



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

Supporting Food Security and Reducing Poverty in Kenya and the United Republic of Tanzania through Dynamic Conservation of Globally Important Agricultural Heritage System (GIAHS)- GCP/GLO/198/GER

Evaluation Report

March 2012
Final

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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Acknowledgements

We wish to thank most sincerely the FAO project staff and the staff of the partner institutions in Kenya and Tanzania for their hospitality during the evaluation, and for assisting in the setting up of our intensive itinerary in both countries. In particular we thank David Boerma, Gerald Runyoro and Arpakwa Sikorei (FAO), Paulo Tarimo and Firmat Banzi (Ministry of Agriculture, Food Security and Cooperatives, Tanzania), Maria Mashingo and Grace Mwaigomole (Ministry of Livestock and Fisheries Development, Tanzania), Kiprop Lagat (National Museums of Kenya), Simeon Sigilai (Ministry of Livestock Development, Kenya) and Philip ole Sironka (FAO).

We are also indebted to the many representatives of partner institutions with whom we met, and the representatives of communities in Engare Sero, Shimbwe Juu, Oldonyo Onyokie and Ol Keri.

We sincerely thank Sarah Jaff at FAO headquarter in Rome for her support and assistance to the evaluation on logistical issues, and for help with document formatting.

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Acronyms

ABGS	Agricultural Biodiversity of Global Significance
AGS	Agricultural Support Systems Division (FAO)
ASDP	Agriculture Sector Development Programme (the United Republic of Tanzania)
ASDS	Agriculture Sector Development Strategy (the United Republic of Tanzania)
BMELV	Federal Ministry for Food, Agriculture and Consumer Protection of Germany
CA	Conservation Agriculture
CAADP	Comprehensive Africa Agriculture Development Programme
CAWG	Conservation Agriculture Working Group (within FAO)
CBD	United Nations' Convention on Biological Diversity
CSD	Commission on Sustainable Development
CSO	Civil Society Organization
FAO	Food and Agriculture Organization of the United Nations
FAO-RAF	FAO Regional Office for Africa
FFS	Farmers' Field School
FPIC	Free Prior Informed Consent
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIAHS	Globally Important Agricultural Heritage Systems
GPA-AnGRFAO	Global Plan of Action for Animal Genetic Resources
GPIU	Global Project Implementation Unit (FAO-GIAHS GEF Project-Management Team)
IAR4D	Integrated Agricultural Research for Development (Kenya)
IT-PGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
KAPP	Kenya Agricultural Productivity Programme
KRDS	Kenya Rural Development Strategy
LTO	Lead Technical Officer
LTU	Lead Technical Unit
M&E	Monitoring and Evaluation
MAFC	Ministry of Agriculture, Food Security and Cooperatives of Tanzania
MDG	Millennium Development Goals
MLDF	Ministry of Livestock Development and Fisheries of Tanzania
NALEP	National Livestock Extension Programme (the United Republic of Tanzania)
NEPAD	New Partnership for Africa's Development
NFPI	National Focal Point Institution
NGO	Non-Governmental Organization
NMK	National Museums of Kenya
NMTIP	National Medium-Term Investment Plan
NPC	National Project Coordinator
NRCD	Environment, Climate Change and Bioenergy Division (FAO)
NRL	Land and Water Division of FAO

NSGRP	National Strategy for Growth and Reduction of Poverty (the United Republic of Tanzania)
PES	Payment for Environmental Services
PFC	Project Facilitating Committee
PRA	Participatory Rural Appraisal
PRSP	Poverty Reduction Strategy Paper
RDP	Rural Development Policy (the United Republic of Tanzania)
SADC	Southern Africa Development Community
SARD	Sustainable Agriculture and Rural Development
SLM	Sustainable Land Management
SPFS	Special Programme for Food Security
SRA	Strategy for Revitalisation of Agriculture (Kenya)
TCDC	Technical Cooperation between Developing Countries
TCP	Technical Cooperation Project (FAO)
TDV	Tanzania Development Vision
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework (UNDAF)
UNDP	United Nations Development Programme

Executive Summary

ES1. The project “Supporting Food Security and Reducing Poverty in Kenya and the United Republic of Tanzania through Dynamic Conservation of Globally Important Agricultural Heritage System (GIAHS)”, GCP/GLO/198/GER, was developed by FAO as the eastern Africa component of FAO’s GIAHS Initiative and is funded by extra-budgetary resources made available by the Federal Ministry for Food, Agriculture and Consumer Protection (BMELV) of the Government of Germany. The project’s duration is 36 months, starting 1 January 2008. The contribution from BMELV was determined in Euros; at inception this translated into 2,201,617 USD. Taking exchange rate fluctuations into account, the project has finally received a contribution of 2,193,298 USD.

ES2. The final evaluation of GCP/GLO/198/GER was commissioned by FAO’s Office of Evaluation (OED) in compliance with the FAO policy on evaluation. The evaluation had the purpose of drawing out lessons which could be taken up during a proposed extension phase, which could be used for the broader global GIAHS project, and which have relevance for FAO corporate usage in future implementation of similar initiatives.

ES3. The evaluation assessed the project by using the internationally accepted evaluation criteria and it was undertaken as a forward-looking process. It was shaped by a desk review of available reports and documentation and an exhaustive field mission comprising semi-structured interviews with relevant stakeholders and beneficiaries, and field visits to the pilot sites of the project. The field evaluation was carried out from 14th November to 3rd December 2011, which was followed by interviews with project staff in FAO Rome, and the drafting of the evaluation report.

The project background

ES4. Ten years ago FAO started a global initiative, Globally Important Agricultural Heritage Systems (GIAHS), in an attempt to safeguard and support the world’s agricultural heritage systems. The initiative aims to establish the basis for international recognition, dynamic conservation and adaptive management of GIAHS, and to recognise their agricultural biodiversity, knowledge systems, food and livelihood security value and cultures throughout the world. The German Government-sponsored GCP/GLO/198/GER was one of the first pilot projects to get off the ground. This project has focussed on two highly contrasting systems in eastern Africa, the agroforestry system of the Chagga people in the foothills of Mount Kilimanjaro, Tanzania, and the pastoralist system of the Maasai people in Kenya and Tanzania. The project has identified specific sites in Kenya and Tanzania that are considered representative of the two systems, and which can be used to further the GIAHS concept and aspirations. The project also has a broader objective of up scaling the relevance, activities, experiences and impacts in Kenya and Tanzania to the broader global GIAHS initiative, in an attempt to strengthen the concept of GIAHS, and to provide insights into its future development.

ES5. The pilot project has sown the seed of the GIAHS concept in Kenya and Tanzania with respect to the two systems selected, and has identified and worked through National Focal Point Institutions (NFPI) in both countries; these comprise the Ministry of Agriculture,

Food and Cooperatives, Tanzania; the Ministry of Livestock and Fisheries Development, Tanzania; the National Museums of Kenya, Kenya; and the Ministry of Livestock Development, Kenya.

ES6. The pilot project has undertaken a series of highly participatory processes to identify specific sites representative of the broader systems, to identify the priority needs of the communities and their systems in each site and to develop action plans to fulfil these needs. Through letters of agreement, partnerships have been developed with third parties to implement the action plans.

Relevance

ES7. The evaluation considers the relevance of the project at various levels. These include the broad relevance of the GIAHS concept; the relevance within the eastern African region; the relevance of GIAHS in strengthening or endorsing other production system characterisations in the region; the relevance of GIAHS to development agendas in the two countries (where GIAHS was a novel concept); the relevance of the systems selected to the overall global concept; the relevance of the selected sites; the relevance to the target beneficiary communities; the relevance to deforestation (with respect to the Chagga agroforestry system); the relevance to FAO (comparative advantage); and the relevance to other development partners.

ES8. The overall concept is highly relevant, combining issues of indigenous agricultural practices that build on knowledge, understanding, exploitation and conservation of natural resources, with broader attributes such as genetic conservation and promotion of community livelihoods. The key challenge is in effectively translating these concepts into a practical balance between the heritage components and the livelihood enhancement and poverty reduction components of the project title; system sustainability may demand substantial changes to respond to issues threatening the wellbeing or even survival of the system.

Effectiveness

ES9. The project has been effective in establishing a beachhead for the GIAHS concept in the four National Focal Point Institutions, and in developing and delivering a very participatory approach to selecting representative sites of the target production systems, identifying priority constraints at those sites, and developing action plans for interventions at the sites.

ES10. However, the project has been less effective in certain other areas. The GIAHS concept crosses the boundaries of many development and conservation areas, of many different interests and concepts, and has implications for many other on-the-ground development and land use endeavours. The evaluation considers that the project leadership could have done much more background preparation on the systems selected, on the previous history of initiatives in these systems, and on the players currently working on the sustainability and further development of these systems. With such a cross-cutting initiative, the evaluation considers that listening to, and working with all partners, including – perhaps particularly – those who may not fully endorse the concept, but whose engagement will be essential in developing a sustainable concept for GIAHS, and with whom the project should

be looking for, and carefully defining, areas of agreement and disagreement. There seems to have been too much of a reliance on working primarily with certain partners who fall into a comfort zone for the project.

ES11. The project has not yet been effective in achieving the target deliverables at project sites, due to the multiple delays encountered. There is substantial goodwill towards the project and its aspirations at all of the project sites, which bodes well for eventual effectiveness should the project be able to continue for a further year, and should project partners deliver. Given the short time span of any on site interventions, it is highly unlikely that the broader development and conservation indicators outlined in the project document will be achieved in the lifetime of the project. This is in part due to a project design fault, through which unrealistic targets were set before project sites had been identified.

Efficiency

ES12. The project has been reasonably efficient in terms of building institutional partnerships, especially with the four key partner institutions (MAFC, MLFD, NMK, MLD), and also the project's relationship with the communities at the project sites seems to be motivated by trust due to the participatory and consultative approach followed in the community work.

ES13. However, the project has incurred massive delays against the original expectations and against the targets defined in Inception Workshops. Furthermore, a sense of urgency was not conveyed in the progress reports prepared by the project, although the delays were frequently the topic of email exchanges between the Field-based Technical Officer and the Project Manager/Coordinator in Rome. The reasons for the delays are manifold: a long start-up period was needed due to project design faults and the need to accomplish buy-in from the partner governments; community mobilization had to be achieved through a painstaking consultative identification process; and natural conditions (drought in 2008/09, and again in early 2011) militated against the implementation of some activities.

Impact

ES14. The evaluation assessed impact based on the indicators presented in the project document, and then at the different levels at which the project was operating (site, partner institution and national policy levels). Clearly the livelihood improvement indicators defined in the project document have not been met, nor would they have been realistic, both from the short amount of time (three years), and the scale of the changes anticipated (food deficit months reduced by 66 percent in year three among practising traditional farmers/ households). As far as the biodiversity/indigenous knowledge and the empowerment impact indicators are concerned, there may have been some change due to social mobilizations efforts, but it is unrealistic to expect measurable changes in biodiversity within a period of three years, even if the project had been on time.

ES15. At the site level the key impacts have been in raising expectations of the proposed project interventions, and in developing community-based organisations. At the institutional level the impact have been minimal; the one institution in which there has been an obvious impact has been the NMK in Kenya (which has a substantial research arm), where certain of

the GIAHS aspirations (notably on the heritage side) are enthusiastically shared. NMK could potentially do more to raise the GIAHS concept beyond the technical level to a national policy dialogue.

ES16. The mainstreaming of GIAHS goals and principles into national policy is seen by the evaluation as a critically important output from the FAO and donor perspective, ensuring that after three years of project life, even if certain of the on-the-ground initiatives have not yet had time to demonstrate impact, the GIAHS concept would have been presented and debated among the many key stakeholders, and elevated for consideration in national policies. While there have been certain contributing milestones to this output in both countries (such as proposals for site inclusion as World Heritage sites through certain government channels), there has not been the broad national recognition of the concept that was envisaged by this stage of the project.

Sustainability

ES17. The evaluation of project sustainability covers the sustainability of the GIAHS concept, of the institutional engagement at both national and community levels in this cross-cutting approach to conservation and development, and the sustainability of the specific interventions being undertaken at the three selected sites. There are concerns over the sustainability of all three of these aspects. In addition, the project document refers to the financial sustainability within existing government structures, an area which does not appear to have received the attention it deserves.

ES18. For the sustainability of both systems, there is a strong argument in favour of describing and depicting the two systems, the context of the sites initiated, and the broader geographical and heritage contexts of pastoralist and agroforestry systems in eastern Africa. This includes documenting their attributes, strengths weaknesses and the major threats to them, in order that the possible vulnerability of any one particular site would not topple the broader concept and sustainability of GIAHS in the region.

Conclusions

ES19. The GIAHS concept provides a novel, cross-cutting approach to conserving, documenting and exploiting indigenous agricultural systems, which builds on the human and natural resource base in order to make meaningful contributions to development, livelihood improvement and processes of poverty reduction. This is a highly appropriate initiative for FAO to be engaged in.

ES20. The project concept displays an uneasy balance between food security and livelihood enhancement goals, and heritage recognition goals, and is thus vulnerable to conflicting interpretations by different partners and stakeholders.

ES21. The GIAHS has yet to develop a recognised and well understood profile which has clear visibility in Kenya and Tanzania. The piloting and development of GIAHS initiatives in these countries would have benefited significantly from a consultative planning and stakeholder engagement phase beyond the initial Inception Workshop. Such a process requires sustained interaction with stakeholders, not only with Ministries of Agriculture and

Heritage, or their equivalents, but also with all those engaged in similar or competitive land use activities which impinge on the selected GIAHS systems and sites. The three-year time frame for the project, without a clear phase for setting up the concept and planning activities, was unrealistic. The inadequate emphasis on a wider and enduring engagement process has placed the impact and sustainability of the GIAHS concept in Kenya and Tanzania in jeopardy.

ES22. The project was designed without a proper in-country consultative process: the future institutional partners in both countries were barely made aware of the project to come, the context of the two target systems in national development plans were not made explicit, and the unrealistic livelihood impact targets defined for the project at the end of year three thus lacked grounding in reality.

ES23. Nevertheless, within the selected National Focal Point Institutions (NFPI) engaged in the project in Kenya and Tanzania, buy-in and commitment to the GIAHS concept has been demonstrated, which has been matched with the assignment of staff and institutional support. This has contributed to the initiation of a process of national ownership of GIAHS in certain ministries.

ES24. The Technical Officer based in Arusha has established good working relationships with the four NFPIs (the Ministry of Agriculture, Food and Cooperatives, Tanzania; Ministry of Livestock and Fisheries Development, Tanzania; National Museums of Kenya, Kenya; Ministry of Livestock Development, Kenya), and with the community stakeholders at the selected GIAHS sites in both countries, more so in Tanzania than Kenya.

ES25. There is a stark difference in the viability characteristics of the two systems selected. This is due to multiple factors, including the dramatically different climate and agro-ecologies, the status in societies of the different ethnic groups involved, and the strength of constructive engagement by partner institutions engaged through LoAs. Both systems are fragile, but while the threats contributing to the fragility in both cases relate to alternative land use options, the pastoralist system is much more vulnerable than the agroforestry system.

ES26. The project has paid inadequate attention to a thorough analysis of the political economy and institutional dynamics of land use and other issues in the Maasailand systems in Kenya and Tanzania, which has affected site selection, partner engagements and the ultimate sustainability of technical interventions and of the GIAHS concept in pastoral systems.

ES27. Impressive participatory processes have occurred in both countries to undertake various project activities. These have led to adjusted site selection criteria to suit local conditions and to a highly interactive and transparent preparation of action plans for interventions at each of the GIAHS sites. This emphasis on participation has resulted in strong support from local communities for the project and its aspirations.

ES28. The project has suffered from several inefficiencies, and these have resulted in substantial delays at all sites in implementing interventions agreed in the action plans. The inefficiencies have been at different levels. They have included, but are not limited to: administrative delays (due to unfamiliarity with regulations, and also staff shortages in the FAO Representation in Tanzania), delayed communications and misunderstandings between

the Field Based Technical Officer and the Budget Holder (in both directions), delayed communications between the Field Based Technical Officer and FAO, Tanzania (in both directions), inadequate engagement at the Programme level of the FAO Representation in Nairobi, poor workmanship by subcontracted government staff on dam design and construction in Kenya and Tanzania, and logistical challenges in the cattle restocking exercise in Kenya.

ES29. The delays in project implementation have resulted in a lowering of confidence by the target GIAHS site communities in the capacity of the project to deliver. This has been particularly the case in the Maasailand sites in both Kenya and Tanzania.

ES30. There is still considerable work to be done on the mainstreaming of GIAHS goals and principles into national policy in both countries. There are two important aspects to this: firstly the need for greater engagement between the project and different ministries in Kenya and Tanzania to better define the process and timeframe of mainstreaming; and secondly the need for much wider engagement with other parties, that includes stakeholders who have other competing/opposing/complementary positions or activities which relate to land use and development in the selected sites.

ES31. With the project being so far behind schedule, but with most of the intended interventions and partners already identified, a project extension is deemed essential, ideally for 12 months.

Recommendations

Recommendation 1

It is recommended that the global principles of GIAHS be better defined and the criteria for system inclusion be more clearly articulated for easier adaption to country-specific conditions. Particular attention should be given to explaining and presenting the concept of dynamic conservation, so that the balance between system preservation and system evolution targeted at livelihood improvement and poverty reduction is clear to stakeholders in participating countries.

Recommendation 2

It is recommended that the current project be extended by 12 months. There has been initial discussion of, and agreement with, a 6-month extension; the evaluation considers that in the interests of the credibility of FAO, of the donor, and indeed of all concerned, the project should be extended for a full year to ensure that the goals of mainstreaming GIAHS, and completing the site-specific action plans, are achieved.

As far as staffing is concerned, the evaluation team recommends that for continuity, to ensure that the conceptualisation and leadership of the project is not interrupted, and to maintain the established working relationships with Governments, staff and other stakeholders, the international staff position of Technical Officer is continued for 6 months of the extension phase, and that this is filled by the individual currently in post.

The evaluation team also recommends, for the same reasons, that the national staff positions be maintained during the entire duration of the recommended 12-month extension period to

ensure the sustainability of both the project concept, and of the interventions introduced by the project.

