Market Access Project (MAP)
End of Project Evaluation Report
24 November – 19 December 2008

UNDP-Drylands Development Centre
Disclaimer

The UNDP Drylands Development Centre commissioned an end of Project evaluation to establish lessons learnt with a view to incorporating these into the next phase of the Project. This report has been produced by the Consultant who conducted the evaluation. The views expressed herein can in no way be taken to reflect the official opinion of the UNDP Drylands Development Centre.”

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Cecilia Mapfumo-Manyame

19 December 2008
List of Abbreviations

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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>ASALs:</td>
<td>Arid and Semi Arid Lands</td>
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<td>DATs:</td>
<td>District Advisory Teams</td>
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<td>DDC:</td>
<td>Drylands Development Centre</td>
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<td>DSC:</td>
<td>District Steering Committee</td>
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<td>EAC:</td>
<td>East African Community</td>
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<td>EC:</td>
<td>European Commission</td>
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<td>FAO:</td>
<td>Food and Agriculture Organization</td>
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<td>IDDP:</td>
<td>Integrated Drylands Development Programme</td>
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<td>ITK:</td>
<td>Indigenous Technical Knowledge</td>
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<td>KBS:</td>
<td>Kenya Bureau of Standards</td>
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<td>KDDP:</td>
<td>Kenya Drylands Development Programme</td>
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<td>KLMC:</td>
<td>Kenya Livestock Marketing Council</td>
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<td>KMC:</td>
<td>Kenya Meat Commission</td>
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<td>LDP:</td>
<td>Livestock Development Programme</td>
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<td>MKUKUTA</td>
<td>National Strategy for Growth and Reduction of Poverty</td>
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<td>NEMC</td>
<td>National Environmental Management Council</td>
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<td>NEMA:</td>
<td>National Environment Management Authority</td>
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<td>NGO:</td>
<td>Non-Governmental Organization</td>
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<td>PEAP:</td>
<td>Poverty Eradication Action Plan</td>
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<td>SADC:</td>
<td>Southern Africa Development Community</td>
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<td>UNCCD:</td>
<td>United Nations Convention to Combat Desertification</td>
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<td>UNDP:</td>
<td>United Nations Development Programme</td>
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<td>UNEP:</td>
<td>United Nations Environmental Programme</td>
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<td>VSO:</td>
<td>Swedish Livestock Marketing Organization</td>
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EXECUTIVE SUMMARY

Introduction
In November 2008 the United Nations Development Programme -Drylands Development Centre (UNDP-DDC) commissioned an end of term evaluation of the Market Access Project (MAP). The purpose of the evaluation was to determine the MAP's achievements from 2004 to 2008.

Key Findings
The major finding of the evaluation was that MAP had made an impact on the economic situation and conditions of communities in the drylands of Kenya, Uganda and Tanzania in the Project areas.

The other key finding which kept cropping up during interviews with Project partners and stakeholders as well as during the Focus Group Discussions (FGDs) with Project beneficiaries was that of communication gaps and issues related to effective partnering.

The Project has also contributed significantly to:

- community capacities in constructive engagement of government departments that have roles in improving market access for drylands commodities.
- peace and conflict management initiatives and processes in Turkana, Kenya and Moroto in Uganda
- policy development for the drylands of Kenya, Uganda and Tanzania.

Achievement/Success Indicators
The evaluation deliberately dwelt on the gaps and different levels and degrees of achievement and success. Indicators of MAP’s achievements include the recognition that the MAP enjoyed from organisations and governments involved in the Integrated Drylands Development Programme. For example, the MAP was invited to be part of the advisory team to the Pastoralism Development Programme of the East African Community (EAC). The MAP was also invited to share policy issues and policy formulation ideas and activities at regional workshops conducted by the World Initiative on Sustainable Pastoralist (WISP).

The Catholic Church is involved in development programmes in Africa, Latin America, the Caribbean and India. In Kenya, the Catholic Diocese worked closely with the MAP in Turkana and interviewees from the Catholic Diocese spoke highly of MAP.
CONCLUSIONS

1. The evaluation concluded that the Project has achieved its objectives with considerable success, that the gaps identified by the mid-term review and this evaluation are not insurmountable, that given a chance, improving market access for drylands commodities could play a critical role in eradicating poverty in the drylands of East Africa. Improved market access could also be instrumental in peace building and eradication of banditry and conflicts over scarce resources.

2. This evaluation also found that MAP has laid a concrete base for the Integrated Drylands Development Programme.

3. Analysis of the evaluation results indicate that the economic development of the drylands through active support for infrastructural development by the East African Community will be that much easier to achieve through an integrated approach to the drylands by donors, non-profit and social development organisations.

SUMMARY OF RECOMMENDATIONS

The recommendations are in two parts, namely, those that are related to administrative matters and those that are programmatic.

The key administrative recommendation are that:

✓ the ‘back to the office’ reports be used as a basis for sharing information with the EC

✓ there be periodic planned meetings between the partners in the Project structure for updates, progress review and connectivity purposes. In this regard, it is also recommended that there be an annual review meeting attended by senior officers of the EC, UNDP-DDC, Practical Action and other stakeholder organisations as well as relevant government departments. A regular annual project review meeting was held at the beginning of every year that did not include direct government or EC participation

✓ Communication lines and chain of command as provided for by Project contracts be observed to ensure effective partnering

The programmatic recommendations include the following:

• UNDP-DDC expand its resource base and engage more donor organisations for the Integrated Drylands Development Programme
Where possible training and implementation strategies at grassroots levels be harmonised through contracts with one backstopping partner

A cattle breeding project to facilitate employment and access to disposable income be introduced. This would be done under the auspices of the resource mobilisation, linkages and networks initiative of DDC

There is potential for eco-tourism at the Ilparaku cultural centre at Namanga, the MAP should facilitate maximization of this opportunity. The premises could be used as a conference/training centre with meal/snack facilities for travellers passing through Namanga border post.

District Advisory Teams (DATs) be institutionalised/formalised through the establishment of committees comprising specific government departments dealing with livestock, crop production, industry and trade. The chairpersonship could rotate among Government officers at divisional level.

MAP undertakes aggressive policy advocacy at national level in the three countries to lobby Government to enforce policies that promote development in the drylands.

Partners consider a district approach to the Project where a location is selected for support to all critical aspects of the Project.

UNDP-DDC up-scale linkages and networks with the drylands of Southern and West Africa

WAY FORWARD

The results of this evaluation suggest that the next phase should concentrate on three main aspects namely, institutional and community capacity development; advocacy and dissemination of knowledge gained; and value addition and market linkages. The institutional and community capacity development component would include capacity development in advocacy, lobbying and training. Specifically the training will be in group formation, group dynamics, marketing and market intelligence, record keeping, leadership and governance for the development of the drylands.

One of the major obstacles to effective policy implementation is the absence of adequate instruments for enforcement. The next phase of MAP needs to have a well planned and coordinated strategy for influencing policy development processes; providing technical advice where applicable for improvement of polices that directly affect drylands communities.

It is also proposed that the Project implements an aggressive’ advocacy activity for uptake by interested organisations which could fund and provide technical assistance for drylands under the United Nations Convention to Combat Desertification concepts.
1.0 Introduction

1.1 In November 2008 the United Nations Development Programme - Drylands Development Centre (UNDP-DDC) commissioned an end of term evaluation of the Market Access Project (MAP). The purpose of the evaluation was to determine the MAP’s achievements from 2004 to June 2008. The intention was to draw lessons learnt for the next phase of MAP under the Integrated Drylands Development Programme (IDDP) Phase II. The evaluation findings and recommendations would be used for programming purposes by UNDP and as a policy tool for informing and advising Governments in the East African Community (EAC) on the economic potential in the drylands of East Africa.

1.2 MAP addressed issues identified under the livelihoods component of the GEF East Africa Cross Border Biodiversity project that aimed at reducing biodiversity loss at cross border sites in Kenya, Tanzania and Uganda. While the focus of the GEF Project was on drylands mountain forests it did not have a livelihoods component. MAP developed the market access element that was identified as an area of need by communities in the GEF East Africa Cross Border Biodiversity Project. With regard to implementation, MAP utilised existing frameworks established by the GEF Project.

1.3 Specifically the evaluation was to assess:

- The extent to which progress has been made towards the projects overall purpose of improving market access for drylands commodities
- Factors that have affected the achievement of the overall purpose of the project
- UNDP’s contribution to the achievement of the purpose
- Effectiveness of the Project partnerships

2.0 Background

2.1 In December 2003 an agreement was signed between the European Commission and UNDP-DDC. The agreement formalized the arrangement in which the European
Commission (EC) would fund the Market Access Project (MAP) implemented by the UNDP-DDC.

2.2 The overall objectives of the Project were:

1. To contribute to the reduction of poverty in the drylands
2. Drylands populations benefit from systems of good governance for natural resource management
3. Improved management and utilization of drylands natural resources

2.4 The main target groups were agro-pastoralists and pastoralists, in selected communities in Turkana and Kajiado in Kenya, Karamoja in Uganda and Monduli in Tanzania. Special efforts were made to address the needs of women in the Project areas.

2.5 The main objective of the MAP was to improve market access for dryland commodities in Kenya, Uganda and Tanzania. The intention was to enhance the economic situation and livelihood conditions for drylands populations.

2.6 The evaluation assessed the effectiveness, efficiency, relevance, impact and sustainability of MAP. The evaluation determined:

- achievement of planned activities and expected outcomes
- efficiency in terms of timeliness and cost effectiveness
- the relevance of the Project with reference to appropriateness of approach
- whether the Project addressed the issues that it was intended to address
- the Project’s contribution to the overall objectives of the Integrated Drylands Development Programme (IDDP)
- the impact of the Project, any un-anticipated positive or negative consequences, as well as to determine its contribution to long term outcomes of the IDDP and sustainability.

3.0 Methodology

3.1 The methods of evaluation included desk research, participatory methods and social action research. The desk research focused on internal and external environmental scan, analysis of the Project’s strengths, weaknesses, opportunities and threats or challenges (SWOT) analysis, comparative analysis of the Project in the three countries.
3.2 The participatory methods consisted of interviews with funding and implementing partners as well as with beneficiaries or participants in the Project. Focus group discussions (FGDs) were conducted with beneficiaries/participants. The FGDs facilitated sharing of best practices and identification of areas of common interest among the beneficiaries. The social action research method provided an insight into what the beneficiaries/participants knew what worked and what could work during the next phase of the IDDP – continuity and sustainability issues.

3.3 Data Collection Instruments

3.3.1 The data collection instruments included a questionnaire for Project Managers and funding partners (see Appendix A1), focus group discussions guideline and facilitator’s notes (Appendix A2). A logical framework (log frame) was utilised to present the evaluation plan containing evaluation objectives, justification, verifiable indicators, data gathering methods and means of verification (see Appendix B).

