informs its primary audience or users who include: the Government of Kenya and its related institutions involved in the project, FAO, the donor and other external stakeholders.

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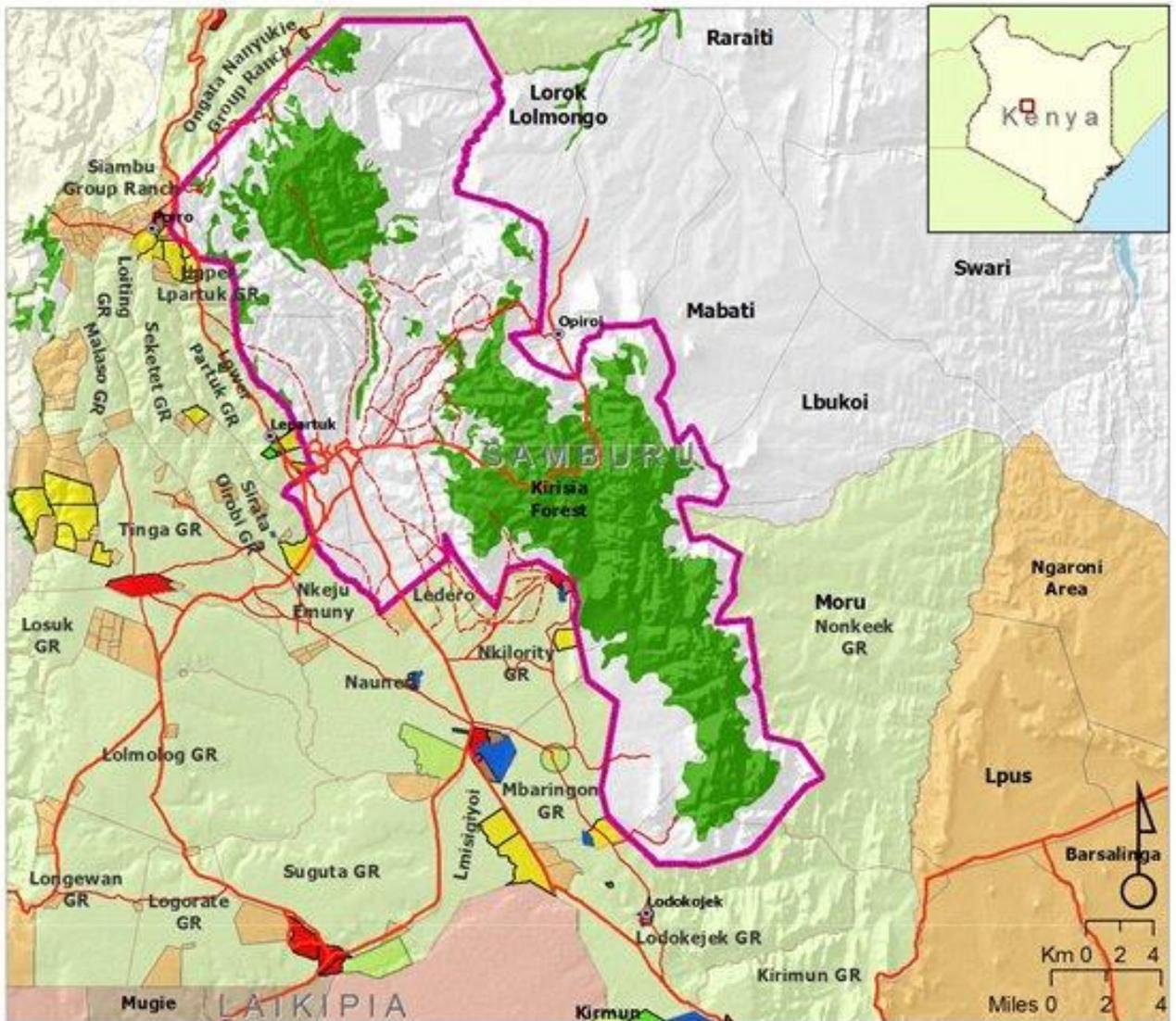
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Abbreviations

CFA	Community Forest Association
FAO	Food and Agriculture Organization of the United Nations
FMA	Forest Management Agreement
GEF	Global Environment Facility
KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
M&E	monitoring and evaluation
NTFP	non-timber forest product
PFM	participatory forest management
PFMP	participatory forest management plan
PSC	Project Steering Committee
SBCS	Samburu Beekeepers Cooperative Society
SFM	sustainable forest management

Map of Kirisia Forest Ecosystem



Kirisia Forest: Land Tenure Context

- | | | | |
|-------------------|------------------|-------------------|---------------------------------|
| ● Centre | ■ Closed Forest | ■ Group Ranch | ■ School |
| — Main | ■ Water | ■ Medical Utility | ■ Trading Centre |
| — Tracks | ■ Sublocations | ■ Private | ■ Communal/Individual |
| --- Footpaths | ■ Airstrip | ■ Public GOK | ■ Water Utility |
| □ Forest Boundary | ■ Game Sanctuary | ■ Public Utility | ■ Commercial Ranching (Private) |
| | | | ■ Commercial Ranching (Public) |

Source: CBS, Survey of Kenya, AWF, KWS, MENR, FAO-Africover, SRTM-90m

AWF Spatial Analysis Lab
Dec-07



Source: The Central Bureau of Statistics, Survey of Kenya, African Wildlife Foundation, Kenya Wildlife Service, Ministry of Environment, FAO-Africover, SRTM-90m. Map conforms to United Nations. 2011. Kenya. <https://www.un.org/geospatial/content/kenya>

Executive summary

Introduction

1. The purpose of this final evaluation is for accountability and learning. It aims to obtain an independent assessment of whether or not the planned results were achieved and to identify barriers and challenges to project implementation, the determinants for success or failure and the prospects. The primary audience or users of the evaluation include: the Government of Kenya and its related institutions involved in the project, the Food and Agriculture Organization of the United Nations (FAO) (FAO Representation in Kenya, the Budget Holder [BH] Project Task Force [PTF], Lead Technical Unit [LTU], programme and operations staff), the donor and other external stakeholders, including non-governmental and community or beneficiary organizations related to the project who can use the findings of the evaluation to affect change. The final evaluation covers the entire project implementation area, namely, the Kirisia Forest and the activities carried out from the beginning of the project up to the end of the evaluation field mission. It covers the entire Global Environment Facility (GEF), government and other partners' components of the project as well as the co-financed components such as in-kind contributions from participating implementation partners. The evaluation was conducted under the responsibility of the Regional Office for Africa with technical support from the FAO Office of Evaluation.
2. According to the project document, five outcomes were expected: 1) strengthened capacities of stakeholders to implement participatory forest management (PFM) in the main land tenure categories of dryland forests delivers 2 935 701 tCO₂eq.; 2) wildlife dispersal areas and migratory corridors secured to improve integrity of the Kirisia ecosystem as a wildlife refuge and critical part of maintaining the Samburu Heartland as a functioning ecosystem; 3) income from honey, tourism and other non-timber forest products (NTFPs) providing financial incentives for PFM and conservation and increase household incomes by more than 25 percent for participating households; 4) knowledge systems inform adaptive management in PFM (in conjunction with Output 1.3); and 5) subsidiary legislation and guidelines for county-level implementation of the PFM National Policy of 2005 emplaced, informed by biocultural community protocol. The revisions made to these outcomes, particularly at the level of certain activities, products, indicators and targets, are indicated in the main evaluation report.

Main findings

Relevance

Finding 1. The project design and focus were highly relevant to the identified capacity needs and priorities of targeted end beneficiaries (local communities) and government institutions (e.g. Kenya Forest Service [KFS], Kenya Wildlife Service [KWS), Samburu County Government, etc.).

Finding 2. The project design appropriately responded to the main gaps and barriers to effective PFM and sustainable forest management (SFM) in Kirisia Forest. The project intervention logic and components were plausible and realistic, and the results framework (RF) had a clear global environmental objective, outcomes and outputs. The logical flow and causal linkages of the results chain and the underlying assumptions were well articulated, and the entire results chain, especially the domains of change from outputs to outcomes and objective, were clear. The results framework

was outcome-based, allowing the project some flexibility to adapt to changing contexts and emerging needs.

Finding 3. As a good practice, the project was formulated through a consultative process among stakeholders for Leroghi-Kirisia Forest. The project drew from lessons learned from other PFM initiatives, especially those implemented across Africa and that have shown that financial incentives are generally key to the greatest success stories of community resources management and co-management.

Finding 4. The project was well aligned with national strategic objectives, GEF focal areas/operational strategies, FAO global goals, the FAO Country Programming Framework and the FAO capacity development framework.

Finding 5. The project was expected to be in complementarity with other existing interventions including the fifth Operational Phase of the GEF Small Grants Programme in Kenya implemented by the United Nations Development Programme (UNDP); the Adaptation to climate change in Arid Lands (KACCAL) project funded by the World Bank (WB); and Strengthening the Protected Area Network within the Eastern Montane Forest Hotspot of Kenya implemented by UNDP. However, although the said projects focused on similar intervention areas, the evaluation did not find any specific interactions, synergies and complementarities that took place. Having missed the expected interactions and synergies mentioned above, the evaluation noted that the project received some funding from the Desert Locust Spraying Interventions in Northern Kenya to restore the Kirisia Forest (although this was not very successful due to the drought). Further, the project coordinated with the FAO Land Governance programme to secure the land title for the group ranch, which Nkoteiya Conservancy is part of.

Effectiveness and progress to impact

Finding 6. Despite a variable degree of achievement of the five expected results and the existing weaknesses, the project has put in place a set of conditions and generated the knowledge necessary to facilitate the achievement of the medium-term and long-term impact. To a large extent, the project strengthened the capacities of KFS and the Community Forest Association (CFA) to implement PFM although the implementation of holistic natural resource management (HNRM) was significantly scaled down in order to prioritize and consolidate efforts towards achieving PFM as recommended by the mid-term review. Due to the reduced scope of Outcome 2, the evaluation considers its performance as less well achieved. Due to the delay in the implementation of alternative livelihood interventions and the potential sustainability challenges of these interventions, the performance of this outcome was less well achieved. The scope of Outcome 4 was reduced and the planned resource centre was not established. Nevertheless, the project performed well in terms of developing various information and knowledge management products. The results of Outcome 5 on the development of subsidiary legislation and guidelines for county-level implementation of the PFM, informed by biocultural community protocols were well achieved.

Finding 7. The project started with an assumption that it would build on and from the Community Forest Association that pre-existed. It did however find a conflict situation regarding the CFA in the area, which had not been accepted/recognized by the communities, compounded by political tensions during the 2017 general elections. The project had to therefore rebuild new CFAs from the bottom up. This took considerable unanticipated activities related to awareness raising and trust building, which were undertaken astutely and with great success in turning the situation around. The Kirisia CFA has managed to overcome the challenges experienced during its formative stages and currently has a clearly defined governance structure, constitution, elected office bearers and an office space to run its affairs.

Finding 8. Although the project has strengthened the capacity of Kirisia CFA to manage its own affairs and to implement the Forest Management Agreement (FMA), the current governance and institutional capacity of the CFA has some gaps and challenges related to transparency and accountability in the management of its affairs.

Finding 9. The project strengthened the institutional capacity of KFS and CFA through various trainings and provision of equipment and necessary infrastructure. KFS and the Kirisia CFA were collaborating closely in forest management activities.

Finding 10. The evaluation team observed some natural regeneration in the forest. In addition, the change maps for the period between 2017 and 2021 show that the forest area increased by 6 444 ha; the degraded area reduced by 573 ha; and the non-forest area reduced by 5 870 ha. Available project documents did not provide the actual number of ha put under restoration/regeneration at the end of the project out of the targeted 10 000 ha. Similarly, the exact number of ha put under SFM out of the planned 17 000 ha could not be determined. However, due to the movement of people from the forest, an estimated 30 000 ha became available for natural regeneration after communities relocated out of Kirisia Forest.

Finding 11. According to the Kirisia Forest Emission Reduction Estimation for the Final Project Assessment the enhanced carbon stocks (1 012 816 tCO₂eq) were estimated based on data from the period preceding the start of the project (2002–2018). Considering that tree planting was not very successful in Kirisia Forest due to a variety of reasons, including the extended drought during the project implementation period and the delayed start of project implementation, the evaluation casts doubt on the accuracy of this data. The evaluation holds that the estimation as calculated in the report should have been calibrated using data collected during the project implementation period or other more recent data.

Finding 12. The Nkoteiya Community Wildlife Conservancy is fully established with an approved conservancy management plan and its members trained in participatory enhanced community wildlife management. Two critical wildlife migratory corridors that link Kirisia Forest and other ecosystems have been established.

Finding 13. The project supported alternative livelihood initiatives of the local communities including the honey cooperative, ecotourism, tree nurseries, poultry, agroforestry and other NTFPs providing financial incentives for PFM and conservation. However, accurate and reliable data was not available to determine the increases in participating household incomes.

Finding 14. Based on the mid-term review recommendations to re-focus resources and time, the project did not design and implement an integrated carbon, biodiversity and livelihoods monitoring plan as envisaged in the project document and which was a key tool to measure some major effects and outcomes expected from Outcomes 1 and 4.

Finding 15. The project did not develop a formal knowledge management system informed by project review and evaluations as foreseen in the project document. However, the mid-term review and terminal evaluation were conducted and a management response developed (for the mid-term review [MTR]). This is further explained in section 3.5 on factors affecting performance, particularly in subsections 3.5.2 on monitoring and evaluation and 3.5.7 on communication, knowledge management and knowledge products.

Finding 16. The planned establishment of a resource centre as outlined in the project document was abandoned due to sustainability issues and the shift in focus/prioritization of PFM. The change was in response to the mid-term review recommendations which were approved by the Project Steering Committee (PSC).

Finding 17. County-level legislation, strategic plans and policies have been developed and adopted, underpinned by the community biocultural protocols that were developed through the project's support. The protocol captures much of the traditional knowledge from different ethnic groups residing in the Kirisia Forest landscape including the Indigenous groups (Ndorobo and Lkunono).

Efficiency

Finding 18. The project was implemented efficiently and cost-effectively. The project design, management structure and implementation strategy were efficient in generating the achieved results. The project effectively adapted to changing conditions to improve the efficiency of project implementation.

Sustainability

Finding 19. Project stakeholders demonstrated strong ownership (commitment, interest and participation in) of the project interventions and achievements and therefore there is a likelihood that accrued benefits and results of the project will continue to be useful and will remain even after the end of the project.

Finding 20. The availability of alternative financial resources and conditions necessary to guarantee the sustainability of the project interventions and results remained unclear. The exit strategy did not include specific alternative sources of funding, either from the Samburu County Government or development partners to enable the CFA to effectively continue implementing PFM and SFM initiatives.

Factors affecting performance

Finding 21. The project design and readiness were to a large extent results-oriented, coherent and focused, though some of the planned activities were somehow ambitious (project components were overloaded with too many broad areas of focus).

Finding 22. Although the project document included a summary monitoring and evaluation plan, this did not include the required monitoring tools/instruments and a detailed budget, which did not facilitate the effective monitoring of performance indicators of the project.

Finding 23. There were significant delays in project implementation caused by internal and external factors such as the volatile election period at the beginning of the project (2017), more time taken to build consensus among local communities about CFA and PFM, diversions of effort into forming new CFAs, the impact of COVID-19 on project activities, bureaucratic processes within FAO and the implementing partners.

Finding 24. The project management and coordination mechanisms were clearly articulated in the project document and a Project Steering Committee ensured effective project and financial management. The PSC met annually and provided adequate guidance to the project.

Finding 25. Financial management and disbursements progressed more or less as planned and co-financing from partners, mainly in-kind, was considered a major contribution, but figures on this have not been fully/accurately calculated.

Finding 26. To leverage partnerships and comparative advantage (capacities and/or expertise), the project worked with implementing partners who contributed to the execution of specific components/outputs through letters of agreement for specific activities in each annual workplan and budget approved by the Project Steering Committee. These partnerships leveraged existing capacities in achieving common development outcomes especially to strengthen the capacity of government institutions and the CFA.

Finding 27. The project governance structure, management and coordination mechanisms were consultative/participatory, efficient, and provided proper and timely communication flow to ensure transparency of actions and accountability towards key stakeholders including partners and the donors. There was a considerable amount of learning generated by the project, especially on the process of establishing CFAs, but this was not properly documented.

Cross-cutting concerns

Finding 28. The project has been effective in promoting participation of women particularly in the formation and management of the CFA and in engaging women in various user groups. There has been a good level of proactive actions taken to mainstream gender concerns, with a gender analysis study conducted and adoption of strategies to allocate resources and benefits to various community gender groups.

Conclusions

Conclusion 1. FAO, in partnership with the Government of Kenya and the GEF, has designed a sufficiently relevant, coherent (internally and externally) and realistic project to contribute to the conservation of biodiversity and the mitigation of climate change and the improvement of quality of life of populations through the strengthening of national and local capacities and the promotion of a participatory forest management model applicable to the Kirisia Forest. It was able to deploy the necessary efforts and apply corrective or mitigating measures to deal with certain complex and significant social, political, budgetary and environmental risks which had not been identified or considered in the design of the project and which have come to light after the start of the project.

Conclusion 2. FAO, through the project, has successfully achieved the strengthening of individual and organizational capacities, and the adaptation and promotion of strategic as well as regulatory and operational frameworks for local forest governance. The design, experimentation and promotion of operational models and tools for participatory forest management adapted to local realities and the expectations of beneficiaries. The achievements observed and the opinion of the stakeholders agree on the positive effects of the project on the conservation of biodiversity, the improvement of carbon sequestration and the strengthening of the livelihoods of users of the Kirisia Forest, despite the fact that certain expected direct results were not measured as planned due to the constraints noted after the launch of the project and the late start of certain activities.

Conclusion 3. The project implementation arrangements, the membership, and the key functions of each structure were well-articulated, and they generally played their defined roles well. The project management and coordination were participatory, though the monitoring and evaluation system for the project was not sufficient and did not include the requisite monitoring tools/instruments and a detailed budget. Without a strong M&E plan and limited resources allocated to M&E (time and human resources), monitoring project indicators was not systematic and effective. Although most of the project indicators had baseline data at project inception, some of them remained without baseline data until 2019. Most of the co-financing was in-kind, mainly in the form of staff hours spent on project activities, but the project co-financing contributions from partners were not quantified and accurately documented by project partners. Without accurate recording, tracking project co-financing became a challenge.

Conclusion 4. The project managed to balance the efforts put in rehabilitating the ecosystem and those for improving alternative livelihoods. The short-term gains of the project would require further support and funding to achieve long-term outcomes/impact. Since the project has ended and considering that an exit strategy was formulated towards closure of the project, it is highly unlikely that local people with low income would invest adequately in maintaining the ecological infrastructure of Kirisia. Since project activities contribute to reduction of greenhouse gas emissions

and adapt to a changing climate, securing additional funds from institutions involved in climate change should be a priority.

Conclusion 5. The project did commendable work in developing, printing, disseminating and distributing a lot of high-quality information and knowledge products for school-going children and adults to create awareness of the importance of conserving the Kirisia ecosystem. The project also supported other awareness raising initiatives such as Exposure and Learning Tours, advocacy meetings with the community members and radio talk shows on the importance of sustainable forest management in the Kirisia landscape. Although the evaluation was unable to establish how these information and knowledge products were distributed and any change attributable to them, it is hoped that they would be used to stimulate the willingness of the local communities and decision-makers to prioritize and engage in the management of the Kirisia Forest. However, the project did not establish clear mechanisms for facilitating the availability, accessibility and dissemination of the products to the targeted audience.

Recommendations

Recommendation 1. To KFS, CFA and partners: the governance and institutional capacity of Kirisia CFA should be further strengthened for it to effectively play its role in implementing the recently launched participatory forest management plan (PFMP) (*immediately*).

Recommendation 2. To FAO Kenya and partners: established partnerships and collaborative engagements with stakeholders should be optimally utilized for enhanced results. Mechanisms for mobilizing project co-financing partners in the planning and execution of agreed activities, and for quantifying and tracking project co-financing, should be improved (*immediately*).

Recommendation 3. To FAO Kenya and GEF project formulators: monitoring and evaluation systems and processes should be strengthened to accurately and effectively track the performance of project indicators. An effective monitoring and evaluation (M&E) plan should be developed and adequate resources allocated during project design or at the inception phase of project implementation (*for ongoing projects and for future programming*).

Recommendation 4. To FAO Kenya, GEF project formulators and partners: the sustainability of accrued benefits and results of a project should be given priority when planning project interventions and results (*for ongoing projects and for future programming*).

Recommendation 5. To FAO (FAO Kenya, GEF-FAO Unit, Lead Technical Unit): for projects to start and end within the approved time frame, FAO should carefully analyse and address factors that are manageable within its capacity and scope (*ongoing*).

Recommendation 6. To FAO (FAO Kenya, Lead Technical Unit) and partners: there is a need to develop a knowledge management system and a communication strategy for Kirisia Forest.

Executive Summary Table 1. GEF evaluation criteria rating table

GEF criteria/sub-criteria	Rating ⁱ	Summary comments
A. STRATEGIC RELEVANCE		
A1. Overall strategic relevance	HS	Evidence in section 3.1
A1.1. Alignment with GEF and FAO strategic priorities	HS	Evidence in section 3.1
A1.2. Relevance to national, regional and global priorities and beneficiary needs	HS	Evidence in section 3.1
A1.3. Complementarity with existing interventions	S	Evidence in section 3.1
B. EFFECTIVENESS		
B1. Overall assessment of project results	S	Evidence in section 3.2
B1.1 Delivery of project outputs	S	Evidence in section 3.2
B1.2 Progress towards outcomes ⁱⁱ and project objectives	S	Evidence in section 3.2
- Outcome 1	S	Evidence in section 3.2
- Outcome 2	MS	Evidence in section 3.2
- Outcome 3	MS	Evidence in section 3.2
- Outcome 4	MS	Evidence in section 3.2
- Outcome 5	S	Evidence in section 3.2
- Overall rating of progress towards achieving objectives/outcomes	S	Evidence in section 3.2
B1.3 Likelihood of impact	MS	Evidence in section 3.2
C. EFFICIENCY		
C1. Efficiency ⁱⁱⁱ	MS	Evidence in section 3.3
D. SUSTAINABILITY OF PROJECT OUTCOMES		
D1. Overall likelihood of risks to sustainability	ML	Evidence in section 3.4
D1.1. Financial risks	MU	Evidence in section 3.4
D1.2. Sociopolitical risks	L	Evidence in section 3.4
D1.3. Institutional and governance risks	L	Evidence in section 3.4
D1.4. Environmental risks	ML	Evidence in section 3.4
D2. Catalysis and replication	ML	Evidence in section 3.4
E. FACTORS AFFECTING PERFORMANCE		
E1. Project design and readiness ^{iv}	S	Evidence in section 3.5
E2. Quality of project implementation	S	Evidence in section 3.5
E2.1 Quality of project implementation by FAO (BH, Lead Technical Office [LTO], PTF, etc.)	S	Evidence in section 3.5
E2.2 Project oversight (PSC, project working group, etc.)	S	Evidence in section 3.5
E3. Quality of project execution For Operational Partners Implementation Modality (OPIM) projects: executing agency	S	Evidence in section 3.5
E5. Project partnerships and stakeholder engagement	S	Evidence in section 3.5
E6. Communication, knowledge management and knowledge products	MS	Evidence in section 3.5
E7. Overall quality of M&E	MS	Evidence in section 3.5
E7.1 M&E design	MS	Evidence in section 3.5

GEF criteria/sub-criteria	Ratingⁱ	Summary comments
E7.2 M&E implementation plan (including financial and human resources)	MS	Evidence in section 3.5
E8. Overall assessment of factors affecting performance	S	Evidence in section 3.5
F. CROSS-CUTTING CONCERNS		
F1. Gender and other equity dimensions	S	Evidence in section 3.6
F2. Human rights issues	S	Evidence in section 3.6
F3. Indigenous Peoples	S	Evidence in section 3.6
F4. Environmental and social safeguards	S	Evidence in section 3.6
Overall project rating	S	

Notes: ⁱ See rating scheme in Appendix 3.

ⁱⁱ Assessment and ratings by individual outcomes may be undertaken if there is added value.

ⁱⁱⁱ Includes cost-efficiency and timeliness.

^{iv} This refers to factors affecting the project's ability to start as expected, such as the presence of sufficient capacity among executing partners at project launch.

1. Introduction

1.1 Purpose of the evaluation

1. This final evaluation has a dual purpose of accountability and learning. On the one hand, it aims to obtain an independent assessment of whether or not the planned inputs have led and/or contributed to the achievement of the planned results (outputs, outcomes, objectives and impact). On the other, it also seeks to examine and detail project achievements, identify barriers and challenges to implementation and determinants for success or failure, and identify any broader results and impacts, positive or negative, intended or unintended, that have occurred through the project in an effort to inform and improve similar future projects. As part of the learning component, the assessment seeks to identify and document lessons learned and make recommendations for improving the sustainability of benefits gained through the project. In addition, the evaluation assesses the appropriateness of the exit strategy in terms of how the project will phase out its interventions while ensuring that project achievements are retained and that restoration efforts go beyond the life of the project.