To fulfil the need for greater engagement at the Kenya Maasailand site, necessary to ensure completion of project activities, there is a need for greater on-site project staff time.

Recommendation 3

It is recommended that particular attention be paid during the extension phase to the mainstreaming of GIAHS goals and principles into national policies in Kenya and Tanzania. To this end, it is recommended that additional funding be sought to fund a consultancy to the project which would ensure that the policy issues emerging from the project sites and other case studies are effectively debated with all the relevant stakeholders, and are then tabled at the national level..

Recommendation 4

As part of this process, it is recommended that independently facilitated multiple stakeholder policy workshops be held in both countries, in which a clear documentation of perceptions, policies and activities affecting the selected systems by different stakeholders are tabled and discussed, and from which clear recommendations and pathways for national recognition of GIAHS emerge.

Recommendation 5

In order to contribute to the up scaling of the GIAHS concept, it is recommended that a structured review of pastoralist and agro-forestry systems in eastern Africa be carried out so that the globally important features identified by the project in Kenya and Tanzania can be placed in the broader context of the region.

In addition, it is recommended that the project develops both spatially-explicit and feature-specific contextualisation of the selected sites which can be used to better describe and document the relevance, impacts and sustainability of GIAHS and the selected systems.

Recommendation 6

It is recommended to the GIAHS Secretariat that the generic site selection criteria be revisited with the aim of making the criteria less open to interpretation, more transparent and more quantitative in terms of scoring of candidate sites, by developing guidelines (and providing guidance, if necessary) on the adaptation to local conditions, including an indication of weighting factors. The guidelines should stress the inclusion of a wide range of relevant stakeholders in the site selection process.

Recommendation 7

It is recommended that during the proposed 12-month extension, that much greater dialogue and experience sharing is undertaken between the Kenyan and Tanzanian sites with regard to the Maasai pastoralist system. While the selected sites neighbour each other, the broader issues relating to their viability differ considerably, as do the institutional partnerships; there

is much to be learnt from greater cross fertilization between the two sites and their associated institutions.

1. Introduction

1.1 Background to the evaluation

1.1.1 Purpose

1. The final evaluation of the East Africa GIAHS project GCP/GLO/198/GER was commissioned by FAO's Office of Evaluation (OED) following a clause in the project document stating that an external evaluation would be conducted after the mid-term of the project.

2. The specific objectives of the project evaluation were to:

- a. Assess progress made, identify areas for improvement and make recommendations for the remaining implementation period of the project.
- b. Assess the need for adjustments to the project's timeframe and make recommendations on the desirability and modality of a second phase or replication phase of the project; and
- c. Document the lessons learned so far.

1.1.2 Scope

3. The evaluation was to assess progress of the project in implementing its activities as set out in its design documents, work plans and budgets. In particular, the evaluation looked at the following aspects of the project:

- a. Relevance;
- b. Quality and realism of the project design;
- c. Management of financial resources (including the adequacy of budget allocations to achieve outputs);
- d. Project management and implementation (including efficiency and effectiveness of operations management and quality of support provided by FAO and by the Governments and resource partners);
- e. Extent to which the expected outcomes have been achieved, in particular with regard to the following aspects:
- f. Sustainable agricultural development and natural resource management: extent and quality of activities and impacts on environmental sustainability of natural resource management practices promoted by the project; extent and quality of activities and impacts on socio-economic and cultural sustainability of practices promoted by the project;
- g. Policies: extent and quality of activities and impacts on creating a conducive national policy and legal environment for the objectives of the project; extent and quality of activities to support the global GIAHS Initiative in creating a conducive international policy and legal environment for its objectives;
- h. Use made by the initiative of FAO's normative products and actual and potential contribution of the initiative to the normative work of the Organization in particular Organizational Result F1: Countries promoting and developing sustainable land management and Organizational Result A1

(Indicator A1.3): Number of countries with policies, programmes, strategies or projects to test, document and adopt practices that manage agricultural biodiversity and ecosystem services and preserve biodiversity, including through the application of the concept payments for environmental services in agricultural production landscapes.

- i. Gender mainstreaming in the initiative.
- j. Prospects for sustaining and up-scaling the initiative's results; and
- k. Overall performance of the project: extent to which the initiative has attained, or is expected to attain, its intermediate/specific objectives and FAO Organizational Result/s (impact), and hence, to the relevant Strategic Objectives and Core Functions; this will also include the identification of actual and potential positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.

1.2 Evaluation methodology

4. The evaluation was guided by the evaluation criteria and key evaluation questions, and other approaches defined in the ToR.

5. The evaluation assessed the project by using the internationally accepted evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability¹, and considered gender mainstreaming as a cross-cutting criterion for the assessment.

6. The field evaluation was carried out from 14th September to 3rd December, followed by briefings at FAO HQ in Rome on 12th and 13th December. The evaluation adopted a consultative, iterative and transparent approach with the project's Lead Technical Unit, the project's Field-based Technical Officer, the project coordinators in Kenya and Tanzania, as well as respective Government units dealing with the project. The Evaluation Team received administrative and logistical support from the project, but conducted its work independently.

7. The evaluation attempted whenever possible to triangulate the evidence and information gathered, and made use of the following tools: review of existing reports, semi-structured interviews with key informants, stakeholders and participants²; direct observation during field visits; and continuous feedback sessions with the project Field-based Technical Officer and the respective project coordinators in both countries.

¹ OECD/DAC and UNEG evaluation criteria.

² See Annex on Itinerary and List of People Met.

2. The background to Globally Important Agricultural Heritage Systems (GIAHS)

2.1 *The global GIAHS Initiative*

8. According to the specific website established³, FAO started the GIAHS initiative ten years ago (2002) in an attempt to safeguard and support the world's agricultural heritage systems. The initiative aims to establish the basis for international recognition, dynamic conservation and adaptive management of GIAHS, and to recognise their agricultural biodiversity, knowledge systems, food and livelihood security value and cultures throughout the world.

9. The GIAHS identified pilot systems in Peru, Chile, China, Philippines, India, Sri Lanka, Japan, Turkey, Azerbaijan, Tunisia, Algeria, Kenya and Tanzania, where dynamic conservation management approaches are being developed and implemented. These initiatives are designed to assist national and local stakeholders in the conservation and adaptive management of these heritage systems and their components. The words "dynamic conservation" feature in much of the documentation. This is an interesting cross-cutting global initiative, which has documented three main objectives⁴. These are:

- a. To leverage global and national recognition of the importance of agricultural heritage systems and institutional support to safeguard them
- b. To build capacity of local farming communities, local and national institutions to conserve and manage GIAHS, and to generate income and add economic value to goods and services of such systems in a sustainable fashion
- c. To promote enabling policy, regulatory and incentive environments to support the conservation, evolutionary adaptation and viability of GIAHS

10. Some pilot projects under the global GIAHS Initiative have received limited support under a GEF PDF-B grant since 2003/2004. The first fully funded pilot was the German Government-sponsored GCP/GLO/198/GER in 2008, entitled "Supporting Food Security and Reducing Poverty in Kenya and the United Republic of Tanzania through Dynamic Conservation of Globally Important Agricultural Heritage System (GIAHS)", the subject of this independent evaluation. This project has focussed on two highly contrasting systems in eastern Africa, and has taken the approach of identifying specific sites in Kenya and Tanzania that are representative of the two systems, and can be used to further the GIAHS concept and aspirations. While the key objectives of the project relate to the selected systems, the project also has a broader objective of up scaling the relevance, activities, experiences and impacts in Kenya and Tanzania to the broader global GIAHS initiative, in an attempt to strengthen the concept of GIAHS, and to provide insights into its future development.

³ <http://www.fao.org/nr/giahs/en/>

⁴ Parviz Koohafkan and Miguel Altieri, 2010. Globally Important Agricultural Heritage Systems: A Legacy for the Future. FAO, Rome.

2.2 Project Design

11. An assessment of project includes criteria such as the logical relationship between inputs, activities, expected outputs, outcomes and impacts, the validity of indicators, assumptions and risks, the timeframe within which the project is expected to achieve its objectives, the process of stakeholder and beneficiary identification, the envisaged institutional set-up and management arrangements, and finally the approach and methodology proposed for the project.

12. On most of these counts, the project design was flawed. The project was designed without a proper in-country consultative process: the future institutional partners in both countries were barely made aware of the project to come, the context of the two target systems in national development plans were not made explicit, and the unrealistic livelihood impact targets defined for the project at the end of year three thus lacked grounding in reality⁵.

13. The livelihood improvement indicators/targets defined in the project document were not realistic, both from the short amount of time (three years), and the scale of the changes anticipated (food deficit months reduced by 66 percent in year three among practising traditional farmers/ households). They were drafted before the project began, before the project sites had been identified, and before the inception workshop which reviewed and revised the project document. This renders the specificity of targets under the livelihood improvement section to be duplicitous, as no specific site had been identified, no baseline had been undertaken to evaluate what impact could be achieved on livelihood indicators.

14. The project document contained an overall project workplan, but this was unrealistic in its time planning and faulty, as it left out key activities the project had to go through in order to become operational. This refers in particular to the identification of project sites, and the identification and confirmation of counterpart institutions. In addition, the project document outlined project coordination arrangements which never materialized, and which also sketched out confusing (and in the end unworkable) interaction and communication channels. The project document also included a section on risks – but the risks outlined there were largely theoretical and did not anticipate the real challenges faced in project implementation.

2.3 The Maasai pastoral ecosystem

15. Worldwide, over 1 billion people occupy grasslands relying mainly on livestock as a primary source of livelihood (FAO, 2009⁶). Extensive pastoralism occurs in one quarter of the

⁵ The project designers acknowledged the lack of prior consultation due to time constraints, and the Agreement signed between FAO and the donor referred to a six-month initial project phase to culminate in an inception workshop and the preparation of a participatory action plan. However, even this adjustment proved far too short.

⁶ **FAO.** 2009. Review of Evidence on Dryland Pastoral Systems and Climate Change: Implication and Opportunities for Mitigation and Adaptation, Land and Water Discussion paper 8, FAO, Rome

global land area and supports around 200 million pastoral households (Nori et al, 2005⁷). Seventy per cent of these households live on less than US\$ 1.00 a day (World Bank, 2007⁸) and are faced with food insecurity and growing poverty. Africa contains a substantial portion of the world's arid and semi-arid rangelands, extending over three million sq. km. covering over 50% of tropical Africa and encompassing 24 countries (Juma et al., 1996). Within eastern Africa, 70% of both Kenya and Tanzania is characterized as arid to semi-arid with the production system being predominantly pastoral. The Maa speaking peoples occupy a significant proportion of the East African savannah. At the turn of the twenty first century, Maasailand covered some 150,000km², extending from Lake Turkana (N. Kenya) across the Rift valley to northern Tanzania (Homewood et al., 2009⁹). More recently, Maasailand straddles the Kenya/Tanzania border, and is centred on a broad cross section of the Rift valley, predominantly covering the Narok and Kajiado Counties in south western Kenya and the semi-arid lands between Arusha and the Serengeti National Park in Tanzania.

16. East African governments still tend to adhere to the misconceived view that the Maasai pastoral lifestyle is an inefficient and destructive use of land. Prescription for curbing migration, privatizing land ownership, commercializing herd management and settling families continue to dominate national development policies. Although approaches do differ between Kenya and Tanzania with respect to landownership, similar perceptions on Maasai pastoralism persist across the international border, notwithstanding the absence of viable alternative livelihood strategies.

2.3.1 *Maasai Organization*

17. The social, political and economic organization of the Maasai people has been extensively documented (Mol, 1996¹⁰, Spencer, 1993¹¹, Galaty, 1989¹², Waller, 1988¹³). The Maa speaking peoples are divided among 12 sub tribes (Iloshon), each occupying a specified territory and having an autonomous political structure based on an age-set system. The political leader, (Olaiguenani) and the junior and senior elders are the community decision makers while the warriors (Ilmurrin) are the community defenders (Esther 2007¹⁴). Natural resource use decisions are made through consensus during the Enkiguenia, a large public

⁷ Nori M., Switzer J. & Crawford A. 2005. Herding on the Brink: Towards a Global Survey of Pastoral Communities and Conflict – An Occasional Paper from the IUCN Commission on Environmental, Economic and Social Policy; Gland, Switzerland (available at www.iisd.org/publications/pub.aspx?id=705)

⁸ World Bank. 2007. World Development Indicators. Washington D.C.

⁹ Homewood, K., Kristjanson P. & Trench P.C. (Eds) (2009); *Staying Maasai? Livelihoods, conservation and development in East African Rangelands*, Springer

¹⁰ Mol, F. 1996. *Maasai Language and culture: Dictionary*. Limuru: Kolbe press

¹¹ Spencer, T. 1993. "Being Maasai, being in time". In *being Maasai: Ethnicity and identity in East Africa*, Ed. T. Spear and R. Waller. London: James Currey, 140-156

¹² Galaty, J. G., 1989. Seniority and Cyclicity in Maasai Age Organization. Discussion Paper No. 6,

¹³ Waller, R. D. 1988. Emutai: Crisis and Response in Maasailand 1883-1902, pp 73-114, In *the ecology of survival; Case studies from Northeast African History*. Edited by D. Johnson and D. Anderson. Lester Crook Academic publishing/Westview press.

¹⁴ Esther, M. 2007 *Socioeconomic Change and Land Use in Africa; The Transformation of property rights in Maasailand*, Palgrave Macmillan

gathering often convened by the *olaiuenani* or a senior elder and held under a tree. The *Olosho* (e.g. *Ilpurko*, *Ilkeekonyokie*, *Ilkisonko* or *Ilmatapato*) is the highest level of territorial unity and is the basis of organizational authority over natural resources. The *Loodokilani* Maasai occupy the GIAHS project area of Oldonyo Onyokie and Olkeri Group ranches north of Amboseli National Park. A group of male heads of polygamous families collectively or individually secure rights to common grazing and water within their sectional or spatial boundaries. The boundaries are fluid, permeable and often amorphous and may shift depending on forage and water availability determined by the seasonal distribution of rainfall.

18. As a potential GIAHS, pastoralism as practised by the Maasai supports over two million people in Kenya and Tanzania. Most of the Maasailand ecosystem contains areas of widely different ecological attributes, ranging from the high potential high altitude forests to low potential semi-arid scrubland. The system is hence characterised by livestock mobility for cattle, sheep and goats and coordination by mutual agreement to reserve the highlands, forested areas and hills for dry season grazing and areas in closest proximity to a Maasai village (*Enkang*) for family use to graze young and old stock.

19. Although previously erroneously criticized as an archaic, unproductive and environmentally destructive production system, ecologists and anthropologists alike have provided evidence that pastoralists have developed unique mechanisms and traditional institutions to cope with water shortage (FAO 2009), recurrent drought, poor soils, insecurity and patchy distribution of resources. These mechanisms and survival strategies have enabled the Maasai to sustainably manage their resources and secure their livelihood. Research over the last three decades has provided evidence that traditional pastoralism is as productive as well managed commercial ranches and in the long term are ecologically sustainable. However, with population growth, land tenure changes and competing land use opportunities, the traditional system as known is under threat.

2.3.2 *The Maasai resource use system*

20. Although not entirely dependent on pastoral products for household sustenance, the Maasai derive up to 90% of their livelihood from pastoralism. The Maasai animal husbandry practices, lifestyle and resource use system developed over decades and passed on through generations approached resource utilization with a combination of institutional, biophysical and spiritual arrangement. The Maasai have developed the norms, rules, beliefs and practices that achieve sustainable resource use within fragile ecosystem.

21. A territorial grazing system among each sub-tribe (*Olosho*) and reciprocal mobility arrangements between different sections and among members within one section is guaranteed through spiritual means. For instance during the 2009 drought, the *Ilkisongo* and *Ilkeek Onyokie* sub tribes in *Kajiado* were able to traverse without prior consent most of the *Purko* Maasai grazing reserves west of *Narok*. A belief that helping a brother in distress will keep a curse away ensures unrestricted access to key resources needed for survival during critical periods such as extreme drought.

22. The Maasai keep different livestock species to minimize competition and ensure resource utilization at different levels. Cattle take the long and medium height grasses, sheep will graze on the short grass and goats will browse on the short thorny plants. A mechanism

allowing for a barter trade between different livestock species works to maintain a favourable number of each livestock species within a territory. At another level, an entire identifiable ethnic group, clan, neighbourhood or family maintains the production system within a single Olosho.

23. Customarily, the system assigns rights and responsibilities to different categories of resources, such as different types of water points, various access routes, open plain and woodland pastures, wet season and dry season pastures and further limits human settlements within designated areas allowing for mobility within the wider landscape. Typically, the plains is set aside for all year round sheep grazing and cattle wet season grazing while the woodlands, poorly watered landscapes and hills reserved as dry season grazing.

24. Decisions affecting the grazing pattern and watering points are not generally held by single family ownership but rather are governed by an intricate graduated system of organization with powers and responsibilities spread across various age-sets and/or user groups. The village (Emurua) resources are largely controlled by the eldest male community members living within a semiautonomous region, generally described by cattle grazing system. Elders from several often-contiguous villages manage the key resources such as main salt licks, water points and dry season grazing. Against all odds, the system has persisted for hundreds of years and preserved most of its notable principles to an unusual extent. On-going land privatization, immigration by other communities, expansion of arable and irrigated cultivation, expansion of towns and annexation of communal land for wildlife conservation threatens the Maasai ecosystem and the livelihood supported by these pastoral livelihood.

2.4 The Chagga agroforestry ecosystem

25. The mixed agroforestry system developed by the Chagga people in the foothills of Mt. Kilimanjaro¹⁵ have been long recognised as a model sustainable land use, deemed appropriate to the unique environment¹⁶. They are sometimes termed Chagga homegardens and Kihamba and cover about 1200 km² (120,000 ha) on the south and east slopes of Mt. Kilimanjaro. The average annual rainfall ranges from 1000 to 1700 mm with marked variation depending on elevation, exposure and aspect. Mt. Kilimanjaro gets more rainfall on its south-eastern and eastern flanks (where the Chagga homegardens are found) than on its northern and western sides which are sheltered from the wet southeast winds. The system has been well described by Fernandes et al (1984)¹⁷ and the irrigation system that is integral to its success by Goldsmith (1984)¹⁸. The system is characterised by a multi-layered vegetation structure comprising the mixed cropping of bananas and coffee, sheltered by a canopy of multiple tree species.