3.4 Sample

3.4.1 The sample was purposeful and was agreed upon by UNDP-DDC and the Consultant.

3.4.2 The evaluation covered Turkana, Kajiado and Namanga in Kenya, Monduli, Namanga and Longido in Tanzania. Interviews were held with District Advisory Teams, Project patrons, local leadership, relevant government departments and Project beneficiaries/participants (see Appendix C). Also see Appendix D for the sites visited and Appendix E for the community profile.

3.5 Time Frame: The evaluation was conducted from 24 November to 19 December 2008

3.6 Implementation of the Evaluation

3.6.1 Implementation of the evaluation begun with a meeting between the Project Team at UNDP-DDC and the Consultant. The meeting was followed by desk research, after which preliminary indications of the desk research were discussed with individual members of the UNDP-DDC Team. The preliminary findings of the desk research, meetings and discussions with UNDP-DDC informed the content of interviews with the Project technical backstopping partners, funding partners and discussion guidelines for the FGDs with beneficiaries of the Project.
3.7 Limitations

3.7.1 Due to the complex UN security requirements given the prevailing insecurity in the Karamoja zone, it was not possible to travel to Moroto in Uganda. However, the desk research, interviews with the Project Monitoring Unit at the DDC, the technical backstopping partners and the focus group discussions with the communities and Project beneficiaries at Loima revealed that the situation in Uganda was not very different from that which was obtaining in Turkana, Kenya.

3.7.2 The impact of the limitation was mitigated by fact that there are more commonalities between the Karamajong and the Turkana of Kenya who share a common history, cultures and enjoy barter trade. Responses from the interviews with Project officers and technical backstopping partners based in Turkana and the FGDs confirmed the assertion that the situation of Turkana was not very different from that of Moroto, for instance, the people of Loima, particularly men travel often to Karamoja for barter trade with communities there. The Turkana need the millet for their families and other items such as tobacco and shoes while the Karamoja communities get livestock, hides and skins from Turkana.

3.7.3 Besides the barter trade the two peoples engage and work together on peace and security matters in the Karamoja cluster. They collaborate in efforts to stamp out cattle rustling, banditry and abduction of young people particularly young women.

3.7.4 One other limitation faced by the evaluation was the extremely large distances between the different sites and beneficiary communities of the project. Given this, the timelines for the evaluation and the amount of costs that would be required it was only feasible to sample and visit a selected number of the groups in the different sites. During the field trip to Turkana the evaluation also experienced some delays due to difficulties in scheduling travel. The most feasible mode of transportation during the evaluation was by air, however this was also constrained because there are only two flights per week to the District.

4.0 EVALUATION FINDINGS

4.1 The evaluation findings are in two parts summary of key findings and details of the evaluation findings. The details of the evaluation findings are further divided into two parts (a) analysis of Project activities and (b) analysis of Project outcomes.
4.1.1 Issues with a bearing on dryland commodities: The field research confirmed the findings of the mid-term review with regard to issues that have a negative impact on quality and quantity of drylands products namely:

- Lack of organised markets outside of project areas
- Inadequate equipment for quantity production
- Distances to markets for all products particularly livestock
- Lack of basic infrastructure especially roads
- Lack of diversity in products produced. All communities in the project area produced the same types of products
- Inadequate market information leading to exploitation by middlemen

4.1.2 However, the field research noted that there were three main issues needing immediate attention namely diversification, quality and quantity of products. The issues of markets, infrastructure development and connectivity were related to policy, particularly at national level are ongoing and could be addressed in the course of the Project and in tune with national development.

4.2 Key Findings

4.2.1 The major finding of the evaluation was that MAP had made an impact on the economic situation and conditions of communities in the drylands of Kenya, Uganda and Tanzania in the Project areas. Implementation of all agreed set targets took place; the Project achieved most of the objectives of the MAP as evidenced by data gathered during the field research for this evaluation, ‘back to office’ and progress reports of 2005, 2006, 2007 and 2008 which were all shared among the partners. However, what was important were the gaps and different levels and degrees of achievement and success.

4.2.2 The other key finding was that the Project managed to implement all the activities despite budgetary constraints, particularly in view of the fact that during the project cycle, there were added project activities at the request of Project beneficiaries and added costs to facilitate and ensure security in the Project areas in Turkana.

4.2.3 The Project has also contributed significantly to:

- Community capacities in constructive engagement between groups in the Project areas and government departments
Peace and conflict management initiatives and processes in Turkana, Kenya and Moroto in Uganda

Drylands policy development for the drylands of Kenya, Uganda and Tanzania. The field research revealed that apart from group suggestions and recommendations highlighted under 6.0, there was need for facilitation of product diversification.

4.3 Achievement/Success Indicators

(i) Indicators of MAP’s achievements include the recognition that the MAP enjoyed from organisations and governments involved in the Integrated Drylands Development Programme. For example, the MAP was invited to be part of the advisory team to the Pastoralism Development Programme of the East African Community (EAC). The MAP was also invited to share policy issues and policy formulation ideas and activities at regional workshops conducted by the World Initiative on Sustainable Pastoralist (WISP). Invitations to the regional workshops and the enquiries from NGOs and CBOs demonstrate the impact that MAP has achieved in East, Southern and West Africa.

(ii) The Catholic Church is involved in development programmes in Africa, Latin America, the Caribbean and India. In Kenya, the Catholic Diocese worked closely with the MAP in Turkana and interviewees from the Catholic Diocese spoke highly of MAP.

(iii) The EC members who were interviewed said that the EC’s decision to fund the MAP was partly based on UNDP’s track record and partly because of the objectives and goals of the MAP.

4.3 Details and Analysis of MAP’s Activities, Achievements and Impact

4.4.1 The Project activities that were assessed and evaluated include the following:

- Baseline surveys and assessments
- Community mobilisation and action planning
- Grassroots training and awareness creation
- Institutional strengthening and capacity building
- Product promotion campaigns
- Exchange visits
- Influencing policy and lobbying
Activities were assessed to determine relevance, effectiveness, efficacy, impact and potential for continuity and sustainability.

4.4.2 The key finding was that although all the planned activities had been implemented, levels and degrees of success were different, considerable achievements had been made in baseline surveys and assessments; community mobilisation and action planning; grassroots training and awareness creation, and in institutional strengthening and capacity building (details of these are given in 5.4 below). However, there was need for more efforts in product promotion campaigns, exchange visits, influencing policy and lobbying; information dissemination, monitoring and evaluation.

4.4.3 With regard to product promotion campaigns, the evaluation findings were that this was at two levels, namely, the community level by group members and district, provincial and national levels by the technical backstopping partners. At community level, groups had managed to promote their products particularly the aloe, beadwork and to a limited extent, the hides and skins products. Analysis of this finding suggests that these products were mainly consumed by group members and their communities, for example, the aloe products were of use to the communities, while the bead products were for cultural value and commercial purposes. The cultural value beads were for the local communities while the commercial value beads were marketed at national levels.

4.4.4 Exchange visits had been conducted; meetings with the private sector partners were arranged. Similar exposure visits (to Arusha and Nairobi) were arranged for ecotourism and beadwork groups. At the national level, the project worked with existing government initiatives to facilitate community access to market information and linkages. In Kenya, for example, the MAP initiative was co-opted into the National Livestock and Agricultural Extension Programme (NALEP) as well as the Livestock Marketing Interest Group (LMIG) initiatives facilitated by the Ministry of Livestock Development. (UNDP/DDC Progress Report #4, December 2007).

The project however experienced delays due various factors including administrative issues, UNDP's and Practical Action’s disbursements procedures, staff movements in the Project partner organisations and delays in the recruitment of a project manager. This resulted in a one year delay in implementation and the subsequent extension of the life span of the
project by one year. The agreement between the EC and UNDP-DDC was signed at the end of 2003, the start of project activities was however delayed due to the introduction of a new management system in UNDP –Atlas in January of 2004. A Project Manager was recruited and came on board in August 2004. Work planning for the initiation of programme activities was undertaken in August and September 2004 and field activities that include baseline studies and assessments in the selected project sites were undertaken in October and November 2004. Given this delay in beginning project implementation, production activities, exchange visits and sharing of lessons learnt could only be undertaken from 2006 onwards. Some of the exchange visits and study tours include participation in trade fairs, Kenya pastoralist week organized at the Kenya Meat Commission; visit to Trinity Women’s Fellowship; visits of livestock owners to abattoirs; etc.

4.5 Community Mobilisation and Action Planning

(i) These activities were carried out from 2005 through 2006. The field research found that community mobilisation had been successful and that communities had been motivated. This was evident at all sites visited. However, due to unavoidable circumstances some group activities began in 2007 and the first quarter of 2008. For example, the livestock group at Nkiitu, Kajiado started buying and selling cattle in 2007 (on the other hand, the Maparasha group, for example, was facilitated to market livestock in 2006 – see annual reports). By the time of field research for this evaluation, the group had bought and fattened 20 head of cattle and had sold 10 and had another 10 which they were seeking a market for. The beekeeping project at the same project site had been adversely affected by honey badgers which were raiding hives and eating the honey. In response to this, the MAP facilitated the Livestock Production Officer to go round and train the beekeeping groups on how to manage this menace. Factors affecting their livestock project included unavailability of chemicals and drugs for animal health members had to spray their cattle instead of dipping regularly. In Tanzania, scaled up bee keeping, bead work production and marketing started in February/March 2008. A lot of investment in capacity building was made in the preceding periods – since 2005.

(ii) Community mobilisation, training and capacity building activities started in 2005 however product development did not start until late 2006 given the large time span between the two activities some communities forgot what they had learnt during the training. This gap led to some members forgetting for example what they had learnt two or so years before with regard to record keeping, group formation and group dynamics, leadership and
governance. However all the groups had been trained in product development and had mastered the training as evidenced by the improved quality of the products particularly in the aloe products in Turkana, beadwork and beekeeping in Kajiado, Namanga, Longido and Monduli and livestock, hides and skins in Namanga and Nkiito.

(iii) Although communities had been effectively mobilised there was need to enhance action planning by the groups. Sufficient awareness on the potential of drylands commodities had been achieved; however there was need for more training in:

- product development and diversification,
- supply of equipment for improved and increased production
- record keeping – all the sites visited demonstrated gaps, and
- issues related to group dynamics, leadership and governance.

4.6 Institutional Strengthening and Capacity Building

(i) The expected output of this activity was enhanced capacity of local institutions/communities in the production and marketing of drylands commodities. Institutional strengthening and capacity building was in the form of facilitation, training and financial support for basic equipment and start up materials. By December 2007 all the groups in the project area had been trained in production technology and nearly all the groups had started producing bead work, honey, buying and selling livestock.

(ii) Analysis of the field research revealed that there were gaps with regard to market intelligence, group formation, group dynamics, leadership and governance. For example, some groups had not sent their own members to established markets to compare and contrast prices on the market; neither did they know how much was being banked from group activities. The beadwork and aloe products groups interviewed could not remember the amount of savings banked in the group accounts. In some cases, they did not have target dates for buying equipment or inputs for their production. They also did not know when they were likely to receive or share from sales of their products.