1.2 Intended users

2. The primary audience or users of the evaluation include: the Government of Kenya and its related institutions involved in the project, the Food and Agriculture Organization of the United Nations (FAO) (FAO Representation in Kenya, the Budget Holder [BH], Project Task Force [PTF], Lead Technical Unit [LTU], programme and operations staff), the donor and other external stakeholders, including non-governmental and community or beneficiary organizations related to the project who can use the findings of the evaluation to affect change.
3. The results of the evaluation will be used by: i) the Government of Kenya to assess the performance of the project and to capitalize on the achievements drawn from its implementation and to identify the measures to be taken to ensure sustainable scaling up of the results; ii) the Global Environment Facility (GEF) to assess the performance of the project in order to consolidate and guide future support; iii) FAO to assess its performance, draw lessons and apply the recommendations identified to strengthen its assistance to the Government of Kenya in sustainable management of forests; and iv) implementing partners and beneficiary organizations or communities to assess their contribution to the project and identify the actions and approaches they can take to consolidate the achievements and ensure their sustainability.

1.3 Scope and objectives of the evaluation

4. The final evaluation covers the entire project implementation area, namely, the Kirisia Forest and the activities carried out from the beginning of the project up to the end of the evaluation field mission. Therefore, it covers all the project components, that is the entire GEF, government and other partners' components of the project as well as the co-financed components such as in-kind contributions from participating implementation partners. Although the evaluation focuses mainly on the implementation which took place after the mid-term review (from May 2020), it is comprehensive of the project's entire implementation time frame.

5. The final evaluation seeks to assess the extent to which the project achieved its intended results. More specifically, it seeks to determine whether the project's model, including the results obtained and its specificities tied to Kenya warrant scaling up.
6. The following evaluation questions (as in terms of reference [TOR]) target the key information needs of the evaluation. These indicative questions were reviewed by the evaluation team and slightly modified during the evaluation's inception phase. As per GEF policy, certain criteria have been rated.

Box 1. Evaluation questions

1) Relevance (rating required)	<p>To what extent are the expected results of the project aligned with the GEF operational programmes focal areas/strategies, national priorities and the FAO Country Programming Framework?</p> <ul style="list-style-type: none"> • Have there been any changes since project design, such as new national policies, plans or programmes that have necessitated a reorientation of project objectives and goals? • Were project outcomes congruent with the GEF focal areas/operational programme strategies, country priorities and FAO Country Programming Framework? • Was the project design appropriate for delivering the expected outcomes? • To what extent has the project responded to identified capacity needs across the three capacity development dimensions, and how have they capitalized on existing capacities?
2) Effectiveness (rating required)	<p>To what extent have project objectives been achieved, and were any unintended results achieved (positive and/or negative)?</p> <ul style="list-style-type: none"> • To what extent were stakeholder capacities to implement participatory forest management (PFM) strengthened? Were objectives in terms of carbon emissions saved met? • To what extent were wildlife dispersal areas and migratory corridors secured? Did these contribute to improving the integrity of Kirisia ecosystems? • To what extent were income from honey, tourism and other non-timber forest products (NTFPs) providing financial incentives for PFM and conservation, contributing to increases in participating household incomes? • To what extent do knowledge systems inform adaptive management in PFM? • To what extent are subsidiary legislation and guidelines for county level-implementation of the PFM National Policy of 2005 in place and informed by biocultural community protocols? • To what extent did the intervention enhance target beneficiaries' functional and technical skills and their knowledge? Are target beneficiaries implementing/using them and demonstrating changes in attitudes and practices? • To what extent did the intervention contribute to improving the performance of the beneficiary organizations and promoting institutional changes? • What are the outcomes at enabling environment level, within the intervention?
3) Efficiency (rating required)	<p>To what extent has the project been implemented efficiently and cost-effectively, and has management been able to adapt to any changing conditions to improve the efficiency of project implementation?</p>
4) Sustainability (rating required)	<p>What is the likelihood that the project results will continue to be useful or its achievements will remain even after the end of the project?</p> <ul style="list-style-type: none"> • What is the appropriateness of the exit strategy developed for the project? What is the plan for transferring to key stakeholders the key results and outputs of the project? • How do you gauge the readiness of key stakeholders who are expected to play a critical role in sustaining the results? • To what extent has the project defined a plan that outlines tasks and deadlines for close-out?

	<ul style="list-style-type: none"> • To what extent has the project outlined the process by which the products and responsibilities will be handed over? • What are the main risks that could affect the sustainability of project benefits and the conditions put in place to prevent or mitigate them? • How sustainable are the achieved results on capacity development? What mechanisms are in place to ensure sustainability? • To what extent did the achievement of capacity development outputs and outcomes contribute to achieving development outcomes? • What transformational change has the intervention contributed to (or has the potential to) generate from its work on capacity development dimensions and the creation of virtuous interconnections?
5) Factors affecting performance (rating required)	<p>Implementation. To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well were risks identified and managed?</p> <p>Execution. To what extent did the execution agency effectively discharge its role and responsibilities related to the management and administration of the project?</p> <p>Monitoring and evaluation (M&E) (M&E design) Was the M&E plan practical and sufficient? (M&E implementation) Did the M&E system operate as per the M&E plan? Was information gathered in a systematic manner, using appropriate methodologies? Was the information from the M&E system appropriately used to make timely decisions and foster learning during project implementation?</p> <p>Financial management and co-financing. To what extent did the expected co-financing materialize, and how did shortfalls in co-financing, or materialization of greater than expected co-financing affect project results?</p> <p>Project partnership and stakeholder engagement. Were other actors, such as civil society, Indigenous Peoples or private sector involved in project design or implementation, and what was the effect on the project results?</p> <p>Communication, knowledge management* and knowledge products. How is the project assessing, documenting and sharing its results, lessons learned and experiences? To what extent are communication products and activities likely to support the sustainability and scaling-up of project results?</p>
6) Environmental and social safeguards	To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?
7) Gender	To what extent were gender considerations taken into account in designing and implementing the project? Was the project implemented in a manner that ensures gender-equitable participation and benefits?
8) Progress to impact	<p>To what extent may the progress towards long-term impact be attributed to the project?</p> <ul style="list-style-type: none"> • Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework? • Are there any barriers or other risks that may prevent future progress towards long-term impact?
9) Lessons learned	What knowledge has been generated from project results and experiences that has a wider value and potential for broader application, replicability and use?

Note: * See for reference: Stocking et al., 2018.

Source: Elaborated by the Evaluation Manager.

1.4 Methodology

7. The evaluation used a participatory approach where key stakeholders involved or impacted by the project were consulted/interviewed. This approach included engaging the stakeholders through interactive meetings where discussions on the evaluation questions were held. The methodology was gender-sensitive and conflict-sensitive, and respected “do no harm” principles.
8. The evaluation methodology relied on the theory of change (TOC) approach and, in so doing, reviewed the TOC that was reconstructed during the mid-term review (MTR). However, since there were no significant contextual changes that would have resulted in revising the TOC, the evaluation team used the same analytical framework for this evaluation. While answering the evaluation questions, the evaluation also focused on deepening understanding and explaining how planned results were achieved; establishing change induced by the project interventions and gaps; and identifying failure and success factors and their respective contributions to the expected and unexpected outcomes, lessons learned, and recommendations for sustainability and future programming.
9. A purposeful sampling method was used to select key informants and focus group discussion (FGD) participants from a stakeholder list provided by the project team. The evaluation team selected individuals whom they believed would provide helpful information to answer the evaluation questions. Stakeholders at all appropriate levels (national, county, institutional, partners and ultimate beneficiaries) were covered by the evaluation. The criteria used in selecting key informant interview (KII) and FGD participants included the level of budget execution, number of activities implemented and level of results. Some of the sites visited during the mid-term evaluation were selected, but to increase geographic coverage and representativeness, some sites that had not been visited during the mid-term evaluation were also visited. In addition, aspects of gender and human rights were considered when selecting KII and FGD participants. The evaluation team managed to interview diverse groups including women, youth and men.
10. The evaluation process adhered to the United Nations Evaluation Group (UNEG) norms and standards for evaluation and donor requirements. The evaluation process applied mixed data collection and analysis methods to respond to the evaluation criteria and questions. The use of mixed methods enabled the evaluators to dive deep into various interventions, activities and results to gather in-depth and evidence-based information/data on the implementation of the project. Primary data collection was guided by developed evaluation questions to avoid feedback fatigue, allowing more targeted data collection and in-depth analysis, resulting in valuable findings and practical recommendations. Though most of the primary data collected was qualitative, the team gathered and triangulated quantifiable secondary data from project implementation reports (PIRs), project progress reports (PPRs), reports from implementing partners and other secondary sources. The evaluation team made every effort to ensure interpretation of results or findings remained objective (was not influenced by the evaluators’ biases and opinions) by basing all evaluation findings on facts and available evidence.
11. Both primary and secondary data collection methodologies were applied during the data collection phase. The review team carried out a thorough desk review of key documents, including but not limited to GEF guidelines, the FAO Country Programming Framework (CPF), the project document, results matrix, reconstructed TOC, PPRs, PIRs, reports of

implementing partners, mid-term review report, annual implementation plans, budgets and letters of agreements (LOAs), meeting minutes, management response to the mid-term review recommendations, monitoring data, national strategic documents and technical reports, and reports from FAO support missions. The evaluation team also conducted 25 key informant interviews (face-to-face or virtual) with stakeholders at strategic and programming levels, including the project team, implementing partners and other actors as well as relevant national and county government representatives in Samburu County. Eight focus group discussions were conducted with the Community Forest Association (CFA) and diverse user groups. Data collection was carried out with logistical support and in close consultation with the FAO project team.

12. At the end of the data collection phase, the evaluation team presented their preliminary findings and emerging issues to the Project Steering Committee (PSC) during the project closure workshop and received preliminary feedback and clarifications from members. Data collected from different sources and using different data collection methods/approaches was synthesized, analysed and triangulated to come up with credible findings, practical recommendations and lessons learned. The evaluation team visited several project implementation sites and observed the progress of infrastructure projects and other LOA activities, including in locations where there were ongoing reforestation and agroforestry activities. Most of the FGDs were conducted during such visits.

1.5 Limitations

13. The project was implemented in Samburu County which, alongside the neighbouring Counties of Turkana, Baringo, Marsabit and parts of Laikipia County, is known to have security challenges. One week before the evaluation team travelled to the field, the Government of Kenya declared a dusk-to-dawn curfew in some of those areas (though Kirisia Division was later excluded). In this regard, the evaluation team adhered to travel security guidelines provided by FAO, which limited its movements around Samburu County. In planning and implementing the field mission, the evaluation team was aware of this limitation and therefore avoided visiting areas that were considered unsafe.
14. The depth of data collection was affected by the loss of institutional memory among the Samburu County government officials. Following the recent national elections in Kenya (in August 2022), most of the senior Samburu County staff were new in their relevant departments, for example environment, natural resources and water. The new officeholders had limited knowledge about the project interventions.
15. Some of the activities that were being implemented either through LOAs with partners or co-financing arrangements were still in progress. The evaluation team had to make a second field mission to Samburu in order to revisit those sites and validate the delivery of some items and/or completeness of construction of rangers/scouts' houses.

1.6 Structure of the report

16. Following this introduction, section 2 presents the background and context of the project. Section 3 presents the main findings for each evaluation question. Conclusions and recommendations are found in section 4, followed by lessons learned in section 5. The report is accompanied by the following annexes:

- i. Annex 1. Terms of reference for the evaluation
- ii. Annex 2. Data collection tools

2. Background and context of the project

Box 2. Basic project information

- GEF project ID number: 5083
- GEF replenishment and focal area: multifocal areas; GEF Strategic Objectives: BD-2, CCM-5, SFM/REDD+-1, SFM/REDD+-2
- Recipient country: Kenya
- Implementing agency: FAO
- Executing agencies: Ministry of Environment and Forestry; Kenya Forest Service (KFS); Kenya Wildlife Services (KWS) and Kenya Forestry Institute (KEFRI); Community Forest Associations (CFAs) and a local environmental non-governmental organization (NGO), the Suyian Trust
- Date of project start and expected end: 25 January 2017–31 March 2023
- Date of mid-term evaluation: May 2020

17. The Kirisia Forest is in Samburu County, in the former Rift Valley Province: lying between 0;40'N-2;50'N and 36;20'E-38;10'E, the Samburu County covers an area of 20 826 square km (3.6 percent of the total area of Kenya). The county is largely arid and semi-arid, dotted with indigenous forests and woodlands on hilltops and plateaus (Figure 1). Kirisia Forest (locally known as Leroghi) is a block of 91 452 ha of gazetted dry upland forest reserve, covering the Kirisia Hills at an altitude of 2 000–2 200 m. The forest was gazetted vide Proclamation No. 2 of 1936 and declared a Central Forest vide legal Notice No. 174 of 1964. The forest and the ecosystem around it are widely recognized as critical for maintaining the Samburu Heartland as a functioning ecosystem, and particularly its role as a key habitat for wildlife and carbon storage. The forest ecosystem consists of 59 198 ha dry cedar/olive forest, 20 400 ha bush, 1 066 ha bamboo, 1 130 ha grassland and 150 ha plantation. Kirisia receives a mean annual rainfall of 600–750 mm, falling in three rainfall peaks in a year, with the driest months occurring in January and February. It enjoys a relatively warm climate with a mean annual temperature of between 24 and 33 °C.
18. The Kirisia Forest and its biodiversity face considerable threats from fire, encroachment, dry season grazing, logging, especially illegal extraction of cedar, unregulated collection of firewood, unprofessional debarking, charcoal burning, intense lopping and cutting down of whole trees for fodder and collection of honey. The threats continue to deplete the ecological integrity of the Leroghi/Kirisia ecosystem and affect the population structure and species composition of the forest. Two critical barriers made it difficult for the partners to establish successful participatory forest management (PFM) systems and achieve the vision of a healthy forest ecosystem capable of supporting biodiversity, carbon stocks, livelihoods and local economic development in perpetuity. These are: insufficient institutional capacity to support PFM as the focus of ecosystem-based management of dry land forest regimes; and an inadequate legal and regulatory framework that does not effectively empower communities for sustainable forest management (SFM).
19. The project originated as a five-year project under GEF-5 scheduled to run from January 2017 until January 2022, subsequently extended to December 2022 and later to 31 March 2023. It was implemented through a partnership between mainly FAO, the Kenya Forest Service (KFS), the Kenyan Wildlife Service (KWS), Samburu County Government, the Kenya Forestry Research Institute (KEFRI), Community Forest Associations and a local

environmental non-governmental organization (NGO), the Suyian Trust. A detailed list of key internal and external institutional stakeholders is provided in Appendix 8.

20. The global environmental objective of the project was to strengthen biodiversity conservation and enhance carbon sequestration through participatory sustainable forest management systems in dryland public and communal lands. Its development objective was to improve the livelihoods of communities through dryland forest-based products and services.
21. The main project results were integrated into two linked project components and different outcomes and outputs are associated with each (see details in the annexed terms of reference and project document). Component 1 focused on the implementation of PFM and holistic natural resource management (HNRM) over 91 452 ha and 50 000 ha, respectively, mitigation of 2 935 701 tCO₂eq, securing of wildlife migratory corridors and increasing financial returns from non-timber forest products (NTFPs) by 25 percent. Component 2 focused on emplacement of policy and legal frameworks and enabling PFM in support of the mitigation and financial returns targets under Component 1. The outcomes are:
 - iii. **Outcome 1:** Strengthened capacities of stakeholders to implement PFM in the main land tenure categories of dryland forests delivers 2 935 701 tCO₂eq.
 - iv. **Outcome 2:** Wildlife dispersal areas and migratory corridors secured to improve integrity of the Kirisia ecosystem as a wildlife refuge and critical part of maintaining the Samburu Heartland as a functioning ecosystem.
 - v. **Outcome 3:** Income from honey, tourism and other NTFPs provide financial incentives for PFM and conservation and increase household incomes by more than 25 percent for participating households.
 - vi. **Outcome 4:** Knowledge systems inform adaptive management in PFM (in conjunction with Output 1.3).
 - vii. **Outcome 5:** Subsidiary legislation and guidelines for county-level implementation of the PFM National Policy of 2005 emplaced, informed by biocultural community protocol.
22. The overall client for the project was the Government of Kenya under the Ministry of Environment Water and Natural Resources, with the Kenya Forest Service as the lead executing agency. FAO was the GEF agency of the project as well as the financial and operational executing agency responsible for the supervision and provision of technical guidance during the implementation of the project. The project was implemented through strategic partnerships with national, county and local institutions. Whereas KFS ensured coordination with national initiatives, FAO facilitated coordination with internationally supported initiatives.
23. The project finances were structured as per Table 1.

Table 1. Financing plan

GEF allocation (USD)	2 823 439
Biodiversity (BD)	1 220 410
Climate change mitigation (CCM)	897 671
SFM/Reducing emissions from deforestation and forest degradation (REDD)	705 358
Co-financing (USD)	8 675 178
Kenya Forestry Service (KFS)	500 000
Kenya Forestry Research Institute (KEFRI)	500 000
Kenya Wildlife Service (KWS)	500 000
FAO	3 446 178
Samburu County Government	2 515 000
Community Forestry Associations	414 000
Kenya Forest Working Group	800 000
Total budget	11 498 617

Source: FAO. 2016. Project document, 2016, Capacity, Policy and Financial Incentives for PFM in Kisiria Forest and integrated Rangelands Management, GCP/KEN/073/GFF.

2.1 Theory of change

24. The central premise of the project around the efficacy of devolution of rights and responsibilities to communities to promote sustainable forest and rangeland management was considered highly relevant by communities with whom the mid-term review team interacted during the review. Most of the government officials interviewed were also in agreement that devolving more rights and responsibilities to communities over the forest resources would contribute to sustainable forest management. The project piloted an alternative to the top-down exclusionary approaches by building trust between all stakeholders in the management of forest resources.
25. An unanticipated challenge to the logic of the project was that the project had assumed it would build on and from the existing single Community Forest Association. However, a combination of factors made this CFA unpopular and caused conflict in the area. These factors included the formation of the CFA in a way that wasn't "bottom-up" from within communities and didn't have political buy-in during a period of political turbulence. Therefore, instead of having a good foundation to build on, the project had to spend significant time and effort in conflict resolution, awareness creation, trust building and forming three new CFAs in a bottom-up process. There was, however, no other way around this issue, and for the project to proceed, the conflict needed to be solved and the CFA replaced. The project dealt with this situation astutely and effectively, but it did have a significant impact on the project's implementation status against its anticipated targets.
26. Based on the review of the theory of change narrative and causal pathway (TOC diagram) that was reconstructed during the mid-term review and based on consultations with key stakeholders, the evaluation did not find significant changes to key project components and the operating environment. The assumptions that informed the reconstructed TOC at mid-term were found to be valid and logical, and outcomes fully aligned with the project's global environmental objective. After the mid-term review the project shifted its focus to PFM and supporting community members with more tangible livelihood activities and supporting existing enterprises to reduce pressure on the forest and generate income for the community and for forest management. Slight adjustments were made to project Outcomes 1 and 2, and some project outputs and indicators.

27. Adjustments/changes were made to project outputs, baselines, indicators or targets (see Appendix 7). All alterations were based on the recommendations of the mid-term review and related management response and were approved by the PSC (the changes were reflected in the preceding project implementation reports). The changes were made to prioritize the participatory forest management implementation and sustainability and livelihood development activities for sharing benefits from the forest's biodiversity and incentivize the continuation of forest conservation, sustainable management and restoration.
28. The final evaluation has further reconstructed the TOC, as shown in Figure 1, to reflect those adjustments.

Background and context of the project

Goal: Strengthen biodiversity conservation and enhance carbon sequestration through participatory sustainable forest management systems in dryland public and communal land

Goal

Figure 1. Theory of change

Problem and assumed remedy

Address identified problems: Customary stewardship of the forest resources by the local people has been undermined by top-down regulatory approaches to conservation, compounded by population increase, migration, sedentary agriculture and market pressures. As yet PFM with strong forest rights and benefits has not been institutionalized/fully accepted for dryland forest in Kenya, this project helps lead the way in developing an acceptable and workable “win-win” model for people and forests.

Key assumption: Introducing participatory forest management – meaningful engagement of local communities in forest management by devolving a sufficient degree of authority, strengthening capacity and providing sufficient new forest use rights and benefits – will reinvigorate customary stewardship, incentivizing sustainable forest management (aiding carbon sequestration), wildlife management, and rehabilitation of the forests, and help mitigate the many pressing threats.

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Outcome 1: Strengthened capacities of KFS and CFA to implement PFM.
Assumption. Government and communities can reach agreement on new roles, rights and relationships over forest management that provide enough incentives for communities.

Outcome 2: Integrity of the key (Kirimon) wildlife migration corridor connecting Kirisia wildlife refuge to the Samburu Heartland secured.
Assumption. The project will not support forced removal of people. Those new rights, along with benefitting education and engagement, will motivate people to voluntarily support wildlife corridors.

Outcome 3: Income from honey and other NTFPs providing financial incentives for PFM and conservation and increasing household income by more than 25 percent for participating households.
Assumption. That promoting NTFPs will be sufficient to incentivize sustainable forest management and halt forest conversion and unsustainable forest use.

Outcome 4: Knowledge systems inform adaptive management in PFM.
Assumption. That the project will work in a responsive, action learning fashion, feeding lessons from what works and doesn't work into planning, whilst generating lessons and info of relevance to stakeholders.

Outcome 5: Subsidiary legislation and guidelines for county-level implementation of the PFM National Policy of 2005 enacted, informed by biocultural community protocols.
Assumption. That new county legislation and guidelines that fully support workable PFM will be accepted by all key stakeholders.

Output 1.1: Kirisia CFA empowered to provide community leadership PFM of 91 452 ha of Kirisia Forest in strong and widely representative partnership with KFS.
Output 1.2: KFS and CFAs provided with operational capacity to implement forest management, protect forests from fire, put 73 000 ha under forest protection.
Output 1.3: Forest Management Plan upgraded to Kirisia Ecosystem Management Plan.
Output 1.4: Design and implement a forest rehabilitation/reforestation programme which puts 10 000 ha under regeneration and 17 000 ha under SFM.

Output 2.1: Important dispersal areas and migratory corridors mapped and protection negotiated with land users/owners.
Output 2.2: Support the establishment of a new conservancy proposed by the County Government.

Output 3.1: Promoting high volume buying market linkages for honey and smoothing supply chains.
Output 3.2: Tourism development model developed, to deliver benefits to the local communities.
Output 3.3: Other NTFPs with potential identified and strategy for commercial exploitation designed and implementation started.

Output 4.1: A community carbon monitoring mechanism developed.
Output 4.2: Knowledge management system set up, informed by project review and evaluations (project monitoring and evaluation [M&E] formulated, MTR and final evaluation undertaken).
Output 4.3: Participatory communication for PFM and traditional knowledge developed and documented.

Output 5.1: Subsidiary legislation and guidelines for participatory forest management submitted to government for approval.
Output 5.2: Advocacy: county and national government lobbied to adopt proposed policy reforms.

Source: Elaborated by the evaluation team.



3. Findings

3.1 Relevance

Finding 1. The project design and focus were highly relevant to the identified capacity needs and priorities of targeted end beneficiaries (local communities) and government institutions (e.g. KFS, KWS, Samburu County Government, etc.).

29. Community members around Kirisia Forest see a healthy forest system as being essential to their livelihoods, though different sections of the local communities (user groups) had different priorities. For example, some community members were interested in tree nurseries while others were more inclined towards honey sales/processing. There was a general consensus and universal recognition among all stakeholders interviewed (local communities, county and national government and project partners) that there was a need to take action to prevent further degradation of Kirisia Forest, which is a source of livelihood for the local communities. Local communities interviewed considered the project as highly relevant and timely since it prevented further depletion of the forest by promoting sustainable forest management and use.
30. Community members interviewed indicated that the approach of devolution through PFM to incentivize forest management was highly relevant. Some of them stated that the disconnection between the communities and the forest caused by “top down” management exclusionary conservation approaches was key in undermining customary stewardship, and they see PFM as a way of reconnecting communities and forests again and revitalizing customary stewardship. Regarding sustainable forest management, community members see the sustainable production of goods and services from the forest for their livelihoods as essential to sustain motivation to invest in forest protection and management. The project approach is highly relevant from the perspective of community members in aiming to put the correct incentives in place to motivate forest protection and management. There was universal recognition among the local communities, government and non-governmental forest managers/stakeholders interviewed regarding the negative effects of ongoing degradation and the urgent need to take action to reverse the degradation.