¹⁵ The area above the 1,900 m contour is designated forest reserve and national park

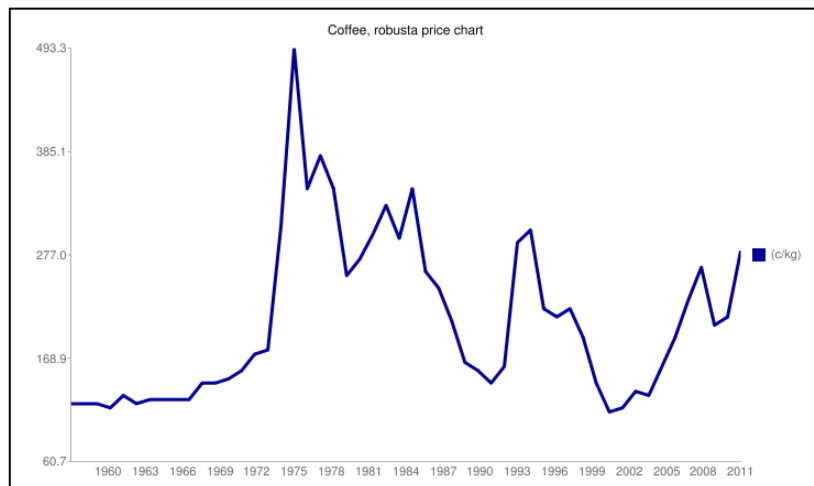
¹⁶ von Clemm M (1963) Agricultural productivity and sentiment on Kilimanjaro. *Econ Bot* 18:99-121

¹⁷ Fernandes, E., Oktingati, A., Maghembe, J. (1984). The Chagga homegardens: a multi-storied agroforestry cropping system on Mt. Kilimanjaro (Northern Tanzania). *Agroforestry Systems* 2: 73-86.

¹⁸ Goldsmith, E. (1984). The traditional irrigation system of the Chagga of Kilimanjaro. *Published as Chapter 23 of The Social and Environmental Effects of Large Dams: Volume 1. Overview. Wadebridge Ecological Centre, Worthyvale Manor Camelford, Cornwall PL32 9TT, UK, 1984. By Edward Goldsmith and Nicholas Hildyard.*

26. The system has inevitably faced many challenges, and these have included the dramatic fall in the coffee prices on the world market (see Fig. 1 below), the growing human population in the region, the migration of younger people to urban areas, the deterioration of the irrigation furrow system, and the inevitable land use changes that have resulted, including the adoption of cash cropping of maize accompanied by deforestation. The implications of these challenges have been discussed by Soini (2005)¹⁹, and the potential reduction of species biodiversity has been discussed by Hemp (2004)²⁰.

Figure 1. Coffee prices (US\$ per kg) from 1960 to 2011, showing the low points of 1990 and 2000, and the progressive recovery since 2002²¹



27. The Chagga homegardens provide multiple functions. They provide a sustainable livelihood through the diversity of products which emerge, particularly bananas and coffee, and potentially they provide a deterrent to deforestation of one of the important water towers of eastern Africa. However, this potential for sustainable livelihood enhancement and environmental conservation do depend of a diversification of livelihood enterprises to ensure the economic viability of the cropping system, an effective market for the emerging products, and a strong and effective community management to ensure appropriate natural resource conservation. The GIAHS has tremendous potential to meet these demands through the range of activities planned and initiated.

¹⁹ Soini, E. (2004). Changing livelihoods on the slopes of Mt. Kilimanjaro, Tanzania: Challenges and opportunities in the Chagga homegarden system. *Agroforestry Systems* (2005) 64: 157–167

²⁰ Hemp, A. (2004). The banana forests of Kilimanjaro: biodiversity and conservation of the Chagga homegardens. *Biodiversity and Conservation* (2006) 15:1193–1217

²¹ http://www.mongabay.com/images/commodities/charts/robusta_coffee.html

3. The project

3.1 Project budget and expenditure

Project Financial Situation as of November 2011

	Original Budget	Budget Revision "B"	Commitments and Actuals	Percentage Original Budget	Percentage Budget Revision "C"
5011 Salaries Professional (Parent account)	938,334	551,718	666,578	42.62%	25.06%
5012 Salaries General Service (Parent account)		40,000		0.00%	1.82%
5013 Consultants (Parent account)	75,000	214,801	138,798	3.41%	9.76%
5014 Contracts (Parent account)	480,000	751,689	314,260	21.80%	34.14%
5020 Locally Contracted Labour (Parent account)		2,000	412	0.00%	0.09%
5021 Travel (Parent account)	95,000	131,080	141,935	4.32%	5.95%
5023 Training (Parent account)	150,000	42,208	557	6.81%	1.92%
5024 Expendable Procurement (Parent account)	30,000	74,669	2,057	1.36%	3.39%
5025 Non Expendable Procurement (Parent account)	60,000	90,000	85,120	2.73%	4.09%
5027 Technical Support Services (Parent account)	30,000	0	0	1.36%	0.00%
5028 General Operating Expenses (Parent account)	90,000	50,000	55,656	4.09%	2.27%
5029 Support Costs (Parent account)	253,284	253,284	163,926	11.50%	11.50%
5040 General Operating Expenses - external common services (Parent account)		119	1,578	0.00%	0.01%
5050 General Operating Expenses - internal common services (Parent account)		50	44	0.00%	0.00%
Total Expenses	2,201,618	2,201,618	1,570,921	100.00%	100.00%

28. The project went through two Budget Revisions in its lifetime (a third one is in preparation); the professional salary budget line was decreased (more drastically in Budget Revision "A", increased again in line with the project extension under Budget Revision "B" in November 2010), as were the Budget Lines for Training, Technical Support Services

and General Operating Expenses. These budget revisions were based on the development and progress of the project, but were critically late in the case of Budget Revision “B”.

29. There was a substantial increase in the amount allocated for contracts, to cater for the many activities carried out under LoAs, and the concomitant travel and farm inputs (expandable supplies). However, the explanation attached to Budget Revision “B” claimed that the *de facto* amounts available for farm inputs and training were not diminished, as they were to be covered under the LoAs with Implementing Partners (this can only be substantiated once the LoAs have been completed).

3.2 Partnerships

30. The project document contained an explicit reference to partnerships: “Partnerships and Collaboration with Local Non-governmental Organisation (NGOs) Civic Society Organisations (CSO) and national and/or International Academes and Research Institutions”. Under this heading, it was envisaged that agreements would be established “... with the local NGO/CSO, national and international academes and research institutions () to carry out local demonstration of dynamic conservation, conduct particular studies on agricultural heritage systems and conservation and sustainable use of agricultural biodiversity and other related activities for adaptive management of GIAHS, and for improvement of food security and poverty reduction of the local communities”.

31. In the first year of the project, an idea was developed to enter into a LoA with the German Center for Development Research (ZEF Bonn) for an internship/PhD support for a Kenya/Tanzanian national as “an innovative feature of the GIAHS project”. However, for reasons not well known to the Evaluation Team (some correspondence indicates problems concerning staff funding within the proposed LoA), this LoA never materialized: the project did not fund any academic studies/internships neither with ZEF nor with any other institution.

32. In the course of project implementation, the project entered into several LoAs which could be considered partnerships, albeit on a monetary basis. These LoAs include the following:

- NMK – LoA for Implementation Action Plan
- MLDF – Implementation action plan
- MOL TZ – site selection /development AP
- MOA TZ – site selection /development AP
- MOL-TZ - action plan implementation in 2011
- PCDA – cattle re-stocking in Kenya²²
- KNCU – organic coffee
- TIPEI – vanilla
- UCRT – CBO

33. Of the above organizations/institutions, only the latter four can be considered partners in the sense of the project document; the others are part of the official project implementation structure as host institutions of the National Project Coordinators.

²² A previous attempt to conclude a LoA with another NGO (MPIDO) fell through, reportedly due to exaggerated budget demands by the NGO as well as claims by the NGO to change the content of the LoA.

34. Further references to partnerships in the project document concerned the LTU of CA for SARD Phase II, which was to be a “key partner of the Global GIAHS Secretariat for the implementation of project activities²³”, as well as the HQ-based Programme Officer/Technical Officer, who was to “... communicate with potential donors and partners such as UNESCO World Heritage and MAB, CBD, CCD, CGRFA, IT-PGRFA, IUCN, WWF and others as appropriate, in order to raise support and gain recognition”.

3.3 Project management

35. Project management had to grapple with a project document that outlined project coordination arrangements which never materialized, and which also sketched out confusing (and in the end unworkable) interaction and communication channels. Project management thus proved very complex, with (too) many layers: Rome²⁴/Arusha²⁵/two FAO Representations (KEN & URT)²⁶/three National Coordinators (KEN & URT)/one Assistant Project Coordinator (KEN)²⁷, through which the project had to operate to get its work done.

36. In view of the above, it may have been a blessing in disguise that the project did not actually establish (or quickly dropped) some of the positions and structures outlined in the project document (see also the section on technical and operational backstopping below). The Rome-based Technical Officer provided inputs only initially²⁸, and the proposed links with FAO’s Regional Office for Africa and the sub-regional office for Eastern and Southern Africa never materialized. The project did establish a Project Facilitating Committee (PFC), as foreseen in the project document, but its role never advanced to the levels foreseen in the project document and the subsequent Inception Workshop²⁹.

²³ However, the partnership with the CA-SARD project never materialized as the two projects were active in different agro-ecological systems.

²⁴ FAO Rome was supposed to be the project’s headquarters: the project document stated that “... the Global GIAHS Coordinator will assume the role of Manager/Coordinator for the current project, providing overall project technical orientation, administration and management oversight, facilitating coordination between and among GIAHS related projects and partner countries and ensuring that important communications and information are disseminated”, and that “... the Technical Officer financed under the present project arrangement (HQ-based) shall provide liaison with the overall Global GIAHS initiative and will particularly oversee pilot systems in Kenya and the United Republic of Tanzania, in close liaison with the field-based Technical Officer, to ensure that all necessary technical inputs are delivered. He /she will also liaise and coordinate activities with other GIAHS pilot countries and FAO Technical Units regarding FAO operationally active technical cooperation projects”.

²⁵ The field-based Technical Officer is based in Arusha; he was to be “...responsible for the management and technical implementation of the project in Kenya and the United Republic of Tanzania”.

²⁶ The project document stated that “... FAO Representations in Kenya and the United Republic of Tanzania will have direct implementation responsibility for their respective national components and activities”.

²⁷ According to the project document, “... National Project Coordinators (NPC) will be hired to oversee the operational aspect and general supervision of the country activities. The Global GIAHS Coordinator, the Technical Officers and the National Project Coordinators form the Project Secretariat”.

²⁸ Although some HQ-based position was later charged to the project; but this was probably done in error and the charges were reversed.

²⁹ The PFC was to be comprised of relevant ministries of Kenya and Tanzania, International Organizations, NGO’s and other relevant stakeholders, to “...facilitate information-sharing and mobilize in-kind support from within its member institution. It shall also provide strategic advice and make recommendations on project

37. The workplan and timetable in the original project document were revised several times in the course of project implementation; the last two major revisions were probably initiated during the Inception Workshop in December 2008. Beyond 2009, the site-specific Action Plans appear to have substituted for comprehensive project workplans – this seems to have led to an emphasis away from the policy and conceptual aspects of the project, and a concentration on field work in the selected communities.

38. The project was delayed right from the start. The field-based Technical Officer assumed his post six months after the project was declared operational; the Inception Workshop planned in the original project document for January 2008 was eventually held in December 2008³⁰, and suggested some important changes to the project approach. However, the first request for an extension of the project duration was only formally made in November 2010 (Budget Revision “B”) by the Budget Holder – one month before the scheduled termination of the project³¹.

39. Progress reporting was at times very detailed (many annexes in addition to the brief progress report in FAO format³²), but reporting was against the project’s objectives, outcomes and outputs, and rarely contained a reference to achievements against time-bound targets or milestones: probably this was caused by the absence of an overall project workplan. (The references in the progress reports were against the Community Action Plans, but without dates or quantification.)

40. Over time, the project accumulated massive delays against the original expectations (and also against the targets defined following the Inception Workshop): the site selection process was not completed until the first half of 2010 (March 2010 Shimbwe Juu), the Community Action Plans were finalized only in the second half of 2010, and only very few activities envisaged in the Action Plans actually happened in the first half of 2011; but a sense of urgency was not conveyed in the progress reports prepared by the project.

41. The reasons for the delays are manifold: a long start-up period was needed due to project design faults and the need to accomplish buy-in from the partner governments, community mobilization had to be achieved through a painstaking consultative identification process, and natural conditions (drought) militated against the implementation of some activities.

implementation to the Project Secretariat. Each member institution of the FPC shall nominate an official Focal Point within its staff”. The FPC’s ToR were further developed at the project’s inception workshop in December 2008, and among others included the tasks to “... undertake participatory monitoring and evaluation of project implementation, design an exit strategy to ensure the sustainability of the initiative beyond the duration of the project, review and provide recommendations on proposed activity and action plans and budget for selected sites”. However, the PFC meetings are not well documented (mostly a reference – no minutes - in progress reports), and does not seem to have assumed the pro-active role originally assigned to it.

³⁰ The Inception Workshop then cautioned that the project should follow a rigorous site selection procedure before embarking on actual field work. (The need to allocate time – and develop specific criteria – for site selection was hardly mentioned in the original prodoc.)

³¹ During the preparation of the first budget revision from January-April 2009, the first draft submitted to the donor contained a project extension of 1 year. This was reversed at the request of the donor in later drafts.

³² However, the uploads in FAO’s FPMIS do not always contain all the annexes indicated in the progress report.

42. However, there were also more mundane reasons: both in Kenya and Tanzania, the Government officials originally tasked with providing designs for water dams delivered sub-standard work that needed to be re-done, and NGOs identified as implementation partners under LoAs had to be dropped as they did not agree to the original conditions of the LoA. Generally, administrative actions tended to take a long time (see further under the Efficiency chapter); perhaps a combination of factors (long communication channels, a Technical Officer without prior experience of FAO administrative rules and regulations³³, an understaffed FAO representation in Tanzania, the National Coordinators at a long distance from the field) is responsible.

43. In terms of technical management of the project, the participatory and consultative approach followed in the community work reflects well on project management. In terms of institutional partnerships, the field-based Technical Officer has established good relationships with the four key partner institutions (MAFC, MLFD, NMK, MLD) at the working level, but there is less evidence of project visibility at decision-making levels (which would be important for the mainstreaming of the GIAHS concept later on).

44. Altogether, the aspect of developing and popularizing the GIAHS through an intensive dialogue with in-country stakeholders has remained underdeveloped in the project. The project appears to have relied too much on its own expertise, without drawing on outside expertise (and this would also include high-level technical consultants), and without engaging enough with people and institutions holding differing views.

3.4 Technical and operational backstopping (including guidance and oversight)

45. The project document gave a crucial role to the FAO Representations in Kenya and the United Republic of Tanzania (“direct implementation responsibility for their respective national components and activities”), which hardly materialized in the course of project implementation. (The role of the FAO representations seems to have been, in the main, the provision of administrative support as requested by the project³⁴.)

46. The project was to be backed-up by: (i) an International Steering Committee, and (ii) a Technical group, composed of eight to ten independent experienced experts selected on the basis of their competence in ethno- and agro-ecosystems, indigenous knowledge, environment, land and water resources, agro-biodiversity, social sciences, and economics. The International Steering Committee was supposed to be “an umbrella policy advisory group” for the project; the Technical Group was to “... provide independent opinions and advice on the technical reports produced by the project, including planned activities, as well as on the data collection of traditional knowledge to be developed as well as on the implementation of adaptive management of pilot systems and sites. However, if these bodies did ever make any specific inputs to the project, these are not well documented.

³³ The Field-based Technical Officer did not receive FAO training in project operations

³⁴ The project progress report July-Dec 2010 stated that “during the previous reporting periods, the FAO office in Tanzania was not always able to implement project operations in a timely manner due to lack of staff (open posts). The office has since hired additional staff ...” This was partly confirmed by consultations in the field, but it seems that also unfamiliarity with FAO procedures also contributed to delays.

47. Technical support was to be provided by FAO units, specialised in land and water resources management, livestock and rangeland management, crop production systems and agronomic issues, farm business management, and feasibility studies. The Land and Water Division (NRL) within the NR Department was nominated the Lead Technical Unit (LTU) of this project, while other FAO technical divisions, IDWGs and SARD initiative (socio-economic aspects of GIAHS adoption and knowledge management) were to be key partners.

48. The project document emphasized the "... LTU of CA for SARD Phase II (as a) key partner of the LTU and GPIU of GIAHS for the implementation of project activities. However, the partnership with the CA-SARD project never materialized as the two projects were active in different agro-ecological systems. Apart from AGS (the LTU for the CA-SARD project), the Project Technical Task Force was supposed to comprise representative from AGN (nutrition) and ESA (Right to Food) – but it appears that the Task Force never met during the project's lifetime.

49. There is only patchy evidence regarding the amount and quality of the backstopping received by the project. In the first two years, there seems to have been some more intensive exchange of email between the Project Manager/Coordinator in Rome and the field-based Technical Officer in Arusha, but it appears that in the critical years between late 2009 and early 2011, when progress was happening only slowly, very little constructive dialogue and support was taking place.

50. What is particularly striking is the absence of any visits by either technical backstopping officers from FAO or dedicated consultants. The project did hire some expertise through LoAs with national NGOs and contracts with national consultants, but these were usually for clearly defined technical tasks. More comprehensive reviews of the project's approach and achievements, of issues and constraints encountered, appear not to have taken place.

51. A provision in the project document stipulated National Review Meetings³⁵: the Inception Workshop in December 2008 was the first (and it seems, only) review meeting that did actually take place. Apart from this, there seems to have been no formal review where all key stakeholders and project implementers were present.