(iii) In terms of marketing, markets and sustainability there is need for more training, facilitation of linkages and networks as well as assistance with marketing of products outside the project areas national and international levels. In this regard there is need to devise micro-financing schemes that would enable groups to access payment products sooner than later and more importantly it took long for groups to be paid.
(iv) With regard to group formation, leadership and governance, at most sites members referred all questions on frequency of meetings, purpose of meetings, group's savings and record keeping to the chairperson, secretary or treasurer. At one site there had been no handover-takeover and further investigations revealed that the immediate past chairperson had taken away all the records and that a substantial amount of money had not been accounted for.

(v) The Gender and Institution Capacity Assessment Survey (2004) noted that most groups had little or no knowledge of proper record keeping and here was exploitation by a few group members who were knowledgeable about record keeping. This finding was confirmed during field research and focus group discussions. At nearly all the sites visited for this evaluation, members did not know how much money had been realised from the sale of group products. In fact, whenever a question was asked on how much the Group had banked or realised in cases where they had not yet opened a bank account, the response given was that the Chairperson, the Secretary or Treasurer knew the amounts because those positions were the ones who either kept the books or did the banking. This response was given against a background of good written records of each member's contribution to group product. In contrast individual members knew how much they had realised from their own beadwork, or livestock, they could even tell the difference between breaking even and making a profit.

Each member knew how much s/she had realised from sales of her/his own individual products but could not remember Group sales and savings. The typical response was “oh, that is for the Group and the one who keeps the books knows”. So who is the Group, who owns Group products?

(vi) It must be pointed out however, that most of the groups knew how they wanted to use “group” funds. In the majority of cases group members said that proceeds from group activities would go towards purchase of equipment or inputs such as material for beadwork or chemicals for the aloe products.

(vii) The fact that group members did not know and appeared not concerned about the amounts they had saved or made from group activities suggests that there are gaps relating to ownership, group formation and group dynamics. This assertion was arrived at after analysis of the responses given by group members when they remembered amounts of
money realised from their own individual sales, but could not remember amounts in group savings.

(viii) An indicator of some understanding of leadership and good governance among the groups was the fact that at two or three sites there had been elections and new committees put in place. At one site in Turkana, the immediate past chairperson had not handed over the books. Further investigations revealed that a substantial amount of money could not be accounted for and there had been no hand over/take over when a new committee was elected to office. However, the ubiquitous lack of understanding of the importance of record keeping and of poor records suggests the need for more training in record keeping.

(x) **Recommendations:** The above analysis on issues of record keeping, group formation, group dynamics, leadership and governance point to the fact that there is need for more concerted efforts in training in those areas. It is therefore recommended that the:

- Project accelerates training during the first two years of the next phase
- training be harmonised and that the technical backstopping partners ensure that all groups receive the same kind of training with the same facilitators
- translation of the training materials into user friendly local languages is intensified in the first two years of the next phase of the Project.
4.7 Project Outcomes

4.7.1 The evaluation also assessed the achievements or outcomes of MAP.

The expected outcomes were:

✓ Poverty reduction in the Project areas
✓ Enhanced institutional and community capacities in the Project areas
✓ Improved information and market linkages for dryland commodities
✓ improved and diversified production technologies and practices
✓ established financing systems for production and marketing for drylands commodities
✓ reduction of conflicts over natural resources in the drylands
✓ Improved management and utilisation of dryland natural resources
✓ Documentation and dissemination of Project achievements and lessons learnt

All these outcomes were achieved however; the evaluation dwelt on the gaps in each of the outcomes.

4.7.2 Baseline Surveys, Community Mobilisation and Awareness Creation

(i) The baseline surveys informed the design and development of the Project content, substance and strategies for implementation. Implementation of baseline surveys, community mobilisation and grassroots training and awareness creation started in earnest in 2005. However, there is need to disseminate the baselines and to continue utilising the findings and recommendations as a basis for programming in the next phase of the IDDP.

(ii) With regard to community mobilisation and awareness, this had been achieved; however, there is need under the technology development component – value addition to facilitate improved and increased production through training and support for acquisition of relevant equipment.

4.7.3 Poverty Reduction

(i) Group members’ economic situation has improved; during field research for this evaluation, there was evidence that beneficiaries of the Project were earning some income from sales of beadwork, aloe products, hides and skins. In Turkana members of the group at Kalemng’orok where each making 500 Kenya shillings a month from aloe products, besides having access to soap, hand and body lotions and shampoo.
(ii) All groups had started various micro-financing schemes to ensure access to disposable income by members. During focus group discussions members said that they would not leave group work as there were opportunities for accesses to disposable income through the revolving fund or the 'merry-go-rounds'. For instance at Longido the women's group had decided to give one member 30,000 Tanzania shillings every week from contributions of one thousand from each member. If a member had a baby or a death in the family, the group would donate a similar amount and some food items. The social safety nets resulting from the Project's capacity building have and will continue to facilitate group cohesion, continuity and will serve as entry points to other development initiatives in the drylands of East Africa.

(iii) From the discussion in the above paragraph it can be concluded that one of the un-anticipated outcomes of the Project, was the emergence of effective poverty mitigation and social safety nets by group members. Whereas the Project’s aim was to reduce poverty through aloe products, beadwork, hides and skins, the participatory nature of the Project, facilitated group members’ capacities to identify strategies that would improve their economic status in the short term. What was of significance to the evaluation was the fact that the social safety nets were based on members’ own understanding and their way of doing things; the checks and balances were based on group authority and group etiquette. To that extent, the Project facilitated the development of group cohesion which is critical for sustainability.

4.7.4 Linkages and Networks for Micro Finance

(i) The Project has facilitated the establishment of formal micro-finance schemes between groups and financial institutions. For instance in Kenya, meetings were held with personnel from Equity Bank with a view to persuading the Bank to provide loan facilities to agro-pastoralists and pastoralists. The bank eventually rolled out a microfinance product targeting pastoralists who were selling livestock to the Kenya Meat Commission.

(ii) The Project could facilitate an interest free loan for Project beneficiaries through an arrangement with a bank. This would entail rigorous resource mobilisation by UNDP-DDC for funds to be deposited in the bank for that purpose. FAO and other United Nations agencies have funded similar interest free loans for agricultural production in Southern Africa.
However in the next phase the Project needs to facilitate innovative ideas to ensure that groups access funds generated from sale of their products sooner than later. Such schemes could include arrangements where donors provide selected banks with the capital for a revolving fund which then could be accessed by members at minimal or no cost. Loans from such revolving funds could be used for bigger individual or group projects.

4.7.5 Enhanced Institutional and Community Capacities in Project Areas

(i) The expected outcome of this key result area was enhanced capacity of local institutions/communities in the production and marketing of drylands commodities. Institutional strengthening and capacity building was in the form of facilitation, training and financial support for basic equipment and start up materials. By December 2007 all the groups in the project area had been trained in production technology and nearly all the groups had started producing bead work, honey, buying and selling livestock.

(ii) The objective of strengthening communities has been achieved, particularly with regard to significant improvement in quality production of beadwork, aloe products, skins and hides. The quality of beadwork had improved tremendously and some members of groups said that they had benefited from increased sales of products and had managed to buy small livestock and at one site a woman said she had bought a herd of cattle.

(iii) The Project has achieved the objective of strengthening capacity of local institution and communities as evidenced by the structures that were created by groups and others that were facilitated by the Project. Evidence of this achievement includes recognition by the Kenya Bureau of Standards (KBS) which approved the quality of aloe products in Turkana. The aloe products received the Kenya Bureau of Standards (KBS) mark of quality in 2007.

(iv) One of the structures that the Project identified to facilitate and monitor Project activities is the District Advisory Team (DAT). DATs are government structures responsible for facilitating and monitoring development projects at divisional level. Members of the DAT include government officers, local and international NGOs. However, there is need to institutionalise DATs.

District Advisory Teams (DATs): what are they whom do they advise on what?
(v) The title District Advisory Team suggests that the DAT’s role is advisory, however with regard to the Project it was not clear whom they advised on what. Evidence gathered during field work suggests that there is lack of clarity with regard to their roles and functions, how often members met to discuss MAP and how often they reported to the District Development Committee.

(vi) A telling point was the lack of enforcement mechanisms for DATs. For example, when asked what would happen if the DAT did not meet to discuss MAP, or failed to report to the District Development Committee and whether there were penalties levied on members for failing to facilitate or monitor MAP activities.

(vii) The field research for this evaluation concluded that there is need for capacity building for the DATs in Kenya and Tanzania. For example, in Tanzania DAT members said that their contribution to successful implementation of the Project activities had been hampered by lack of facilities and transport to monitor implementation. Nearly all the focus group discussions ended with members of the groups requesting for more interaction between the DATs and the groups where services were not directly provided by the technical backstopping partners, the DAT provided the required services.

(viii) In Kenya members who were interviewed said that the DAT met once every month to discuss the Project. However, further investigations revealed that the:

- DAT discussed all development activities and that the monthly DAT meetings may or may not discuss MAP
- the DAT meetings were not formalised

(x) The findings of the field research suggested that there was need to:

- Institutionalise/formalise District Advisory Teams (DATs), specifically the DAT meetings need to be formalised and more frequent. The DAT could meet quarterly; the calendar and agenda items could be planned during the last quarter of each year for implementation during the following year.

- Strengthen DAT committees comprising specific government departments dealing with livestock, crop production, environment and natural resources, industry and trade as well as funding and technical backstopping partners. The chairpersonship
could rotate among Government officers at divisional level. However there would be need to clarify the role of the DAT, who or what level the DAT advises what kind of advice, at which or what forum?

- Formalise periodic (possibly quarterly) meetings for the DAT committees to plan and review progress. Purpose of the meetings would be to discuss MAP and to inform at the DAT’s periodic meetings.

(iii) **Recommendation**

With regard to institutional capacity of DATs, it is recommended that:

- DATs be institutionalised/formalised, the chairpersonship could rotate among Government officers at divisional level. There is also need to clarify their roles. As Advisory Teams there was need to clarify who or what level would they advise what kind of advice on what?

- Meetings be formalised with members meeting once quarterly to plan and review progress. The quarterly meetings could be facilitated by partners of UNDP who are on the ground.

4.7.6 **Improved Information and Market Linkages for Drylands Commodities**

(i) The project has facilitated market linkages between groups and private sector entities. For example, livestock groups were introduced to the Kenya Meat Commission (KMC) and to the Arusha Meat Company, Asilia Leather Ltd in Arusha and Kampuni ya Kusambasa Tekinoloija (KAKUTE Ltd) that deals with jatropha and jatropha products in Tanzania.