Finding 2. The project design appropriately responded to the main gaps and barriers to effective PFM and SFM in Kirisia Forest. The project intervention logic and components were plausible and realistic, and the results framework (RF) had a clear global environmental objective, outcomes and outputs. The logical flow and causal linkages of the results chain and the underlying assumptions were well articulated, and the entire results chain, especially the domains of change from outputs to outcomes and objective, were clear. The results framework was outcome-based, allowing the project some flexibility to adapt to changing contexts and emerging needs.

31. The project design and causal linkages from outputs to outcomes and to the global environmental objective were generally sound and fully promoted ownership, inclusivity, mutual accountability, external and internal partnerships, and ensured its implementation, results and achievements. The theory of change developed during the mid-term review and reconstructed during this final evaluation reinforces the original design logic, re-emphasizing the devolution approach. The logic of the project’s design was validated by community members during the final evaluation, which found it very relevant to their

interpretation of the problem and to the solution they would like to see in the management of Kirisia Forest resources.

32. The original assumptions that informed the project design did not hold up throughout the project implementation and therefore adjustments were made to some project components after the mid-term review (see section 2.1 on TOC). The prioritization and consolidation of PFM was largely an implementation issue rather than a project redesign issue, although the scope and some of the project's targets around HNRM were reduced. The project ensured changes made were more in line with the original design and activities and outputs more explicitly fed into outcomes and the global environmental objective, particularly with regard to advancing PFM. The Project Management Unit (PMU) with oversight of the PSC revised the implementation plans to ensure that activities and outputs more explicitly focused on PFM.
33. The project focused on weaning Kirisia CFA from donor dependency to self-reliance through provision of an enabling environment for gainful engagement in enterprise development and raising of their own funds.
34. The project was clearly a capacity building initiative and, as such, it sufficiently targeted the three dimensions of capacity building: individuals, organizations and enabling environment. The project undertook skills and other capacity needs assessments for PFM either during the inception period of the project or during the project implementation to identify capacity needs at individual, organizational and community level. Results of the needs assessments informed the design and allocation of resources to implement training programmes for the various institutions, user groups and partners. Technical staff of partner institutions, CFA and various user groups were provided with skills needed to facilitate and/or participate effectively in PFM and sustainable harvesting of NTFPs identified during the project implementation.

Finding 3. As a good practice, the project was formulated through a consultative process among stakeholders for Leroghi-Kirisia Forest. The project drew from lessons learned from other PFM initiatives, especially those implemented across Africa and that have shown that financial incentives are generally key to the greatest success stories of community resources management and co-management.

35. The process was parallel to the development of the Kirisia Management Plan and involved a number of stakeholder meetings. The first meeting involved Kirisia Community Forest Associations, African Wildlife Foundation (AWF), Suyian Trust, Resource Project-Kenya and the Kenya Forest Service. The meeting involved wide consultation on the issues related to Leroghi/Kirisia Forest, which touched on status of the forest and location of the forest boundary, which has been in contention. The second meeting involved representatives of the Kirisia CFA, Ministry of Livestock Development, Ministry of Agriculture, Water Resources Management Authority (WRMA), Ministry of Water and KFS. During the meeting, modalities on conducting a socioeconomic survey were agreed upon so as to determine the socioeconomic status of the households adjacent to the forest. A third meeting was used to share the socioeconomic survey results and also analysed problems/challenges facing Leroghi/Kirisia and identified means of addressing them through formulation of forest programmes. Forest programmes, forest vision and zonation criteria were discussed and agreed upon during this meeting.

36. The oldest PFM initiative in Africa was initiated by FAO in 1986, but Kenya embraced PFM through the Forest Act 2005. Participation and involvement of all stakeholders in natural resources management is crucial for success in the development and implementation of grazing plans and sustainability of the process. The HNRM has resulted in gradual appreciation, acceptance and support of planned grazing especially among the herders and elders who influence livestock grazing patterns and movement. FAO has supported a number of HNRM projects and documented some lessons. The Improved Community Drought Risk Reduction-Holistic Natural Resource Management project implemented in Illeret location, North Horr Sub-County had several lessons.
37. A 2013 review of 20 participatory forest management plans (PFMPs) and CFAs in Kenya found that there had been no significant positive change to the way forests were managed due to a number of constraints including: i) the absence of a benefit-sharing framework, and no significant increase in benefits for communities over and above the traditional benefits they were already receiving prior to the development of PFM; ii) low management capacity among CFA members at various levels; and iii) information often being passed orally and records being poorly kept, causing inadequate documentation of good lessons that could contribute to improved PFM implementation. The review recommended that the issue of benefit-sharing should be addressed, as it has remained largely unclear especially in the absence of a benefit-sharing framework (FAO, 2016). Most of the existing benefits were viewed as a benevolent act, rather than having been clearly articulated in the Forest Management Agreements (FMAs) and with backing from a negotiated national benefit-sharing strategy related to forest resources.
38. PFM is most successful where empowerment of communities is strongest, especially in terms of: i) simple and practical procedures and guidelines for legalization of community tenure rights; ii) local community definition of forest management areas; iii) legally recognized community-level management entities; iv) community establishment of community forest management rules governing access and use; and v) inclusion of marginalized groups that hold a stake in the resource. Common objectives between the donor and/or government objectives coincide with community objectives and have shown to increase the success of PFM. This is especially true when the benefits and incentives for communities are: clear, tangible and defined in national laws and policies; greater than the transaction and management costs associated with community forestry; and equitably distributed between national- and local-level stakeholders, as well as within participating communities. Overall, the benefits accrued by communities have been limited, especially where externally initiated community forestry has focused solely on conservation.

Finding 4. The project was well aligned with national strategic objectives, GEF focal areas/operational strategies, FAO global goals, the FAO Country Programming Framework and the FAO capacity development framework.

39. The project complemented national governments' efforts towards achieving sustainable governance of natural resources by strengthening capacities of key institutions (KFS and CFA) and supporting the development of environmentally sound livelihood initiatives for local communities. The project promoted the sustainable management and use of forests, rangeland landscapes and associated bioenterprises. It also supported market-based bioenterprises and promoted conservation and restoration of natural resources.
40. The project helped to operationalize a draft of Kenyan legislations (Forest Act 2016, PFM Guidelines 2016, Constitution of Kenya 2010, The Land Act 2012, etc.) that support

devolved natural resources management as a means to achieving environmental goals in socially acceptable ways. The project contributed to the implementation of Kenya's 2014 Forest Policy, which seeks to promote public, private and community participation and partnership in forest sector development. The project also contributes to the implementation of Kenya's National Biodiversity Strategy and Action Plan (NBSAP), which seeks to strengthen Kenya's legal framework governing forest resources to ensure that forests are sustainably utilized, conserved and protected. The NBSAP also aims to improve equitable access to and benefit-sharing from biodiversity and ecosystem services. The project was in line with the conservation efforts of the Samburu County Government, considering that agriculture, forestry, land and natural resources are some of the devolved functions mandated to the county governments in Kenya. The project was also in line with the Samburu County Government County Integrated Development Plan (CIDP) 2013–2017 and 2018–2022.

41. The project was consistent with the GEF-5 Focal areas of Biodiversity, Climate Change Mitigation and sustainable forest management/Reducing Emissions from Deforestation and Forest Degradation (REDD+ 1) and SFM/REDD+-2. Under the GEF-5 Biodiversity Strategy, the project contributed to Objective 2, Outcome 2.1: *Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation* by aiming to put over 140 000 ha of land under management practices that integrate biodiversity conservation (91 452 ha of gazetted Kirisia Forest and over 50 000 ha of ranches around the forest consisting of woodlands and rangelands) strategies on land degradation. The project contributed to Climate Change Strategy Objective CCM-5: *Adoption of good management practices in Land Use, Land-use Change and Forestry (LULUCF) within the forest land and in the wider landscape*. This contribution was made by engaging institutions such as KFS, CFA, KWS and the Samburu County Government to adopt better forest management practices so as to reduce the rate of deforestation of the Kirisia Forest from 1.4 percent per year to less than 0.84 percent by putting 45 000 ha of intact forest under forest protection, 10 000 ha under regeneration, and 17 000 ha under SFM.
42. By applying good management practices in Kirisia Forest, the project contributed to Objective 1 and 2 of the SFM REDD+1 and 2 Strategies, which are: Forest Ecosystem Services: *Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services and Good management practices applied in existing forests*; and Reducing Deforestation: *Strengthen the enabling environment to reduce greenhouse gases (GHG) emissions from deforestation and forest degradation and enhance carbon sinks from LULUCF activities and enhanced institutional capacity to account for GHG emission reduction and increase in carbon stocks*.
43. The project also made a contribution towards the Land Degradation Focal Area Objective 1 (LD-1) which focuses on agriculture and rangeland systems: *Maintain or improve flow of agroecosystem services sustaining the livelihoods of local communities*. The project contributed to other national and international commitments and obligations including the Sustainable Development Goal (SDG) 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*.
44. The overall work done by the project in Kirisia responded well to FAO Strategic Framework Objectives, particularly Strategic Objective 2 (SO 2), *Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner*, at the global

level. The project contributed to Priority Area IV of the Country Programming Framework 2018–2022 (Improving natural resources governance).

Finding 5. The project was expected to be in complementarity with other existing interventions including the fifth Operational Phase of the GEF Small Grants Programme in Kenya implemented by the United Nations Development Programme (UNDP); the Adaptation to climate change in Arid Lands (KACCAL) project funded by the World Bank (WB); and Strengthening the Protected Area Network within the Eastern Montane Forest Hotspot of Kenya implemented by UNDP. However, although the said projects focused on similar intervention areas, the evaluation did not find any specific interactions, synergies and complementarities that took place. Having missed the expected interactions and synergies mentioned above, the evaluation noted that the project received some funding from the Desert Locust Spraying Interventions in Northern Kenya to restore the Kirisia Forest (although this was not very successful due to the drought). Further, the project coordinated with the FAO Land Governance programme to secure the land title for the group ranch, which Nkoteiya Conservancy is part of.

45. An important opportunity was lost because the evaluation did not find areas of synergies or sharing of experiences between the project and other similar projects outlined in the project document. The fifth Operational Phase of the GEF Small Grants Programme was implemented by UNDP in Kenya and aimed to secure global environmental benefits through community-based initiatives and actions in key terrestrial and marine ecosystems of Kenya. The Adaptation to climate change in Arid Lands project funded by the World Bank contributed to the climate change focal area and focused on the implementation of key adaptation measures to reduce vulnerability to climate change. However, World Bank and UNDP projects had already closed at the start of the implementation of the GEF-5 project and were not implemented in the project site of the GEF-5 project, and therefore no significant coordination/synergizing was possible.
46. Having missed the expected interactions and synergies mentioned above, the project had been coordinated with the FAO Land Governance programme, BOMA project, and desert locust interventions, but this seemed more for FAO's internal coherence as the evaluation did not find specific areas of active complementarity between the project and these cited projects.

3.2 Effectiveness and progress to impact

Finding 6. Despite a variable degree of achievement of the five expected results and the existing weaknesses, the project has put in place a set of conditions and generated the knowledge necessary to facilitate the achievement of the medium-term and long-term impact. To a large extent, the project strengthened the capacities of KFS and CFA to implement PFM, although the implementation of HNRM was significantly scaled down in order to prioritize and consolidate efforts towards achieving PFM as recommended by the mid-term review. Due to the reduced scope of Outcome 2, the evaluation considers its performance as less well achieved. Due to the delay in the implementation of alternative livelihood interventions and the potential sustainability challenges of these interventions, the performance of this outcome was less well achieved. The scope of Outcome 4 was reduced and the planned resource centre was not established. Nevertheless, the project performed well in terms of developing various information and knowledge management products. The results of Outcome 5 on the development of subsidiary legislation and guidelines for county-level implementation of the PFM, informed by biocultural community protocols, were well achieved.

Finding 7. The project started with an assumption that it would build on and from the Community Forest Association that pre-existed. It did however find a conflict situation regarding the CFA in the area which had not been accepted/recognized by the communities, compounded by political tensions during the 2017 general elections. The project had to therefore rebuild new CFAs from the bottom up. This took considerable unanticipated activities related to awareness raising and trust building, which were undertaken astutely and with great success in turning the situation around. The Kirisia CFA has managed to overcome the challenges experienced during its formative stages and currently has a clearly defined governance structure, constitution, elected office bearers and an office space to run its affairs.

47. The first Kirisia Community Forest Association was registered by the Registrar of Societies on 30 July 2010, well before the inception of this project. The project started with an assumption that it would build on and from the CFA that pre-existed. It did however find a conflict situation regarding the CFA in the area which had not been accepted/recognized by the communities, compounded by political tensions during the election process in 2017 (FAO, n.d.). The project had to therefore rebuild new CFAs from the bottom up. From 2018, the project supported several sensitization meetings to create awareness and seek feedback as well as consensus from the local communities and stakeholders regarding the future of Kirisia/Leroghi Forest. In addition, several ad hoc committee meetings were organized to identify capacity gaps and to sensitize members about the participatory processes that were to be used for scoping activities. The ad hoc committee was responsible for scrutinizing the list of members nominated to compete for leadership positions of the Kirisia CFA. Through a participatory process, the ad hoc committee developed the draft rules and regulations of the Kirisia CFA.
48. Due to the expansiveness of Kirisia Forest, community members agreed to form three separate CFAs in order to decentralize CFA operations to strategic locations where local communities resided, to promote inclusive and participatory decision-making. Therefore, Narramat CFA, Nailiepunye CFA and Nkarro CFA were created and officially registered on 24 May 2019. The registrations were done despite the fact that the previous CFA registered in 2010 was not deregistered. According to the Kenya Forest Act (2005) only one CFA should be registered for each gazetted forest station. CFA leaders interviewed indicated that KFS had shown commitment to create two more forest stations in Kirisia, each to serve Nkarro and Nailupunye Forest Blocks while the current Maralal office would serve Narramat Forest Block. However, it was unclear to the evaluation team why this commitment by KFS was not followed through. Therefore, Maralal Forest Station remained the only gazetted office responsible for administration, conservation and management of Kirisia Forest.
49. Although the project document states that this CFA had signed a Forest Management Agreement with KFS in June 2015, the evaluation team was unable to establish the status of implementation of that FMA. In order to proceed with the signing of a new FMA, an amalgamation of the three CFAs into one body became necessary and consequently, in 2022, the three CFAs and KFS agreed to amalgamate to one CFA. A joint special general meeting of the three CFAs held on 19 October 2022 resolved to revert to the use of the old Kirisia Community Forest Association, 2010 as the umbrella body for the purposes of administering the affairs of the forest community. The constitution of Kirisia CFA was amended to align with the changes and new office bearers were elected and approved by the Registrar of Societies on 29 November 2022. The evaluation considers the decision to create three separate CFAs or the failure by KFS to push through on its promise to the

community and establish more forest stations in Kirisia as a mistake. This is because the project supported the development of a PFMP and FMA, both of which could only have been approved for and been under one Forest Station as per legal requirements of KFS.

50. The CFA has been actively recruiting for membership, which now stands at 3 877. Using the open source KoboCollect tool provided by FAO, the CFA continues to register new members online. The current membership has increased to about 66 percent from the initial 36 percent at project start. Among the CFA members there are 100 volunteer community scouts and 96 user groups formed from across all the three forest blocks of Kirisia. The Forest Management Agreement, which was signed between KFS and the Kirisia CFA towards the end of the project (27 March 2023), grants communities some user rights such as livestock grazing, establishment of tree nurseries, beekeeping, forest honey production, etc. However, due to the delay in signing this FMA, it was not possible for the evaluators to attribute any changes in community behaviour (such as increase of incomes as a result of the sale of products generated via the user group activities) to the operationalization of PFMP and FMA.
51. The project supported the development of the participatory forest management plan for Kirisia/Leroghi Forest (2023–2027), which was launched towards the end of the project (27 March 2023). The objective of this PFMP is to enable natural resources managers, communities and other users to incorporate scientific approaches and indigenous knowledge in forest management. The PFMP is not only a management tool but is also needed for the CFA and KFS to resource mobilize funding from the government, donors and private sector for restoration activities in Kirisia Forest and to secure livelihoods.
52. The Kirisia CFA collaborates with KFS in coordinating community scouts managing the grazing and protecting critical forest sites. CFA user groups were formed and were operational, albeit with some challenges related to financial transparency and accountability which could affect sustainability prospects. Therefore, the CFA and established user groups require further strengthening in terms of governance, accountability and trust building. Some selected community scouts were also trained by Northern Rangeland Trust (NRT) in security operations, which allowed the trained scouts to be armed and to participate in security operations around the landscape, especially on issues related to cattle rustling. The community scouts are collaborating with other institutions including the County Government, Northern Rangeland Trust and the Suyian Trust.

Finding 8. Although the project has strengthened the capacity of Kirisia CFA to manage its own affairs and to implement the FMA, the current governance and institutional capacity of the CFA has some gaps and challenges related to transparency and accountability in the management of its affairs.

53. As described previously, Kirisia CFA is functional and has an office space provided at the premises of the national government's Department of Interior under the office of the president. A collaboration between the Government of Kenya and one of the implementing partners, the Suyian Trust, equipped the office with two laptops and other office resources. Although this office is still modestly equipped it serves as a meeting venue for CFA officials. According to the project document, professional staff were supposed to be recruited by the project to support the CFA office operations. However, CFA officials interviewed indicated that the office did not have full-time employees and instead, concerned officials (Chair, Treasurer, Secretary, etc.) visited the office as and when necessary. Although the

obligations and missions of the Kirisia CFA are very critical, officials interviewed indicated that the CFA did not have a financial management plan/budget showing its available financial resources, needs and gaps as well as expected sources of funding to meet its operational costs mainly because it was still at its infant stage and was yet to develop its budget.

54. During the project design, the Kirisia CFA was expected to lead in the design and implementation of a programme to assist the households settled in the gazetted forest to return to their original homes and to implement policing measures to discourage further encroachment, including negotiating and confirming forest boundaries on the southern side, which needed confirmation of the boundary pegs. This was successfully achieved from December 2019 to early 2020 through the three newly created CFAs and their respective community scouts.
55. The various trainings provided by this project to CFAs (management, leadership, bookkeeping, etc.) have enhanced the professional capacity of officials to manage CFA affairs. The evaluation finds that the CFA did not have a consistent source of funding or a capacity maintenance financing strategy as indicated in the project document. Most of the funds and resources used to run the CFA were raised from the sale of honey, agroforestry activities and the sale of river sand (before it was outlawed). For example, using its own resources, the CFA purchased a motorcycle that was being used by community scouts for travel and forest patrols. Through co-financing arrangements, the CFA used its own resources to rehabilitate a section of the forest access road. The CFA is currently faced with leadership wrangles where the treasurer has disagreements with other committee members and has been temporarily suspended for three months. The disciplinary measures and procedures outlined in the CFA constitution for such actions are being followed/exercised. The evaluation hopes that the agreed rules and procedures will continue being applied as a way of promoting transparency and accountability among members.

Finding 9. The project strengthened the institutional capacity of KFS and CFA through various trainings and provision of equipment and necessary infrastructure. KFS and the Kirisia CFA were collaborating closely in forest management activities.

56. The effectiveness of KFS in overseeing forest management was expected to be improved by the establishment of ranger and scouts' outposts/camps; increased number of forest rangers posted to Kirisia Forest Station; rehabilitation and maintenance of 50 km of murrum road; and provision of a light vehicle, tractor, motorcycles, and computer and other office equipment. Originally, the project planned to train at least six rangers/scouts to support CFA in monitoring and management of Kirisia Forest. However, after the mid-term review this target was increased to 100 community rangers/scouts and this was fully achieved. The Suyian Trust consistently supported scouts by providing them with uniforms, food rations, trainings and other necessary equipment for forest monitoring and surveillance. Some scouts were given monthly tokens by the Suyian Trust (KES 4 000/month). Although this was highly appreciated by the CFA and beneficiary scouts, the sustainability and continued motivation of the forest volunteer scouts need to be put on a stronger foundation in terms of having stable sources of financial resources and other incentives.
57. Through the advocacy from this project, a 4x4 vehicle was allocated by KFS to support project activities from the Maralal Forest Station. The project procured other equipment

for this purpose, including one tractor and trailer, a 5 000 litre capacity water boozier and six motorbikes for KFS (four), Samburu County Government (one) and KWS (one), two monitoring drones, assorted firefighting tools and equipment. The project also provided training programmes for operation and maintenance of all the equipment. Some of the equipment was used by KWS to support conservation activities for wildlife and forest. The evaluation noted that the two drones purchased for ecosystem monitoring were yet to be used in wildlife surveillance but were kept at KFS head offices for security purposes.

58. Two forest observation towers were constructed in strategic places within Kirisia Forest. They were being used by community scouts for fire surveillance management, covering 60 000 ha of Kirisia Forest. A third tower also needed for fire surveillance on 31 462 ha of Kirisia Forest was to be erected by KFS but this was not done due to budget constraints. With the assorted firefighting equipment having been delivered and accompanied by training/drill programmes to operate and maintain all the equipment, the capacity of KFS and CFA to control fires has been enhanced.
59. The project constructed two forest outposts (houses) for rangers/community scouts and provided six ranger camping tents for the three forest blocks (two for each block). During the evaluators' second field mission (26–30 March 2023), the ranger house at Narramat area was estimated to be 90 percent complete. This is in a big contrast to what the evaluation team had witnessed during the field visit held only a week earlier when the house was only at foundation level (20 percent). The evaluation hopes this speed of house construction does not compromise the structural integrity of the masonry and steel sections of the house. During the first visit, the second ranger house was estimated to be at 80–90 percent completion.
60. The KFS closely collaborated with project stakeholders (CFA, KWS, County Government and others) to upgrade the Kirisia Forest Plan (2012–2016) to Kirisia Ecosystem Management Plan (2019–2029), which was successfully completed and officially launched. The document serves as a guide to the management of Kirisia Forest and the surrounding areas. The main goal of the ecosystem plan is to sustainably manage, conserve and restore the Kirisia Forest ecosystem for provision of goods and services and improve livelihood for the community. However, the launched plan does not include a workplan (except the time frames indicated for the various management actions of the plan) and an indicative budget. It is expected that the budget will be drawn by partners during the development of their annual work plans.
61. The last PIR report (July–December 2022) stated that grading of 20 km of forest roads in Kirisia was underway. This target seemed to be a shift from the distance indicated in the original work plan (50 km). The evaluation team posed this question to the PSC members during the last PSC meeting held on 29 March 2023, and the CFA chair clarified that only 10 km of road had been completed. The pending completion of this activity or the reduction of the target from 50 km to 20 km or 10 km was not mentioned in any of the project documents shared with the evaluators. Although the evaluation team observed the grading/rehabilitation of sections of forest roads in two separate locations within Kirisia Forest, this work was still in progress. It was therefore difficult for the evaluation team to determine the progress made on this activity.

Finding 10. The evaluation team observed some natural regeneration in the forest. In addition, the change maps for the period between 2017 and 2021 show that the forest area increased by

6 444 ha; the degraded area reduced by 573 ha; and the non-forest area reduced by 5 870 ha. Available project documents did not provide the actual number of ha put under restoration/regeneration at the end of the project out of the targeted 10 000 ha. Similarly, the exact number of ha put under SFM out of the planned 17 000 ha could not be determined. However, due to the movement of people from the forest, an estimated 30 000 ha became available for natural regeneration after communities relocated out of Kirisia Forest.

62. According to the project mid-term review and interviews with multiple stakeholders, implementation of forest and landscape restoration activities was consciously delayed as it was decided that it is crucial to first establish the CFAs. The evaluation finds that the presence of an active CFA prior to restoration activities would have contributed to the use of best practices and participatory identification, planning and management of areas for restoration, thus enabling ownership of results. Due to this delay it was not possible for the project to test and determine the most effective methods of restoration/reforestation during the first two years and therefore upscale the restoration activities during the remaining implementation period. It was evident that a stronger emphasis on assisted natural regeneration would have achieved significant results.
63. According to available project documents and interviews with stakeholders, the project guided the establishment of three Water Resources Users Associations (WRUAs) consisting of approximately 107 members (87 men and 20 women). The review team noted that the three (Kisima, Nontoto, and Opiroi) were registered with the Social Services Department of the Samburu County Government. To be formally recognized as a WRUA, it is mandatory to be first registered as an association by the Registrar of Societies (office of the Attorney General). This registration qualifies an association to enter into a Memorandum of Association with the WRUA. Except for Nontoto WRUA that was rightly registered in 2012 (before this project), the other two groups are yet to be registered in this manner and hence don't qualify to be WRUAs. Based on interviews with stakeholders, either the relevant implementing partner (Kenya Water Towers Agency, KWTA) was unaware of the processes required by law to create and register a WRUA or failed to follow through the process. In addition, the evaluation team did not find a delineation map showing jurisdiction areas of each of the WRUAs reported by the project. The evaluation, therefore, concludes that none of the groups was duly registered as a WRUA during the project period.
64. Three model springs were identified and put under protection while priority areas for natural regeneration and rehabilitation were mapped. The project provided practical training to the interim WRUA officials and scouts on springs protection and river banks stabilization. According to the project documents and some focus group discussion participants, this initiative had contributed to i) reduced incidences and cases of waterborne-related illnesses among school-going pupils; ii) increased environmental awareness and consciousness among the beneficiaries and the general public; iii) reduced cases of human-animal conflicts around the springs; iv) improved livelihoods and household incomes; v) enhanced community decision-making on community issues; and vi) improvements on river-recharge. However, the evaluation team did not find enough evidence to support these assertions.
65. In support of forest rehabilitation and landscape restoration, the Samburu County Sustainable Forest Management and Tree Growing Policy was developed and enacted by the County Assembly. The policy creates a framework for Samburu County to continue

supporting restoration work through budgetary provisions in the annual county development plans as well as in its five-year County Integrated Development Plan.