4. Evaluation synthesis

4.1 Relevance

52. The evaluation considers relevance of the project at various levels. These include the broad relevance of the GIAHS concept (and the challenges of the mixed messages it presents); the relevance within the eastern African region; the relevance of GIAHS in

³⁵ To include the Project Facilitating Committee, the National Focal Point Institution (NFPI), the Project Secretariat (Field and Rome-based FAO Officers), the FAO Country Office Representations, a representative from CA-SARD initiative, and key partner organisations, local and national stakeholders.

strengthening or endorsing other production system characterisations, and indeed the interface and compatibility with other such system characterisations in the region; the relevance of GIAHS to the two countries (for example with respect to national agriculture development programmes, regional/system priorities, poverty reduction, biodiversity/conservation, heritage, etc.); the relevance of the systems selected to the overall global concept; the relevance of the selected sites; the relevance to the target beneficiary communities; the relevance to deforestation (with respect to the Chagga agroforestry system); the relevance to FAO (comparative advantage); and the relevance to other development partners.

4.1.1 Broad relevance of GIAHS.

53. It is arguably outside the context of this evaluation to consider the broad relevance of GIAHS on a global basis, and it is understood that there will be a mid-term evaluation of the global project in 2012. Much of the expected global relevance appears in the documentation associated with the project. The overall concept is highly relevant, combining issues of indigenous agricultural practices that build on knowledge, understanding, exploitation and conservation of natural resources, with broader attributes such as genetic conservation and promotion of community livelihoods. An important challenge seen to the widespread recognition and adoption of the concept is in straddling the boundaries of the diverse objectives of the initiative, and securing understanding and/or buy-in from stakeholders who hold certain of the wide-ranging objectives dear to their hearts, but are not engaged in others of the key objectives.

54. From an evaluation point of view, the prior identification of clear indicators of success is important. With GIAHS this is complex, when assessing, for example, the diverse and in some cases potentially conflicting indicators of:

- Aesthetic beauty, biological diversity, resilience and heritage
- Improvement of food security and community livelihoods
- Alignment with the drivers of development and change

55. This presents some interesting challenges to beneficiary institutions, and indeed to project evaluators. The key challenge is in understanding and clearly articulating the balance between the heritage components, which recognizes and promotes the “museum” attributes of the system, and the livelihood enhancement and poverty reduction components of the project title, which may demand substantial changes in the system which respond to issues threatening the wellbeing or even survival of the system.

4.1.2 Relevance to the eastern African region.

56. In broad terms, the concept of identifying, promoting and enhancing the role of selected indigenous agricultural systems is highly relevant to the countries of eastern Africa. The concept of heritage is already well recognised, but generally in terms of physical structures or landscapes (denoted “sites”) through the UNESCO World Heritage Listing³⁶, rather than in systems, and certainly not in agricultural systems. Under this UNESCO

³⁶ <http://whc.unesco.org/en/list/>

classification there are currently six sites listed in Kenya (Lake Turkana National Parks, Mount Kenya National Park/Natural Forest, Lamu Old Town, the Sacred Mijikenda Kaya Forests, Fort Jesus, Mombasa and the Kenya Lake System in the Great Rift Valley), and seven in Tanzania (Ngorongoro Conservation Area, Ruins of Kilwa Kisiwani and Ruins of Songo Mnara, Serengeti National Park, Selous Game Reserve, Kilimanjaro National Park, Stone Town of Zanzibar and the Kondoa Rock-Art Sites). Apart from the two agricultural systems selected for this project, some others within the region have been suggested, indicating a degree of buy-in to the concept.

4.1.3 Relevance of GIAHS in strengthening other production system characterisations, and indeed the interface and compatibility with other production system characterisation in the region.

57. The evaluation team was disappointed to learn of the very limited connection that exists between the characterisation of the selected systems and other established production system characterisations in the countries studied. This weakness has two important elements. The first is the absence of even a literature review of production system characterisations, and a contextual analysis of how the Maasai pastoralist and the Chagga agroforestry systems fit in (or not, as the case may be). And the second is the absence of a contextual analysis of how the specific sites identified (Engare Sero and the Magadi group ranches, with respect to the Maasai system, and Shimbwe Juu with regard to the Chagga agroforestry system) fit into the broader pastoralist and agroforestry systems in the two countries (and indeed the eastern Africa region). These weaknesses limit the strategic conceptualization of GIAHS, and severely affect the credibility of the overall concept by other systems orientated initiatives.

4.1.4 Production system characterization

58. There have been several different production systems characterizations carried out for the eastern African region or specific for the countries of Kenya and Tanzania. These include the general characterizations for Kenya by Jaetzold and Schmidt (1982)^{37, 38}, the broader global characterizations of livestock production systems by Sere and Steinfeld (1996³⁹), which was updated by Thornton et al (2002)⁴⁰ and given a poverty association dimension, and the more recent regional characterization of livestock production systems by Cecchi et al (2010)⁴¹. Changing land use and livelihood patterns in Maasailand have been documented by Homewood⁴² et al., (2009). There is also the innovative Harvest Choice⁴³

³⁷ Jaetzold R. and Schmidt H. 1982. Farm Management Handbook of Kenya. Volume II. Parts A, B and C. Ministry of Agriculture in Cooperation with German Agency for Technical Cooperation, Nairobi.

³⁸<http://library.wur.nl/isric/index2.html?url=http://library.wur.nl/WebQuery/isric/23897>

³⁹ Seré, C. & Steinfeld, H. 1996. *World livestock production systems: current status, issues and trends*. Animal production and health paper No. 127. Rome, FAO. 82 pp.

⁴⁰ Thornton, P.K., Kruska, R.L., Henninger, N., Kristjanson, P.M., Reid, R.S., Atieno, F., Odero, A., Ndegwa, T., 2002. Mapping Poverty and Livestock in the Developing World. ILRI (International Livestock Research Institute), Nairobi, Kenya.

⁴¹ www.fao.org/docrep/014/i2414e/i2414e09.pdf

⁴² Homewood, K., Kristjanson P. & Trench P.C. (Eds) (2009); *Staying Maasai? Livelihoods, conservation and development in East African Rangelands*, Springer

⁴³ http://harvestchoice.org/about/at_a_glance

system which uses a spatially-explicit evaluation framework to explore the benefits from investments or innovations in different production systems.

59. As far as agroforestry systems are concerned, the major characterizations have been undertaken through the International Centre for Research on Agroforestry (ICRAF), based in Nairobi, and has included the works of Nair 1985⁴⁴, and Nair 1993⁴⁵.

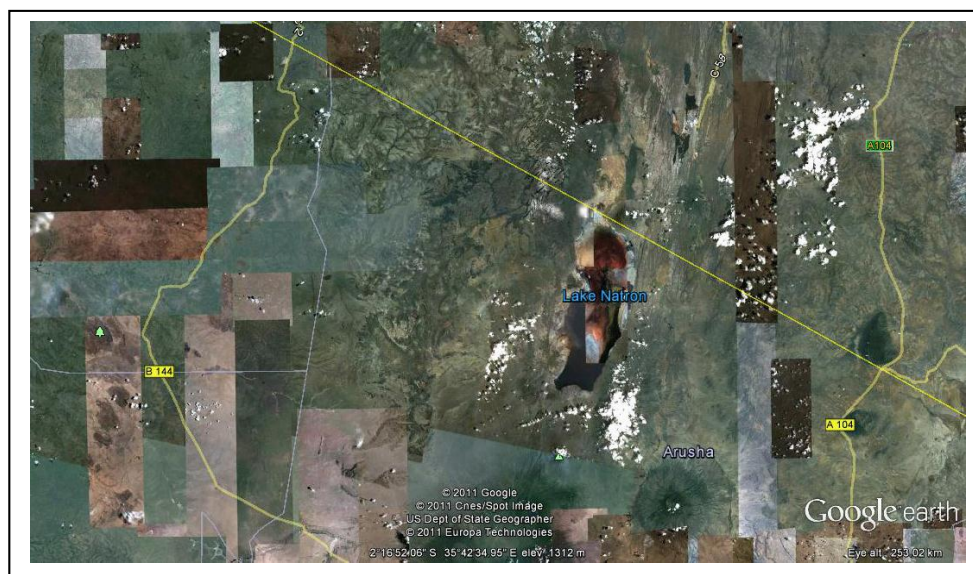
60. There are undoubtedly many more production systems characterizations, of greater and lesser relevance to the GIAHS pilot study systems and sites, but the brief review here illustrates an unfortunate gap in contextualizing GIAHS within the existing series of characterizations.

4.1.5 Contextual analysis of selected sites

61. In both countries, sets of criteria were established centrally by the project for the identification of sites deemed representative of the selected systems. Using these criteria, a participatory process was undertaken to identify candidate sites, and then select a single site for project activities. Once Engare Sero, the group ranches of Magadi and Shimbwe Juu were selected, no further reference has been made to the other candidate sites considered, not indeed to the broader pastoral and agroforestry systems from which they were selected. This is a significant gap. This leaves the selected sites as isolated examples of the broader systems they represent, rather than placing them in a contextual analysis of the systems they represent. Such a contextual analysis should include geographic, socioeconomic, genotype, indigenous knowledge and other attributes to enable the key GIAHS characteristics to be mainstreamed for each system. At the very functional level, given that each site is planned to have a museum or cultural centre, and indeed is to be placed in a national context in hosting institutions, it will be important to at least have maps and diagrams which depict the location and distribution of the sites, and their context within the systems at large. Such maps would also be valuable in laying out the site characteristics, linkages and project interventions, and facilitate the interpretation to project staff, beneficiaries, partners and policy makers. To date the project has not even produced a map of the location of the selected sites, easily derived using Google Earth for example (see below for the Maasailand sites).

⁴⁴ <http://www.springerlink.com/content/k31013600k762483/fulltext.pdf>

⁴⁵ http://www.nrem.iastate.edu/class/assets/NREM471_571/Agroforestry%20readings_2009/Week%201/Nair_1993_Chapter3.pdf



4.1.6 Relevance to the development, heritage, conservation, poverty reduction and other national priorities of the two countries.

62. **Development, poverty reduction and food security.** In simple terms, the GIAHS project does not appear to sit as a high priority in terms of the development agendas of either Kenya or Tanzania. Even within the Ministries of Agriculture and Livestock, it does not have a high profile in the development, livelihood enhancement and poverty reduction programmes. Nevertheless, these Ministries welcome the initiative, and see it as an opportunity to address areas of development which may not otherwise receive attention. This was particularly so in the Government of Tanzania, where the project concept has been contributing to the development of the National Land Use Master Plan, being drafted by the Ministry of Agriculture, Food and Cooperatives.

63. The story is quite different with regard to the National Focal Point Institution in Kenya. The National Museums of Kenya⁴⁶ sees itself not only as a heritage organisation, but rather as an active organisation with a growing research arm, seeking to “enhance knowledge, appreciation, respect and sustainable utilization of Kenya’s past and present cultural and natural heritage for the benefit of Kenya and the world, for now and posterity”. As such, the GIAHS is a perfect fit to the aspirations of the NMK, and has the organisation’s full endorsement. However, while this is most valuable for institutionalising the heritage and natural resource management aspects of GIAHS, the NMK does not play a front line role in development issues. Nevertheless, the budgetary support to project activities within the Magadi group ranches provided by Kenya’s Ministry of Livestock is indication of Government the capacity of NMK (and the project) to leverage inter-institutional support.

64. **Heritage and conservation.** The strengths and institutional prominence of NMK and active support to the GIAHS concept is not replicated same to the same degree by the equivalent organisation in Tanzania (the Antiquities Unit, within the Ministry of Natural

⁴⁶ <http://www.museums.or.ke/index.php>

Resources and Tourism); while there has been strong support from the Principal Conservator of Antiquities, this has apparently not been matched with broader institutional support from that Ministry.

65. **Relevance of the systems selected to the overall GIAHS concept.** The evaluation team considers that both systems selected are highly relevant to the overall GIAHS concept, but the degree of relevance is markedly different between the two systems selected.

66. **Chagga agroforestry system.** This system is well recognised as being unique, long-standing, providing livelihood opportunities for the participating communities, and providing alternative and potentially sustainable options to the trend for deforestation and cultivation of cash crops in the area, through a strong forest habitat conservation component. The relevance is reflected in the historic demonstration of system viability, the fear of deforestation, and the need for alternative livelihood options within the agroforestry system to ensure financial viability and sustainability. The proposal to renovate the irrigation furrows, introduce alternative enterprises such as vanilla and trout, and upgrade coffee production to organic all fit well within the “living” and “dynamic conservation” aspects of the GIAHS concept.

67. **Maasai pastoralist system.** The broader pastoralist systems are also well recognised as providing an historic and unique land use system which exploits livestock as the singular livelihood option in the arid and semi-arid grasslands of eastern Africa. This clearly marks it as relevant. The differing degree of relevance (meaning lower degree of relevance) from that of the Chagga hinges on the much greater challenges of viability and sustainability facing the pastoralist systems, the much greater vulnerability they have to drought and the effects of climate change, and the particularly negative perception associated with pastoralism by the many of the Kenya and Tanzania policy makers. This means that the choice of a representative site is much more critical in this system, to ensure that a selected site reflects dynamic conservation, meaning the appropriate balance between the heritage and indigenous knowledge attributes, and the forward-looking sustainable livelihood and poverty reduction attributes, given the substantial and growing pressure from other land-use enterprises, particularly arable cultivation and wildlife conservation.

68. **Relevance of the selected sites.** For both systems, the project developed a set of criteria for site selection, identified several candidate sites (three for the Tanzania agroforestry, eight for the Tanzania pastoral, and five for the Kenya pastoral), and then undertook a participatory process of selecting one site for each system. The evaluation team has comments on these different steps.

69. **Relevance of the site selection criteria and selection process.** The selection criteria were developed centrally by the GIAHS, and they were then tabled for discussion with the project staff. The process of identifying candidate sites, reviewing them and ranking them was undertaken by project staff and a limited number of other stakeholders. The evaluation team considers that while an effort was made to adjust the criteria to country conditions, they still remained open to different interpretations and without any weighting relating to the factors that are necessary and those that are sufficient. Specifically the evaluation considers:

- While it is important to develop draft overall site selection criteria, it is very important that these are subsequently carefully refined at the national level.

- This process of refinement must include stakeholders other than just project staff if it is to successfully evaluate criteria such as contemporary relevance (among others).
- The criteria are very subjective, and the scoring system very imprecise.
- The criteria mix “system” and “site” on several occasions, throwing the whole process of site selection into question.
- The criteria are arguably not of equal weight, but no weighting system for the emerging scores is applied.
- There are some “practical considerations” added on at the end, which should arguably be incorporated in the criteria.

70. **Relevance of selected sites.** Arguably no single site will be truly representative of the agricultural system selected. For the Chagga agroforestry system, for which three sites were considered, it seems that Shimbwe Juu provided an area and a community representative of the system. However what appears to be missing from the process of selection and contextualisation is a careful documentation of the characteristics of the other candidate sites which comply with, or differ from, Shimbwe Juu, and a retrospective analysis of the relevance of different characteristics of non-selected sites to the overall agroforestry system. For the Maasai pastoral system in both Tanzania and Kenya, it appears that the more conservative sites have been selected in which innovations and changes are minimal, and in which long-term sustainability is more questionable, indicating that greater weighting was given to the “museum” factor rather than the “improved livelihoods and development” factors⁴⁷. There are several other potential sites in Kenya (not considered by the project in site selection) which are arguably more representative of how the Maasailand pastoral system is evolving in the face of the various population growth and land use threats⁴⁸.

71. The justification for a single site? This raises the question of the relevance of a single site, particularly for the Maasai pastoral system. An alternative methodology to the GIAHS site concept in Maasailand might be to adopt a broader systems approach, having outreach from the selected site to other areas within the pastoralist system, to ensure that the project is engaged with the plethora of innovations and changes going on in Maasailand. A second alternative approach is one in which sites are rotated on a (say) three year cycle to provide a wider institutionalisation of the concept, and greater recognition of the different dynamics even within a system.

72. **Relevance to the target beneficiary communities.** In all three sites, the project had particular relevance to the ultimate beneficiary communities in terms of recognition, empowerment and some technological innovation. All communities are “off the radar” of

⁴⁷ The project document states that: “trying to conserve GIAHS by “freezing them in time” would surely lead to their degradation and condemn their communities to poverty. GIAHS is “not for creating museums”, it is not about the past but its vision is about the future to achieve well-being for poor traditional farmers and pastoralists”.

⁴⁸ In other parts of Kenya’s Maasailand, there are several initiatives looking at the interface between livestock keeping and the interface with wildlife enterprises in different conservancies. Many of these are looking at greater economic contribution of livestock to the system. The project had not made any contact with these conservancy initiatives, not was aware of a recent “North South Dialogue” between conservancies in Laikipia District and those in Narok and Kajiado, to discuss further the future of the livestock/wildlife interface on Kenya’s pastoralist systems.

most development projects and the project is highly relevant to their status, their development and their livelihoods (contingent on the effectiveness of project activities; see below). The evaluation team witnessed the enthusiasm for the project of the beneficiary communities. At the Magadi group ranches, the community leaders expressed their hope in using the project to restore their traditional grazing system; prior to project commencement, the fast moving subdivision of pastoral land had become an issue for discussion and deep concern within both Olkeri and Oldonyo Onyokie group ranches. On project commencement, the community committed to delaying group ranch subdivision and to restore their traditional lifestyle and grazing system. The closure of water pans (seen as a disruption of the traditional grazing system) within the dry season grazing reserves by the Olkeri group ranch was a clear indicator of community buy-in to the GIAHS concept. However, having said that, even if and when all planned interventions are in place, it remains to be seen what changes these will bring to livelihoods and poverty levels in this remote site.

73. **Relevance to deforestation.** In the Chagga agroforestry system, this project plays a crucial role in providing innovations and institutional strengthening to an indigenous system which competes with the alternative deforestation and cash cropping activities so rampant in many parts of eastern Africa. The Kilimanjaro ecosystem, like those of Mount Kenya, the Aberdares and the Mau escarpment, are significant watertowers which need saving and strengthening. This GIAHS project supports this concept, and is adding value to it by promoting a long-standing indigenous system. Interestingly it is not being portrayed as an effective counter to deforestation, a missed opportunity for GIAHS.

74. **Relevance to FAO.** The project has a high relevance to FAO, as a pilot project for a global initiative which cuts across disciplinary boundaries, focusses of “systems” rather than specific technologies, commodities or disciplines, and exploits FAO’s normative role. However, having said that, if it is to be a centrally led initiative (from FAO headquarters, as is currently the case), there should arguably be a greater level of backstopping scrutiny to ensure that pilot initiatives in different countries reflect optimally the global concept, and there should be stronger and better articulated feedback mechanisms between the global initiative and the country pilots, drawing on the different lessons from the pilot systems.