(ii) Beadwork groups have been linked to private sector companies such as Uchumi and Nakumatt supermarkets in Nairobi, the Catholic Diocese in Lodwar had ordered Echuchuka products for its curio shop in Westlands, Nairobi.

(iii) Analysis of the evaluation findings suggest that although commendable achievements have been made in marketing drylands commodities and building strategic alliances in the Project locations, there were issues that need to be addressed in the next phase such as improved quality production and increased volume to satisfy the needs of local and international consumers.

(iv) Successful marketing of products depends to a large extent on branding and presentation. The aloe products groups in Turkana have been working hard on this aspect of their
products. The issue of branding dryland commodities came up during the course of the evaluation. However, a review of the brand used for ‘Echuchuka’ aloe products suggested that the brand that was being used was relevant, as it was an adaptation of something the communities identified with,

However, the issue was the presentation, in terms of the containers for the lotion and shampoo as well as the wrapping for the soaps.

4.7.7 Improved Production Technologies and Practices

(i) There has been some improvement in production technologies at all Project sites; however there is need for more to be done in terms of provision of appropriate technologies and improvement of practices in production processes. For instance, there has been considerable improvement in production practices in the aloe products; groups in Turkana now recognise the importance of good practices in the production chain. There has also been improvement in technology for bee keeping and honey harvesting. For example groups in Namanga –Kajiado were provided with 200 beehives and honey harvesting equipment. They were trained on bee keeping; honey harvesting, packaging and labelling (Olodonyo-Orok Pure honey). The project contributed 75% of the total cost and community 25%. The groups in Monduli (Tanzania) were also provided with 200 beehives and honey harvesting equipment on cost sharing basis. Jack and honey press machines were also provided to the groups to aid in honey processing. The women’s handcrafts groups in Namanga and Longido were also provided with training on handicraft value addition, marketing, pricing and use of appropriate tools in beading. Enhanced designs using traditional Maasai beads and beading on fabrics was trained.

(ii) At the time of field research for this evaluation, the groups were working on improvement of packaging of bathing soaps, they were also trying to do the best they could with the basic equipment they had for shaping the soaps. By November 2008, packaging of the other aloe products such as hand and body lotion and shampoo had improved and was competing with well established brands on shop shelves in Turkana and at the Catholic curio shop in Westlands, Nairobi.

(iii) Recommendation: Despite the achievements and efforts described in the above paragraph, quality production has not been easy to achieve mainly because of inadequate equipment. There is an urgent need for the Project to facilitate acquisition of equipment on
a 'cost sharing' basis with the groups. It is important that groups contribute financially, towards the purchase of equipment for ownership, continuity and sustainability purposes.

(vi) Improved Technologies - Branding and Quality Hides: Branding of livestock is important, however, the manner in which it is done, has a bearing on the quality of hides. In Turkana the quality of hides has been affected by branding. The people of Turkana believe in branding their livestock and this belief is entrenched in their customs and traditions. The Turkana people create their own identity and that of their animals by imposing marks (ngimacarin) on their bodies. A man becomes a warrior when he kills an enemy or a large animal, the name or symbol of the enemy or animal is branded on the body of the warrior. In Turkana society, the brand, and not the territorial section, is the most important institution (Barrett, Anthony, J 1998, Turkana Iconography: Symbols, Rituals, Myths). Territorial divisions explain the rights to water and grass, but the brand controls the laws, customs, identity, in short the culture of the people and the livestock. Different clans within the Turkana have different ways and sides of the animal that they brand (ibid). This explanation of status of branding in Turkana society suggests that MAP has to incorporate the substance of that belief system to facilitate quality hides production within the confines of the customs and traditions of the Turkana and other communities that share similar beliefs.

The training in hides and skins production seems to have yielded positive results with regard to understanding of quality production with specific reference to branding. However, there is need for more training in this regard.

4.7.8 National Policy on Utilization and Marketing of Dryland Commodities

(i) In 2005 MAP commissioned policy studies in Kenya, Uganda and Tanzania. The objective was to identify and analyse policy issues that had a bearing on market access, production, utilisation and marketing of dryland commodities. The findings of the policy studies were the basis for policy activities planning in the three countries.

(ii) The studies found that in the 1980’s Tanzania had enacted favourable policies for combating poverty, improving efficiency, ensuring macro- economic stability, facilitating a strong private sector involvement and sustainable development. In 2004 Tanzania enacted the National agricultural policy that guides the country’s agricultural marketing systems
(MKUKUTA). This policy seeks to raise farm incomes, enhance security and reduce poverty. The Cabinet approved the National Strategy for Growth and Reduction of Poverty in February 2005.

(iii) The Uganda study considered market access challenges and opportunities alongside issues of supply and demand, and identified opportunities and constrains in terms of sustainability of natural resource extraction, communities and their relationship with outsiders as well as Government intervention and commitment to the drylands (UNDP-DDC 26-28 April 2006 Workshop Report). In an effort to create an enabling environment, Uganda removed levy on exports and made project procedures simple and created the Uganda Investment Authority (UIA) to reduce the bottlenecks to trade and encourage investment.

(vi) The Kenya policy study traced efforts by different Kenya governments from the pre-independence era through to the 1970’s, the 1990’s to the present era 2005 in which efforts were being made to “recognise the uniqueness of the drylands and the challenges of marketing products from these areas” (ibid). From 2004 Kenya worked on a framework for a comprehensive approach to the development of the arid and semi arid lands (ASALs). This resulted in the formation of the national policy for sustainable development of arid and semi arid lands of Kenya. At the time of this evaluation, the policy document which was in the President’s office was awaiting Cabinet approval.

The three countries, namely Kenya, Uganda and Tanzania have removed key impediments to trade and development of drylands commodities and also revitalised key marketing and financing institutes that engender the growth of local enterprise.

(vii) The field research findings were that implementation of the recommendations of the policy studies was facilitated by and was based on national, regional and international policies in Kenya, Uganda and Tanzania.

(viii) At the time of this evaluation, Tanzania had not yet implemented policy activities identified by the 2005 study partly due to the late start of the Project. Uganda on the other hand, had achieved government’s active involvement and participation in security maintenance in the Karamoja district.
(ix) However, the success of reducing banditry and insecurity in Karamoja was a result of:

- Effective participation of the local and traditional leadership
- Effective utilisation of traditional forms of conflict management and conflict resolution
- Collaboration between local leadership structures with relevant Government departments from the district to the national levels through to the relevant Minister’s office.

(viii) The field research also found that the other factors hindering market access included poor infrastructure and middlemen.

(x) Although the project has succeeded in influencing policy, trade in Loima and Karamoja border areas of Kenya and Uganda has been negatively impacted upon by banditry and the resultant insecurity. During field research for this evaluation, it was reported 15 people in the Project area had been killed. The evaluation team came across security agents following up on the matter. The team also met a young lady who had been abducted to Uganda and had been rescued by Ugandan security agents. The Ugandan local authorities who had facilitated the young lady’s safe return to Loima had been working with their counterparts in Loima Division in Turkana.

(xi) Interviews with the communities at Kalemng’orok and Namuruputh as well as with the Chief of Loima who had been involved in the rescue process indicated insecurity had and continued to have a negative impact in production and the effective participation of women in the lucrative barter trade between the Loima division in Kenya and Karamoja in Uganda. Women interviewed said they could not participate in the trade for fear of being robbed, injured or killed by bandits. The women said that the Loima-Karamoja cluster offered them and their family opportunities for feeding their families. Barter trade between the two communities involved livestock and aloe products from Loima and millet, tobacco and shoes from Karamoja.

(xii) The interviews also revealed that the Uganda government was actively involved in efforts to stamp out banditry in Karamoja area and that there was collaboration at community level, local government through to the minister of security’s office.

(xii) **Recommendation:** Despite these achievements more needs to be done to ensure enforcement of the provisions of the policies enacted. There is also need to continue with
advocacy and facilitation for effective policies for drylands communities in line with the growth and expansion of the project.

4.7.9 Policy Influencing and Lobbying

(i) Groups have been capacitated with skills for lobbying and interfacing with relevant public and private institutions. For example, in Kajiado the livestock group managed to secure a piece of land which they paid for with their own money, registered it under their name and have a certificate for it. The same group also successfully negotiated with local authorities for a livestock sale yard which was granted. However development on the piece of land and sale yard had not started by December 2008. Members interviewed said they were waiting for UNDP-DDC to assist them with funds for the sale yard. They also said that they were waiting for disbursement of funds from UNDP since they had been promised that funds would be made available once they had acquired land for the ‘banda’ for processing hides and skins, After further consultations with UNDP, it was revealed that the communities had been promised funding for constructing a sale yard and hides treatment banda; however these could not be disbursed because sites were allocated after the project implementation period. Due to delays in land allocation; which was only confirmed in September 2008 it was not possible for UNDP to disburse funding to the groups until the land was allocated to them with necessary certifications of ownership.

(ii) Since this was the end of term evaluation, it meant that the funding for the ‘banda’ would have to be in the next phase, but from the discussions with the livestock group, it sounded like the funds would be made “available soon”, they did not know that it might take time to source and disburse the funds under a new agreement. In this case it appears there was direct communication between UNDP-DDC and the livestock group at Kajiado with regard to the funds for the ‘banda’. Analysis of the discussions on this matter suggests that the technical backstopping partners were not present. The analysis also suggests that this resulted in confusion with reference to lines of communication and the resultant follow-up processes.

(iii) **Recommendation:** Both the literature review and the field research indicated that there was need for more training and facilitation for effective policy influencing and lobbying by Project beneficiaries.

4.7.10 Intellectual Property Rights and Product Diversification
There was evidence of effective and efficient utilisation of natural resources especially the aloe, conservation of the environment through tree planting and gulley reclamation particularly in Tanzania, as well as improved extraction of shrubs and herbs used in the production of traditional medicine. All the groups interviewed said they used wild shrubs and herbs for preparing medicines for coughs, blood pressure, gout, stomach ulcers and alcoholic beverages. They said that the beverages and skills for preparing traditional medicine had been handed down to them by their parents. Most of the medicines were mixed with honey. The project had facilitated improved production and harvesting of honey.

Although all the groups were pleased with the improved production of medicines and although they did not provide the identity of the herbs or shrubs, it was not clear whether they understood the issue of intellectual property rights.

Traditional medicine is becoming more and more popular with people all over the world. There is potential for traditional medicines from the drylands. There is also potential for brand alcoholic beverages. During the focus group discussions (FGDs), members said that they needed more facilitation for product diversity including venturing into traditional medicine production for markets outside their communities. The group in Ngarasha Village (Monduli Tanzania) had wanted to explore the potential for medicines and alcoholic beverages as a matter of urgency. They were encouraged to come up with a focal point who would in turn introduce them to the relevant private sector companies.

The FGDs revealed that the communities were ready for product diversification based on their indigenous knowledge and technical knowhow.