Finding 11. According to the Kirisia Forest Emission Reduction Estimation for the Final Project Assessment the enhanced carbon stocks (1 012 816 tCO₂eq) were estimated based on data from the period preceding the start of the project (2002–2018). Considering that tree planting was not very successful in Kirisia Forest due to a variety of reasons, including the extended drought during the project implementation period and the delayed start of project implementation, the evaluation casts doubt on the accuracy of this data. The evaluation holds that the estimation as calculated in the report should have been calibrated using data collected during the project implementation period or other more recent data.

66. A community-based carbon monitoring system to monitor progress of mitigation actions from conservation efforts for Kirisia Forest has been established and community resource persons trained in close collaboration with the CFAs. It recommends for the Kirisia Forest Community Monitoring Programme to be hinged and aligned to the National Forest Monitoring System as well as to strengthen the capacity of CFAs and community resource persons to improve the accuracy of data collection. The Kirisia carbon assessment/baseline was completed and the findings and recommendations incorporated in the development and implementation of PFMPs.
67. The project interventions targeted to reduce direct emissions of 2 935 701 tCO₂eq and indirect emission reduction of 3 178 804 tCO₂eq. The Kirisia Forest Emission Reduction Estimation for the Final Project Assessment, which was calculated using the National Forest Monitoring System (NFMS) guidelines and the methods used in calculating Kenya’s Forest reference level for REDD+, indicated that the total of avoided emissions as a result of reduced deforestation and degradation in Kirisia Forest by the project amounted to 2 947 068 tCO₂eq as shown in cumulative Table 2. The Kirisia Forest Emission Reduction Estimation for the Final Project Assessment Report contains data for enhanced carbon stocks amounting to 1 012 816 tCO₂eq generated during the project period. The evaluation casts doubt on the accuracy of this data given that tree planting has not been very successful in Kirisia due to a variety of reasons, including the extended drought during the project period and the delayed start of project implementation in 2017/2018. The enhanced carbon stocks contained in the Kirisia Forest – Emission Reduction Estimation for the Final Project Assessment Report were estimated from the period preceding the start of the project but not calculated from data on tree growth and afforestation/reforestation of the project period.

Table 2. Avoided emissions from deforestation and degradation in Kirisia Forest

REDD+ Activity	2019	2020	2021	2022	Total
Avoided Emissions from Deforestation	337 605	337 605	337 605	337 605	1 350 420
Avoided Emissions from Degradation	399 162	399 162	399 162	399 162	1 596 648
Total	736 767	736 767	736 767	736 767	2 947 068

Source: FAO. n.d. *Kirisia Forest – Emission Reduction Estimation for the Final Project Assessment*. Internal project document accessed March 2023. Nairobi.

68. The project planned to develop a biodiversity and carbon monitoring programme. Following the adjustments introduced after the mid-term review, biodiversity monitoring has not had the prominence it deserves in order for this project to have evidence of strong contributions towards the global environmental objective of strengthening biodiversity

conservation. The project did not develop a formal biodiversity monitoring plan. Noticeably, the forest is under improved protection and indeed some focus group discussion participants indicated that certain flora and fauna have returned to the forest ecosystem. The evaluation team observed good regeneration of the indigenous cedar in some sections of the forest visited. In addition, some of the focus group discussion participants reported observing an increased number of bird species and more animals.

Finding 12. The Nkoteiya Community Wildlife Conservancy is fully established with an approved conservancy management plan and its members trained in participatory enhanced community wildlife management. Two critical wildlife migratory corridors that link Kirisia Forest and other ecosystems have been established.

69. To protect the main dispersal areas and migratory areas for wildlife, the project supported zonation of the Kirisia Forest ecosystem through a participatory process that involved KFS, KWS, community groups, African Wildlife Foundation and the Samburu County Government. Further, through a participatory process, mapping of critical wildlife areas and human/wildlife conflict zones was done. The project also supported the documentation of important biodiversity areas. The results of this process subsequently allowed for the recognition and the designation of Kirisia Forest as an important bird area (IBA). This was considered as a key achievement in terms of raising awareness and improving the protection status of key biodiversity of Kirisia Forest. In addition, raising the profile of Kirisia Forest puts it on the global map and creates opportunities for resource mobilization and ecotourism development. This is a huge achievement. The Nkoteiya Conservancy Management Plan as well as the PFMP and FMA signed between the KFS and CFA will continue to provide guidance and reference points for biodiversity and wildlife protection. This process also sensitized the community members about county and national laws and regulations relevant to their wildlife conservation commitments while strengthening trust between the community and government. The evaluation team has reviewed the various reports related to this mapping, which are satisfactory (Kenya Forest Service, 2019; Northlands Rangelands Trust, 2022).
70. The original target to support three existing wildlife conservancies and establish six new conservancies was rather ambitious, considering the financial resources allocated for this activity and the project duration. The post-mid-term review decision to revise the target and focus on comprehensive establishment of only one new conservancy instead of three separate management plans (one for each conservancy) was justified. The evaluation agrees that it would have been extremely difficult for the project to successfully meet the ambitious target of supporting three existing wildlife conservancies and establishing six new ones.
71. Through a participatory process, local communities identified the "*Kirimon/Laikipia National reserve to Nkoteiya conservancy up to Kirisia Forest reserve*" and the "*Samburu National reserve to Maibei conservancy to Nkoteiya conservancy up to Kirisia Forest reserve*" as the most important migratory routes not only for elephants, but also other migratory species like wild dogs, eland and cheetahs. It is on this basis that the project prioritized Nkoteiya community wildlife conservancy for support in the development of a management plan.
72. The project procured two drones for monitoring and doing surveillance in both forests and wildlife areas. Firefighting equipment was procured and although it was handed over to KFS, it will continue being used by the collective teams of KFS, KWS, CFA and county

government. A tractor, motorbikes and tipping trailer were also procured for collective use by the same team for improved monitoring and management of the forest and the wildlife.

Finding 13. The project supported alternative livelihood initiatives of the local communities, including the honey cooperative, ecotourism, tree nurseries, poultry, agroforestry and other NTFPs providing financial incentives for PFM and conservation. However, accurate and reliable data was not available to determine the increases in participating household incomes.

73. The project conducted an assessment of skills and other capacity building needs of the Kirisia CFA and NTFP utilizers in relation to PFM and sustainable harvesting of NTFPs (EAWLS, 2022). The main purpose of the assessment was to provide an opportunity for the CFA and NTFP groups to assess their capacities with a view to identifying, prioritizing and developing action plans for addressing key capacity gaps. Addressing the capacity needs was necessary to facilitate the development of sustainable NTFP value chains in the ecosystem, which would contribute to improved livelihoods for communities living around the ecosystem and the conservation, sustainable use and restoration of the ecosystem itself. Based on the findings of the needs assessment, a training workshop was organized and held to address the identified gaps. During the workshop, beekeeping groups and the cooperative society members were trained in apiculture, sustainable utilization of beekeeping resources as well as how to increase their participation in the market systems within the beekeeping/honey value chain. The project, through the Kenya Water Towers Agency, acquired and installed a total of 39 Kenya Top-Bar Bee Hives (KTBH) within each of the three protected areas of the Springs.
74. The Samburu Beekeepers Cooperative Society (SBCS) has existed since 2005 and has been helping beekeepers in the Kirisia Forest ecosystem to generate income through buying and selling honey and allied products. The membership of the SBCS is comprised of individual members and corporates (honey producer groups). The strategic vision of SBCS is to be a globally competitive cooperative society for the sustainable production and marketing of quality and quantity honey and bee products. The strategic goal/mission is to contribute to the sustainability of honey production and resources management in the Kirisia Forest ecosystem through three strategic objectives.¹ A collaboration agreement was signed between the Kirisia CFA and the Samburu Beekeepers towards the end of the project.
75. As of 2023, the cooperative has around 1 000 members (who are mostly members of the Kirisia CFA) and its highest decision-making body is the Annual General Meeting (AGM) of members. An executive committee comprised of nine members is elected during the AGM; it is responsible for policymaking and sets strategic direction, approves annual workplans and budgets, and monitors policy implementation through its various sub-committees. During the AGM, three members of the audit committee are also elected. A Secretariat, headed by the Executive Chairperson, is responsible for the day-to-day running of the cooperative. The main funding sources for SBCS are support from development partners, Samburu County Government and internal revenue generation (mainly through membership fees and dues from honey sales). These are likely to continue being the main sources of funds. The average annual budget for the cooperative is USD 20 000 (90 percent expected from donors).

¹ Organization, capacity development; sustainable production of honey and allied products; building financial sustainability and partnerships.

76. To identify strengths, weaknesses and areas that need support and strengthening, the internal environment of the Samburu beekeepers' cooperative society was analysed in 2019 using an organizational capacity assessment (OCA) tool. The assessment focused on three capacity areas: governance and leadership, financial management, and technical operations and business sustainability. The external environment of the cooperative was also assessed in 2019 to identify areas of threats and opportunities. The assessment results are presented in Table 3.

Table 3. Samburu Beekeepers Cooperative Society organizational capacity assessment results

Strengths	Weakness
<ul style="list-style-type: none"> Registered and operational beekeepers' cooperative society with committed and visionary founder members 54 registered operational groups dealing in honey production with committed members bale to supply adequate honey for processing Cooperative office with a collection and processing store Cooperative compliant with statutory obligations for operations Most groups have adopted the use of modern beehives Cooperative strategically located within Maralal town Availability of adequate land for expansion 	<ul style="list-style-type: none"> Lack of adequate working capital to source raw honey for processing Low supplies of raw honey Lack of operation and sustainability plan Weak branding, promotion and marketing strategies Lack of resource mobilization plans Lack of adequate well-trained employees Small business –low sales and low profits Inadequate skills for harvesting honey Inadequate finances Lack of operational policies and procedures – lack of occupational health procedures Poor operations and sustainability
Opportunities	Threats
<ul style="list-style-type: none"> Existence of policies/laws supporting nature-based enterprises including beekeeping Good relationship with CFA user groups and community members Training opportunities Modern technologies for high production of good-quality honey available Readily available demand for honey in the local market Community customs/beliefs that help conserve forests Financial resources: FAO-GEF-5 project, county government Good environment and climate favourable for beekeeping 	<ul style="list-style-type: none"> Stiff competition from other honey processing companies

Source: Elaborated by the evaluation team.

77. Based on results of the capacity assessment, the project supported the development of an income generation strategy for SBCS which highlights actions that the cooperative should undertake to enhance sustainable income generation from the beekeeping activities of its member groups. The strategy provides an opportunity for the cooperative to address the organizational and governance challenges it faces. Despite receiving support from the project and other partners, the SBCS still has limited institutional capacity to professionally run the cooperative profitably. For example, based on interviews with stakeholders, there was limited institutional capacity of the cooperative to implement the developed five-year strategy.
78. The project raised community awareness of the importance of securing wildlife corridors for the continued operation of the Nkoteiya Ecolodge as a revenue source for the conservancy members. The evaluation noted the earlier difficulties associated with securing long-term investor commitment for co-managing the ecolodge business due to poor

facilities at the ecolodge and insecurity in the area. However, the project supported the infrastructural upgrading of the ecolodge and as a result the Nkoteiya Conservancy has signed a one-year agreement with an investor (paying the equivalent of USD 1 100/month) and are hoping to negotiate for a longer lease of the facility. The increased bed capacity of Nkoteiya ecolodge facility is a financial anchor for the community.

79. The project supported the development of a five-year Income Generation Strategy for Hope Enterprises Cooperative Ltd which provides an implementation plan for using aloes to increase incomes and simultaneous provision of a framework for addressing the gaps in the aloe value chain in Samburu County. The strategy highlights actions to enhance sustainable income generation aloes through the cooperative and presents an ambitious dream for the cooperative that will be achieved through the commitment and dedication of members with the support of development partners and the Samburu County Government.
80. The project supported a participatory process which identified gaps and needs related to sustainable biomass energy production, potential NTFPs and their prioritization, key stakeholders, constraints, gaps and opportunities for commercialization of NTFPs and explored intervention measures. Thirty-two NTFPs from Samburu County were identified, ranked and details of their location and utilization recorded. Following this exercise and ranking, the following three NTFPs were prioritized: gums and resins; medicinal plants including aloes; and honey and beeswax. Further to this, harvesting and processing technologies for these prioritized NTFPs and groups involved in their harvesting and processing were documented. Based on the prioritized NTFPs, a participatory feasibility study was undertaken to identify NTFPs value chains using the FAO Market Analysis Approach. A total of 33 community participants (13 female and 20 male) undertook participatory identification of key direct actors and indirect actors and mapping out of the value chain for the prioritized NTFPs.
81. Further, to promote alternative livelihoods and improve the sustainable production of biomass energy in the Kirisia Forest ecosystem, a participatory feasibility study for sustainable biomass energy production and management was conducted in consultation with local communities, KFS and the Kirisia CFA. The study identified types of biomass energy resources/feedstock available in the Kirisia Forest ecosystem that were traditionally used as sources of energy. From the study, dry wood, logged residue, saw mill residues, agricultural wastes and wood wastes were identified as the most common biomass energy sources. The study was also able to establish the level of awareness on sustainable biomass energy conservation technologies and sources of information as well as sustainable management strategies for biomass energy resource conservation by the community. Biomass energy enterprises in the community and their potential for upscaling were also identified.
82. The project supported the development of a participatory charcoal production strategy for the Samburu Charcoal Producers Association (SCPA) and trained 18 SCPA members (7 male and 11 female) in sustainable charcoal production and sustainable biomass energy production technologies which include: efficient charcoal conversion technologies, sustainable woodland management, establishment and management of community nurseries, establishment and management of wood fuel plantations, use of energy saving devices and nature-based alternative livelihoods. The training also touched on issues of governance and group dynamics for the sustainability of the groups/associations. The

internal environment of the SCPA was also analysed using an organizational capacity assessment tool to identify strengths and weaknesses of the association. Besides the training, strategy development and capacity assessment, the evaluation noted that there were no further activities implemented to support SCPA and no follow-up was done to assess whether SCPA members applied the skills they acquired.

83. The project, in collaboration with KFS and Forest Society of Kenya (FSK), supported the establishment of three tree nurseries (one for each CFA forest block) to provide indigenous tree seedlings for forest restoration and to supply the surrounding communities with agroforestry and fruit seedlings on a commercial basis. CFA officials and some members of the nursery user groups were trained during a three-day workshop on seed and wildling collection, nursery establishment, operations and management. The initial plan was to train 50 nursery workers and managers but due to the COVID-19 pandemic and the need to observe the protocols in place, a total of 28 participants were trained who included five representatives from the three selected nursery user groups, namely, Ngara Green from Naramat CFA, Beco from Nkarro CFA, and Ndodol from Nailepunye CFA, three officials from each CFA and four KFS local staff.
84. The three-day training provided to CFA officials and members of nursery user groups equipped the trainees with skills in effective nursery establishment, management and operations. The members trained shared the information and knowledge products (training materials) with the rest of their respective group members. Further to the training conducted through PowerPoint presentations, the training participants were taken through field training that was carried out at KFS tree nursery in Maralal town to gain hands-on skills in tree nursery management. The integration of both practical and theory modes of training equipped the participants with all-rounded skills and knowledge in tree nursery operations, and members used the skills acquired to establish the three tree nurseries.
85. The main challenges experienced by nursery user groups included lack of a regular market for their seedlings as well as inadequate water and water storage facilities. User group members interviewed seemed not to have a clear plan after selling off their seedlings to KFS/FAO on whether to invest in another cycle or not due to the aforementioned constraints and challenges. Since this cycle was fully supported by the project (in terms of group formation, training, provision of nursery inputs and necessary infrastructure/equipment) and the project purchased most of their seedlings, the evaluation was unable to determine the potential demand and supply of the community nurseries and their sustainability.
86. The project equipped each of the established community tree nurseries with 5 000 litre water tanks to increase the water storage capacity, a submersible water pump and solar panels. Using chain links, the nursery sites were fully fenced and a security gate erected to secure the area from theft, livestock and other disturbances. Other basic infrastructure such as storage houses were constructed on the nursery sites. KFS supported each group with one roll of potting tubes, while the project supported with 9 000 pieces of tubes. To increase the visibility of the nurseries to passers-by and to attract customers for their seedlings, signposts were mounted near each of the tree nurseries. The signposts contained relevant information such as the name of the tree nursery, funders and the supporting institutions.

87. The evaluators visited three community nurseries and observed the nursery stocks and constructed nursery infrastructure, equipment and some seedlings growing in the nurseries. Based on findings from the observation visits and interviews with nursery user group members, the production capacity of each nursery is approximately 5 000 seedlings over a cycle. Members of the tree nursery user groups indicated that most of the mature seedlings had been bought by KFS and used for forest restoration purposes in Kirisia. Two of the visited nursery groups had already installed solar water pumps and storage tanks for their tree nurseries while the water source for the third group had dried up. The evaluation team noted that there was good diversification of tree species and the groups were engaged in other livelihood activities such as pottery.
88. FAO trained the three community tree nurseries in fruit tree propagation, and fruit tree clonal gardens were established to increase the economic sustainability of the tree nurseries following the agroforestry campaign. Although the introduction of agroforestry to the community was done late into the project implementation (in 2022), it reached out to 1 328 farmers who benefited from 88 340 fuel, timber and fodder and 17 264 fruit tree seedlings. Seedlings for use in agroforestry were mostly sourced from the community tree nurseries, although some focus group discussion participants indicated that some were sourced from outside Samburu County. The targets for seedling production were not available for the evaluation to assess whether nursery production was satisfactory or not. However, even without that information, the evaluation noted that the level of tree nursery production was low considering the number of hectares to be planted in Kirisia Forest. This may be explained by the fact that the project purchased 40 000 seedlings from the community tree nurseries in late 2022/early 2023 in anticipation of short rains, and due to the drought, they were not able to raise a large number of new seedlings during the late 2022 rain period.
89. The project supported three poultry farmers' user groups to start a poultry farming business in their respective "poultry hubs". Selected women and youth groups (one group/CFA block) were trained (including training of trainers) in commercial poultry farming, marketing, aggregation, business management and branding. They were further facilitated to conduct outreach missions to create awareness of commercial poultry farming and promote its uptake in their respective areas. To incentivize poultry groups/farmers to increase uptake of poultry farming, the project provided each "poultry hub" with a chicken house, assorted chicken feeds, 330 one-day-old chicks, a solar powered 128 egg capacity hatcher, 128 solar powered capacity setters, a 3 000 litre water storage tank and chick feeders among other poultry items. The project also supported the dissemination of inputs/equipment to support the poultry value chain activities. The support to poultry user groups was delivered towards the end of the project (March 2023) and due to the late delivery and support to this value chain, the evaluation was not able to measure its viability.

Finding 14. Based on the mid-term review recommendations to re-focus resources and time, the project did not design and implement an integrated carbon, biodiversity and livelihoods monitoring plan as envisaged in the project document and which was a key tool to measure some major effects and outcomes expected from Outcomes 1 and 4.

90. The scope of Output 4.1 was reduced based on the mid-term review recommendations to focus only on the development of a community carbon monitoring mechanism, which was established. The revisions done to Output 4.1 after the mid-term review excluded the element of biodiversity and livelihood monitoring (FAO, n.d.). The project also supported

the development of a biodiversity baseline survey to identify critical biodiversity trends and to inform the protection and management of endangered/threatened fauna and flora (Powys, 2021). In addition, the project supported the Elephant Census conducted by KWS, which covered Kirisia Forest and utilized the CFA.

Finding 15. The project did not develop a formal knowledge management system informed by project review and evaluations as foreseen in the project document. However, the mid-term review and terminal evaluation were conducted and a management response developed (for the MTR). This is further explained in section 3.5 on factors affecting performance, particularly in subsections 3.5.2 on monitoring and evaluation (M&E) and 3.5.7 on communication, knowledge management and knowledge products.

91. The project managed to develop, print, disseminate and distribute to the relevant partners several high-quality information and knowledge management products. These include an awareness booklet for adults and an awareness comic book for school-going children to be used to increase awareness of the importance of the Kirisia Forest. The awareness booklet for adults focuses on the most important resources in the forest, including water catchment, energy, wildlife and herbal medicine. Although the evaluation was unable to establish how these information and knowledge products were distributed and any change attributable to them, it is hoped that they would be used to raise awareness and stimulate the willingness of the local communities and decision-makers to prioritize and engage in the management of the Kirisia Forest. Further, the project supported awareness raising and information dissemination among the local community on participatory forest management and the role of CFAs through three local FM radio talk shows conducted by representatives from FAO, the CFAs and KFS. The evaluation was unable to determine behavioural change attributable to this awareness raising initiative.
92. In consultation with the local communities, the project supported the development of a biocultural community protocol that outlines the core cultural and spiritual values and customary laws related to their traditional knowledge and resources. The protocol captures much of the traditional knowledge from different ethnic groups residing in the Kirisia Forest landscape, that is, all Samburu clans, including Ndorobo and Lkunono, and about how important the Kirisia Forest is to them. The evaluation hopes that local communities will continue to use records of these old customs and traditions to safeguard the forest for the future of all the people who live in and around the forest. The project also supported the development of a biodiversity baseline survey to identify critical biodiversity, trends and possibly new sightings or entirely new species in the Kirisia Forest (Powys, 2021).

Finding 16. The planned establishment of a resource centre as outlined in the project document was abandoned due to sustainability issues and the shift in focus/prioritization of PFM. The change was in response to the mid-term review recommendations which were approved by the PSC.

93. The project planned to establish a community resource centre (co-finance) on natural resources management (NRM) for drylands in Leroghi to spearhead the documentation of indigenous knowledge and strengthen its application for enhanced NRM. However, the proposed resource centre which would have addressed the inadequate documentation of traditional resource governance and other indigenous knowledge, to prevent the loss of such knowledge (as most of it remains essential and relevant), especially for adapting to climate change, was not established. The mid-term review noted that the biggest need of stakeholders was more information on PFM, notably the premise underpinning PFM, rights and responsibilities for community members under PFM and the steps of PFM (for example

posters, leaflets, guides, videos). Due to the unforeseen shift in effort to focus on re-establishing the CFA structure into the three new CFAs (and later into one CFA) it was necessary for the project to avoid spreading the remaining project period and resources too thin. Therefore, the mid-term review recommended that the project should not prioritize the establishment of the community resource centre and instead ensure that the CFA office was stocked with much needed awareness raising materials on PFM (policy, process, rights and responsibilities, etc.). According to the mid-term review, the sustainability prospects of the resource centre posed a major challenge and therefore it was recommended that the centre could best be incorporated within the CFA office or an accessible room within the county government offices. Information and knowledge materials produced by the project were shared with the CFA which was expected to act as a resource centre for the community.

Finding 17. County-level legislation, strategic plans and policies have been developed and adopted, underpinned by the community biocultural protocols that were developed through the project's support. The protocol captures much of the traditional knowledge from different ethnic groups residing in the Kirisia Forest landscape including the indigenous groups (Ndorobo and Lkunono).

94. Through consultative and inclusive processes, the project supported the development and/or review of the following legislation, policies and guidelines for PFM.
 - i. The project facilitated the development and enactment by the County Assembly of the Samburu County Sustainable Forest Management and Tree Growing Policy. The Act: i) provides a framework for the implementation of forestry and tree growing functions in the county level; ii) provides for the mainstreaming of a human rights approach, including recognition of gender, persons living with disabilities, minorities, youth and the elderly rights, in the design and implementation of sustainable forest management and tree growing activities in the county; iii) puts in place mechanisms for public participation of communities, landowners, Indigenous Peoples and marginalized people in sustainable forest management; iv) promotes the involvement of communities, development partners, private sector and civil society organizations in taking up forestry and tree growing activities including investments; v) provides a framework for the county to mobilize resources for its forestry and tree growing actions; and vi) provides a mechanism to mainstream climate change interventions and other relevant aspects to inform county decision-making.
 - ii. Through funding of stakeholder consultations, the project facilitated the development and enactment (by the County Assembly) of the Samburu County Climate Change Policy and related bills. The object of this Act is to enhance climate resilience through the development, management, implementation, regulation, and monitoring of adaptation and mitigation measures and actions as well as to enable Samburu County Government to access climate funding through the Financing Locally-Led Climate Action (FLLOCA) programme.
 - iii. The Samburu County Government and its partners including the Northern Rangelands Trust and FAO developed, ratified and launched the Samburu County ten-year (2022–2031) Tourism Strategic Plan. The project funded one Samburu County tourism sector baseline study (Samburu County Government, 2022a) and one Samburu tourism sector reconnaissance study (meetings, literature review,

capacity needs assessments of stakeholders and destinations/tourist sites) (Samburu County Government, 2022b). The strategic plan includes envisioning of tourism in Samburu County; management of destinations; marketing strategy; definition of top and unique experiences (wildlife [animals and birds], culture, scenery, etc.) in Samburu County; destination branding and positioning; creation/inclusion of tourism circuits targeting both domestic and international tourists.