75. **Relevance to other development partners.** The GIAHS has relevance to several other development partners in the two countries, but the evaluation considers that this has been inadequately exploited. The project gives the impression of having given preference to working with those development partners who support the concept, with a preference to avoid dialogue with those, particularly some of the wildlife organisations and lobbies, that are perhaps competing for land use, or who question the GIAHS concept. As a project implemented by a UN body, the evaluation considers that there is substantial scope for a much wider dialogue with a variety of development partners and other stakeholders in order to secure a much stronger understanding of where the GIAHS concept fits in, or not, to the aspirations of different organisations and groups, and different development objectives.

4.2 *Effectiveness*

76. In the project document, the following outcome and component outputs are identified. We first make some general comments on effectiveness against the designated

outputs, then comment of the specific target systems and sites, and conclude with some general observations on effectiveness.

Outcome – The GIAHS systems in Kenya and the United Republic of Tanzania are protected and dynamically conserved (i.e. local farmers and pastoralists and Government apply the concept actively).

The outcome will be achieved through the following outputs:

Output 1 (initial stage) – *Main GIAHS dynamic conservation approaches and options are identified, defined and selected through a participatory approach*

Output 2 – *Local farmers/pastoralists have the necessary knowledge and skills to sustainably manage and dynamically conserve GIAHS*

Output 3 – *The Government of Kenya and the United Republic of Tanzania and its constituents understand and acknowledge the GIAHS concept*

Output 4 – *GIAHS is mainstreamed in sectoral and inter-sectoral plans and policies in Kenya and the United Republic of Tanzania*

Output 5 – *The global GIAHS initiative and its general objectives are supported by the initiative in Kenya and the United Republic of Tanzania*

4.2.1 Output 1. Main GIAHS dynamic conservation approaches and options are identified, defined and selected through a participatory approach.

77. In all of the sites, a participatory and consultative process took place initially to discuss with the communities the major technical and operational constraints within the system, and a set of priorities were developed on the technical innovations to be introduced. This process is considered highly commendable, providing the communities the opportunity to make choices based on their aspirations, but involving local officials and technical staff from the project. It is one of the major successes of the project. Nevertheless, it could possibly have been improved by involvement of some broader “system” expertise, to ensure the balance between the voice of the communities themselves, and the voice of contemporary expertise of the system. For example in Shimbwe Juu, would the input from experts in eastern Africa’s agroforestry system, and similarly from experts from managing conservancies in Maasailand or with experience in payment for environmental services (see below), have helped give greater technical credibility to the action plans emerging?

4.2.2 Output 2 – Local farmers/pastoralists have the necessary knowledge and skills to sustainably manage and dynamically conserve GIAHS

78. In this output there has been less efficacy, but as documented below, there are selected initiatives underway or planned in each site which will attempt to respond in part to this output.

79. This output includes building greater awareness of the designated agricultural systems. This has been achieved to a degree, certainly at the local level, but is less obvious at the system and national levels. In Kenya the NMK engaged in commissioning a film on the selected sites in Maasailand, which emphasised the value of indigenous knowledge and management systems. The evaluation team was disappointed with the quality of the draft film, considering that the opportunity to create a high quality product of international standard had been missed, and the emerging film risked trivialising some of the remarkable qualities of the

system by not developing adequately the broader arguments and counter arguments for GIAHS.

80. This output also aims to seek ways of capturing, recognising, protecting and preserving indigenous knowledge systems, and providing assessments of the biological diversity and other heritage aspects of each of the systems. While reports indicate that much of the background documentation has been achieved, the evaluation was disappointed that there are no published and widely available accounts of these system attributes produced yet, which would be so valuable to help provide justification for GIAHS.

81. In the area of implementing other economic and livelihood opportunities that would lead to increased income, household food security and access to food, well-being of indigenous communities and farmers/pastoralists, an important element of this output, the project has much in the pipeline in all three project sites, although it is too early to know what actual impacts these will have. Tourism is major part of this, particularly in the Maasailand sites, and while this is being explored by the project, it is an area in which external consultancy contributions from the many sources of local expertise in Kenya and Tanzania could add substantial value to some of the proposal that the project has put forward.

4.2.3 Output 3 – The Government of Kenya and the United Republic of Tanzania and its constituents understand and acknowledge the GIAHS concept

82. According to the project document, this output is designated as an information exchange, consultation and awareness raising, planned to take place among and between a range of stakeholders at all levels (e.g. local and national authorities, policy makers and technical bodies, NGOs, associations of farmers, pastoralists and indigenous peoples). While the evaluation team acknowledges that the project has made efforts to seed the GIAHS concept within the National Focal Point Institutions in each country, it is disappointed that the information exchange, consultation and awareness raising has not extended much further. The evaluation team interacted with many diverse stakeholders in both countries who were identified by the team as relevant to the project, but who not aware of the GIAHS concept. There is still much to be done to achieve this output.

4.2.4 Output 4 - GIAHS is mainstreamed in sectoral and inter-sectoral plans and policies in Kenya and the United Republic of Tanzania.

83. This output aspires to have dynamic conservation of GIAHS promoted and mainstreamed into national action plans and programmes related to food security, biodiversity conservation and other local and national development plans. This has not happened. Furthermore, the project document indicates that relevant national policies (agricultural, environmental, social, and economic) and legislation will be examined to enhance awareness and capacity of national and local policy makers. There is limited evidence available to the evaluation to indicate that this has been achieved as was envisaged. Some limited activities have taken place. Two experts were contracted and presented reviews of national legislation in Kenya and Tanzania in the context of GIAHS at the project inception workshop. Some inputs were also provided for the formulation of the Land use Masterplan, the Agricultural Policy, and the Agricultural Resources Act of MAFC-TZ, as well as for the revision of the Tanzanian Heritage Act.

4.2.5 Output 5 – The global GIAHS initiative and its general objectives are supported by the initiative in Kenya and the United Republic of Tanzania

84. The project document indicated that lessons learned and best practices from promoting dynamic conservation of the pilot GIAHS will be shared for wider application to support GIAHS expansion. There has been a constant flow of feedback from the pilot project to the global GIAHS project in FAO, Rome, and there have been direct contributions made by team members to global GIAHS meetings (for example the Technical Officer attended the Second International Forum on Globally Important Agricultural Heritage Systems (GIAHS), in Buenos Aires, Argentina, 21-23 October 2009; and team members from partner institutions in Tanzania attended (and presented a poster) the International Forum on GIAHS held in Crab Island, Beijing, China from 9 to 11 June 2011, conducted in collaboration with the Institute of Geographical Sciences and Natural Resources Research of the Chinese Academy of Sciences). It is more difficult to discern what specific issues emerging from the Kenya and Tanzania pilot activities have been tabled at the global project level⁴⁹.

4.2.6 Tanzania

85. **Chagga agroforestry.** The principle technical innovations planned, and in a few cases already operational, are the following: transition to organic coffee; rehabilitation of the furrow system for irrigation; the introduction of vanilla in a mixed cropping system; the introduction of trout ponds.

86. This site is the latest (of the three in the project as a whole) to embark on the prioritisation and action plan development process, but interestingly it appears to be moving faster than the other two, a reflection of the enterprise and determination in this community, perhaps. Nevertheless, it is still severely delayed (see section below on efficiency). We will deal with each of the innovations being introduced separately.

87. **The transition to organic coffee.** This is being undertaken by a partnership with the Kilimanjaro Native Cooperative Union (KNCU) based in Moshi, who are growers and exporters of mild Arabica coffee. This is a highly pragmatic partnership by the project, using the expertise and experience of the technical services group of this cooperative to bring in the capacity to farm and market organic coffee. The KNCU is already operating in different areas of northern Tanzania, with some 60,000 registered farmers. The concept is that through targeting the organic coffee market (through the good offices of KNCU), producers stand to improve their income by some Tanzania shillings 700 per kg. The KNCU plays a role in negotiating the various certification requirements for the Institute for Marketecology (IMO; to access Swiss markets), the National Organic Program (NOP; for US markets), and the Naturland for German markets, for example. This relationship has just started, but given the strong track record of the KNCU and its Farmers Technical Services manager, it bodes well for future efficacy.

⁴⁹ However, the joint submission by the governments of Kenya and Tanzania of the Maasai Pastoral Landscape Trans-boundary Site for the UNESCO Tentative List in September 2011 is an encouraging sign.

88. **Rehabilitation of furrow system for irrigation.** At the time of the evaluation, the NGO Traditional Irrigation and Environmental Development Organisation (TIP) had been approached by the project, but a Letter of Agreement had not been developed. TIP has substantial experience in the region on irrigations systems, not only the technical aspects but also with respect to the community management of such systems. Again, as with KNCU, this appears to be a pragmatic partnership which bodes well for the future.

89. **The introduction of vanilla.** This is an area in which activities were already underway. A local NGO called Tanzania Indigenous Poverty Eradication Initiatives (TIPEI) had been engaged through a LoA to introduce vanilla in an integrated fashion into the agroforestry system of Shimbwe Juu. There are currently a total of 240 farmers engaged in vanilla production through TIPEI (of which already some 60 are participating in Shimbwe Juu). The participating farmers have been trained, and each farmer is given 50 cuttings for cultivation. As the crop takes two years before vanilla can be harvested, it will be some time before the effectiveness of this intervention can be assessed. Nevertheless, it seems that the introduction of this high value cash crop into the agroforestry system is a sound concept. It is a crop that has been integrated into other banana/coffee systems, apparently without a deleterious effect on these crops; in Uganda, for example, a vanilla agroforestry system is practiced in the banana -coffee zone and integrated into the coffee, banana and home garden system⁵⁰.

90. **The introduction of trout ponds.** While historically there have been trout in the Kilimanjaro ecosystem⁵¹, this was likely established for recreational purposes during the colonial era, does not appear to have been sustained in the recent past, so this is an innovation. Currently no work has started on this aspect, but certain areas suitable for ponds have been identified and were visited by the evaluation team. Trout are well established in other highland zones of the region (the Aberdare Mountains in Kenya and the Bale mountains in Ethiopia), both for fishing and farming purposes, suggesting that this will be a viable venture. There is likely a viable market in Tanzania, but this aspect did not appear to have been investigated yet by the project.

91. **Maasai pastoral.** Following the selection of Engare Sero as the representative site, as with all of the sites a participatory and consultative process then took place to discuss with the community the major technical and operational constraints within the system, and a set of priorities were developed on the technical innovations to be introduced. This was translated into a community action plan. The major technical areas agreed were: animal health (vaccination and treatment against certain key diseases for which Government veterinary services did not vaccinate); livestock handling facilities; the construction of dams for water provision at wet season grazing pastures; the re-seeding of selected dry season grazing pastures; the development of jewellery and handicraft enterprises for women; and the construction of a museum. We will deal with these individually.

92. **The introduction of animal health technologies** (vaccination and treatment against certain key diseases). Following the participatory priority setting, the treatment and prevention of certain livestock diseases was adopted in the action plan, notably anthrax,

⁵⁰ <http://www.necofa.org/194.0.html>

⁵¹ <http://e-library.costech.or.tz/collect/tanzania/index/assoc/HASHeb0d.dir/doc.pdf>

cerebral theileriosis of small ruminants, contagious caprine pleuropneumonia [CCPP], and trypanosomiasis). The implementation of this for livestock belonging to the village is the responsibility of the government livestock officer, who is based in Engare Sero. The vaccinations were reportedly proposed to cover those health interventions not picked up by Government veterinary services.

93. **The building of livestock handling facilities.** Two cattle crushes have reportedly been constructed for the handling of animals during vaccination and other procedures, as requested by the community.

94. **The construction of dams for water provision at wet season grazing pastures.** After considerable delay and some technical inadequacies (see the section on efficiency below), the sites for the two dams have been identified, and tenders are due to go out for their construction shortly. The dams are expected to harmonize grazing and watering cycles, provide more effective use of wet-season pastures and hence, diminish pressure on the environmentally fragile and valuable lakeshore, which provides dry-season pasture. It is foreseen that these dams will be a valuable resource for the community and the livestock enterprises; they will need to be carefully managed to ensure that they are used correctly, and that they do not precipitate disagreements over who has the right to access them. It will be important for the project to set up an appropriately designed M&E system to document and evaluate the impact they have.

95. **The re-seeding of selected dry season grazing pastures.** This activity has yet to start, in part due to the severe drought experienced in early 2011. Again, these will need to be carefully managed, and it will be important that considerable thought is put into species selection etc. to ensure the sustainability of this initiative. It is not clear to the evaluation as to how much in the way of technical planning has gone into this exercise. Again, a good M&E system will need to be established to determine the impact these have.

96. **The development of jewellery and handicraft enterprises for women.** At present this is seen as an idea for expanding the livelihood opportunities for women in the community, and to contribute to an expansion and diversification of the tourist potential of Engare Sero. However, nothing concrete was seen by the evaluation team.

97. **The construction of a museum.** A site for a museum has been identified, and a design for the museum building has been developed at Ardhi University in Dar es Salaam. In this site, as in the other sites, there is still not a clear enough picture of the role of the museum. Firstly, the word museum emphasises the cultural history aspects, but does not adequately reflect the “dynamic” qualities of the GIAHS concept. Despite guidelines prepared on these structures, there continues to be confusion as to whom they will serve (what is the primary target audience, the community or visitors), and what is required to meet the needs of the different audiences to fulfil the GIAHS concept. The evaluation team feels that “museum” is an inappropriate term; the Maasai community in Kenya referred to a “cultural boma”, seemingly appropriate, but this nomenclature was not supported by the Technical Officer. The time for debate on this is now over, and clear decisions must be made. The whole area of museums/cultural bomas deserves considerable urgent attention if these buildings are to reflect the forward looking and dynamic requirements of the project, and not just be quaint tourist attractions.

98. **Tourism endeavours.** With the assistance of Tanzania Tourist Board, the project intends to set up a community based tourism enterprise. Itineraries and tourism packages have been developed (mountaineering, bird-watching, bicycle tours), tour-guides and managers are expected to be trained, by-laws will be formulated and awareness raising meetings held to address positive and negative impacts of tourism. It will also endeavour to remove gate charges on the road to Engare Sero that are an obstacle to tour operators wishing to take their clients to Engare Sero. The enterprise is anticipated to form part of TTB's national Cultural Tourism Programme and will continue to be supported by TTB beyond the project cycle, including in the area of promotion of the destination. Additionally, the project will endeavour to preserve the petrified footsteps, with the assistance of MNRT, as one of the communities prime tourism attractions.

99. **The development of a Community Based Organisation (CBO).** As with the other sites, the project has gone through a process of establishing a community based organisation for the site, and with the assistance of legal sources, developing a draft constitution. The constitution has paid particular attention to ensuring ownership by the community, and the contributions of political leaders and technical officers (such as livestock, wildlife) in the form of advisory, non-voting contributions. These have been well thought out, and are very much endorsed by the community.

4.2.7 *Kenya*

100. **Maasai pastoral.** Following the process of identifying a candidate site to represent the Maasai pastoral system in Kenya, two group ranches in the vicinity of Magadi (namely Oldonyo Onyokie and Olkeri) were selected. Again, a participatory process of identifying priority development options for the site was undertaken, and these were translated into an action plan. The Kenya leg of the Maasai pastoral system adopted seven broad intervention areas. These were:

- Land use planning and management (basically the establishment of a CBO)
- Rangeland improvement through management practices (bush clearance and hay preparation and storage)
- Documentation of indigenous knowledge and practices
- Exploitation of niche markets for products aimed at the tourist market
- Payment for environmental services (subsequently dropped; see below)
- Mainstreaming of a National Heritage Law

101. Under these categories, the main interventions selected for implementation by the project were: Restocking of cattle following the drought; clearing of invasive bush species; rehabilitation and construction of dams; forage conservation through hay making and storage; jewellery making and marketing by women. We will deal with each of these interventions.

102. **Restocking of cattle following the drought.** It is somewhat ironic that having selected this pastoralist system on the basis of its durability in the face of frequent droughts, and this site of several potential sites evaluated, that the first intervention was to restore the fundamental ingredient, cattle, to the system. The evaluation team suggests that this further brings (see earlier comments under relevance of site selection above) the selection of this

particular site into question, as it represents one which may not have the sustainability and adaptability characteristics of the Maasai pastoralist system, a fundamental feature of this particular heritage system.

103. The selected group ranches had indeed been devastated, losing some 80% of their cattle, and with 50% of households having lost all their livestock. Having selected the site, it was considered that restocking had to be carried out. 150 households were targeted in the two group ranches (75 in each; these were selected among the community based on the number of household members, particular household vulnerability etc.), and each household was to receive two head of female cattle. The animals were purchased from northern Kenya and transported in shifts, and some animals (reportedly 29) died in transit of following arrival. This was in part due to the animals reportedly being transported without feed, and no arrangements for feed being made on arrival. The plan was to also purchase bulls so that the herds could steadily increase, but bulls have yet to be purchased.

104. These complications in the restocking exercise do not reflect well on the project. It was an inefficiently managed process (below), and while it has been partially effective in restoring a livestock population to the communities, it has not had the expected efficacy. Furthermore, as many of the other project activities are so delayed, it has given the impression that the project is solely a livestock repopulation initiative, and an inefficient one at that.

105. **Clearing of invasive bush species.** At the Olkeri and Oldonyo Onyokie border, woodland was seen to encroach and replace open pastureland; bush clearing was undertaken to create open areas for pasture growth and harvesting. The area has been heavily invaded by *Prosopis* (known in Kenya as Mathenge) which has affected the capacity for developing pastures for grazing⁵². While it was seen as a valuable fuel wood, it is now seen as an invasive species with substantial economic impact (Mwangi and Swallow, 2008⁵³). The project has initiated clearing of this in an area of Oldonyo Onyokie, adjacent to a substantial area of dry season grazing.