Recommendation: One of the main components of the project in the next phase should be product diversification based on the community's main ideas and priorities. The next phase should also initiate improved and increased production of traditional medicines for local and international markets.

One of the planned activities was dissemination of lessons learnt through documentation of experiences and knowledge gathered during the Project cycle. By 2008 several documents had been published including, "From the Drylands to the Market: Policy Opportunities and Challenges in Dryland Areas of East Africa", a synthesis of the policy studies carried out in Kenya, Uganda and Tanzania.
The other publications include a brochure which was produced for the purposes of dissemination of information. The same brochure was well received at the UNCCD COP8 held in Madrid Spain in 2008.

4.8. Gender Issues in MAP

4.8.1 Analysis of the focus group discussions and of the baselines suggests that gender roles have to a large extent remained the same. However, in terms of empowerment, the Project has contributed to the empowerment of women with regard to access and control of resources, for example, women did not have sufficient access to goat meat which was part of the staple diet in the drylands, but that has changed.

4.8.2 During field research it was revealed that prior to the cross border initiative and later the MAP, women did not have enough goat meat for their families, let alone choice cuts. The FGDs and interviews with technical backstopping partners and stakeholders revealed that women now slaughtered and dished out goat meat in their homes as they saw fit. Prior to the Cross Border Initiative, and later the Market Access Project, men decided on how and what cuts of meat where to be distributed in the home at household level. More importantly however, the Project has increased working together between men and women in product development, thereby breaking down the barriers that defined gender roles in economic activities.

4.8.3 With regard to economic opportunities, it can be argued that MAP has facilitated the emergence of equal opportunities between women and men as they participate in the production and marketing of dryland projects. During the field research for this evaluation it was evident that previously disadvantaged women, youth and men were enjoying the benefits of MAP as most of them had access to products necessary for their own as well as their families’ use, most had earned some money from sale of the products and had improved their access to disposable income.

4.9 ECONOMIC OPPORTUNITIES FOR DRYLANDS COMMODITIES: THE GROUPS’ PERSPECTIVE

4.9.1 All communities in the drylands produce individual products that compete with group products particularly in beadwork, honey, hides and skins. All sites visited during field research noted that beadwork, honey, hides and skins were part of their lives, that their
parents before them, made the same products and that they would pass on the same skills to their own children. This aspect of drylands peoples’ way of life means that there has to be a significant difference, in terms of quality and quantity between community and group or ‘Project’ products. This entails comprehensive and sustained training in product development and diversification for groups in the MAP.

4.9.2 The fact that drylands communities produce the same products as groups in the MAP also indicates the need for diversity in products. The focus group discussions revealed that most communities produce their own medicines from the natural environment and that they used honey in nearly all the medicines. Communities also made alcoholic beverages in which honey was one of the main ingredients.

4.9.3 The literature review from documents made available by the Project Team reveals the potential for the Project in terms of livelihoods, economic empowerment, employment creation for the youth and conflict resolution. The Project documents are also clear on the gaps and the challenges that have slowed down progress. Issues relating to skills and effective technology in the Project locations are also well articulated.

4.9.4 With regard to employment creation for the youth, there is potential in livestock breeding, marketing as well as in hides and skins.

4.9.5 **Recommendations:** In view of the discussion on economic opportunities for drylands commodities above, it is recommended that:

- MAP expedites efforts to provide adequate equipment for increased and quality production by groups in the Project areas
- Facilitates diversification in drylands products production
- Cattle breeding be introduced as a crucial component for employment and small-scale enterprise development in the drylands.

4.10 **ADMINISTRATIVE ISSUES, COMMUNICATION AND EFFECTIVE PARTNERING**

4.10.1 One of the unanticipated findings was that of communication gaps and issues related to effective partnering which kept cropping up during interviews with Project partners and stakeholders as well as during the FGDs with Project beneficiaries. The field research found that there were communication gaps between the Project partners on the one hand and between the Project implementers and the donors. There were also communication gaps
between the technical backstopping partners and project beneficiaries sometimes due to
administrative procedures and disbursements.

4.10.2 Interviews with the technical backstopping partners and stakeholders in Turkana revealed that there were two main issues affecting acceleration of Project activities and effective partnering, namely delays in disbursement of funds and insecurity in some areas of operation e.g., Moroto and Turkana.

In the case of Turkana and Moroto, UNDP-DDC had to plan for missions in advance because of the phase III security classification by the United Nations Security. This means that the UNDP- DDC staff first had to get security clearance from UN security in Nairobi, organize security escorts before the staff were allowed to travel to Phase III locations. So in this case UNDP did not take–on or accept ad hoc meetings in the two areas mentioned above.

The issue of inadequate transport, according to Practical Action, often led to ‘embarrassing situations’ where meetings were planned with communities, but would be postponed at short notice due to unavailability of transport. UNDP had put in place a provision to reimburse partners for use of their vehicles at UN (UNDP) rates. The partners however considered the rates too low. In terms of delays caused by disbursement procedures, UNDP rules requires two weeks notice before advances are issued which becomes difficult when technical backstopping partners forward their budget request on short notice.

4.10.3 However, analysis of the responses given during the interviews indicated that there were delays in payment of staff time and that there were issues relating to monitoring the Project from Nairobi instead of monitoring from Turkana. Monitoring the Project from Nairobi meant increased costs in transport and sometimes Practical Action would rely on UNDP-DDC for transport. However, this issue seems to have been resolved with the decision to monitor more closely from Practical Action’s Area Coordination office in Turkana.

4.10.4 Analysis of the issues raised by Practical Action, the Catholic Dioceses and other stakeholders, points to the lack of effective communication between UNDP-DDC and Practical Action on the one hand, and between Practical Action and communities. For example, administrative matters, including disbursements of funds to facilitate implementation, are processes that take time and there was need to explain these in practical and simple terms to communities. It is possible that in some cases, postponements to Project areas in Turkana were due to the absence of a planned and targeted calendar.
4.10.5 Analysis of Project documents and interviews with the UNDP-DDC team and with the European Commission (EC) suggested that there were some meetings between the two partners that were called as and when the need arose. In terms of communication and updates, there were no programmed/periodic meetings or updates outside the annual narrative and financial reports from UNDP-DDC, usually provided in the last quarter of the year. The agreement between UNDP-DDC and EC stipulated that UNDP provides yearly substantive and financial reports. Discrepancies arose because UNDP financial year ends in March and certified financial reports are provided by 30 June of following year while the EC reporting time was at the end of the calendar year. In fact UNDP provided at the end of each calendar year substantive technical reports so as to meet the EC end of year requirement.

Within the narrative substantive report there is a section that indicates, "this is a provisional report on the financial implementation status covering the period 1 July - 22 December 2006. The EC will receive a financial report from UNDP after the closure of books by 30 June 2007. Detailed financial reports were prepared when UNDP/DDC was requesting for funding for the forthcoming calendar period.

Whereas the EC expected updates before the end of year financial and narrative report, there was nothing to compel UNDP-DDC to provide updates according to the regulations governing the reporting system. Separate interviews with the two partners revealed that there were no planned periodic meetings. It is important that there be periodic briefings between the two. Such meetings should not be viewed as active participation of the EC in project monitoring but as necessary channels that facilitate the EC’s knowledge of the Project and understanding of issues that have a bearing on the economic development of the drylands.

4.10.6 UNDP-DDC has, as part of the monitoring system, periodic field visits and at the end of each visit a ‘back to the office’ report is produced, such reports could be shared with the EC periodically as a way of keeping in touch and facilitating connectivity between the donor and the Project implementer.

Periodic clear communication between partners in social development and observance of communication lines and chain of command is crucial for effective partnering.
4.10.7 **Communication and Effective Partnering:** The contract to implement MAP was signed by the EC and the UNDP-DDC. This suggests that the communication lines are between the EC and UNDP-DDC. In terms of implementation of Project activities, the contract is between Practical Action (formerly Intermediate Technology Development Group [ITDG]) and UNDP-DDC meaning that the communication lines are between UNDP-DDC and Practical Action. However, at community level, Practical Action’s partner is Farm Concern International with whom they have a contract. The desk research and interviews with Practical Action and Farm Concern International revealed that there was during the project implementation some direct communication between UNDP-DDC and Farm Concern International. It was not clear at what point this started. Analysis of the chain of command and communication lines within the MAP during the implementation reveal that there were occasions when the reporting lines were blurred. In some occasions Farm Concern International would report directly to DDC, however during the partners meeting this inconsistency was discussed and resolved.

4.10.8 The evaluation concluded that direct communication between UNDP-DDC and Farm Concern International places added responsibility on UNDP-DDC and increases the workload.

4.10.9 In Tanzania implementation and monitoring of Project activities was carried out through the NEMC and the District Advisory Teams and not Practical Action and Farm Concern International both of whom have offices in Tanzania. During the interviews for this evaluation, it was explained that the UNDP country office in Tanzania was responsible for monitoring the MAP – this role was however limited. DDC and the partners on the ground had the main responsibility to undertake monitoring of project activities. UNDP-DDC, the responsible authority, monitored implementation of project activities through quarterly field visits; participation in all the capacity building activities that included training of trainers, community training in various components, value addition training for all the products, etc. UNDP/DDC also prepared a template for quarterly reporting that was completed by its technical partners. The evaluation however noted some difficulties with the reporting structures between UNDP-DDC, its technical partner Practical Action and their partner Farm Concern that suggested that communication lines and chain of command at times had become blurred and inconsistent.

4.10.10 **Recommendations:** In view of the discussion on communication and effective partnering given above, it is recommended that:
The 'back to the office' reports be used as a basis for periodic reports to the EC.

There be planned periodic meetings between the EC and UNDP-DDC, between UNDP-DDC and Practical Action, for the first quarter, mid-year and last quarter of each year for purposes of up-dates, reviewing of progress made and clarification of grey areas. It is also recommended that there be an annual review meeting attended by senior officers of the EC, UNDP-DDC, Practical Action and other stakeholder organisations as well as relevant government departments.

Communication lines and chain of command as provided for by Project contracts be observed to ensure effective partnering.

It is suggested where possible Practical Action and partners could support implementation of Project activities in Tanzania in the same manner as they did during the period under review.

5.0 CONCLUSIONS

5.1 The findings of the evaluation led to the conclusion that the Project has achieved its objectives with considerable success, that the gaps identified by the mid-term review and this evaluation are not insurmountable and that given a chance, MAP could play a critical role in eradicating poverty in the drylands of East Africa. MAP could also be instrumental in peace building and eradication of banditry and conflicts over scarce resources.

5.2 This evaluation also found that MAP has laid a concrete base for the Integrated Drylands Development Programme.

5.3 Analysis of the evaluation results indicate that the economic development of the drylands through active support for infrastructural development by the East African Community will be that much easier to achieve through an integrated approach to the drylands by donors, non-profit and social development organisations.
6. **SUMMARY OF RECOMMENDATIONS**

6.1 In line with the conclusions and the recommendations given in paragraphs 4.10 and 5 above, it is proposed that UNDP-DDC prioritise activities for the next phase taking into consideration issues raised by this evaluation. It is further proposed that UNDP-DDC expand its resource base and engage more donor organisations for the Integrated Drylands Development Programme.