- iv. The project facilitated KFS and the Kirisia CFA to develop, launch and ratify the Kirisia participatory forest management plan and FMA. The evaluation team witnessed the signing ceremony of these instruments, but unfortunately by the time of writing this report, the contents had not been made available to the evaluation team.
- v. The project facilitated the development and enactment of the Samburu County Rangeland Management and Planned Grazing Policy and the related Act. The policy seeks to enhance sustainable resource planning, development and use. It also seeks to ensure equitable benefit-sharing and peaceful coexistence, leading to a more resilient society that is able to withstand climatic variations and impacts of climate change.
- vi. The project facilitated the development and enactment of the Samburu County Conservancies Fund Act (Samburu County Government, 2019). The Act, published in February 2020, gives the Community Conservancies autonomy to operate independently with the leadership of an independent board. This autonomy will inform the basis for future engagement by all partners with the Community Conservancies.

3.3 Efficiency

Finding 18. The project was implemented efficiently and cost-effectively. The project design, management structure and implementation strategy were efficient in generating the achieved results. The project effectively adapted to changing conditions to improve the efficiency of project implementation.

95. Project resources (funds, human resources, time, expertise, etc.) were sufficient, appropriate and allocated strategically to achieve project outcomes and to provide value for money. However, the unforeseen level of effort required in managing the existing conflict in the area, raising awareness, building trust and developing the three new CFAs consumed time and resources. Although this contributed to implementation delays, it was absolutely necessary to make a solid foundation upon which to build the rest of the project implementation.
96. The project governance structure, management and coordination were consultative/participatory and efficient, and provided timely communication flow to ensure transparency of actions and accountability towards stakeholders and in generating the achieved results. The Project Management Unit demonstrated significant flexibility and responsiveness and effectively adapted to changing conditions which improved the efficiency of project implementation. For example, based on recommendations of the mid-term review, the project consolidated its efforts in the remaining project period and focused more on (prioritized) the PFM efforts to avoid spreading too thin.

97. The GEF financial resources for the project and the co-financing from partners were clearly stated in the project document. Financial management and disbursements of project funds progressed more or less as planned except for slight adjustments that were approved by the PSC. However, there was no clear framework and mechanism for financial reporting on co-financing resources. Therefore, it was difficult for the evaluation and partners interviewed to quantify their co-financing contributions.
98. The project procured goods and services from local suppliers and signed letters of agreement with government institutions and local organizations/experts to minimize costs and strengthen national ownership of interventions. Early in the project implementation, the PSC recommended redirecting funds, especially those earmarked for international consultancies, to national institutions to provide services to the project instead. This was done to increase value for money while strengthening country ownership of the initiative, and the national institutions appreciated this engagement.
99. The project experienced implementation delays that were mainly attributed to external factors beyond the control of the project such as the COVID-19 pandemic, slow buy-in of the PFM approach, the political environment during the Kenyan elections (in 2017 and 2022) as well as challenges encountered in reconstitution of CFAs. The project was expected to start in January 2017 but due to some of the above factors, the start of the project was pushed to 2018. Project team members interviewed indicated that the project was also delayed by desert locust emergency operations and the environmental and social safeguard assessment needed after the movement out of the forest. It was expressed by several partners/implementers that some bureaucratic hurdles within FAO and partner organizations, such as slow approval of letters of agreement, procurement and implementation delays, at times delayed aspects of the project. These resulted in the project being extended to December 2022 and later to 31 March 2023. During this evaluation and closure of the project some of the letter of agreement activities were still ongoing (e.g. construction of houses for scouts/rangers, delivery of additional beehives, upgrading of the road).

3.4 Sustainability

Finding 19. Project stakeholders demonstrated strong ownership (commitment, interest and participation in) of the project interventions and achievements and therefore there is a likelihood that accrued benefits and results of the project will continue to be useful and will remain even after the end of the project.

100. The sustainability of the project results will be determined by incentives and whether those incentives are attractive or not can only be determined by community members. Other factors include CFA institutional sustainability, buy-in of PFM by government stakeholders and continued political will for devolved forest management. If all of these aspects can be sustained/achieved there is a likelihood of sustainability of PFM.
101. The evaluation established that there was strong community ownership and local political goodwill to implement PFM in accordance with the signed FMA. The Samburu County Government also strongly supports conservation and protection of the Kirisia ecosystem. As stated under the effectiveness section, there is a functional CFA that represents and advocates for the interests of local communities. The CFA has an office and a functional executive board comprised of 15 members (5 from each of the three Kirisia Forest blocks)

that manages and coordinates the activities of various community user groups including the community scouts. For PFM and FMA to be implemented, the CFA should actively continue playing this important role. However, the evaluation noted that the CFA was faced with governance challenges that could affect the sustainability of project results, particularly the implementation of PFM and FMA. There was limited transparency and accountability in the running of CFA affairs, including the process of electing executive board members. In addition, the CFA did not have strong institutional capacity to manage its affairs professionally. There was also limited transparency and accountability in the management of various user groups, including tree nurseries and the honey cooperative. Unless the leadership of the CFA addresses its internal wrangles and promotes transparency and accountability to its members, there is a likelihood that the operations and sustainability of the Kirisia CFA could be jeopardized. KFS and the Samburu County Government have a responsibility to ensure the CFA is run professionally.

102. Most of the accrued benefits of the project, including consensus about CFA, capacity building and increased awareness among local communities about PFM and SFM, will most likely continue to stimulate dialogue processes between government institutions (e.g. KFS and KWS) and local communities through the CFA even post-project. The capacity building activities and knowledge passed on to the project beneficiaries enabled them to participate in key decision-making processes that affect their communities, and this promoted a sense of social inclusion and participation, which are important indicators of the project's sustainability. Different user groups reported increased skills and knowledge and their ability to continue applying them as needed after the project's lifetime. Through investment in training of trainers, especially for livelihood activities, the project facilitated the availability of and access to alternative livelihoods skills at local levels, which promote the sustainability of those interventions and results.

Finding 20. The availability of alternative financial resources and conditions necessary to guarantee the sustainability of the project interventions and results remained unclear. The exit strategy did not include specific alternative sources of funding, either from the Samburu County Government or development partners to enable the CFA to effectively continue implementing PFM and SFM initiatives.

103. Although it could not be accurately measured during project implementation, the level of adoption of SFM practices is likely to decrease after the end of the project unless the county government takes immediate action in their financial year 23/24 budget provisions. The Kirisia CFA indicated that without receiving external support, the commitment to continue with SFM, supporting natural regeneration of native tree species, forest patrols, etc. will decrease. Most likely, the Samburu County Government will allocate some funds from its annual budget to keep working across the project area as part of their institutional mandates. However, it is highly likely that these funds will not be enough. The PFMP and FMA will remain as key institutional tools (for KFS and CFA) for sustainable management and conservation of the ecosystem in the coming years.
104. The project design did not have a well-designed and well-planned exit strategy. However, the PSC developed and approved a summary exit strategy during their last PSC meeting held on 29 March 2023. Among other issues, the exit strategy clarifies roles and responsibilities and outlines the measures that should be undertaken by stakeholders to promote ownership.

105. The project supported the development and/or enactment of several county-level legislations, policies, strategies and plans supporting PFM. These include the Samburu County Tourism Strategic Plan (2022–2031); Samburu County Climate Change and Forest Conservation Management Policy, which supports good management and conservation of natural resources; and the Community Conservancy Fund Act 2020, which was enacted to give the Community Conservancies autonomy to operate independently under the leadership of an independent board. These policies and legislations are valuable instruments that can continue informing the work of county policymakers. The policies represent the legal basis that allow the county governments to direct resources to implement SFM and related activities and to develop and enact laws and regulations. Various county department officials interviewed expressed their appreciation for the work done by the project and stated that it is their interest to keep building on what the project achieved. There was also strong political goodwill from the national government, which is likely to continue supporting the implementation of the new strategic plans and instruments on forest and wildlife conservation. The evaluation feels that such institutional achievements are robust enough to continue delivering benefits beyond the end of this project.
106. The project developed several high-quality information and knowledge management products that will most likely continue being used to raise awareness of the importance of the Kirisia Forest. These include the biocultural community protocols, awareness raising booklet for adults and a comic book for school-going children. However, CFA members and other stakeholders interviewed indicated that there was no clear mechanism established for how some of the products will be made available to stakeholders after the end of the project.
107. Agroforestry, planting fruit trees and establishment of tree nurseries as alternative livelihood interventions were relevant but might not be sustainable mainly due to the unpredictable drought patterns in Samburu County and the lack of reliable water sources. Due to the prolonged drought, some seedlings in the nurseries and trees planted as part of the agroforestry initiative withered. Another challenge was that following the end of the project and therefore discontinuation by FAO/KFS of the direct purchase of seedlings from community nurseries, the motivation for nursery user groups to continue may be negatively affected. The removal of this incentive may reveal whether the attraction of community members to communal tree nurseries was genuine or was motivated by the guaranteed source of earnings for the groups provided by the project. Seedling production may also decline, partly due to the lack of a ready market around Maralal and surrounding areas. The evaluation was not able to determine the likelihood of sustainability of poultry farming since this activity was implemented towards the end of the project and there was no adequate time to pilot it and determine its likelihood of sustainability.
108. No significant sociopolitical risks affecting sustainability were identified, although the security situation in the region might affect enjoyment of user rights and therefore may jeopardize the element of sustainability. With the signing of the agreement between KFS and CFA, and awarding them the user rights, the aspect of the community going back to the forest will most likely not be there. Despite the prolonged drought, people had not resettled in the forest because community members really know and understand the importance of forest conservation. For Samburu County, the traditional clan-based and elder-driven decision-making arrangements inherent in the society build trust and stable sociopolitical relationships at the community level, which is necessary for sustainability.

3.5 Factors affecting performance

3.5.1 Design and readiness

Finding 21. The project design and readiness were to a large extent results-oriented, coherent and focused, though some of the planned activities were somehow ambitious (project components were overloaded with too many broad areas of focus).

109. The above-mentioned issue on project design was pointed out during the mid-term review, which noted that the project seemed to be spreading itself too thin. The review therefore recommended a consolidation and prioritization of PFM to focus more on strengthening the three CFAs, which were later merged into one CFA. The project design did not include an explicit theory of change, which was later reconstructed during the mid-term review.
110. As mentioned in section 3.2 on effectiveness, the project design assumed that implementation would build on the existing single CFA that had been established in 2010. However, this CFA was not widely accepted by communities, and some felt the process of its formation was not inclusive or transparent. The resistance to it also took a political dimension with local politicians getting involved in the resistance during the volatile election campaign at the time. The project had to invest considerable resources, time and effort raising awareness, building trust and supporting the acceptance of a CFA. It was however decided through the consultations that it was more appropriate in terms of social groupings and practical management to create three separate CFAs based on the three blocks of Kirisia Forest. These three CFAs, formed with project assistance, gained wide acceptance and this turned around a situation of resistance to the previous CFA into acceptance of the three new CFAs.
111. Despite the project putting in place the necessary implementation arrangements for the start of the project in 2017, this was postponed to 2018 due to the general elections and resistance by the community to accept the CFA approach. In addition, the unplanned time and resources allocated to this awareness raising on CFA and PFM caused delays in the inception of the project. However, the evaluation team was satisfied with the justification of using some project resources on sensitization initiatives since this provided a solid foundation upon which to build subsequent PFM steps.

3.5.2 Monitoring and evaluation system

Finding 22. Although the project document included a summary monitoring and evaluation plan, this did not include the required monitoring tools/instruments and a detailed budget, which did not facilitate the effective monitoring of performance indicators of the project.

112. Project monitoring and evaluation were based on the results chain, indicators and targets established in the project results framework. Some outputs and indicators were further refined in consultation with project stakeholders during the project inception phase and after the mid-term review. The causal linkages between the project outputs, outcomes and the global environmental objectives were clearly defined and the project output indicators were comprehensive and well-defined.
113. At the point of CEO endorsement, the project document included a summarized monitoring and evaluation plan for the project, though this was not sufficient and did not include the requisite monitoring tools/instruments (e.g. tools or templates for data collection) and a detailed budget. Most of the project indicators had baseline data although it was missing in a few of them. Missing baseline data was to be determined at project

inception, although this was not done until 2019. In addition, the project did not have a dedicated M&E person until July 2019, two and a half years after the project commenced. Due to these gaps the tracking of project performance indicators was not very effective. However, despite these challenges, the project management regularly reported on progress of implementation of activities by preparing and submitting project implementation reports and project progress reports.

114. The project implementation reports and project progress reports and other project reports provide comprehensive information on the progress in implementation of planned project activities and corresponding outputs for all the five outcome areas. The reports summarize the performance and delivery of results against the results matrix, especially at the output level.

3.5.3 Quality of implementation

Finding 23. There were significant delays in project implementation caused by internal and external factors such as the volatile election period at the beginning of the project (2017), more time taken to build consensus among local communities about CFA and PFM, diversions of effort into forming new CFAs, the impact of the COVID-19 pandemic on project activities, bureaucratic processes within FAO and the implementing partners.

115. Overall, the quality of project design (project identification, concept preparation, appraisal, preparation, approval) and implementation (start-up, oversight and supervision) was satisfactory. The project documentation and reporting were also satisfactory and the team conducted ongoing situation analysis and strategies that allocated resources (human, financial, administrative) based on changes in context and priorities of the communities. Project progress reports and project implementation reports were submitted to the GEF Coordination Unit and the PSC. Key stakeholders interviewed stated that the project management and coordination were effective, flexible and consultative. PSC meetings were conducted as planned and guided project implementation, though there was minimal effort to synergize and promote close collaboration among partners. Available evidence from project documents and stakeholder consultations show that all PSC decisions were fully implemented. For example, in 2019, the PSC decided to have the project annual workplan and budget revised and this was done accordingly. In 2021, the PSC decided that the project should collaborate with the county government and asked project partners to procure and distribute agroforestry and fruit seedlings for the farmers and this was also implemented. Based on recommendations of the mid-term review, the PSC decided that the project should refocus its efforts in the remaining project period by focusing more explicitly on the PFM efforts to avoid spreading too thin.

3.5.4 Quality of execution

Finding 24. The project management and coordination mechanisms were clearly articulated in the project document and a Project Steering Committee ensured effective project and financial management. The PSC met annually and provided adequate guidance to the project.

116. The project management and implementation structures such as the PSC, the Project Management Unit and executing partners' mandates and roles were well articulated, and they generally tried to play their defined roles. However, some of the PSC members indicated that PSC was generally not optimally used to synergize the work of implementing partners and to promote transparency and accountability in project implementation. Both conceptual and practical coordination and collaboration among the partners were minimal. Some of the PSC members indicated that the implementation approach of letters of

- agreement made partners work in isolation and this could affect the sustainability of results.
117. The project deployed qualified and experienced field staff and established a field office in Maralal, Samburu County, to coordinate its activities in all project implementation sites. Project risks were well managed and most challenges were well handled. The Project Management Unit demonstrated significant flexibility and responsiveness during project implementation. For example, based on recommendations of the mid-term review, the project consolidated its efforts in the remaining project period and focused more on (prioritized) the PFM efforts to avoid spreading too thin. The project invested in documentation and evidence-based programming through ongoing situation analysis and strategies that allocated resources (human, financial, administrative) based on changes in context and priorities of the communities.
 118. Project funds were used according to respective budgetary allocations, and FAO procurement procedures, rules and administrative instructions for procurement and finance were adhered to throughout project implementation.
 119. To leverage partnerships and comparative advantage (capacities and/or expertise), the project worked with implementing partners who contributed to the execution of specific components/outputs through letters of agreement for specific activities in each annual workplan and budget approved by the Project Steering Committee.
 120. The performance of FAO as the GEF agency was satisfactory. FAO provided project oversight and ensured adherence to GEF policies and criteria during project implementation. FAO closely supervised and provided technical guidance to the project by drawing upon its comparative advantage and capacity at the global, regional and national levels. As the GEF agency, FAO managed and disbursed funds from the GEF in accordance with FAO rules and procedures. This included procurement of goods and services for the project in consultation with project partners based on the annual workplans and budgets approved by the PSC. FAO also consolidated and submitted annual project implementation reports to the GEF.
 121. Despite the complexity of the project and contextual challenges which resulted in design and operational challenges, FAO effectively played its role as the GEF agency for the project. The Project Management Unit worked tirelessly to manage conflict and seek consensus among local communities regarding the establishment of CFAs. They also collaborated closely with implementing partners and other actors. Considering the large number of implementing partners and many activities that were implemented through different letters of agreement, the project management and coordination were satisfactory. FAO took into consideration the comparative advantages and cost-effectiveness when negotiating and entering into agreements with implementing partners. Some of the partners were pre-selected during the project design stage while others were identified by the PSC during project implementation. In order to minimize project risks, the project conducted due diligence for each partner with whom a letter of agreement was signed. Generally, the preparation and negotiation of cooperation agreements were satisfactory and this particular aspect influenced project performance.
 122. Some modifications that the project management/PSC made after the initiation of the project were to roll back involvement of particularly international technical assistance, for

example having no Chief Technical Adviser, and instead favour increased support from supporting national institutions such as KFS and KWS to deliver the technical assistance. This largely seems to have paid off, especially in country relevant expertise, building country ownership and in cost effectiveness.

3.5.5 Financial management and mobilization of expected co-financing

Finding 25. Financial management and disbursements progressed more or less as planned and co-financing from partners, mainly in-kind, was considered a major contribution, but figures on this have not been fully/accurately calculated.

123. Financial management and disbursements progressed more or less as planned. Project funds were used according to respective budgetary allocations, and FAO procurement procedures, rules and administrative instructions for procurement and finance were adhered to throughout project implementation. However, some of the partners interviewed blamed FAO for delays in disbursement of project funds and procurement of goods and services. On the other hand, FAO attributed implementation delays to failure by partners to submit specifications of goods and services as well as expenditure reports on time.
124. Project co-financing from partners was mainly in-kind, particularly in terms of staff time, which was considered a major contribution, but a financial figure was not fully calculated. Forms had been provided to partners to undertake their own calculation of co-financing contribution. However, some inputs were direct in terms of time staff spent in project meetings and activities. Staff time was also spent on activities which were less directly related to the project, but had associated impacts on the project outcomes. The majority of the stakeholders interviewed indicated that it was difficult to separate normal activities of government institutions like KFS and KWS from the project activities because they were so interrelated. Although this financial data was not available during this evaluation, most of the project partners interviewed stated that they were fully engaged in supporting project activities or related activities that directly/indirectly contributed to project outcomes.

3.5.6 Project partnerships and stakeholder engagement

Finding 26. To leverage partnerships and comparative advantage (capacities and/or expertise), the project worked with implementing partners who contributed to the execution of specific components/outputs through letters of agreement for specific activities in each annual workplan and budget approved by the Project Steering Committee. These partnerships leveraged existing capacities in achieving common development outcomes especially to strengthen the capacity of government institutions and the CFA.

125. As a good practice, the project was formulated through a consultative process with stakeholders of the Leroghi-Kirisia Forest. The project document provided a summary stakeholder analysis with details of stakeholders engaged in the project and their degree of involvement. Most of the stakeholders interviewed during this evaluation indicated that they were generally satisfied with their involvement, communication and partnership engagements in project implementation. However, some partners interviewed indicated that sometimes they were left out of key project implementation decisions and/or there was minimal information sharing among project partners. This resulted in partners working in isolation on their respective letters of agreement instead of promoting synergy among them.

126. The project worked through formal partnerships delivered through letters of agreement with KFS, KWS, KEFRI and Suyian Trust and engaged other national partners like Kenya Water Towers, county-level stakeholders including the county government and many others. The selection of partners to implement project activities was based on their area of expertise and comparative advantage. Since partnership building was strongly promoted, the project influenced the work of partners and drew on the support of others. The evaluation noted that there was limited involvement of civil society, the private sector and academia in project implementation. There was no clear reason given by the project team for this gap.

3.5.7 Communication, knowledge management and knowledge products

Finding 27. The project governance structure, management and coordination mechanisms were consultative/participatory and efficient, and they provided proper and timely communication flow to ensure transparency of actions and accountability towards key stakeholders including partners and the donors. There was a considerable amount of learning generated by the project, especially on the process of establishing CFAs, but this was not properly documented.

127. The implementation of the project, especially the formation of CFAs, resulted in lessons learned and adaptive management actions by the project. The project had a remarkably successful, widespread and sensitive communication/sensitization campaign leading up to the formation of the CFAs, getting buy-in from politicians, government officials and broad ranges of community representatives alike. The feedback from community members especially about this awareness campaign was very positive.
128. At CEO endorsement, it was expected that a knowledge management system and a resource centre would be developed to systematically gather and store lessons learned and good practices. However, minimal attention was given to these aspects and after the mid-term review, the establishment of a resource centre was not implemented. In addition, the project did not establish a mechanism for facilitating the availability, dissemination and use of information and knowledge products that were developed by the project (e.g. biocultural protocol, comic book for school-going children, awareness raising booklet for adults). In light of this, it is unclear how the products and various strategic plans/instruments developed by this project will be made available to a larger audience.

3.6 Cross-cutting concerns

Finding 28. The project has been effective in promoting participation of women particularly in the formation and management of the CFA and in engaging women in various user groups. There has been a good level of proactive actions taken to mainstream gender concerns, with a gender analysis study conducted and adoption of strategies to allocate resources and benefits to various community gender groups.

3.6.1 Gender

129. The project design was aligned to FAO and GEF policies on gender equality. The project addressed and did not exacerbate existing gender-based inequalities. The project conducted a gender analysis study in Kirisia Forest which examined the roles of men, women, youth, people with disabilities and children in natural resources management, and how these roles affect access to resources and the relationships between various gender groups. It also examined how the prevailing relationships inform the targeting of activities. Findings from this assessment/study informed the adoption of strategies to allocate

resources and benefits to community gender groups. Project initiatives and benefits were appropriately aligned and packaged to meet specific gender needs and priorities. For instance, some of the livelihood activities were created for the economic empowerment of women and youth, such as the establishment of tree nurseries. Gender-disaggregated beneficiary data for the project was collected and reported (men and women).

130. The table below provides information about the composition of beneficiaries, geographical coverage, and breakdown by gender and age of beneficiaries reached during the reporting period.

Table 4. Level of gender mainstreaming

Community groups/community-based organizations			
Stakeholder	Coverage	Gender (M&F)	Coverage and interest in BD/SFM/CCM
Leroghi/Kirisia Community Forest Association (CFA) + 7 Group Ranches has formed Kirisia-Nkoteiya Conservancy.	Kirisia Ecosystem	CFA Executive Committee for three Forest Blocks Membership is 15 (9 male and 6 female).	Leroghi/Kirisia Community Forest Association (CFA) + 7 Group Ranches has formed Kirisia-Nkoteiya Conservancy.
Samburu County Charcoal Producer	County-wide	264 members (54 male and 210 female)	Train charcoal producers on forest conservation and appropriate methods of charcoal production
Samburu Beekeepers Cooperative Society	Samburu Central Sub-County	240 members (150 male and 90 female)	Honey production and marketing
Honey Producer Groups	Kirisia Ecosystem	Various groups	Honey production and marketing
Tree Nursery Groups	Samburu Central Sub-County	Various groups	Produce tree seedlings
Nkoteiya Conservancy	Kirisia Conservation Area	13 members (10 male and 3 female)	Conservancy Board

Source: FAO, 2022. GCP/KEN/073/GFF Project Progress Report: Capacity, Policy and Financial Incentives for PFM in Kirisia Forest and Integrated Rangelands Management. July-Dec 2022. Kenya.

131. The project adopted a gender-sensitive approach in the design and implementation of project activities (FAO, 2016) including women participating in decision-making and holding leadership positions in various community groups as well as in the Kirisia CFA. Stakeholder engagement and analysis were conducted in an inclusive and gender-responsive manner, ensuring that the rights of women and men and the different knowledge, needs, roles and interests of women and men are recognized and addressed.