106. **Rehabilitation and construction of dams.** Water for livestock is a critical resource in the action plan. The project is in the process of securing tenders for the rehabilitation of two dams, while two other dams have been rehabilitated through complementary funding provided by the Ministry of Livestock through the Economic Stimulus Programme (ESP) of the Government of Kenya⁵⁴. In addition, two dams have been decommissioned at the request of the community due to the negative effect they had on pasture management. As in the case

⁵² *Prosopis juliflora* is an evergreen tree native to South America, Central America and the Caribbean. It is fast growing, nitrogen-fixing and tolerant to arid conditions and saline soils. Under the right conditions, prosopis can produce a variety of valuable goods and services: construction materials, charcoal, soil conservation and rehabilitation of degraded and saline soils. Concern about deforestation, desertification and fuel wood shortages in the late 1970s and early 1980s prompted a wave of projects that introduced prosopis and other hardy tree species to new environments across the world. The tree has survived where other tree species have failed and in many cases become a major nuisance. Prosopis has invaded, and continues to invade, millions of hectares of rangeland in South Africa, East Africa, Australia and coastal Asia (Pasicznik, 1999). In 2004 it was rated one of the world's top 100 least wanted species (Invasive Species Specialist Group of the IUCN, 2004).

⁵³ http://www.conservationandsociety.org/temp/ConservatSoc62130-104049_025324.pdf

⁵⁴ http://www.economicstimulus.go.ke/index.php?option=com_content&view=article&id=101&Itemid=54

with dams in the Tanzania Maasai pastoralist site, the design and construction of dams has been plagued by misfortune and neglect (see efficiency section below).

107. **Forage conservation through hay making and storage.** There is a plan to initiate hay making and storage in an area of 1,000 acres in Oldonyo Onyokie, where it is estimated that some 150 bales of hay per acre could be harvested. The construction of a hay storage building has been initiated, but work was not going on when visited by the evaluation team. Furthermore the community members and leaders felt insufficiently involved in the construction of the hay storage facilities, and were disappointed at the extended absence of the contractor at the site.

108. It is understood that a mechanism for the baling of hay in a timely and sustainable way is still under consideration. Interestingly, the project leader and staff had not explored other hay baling initiatives currently underway in other parts of Maasailand, where an arrangement with a private farming contractor is underway⁵⁵.

109. **Jewellery making and marketing by women.** The evaluation team saw no evidence of this initiative. The community women expressed keen interest in this project and were frustrated about the delay in its implementation. As with the Tanzania site, the project could benefit from external consultancy services in the area of tourism and the manufacture and sale of artisanal products to ensure that this venture is grounded in commercial reality.

110. **Cultural boma/museum.** The evaluation team saw structural designs for this initiative; two potential sites have been identified and community consent for construction has been secured. There has been some comment on the colours, design and cost, but little was made available to the evaluation team on the functionality of this structure, the designated target audiences, and how it would serve the GIAHS living “dynamic conservation” goals.

111. **Payment for environmental services.** This particular component of the workplan was apparently dropped because of the reported high quotation for services provided by a consultancy to develop this area for the project. The evaluation team considers this decision unfortunate, as it is an area being increasingly explored in this and other such environments (see for example Ericksen et al., 2011⁵⁶).

Box 1. Payment for environmental services.

Greater consideration should be given to the extent to which the Olkeri and Oldonyo Onyokie communities are to benefit from natural resources, and hence further contribute to poverty reduction. One such potential avenue to address both poverty reduction and environmental protection is the use of payment for ecosystem services. As natural habitats shrink and wildlife species decline, environmental services previously provided “free” are becoming increasingly threatened and scarce. This emerging scarcity makes such services potentially tradable through, for instance, payments for environmental services (PES). PES is conceptually a more direct incentive-based mechanism to promote conservation through compensation by external actors to the landowners producing such services (Wunder, 2007⁵⁷). The core idea behind PES is that external beneficiaries of environmental

⁵⁵ <http://www.neelinamdar.com/mara-report-from-kenya-short-grass-grazing-an>

⁵⁶

http://mahider.ilri.org/bitstream/handle/10568/12483/Ericksen%20etal%202011_Mapping%20and%20Valuing%20ecosystem%20services.pdf?sequence=1

⁵⁷Wunder W. 2007 .The Efficiency of Payments for Environmental Services in Tropical Conservation. *Conservation Biology* 21(1):48-58.

services make direct contractual *quid pro quo* payments to local landowners and land users in return for adopting land and resource uses that secure ecosystem conservation and restoration. Such PES payments may include biodiversity protection (for instance conservation donors paying landholders for creating set-aside areas for biological corridors), protection of landscape beauty (e.g. tourism operators paying local community not to hunt in a zone used for wildlife viewing) or carbon sequestration and storage in the case of forested landscapes.

The Maasai ecosystem encompasses 14 of the world's most renowned National Parks, including Amboseli, the Maasai Mara and Tsavo in Kenya, and Serengeti, Ngorongoro Tarangire and Manyara in Tanzania. Over a million foreign visitors flock to these parks, generating over US\$1.5 billion in revenues annually (Western, 2009⁵⁸). The Maasai largely do not benefit directly from this revenue due to their expulsion from the protected areas in the 1940s-1960. Despite their expulsion from the protected areas, the remaining areas of Maasailand harbour more than half of East Africa's wildlife species and habitats. Consequently, conservation organizations and East African governments have quietly reinforced the dispersal area as a conservation concept on land owned by the Masai, this time with a strong passion that Maasai households must be main beneficiaries of revenue accrued from the conservation of wildlife.

Through the promotion of Community Based Conservation approaches often referred to as (CBNRM) the Maasai landowners have since the 1990s developed Community Wildlife Conservancies in Kenya or Wildlife Management Areas (WMA) in Tanzania. Through the support of local and international conservation organizations and in partnership with private ecotourism investors, some 38 community wildlife areas covering about 1.6% of Kenya's land mass have been established in Kenya. The majority of these initiatives are located within the Maasai ecosystem, primarily around the Amboseli and the Maasai Mara ecosystem and within the Laikipia ecosystem. The conservancies are often located within the community dry season pastures and are used for wildlife viewing during the wet season in exchange of tourism revenue. These pasturelands are then made available for livestock grazing during the dry season or in drought situations. In the Maasai Mara Ecosystem, 870 sq. kms of land adjacent the Maasai Mara National Reserve have been set aside for wildlife conservation. Some 2,000 families receive annual incomes of between US\$ 1,700 and US\$ 2,500 by virtue of owning the land under conservation, thereby escaping the poverty trap. The GIAHS sites at Oldonyo Onyokie and Olkeri group ranches have stunning landscapes and critical wildlife habitats. The presence of wildlife species such as zebra, antelope, eland, giraffe, cheetah, hyena and leopard and its location within the wildlife migratory corridor between the Amboseli and the Maasai Mara ecosystems represent an opportunity that need greater exploration. Access provided by the Nairobi – Magadi road, proximity to Nairobi, Shompole and Olkiramatian Conservancies and the Lake Natron ecosystem represent a potential opportunity that may lead to development of a payment for Wildlife Conservation scheme. Assessment on environmental benefits accrued to the Magadi Concession may also be included in this exploration.

112. ***Land use planning and management (the CBO concept)***. In all of the three sites, the project places considerable importance on community empowerment and organisation through the establishment of CBOs. The relative strengths of these embryonic institutions are quite different between the three sites, despite the fact that all build on long-standing indigenous organisational structures. In the case of the Kenya Maasai sites, the CBO is seen as the community voice, while the two existing group ranches to which they belong are seen to have the mandate for the land. There is still an ongoing debate as to what responsibility the CBO should hold; some feel that there should be one CBO looking after the communities of the two group ranches, some feel that there should be two CBOs, one for each group ranch. This debate, witnessed by the evaluation team during a meeting in Magadi of representatives of both group ranches, illustrates the challenges still to be faced by the project. The representatives interviewed expressed disappointment and frustration concerning the delays in

⁵⁸ Western, D. 2008. The future of Maasailand; Its People and Wildlife; In (Eds) Homewood, K., Kristjanson P. & Trench P.C. (2009); *Staying Maasai? Livelihoods, conservation and development in East African rangelands*, Springer

discussions on the formation of the CBO. Although interest and awareness on the intention exists within the community, there was little evidence that any substantive discussion or process exists on the ground on the formation of the CBO.

Box 2. Management of group ranches in Maasailand

Group ranches as a land management unit and a community institution is not a Maasai traditional arrangement. Group ranches in Maasailand are a recent creation of the Kenya Government through the enactment of the Land (Group Representative) Act of June 1968 aimed at transforming nomadic pastoralists into settled commercially viable regions and transforming land into an economic good subject to free buying, selling and use as collateral to secure development loans. The Oldonyo Onyokie and Olkeri group ranches are two of over 60 group ranches established in Kajiado in the early 1980s. Group ranches have become accepted and in most cases the most recognized community institution in Maasailand. Because they have a legal mandate on the ownership of communal land, group ranch committees gained formal authority over other traditional institutions set up to manage group ranch resources. Over time the jurisdiction of group ranch committees has extended beyond the limit of landownership and management to include resource use issues and conflict resolution.

Following four decades of implementation throughout the Maasai ecosystem, the group ranch system has experienced diverse outcomes, ranging from critical success in holding land within the community and successful management of resource use conflict, to rampant cases of dispossession of land and exclusion of members from critical resources by the community elite in collusion with outsiders. Although the representatives hold land and other assets of the group ranch for the collective benefits of all registered and resident members, misappropriation of land and allocation to outsiders or well-connected insiders characterize many transactions made by the small groups of individuals that have authority over land matters within a group ranch. The often illiterate and poor members of the group, combined with the complexity of the provisions of the group ranch Act, make for ease of manipulation. It is therefore not surprising that most group ranches in Maasailand have subsequently called for group ranch privatization. Even then, the process of land allocation in those group ranches that have already subdivided is marked by exclusion, conflict and competition and an unequal distribution of wealth (Esther, 2007⁵⁹)

In the case of Oldonyo Onyokie and Olkeri group ranches, where leadership appears more closely modelled along customary resource use practices and where alternative land use economics compare favourably with pastoralism, the group ranch system may work to the benefit of members. The formation of a joint CBO for the two GIAHS group ranches is likely a necessary sustainability requirement. Furthermore, the undemocratic group ranch structure, which often lacks regular elections, acts to exclude other community leadership structures such as the *olaiguenani*, *oloiboni* and community opinion leaders. The formation of such a CBO has to be cognizant of the fact that members of two group ranches may not necessarily act harmoniously, especially if past issues brought conflict between group ranch members or leaders. During the evaluation it was apparent that a joint CBO will require cultivation of trust, as some representatives sought a group ranch based CBO as opposed to a joint CBO. This latter case may be untenable since resource distribution and use is not strictly bound within any given group ranch.

Depending on the process used in its formation, the CBO can act to mainstream a culturally-based resource use system that acts beyond the boundary of any particular group ranch, and does provide a wider mandate and effective structure for the implementation of the activities envisaged in the GIAHS project. However, the CBO may dominate and inadvertently threaten the group ranch leadership, who in turn may act in competition with the CBO. The Koiyaki-Lemek Wildlife Trust (KLWT) in the Maasai Mara is a good example. Formed in 1995 to oversee the development of ecotourism activities within the Koiyaki and Lemek group ranches, KLWT board was made up mainly of group ranch representatives. KLWT elections saw a reduction in the group ranch representatives on the board. Efforts by the new leadership

⁵⁹ Esther, M. 2007 Socioeconomic Change and Land Use in Africa; The Transformation of property rights in Maasailand, Palgrave Macmillan

to steer the organization towards a greater focus on ecotourism management was met with resistance by some key group ranch leaders, leading to the splintering of the KLWT and its eventual collapse in 2002.

4.2.8 *General comments on effectiveness*

113. The project has been effective in many aspects. It has effectively sown the seed of the GIAHS concept in the two countries, at least within the key partner institutions, and has gone through an effective consultative process to identify key threats and opportunities for the selected systems. This is an achievement which deserves recognition. The passionate and very committed Technical Officer appears to have inspired those national staff working with him in the broad concepts of GIAHS.

114. Beyond this, the project has been effective in identifying, and working with, communities in the three areas selected as sites which represent the two systems.

115. However, the project has been less effective in certain other areas. The GIAHS concept is novel, and crosses the boundaries of many development and conservation areas, of many different interests and concepts, and has implications for many other on-the-ground development and land use endeavours. The evaluation considers that the project leadership could have done much more background preparation on the systems selected, on the previous history of initiatives in these systems, and on the players currently working on the sustainability and further development of these systems. With the Chagga agroforestry system, the evaluation finds no documentation of even a fundamental literature review of initiatives in the Kilimanjaro ecosystem, and no determined interaction with the key global and regional institution working on agroforestry systems (ICRAF, based in Nairobi), including no knowledge of an ICRAF staff member based in Moshi, brought to the attention of the Technical Officer by the evaluation. For the Maasai pastoralist system, the evaluation found that much of the available documentation on activities seeking to enhance the sustainability of the system (see for example the DFID sponsored study in the two Kenyan group ranches⁶⁰), and several of the key players working on related activities in other parts of Maasailand or on related issues, were unknown to the Technical Officer and the project team. Particularly in the Maasailand areas, the project leader did not appear to be as open minded to other ideas and approaches as was warranted. It was ironic that while the Technical Officer was not aware of the livestock/wildlife initiatives being undertaken in the pastoralist systems of northern Kenya by the Northern Rangelands Trust and the Laikipia Wildlife Forum, several representatives of the new Engare Sero CBO had independently visited these initiatives at the invitation of the Kenyan organisations.

116. With such a cross-cutting initiative, the evaluation considers that listening to, and working with all partners, including – perhaps particularly - those who may not fully endorse the concept, but whose engagement will be essential in developing a sustainable concept for GIAHS, and with whom the project should be looking for, and carefully defining, areas of agreement and disagreement. There seems to have been too much of a reliance on working primarily with certain partners who fall into a comfort zone for the project.

⁶⁰ <http://www.cdc.info/downloads/magadi.pdf>

117. This breadth of partnership and engagement is of particular importance in raising the game of the GIAHS for the practical intervention issues in each of the sites to the broader policy level, an area in which the project has not been as effective as it should have been.

4.3 *Efficiency*

118. The project document gave an upbeat image of FAO's implementation capability: "As lead United Nations Agency specialised for agriculture and rural development () FAO has 60 years of technical and operational experience in agricultural systems as well as project design and implementation. () It has developed specific capabilities for capacity building and institutional strengthening, developing and applying participatory processes and methods to help the rural poor capture available opportunities and have access to natural resources."

119. However, the project document also outlined complex, and at times contradicting, implementation responsibilities: at the field level, the Technical Officer based in Arusha was to be "responsible for the management and technical implementation of the project in Kenya and the United Republic of Tanzania", the National Project Coordinators (NPC) were to "oversee the operational aspect and general supervision of the country activities", and the FAO Representations in Kenya and the United Republic of Tanzania were to have "direct implementation responsibility for their respective national components and activities⁶¹". This would have left management responsibilities in many, and in the end nobody's, hands.

120. In the course of project implementation, operational responsibility tended to be with the Field-based Technical Officer, while the NPCs managed specific tasks within their institutions and according to their LoAs with the project, and the FAO representations provided administrative support.

121. The project document's original workplan was injudicious: it omitted important activities (above all, the actual sites still had to be selected), and it assumed a readiness on the side of the implementation partners that was unrealistic. The first six months of project implementation (after the arrival of the Field-based Technical Officer) were thus essentially spent making the project known, establishing formal implementation agreements, and establishing contacts (networking) with relevant stakeholders. To this end, the Inception Workshop held in Arusha in December 2008 was an important milestone, and the timing was roughly in line with the original schedule.

122. Formal implementation arrangements were largely finalized by the first quarter of 2009⁶²; the first substantial action undertaken towards implementing the elements of the workplan started in Kenya with the site selection visits undertaken in April 2009. (Also in the first quarter of 2009, the methodology for site selection was developed and reviewed by the members of the PFC.) The Tanzanian site selection visits for the Maasai pastoral site

⁶¹ If this was the case, it is surprising that no "Baby Budgets" were established for the respective FAO representations (as seems to be the norm in similar projects); funds were provided through "Field Disbursement Requests", which give the representations less managerial authority.

⁶² In Kenya, the LoA with NMK was signed in 1st half 2009; in Tanzania, however, the LOA with MLDF (for site selection/Action Plan development) was signed in Oct 2009; while the LoA with MAFC signed only in March 2010 (delay reportedly due to late dispatch by FAOR URT).

happened in June 2009; the upland agro-forestry site was only selected in 2010 (due to delays in the signature of the LoA with MAFC).

123. Still in 2009, the project undertook local capacity building workshops on the Free Prior Informed Consent (FPIC) process to acquire community consent to the planned activities. These workshops occurred in August 2009 in Kenya, and in December 2009 in Engare Sero. Combined with the workshops was on both occasions a community consultation on the site-specific action plan. The draft Action Plan was presented to the community in Kenya in November 2009. (The Engare Sero Action Plan was to be finalized in the 1st Quarter of 2010, but apparently only a draft Action Plan was presented during that period.⁶³)

124. Throughout 2010, work continued on the finalization of Action Plans (the Action Plans for Olkeri and Engare Sero were presented as finalized in the Jan-July 2010 progress report, but then again updated in the second half of the year due to the project extension - which was critically overdue when approved in November 2010). The Action Plan for Shimbwe Juu was also finalized in late 2010⁶⁴.

125. 2010 was also the year when the project reporting format changed: the actual progress report was comparatively brief, and most information was contained in the annex, which gave an overview of progress against the impact-indicators in the log-frame. However, this reporting was largely not time-bound, i.e. it did not refer to target dates and thus made an assessment of project implementation speed difficult. Furthermore, the progress reports did not contain detailed workplans for the ensuing reporting period, although this was stipulated in the project document. The references in the progress reports were against the Community Action Plans, but without dates or quantification.

126. Over time, the project accumulated massive delays against the original expectations (and also against the targets defined following the Inception Workshop): the site selection process was not completed until the first half of 2010, the Community Action Plans were finalized only in the second half of 2010, and very few activities envisaged in the Action Plans actually happened in the first half of 2011; curiously, a sense of urgency was not conveyed in the progress reports prepared by the project⁶⁵. The key timelines are summarized in Table 1 below)

127. The reasons for the delays are manifold: a long start-up period was needed due to project design faults and the need to accomplish buy-in from the partner governments; community mobilization had to be achieved through a painstaking consultative identification process; and natural conditions (drought in 2008/09, and again in early 2011) militated against the implementation of some activities.