6.2 This section of the report presents a summary of all the recommendations suggested for the next phase of MAP. The recommendations have been grouped and presented under the different activities and themes of MAP. Below is a summary of recommendations suggested for the period covering 2009 – 2012.

6.3. **Project Activities**

One of MAP’s major activities training in record keeping, group formation, group dynamics, leadership and governance. It is recommended that the:

- UNDP-DDC expand its resource base and engage more donor organisations for the Integrated Drylands Development Programme
- Where possible training and implementation strategies at grassroots levels be harmonised through contracts with one backstopping partner
- Project accelerates training during the first two years of the next phase
- Training be harmonised and that the technical backstopping partners ensure that all groups receive the same kind of training with the same facilitators
- Translation of the training materials into user friendly local languages is intensified in the first two years of the next phase of the Project.

6.4 **Project Outcomes**

The evaluation also assessed the achievements or outcomes of MAP. The expected outcomes were:

- Poverty reduction in the Project areas
- Enhanced institutional and community capacities in the Project areas
- Improved information and market linkages for dry land commodities
- Improved and diversified production technologies and practices
- Established financing systems for production and marketing for dry lands commodities
- Reduction of conflicts over natural resources in the drylands
- Improved management and utilisation of dryland natural resources
- Documentation and dissemination of Project achievements and lessons learnt
All these outcomes were achieved however; the evaluation dwelt on the gaps in each of the outcomes.

6.5 Poverty Reduction

The research findings are that group members’ economic situation had improved; there was evidence that beneficiaries of the Project were earning some income from sales of beadwork, aloe products, hides and skins. It is recommended that UNDP-DDC:

- Facilitate diversification of Drylands products in order to sustain poverty reduction activities.
- Document lessons learnt for purposes of utilising the experience gained as entry points to other development initiatives in the drylands of East Africa.

6.6 Baseline Surveys, Community Mobilisation and Awareness Creation

The baseline surveys informed the design and development of the Project content, substance and strategies for implementation. However, it is recommended that:

- All the baselines be made available to different stakeholders, and where possible be published and that UNDP-DDC continues to utilise the findings and recommendations as a basis for programming in the next phase of the IDDP.

6.7 Linkages and Networks for Micro Finance

6.7.1 The Project has facilitated the establishment of formal micro-finance schemes between groups and financial institutions. For instance in Kenya, meetings were held with personnel from Equity Bank with a view to persuading the Bank to provide loan facilities to agro-pastoralists and pastoralists.

6.7.2 It is recommended that the:

- Project facilitates an interest free loan for Project beneficiaries through an arrangement with a bank or banks. This would entail rigorous resource mobilisation by UNDP-DDC for funds to be deposited in the bank for that purpose. FAO and other United Nations agencies have funded similar interest free loans for agricultural production in Southern Africa
- The next phase of the Project facilitates innovative ideas to ensure that groups access funds generated from sale of their products sooner than later. Such schemes could include arrangements where donors provide selected banks with the capital for a revolving fund which then could be accessed by members at minimal or no cost. Loans from such revolving funds could be used for bigger individual or group projects.
6.8  **Enhanced Institutional and Community Capacities in Project Areas**

6.8.1 One of the structures that the Project identified to facilitate and monitor Project activities is the District Advisory Team (DAT). DATs are government structures responsible for facilitating and monitoring development projects at divisional level. Members of the DAT include government officers, local and international NGOs. However, there is need to institutionalise DATs.

6.8.2 Based on the field research findings, it is recommended that:

- **District Advisory Teams (DATs) be formalised**, specifically the DAT meetings need to be formalised and more frequent. The DAT could meet quarterly; the calendar and agenda items could be planned during the last quarter of each year for implementation during the following year.

- The Project facilitates establishment of DAT committees comprising specific government departments dealing with livestock, crop production, industry and trade as well as funding and technical backstopping partners. The chairpersonship could rotate among Government officers at divisional level. However there would be need to clarify the role of the DAT, who or what level the DAT advises what kind of advice, at which or what forum?

- **Formalise periodic (possibly quarterly) meetings for the DAT committees to plan and review progress.** Purpose of the meetings would be to discuss MAP and to inform the DAT at the DAT’s periodic meetings.

6.9  **Improved Information and Market Linkages for Drylands Commodities**

6.9.1 The project has facilitated market linkages between groups and private sector entities. For example, livestock groups were introduced to the Kenya Meat Commission (KMC) and to the Arusha Meat Company and another company that dealt with jatropha and jatropha products in Tanzania. In the next phase the Project needs to address issues such as improved quality production and increased volumes to satisfy the needs of local and international consumers.

6.9.2 **Successful marketing of products depends to a large extent on branding and presentation.** The aloe products groups in Turkana have been working hard on this aspect of their products. However, a review of the brand used for 'Echuchuka aloe products suggested that the brand that was being used was relevant, as it was an adaptation of something the communities identified with. The issue was the presentation, in terms of the containers for the lotion and shampoo as well as the wrapping for the soaps.
6.9.3 In view of the observations noted in the above paragraphs, it is recommended that in the next phase the Project:

- Concentrates on improved quality production and increased volumes to satisfy the needs of local and international consumers
- Strengthens groups’ capacities in production technologies and facilitates acquisition of appropriate equipment.

6.10 Improved Production Technologies and Practices

6.10.1 There has been some improvement in production technologies at all Project sites; however there is need for more to be done in terms of provision of appropriate technologies and improvement of practices in production processes.

6.10.2 It is recommended that in the next Phase:

- The Project to facilitate acquisition of equipment on a ‘cost sharing’ basis with the groups. It is important that groups contribute financially, towards the purchase of equipment for ownership, continuity and sustainability purposes
- UNDP-DDC accelerates efforts in capacity development for product diversification and quality; improved and increased production through training and support for acquisition of relevant equipment.

6.10.3 Improved Technologies - Branding and Quality Hides:

The training in hides and skins production seems to have yielded positive results with regard to understanding of quality production with specific reference to branding. It is however, recommended that there be more training in quality production of hides and skins, taking into consideration the Turkana’s culture with regard to branding.

6.11 National Policy on Utilization and Marketing of Dryland Commodities

6.11.1 In 2005 MAP commissioned policy studies in Kenya, Uganda and Tanzania. The findings of the policy studies were the basis for policy activities planning in the three countries. Despite these achievements more needs to be done to ensure enforcement of the provisions of the policies enacted. In this regard, it is recommended that MAP:
Facilitates and undertakes aggressive policy advocacy at national level to lobby Governments to develop enforcement instruments for policy implementation in these areas in the next phase.

Continues with policy advocacy and facilitation for effective policies in support of drylands communities in line with the growth and expansion of the Project.
6.12 Policy Influencing and Lobbying

6.12.1 Groups have been capacitated with skills for lobbying and interfacing with relevant public and private institutions. For example, in Kajiado the livestock group managed to secure a piece of land which they paid for with their own money, registered it under their name and have a certificate for it. The same group also successfully negotiated with local authorities for a livestock sale yard which was granted. However, there is need to ensure that all groups in the Project are capacitated with lobbying and constructive engagement with relevant government departments. In this regard it is recommended that:

There be more training and facilitation for effective policy influencing and lobbying by Project beneficiaries.

6.13 Intellectual Property Rights and Product Diversification

6.13.1 There was evidence of effective and efficient utilisation of natural resources especially the aloe, conservation of the environment through tree planting and gulley reclamation particularly in Tanzania, as well as improved extraction of shrubs and herbs used in the production of traditional medicine. The Project had facilitated improved production and harvesting of honey which is one of the major ingredients used in traditional medicines by the drylands people of East Africa. During the focus group discussions (FGDs), members said that they needed more facilitation for product diversity including venturing into traditional medicine production for markets outside their communities.

6.13.2 Based on the research findings it is recommended that:

In the next phase, one of the main components of the Project be product diversification based on the community’s main ideas, priorities and their indigenous knowledge and technical knowhow

The next phase initiates improved and increased production of traditional medicines for local and international markets.

6.14 Economic Opportunities for Drylands Commodities: the Groups’ Perspective

6.14.1 Drylands communities produce the same products as groups in the MAP. This means that group products under the Project have to be of high quality and competitive. The focus group discussions revealed that most communities produce their own medicines from the natural
environment and that they used honey in nearly all the medicines. Communities also made alcoholic beverages in which honey was one of the main ingredients.

6.14.2 In view of the above it is recommended that:

MAP expedites efforts to provide adequate equipment for increased and quality production by groups in the Project areas

Facilitates diversity in drylands products production

Cattle breeding be introduced as a crucial component for employment and the development of small-scale enterprise development in the drylands

There is potential for eco-tourism at the Leparakuo cultural centre at Namanga, the MAP should facilitate maximization of this opportunity. The premises could be used as a conference/training centre with meal/snack facilities for travellers passing through Namanga border post.

6.15 Administrative Issues, Communication and Effective Partnering

6.15.1 One of the unanticipated findings was that of communication gaps and issues related to effective partnering which kept cropping up during interviews with Project partners and stakeholders as well as during the FGDs with Project beneficiaries. The field research found that there were communication gaps between the Project partners on the one hand and between the Project implementers and the donors as well as between the technical backstopping partners and project beneficiaries sometimes due to administrative procedures and disbursements.

6.15.2 The evaluation noted that UNDP-DDC has, as part of the monitoring system, periodic field visits and that at the end of each visit a ‘back to the office’ report is produced. These reports could be used to update the EC.

6.15.3 Communication and Effective Partnering: The contract to implement MAP was signed by the EC and the UNDP-DDC. This suggests that the communication lines are between the EC and UNDP-DDC. In terms of implementation of Project activities, the contract is between Practical Action (formally [ITDG] Intermediate Technology Development Group) and UNDP-DDC meaning that the communication lines are between UNDP-DDC and Practical Action. However, at community level, Practical Action’s partner is Farm Concern International with whom they have a contract.
6.15.4 In Tanzania implementation and monitoring of Project activities was carried out through the NEMC and the District Advisory Teams and not Practical Action and Farm Concern International both of whom have offices in Tanzania.

6.15.5 In view of the evaluation findings on administrative issues, communication and effective partnering given above, it is recommended that:

- The ‘back to the office’ reports be used as a basis for periodic reports to the EC
- There be planned periodic meetings between the EC and UNDP-DDC, between UNDP-DDC and Practical Action, for the first quarter, mid-year and last quarter of each year for purposes of updates, reviewing of progress made and clarification of grey areas
- There be an annual review meeting attended by senior officers of the EC, UNDP-DDC, Practical Action and other stakeholder organisations as well as relevant government departments.
- Communication lines and chain of command as provided for by Project contracts be observed to ensure effective partnering
- It is suggested where possible Practical Action and partners could support implementation of Project activities in Tanzania in the same manner as they did during the period under review

7. WAY FORWARD

7.1 One of the major findings of this evaluation is that the next phase should concentrate on three main aspects namely, institutional and community capacity development, advocacy and dissemination of knowledge gained. Others include product diversification, quality and quantity improvements, and market linkages.