3.6.2 Minority groups, including Indigenous Peoples, disadvantaged people, vulnerable people, people with disabilities, and youth

132. To a large extent, the project integrated the four principles of the human rights-based approach (non-discriminatory, transparency, participation and accountability) in the design, implementation, monitoring and evaluation processes. Project results and PFM incentives were beneficial to the society at large, including vulnerable groups. Stakeholders interviewed did not report any form of discrimination on the basis of nationality, place of residence, sex, sexual orientation, national or ethnic origin, colour, disability, religion, or language. The project provided social and economic empowerment opportunities and support to the most vulnerable in the society (youth, women, persons with disabilities and marginalized groups). The leadership of community user groups and the Kirisia CFA included women.

133. The project has developed materials for children's education and other actions integrating indigenous knowledge in participatory forest management (Suyian Trust and FAO, 2019a, 2019b), as mentioned in section 3.2 on effectiveness. These interventions contribute to preventing the degradation of forests and biodiversity and are therefore likely to reduce the vulnerability of children. The materials developed for school-going children increase awareness of the importance of the Kirisia Forest.

3.6.3 Indigenous Peoples and local communities

134. As mentioned in the project document and by stakeholders interviewed, the Kirisia ecosystem is home to small populations of hunter gatherers (Ndorobo) who have mostly been assimilated into the Samburu culture. There was no evidence that any members of the Ndorobo community were negatively affected by the project interventions. The project has developed the biocultural protocols for the Samburu Community in Kirisia which capture much of the traditional knowledge from different ethnic groups residing in the Kirisia Forest landscape, including the Indigenous groups (Ndorobo and Lkunono).

3.6.4 Environmental and social safeguards, risk classification and risk mitigation provisions identified at project formulation stage

135. Being a capacity development project, no serious environmental or social risks affecting sustainability were identified. In the project design stage, the project was rated as satisfactory for environmental and social risk management; environmental and social safeguards and related monitoring did not apply. Based on the mid-term review recommendations, the project conducted an Environmental and Social Impact Assessment (ESIA) to identify the prevailing environmental and social risks and any adverse impacts of the project, and assess the status of resettlement and associated issues, specifically looking at the requirements of FAO's policy on environmental and social standards. A key finding of this ESIA was that there was a positive attribution to the project in terms of the movement of people from the forest as it increased consciousness of sustainable forest management. The project focused on both ecosystem restoration and alternative livelihoods and therefore impacted environmental and social safeguards positively. Although on paper the identifiable change attributable to this project was minimal, the project managed to promote environmental restoration and improved social and economic conditions of the local communities through alternative livelihood initiatives. Stakeholders interviewed indicated that the availability of pasture for livestock is a major problem for the Samburu pastoralist community. The Kirisia Forest provided refuge for their livestock during the prolonged dry period. To minimize resource conflicts, meetings were organized with representatives of the local communities to agree on grazing plans and the establishment of wildlife corridors among other issues. Regarding livelihood initiatives, the project implemented activities on land where the owner had willingly agreed to make their land available for such activities (e.g. poultry).
136. Forest and bush fire is one of the most acute environmental problems for Kirisia. The harmful effects of recurrent forest fires and the uncontrolled settlement of communities in the Kirisia Forest were the main causes of land degradation. At the start of the project, the communities were encouraged to move out of Kirisia Forest, which resulted in an estimated 30 000 ha of Kirisia Forest being available for natural regeneration, reduced degradation, and provided better protection. The Kirisia CFA received a global award from FAO in recognition of its active role in awareness raising and trust building which contributed to

the movement of people out of Kirisia Forest. This is a most notable achievement, especially in light of the global trend where climate threats are increasing and habitats are shrinking.

137. By focusing on local implementation, the project put the bulk of its activities at the local level and minimized its environmental footprint through reforestation, agroforestry and improved forest protection activities. However, this aspect of the environmental footprint was not well highlighted or measured by the project. Perhaps the project would have benefited from having an explicit strategy to reduce its negative footprint, for example reducing the environmental footprint in the procurement process or in organizing events (although COVID-19-related restrictions minimized physical travel for events).

4. Conclusions and recommendations

4.1 Conclusions

Conclusion 1. FAO, in partnership with the Government of Kenya and the GEF, has designed a sufficiently relevant, coherent (internally and externally) and realistic project to contribute to the conservation of biodiversity and the mitigation of climate change and the improvement of quality of life of populations through the strengthening of national and local capacities and the promotion of a participatory forest management model applicable to the Kirisia Forest. It was able to deploy the necessary efforts and apply corrective or mitigating measures to deal with certain complex and significant social, political, budgetary and environmental risks which had not been identified or considered in the design of the project and which have come to light after the start of the project.

138. The project design, focus and objectives were highly relevant to the identified capacity needs and priorities of targeted end beneficiaries (local communities) and government institutions, and well aligned with National Strategic Objectives relating to the sustainable management of natural resources and environmentally sound development of local communities, GEF focal areas/Operational strategies, FAO Strategic Framework Objectives and at least one Area of the Country Programming Framework (CPF). However, the project design, rather ambitious, was overloaded with too many broad areas of focus under five outcomes, and did not anticipate some of the implementation gaps and challenges the project faced, including the resistance to CFA and the need of awareness raising and building trust among local communities and the local politicians regarding PFM. These constraints were finally removed or attenuated thanks to the revision of certain outcomes and targets of the project and the application of the recommendations proposed by the Project Steering Committee, the mid-term evaluation, the project task force and certain project support missions.

Conclusion 2. FAO, through the project, has successfully achieved the strengthening of individual and organizational capacities, and the adaptation and promotion of strategic as well as regulatory and operational frameworks for local forest governance. The design, experimentation and promotion of operational models and tools for participatory forest management adapted to local realities and the expectations of beneficiaries. The achievements observed and the opinion of the stakeholders agree on the positive effects of the project on the conservation of biodiversity, the improvement of carbon sequestration and the strengthening of the livelihoods of users of the Kirisia Forest, despite the fact that certain expected direct results were not measured as planned due to the constraints noted after the launch of the project and the late start of certain activities.

139. Although the actual project contribution to the global environmental objective was not measured and ascertained, considering the complexity of the project and the contextual challenges, especially at the inception of the project, the evaluation found the performance of the project to be satisfactory. A major achievement of the project was the effective awareness raising and building consensus among local communities and other stakeholders regarding the establishment of a CFA and the need for local communities to actively participate in PFM.

140. Some progress has been made towards strengthening the capacity of Kirisia CFA to play its role as the body representing the interests of the local communities. However, the governance structure and institutional capacity of the Kirisia CFA is currently not strong enough to independently and professionally run its affairs effectively. The limited

transparency, accountability, and power wrangles among CFA members could jeopardize the sustainability and future implementation of the PFMP.

Conclusion 3. The project implementation arrangements, the membership, and the key functions of each structure were well-articulated and they generally played their defined roles well. The project management and coordination were participatory, though the monitoring and evaluation system for the project was not sufficient and did not include the requisite monitoring tools/instruments and a detailed budget. Without a strong M&E plan and limited resources allocated to M&E (time and human resources), monitoring project indicators was not systematic and effective. Although most of the project indicators had baseline data at project inception, some of them remained without baseline data until 2019. Most of the co-financing was in-kind, mainly in the form of staff hours spent on project activities but the project co-financing contributions from partners were not quantified and accurately documented by project partners. Without accurate recording, tracking project co-financing became a challenge.

141. The project PSC, the Project Management Unit and executing partners' mandates and roles were well articulated, and they generally tried to play their defined roles. However, some of the PSC members indicated that the PSC was generally not optimally used to synergize the work of implementing partners and to promote transparency and accountability in project implementation. The project deployed qualified and experienced field staff and established a field office in Maralal, Samburu County, to coordinate its activities in all project implementation sites. Project risks were well managed and most challenges were well handled. The Project Management Unit demonstrated significant flexibility and responsiveness during project implementation.
142. Despite the complexity of the project and contextual challenges which resulted in design and operational challenges, FAO effectively played its role as the GEF agency for the project. Project funds were used according to respective budgetary allocations and FAO procurement procedures, rules, and administrative instructions for procurement and finance were adhered to throughout the project implementation.

Conclusion 4. The project managed to balance the efforts put in rehabilitating the ecosystem and those for improving alternative livelihoods. The short-term gains of the project would require further support and funding to achieve long-term outcomes/impact. Since the project has ended and considering that an exit strategy was formulated towards closure of the project, it is highly unlikely that local people with low income would invest adequately in maintaining the ecological infrastructure of Kirisia. Since project activities contribute to reduction of greenhouse gas emissions and adapt to a changing climate, securing additional funds from institutions involved in climate change should be a priority.

143. Project stakeholders demonstrated strong ownership (commitment, interest, and participation in) of the project interventions and achievements and therefore there is a likelihood that accrued benefits and results of the project will continue to be useful and will remain even after the end of the project. However, without a reliable water source throughout the year and market linkage, some of the alternative livelihood activities implemented by the project, such as agroforestry, planting fruit trees, and tree nurseries, may not succeed and be sustainable. Due to the prolonged drought, the water sources near some of the community tree nurseries had dried up, resulting in the withering of some of the seedlings and those planted as part of the agroforestry initiatives. Furthermore, the likelihood of sustainability of poultry activities remained unclear since this was

implemented towards the end of the project, and there was not enough time to pilot the initiative.

Conclusion 5. The project did commendable work in developing, printing, disseminating and distributing a lot of high-quality information and knowledge products for school-going children and adults to create awareness of the importance of conserving the Kirisia ecosystem. The project also supported other awareness raising initiatives such as Exposure and Learning Tours, advocacy meetings with the community members and radio talk shows on the importance of sustainable forest management in the Kirisia landscape. Although the evaluation was unable to establish how these information and knowledge products were distributed and any change attributable to them, it is hoped that they would be used to stimulate the willingness of the local communities and decision-makers to prioritize and engage in the management of the Kirisia Forest. However, the project did not establish clear mechanisms for facilitating the availability, accessibility and dissemination of the products to the targeted audience.

4.2 Recommendations

Recommendation 1. To KFS, CFA and partners: I governance and institutional capacity of Kirisia CFA should be further strengthened for it to effectively play its role in implementing the recently launched PFMP (*immediately*).

144. The leadership of Kirisia CFA should adopt better management practices in its operations and promote transparency and accountability in the management of CFA affairs. KFS, in collaboration with local authorities, should address community relations and power struggles within Kirisia CFA.
145. The Samburu County Government should continue supporting CFA activities through budgetary allocations (County Integrated Development Plan and annual budgets). There should be sustainable measures and priority in budgeting to provide incentives for scouts patrolling the forest.
146. KFS and the Kirisia CFA should regularly monitor the implementation of the Forest Management Agreement and participatory forest management plan. A PFMP implementation committee comprised of key stakeholders could be formed to spearhead its implementation.

Recommendation 2. To FAO Kenya and partners: established partnerships and collaborative engagements with stakeholders should be optimally utilized for enhanced results. Mechanisms for mobilizing project co-financing partners in the planning and execution of agreed activities, and for quantifying and tracking project co-financing should be improved (*immediately*).

147. FAO should develop and clarify the mechanism to identify and plan during implementation, internal activities (those of the project) or external activities (those specific to the partners) to be the subject of co-financing, as well as the expected synergies and added value.
148. Strengthen existing partnerships established by the project and identify new partners who can continue with the work done by the project. Partners should closely work together to promote synergy in their work/efforts. FAO should promote transparency and information sharing among partners to build trust.

149. FAO should develop and provide a template for project co-financers/partners to record and report on co-financing contributions. Implementing partners should regularly and accurately quantify and document co-financing contributions.

Recommendation 3. To FAO Kenya and GEF project formulators: monitoring and evaluation systems and processes should be strengthened to accurately and effectively track the performance of project indicators. An effective M&E plan should be developed and adequate resources allocated during project design or at the inception phase of project implementation (*for ongoing projects and for future programming*).

150. Project outcomes, outputs and indicators should be well formulated, simple and clearly defined and project indicators should be specific, measurable, achievable, relevant and time-bound (SMART). Indicators should include figures/data for baseline and target. If baseline data is not available, the projects should establish those figures/data early into the project implementation (inception phase).
151. In order to avoid inconsistencies or gaps during reporting, it is good practice to reach a clear and common understanding of each outcome indicator and its baseline value and to have in place a uniform reporting mechanism for effective M&E.
152. During project design, FAO should develop and implement a detailed monitoring and evaluation plan and encourage partners to submit reports using a template that speaks to targets and indicators.

Recommendation 4. To FAO Kenya, GEF project formulators and partners: the sustainability of accrued benefits and results of a project should be given priority when planning project interventions and results (*for ongoing projects and for future programming*).

153. Project design should include a detailed and well-defined exit strategy with roles and responsibilities.
154. Securing funds from development organizations that are involved in climate issues should be a continuous priority because natural resources management projects such as this one directly help to reduce greenhouse gas emissions and help local people to adapt to a changing climate.
155. Project partners should consider investing in sustainable methods of water access and storage for the success of some livelihood initiatives such as agroforestry and tree nurseries.
156. The Samburu County Government and other partners should link the established value chains with relevant county departments and funds (e.g. the Department of Trade, cooperative, women/youth funds, Comprehensive Development Framework [CDF], etc.).

Recommendation 5. To FAO (FAO Kenya, GEF-FAO Unit, Lead Technical Unit): for projects to start and end within the approved time frame, FAO should carefully analyse and address factors that are manageable within its capacity and scope (*ongoing*).

157. FAO should reduce bureaucratic hurdles to ensure timely start and completion of project activities. Improve the coordination between FAO and partners to avoid delays in the procurement of equipment and supplies.

158. Conduct thorough due diligence of partners in terms of their capacity to deliver on letters of agreement before approval.
159. Adjustments to the project results chain (outcomes, outputs and activities) should be thoroughly discussed, especially during the project PSC meetings and in periodic meetings to ensure any such adjustments do not affect the achievement of some of the global environmental objective indicators.

Recommendation 6. To FAO (FAO Kenya, Lead Technical Unit) and partners: there is a need to develop a knowledge management system and a communication strategy for Kirisia Forest.

160. A mechanism should be put in place to ensure that the various information and knowledge products developed by the project are made available and accessible to the targeted audience.
161. There should be collective action by the stakeholders in documenting lessons learned and best practices considering that a lot has been learned from this project in terms of the processes and public participation and engagement with the local communities. Partners should borrow, document, and share lessons learned and best practices from other forest and landscape areas.
162. Partners should consider developing a digital platform/website for knowledge management and awareness raising about the Kirisia Forest. Learnings generated from the project can be made available on the website.
163. The Samburu County Government's Department of Communication should continue collecting data on different products for Kirisia and share the best practices and lessons learned on other platforms or with stakeholders.

5. Lessons learned

164. The integration of gender issues by project partners has its own challenges. The CFA and various user groups in Kirisia showed very good representation of women despite the male dominated traditions in the area. Project progress reports included male/female disaggregated information although there were no gender targets in the results matrix. This good practice serves as an example for other projects.
165. Access to the internet is important for knowledge sharing and dissemination of the Samburu project experiences. The project's approach to knowledge management was focused on local beneficiaries and very little on internet-based knowledge sharing. Knowledge management could therefore be enhanced by promoting enhanced online visibility and greater outreach beyond Samburu. Samburu and the northern Kenya counties have a wealth of knowledge, methods and stories to share and extensive expertise at hand that could be of benefit to other regions and countries that face similar land degradation issues.

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Appendix 1. People interviewed

Last Name	First Name	Position	Organization/Location
Lekaikipiani	Jackline	CFA Member	Tree Nursery Group
Lekandi	Lukas	CFA Member	Tree Nursery Group
Lekandi	Pulora	CFA Member	Tree Nursery Group
Lekasuyan	Peterson	CFA Member	Tree Nursery Group
Lekasuyan	Sakayo	CFA Member	Tree Nursery Group
Lekasuyan	Natinga	CFA Member	Tree Nursery Group
Lekasuyan	Napalale	CFA Member	Tree Nursery Group
Lekasuyan	Nyenipa	CFA Member	Tree Nursery Group
Lekasuyan	Setina	CFA Member	Tree Nursery Group
Lekuchula	Geoffrey	CFA Member	Tree Nursery Group
Lekuchula	Nkadon	CFA Member	Tree Nursery Group
Lekuchula	Penina	CFA Member	Tree Nursery Group
Lekuchula	Marripiyen	CFA Member	Tree Nursery Group
Lekuchula	Hellen	CFA Member	Tree Nursery Group
Lekuchula	Charles	CFA Member	Tree Nursery Group
Lekuchula	Lekarash	CFA Member	Tree Nursery Group
Lekuchula	Nteeto	CFA Member	Tree Nursery Group
Lekupe	Nkookai	CFA Member	Tree Nursery Group
Lekushula	Jeniffer	CFA Member	Tree Nursery Group
Lemereng	Lopuker	CFA Member	Tree Nursery Group
Lemereny	Jackson	CFA Member	Tree Nursery Group
Lempushuna	Ropile	CFA Member	Tree Nursery Group
Lempushuna	Kirip	CFA Member	Tree Nursery Group
Lemunen	Juma	CFA Member	Tree Nursery Group
Lenguris	Refasi	CFA Member	Tree Nursery Group
Lenguris	Rebecca	CFA Member	Tree Nursery Group
Lenguris	Mary	CFA Member	Tree Nursery Group
Lentipo	Sadimu	CFA Member	Tree Nursery Group
Leparmonjo	Ngeesi	CFA Member	Tree Nursery Group
Lepartanapa	Lumwatu	CFA Member	Tree Nursery Group
Lepartanapa	Nkapilas	CFA Member	Tree Nursery Group
Leparyanspa	Kiseeto	CFA Member	Tree Nursery Group
Lerino	Letemua	CFA Member	Tree Nursery Group
Leseiya	Peter	CFA Member	Tree Nursery Group
Lesenya	Roniki	CFA Member	Tree Nursery Group
Lesesya	Mpati	CFA Member	Tree Nursery Group
Letiyalo	Eunice	CFA Member	Tree Nursery Group
Letoyalo	Aseno	CFA Member	Tree Nursery Group

Kirisia CFA Meeting – 15/03/2023

Last Name	First Name	Position	Organization/Location
Leboiyare	Dovslas	Kirisia CFA Member	Kirisia CFA
Lekante	Sarafina	Kirisia CFA Member	Kirisia CFA
Lekasuyan	Peterson	Kirisia CFA Member	Kirisia CFA
Lekuchula	Geoffrey	Organizing Secretary	Kirisia CFA
Lekula	John	Kirisia CFA Member	Kirisia CFA
Lekupe	Lazaru	Kirisia CFA Member	Kirisia CFA
Lelesengei	Joseph	Kirisia CFA Member	Kirisia CFA
Leleshep	Josephine	Vice-secretary	Kirisia CFA
Lenguro	James	Secretary	Kirisia CFA
Lenyaroa	Gladys	Kirisia CFA Member	Kirisia CFA
Lepariyo	Josephine	Member	Kirisia CFA
Lesekono	Antonella	Kirisia CFA Member	Kirisia CFA
Letowon	Jackson	Kirisia CFA Member	Kirisia CFA

Nkoteiya Community Wildlife Conservancy – 16/03/2023

Last Name	First Name	Position	Organization/Location
Lanapu Lekitasha	Joseph	Board Treasurer	Nkoteiya Conservancy
Lekaiseiyie	Josphat	Senior Chief Kirimon	Nkoteiya Conservancy
Lelesara	Kisenge	Board Member	Nkoteiya Conservancy
Lemiruni	Isaiah	Board Member	Nkoteiya Conservancy
Lempidany	Silas	Board Member	Nkoteiya Conservancy
Lempute	John	Board Member	Nkoteiya Conservancy
Lenduda	Ltarasi	Warden	Nkoteiya Conservancy
Lenduda	Nkudiyo	Board Member	Nkoteiya Conservancy
Lengala	Maliki	Board Member	Nkoteiya Conservancy
Lengala	Samuel	Rangeland Coordinator	Nkoteiya Conservancy
Lesepe	Niwa	Admin-Kirimon	Nkoteiya Conservancy
Letiktik	Irene	Admin-Mugur	Nkoteiya Conservancy
Lodopapit	Ejiten	Chairman	Nkoteiya Conservancy
Lodopapit	Boniface	Manager	Nkoteiya Conservancy
Maramba	William	Board Member	Nkoteiya Conservancy

Last Name	First Name	Position	Organization/Location
Aduda	Eric	Senior Warden,	KWS Samburu County
Boit	Susan		Kenya Water Towers Agency
Elma	Jillo	Area Coordinator	Rift Valley, ACTED Programme
Itubo	Anne		Kenya Forest Service
Kanda	David	Programme Manager	BOMA project
Kisoyan	Philip	Natural Resource Management Specialist	FAO Nairobi
Lalaikipiani	Kambaki	Project Manager	FAO/GEF-5
Leakono	Mathew		Director County Department of Tourism and Marketing
Lekirimptoo	Hon. Nareyio	Ward MCA	Member County Assembly Committee on Tourism and Marketing
Lenanyokie	Burton		Northern Rangeland Trust
Lenaruti	Thomas	Programme Manager	BOMA project

Appendix 1. People interviewed

Last Name	First Name	Position	Organization/Location
Lengalen	Ben	Director	County Department of Environment, Natural Resources and Energy
Lentoijoni	Jepi		Kenya Water Towers Agency
Lolmairo Poultry User Group visit at Naiborkeju village			
Mucavi	Carla	FAO Representative in Kenya	FAO Nairobi
Nanyokie	Angata	Ward MCA	County Assembly MCA
Ngari Green Nursery User Group FGD			
Nkarro Block Camp		Community Scouts Camp	Kirisia CFA
Ochieng	Charles		County Forest Conservator - KFS
Okumu	Jabes		East African Wildlife Society
Powys	Anne	Director	Suyian Trust
Rohss	Eric	Natural Resource Management Specialist	FAO Nairobi
Tamiyoi Tree Nursery and Apiary User Groups			
Wafula	Henry		County Commissioner Samburu

Appendix 2. GEF evaluation criteria rating table

GEF criteria/sub-criteria	Rating ⁱ	Summary comments
A. STRATEGIC RELEVANCE		
A1. Overall strategic relevance	HS	Evidence in section 3.1
A1.1. Alignment with GEF and FAO strategic priorities	HS	Evidence in section 3.1
A1.2. Relevance to national, regional and global priorities and beneficiary needs	HS	Evidence in section 3.1
A1.3. Complementarity with existing interventions	S	Evidence in section 3.1
B. EFFECTIVENESS		
B1. Overall assessment of project results	S	Evidence in section 3.2
B1.1 Delivery of project outputs	S	Evidence in section 3.2
B1.2 Progress towards outcomes ⁱⁱ and project objectives	S	Evidence in section 3.2
- Outcome 1	S	Evidence in section 3.2
- Outcome 2	MS	Evidence in section 3.2
- Outcome 3	MS	Evidence in section 3.2
- Outcome 4	MS	Evidence in section 3.2
- Outcome 5	S	Evidence in section 3.2
- Overall rating of progress towards achieving objectives/outcomes	S	Evidence in section 3.2
B1.3 Likelihood of impact	MS	Evidence in section 3.2
C. EFFICIENCY		
C1. Efficiency ⁱⁱⁱ	MS	Evidence in section 3.3
D. SUSTAINABILITY OF PROJECT OUTCOMES		
D1. Overall likelihood of risks to sustainability	ML	Evidence in section 3.4
D1.1. Financial risks	MU	Evidence in section 3.4
D1.2. Sociopolitical risks	L	Evidence in section 3.4
D1.3. Institutional and governance risks	L	Evidence in section 3.4
D1.4. Environmental risks	ML	Evidence in section 3.4
D2. Catalysis and replication	ML	Evidence in section 3.4
E. FACTORS AFFECTING PERFORMANCE		
E1. Project design and readiness ^{iv}	S	Evidence in section 3.5
E2. Quality of project implementation	S	Evidence in section 3.5
E2.1 Quality of project implementation by FAO (BH, LTO, PTF, etc.)	S	Evidence in section 3.5
E2.2 Project oversight (PSC, project working group, etc.)	S	Evidence in section 3.5
E3. Quality of project execution For OPIM projects: executing agency	S	Evidence in section 3.5
E5. Project partnerships and stakeholder engagement	S	Evidence in section 3.5
E6. Communication, knowledge management and knowledge products	MS	Evidence in section 3.5
E7. Overall quality of M&E	MS	Evidence in section 3.5
E7.1 M&E design	MS	Evidence in section 3.5

GEF criteria/sub-criteria	Ratingⁱ	Summary comments
E7.2 M&E implementation plan (including financial and human resources)	MS	Evidence in section 3.5
E8. Overall assessment of factors affecting performance	S	Evidence in section 3.5
F. CROSS-CUTTING CONCERNS		
F1. Gender and other equity dimensions	S	Evidence in section 3.6
F2. Human rights issues	S	Evidence in section 3.6
F3. Indigenous Peoples	S	Evidence in section 3.6
F4. Environmental and social safeguards	S	Evidence in section 3.6
Overall project rating	S	

Notes: ⁱ See rating scheme in Appendix 3.