⁶³ During that period, the field-based technical Officer also participated in two international events, to report also on the East Africa GIAHS experience: the Second International Forum on Globally Important Agricultural Heritage Systems (GIAHS) as one of the side events in the World Forestry Congress, from 21-23 October 2009 in Buenos Aires, Argentina, and the 2nd thematic expert meeting on "Mediterranean Pastoralism - cultural and landscape heritage and sustainable development", organized by UNESCO from 12-14 November in Albania.

⁶⁴ The Shimbwe Juu Action Plan was not available from FPMIS; the copies of the Action Plans made available to the mission are undated, and probably are the revised/updated versions prepared in late 2010. (Implementation targets range from 4th quarter 2010 to 4th quarter 2011.)

⁶⁵ The July-Dec 2010 project progress report gave an optimistic outlook; it stated that "... the project extension to 31/12/11 covers general delays in project implementation, which occurred in the early stages of the project, and allows the project to be fully implemented". It could be argued that, although the inception phase of the project did take a longer time than expected, implementation speed had not actually picked up during 2009/10.

128. Initial work on the Action Plans finally started in the second half of 2010: in Kenya, district livestock and water officers were assigned to assist in the implementation of some elements of the Action Plan, an NGO (Mainyoito Pastoralist Integrated Development Organization/ MPIDO) became involved in the restocking exercise (and made available its livelihoods officer to assist with community mobilization aspects at no cost). In Tanzania, the Ministry of Livestock Development and Fisheries (MLDF) made available its senior pastoralist officer to supervise the design and construction of water dams in Engare Sero, and also made available an aquaculture officer for the design and implementation of the introduction of aquaculture in the irrigation system of the Shimbwe Juu area.

129. However, many activities ran in difficulties: the cattle re-stocking in Kenya was originally to be performed by MPIDO under a LoA⁶⁶; however, due to serious differences of opinion about the contents of the LoA and the budget available, the LoA had to be terminated and a new Implementing Partner found. Cattle were thus only procured in mid-2011, and in reduced numbers as prices had increased.

130. In Tanzania, the designs for two dams for collecting water for livestock and households submitted by the designated district engineer were found to be faulty. The Ministry of Livestock made available replacement staff (three engineers and a surveyor); by the time of the evaluation mission, they were about to finish the designs. Actual construction will not occur before early 2012, and the designs may have to go through an environmental assessment.

131. Dam construction in Kenya evolved along similar lines; also here, district engineers delivered sub-standard designs, and the Ministry of Livestock had to assign a different team of engineers to the field to re-do the designs.

⁶⁶ LoAs are not normally intended to be used for procurement; however, due to the absence of formal markets in the project area, the procurement unit of FAO showed remarkable flexibility and approved the LoA.

TABLE 1. Summary timelines of project activities. (Full tabulation in Annexes)

TIMELINE GCP/GLO/198/GER			
Activity/Milestone	Date		Comment
	Scheduled⁶⁷	Actual	
Technical Officer EOD	Jan 2008	1 July 2008	
National Counterpart Institutions defined ⁶⁸	No timeframe defined in original prodoc	KEN: NMK Oct 2008 MLD late 2008 URT: MAFC/MLDF May 2009	Confirmed by Inception Workshop Arusha Dec 2008
Project Document reviewed by major national stakeholders	Nov 2008)	Inception WS Arusha 3-5 Dec 2008	Wide range of participants
National Project Coordinators selected	No timeframe defined in original prodoc	KEN: NPC NMK Feb 2009 Ass NPC MLD late 2008 URT: NPC MAFC and MLDF early 2009	With top-up arrangement from project budget
Letters of Agreement (LoAs) with NFPIs	No timeframe defined in original prodoc	KEN: NMK LoA 1 st half 2009 URT: MLDF LOA Oct 2009 MAFC LoA March 2010	Delay with MAFC LoA reportedly due to late dispatch by FAOR URT
Activities Related to Project Sites⁶⁹			
Project sites selected	No clear definition in original prodoc; progress report July-Dec 2008 indicates finalization by February 2009	KEN: Olkeri April 2009 URT: Engare Sero June 2009 Shimbwe Juu March 2010	Criteria, site evaluation form and methodology for site selection developed during Jan-July 2009
Action Plans finalized and under implementation for the dynamic conservation of two GIAHS areas	July-Dec 2008 Progprep scheduled Action Plans to be finalized by March 2009	URT : revised Action Plans 2nd half 2010 ; KEN : updated Action Plan 2nd half 2010	Workshops on the preparation of the Action Plans were held in Engare Sero and Olkeri in 2nd half 2009
Establishment of formal CBOs by project communities	By project end (Dec 2011)		Not finalized by time of evaluation mission
Dam construction Kenya	4th quarter 2010 and 1 st and 2 nd Quarter 2011	Initial work done in early 2011	District water engineers delivered sub-standard designs. To be re-done
Dam construction Engare Sero	Design by end of April 2011 ; Jan – July 2011 Progprep expected construction by September 2011	Initial work done in early 2011	District water engineer delivered sub-standard desing; to be re-done
Pasture improvement Engare Sero, Tanzania: over-sowing degraded pastures	April/May 2011		Due to drought in early 2011, was to be done by Oct 2011. (not done by Nov 2011)
Re-stocking indigenous livestock Kenya	1 st Quarter 2011	300 cattle to be procured, approx 270 arrived in June/July 2011	LoA initially with MPIDO, then PCDA. Bulls and remaining heifers still to be delivered
Activities Related to GIAHS Mainstreaming			
Mainstreaming of GIAHS concept (GIAHS mainstreamed in sectoral and inter-sectoral plans and policies)	Scheduled to start from month 15 (i.e. Oct 2009)	Maasai Pastoral Landscape Trans-boundary Site: Tentative List joint submission by KEN & URT in Sep 2011 ; Olkeri Area gazetted	Announced since Jan 2010; not clear whether permanent national GIAHS coordinating committees established
National Policy Workshops	Scheduled for second half 2009 (progress report July-Dec 2009)	KEN: 2nd half 2010	No Policy Workshop in URT

⁶⁷ Based on the original (Nov 2007) project document unless indicated otherwise.

⁶⁸ Called National Focal Point Institution (NFPI) in the original prodoc; although the institutions had not been identified, the original workplan did not envisage any timeframe for their nomination.

⁶⁹ Listing does not reflect all activities in Action Plans.

132. Pasture improvement in Engare Sero was expected to start between April and May. But due to insufficient rainfall the activity was postponed until the short rains, expected by the end of October 2011. However, by the time of the evaluation mission, the re-seeding had still not taken place due to the dry conditions.

4.3.1 General Comments on Efficiency

133. The project has been reasonably efficient in terms of building institutional partnerships, especially with the four key partner institutions (MAFC, MLFD, NMK, MLD), and also the project's relationship with the communities at the project sites seems to be motivated by trust due to the participatory and consultative approach followed in the community work.

134. While early delays can easily be attributed to both a deficient project document that did not provide proper implementation guidance and to deficiencies in the project formulation process that did not involve key stakeholders, later delays point to different factors. The flawed performance by water engineers both in Kenya and Tanzania seem to indicate a weakness in guidance and oversight mechanisms on the counterpart side: perhaps overly long communication channels, and generally the long distance of the National Coordinators from the project sites⁷⁰.

135. Operational activities, in particular those related to Action Plan development for the various project sites, also appear to have taken a long time. This was perhaps due to the participatory (and time-consuming) approach employed by the project, but some delays in the Action Plan development are not well explained. An appreciation of the real situation is not aided by progress reports not indicating dates, and if workplans and timetables are not evident⁷¹. Importantly, other planned activities which were related more to the conceptual and policy aspects of GIAHS mainstreaming were apparently not given much emphasis in project implementation, and certainly not in reporting⁷².

136. Administrative problems can be partly explained with the unfamiliarity with FAO administration of the field-based Technical Officer, who had not worked in an operational capacity before and had limited knowledge of, and no training on, FAO administrative rules and regulations (which can be very complex). The FAO Representation in Tanzania was understaffed for much of the project lifetime, and despite the best efforts of the remaining staff seems to have contributed to some avoidable delays.

⁷⁰ It may also be that the district engineers assigned to the task did not see sufficient incentives for doing the job.

⁷¹ Project progress reports referred since 2010 to Action Plans as project workplans, but as these kept on being updated/revised, at least the information available in FPMIS did not provide enough information to assess true project progress, and identify serious implementation constraints.

⁷² The GIAHS concept was to be mainstreamed in sectoral and inter-sectoral plans and policies, but few activities in this regard are evident in this regard: perhaps one Policy Workshop in Kenya, the joint submission of the Maasai Pastoral Landscape Trans-boundary Site to the Tentative List Joint by the Kenyan and Tanzanian governments in September 2011, and the Olkeri Area gazetted under the Kenyan Heritage Act are the most visible events.

4.4 *Impact*

137. Regarding the impact of this project, there are two broad considerations. The first is to assess the achievement of indicators of impact set out in the project document, and the second is to provide an independent assessment of the impact of the projects achievements at different levels.

138. We first consider impact with reference to the project document. There are several anomalies in the project document and its log frame which render the assessment of impact difficult. Returning to the complexity and multiple aspirations of the project (food security and poverty reduction; conservation of biodiversity; conservation of outstanding landscapes, to take just three), the overall project title refers to “Supporting Food Security and Reducing Poverty”, whereas the overall goal is “To conserve globally important biodiversity, indigenous knowledge and outstanding landscapes”, with the apparent addendum, and “also to manage and use them in a sustainable way, with sufficient income generation to ensure food security and reduce poverty for the local and traditional farming communities”, which rather places the food security and poverty reduction of the title into second place. While it is understood that inclusion in the title of food security and poverty reduction may be requirements for funding by certain development agencies, the evaluation is uncomfortable with this lack of clarity.

139. There are further anomalies when the specific anticipated impacts are evaluated; these are itemised below under the impact headings of livelihood improvement, biodiversity/indigenous knowledge, and community empowerment, with two additional national indices:

Livelihood improvement:

- Food deficit months reduced by 66 percent in year 3 among practising traditional farmers/ households
- On farm based household/small holder farmers/pastoralists incomes are increased by more than 30 percent by year 3.
- Reduced the number of farming families living in poverty and extreme poverty by not less than 30 percent
- Reduced the number of underweight/ malnourished children in the GIAHS community

Biodiversity/Indigenous Knowledge:

- Locally and nationally important biodiversity crop species and livestock breeds are known and conserved for food and agriculture in the sites/communities
- Number of species, breeds, varieties and land races are not reduced.
- Presence of associated wildlife in pilot sites not reduced or increased
- Indigenous knowledge systems of communities recorded and its intergenerational transfer improved

Empowerment:

- Increased access to productive resources by farming/pastoralist communities
- Formal recognition facilitated of communities’ custodianship of GIAHS sites

- Indigenous Knowledge recorded as intellectual property of custodian communities

National Level Indices:

- Greater awareness and recognition of GIAHS through national policy legal interventions
- Inclusion of project sites (and other sites, as appropriate) in the national Tentative World Heritage Lists

140. These expected impacts and indicators were drafted before the project began, before the project sites had been identified, and before the inception workshop which reviewed and revised the project document. This renders the specificity of targets under the livelihood improvement section to be duplicitous, as no specific site had been identified, no baseline had been undertaken to evaluate what impact could be achieved on livelihood indicators. The project document was subsequently tabled for discussion during the inaugural workshop in Arusha, during which these indicators were edited. Surprisingly they were not adjusted to bring them more in line with the systems selected (even though specific site selection was not carried out until 2009). The Technical Officer suggests that the donor had vetoed any adjustment of the livelihood impact indicators, but the evaluation team has not been able to verify this.

141. Clearly the livelihood improvement indicators have not been met, nor would they have been realistic, both from the short amount of time (3 years), and the scale of the changes anticipated (Food deficit months reduced by 66 percent in year 3 among practising traditional farmers/ households).

142. As far as the biodiversity/indigenous knowledge and the empowerment impact indicators are concerned, there has been no apparent change from the baseline, and moreover it is unrealistic to expect measurable changes in diversity within a period of three years, even if the project had been on time. The project does not appear to have established a monitoring and evaluation framework to monitor how these indicators have been influenced by project activities.

143. We now provide an assessment of the impact of the projects achievements at different levels.

4.4.1 At the site level

144. While the project has had some impact institutionally at the project site level, it has, as yet, had minimal impact in terms of changing practices, in terms of productivity and in terms of system conservation. At the site level institutional changes are reflected in the local community organisational aspects of the CBOs established in all three sites. The institutional changes are subtle, in that in all of these sites there existed community organisations, but they are important in that they appear to have strengthened the confidence and authority of these institutions, and have widened their mandate; the project introduced completely new organizations with potentially far-reaching authority regarding NR Management, but it remains to be seen whether these organizations will be accepted throughout the community and by others using the shared resources. At the Shimbwe Juu site, a significant institutional impact has been the linking of the community to other important partners such as TIP

(irrigation management), KNCO (organic coffee production and marketing) and TIPEI (introduction of vanilla), and in the Kenya Maasailand site, the linkage with the ESP of the Kenya Government for the rehabilitation of water resource access.

4.4.2 At the partner institution level

145. While there has been a certain degree of impact in the government ministries affiliated to the project in both countries (the Ministry of Agriculture, Food and Cooperatives in Tanzania, and the Ministries of Livestock in both countries), in that they have adopted the programme introduced to them by the FAO project, the importance and impacts of GIAHS within these government bodies is arguably overshadowed by other more traditional development programmes. Nevertheless, the door is now open, and this is an area that lends itself for greater attention in the future. But there has been very little involvement with other key ministries, such as the Ministries of Natural Resources, Wildlife and Tourism, among others, and the outcome envisaged in the project document, that the Governments of Kenya and the United Republic of Tanzania and their constituents fully understand and acknowledge the GIAHS concept, has not been achieved.

146. The one institution in which there has been a more obvious impact has been the NMK in Kenya, where certain of the GIAHS aspirations (notably on the heritage side) are enthusiastically shared by NMK. However, having said that, NMK could possibly do more to raise the GIAHS concept beyond the technical level to a national policy dialogue (see below).

4.4.3 At the national policy level

147. Output 6 of the project is the mainstreaming of GIAHS goals and principles into national policy. This is seen by the evaluation as a critically important output from the FAO and donor perspective, ensuring that after three years of project life, even if certain of the on-the-ground initiatives have not yet had time to demonstrate impact, that the GIAHS concept would have been presented and debated among the many key stakeholders, and ideally elevated for consideration in national policies. While certain milestones have been achieved in both countries (such as joint submission by the governments of Kenya and Tanzania of the Maasai Pastoral Landscape Trans-boundary Site for the UNESCO Tentative List)), there has not been the broad national recognition of the concept that there arguably should have been by this stage of the project. The project indicated over many reporting periods that “permanent national GIAHS coordinating committees” were being established, but it does not appear that they are in existence. A policy workshop is under consideration, and this planned event should be taken as an opportunity to fill this important gap.

4.5 Sustainability

148. In the project document, the following was envisaged on the sustainability of the project:

“The proposed project emphasises the local and national stakeholders and country driven-ness, thus the project is designed and shall be implemented through existing national government structures including at the local level agricultural extension and research arrangements. After the 3-year project life span, it will be taken over by the global GIAHS initiative and it is expected that

the established local bodies and institutions will be empowered to continue and self-sustainably (technical operations and financial aspects) operate the GIAHS initiative”.

149. The evaluation of project sustainability therefore covers various issues. These include the sustainability of the GIAHS concept, of the institutional engagement at both national and community levels in this cross-cutting approach to conservation and development, and the sustainability of the specific interventions being undertaken at the three selected sites. There are concerns over the sustainability of all three of these aspects. In addition, the project document refers to the financial sustainability within existing government structures, an area which does not appear to have received the attention it deserves.

150. With regard to the GIAHS concept, it is now well established among the project staff from National Focal Point Institutions, and among the communities at each of the three sites. However while the establishment of the concept at community level is enthusiastic in all cases, given that much of the commitment at the site level is based on expectation of project interventions which have either not yet appeared, or which are in the early stages of implementation, this commitment, and as such the sustainability of the concept, is very vulnerable.

151. At the institutional level, most work undertaken by the NFPIs has so far been project-funded through LoAs. Sustainability will likely depend of the investment of resources to continue the various initiatives being undertaken, and to follow through of the development partnerships (such as with TIP, KNCO and TIPEI in Moshi, Tanzania). The proposed six-month extension period should pay particular attention to follow-up funding and sustainability issues.

152. At the project site level, it is considered that the sustainability of the heritage concept will likely be followed through enthusiastically by the communities concerned, as this is a philosophy that they have bought into and strongly endorse. Some of the interventions should be auto-sustainable (such as the dams in Maasailand), but others, particularly related to defending the concept against other land-use opportunities, particularly the wildlife lobby in Tanzania (and particularly given the apparent reluctance of the project to engage with certain of the stakeholder groups who could potentially threaten the sustainability of the GIAHS sites in Maasailand).

153. For the overall sustainability of both systems, there is a strong argument in favour of following up this project with a clear depiction of the two “systems”, the context of the sites initiated, and the broader geographical and heritage context of pastoralist and agroforestry systems in eastern Africa. As mentioned earlier, the evaluation team considers that the long term health of the pilot project in Kenya and Tanzania would have been helped by a greater emphasis on mapping (in the broadest sense of the word) these two systems in the region, documenting their attributes, strengths weaknesses and the major threats to them, in order that the possible vulnerability of any one particular site would not topple the broader concept and sustainability of GIAHS in the region.

5. Conclusions

154. The GIAHS concept provides a novel, cross-cutting approach to conserving, documenting and exploiting indigenous agricultural systems, which builds on the human and natural resource base in order to make meaningful contributions to development, livelihood improvement and processes of poverty reduction. This is a highly appropriate initiative for FAO to be engaged in.

155. The project concept displays an uneasy balance between food security and livelihood enhancement goals, and heritage recognition goals, and is thus vulnerable to conflicting interpretations by different partners and stakeholders.