7.2 The institutional and community capacity development component would include capacity development in advocacy, lobbying and training. Specifically the training will be in group formation, group dynamics, marketing and market intelligence, record keeping, leadership and governance.

7.3 One of the major obstacles of effective policy implementation is the absence of or inadequate instruments for enforcement. The next phase of MAP needs to have a well planned and coordinated strategy for influencing policy development processes; providing technical advice where applicable for improvement of polices that directly affected drylands communities.

7.5 It is also proposed that the Project implements an aggressive advocacy activity for uptake by interested organisations such as UNEP which could fund and provide technical assistance
for drylands development under the United Nations Convention to Combat Desertification concepts and themes.
8. **Documents used for the Desk Research or Literature Review**

The purpose of the desk research was to facilitate an appreciation of the Project, issues that have an impact on it and inform the development of the evaluation instruments. Most of the data gathered was from Project documents:

The following documents were part of the desk research/literature review:


Farm Concern “Consumer Research - Aloe Products: A Case of Community International Processed Aloe Soaps & Lotions”. Presented for (MAP) to United Nations Development Programme Drylands Development Centre.

UNDP 2004 Baseline Survey (Annex 2) 2004: Participatory Technology Development - A Study of Existing Technologies in Turkana and Kajiado Districts, Kenya; Moroto District, Uganda, and Monduli District, Tanzania


UNDP 2004 Baseline Survey (Annex 4) An analysis of Conflict as it relates to the Production and Marketing of Dryland Products: The case of Turkana (Kenya) and Karamoja (Uganda) Cross-border Sites


UNDP 2008 “From the Drylands to Market: Policy Opportunities and Challenges in Dryland Areas of East Africa”. UNDP Drylands Development Centre
**Appendix A1**

Interviews with Technical Backstopping Partners

1. In your opinion, what have been the major achievements of MAP in the area you have been working?

2. What have been the major achievements in terms of capacity building activities? (indicators for each of the activities?)

3. What have been some of the challenges and how has the Project addressed these?

4. What mechanisms have you employed for monitoring progress or lack of it?

**Capacity Development for Groups and Communities**

5. What methods have you used for capacity building?

6. How many community members and groups have been capacitated in effective marketing of their products, if so what are the indicators? (groups’ records, partners’ reports).

7. What lessons have you learnt from the capacity building training activities? If so have the lessons been documented?

8. What aspects of the capacity building activity would you do differently?

9. What aspect of capacity building did the group members enjoy most?

10. What are the success indicators for each of the capacity building activities of the Project?

11. Specialisation in product development is key to the success of products and market development, have the groups been capacitated with skills for total and complete product development up to packaging - in livestock, beekeeping, aloe, etc?

12. Do the groups have capacity to recognise individuals’ skills and talent in different aspects of their products, if so what have they done to maximise such opportunities?

13. Are groups able to effectively market their products?

14. Have you been able to link the groups to markets?

15. Have you observed or identified ‘best practices’, if so how have you utilised the knowledge for the benefit of the Project?

16. If the drylands people have so much livestock, why are they poor and why do they need money?

17. How do the groups ensure sustainability (e.g. self initiatives such as informal lending to each other?"

**Policy Advocacy**

18. What is your role in policy advocacy?

19. Have groups been provided with skills to effectively participate in policy advocacy?

**Socio-cultural Dimensions**

20. How do socio-cultural dimensions affect or influence Project implementation?

21. What are the communities’ perspectives on kinship, marriage, family, conflict and conflict resolution, etc?

22. What is the potential for utilising traditional concepts of ‘raiding’ other people’s livestock for the purposes of engaging and involving the youth, and possibly providing security for livestock in the Project area? (for Turkana & Karamoja only)

23. What other aspects of customs and traditions can be utilised to facilitate conflict resolution, improve security and accelerate project activities?

**Gender Issues**
20. How does the Project address issues of the inclusion of women, the youth and the disadvantaged in effective participation in all spheres of the Project?
21. What about issues such as the division of labour: has the Project made an impact on this?

Project Administration
22. What factors have facilitated or hindered project administration?
23. How have you dealt with these?
24. What is the staff complement for the Project?
25. Was disbursement of funds by UNDP timely?
26. What would you have liked to see happen to facilitate easier and more efficient administration?

Interviews with DDC Project Staff
1. In brief, how did the DDC get involved with the drylands project and why?
2. When did actual implementation of the Project begin?
3. What have been the major achievements?
4. Has the overall objective of improving market access been achieved? If not what were some of the obstacles?
5. What is UNDP/DDC’s contribution to the achievements of the Project?
6. Was the Project implemented in a timely and cost-effective manner?
7. Conceptualisation: was the Project well thought out, if yes what are the indicators?
8. Were the specific needs of the communities and their socio-cultural perspective taken into consideration during conceptualisation?
9. Were the communities involved during the Project design stage?
10. Has the Project remained relevant to the drylands?
11. What impact has the Project made on local (district) development in the drylands? (question to be asked to District teams as well.)
12. Have there been any unanticipated achievements, developments or outcomes? How has the Project dealt with these?

Working and Liaising with Technical Backstopping and Funding Partners
13. How has the Project contributed to effective partnering, strategic alliances and partnerships between and among the partners and stakeholders?
14. Did any issues arise out of either UNDP’s or the funding partners’ requirements or procedures, timelines, etc.?
15. During implementation what factors had a bearing on the Project in terms of implementation with regards to capacity, response time and delivery by the Technical Backstopping partners? (These could be positive or negative).
16. What lessons have been learnt from the Project?

Sustainability
17. How is the Project implementation strategy ensuring sustainability?
18. What is the Project’s contribution to IDDP?

Administrating the Project
19. In terms of financial administration, how easy has it been to administer the Project?
20. Disbursement: Were there any specific requirements that had to be fulfilled before the funds could be released by the EU?
21. How long did it take to receive the funds from EU?
22. Did disbursement take into consideration the communities own timelines in terms of their pastoral activities and drylands production for the markets?

23. Monitoring Implementation: Does the Project have a monitoring strategy, what does it entail?

24. Working and Liaising with Technical Backstopping Partners: What does this entail?

25. The Project is in the drylands and the Project Manager is based in Nairobi: how easy is it for the Project Manager, to effectively monitor various aspects of the Project in the three countries?

26. How often does the Project Manager meet with Technical Backstopping partners?

27. Policy Advocacy and Development: What has the Project achieved in this regard? What is UNDP/DDC’s role in this?

28. Do Technical Backstopping partners participate in policy advocacy and development and what is their role? Any indicators?

Knowledge Sharing, ‘Best Practices’ and Learning from Others

29. Elaborate a little on the Project’s strategy for information dissemination, knowledge management, documentation, dissemination of ‘best practices’ and learning from each other and others. Is this aspect important to the Project?

33. There have been several studies commissioned by DDC, have the key findings been compiled to facilitate easy reference in the next phase of DDC’s role in the drylands programme.

Interview with the European Commission

1. The EU is funding the Access to Markets component of the Drylands Programme, what was the EU’s compelling reason to fund that project?

2. Is the EU satisfied with the achievements of the Project?

3. What influenced the decision to support UNDP/DDC’s efforts in the drylands of East Africa?

4. What types of support did the EU provide to facilitate implementation?

5. In terms of administration and the reporting system has UNDP/DDC delivered to the EU’s satisfaction.

6. As the funding partner, (the EU) satisfied with UNDP/DDC’s operational efficiencies? What would you like to see happen to facilitate easier and more efficient administration?

7. The reporting system, did UNDP meet target dates, were the reports relevant to the EU planning and decision-making processes?

8. Has UNDP/DDC’s role in influencing policy been effective, how has this facilitated the EU’s work in East Africa?

9. Do the EU’s reporting and funding requirements facilitate timely and effective implementation?

10. Development outcomes usually take a minimum of five years, the agreement between the EU and UNDP/DDC was for three years, and it seems some outcomes have been realised. But it is also clear that more needs to be done, how is the EU going to ensure continuity of the positive developments resulting from its funding?

11. The issues of water and infrastructure are prominent in the Project documents: Are there any plans to support these and others such as inadequate policies on drylands development, small-scale enterprise development and environment conservation. Are there any plans by all partners to employ the integrated approach for the purposes of economic empowerment of the drylands?

12. In other countries in Africa, the EU has facilitated market access by rural communities through provision of basic storage, grading, weighing facilities and transport, what are the chances of extending that kind of funding and technical assistance to the Drylands Project?
13. Donor funding has been accused of being insensitive to local needs with regard to project life spans, did the EU consider the situation of the drylands as unique as there seem to be an urgent need to see certain processes go through to ensure sustainability?

14. Did UNDP/DDC engage the EU in other activities in pursuit of a stronger and more meaningful working relationship?

15. How does UNDP/DDC and the EU work together to ensure visibility of the Project?

16. In what ways do the two partners, EU and UNDP/DDC, support each other outside the drylands Project?
Focus Group Discussions Outline and Evaluator’s Notes

1. Breaking the ice     Introductions
2. Purpose of the visit
3. Tell me about your activities under the project
4. Lessons learnt
5. What they like most about what they learnt

6. How the knowledge gained is useful in Project operations

7. What they would like to be done differently in the training

8. What they would like to see done differently in other Project implementation activities

9. What they would like to be done differently in the Project

10. How do they know how many items they have sold and how much money they have made (examination of records by the evaluator.)

11. Use of money earned

12. Sustainability – their views on whether the Project will continue to benefit them, their children and their children’s children? If so, how will they ensure that?

13. Relevance of the Project activities to the community

14. Have they evaluated their own activities? How did they do it?

15. Did they participate in the planning and evaluation processes?

16. Their interaction and linkages with the Project implementers – what did they like most about it?

17. What do they like most about UNDP/DDC and what will they remember them for

18. Socio-Cultural What they like most about their customs and traditions.

19. How customs and tradition affect their participation in the Project and other development activities.
20. traditional foods: (from cultivation or from the wild) Are these still available?

21. Their indigenous technical knowhow – plants and roots, how they benefit from these.

22. How they treat various ailments in humans and animals?

23. Have they shared this knowledge with development / veterinary workers if so what was the response?

24. have they lost livestock to disease, why were they not able to save their livestock? Has there been any positive change?