ⁱⁱ Assessment and ratings by individual outcomes may be undertaken if there is added value.

ⁱⁱⁱ Includes cost-efficiency and timeliness.

^{iv} This refers to factors affecting the project's ability to start as expected, such as the presence of sufficient capacity among executing partners at project launch.

Appendix 3. Rating scheme

See instructions provided in Annex 2: Rating Scales in the “Guidelines for GEF Agencies in Conducting Terminal Evaluations for Full-sized Project”, April 2017.

PROJECT RESULTS AND OUTCOMES

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

Rating	Description
Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings.
Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings.
Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings.
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements.

During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

PROJECT IMPLEMENTATION AND EXECUTION

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the roles and responsibilities discharged by the GEF agencies that have direct access to GEF resources. Quality of execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF agencies and executed the funded activities on ground. The performance will be rated on a six-point scale:

Rating	Description
Highly Satisfactory (HS)	<i>There were no shortcomings and quality of implementation or execution exceeded expectations.</i>
Satisfactory (S)	<i>There were no or minor shortcomings and quality of implementation or execution meets expectations.</i>
Moderately Satisfactory (MS)	<i>There were some shortcomings and quality of implementation or execution more or less meets expectations.</i>
Moderately Unsatisfactory (MU)	<i>There were significant shortcomings and quality of implementation or execution somewhat lower than expected.</i>
Unsatisfactory (U)	<i>There were major shortcomings and quality of implementation or execution substantially lower than expected.</i>
Highly Unsatisfactory (HU)	<i>There were severe shortcomings in quality of implementation or execution.</i>
Unable to Assess (UA)	<i>The available information does not allow an assessment of the quality of implementation or execution.</i>

MONITORING AND EVALUATION

Quality of project M&E will be assessed in terms of:

- i. design
- ii. implementation

SUSTAINABILITY

The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale:

Rating	Description
Likely (L)	<i>There is little or no risk to sustainability.</i>
Moderately Likely (ML)	<i>There are moderate risks to sustainability.</i>
Moderately Unlikely (MU)	<i>There are significant risks to sustainability.</i>
Unlikely (U)	<i>There are severe risks to sustainability.</i>
Unable to Assess (UA)	<i>Unable to assess the expected incidence and magnitude of risks to sustainability.</i>

Appendix 4. GEF co-financing table

Name of the co-financer	Co-financer type ⁱ	Type of co-financing ⁱⁱ	Co-financing at project start (Amount confirmed at GEF CEO endorsement/approval by the project design team) (in USD)			Materialized co-financing at project mid-term ⁱⁱⁱ (in USD)		
			In-kind	Cash	Total	In-kind	Cash	Total
Kenya Forest Service (KFS)	National government	In-kind	500 000		300 000	149 223.88		500 000
Forestry Research Institute (KEFRI)	National government	In-kind	500 000		173 741.39	173 741.39		500 000
Kenya Wildlife Service (KWS)	National government	In-kind	500 000		278 434.67	208 826.00		500 000
Kenya Water Towers Agency (KWTA)	National government	In-kind	-		6 000	-		15 000
NG-CDF – Samburu West Constituency	National government	In-kind			24 500	-		50 000
Kenya Forest Working Group	National government	In-kind	800 000		-	-		-
FAO	Multilateral	In-kind	3 446 178		2 803 822.64	1 236 980.58		4 500 000
Samburu County Government	County government	In-kind	2 515 000		319 417	300 000.00		2 515 000
Northern Rangeland Trust (NRT)	Non-profit organization	In-kind	-		5 000	97 483		102 483
Suyian Trust	Non-profit organization	In-kind	-		27 400	-		60 000

Appendix 4. GEF co-financing table

Name of the co-financer	Co-financer type ⁱ	Type of co-financing ⁱⁱ	Co-financing at project start			Materialized co-financing at project mid-term ⁱⁱⁱ		
			(Amount confirmed at GEF CEO endorsement/approval by the project design team) (in USD)			(in USD)		
Agency for Technical Cooperation and Development (ACTED)	NGO	In-kind	-		150 000	-		150 000
World Vision Kenya	NGO	In-kind	-		21 000	-		21 000
World Food Programme (WFP)	UN Agency	In-kind	-		36 000	-		36 000
Community Forestry Associations	Community-based organization	In-kind	414 000		203 883.50	-		485 436.89
Grand total (in USD)			8 675 178		4 349 199.2	2 166 254.85		9 434 919.89

Notes: ⁱ Examples of categories include: local, provincial or national government; semi-government autonomous institutions; private sector; multilateral or bilateral organizations; educational and research institutions; non-profit organizations; civil society organizations; foundations; beneficiaries; GEF agencies; and others.

ⁱⁱ Grants, loans, equity participation by beneficiaries (individuals) in form of cash, guarantees, in-kind or material contributions, and others.

ⁱⁱⁱ As per July 2021– June 2022 PIR.

Source: FAO and GEF. 2022. *FAO-GEF-5 Project Implementation Report (PIR), 1 July 2021 to 30 June 2022.*

Appendix 5. Results matrix

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
<p><u>Global Environmental Objective:</u> Strengthen biodiversity conservation and enhance carbon sequestration through participatory sustainable forest management systems in dryland public and communal lands.</p>	Amount of greenhouse gas (GHG) emission avoided.	1.4% deforestation	Direct emission avoided of 2 935 701 tCO ₂ eq from 73 000 ha and indirect emission avoided of 3 807 701 tCO ₂ eq from 80 000 ha (covering the greater Samburu)		
	Extent of key wildlife dispersal areas connected by wildlife migratory corridors.	0 ha (0% of the Kirimon wildlife corridor)	30% of the Kirimon wildlife corridor		
	Percentage change in total revenues earned by CFA, local forest management groups and community members from forest-based activities, products and services.	KES 42,561 (Average income per annum/household from forest products)	25% increase over baseline (Approx. USD 2 000 000 in total revenues generated)		
Outcome 1: Strengthened capacities of KFS and CFA put PFM.	Local KFS and KWS stations, CFAs and community conservancy's institutional capacity enhanced as measured	CFA – 20% KFS (Maralal) – 35.5% KWS (Maralal) – 40%	50% increase in capacity scores over baseline measured by UNDP capacity scorecard	50%	Level of achievement based on evaluators' judgement and not measured using UNDP standard capacity scorecard.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
	by the UNDP standard capacity scorecard				
	Area of degraded forest habitats undergoing reforestation, restoration and/or natural regeneration and their greenhouse gas (GHG) emissions avoided	0 ha	10 000 ha with 1 324 441 tCO ₂ eq (direct) avoided	Reliable data not available	There was evidence of undergoing natural regeneration.
	Areas of forest under protection management regime and their GHG emissions avoided	0 ha	73 000 ha with 630 912 tCO ₂ eq (direct) avoided	80%	<ul style="list-style-type: none"> • Three model springs identified as participatory and protected. • Two forest view towers for forest fires management and ecotourism have been constructed. • Procured and handed over two monitoring drones to KFS. • Grading of forest roads in Kirisia. • Procured assorted firefighting equipment.
	Area under SFM and their GHG emissions avoided	0 ha	17 000 ha with 980 348 tCO ₂ eq (direct) avoided	90%	<ul style="list-style-type: none"> • Estimated 30 000 ha became available for natural regeneration after communities relocated out of Kirisia Forest. • Pasture and browse drastically improved even in the face of severe drought – Kirisia Forest hosted thousands of livestock throughout the period of the drought. Herbal medicine flourished as well. • The Samburu County Sustainable Forest Management and Tree Growing Policy has been developed and the related bills

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
					<p>passed and enacted into Act of the County Assembly.</p> <ul style="list-style-type: none"> The Kirisia participatory forest management plan and FMA developed to be launched and FMA ratified.
Output 1.1: Kirisia CFA empowered to provide community leadership PFM of 91 452 ha of Kirisia Forest in strong and widely representative partnership with KFS.	<ul style="list-style-type: none"> - Coverage of CFA membership for the target area - No CFAs 	<ul style="list-style-type: none"> - 21.4% membership coverage - 1 CFA which has not been recognized by the local community 	<ul style="list-style-type: none"> - Over 60% of community coverage - Three CFAs established and leadership democratically elected 	66% of coverage 100%	<ul style="list-style-type: none"> - Three Kirisia CFAs established and registered then later amalgamated to one CFA. - CFA membership stands at 3 877.
Output 1.2: KFS and CFAs provided with operational capacity to implement forest management, protect forests from fire, put 73 000 ha under forest protection.	<ul style="list-style-type: none"> - Number of rangers/scouts at Kirisia Forest Station increased and trained - Areas of coverage under protection by the rangers and scouts 	<ul style="list-style-type: none"> - Seven KFS Rangers/Scouts - Zero community scouts - Zero ha - Zero fire towers 	<ul style="list-style-type: none"> - At least 100 KFS and community rangers/scouts involved in monitoring and management of Kirisia Forest - 73 000 ha - Three fire towers constructed 	95%	<ul style="list-style-type: none"> - One hundred community scouts recruited, trained and working in fire surveillance management, covering 60 000 ha of Kirisia Forest. - Two fire towers constructed.
Output 1.3: Forest Management Plan upgraded to Kirisia Ecosystem Management Plan.	<ul style="list-style-type: none"> - Number of management plans upgraded - Number of forest management plans with incentives for communities and partnership 	<ul style="list-style-type: none"> - Zero ecosystem management plans - Zero participatory forest management plans 	<ul style="list-style-type: none"> - An ecosystem management plan in place - Three forest management plans operational and integrated with community carbon 	- 100%	<ul style="list-style-type: none"> - An Ecosystem Management Plan in place with a carbon and biodiversity monitoring programme. - PFMP and FMA signed between KFS and Kirisia CFA. - Baseline data for community carbon monitoring mechanism available.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
			<p>monitoring mechanism, participation of forest adjacent communities and incentive mechanism</p> <ul style="list-style-type: none"> - Three Forest Management Agreements signed between CFAs and KFS - Baseline data for community carbon monitoring mechanism available 		
Output 1.4: Design and implement a forest rehabilitation/reforestation programme which puts 10 000 ha under regeneration and 17 000 under SFM.	- Area of land under the programme developed	- Zero ha	<ul style="list-style-type: none"> - 10 000 ha improved tree/seedling cover with 1 324 441 tCO₂eq (direct) avoided - One restoration strategy developed for Kirisia Forest - 17 000 ha of forest resources zoned for SFM in the participatory forest management plans including areas outside the forest with 980 348 tCO₂eq (direct) avoided 	- 90%	- Estimated 30 000 ha became available for natural regeneration after communities relocated out of Kirisia Forest.
Outcome 2: Integrity of the key (Kirimon) wildlife migration corridor connecting Kirisia wildlife	Percentage of the key (Kirimon) wildlife corridors being managed under	Zero community conservancies agreements in the key (Kirimon) wildlife	One community conservancy was established in the key (Kirimon) wildlife	90%	One conservancy supported to develop a management plan.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
refuge to the Samburu Heartland secured.	conservancies with protection agreements established	migratory corridor connecting Kirisia Forest to the Samburu Heartland Nkoteiya Conservancy 42%	migratory corridor with agreements being honoured that protect wildlife		
Output 2.1: Important dispersal areas and migratory corridors mapped and protection negotiated with land users/owners.	<ul style="list-style-type: none"> - Information material on dispersal areas and wildlife migratory corridors for negotiation - Number of agreements/memoranda of understanding (MOUs) 	<ul style="list-style-type: none"> - Zero information materials, e.g. maps - Zero agreements/MOUs in place 	One regulatory framework established with agreements/MOUs among Community Conservancies, KWS, Samburu County Government, Northern Rangeland Trust (NRT) land users/owners for the key (Kirimon) wildlife migratory corridor	90%	<p>Mapping of high value biodiversity areas undertaken.</p> <p>Mapped the important biodiversity areas which resulted in the expected full designation of Kirisia Forest as an important bird/biodiversity area.</p> <p>Ecotourism facilities for Nkoteiya eco-lodge improved.</p>
Output 2.2: Support the establishment of a new conservancy proposed by the county government.	<ul style="list-style-type: none"> - Number of conservancies supported; percentage of the key (Kirimon) wildlife corridor being managed under community conservancy 	<ul style="list-style-type: none"> - Zero agreements/MOUs in place - One community conservancy in initial stages. Migratory corridor protection agreements do not exist 	<ul style="list-style-type: none"> - One community conservancy established and trained for participatory enhanced community wildlife management - 30% of Kirimon wildlife corridor under management <p>Community Conservancy management plan for enhanced institutional capacity with MOU/agreements signed</p>	95%	<ul style="list-style-type: none"> - Identified, mapped and established two critical wildlife migratory corridors that link Kirisia Forest and other ecosystems. - Nkoteiya Community Wildlife Conservancy Management Plan as a wildlife corridor developed and currently being implemented by Nkoteiya Community Conservancy.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
Outcome 3: Income from honey, and other non-timber forest products (NTFPs) providing financial incentives for PFM and conservation and increasing household income by more than 25 percent for participating households.	- Percentage increase in household incomes from NTFPs	KES 42 561 (average income per annum/household from forest products)	- 25% income increase from NTFPs over baseline for participating households	- Reliable data not available	- Capacity development of producer groups has been done. - Two seasons of honey harvest produced 200 kg of refined honey that earned the CFA KES 160 000. - 50 000 indigenous tree seedlings were produced by the CFAs and sold for KES 1 500 000.
Output 3.1: Promoting high volume buying market linkages for honey and smoothening supply chains.	- Increase in production of honey - Increase in quantity of honey reaching market - Business plans for a honey processing refinery in place	- 11 kg per beehive (average value of various beehive types) - 100 tonnes (based on crude honey production) - Zero business plans for honey processing	- Increased honey production by 25 percent of current baseline - A business strategy completed and fundraising in progress	- Reliable data not available	- Supported the livelihood activities – honey production and processing by CFAs as well as agroforestry programme rolled out.
Output 3.2: Tourism development model developed, to deliver benefits to the local communities.	- Tourism development strategy in place with a clear plan for mobilizing resources	- Zero tourism strategy	- A final tourism strategy available in tandem with improved forest and natural resources management and equitable sharing of benefits from future returns on tourism	- 100%	- Increased the bed capacity of Nkoteiya Community Conservancy (CC) through provision of Camping Tents and Water Solar Heating equipment for the hotel. - Exposure and Learning Tours for CFA/User Group and Nkoteiya CC Board Members. - The Samburu County 2022–2031 Tourism Strategic Plan developed, ratified and launched.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
					<ul style="list-style-type: none"> - Initiated the process of designating Kirisia Forest as an important bird/biodiversity area (IBA).
Output 3.3: Other NTFPs with potential identified and strategy for commercial exploitation designed and implementation started.	<ul style="list-style-type: none"> - Income generation strategy for identified NTFPs (using the Market Analysis and Development Approach) 	<ul style="list-style-type: none"> - Zero income generation strategy 	<ul style="list-style-type: none"> - Identified NTFPs are commercially available for income generation 	<ul style="list-style-type: none"> - 50% 	<ul style="list-style-type: none"> - Rolled out an agroforestry campaign in Kirisia Ecosystem that reached out to 1 328 farmers who benefited from 88 340 fuel, timber and fodder and 17 264 fruit tree seedlings. - Besides the honey business, the sustainability of other livelihood initiatives such as poultry and tree nurseries seems unlikely.
Outcome 4: Knowledge systems inform adaptive management in PFM.	Lessons available from PFM inform policy implementation	National PFM policy was informed by lessons but more needed to expand beneficiation from PFM by communities	County government has adopted lessons in local-level PFM	40%	<ul style="list-style-type: none"> - PFMP was signed towards the end of the project (27 March 2023) and therefore there was insufficient time to draw lessons from it. - Lessons were learned from project implementation and the actual development of PFMP and FMA.
Output 4.1: A community carbon monitoring mechanism developed.	<ul style="list-style-type: none"> - Number of community carbon monitoring mechanisms developed - Number of permanent sample plots 	<ul style="list-style-type: none"> - No community carbon monitoring mechanism in the project area - No sample plots 	<ul style="list-style-type: none"> - Three community carbon monitoring plans integrated in PFMPs - Three permanent sample plots established 	<ul style="list-style-type: none"> - 80% 	<ul style="list-style-type: none"> - Community-based carbon monitoring system for Kirisia Forest has been established and community resource persons trained in close collaboration with the CFAs. - Kirisia carbon assessment/baseline has been completed and the report is available.
Output 4.2: Knowledge management system set up, informed by project review and evaluations (project M&E formulated,	<ul style="list-style-type: none"> - Number of knowledge management systems set up 	Zero knowledge management systems	<ul style="list-style-type: none"> - Final evaluation 	<ul style="list-style-type: none"> - 90% 	<ul style="list-style-type: none"> - Project results framework updated. - Mid-term review completed. - Terminal evaluation done. - Comic book for young children developed, printed and disseminated.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
mid-term review and final evaluation undertaken).	- Number of project evaluations conducted	- Zero project evaluations conducted			<ul style="list-style-type: none"> - Community capacity building booklet developed, printed and disseminated. - Biocultural protocols for Samburu Community in Kirisia developed, printed and disseminated. - Kirisia Ecosystem Management Plan developed, printed and disseminated. - Participatory forest management plan and FMA developed; it will be printed and disseminated. - Samburu County Tourism Strategic Plan developed, printed and disseminated.
Output 4.3: Participatory communication for PFM and traditional knowledge developed and documented.	- Amount of documentation collected/developed.	Zero documentation	- At least 20 pieces of documentation describing best practices, lessons, indigenous knowledge	- 80%	<ul style="list-style-type: none"> - Mid-term review report. - Comic book for young children developed, printed and disseminated. - Community capacity building booklet developed, printed and disseminated. - Biocultural protocols for Samburu Community in Kirisia developed, printed and disseminated. - Carbon monitoring baseline report.
Outcome 5: Subsidiary legislation and guidelines for county-level implementation of the PFM National Policy of 2005 enplaced, informed by biocultural community protocols.	Number of county level strategies and plans supporting participatory PFM developed	<ul style="list-style-type: none"> - Zero county strategies/plan/policies on PFM and environmental management. - 2005 Forestry Bill allows PFM but is not harmonized with county policies. 	80% of community management structures have legal documents that empower them with control of access and with management, harvesting and marketing rights	95%	<ul style="list-style-type: none"> - The Samburu County Climate Change Policy has been developed and the related bills passed and enacted into Act of the County Assembly. - The Samburu County Sustainable Forest Management and Tree Growing Policy has been developed and the related bills passed and enacted into Act of the County Assembly. - The Samburu County 2022–2031 Tourism Strategic Plan developed, ratified and launched.

Results Chain	Indicators	Baseline ⁱ	Target	Level of achievements	Evaluation team comments
					<ul style="list-style-type: none"> - The Kirisia participatory forest management plan and FMA developed to be launched and FMA ratified. - The Kirisia participatory forest management plan and FMA developed to be launched and FMA ratified.
Output 5.1: Subsidiary legislation and guidelines for participatory forest management submitted to government for approval.	- Number of policies, guidelines and protocols developed for approval	- Zero policies, guidelines and protocols	<ul style="list-style-type: none"> - At least one final biocultural community protocol available - Four county-level policies related to PFM and NRM - A county-specific legislation to guide the implementation of the PFM policy of 2005 developed for approval 	- 80%	- The biocultural protocols booklet for Samburu Community in Kirisia has been developed, printed and disseminated.
Output 5.2: Advocacy: county and national government lobbied to adopt proposed policy reforms.	- Number of local community groups involved in advocacy	- No local community groups involved in county decision-making related to NRM.	<ul style="list-style-type: none"> - 60% of local community groups represented on the project site - CFAs represented in county environmental committee. 	- 75%	<ul style="list-style-type: none"> - Awareness and advocacy meetings with the community members and county and national political leaders on the importance of sustainable forest management in the Kirisia landscape have been done and will continue in the remaining period. - Awareness creation and information dissemination among the local community on participatory forest management and the role of CFAs through the local FM radios.

Note: ⁱ When a baseline is not available and may require additional resources to determine, a preliminary activity could be created in the workplan.

Appendix 6. Evaluation questions matrix

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
1) Relevance (rating required)			
<p>Question 1: To what extent are the project design and implementation plans/strategies appropriate, responsive and adaptive to identified capacity needs and priorities of Kirisia PFM stakeholders?</p>	<ul style="list-style-type: none"> • Was the project design appropriate for delivering the expected outcomes? • To what extent has the project responded to identified capacity needs across the three capacity development (CD) dimensions, and how have they capitalized on existing capacities? • How has the project adapted to changes in context, emerging challenges and needs of local communities during its implementation? • Did sufficient stakeholder consultations inform project design and implementation? • To what extent were good practices and lessons learned from other GEF projects considered in the project design? • To what extent did the project's theory of change (TOC) and original assumptions informing the project design hold up throughout project implementation? • Have any changes been made since project design, such as new national policies, plans or programmes that have necessitated a reorientation of project objectives and goals? 	<ul style="list-style-type: none"> • Review of project documents (e.g. project documents, original and revised TOC) • Consultations with key stakeholders (the project team, implementing partners and end beneficiaries [CFA members and other local community members]) 	<ul style="list-style-type: none"> • Document synthesis and analysis • Key informant interviews (KIIs) • Focus group discussions (FGDs) with CFAs and other local community members
<p>Question 2: To what extent are the project's expected results (goal, outcomes and outputs) aligned with the GEF Operational Programme's focal areas/strategies, national priorities and the FAO Country Programming Framework (CPF)?</p>	<ul style="list-style-type: none"> • Alignment of project outcomes and impacts to GEF Strategic Objectives, national development plans and FAO country programme (Kenya). 	<ul style="list-style-type: none"> • Review of project documents (project documents, original and revised TOC, results matrix, GEF guidelines, FAO Country Programming Framework etc.) • Consultations with key stakeholders, including the project team, implementing partners 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with stakeholders

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
2. Effectiveness: General results (rating required)			
Question 3: To what extent did the project achieve its intended objectives, outcomes and outputs?	<ul style="list-style-type: none"> • Progress towards achievement of results (overall results) • Is the project being implemented as designed? What challenges emerged during project implementation (if any)? 	<ul style="list-style-type: none"> • Review of project documents (project document [ProDoc], PIRs, PPRs) • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with stakeholders • FGDs with direct beneficiaries
Question 4: To what extent has the project helped make significant changes (positive or negative) in how beneficiary organizations and other stakeholders carry out their mandates?	<ul style="list-style-type: none"> • How have the project interventions positively contributed to improving the performance of beneficiary organizations and promoted institutional changes? • How did CD outputs and outcomes contribute to the achievement of development outcomes? • What are the outcomes at enabling environment level within the project interventions? • What are the unintended or unexpected results achieved by the project? 	<ul style="list-style-type: none"> • Review of project documents (PIRs, PPRs) • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with stakeholders
Effectiveness: Outcome 1 (rating required)			
Question 5: To what extent were stakeholder capacities to implement PFM strengthened? Were objectives in terms of carbon emissions saved met?	<ul style="list-style-type: none"> • To what extent did project interventions enhance target beneficiaries' functional and technical skills and their knowledge? • To what extent are beneficiaries of CD applying/using acquired functional and technical skills and demonstrating changes in attitudes and practices? • Enhanced institutional capacity for PFM stakeholders (e.g. CFA, KFS, KWS, and HNRM). • Area of degraded forest habitats undergoing reforestation/restoration and their GHG emissions avoided. • Areas of forest under protection management regime and their GHG emissions avoided. 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders • FGDs with direct beneficiaries

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
	<ul style="list-style-type: none"> The area under SFM and their greenhouse gas (GHG) emissions avoided. Rangelands being managed by HNRM plans. 		
Effectiveness: Outcome 2 (rating required)			
Question 6: To what extent were wildlife dispersal areas and migratory corridors secured? Did the securing of wildlife dispersal areas and migratory corridors contribute to improving the integrity of Kirisia ecosystems?	<ul style="list-style-type: none"> Percentage of the landscape being managed under conservancies with agreements for protecting migratory corridors. Increase/reduction of incidents of poaching for various species. 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs) Consultations with key stakeholders (e.g. KWS, KFS, HNRM, CFAs, other partners, local communities) 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (KWS)
Effectiveness: Outcome 3 (rating required)			
Question 7: To what extent were income from honey, tourism and other non-timber forest products (NTFPs) providing financial incentives for PFM and conservation, contributing to increases in participating household incomes?	<ul style="list-style-type: none"> What is the project contribution to high-volume buying market linkages for honey? What is the extent to which the project supported CFA and the Samburu County Government to improve the prospects for tourism development in the Kirisia landscape, ensuring that it is both effective and beneficial to the local community? Other NTFPs identified by the project with the potential for viable business opportunities. To what extent did the project design and implementation strategies exploit NTFPs commercially? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs) Consultations with key stakeholders (e.g. local communities, the Samburu County Government, CFAs) 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners, Samburu County Government) FGDs with direct beneficiaries (CFAs)
Effectiveness: Outcome 4 (rating required)			
Question 8: To what extent did the project's knowledge	<ul style="list-style-type: none"> Knowledge products available from PFM used to inform policy implementation. 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs) 	<ul style="list-style-type: none"> Document synthesis and analysis

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
management strategy inform adaptive management in PFM?		<ul style="list-style-type: none"> • Consultations with the project team and implementing partners 	<ul style="list-style-type: none"> • KIIs with key stakeholders (project team, implementing partners)
Effectiveness: Outcome 5 (rating required)			
<p>Question 9: To what extent was the development and adoption of relevant subsidiary legislation and guidelines for county-level implementation of the PFM National Policy of 2005 informed by biocultural community protocols?</p>	<ul style="list-style-type: none"> • County-level legislation, strategic plans and guidelines developed and adopted to support participatory PFM. • Extent to which county-level legislation, strategic plans and policies are informed by biocultural community protocols. 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) and relevant literature • Consultations with the project team, implementing partners, Samburu County officials and local communities 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team, implementing partners, Samburu County Government) • FGDs with local communities
Effectiveness: Progress to impact (rating required)			
<p>Question 10: What identifiable changes (policies, strategy, implementation) have occurred among project stakeholders and within the operating environment as a result of the project interventions that have the potential for long-term impact?</p>	<ul style="list-style-type: none"> • To what extent is the progress towards long-term impact attributed to the project? • Is there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework? • Are there any barriers or other risks that may prevent future progress towards long-term impact? 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs, reports of partners) • Consultations with the project team, implementing partners and local communities 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team, implementing partners) • FGDs with direct beneficiaries
3) Efficiency (rating required)			

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
<p>Question 11: To what extent has the project been implemented efficiently and cost-effectively?</p>	<ul style="list-style-type: none"> • The availability of sufficient and appropriate project resources (financial, human, time and expertise) to implement planned activities efficiently and effectively. • Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve project outcomes? • To what extent are the project management structure and coordination mechanisms efficient in generating the expected results? • Specific modes of engagement that have been most efficient. • Project implementation gaps and challenges. • How did the project management and coordination effectively adapt to changing conditions to improve the efficiency of project implementation? 	<ul style="list-style-type: none"> • Review of project documents (PIRs, PPRs, financial documents, workplans, co-financing agreements) • Consultations with the project team, implementing partners and CFAs 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team and implementing partners) • FGDs with CFAs
<p>4. Sustainability: General results (rating required)</p>			
<p>Question 12: How have the different project stakeholders demonstrated ownership (commitment, interest and participation in) of the project interventions and achievements?</p>	<ul style="list-style-type: none"> • What is the likelihood that the project results will continue to be useful or will remain even after the end of the project? • What specific measures and best practices did the project adopt to ensure ownership and sustainability of PFM interventions and results? • What is the appropriateness and quality of the exit strategy developed for the project? • What should have been done differently to make the project more effective and sustainable? 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) • Consultations with the project team, implementing partners and direct beneficiaries 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team, implementing partners, the Samburu County Government) • FGDs with direct beneficiaries
<p>Question 13: Are there adequate financial resources and conditions necessary to guarantee the sustainability of the project interventions and results?</p>	<ul style="list-style-type: none"> • Will the CFAs supported by the project be able to continue implementing PFM and sustainable forest management interventions even after the project has ended? • What are the alternative sources of financial resources to enable them to continue implementing PFM and sustainable forest management initiatives? 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) • Consultations with the project team, implementing partners and direct beneficiaries (CFAs) 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team and implementing partners, the Samburu County Government) • FGDs with direct beneficiaries

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
	<ul style="list-style-type: none"> To what extent have some financial burdens related to the implementation of project interventions been fully or partially integrated into the national or county budgets? 		
<p>Question 14: To what extent has the project developed adequate capacities for PFM and SFM actors to continue implementing the project interventions?</p>	<ul style="list-style-type: none"> Gauge the readiness of key stakeholders who are expected to play a critical role in sustaining the project results. Adequate technical and institutional capacities are in place to ensure the sustainability of project results. 	<ul style="list-style-type: none"> Review of project documents (PIRs, PPRs) Consultations with the project team, implementing partners and direct beneficiaries 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners, Samburu County Government) FGDs with direct beneficiaries
<p>Question 15: Are there any anticipated technical, social, economic, environmental, or political risks that may jeopardize the sustainability of project results?</p>	<ul style="list-style-type: none"> What are the main risks that could affect the sustainability of project benefits and the conditions put in place to prevent or mitigate them? To what extent are the processes and systems established in the project sustainable in supporting the continued implementation of the project interventions? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs) Consultations with the project team, implementing partners and direct beneficiaries 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners, Samburu County Government) FGDs with direct beneficiaries
<p>5) Factors affecting performance (rating required except financial management and co-financing):</p>			
<p>Question 16: To what extent did the project in its design provide the necessary and sufficient conditions for a good start?</p>	<ul style="list-style-type: none"> To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? To what extent did the project design incorporate sufficient conditions to start as planned (time frame, availability of resources, level of capacity and commitment of stakeholders)? What factors helped or limited the project's ability to start as planned? Did the implementing partners have sufficient capacity to start? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs) 	<ul style="list-style-type: none"> Document synthesis and analysis

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
	<ul style="list-style-type: none"> • What measures and adaptations have been put in place to allow a better start of the project or to remove the constraints at the start? 		
<p>Question 17: How well did key project partners perform with respect to implementation, monitoring and supervision processes? (Quality of project implementation)</p>	<ul style="list-style-type: none"> • What was the quality of project implementation by FAO (BH, LTO, PTF, etc.)? • What was the quality of project monitoring by the bodies involved (PSC, project working group, etc.)? • How well were risks identified and managed during implementation? 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) • Consultations with the project team and implementing partners 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team, implementing partners) • FGDs with direct beneficiaries
<p>Question 18: To what extent did the executing agency (FAO, in particular the Project Management Unit and the Budget Holder) effectively discharge its role and responsibilities related to project management and administration? (Quality of project execution)</p>	<ul style="list-style-type: none"> • Quality of project documentation and reporting. • Management and coordination mechanisms. • Implementation gaps and challenges. 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) • Consultations with the project team, implementing partners and direct beneficiaries 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team, implementing partners) • FGDs with direct beneficiaries
<p>Question 19: To what extent were the monitoring and evaluation (M&E) design and plan relevant and their implementation (including financial and human resources aspects) effective? (Monitoring and evaluation)</p>	<ul style="list-style-type: none"> • Was the M&E plan practical and sufficient (M&E design)? • Did the M&E system operate as per the M&E plan (M&E implementation)? • Was information gathered systematically, using appropriate methodologies? • Was the information from the M&E system appropriately used to make timely decisions and foster learning during project implementation? 	<ul style="list-style-type: none"> • Review of project documents (ProDoc, PIRs, PPRs) • Consultations with the project team and implementing partners 	<ul style="list-style-type: none"> • Document synthesis and analysis • KIIs with key stakeholders (project team, implementing partners)

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
<p>Question 20: To what extent did the expected co-financing materialize, and how did shortfalls in co-financing or materialization of greater than expected co-financing affect project results? (Financial management and co-financing)</p>	<ul style="list-style-type: none"> Co-financing commitments, the co-financing amount realized, and how the shortfall (if any) affected project implementation and results. 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs, co-financing agreement) Consultations with the project team and implementing partners 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners)
<p>Question 21: Were other actors, such as the civil society, Indigenous Peoples and the private sector involved in project design or implementation, and what was the effect on the project results? (Project partnership and stakeholder engagement)</p>	<ul style="list-style-type: none"> Involvement and participation of key actors such as civil society, Indigenous Peoples, the private sector and academia in project design and implementation. To what extent did the project, through advocacy, establish critical partnerships and influence other actors to take action/strengthen their work on PFM and SFM? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs, reports of partners) Consultations with the project team, implementing partners and local communities 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners, other actors) FGDs with direct beneficiaries
<p>Question 22: How is the project assessing, documenting and sharing its results, lessons learned and experiences? (Communication, knowledge management and knowledge products)</p>	<ul style="list-style-type: none"> To what extent are communication products and activities likely to support the sustainability and scaling-up of project results? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs, reports of partners) Consultations with the project team and implementing partners 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners) FGDs with direct beneficiaries
<p>6) Environmental and social safeguards (rating required)</p>			
<p>Question 23: To what extent were environmental and social</p>	<ul style="list-style-type: none"> To what extent have human rights considerations been taken into account in project design and implementation? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs, reports of partners) 	<ul style="list-style-type: none"> Document synthesis and analysis

Evaluation questions	Subquestions/Indicators	Comments/Main sources of data or information	Methods/Informants
concerns taken into consideration in project design and implementation?	<ul style="list-style-type: none"> To what extent and how did the project include minority groups, including Indigenous Peoples, disadvantaged people, vulnerable groups, people with disabilities, and youth in project design and implementation? To what extent were environmental and social concerns taken into consideration in project design and implementation? 	<ul style="list-style-type: none"> Consultations with the project team, implementing partners, and local communities 	<ul style="list-style-type: none"> KIIs with key stakeholders (project team, implementing partners) FGDs with direct beneficiaries
7) Gender (rating required)			
Question 24: To what extent were gender considerations taken into account in designing and implementing the project?	<ul style="list-style-type: none"> Was the project designed and implemented in a manner that ensured gender equality and women's empowerment? Did the project design and implementation ensure equitable participation and benefits for women, men, boys and girls? 	<ul style="list-style-type: none"> Review of project documents (ProDoc, PIRs, PPRs, reports of partners) Consultations with the project team, implementing partners, and local communities 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners) FGDs with direct beneficiaries
8) Lessons learned			
Question 25: What knowledge has been generated from project results and experiences that has a wider value and potential for broader application, replicability and use?	<ul style="list-style-type: none"> What are the main good practices and lessons learned that could be upscaled and/or replicated? Are there any unintended or unexpected results achieved by the project (positive or negative) that can be documented as lessons learned? Quality of the project's knowledge management policy. Good practices and lessons learned are regularly documented and effectively disseminated to relevant stakeholders. 	<ul style="list-style-type: none"> Review of project documents (PIRs, PPRs, reports of partners and knowledge management strategy) Consultations with the project team, implementing partners and local communities 	<ul style="list-style-type: none"> Document synthesis and analysis KIIs with key stakeholders (project team, implementing partners) FGDs with direct beneficiaries

Appendix 7. Changes made to project outcomes and outputs

Change made to	Change and reason for change
<p>Project Outcomes and Outputs</p>	<p>Based on the recommendations of the mid-term review and approval from the Project Steering Committee, the following outputs were cancelled.</p> <ul style="list-style-type: none"> • Output 1.5: Design and implement holistic natural resource management (HNRM) plans for 50 000 ha of rangelands. The HNRM and planned grazing plans have been integrated and mainstreamed into the participatory forest management plans (PFMPs) being developed under the letter of agreement (LOA) signed between FAO and KFS. • Output 2.3: Equipment and materials for wildlife monitoring and protection within and outside the Forest to cover the Kirisia Eco system. • Output 4.3: Resource centre established and operationalized local traditional knowledge documented. <p>The following activities were reduced or edited in scope and changed as follows:</p> <ul style="list-style-type: none"> • Outcome 1: Changed from “Strengthened capacities of KFS and CFA put PFM and HNRM” to “Strengthened capacities of KFS and CFA put PFM”. <p>To reflect the removal of Output 1.5.</p> <ul style="list-style-type: none"> • Output 1.2: Changed from “KFS provided with operational capacity to implement forest management, protect forests from fire, put 45 000 ha under Forest Protection” to “KFS and CFAs provided with operational capacity to implement forest management, protect forests from fire, put 91 452 ha under Forest Protection”. <p>To reflect the recommendations of the mid-term review to focus on forest landscapes rather than the surrounding rangelands.</p> <ul style="list-style-type: none"> • Output 1.3: Changed from “Forest Management Plan upgraded to Kirisia Ecosystem Management Plan with a biodiversity monitoring programme” to “Forest Management Plan upgraded to Kirisia Ecosystem Management Plan”. <p>To reflect the recommendations to focus on forest management and forest landscapes.</p> <ul style="list-style-type: none"> • Outcome 2: Changed from “Integrity of the Kirisia ecosystem as a wildlife refuge improved to continue playing the critical role of maintaining the Samburu Heartland as a functioning ecosystem, and habitat for wildlife” to “Integrity of the key (Kirimon) wildlife migration corridor connecting Kirisia wildlife refuge to the Samburu Heartland secured”. <p>To reflect the mid-term review recommendations to focus on forest landscapes and PFM and the removal of Output 2.3.</p> <ul style="list-style-type: none"> • Output 2.1: Important dispersal areas and migratory corridors mapped and protection negotiated with land users/owners (title remains). <p>Changed to focus on the Kirimon wildlife corridor instead of the entire Samburu Heartlands to reflect the mid-term review recommendations to focus on forest landscapes and PFM.</p> <ul style="list-style-type: none"> • Output 2.2: Changed from “Support to three existing and establishment of six new conservancies proposed by the county government (government co-finance)” to

Change made to	Change and reason for change
	<p>“Support the establishment of a new conservancy proposed by the county government”.</p> <p>To reflect the mid-term review recommendations to focus on forest landscapes and PFM and the complexity of establishment of community conservancies and instead focus on the key wildlife corridor “Kirimon”.</p> <ul style="list-style-type: none"> • Output 4.1: Changed from “A carbon, biodiversity and livelihoods monitoring plan designed, implemented, lessons being used to inform adaptive management and carbon accounting” to “A community carbon monitoring mechanism developed”. <p>To reflect the mid-term review recommendations to focus on forest landscapes and PFM.</p> <ul style="list-style-type: none"> • Output 4.3: Changed from “Resource centre established and operationalized, local traditional knowledge documented (Co-finance)” to “Participatory communication for PFM and traditional knowledge developed and documented”. <p>To reflect the mid-term review recommendations to remove the output on establishment of a resource centre and focus on PFM and therefore rather focus on the various reports, information materials and documents supported, developed and/or disseminated.</p>
<p>Project Indicators/Targets</p>	<ul style="list-style-type: none"> • Outcome 1: “Strengthened capacities of KFS and CFA put PFM”. <p>Target changed from 45 000 ha to 91 452 ha under forest protection.</p> <p>Target of 50 000 ha under HNRM removed.</p> <ul style="list-style-type: none"> • Output 1.1: “Kirisia CFA empowered to provide community leadership PFM of 91 452 ha of Kirisia Forest in strong and widely representative partnership with KFS”. <p>Target changed from 70 percent to 60 percent of CFA community coverage.</p> <p>Target added for the establishment of three CFAs.</p> <ul style="list-style-type: none"> • Output 1.2: “KFS and CFAs provided with operational capacity to implement forest management, protect forests from fire, put 91 452 ha under Forest Protection”. <p>Target changed from six rangers to 100 KFS/community rangers/scouts involved in monitoring and management of Kirisia Forest.</p> <p>Target changed from 45 000 ha to 91 452 ha under forest protection.</p> <p>Target added for the establishment of three firefighting towers.</p> <ul style="list-style-type: none"> • Output 1.3: Forest Management Plan upgraded to Kirisia Ecosystem Management Plan. <p>Target changed to “An Ecosystem Management Plan in place” removing the carbon and biodiversity monitoring programme within.</p> <p>Target changed from 20 forest management plans to three PFMP (to reflect the reality on the ground, the whole forest will be covered) integrated with community carbon monitoring mechanisms.</p>

Change made to	Change and reason for change
	<p>Target added for the development and ratification of three Forest Management Agreements (FMAs).</p> <p>Target changed to “baseline community carbon mechanism available” from the original “Data for measurement, reporting and verification (MRV), BD and programme monitoring available”.</p> <ul style="list-style-type: none"> • Output 1.4: Design and implement a forest rehabilitation/reforestation programme which puts 10 000 ha under regeneration and 17 000 under SFM. <p>Target changed to also include “natural regeneration” for the 10 000 ha.</p> <p>Target added for the development of a restoration strategy for Kirisia Forest.</p> <p>Target changed for the 17 000 ha under sustainable forest management (SFM) to be zoned and included in the PFMPs and FMAs.</p> <ul style="list-style-type: none"> • Outcome 2: “Integrity of the key (Kirimon) wildlife migration corridor connecting Kirisia wildlife refuge to the Samburu Heartland secured”. <p>Target changed from 12 conservancies to 1 community conservancy established in the Kirimon Wildlife corridor. This was done to reflect the recommendations in the mid-term review.</p> <p>Target of reduced poaching removed.</p> <ul style="list-style-type: none"> • Output 2.1: Important dispersal areas and migratory corridors mapped and protection negotiated with land users/owners. <p>Target changed from agreements/memoranda of understanding (MOUs) to focus on community conservancies, Kenya Wildlife Service (KWS), Samburu County Government and Northern Rangeland Trust (NRT) in the Kirimon wildlife corridor instead of KFS, CFAs and African Wildlife Foundation (AWF). This was done to reflect the realities on the ground and the recommendations of the mid-term review to focus on PFM.</p> <ul style="list-style-type: none"> • Output 2.2: “Support the establishment of a new conservancy proposed by the county government”. <p>Target changed from six new and three existing conservancies to one community conservancy established.</p> <p>Target changed from 80 percent of Kirisia landscape to 30 percent of Kirimon wildlife corridor. This was done to reflect the mid-term review recommendations to focus on PFM.</p> <p>Target for Community Conservancy management plan for enhanced institutional capacity with MOU/agreements signed added.</p> <ul style="list-style-type: none"> • Output 3.1: Promoting high volume buying market linkages for honey and smoothening supply chains. <p>Target for “Smoothened supply chains with 25 percent increase in higher value markets”. This is covered by target “Increased honey production by 25 percent of current baseline”.</p> <ul style="list-style-type: none"> • Output 4.1: “A community carbon monitoring mechanism developed”. <p>Target of one integrated plan implemented: removed.</p> <p>Target of three community carbon monitoring mechanisms integrated in the PFMPs: added.</p>

Change made to	Change and reason for change
	<p>Target of three permanent sample plots: added.</p> <ul style="list-style-type: none"> • Output 4.3: "Participatory communication for PFM and traditional knowledge developed and documented". <p>Target changed from 30 to 20 documents and to remove the resource centre.</p> <ul style="list-style-type: none"> • Output 5.1: Subsidiary legislation and guidelines for participatory forest management submitted to government for approval. <p>Target on bio-cultural community protocol (BCP) changed from two to one protocol.</p> <p>Target added on four county-level policies related to NRM and PFM.</p> <p>Target removed from ten self-enforcement mechanisms in place.</p> <ul style="list-style-type: none"> • Output 5.2: Advocacy: county and national government lobbied to adopt proposed policy reforms. <p>Target changed from 80 percent to 60 percent community groups represented on the project site.</p> <p>Target added for CFAs to be represented in county environmental committee.</p> <p>All alterations have been based on the recommendations of the mid-term review and approved by the PSC. All alterations have been made to prioritize participatory forest management as well as livelihood development activities.</p>

Appendix 8. Key internal and external institutional stakeholders

Stakeholder	Areas of interest	Participation in project implementation
Kenya Forest Service (KFS)	Management of forests	KFS is under the Ministry of Forestry and Wildlife and was one of the executing partners. The Project Management Unit (PMU), based in Maralal worked directly with KFS to ensure the objectives of the project are realized.
Leroghi/Kirisia Community Forest Association (CFA).	Dry season grazing, sources of water, honey and medicine	Leroghi CFA signed a Forest Management Agreement with KFS. The project built its capacity in management, governance, forest-based enterprise development and natural resources management.
Kirisia-Ngotea Conservancy	Wildlife conservation, biodiversity and tourism	With facilitation from the Samburu County the Kirisia CFA and seven group ranches formed Kirisia-Ngotea Conservancy to enhance biodiversity conservation and promote ecotourism as an alternative livelihood initiative.
Samburu County Government	Environmental conservation and tourism	The project assisted the county government to develop appropriate legislation to define the roles of the county government and communities for forest management on community-owned lands. The county government was also an important stakeholder for Leroghi with special interests in the watershed functions of Leroghi, the economic development aspects of the co-management ecosystem and ensuring that wildlife corridors are clear of settlements.
Kenya Wildlife Service (KWS)	Wildlife management	KWS advised on how best to integrate wildlife conservation into the Leroghi management system. KWS also worked with Samburu County to ensure that wildlife corridors were marked and cleared of human settlement
Kenya Forestry Research Institute (KEFRI)	Forest research	KEFRI delivered required training and technical support to local communities and other stakeholders involved in forest restoration, seed collection from native species, production of seedlings and restoration techniques. They also provided background research on non-timber forest products (NTFPs).
East Africa Wildlife Society	NGO working in forest conservation	Are implementing a letter of agreement (LOA) for livelihood development and designation of Kirisia Forest as an important bird area (IBA.)
Suyian Trust	Conservation of wildlife resources	Developed information and knowledge products (e.g. biocultural protocol, comic book for school children, awareness-raising booklet for adults, etc). Consistently supported scouts by providing them with uniforms, food rations, trainings and other necessary equipment for forest monitoring and surveillance. Conducted Baseline Survey of the Biodiversity Status of Kirisia Forest Ecosystem.
Kenya Water Towers Agency	Government agency working on coordination of management of water towers in Kenya	Implemented an LOA on the establishment of water resource users' associations and spring protection.
Northern Rangeland Trust	NGO working on rangeland management and community conservancies	Implemented an LOA to develop the Samburu County Tourism Strategy.
Ministry of Agriculture, Livestock and Fisheries	Range Management Systems	Member of the Project Steering Committee and provided technical advice in the development of sustainable range management systems.

Stakeholder	Areas of interest	Participation in project implementation
National Environmental Management Authority (NEMA)	Environmental management and governance	Provided oversight through participation in the Project Steering Committee.
African Wildlife Foundation (AWF)	Implementation of Kirisia management plan	Undertook a number of studies, which the project benefited from.
Forest Society of Kenya (FSK)	Advocacy for forest conservation and management	Trained communities in tree nursery establishment and management.

Appendix 9. List of internal project documents consulted

1. Project Identification Form (PIF)
2. Comments received from GEF Secretariat, the GEF Scientific and Technical Advisory Panel (STAP) and the GEF Council members on the project's design and FAO's responses
3. FAO Concept Note, and FAO Project Review Committee report
4. Request for GEF CEO Endorsement
5. FAO-GEF Project Preparation Grant (PPG) document
6. Project Document
7. Project Inception Report
8. Six monthly FAO project progress reports (PPR)
9. Annual work plans and budgets (including budget revisions)
10. All annual GEF Project Implementation Review (PIR) reports
11. Any documentation detailing any changes to the project framework and project components, e.g. changes to outcomes and outputs as originally designed
12. Project list of stakeholders
13. List of project sites and site location maps (for planning the mission itineraries and fieldwork)
14. Execution Agreements in case under Operational Partners Implementation Modality (OPIM) and letters of Agreement (LOA)
15. Relevant technical, backstopping, and project supervision mission reports, including Back to the Office Reports (BTOR) of relevant project and FAO personnel, and any reports on technical support provided by FAO HQ or regional office personnel
16. Minutes of the meetings of the Project Steering Committee (PSC), FAO Project Task Force (PTF) and other relevant meetings
17. Environmental and social safeguards analysis and mitigation plan produced during project design period and online records on the Field Programme Management Information System (FPMIS)
18. Awareness raising and communications materials produced by the project, such as brochures, leaflets, presentations given at meetings, address of project website, etc.
19. FAO policy documents e.g. related to FAO Strategic Objectives and Gender
21. Finalized GEF focal area Tracking Tools (TT) at CEO endorsement and updated TT at midterm for GEF-5 projects or review of contribution to GEF-7 core indicators (retrofitted) for GEF-6 projects, and GEF-7 core indicators for GEF-7 approved projects
22. Financial management information including: an up-to-date co-financing table; summary report on the project's financial management and expenditures to date; a summary of any financial revisions made to the project and their purpose; and copies of any completed audits for comment (as appropriate).
23. GEF Policy on Gender Equality, GEF Gender Implementation Strategy, and GEF Guidance to Advance Gender Equality in GEF Projects and Programmes
24. MTR/MTE report and management response

25. FAO Country/Countries Programme Framework document; FAO Guide to the Project Cycle; FAO Environment and Social Management Guidelines and Policy; FAO Policy on Gender Equality; Guide to mainstreaming gender in FAO's Project Cycle; and Free, Prior and Informed Consent (FPIC) Manual.

Annexes

Annex 1. Terms of reference for the evaluation

https://www.fao.org/3/cc8650en/GCP_KEN_073_GFF_Annex_1.pdf

Annex 2. Data collection tools

https://www.fao.org/3/cc8650en/GCP_KEN_073_GFF_Annex_2.pdf

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