25. The need to develop ITK for the benefit of their families and communities: awareness of intellectual property rights

**Gender Issues.**

27. In their customs and traditions, are there any duties that are done by men and others by women?

28. Do women, the youth and girls all participating equally in the Project?

29. Which areas are the women making much headway, excelling and which ones are the youth, girls, men and the elderly?

**Any Other Business**

30. Anything else they may want to share with the evaluator?

**Notes for the Evaluator**

Observe and absorb responses from the group members,

Quality of capacity development as evidenced by the responses and training reports

Quality of equipment and production activities

Quality of products

Recordkeeping

Reports, receipts

Levels of participation

Understanding the Project and Project issues

Personal interest and commitment
<table>
<thead>
<tr>
<th>Evaluation Objective</th>
<th>Outcome</th>
<th>Objectively Verifiable Indicator</th>
<th>Data Gathering Methods</th>
<th>Means of Verification</th>
<th>Findings</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To identify, analyse and assess MAP’s poverty reduction achievements</strong></td>
<td>Reduced poverty in the drylands through MAP</td>
<td>Evidence of production equipment and improved technologies by the groups.</td>
<td>Desk research, Assessment and analysis of Project documents and field reports.</td>
<td>‘back to the office’ reports.</td>
<td>Project documents, Baseline survey and assessment reports</td>
<td>Interviews with Project officers and FGDs</td>
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<td></td>
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<td>Evidence of improved livelihoods.</td>
<td>interviews with group members.</td>
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<tr>
<td><strong>To assess whether the objectives of good governance for natural resource management has been achieved</strong></td>
<td>good governance for natural resources in Project areas.</td>
<td>Workshop and group meetings reports</td>
<td>Desk research, FGDs, interviews with Project officers and Project Team.</td>
<td>Workshop reports, Field research findings, results of interviews with Project partners and beneficiaries</td>
<td>Reports and documents from MOE, partners, Project Team and Project officers.</td>
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<tr>
<td></td>
<td>cohesive group formation</td>
<td>Responses from Project officers, group members, the communities</td>
<td>Interviews with Project officers, c.</td>
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<td></td>
<td>quality products product development</td>
<td>Evidence of policy for drylands developed after the Project intervention, reports on policy change or policy change processes.</td>
<td>Interviews with Project officers, MOE, group members, communities</td>
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<td>effective marketing skills by the groups.</td>
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<td></td>
<td>favourable policies for drylands development and for marketing of drylands commodities.</td>
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<tr>
<td><strong>To assess capacity to manage and utilise drylands natural resources.</strong></td>
<td>effective management and utilisation of natural resources by communities in the Project areas.</td>
<td>On the ground evidence of effective management and utilisation, reports and results from FGD</td>
<td>Analysis of workshop reports, FGDs, interviews with Project Team and officers, records by groups</td>
<td>Workshop reports, ‘back to office’ reports, interviews with partners and Project officers.</td>
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<tr>
<td><strong>To assess impact of the Project with regard to improved market access for dryland commodities</strong></td>
<td>improved market access for drylands commodities.</td>
<td>Evidence of access to markets and increased disposable income group members</td>
<td>Assessment and analysis of group records.</td>
<td>back to office’ reports.</td>
<td>Group records, workshop reports, receipts.</td>
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<td></td>
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<td>interviews with beneficiaries. Interviews with MOE officers</td>
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<table>
<thead>
<tr>
<th>To assess relevance and quality of Project design</th>
<th>Achievement of objectives and goal of MAP</th>
<th>Evidence of achievements</th>
<th>Evidence of achievement of agreed and set targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>To assess efficacy of Project administration</td>
<td>Timely disbursements,</td>
<td>Evidence of achievement</td>
<td></td>
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<tr>
<td></td>
<td>Timeous financial and narrative reports</td>
<td>of agreed set targets</td>
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<td>Timely delivery and achievement of set</td>
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<td>targets</td>
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### Appendix B

### Appendix C

#### Organisations and List of People Interviewed

This appendix contains the list of people that were interviewed as well as the Project sites that were visited.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Talaso Chucha</td>
<td>Project Officer</td>
<td>Practical Action</td>
</tr>
<tr>
<td>Ms Evangeline Ngunjiri</td>
<td>Area Coordinator, Karamoja Cluster</td>
<td>Practical Action</td>
</tr>
<tr>
<td>Ms Grace Ruto</td>
<td>Finance Officer</td>
<td>Farm Concern International</td>
</tr>
<tr>
<td>Mr Peter Ngeli</td>
<td>Project Manager, Marketing</td>
<td>Farm Concern International</td>
</tr>
<tr>
<td>Mr Eliud Emeri</td>
<td>Project Supervisor</td>
<td>Kalemungorok Bio-Aloe Enterprise</td>
</tr>
<tr>
<td>Benedict Mukoo</td>
<td>Programme Officer</td>
<td>Catholic Diocese of Lodwar (Formerly Practical Action)</td>
</tr>
<tr>
<td>Jane Thuo</td>
<td>Trainer</td>
<td>Trinity Fellowship</td>
</tr>
<tr>
<td>Chief Mark Amajong</td>
<td>Chief, Loima Division, Turkana District</td>
<td>District Advisory Team (DAT); Provincial Administration</td>
</tr>
<tr>
<td>Mr James Itao</td>
<td>Assistant Chief, Loima Division, Turkana District</td>
<td>Provincial Administration</td>
</tr>
<tr>
<td>Mr Paul Sialala</td>
<td>Divisional Social Welfare Officer (DAT member)</td>
<td>Ministry of Culture and Social Services</td>
</tr>
<tr>
<td>Mr Joram John Waweru</td>
<td>Divisional Livestock Officer (DAT member)</td>
<td>Ministry of Livestock Development</td>
</tr>
<tr>
<td>Mr Adolf B Matungwa</td>
<td>Zonal Coordinator</td>
<td>National Environment Management Council (NEMC), Arusha, Tanzania</td>
</tr>
<tr>
<td>Mr Oswald Pancras</td>
<td>District Trade Officer (Monduli) District A Team Focal Point</td>
<td>Ministry of Trade Monduli District Council</td>
</tr>
<tr>
<td>Mr Daniel Plas</td>
<td>Head of Social and Environment Section</td>
<td>European Union</td>
</tr>
<tr>
<td>Ms MitaManek</td>
<td>Social and Environment Section</td>
<td>European Union</td>
</tr>
<tr>
<td>Ms Sarah Anyoti</td>
<td>Programme Specialist</td>
<td>UNDP/DDC</td>
</tr>
<tr>
<td>Dr Albert Mwangi</td>
<td>Project Manager</td>
<td>UNDP/DDC</td>
</tr>
<tr>
<td>Ms Jane Kinoti</td>
<td>Project Officer</td>
<td>UNDP/DDC</td>
</tr>
<tr>
<td>Ms Ruth Mwathi</td>
<td>Programme Associate</td>
<td>UNDP/DDC</td>
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### Appendix D

**Project Sites Visited and the Number of Group Member in Attendance**

<table>
<thead>
<tr>
<th>Name of Site and Location</th>
<th>Name of Group</th>
<th>No. of Members Attending</th>
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<tbody>
<tr>
<td>Kalemungorok, Turkana</td>
<td>Kalemng’orok Bio-Aloe Enterprise (KABAE)</td>
<td>9</td>
</tr>
<tr>
<td>Namoruputh, Loima Division, Turkana</td>
<td>Namuroputh Bio Aloe Enterprise (NABAE)</td>
<td>7</td>
</tr>
<tr>
<td>Nkintu, Kajiado</td>
<td>Elmejoori Self Help Group</td>
<td>15</td>
</tr>
<tr>
<td>Namanga</td>
<td>Namanga Livestock Traders</td>
<td>7</td>
</tr>
<tr>
<td>Namanga</td>
<td>Ilparakuo Maasai Women Handicraft Group</td>
<td>16</td>
</tr>
<tr>
<td>Mlimani Village, Monduli, Tanzania</td>
<td>Engotoroki Self Help Group</td>
<td>12</td>
</tr>
<tr>
<td>Ngarasha Village, Tanzania</td>
<td>Mshikamano Self Help Group</td>
<td>9</td>
</tr>
<tr>
<td>Longido, Tanzania</td>
<td>Longido MAP Women Handicraft</td>
<td>15</td>
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<tr>
<td>Engarenaibor, Tanzania</td>
<td>Noreteti Self Help Group</td>
<td>17</td>
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Appendix E

Project Area and Community Profile

This section presents the project area and community profile, opportunities and challenges in the drylands of East Africa. It also highlights a number of issues that hamper the inhabitants from effectively raising the production and marketing of what they produce.

Generally, drylands of East Africa are characterised by aridity as evidenced by low rainfall, low availability of surface water, high evapo-transpiration rates and coarse vegetation species. Although these conditions pose significant challenges to development, drylands have unique natural potential that could be tapped to alleviate poverty.

The drylands communities of East Africa are resilient and innovative. Traditional livestock management practices and cultural assets that have survived through centuries still exist in the Project area and the natural environment contains important natural assets such wildlife that are valuable for tourism and ecotourism. In terms of development the communities’ indigenous knowledge of their flora and fauna, and other natural resources serves as a useful entry point and basis for knowledge and information dissemination and sharing. These endowments imply that drylands have high potential if they are properly managed for the benefits of all.

According to baseline studies that were conducted in 2004 and 2002, the Project areas in Kenya, Uganda and Tanzania face almost similar ecological threats which consequently affect local biological diversity and environmental sustainability as presented in Box 1 below:

Box 1: Brief Situational Analysis of the Four Study Areas

- Loima hills of Turkana District in Kenya;
- Namanga hills of Kajiado District in Kenya;
- Moroto hills of Karamoja District in Uganda; and,
- Monduli hills of Monduli District in Tanzania.

The study established that the Loima Hills is situated in Turkana District. The area faces such challenges as overgrazing, hunting of wildlife for meat, insecurity, and poor mining practices such as use of mercury in gold extraction), among others.

Namanga Hills are situated in Kajiado District of Kenya and constitute part of a wildlife dispersal area for Amboseli and Ngorongoro National Parks. The major environmental threats here include uncontrolled felling of trees for building materials and charcoal production, over-extraction of medicinal plants, overgrazing within the forest (especially during the dry season) and disruption to natural water sources.

Moroto Hill Area incorporates the dry mountain forests of Karamoja District in Uganda. Although the area is important as a water catchment zone, it is now under increasing threat due to overexploitation of its resources by the local population and from overgrazing. The area is prone to insecurity and conflict amongst its nomadic
inhabitants. It is also facing threats from natural and human-generated bush fires, and encroachment by cultivators owing to increase in human population.

Monduli District of Tanzania has 10 forest reserves, seven of which were gazetted and three proposed as village forest reserves. This district faces threats that include deforestation and illegal harvesting of natural resources, rapid population increase, high poverty levels, low awareness on the value of natural resources and inadequacy of implementation of relevant environmental laws.

Source: From the Drylands to the Market: Policy Opportunities and Challenges in Dryland Areas of East Africa. UNDP-Drylands Development Centre. November 2008