156. The GIAHS has yet to develop a recognised and well understood profile which has clear visibility in Kenya and Tanzania. The piloting and development of GIAHS initiatives in these countries would have benefited significantly from a consultative planning and stakeholder engagement phase beyond the initial Inception Workshop. Such a process requires sustained interaction with stakeholders, not only with Ministries of Agriculture and Heritage, or their equivalents, but also with all those engaged in similar or competitive land use activities which impinge on the selected GIAHS systems and sites. The three-year time frame for the project, without a clear phase for setting up the concept and planning activities, was unrealistic. The inadequate emphasis on a wider and enduring engagement process has placed the impact and sustainability of the GIAHS concept in Kenya and Tanzania in jeopardy.

157. The project was designed without a proper in-country consultative process: the future institutional partners in both countries were barely made aware of the project to come, the context of the two target systems in national development plans were not made explicit, and the unrealistic livelihood impact targets defined for the project at the end of year three thus lacked grounding in reality.

158. Nevertheless, within the selected National Focal Point Institutions (NFPI) engaged in the project in Kenya and Tanzania, buy-in and commitment to the GIAHS concept has been demonstrated, which has been matched with the assignment of staff and institutional support. This has contributed to the initiation of a process of national ownership of GIAHS in certain ministries.

159. The Technical Officer based in Arusha has established good working relationships with the four NFPIs (the Ministry of Agriculture, Food and Cooperatives, Tanzania; Ministry of Livestock and Fisheries Development, Tanzania; National Museums of Kenya, Kenya; Ministry of Livestock Development, Kenya), and with the community stakeholders at the selected GIAHS sites in both countries, more so in Tanzania than Kenya.

160. There is a stark difference in the viability characteristics of the two systems selected. This is due to multiple factors, including the dramatically different climate and agro-ecologies, the status in societies of the different ethnic groups involved, and the strength of constructive engagement by partner institutions engaged through LoAs. Both systems are fragile, but while the threats contributing to the fragility in both cases relate to alternative land use options, the pastoralist system is much more vulnerable than the agroforestry system.

161. The project has paid inadequate attention to a thorough analysis of the political economy and institutional dynamics of land use and other issues in the Maasailand systems in Kenya and Tanzania, which has affected site selection, partner engagements and the ultimate sustainability of technical interventions and of the GIAHS concept in pastoral systems.

162. Impressive participatory processes have occurred in both countries to undertake various project activities. These have led to adjusted site selection criteria to suit local conditions and to a highly interactive and transparent preparation of action plans for interventions at each of the GIAHS sites. This emphasis on participation has resulted in strong support from local communities for the project and its aspirations.

163. The project has suffered from several inefficiencies, and these have resulted in substantial delays at all sites in implementing interventions agreed in the action plans. The inefficiencies have been at different levels. They have included, but are not limited to: administrative delays (due to unfamiliarity with regulations, and also staff shortages in the FAO Representation in Tanzania), delayed communications and misunderstandings between the Technical Officer and the Budget Holder (in both directions), delayed communications between the Technical Officer and FAO, Tanzania (in both directions), inadequate engagement at the Programme level of the FAO Representation in Nairobi, poor workmanship by subcontracted government staff on dam design and construction in Kenya and Tanzania, and logistical challenges in the cattle restocking exercise in Kenya.

164. The delays in project implementation have resulted in a lowering of confidence by the target GIAHS site communities in the capacity of the project to deliver. This has been particularly the case in the Maasailand sites in both Kenya and Tanzania.

165. There is still considerable work to be done on the mainstreaming of GIAHS goals and principles into national policy in both countries. There are two important aspects to this: firstly the need for greater engagement between the project and different ministries in Kenya and Tanzania to better define the process and timeframe of mainstreaming; and secondly the need for much wider engagement with other parties, that includes stakeholders who have other competing/opposing/complementary positions or activities which relate to land use and development in the selected sites.

166. With the project being so far behind schedule, but with most of the intended interventions and partners already identified, a project extension is deemed essential, ideally for 12 months.

6. Recommendations

Recommendation 1

It is recommended that the global principles of GIAHS be better defined and the criteria for system inclusion be more clearly articulated for easier adaption to country-specific conditions. Particular attention should be given to explaining and presenting the concept of dynamic conservation, so that the balance between system preservation and system evolution targeted at livelihood improvement and poverty reduction is clear to stakeholders in participating countries.

Recommendation 2

It is recommended that the current project be extended by 12 months. There has been initial discussion of, and agreement with, a 6-month extension; the evaluation considers that in the interests of the credibility of FAO, of the donor, and indeed of all concerned, the project should be extended for a full year to ensure that the goals of mainstreaming GIAHS, and completing the site-specific action plans, are achieved.

As far as staffing is concerned, the evaluation team recommends that for continuity, to ensure that the conceptualisation and leadership of the project is not interrupted, and to maintain the established working relationships with Governments, staff and other stakeholders, the international staff position of Technical Officer is continued for 6 months of the extension phase, and that this is filled by the individual currently in post.

The evaluation team also recommends, for the same reasons, that the national staff positions be maintained during the entire duration of the recommended 12-month extension period to ensure the sustainability of both the project concept, and of the interventions introduced by the project.

To fulfil the need for greater engagement at the Kenya Maasailand site necessary to ensure completion of project activities, there is a need for greater on-site project staff time.

Recommendation 3

It is recommended that particular attention be paid during the extension phase to the mainstreaming of GIAHS goals and principles into national policies in Kenya and Tanzania. To this end, it is recommended that additional funding be sought to fund a consultancy to the project which would ensure that the policy issues emerging from the project sites and other case studies are effectively debated with all the relevant stakeholders, and are then tabled at the national level..

Recommendation 4

As part of this process, it is recommended that independently facilitated multiple stakeholder policy workshops be held in both countries, in which a clear documentation of perceptions, policies and activities affecting the selected systems by different stakeholders are tabled and discussed, and from which clear recommendations and pathways for national recognition of GIAHS emerge.

Recommendation 5

In order to contribute to the up scaling of the GIAHS concept, it is recommended that a structured review of pastoralist and agro-forestry systems in eastern Africa be carried out so that the globally important features identified by the project in Kenya and Tanzania can be placed in the broader context of the region.

In addition, it is recommended that the project develops both spatially-explicit and feature-specific contextualisation of the selected sites which can be used to better describe and document the relevance, impacts and sustainability of GIAHS and the selected systems.

Recommendation 6

It is recommended to the GIAHS Secretariat that the generic site selection criteria be revisited with the aim of making the criteria less open to interpretation, more transparent and more quantitative in terms of scoring of candidate sites, by developing guidelines (and providing guidance, if necessary) on the adaptation to local conditions, including an indication of weighting factors. The guidelines should stress the inclusion of a wide range of relevant stakeholders in the site selection process.

Recommendation 7

It is recommended that during the proposed 12-month extension, that much greater dialogue and experience sharing is undertaken between the Kenyan and Tanzanian sites with regard to the Maasai pastoralist system. While the selected sites neighbour each other, the broader issues relating to their viability differ considerably, as do the institutional partnerships; there is much to be learnt from greater cross fertilization between the two sites and their associated institutions.

7. Appendices

Annex 1

FAO Office of Evaluation

Draft Terms of Reference for Mid-term Evaluation of

GCP/GLO/198/GER

Supporting Food Security and Reducing Poverty in Kenya and the United Republic of Tanzania through Dynamic Conservation of Globally Important Agricultural Heritage System (GIAHS)

1. Background

The project was developed by FAO as the East Africa component of FAO's GIAHS Initiative and is funded by extra-budgetary resources made available by the Federal Ministry for Food, Agriculture and Consumer Protection (BMELV) of the Government of Germany. The project's budget total budget is US\$ 2,201,617. Its duration is 36 months, starting 1 January 2008.

The GIAHS Initiative provides the conceptual framework and overall goals to the current project. The Initiative was launched at the World Summit on Sustainable Development, held in Johannesburg in 2002, in order to safeguard and support world's agricultural heritage systems. The initiative aims to establish the basis for international recognition, conservation and adaptive management of GIAHS and their agricultural biodiversity, knowledge systems, and food and livelihood security throughout the world. Its objectives are 1. To establish an international framework for the identification, recognition and protection of GIAHS world-wide; 2. To encourage and support countries to develop national policies supportive of GIAHS; and 3. To support local agricultural communities in the dynamic conservation of GIAHS and improve their food and livelihood security. The main implementation vehicles of the Initiative are the project "conservation and adaptive management of GIAHS" funded by the Global Environment Facility (GEF) and the current project. The former is being implemented at global level and at national level in Algeria, China, Chile, Peru, The Philippines and Tunisia. The current project is being implemented in Kenya and Tanzania

The current project generally supports the implementation of objectives 1 and 2 of the overall Initiative. The project aims for the adaptive management and dynamic conservation of selected agricultural systems in Kenya and Tanzania thereby generating multiple ecological, social and economic benefits at local, national (and global) levels contributing to reducing poverty, and ensuring food and livelihood security, improved natural resources management and the well-being of traditional rural communities. The project is also expected to contribute to sustainable agriculture and rural development through: (i) enhancing the benefits derived by local populations and indigenous peoples from the management, conservation and sustainable use of agricultural biodiversity and natural resources; (ii) adding economic value and sharing derived benefits from these systems; (iii) enhancing food security and alleviating poverty while maintaining ecosystem goods and services of traditional agricultural systems (iv) improving awareness and education

among government agencies, local authorities and communities, and other stake holders; (iv) demonstrating “local livelihood benefits – global environmental benefits linkages” through agro-ecosystem approaches across government agencies, local communities, indigenous peoples and private sector; (v) guarantee that the right to adequate food is realized by ensuring that every man, woman and child, in the target communities, have the physical and economic access at all times to adequate food or means for its procurement; and (vi) disseminating key best practices and lessons learnt between implementing agencies, recipient communities and countries at local, regional and on a global scale.

The project foresees the selection of and implementation of project activities in areas representing Maasai Pastoralism (Kenya and Tanzania) and Upland Agro-Forestry Systems (Tanzania). The project is expected to generate the following outcome and outputs:

- Outcome – The GIAHS systems in Kenya and the United Republic of Tanzania are protected and dynamically conserved (i.e. local farmers and pastoralists and Government apply the concept actively).

The outcome is foreseen to be achieved through the following outputs:

- Output 1 (initial stage) – Main GIAHS dynamic conservation approaches and options are identified, defined and selected through a participatory approach:

This stage is a preparatory, consultation and planning phase for Kenya and the United Republic of Tanzania. FAO would introduce the GIAHS concept to the national governments and presents background of the global GIAHS initiative. One of the imperative activities under this stage is the consultation (and consensus) with the local and national stakeholders regarding specific work plans at each component and to come up with a more detailed work plan (for GIAHS dynamic conservation approaches, options and alternatives), feasible budgets, identify weaknesses of the document and provide recommendation to strengthen project document and implementation structure, as well as provision of other essential information, which is not contained in the current project document. This stage will pave way to finalisation and refinement of the Project Document for Kenya and the United Republic of Tanzania.

- Output 2 – Local farmers/pastoralists have the necessary knowledge and skills to sustainably manage and dynamically conserve GIAHS

This includes greater awareness of their complex agricultural systems and the identification and implementation of strategies and demonstration of dynamic conservation and adaptive management of GIAHS and their associated biodiversity. Seek ways of capturing, recognising, protecting and preserving indigenous knowledge systems, assessment and conservation of biological diversity and other heritage aspects of the systems. Support local farmers/pastoralists building in their own knowledge and management systems and with the local natural resource base. Where necessary impart knowledge and skills in areas relevant to adaptive management in the context of current and emerging challenges. Implement other economic and livelihood opportunities that would lead to increased income, household food security and access to food, well-being of indigenous communities and farmers/pastoralists, for example, niche market development. Explore and implement opportunities for PES, including carbon markets, sustainable tourism, and the introduction of

environmentally friendly and low cost/low risk technologies, improved access rights, and benefit-sharing arrangements, developing special measures for disadvantaged groups notably, women.

- Output 3 – The Government of Kenya and the United Republic of Tanzania and its constituents understand and acknowledge the GIAHS concept

The output will be achieved by facilitating the understanding of rationale, needs and priorities of farmers and pastoralists' and local communities, the traditional resource management practices, crop and livestock production skills, local knowledge systems the multiple goods and services of such systems in terms of local, national and global benefits. The information exchange, consultation and awareness raising, will take place among and between a range of stakeholders in all levels (e.g. local and national authorities, policy makers and technical bodies, NGOs, associations of farmers, pastoralists and indigenous peoples).

- Output 4 - GIAHS is mainstreamed in sectoral and inter-sectoral plans and policies in Kenya and the United Republic of Tanzania.

Dynamic conservation of GIAHS is promoted and mainstreamed into national action plans and programmes related to food security, biodiversity conservation and other local and national development plans. Relevant national policies (agricultural, environmental, social, and economic) and legislation will be examined to enhance awareness and capacity of national and local policy makers. Codes of conduct, guidelines, indicators and assessment tools for policy and decision makers, for sustainable and biodiverse land use systems and Sustainable Land Management (SLM) practices will be identified and initiated using the Right to Food Guidelines.

- Output 5 – The global GIAHS initiative and its general objectives are supported by the initiative in Kenya and the United Republic of Tanzania

Lessons learned and best practices from promoting dynamic conservation of pilot GIAHS will be shared for wider application to support GIAHS expansion.

The project is managed by the director of the Land and Water Division of FAO. Direct responsibility for the project's implementation rests with the FAO Technical Officer based in Arusha, Tanzania. The FAO-Representations to the governments of Kenya and Tanzania provide operational and technical support. At national level the project is being implemented through the project's National Focal Point Institutions (NPFIs). The NPI for Kenya is the National Museums of Kenya (NMK). The NPIs for Tanzania are the Ministry for Agriculture, Food Security and Cooperatives (MAFC) for upland agro-forestry systems and the Ministry for Livestock Development and Fisheries (MLDF) for the Maasai pastoral system. Cross-sectorial coordination and collaboration are facilitated by the national Project Facilitating Committees (PFC) in which the relevant government sectors are represented, as well as other stakeholders.

2. Purpose of the Evaluation

The following are the specific objectives of the project evaluation:

- Assess progress made, identify areas for improvement and make recommendations for the remaining implementation period of the project.
- Assess the need for adjustments to the project's timeframe and make recommendations on the desirability and modality of a second phase or replication phase of the project.
- Document lessons learned so far.

3. Scope of the Evaluation

The evaluation will assess the project according to the following categories:

- Its relevance to: national development priorities, needs of the population; FAO Global Goals and Strategic Objectives/Core Functions and other aid programmes in the sector.
- Robustness and realism of the theory of change⁷³ underpinning the project, including logic of causal relationship between inputs, activities, expected outputs, outcomes and impacts (against specific and development objectives) and validity of indicators, assumptions and risks.

Quality and realism of the project design, including:

- Duration;
- Stakeholder and beneficiary identification;
- Institutional set-up and management arrangements;
- Approach and methodology.

Financial resources management, including:

- Adequacy of budget allocations to achieve outputs;
- Coherence and soundness of Budget Revisions in matching necessary adjustments to requirements of implementation;
- Rate of delivery and budget balance at the time of the evaluation.

Management and implementation, including:

- Effectiveness of management, including quality and realism of work plans;
- Efficiency and effectiveness of operations management;
- Gaps and delays if any between planned and achieved outputs, the causes and consequences of delays and assessment of any remedial measures taken, efficiency in producing outputs;
- Effectiveness of internal monitoring and review processes;
- Efficiency and effectiveness of coordination and steering bodies (if any);
- Coordination with other projects active in the same sector
- Quality and quantity of administrative and technical support by FAO; and
- Timeliness, quality and quantity of inputs and support by the Government and resource partner.

Extent to which the expected outputs have been produced, their quality and timeliness.⁷⁴

Extent to which the expected outcomes have been achieved, in particular with regard to the following aspects:

- Sustainable agricultural development and natural resource management: extent and quality of activities and impacts on environmental sustainability of natural resource

⁷³ May be expressed in a logical framework matrix

⁷⁴ Key outputs should be listed for the evaluation team to assess. The evaluation team may add to the list as appropriate.

management practices promoted by the project; extent and quality of activities and impacts on socio-economic and cultural sustainability of practices promoted by the project;

- Policies: extent and quality of activities and impacts on creating a conducive national policy and legal environment for the objectives of the project; extent and quality of activities to support the wider GIAHS Initiative in creating a conducive international policy and legal environment for its objectives.

Use made by the initiative of FAO's normative products and actual and potential contribution of the initiative to the normative work of the Organization in particular Organizational Result F1: Countries promoting and developing sustainable land management and Organizational Result A1 (Indicator A1.3): Number of countries with policies, programmes, strategies or projects to test, document and adopt practices that manage agricultural biodiversity and ecosystem services and preserve biodiversity, including through the application of the concept payments for environmental services in agricultural production landscapes.

Assessment of gender mainstreaming in the initiative. This will cover:

- Analysis of how gender issues were reflected in project objectives, design, identification of beneficiaries and implementation;
- Analysis of how gender relations and equality are likely to be affected by the initiative;
- Extent to which gender issues were taken into account in project management.

The prospects for sustaining and up-scaling the initiative's results by the beneficiaries and the host institutions after the termination of the initiative. The assessment of sustainability will include, as appropriate:

- Institutional, technical, economic and social sustainability of proposed technologies, innovations and/or processes;
- Perspectives for institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project.
- Environmental sustainability: the initiative's contribution to sustainable natural resource management, in terms of maintenance and/or regeneration of the natural resource base.

Overall performance of the project: extent to which the initiative has attained, or is expected to attain, its intermediate/specific objectives and FAO Organizational Result/s (impact), and hence, to the relevant Strategic Objectives and Core Functions; this will also include the identification of actual and potential positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended. The mission will also evaluate if project resources were efficiently used to support the overall project objective given the overall adverse factors during project life.

Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Government, FAO and/or other parties to ensure sustainable development, including any need for follow-up action. The evaluation will draw attention to specific good practices and lessons of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

4. Evaluation methodology

Under the overall guidance of the FAO Office of Evaluation:

- The evaluation will adhere to the UNEG Norms & Standards;

- The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin the validation of evidence collected and its analysis and will support conclusions and recommendations;
- The evaluation will make use of the following tools: review of existing reports, semi-structured interviews with key informants, stakeholders and participants, supported by check lists and/or interview protocols; direct observation during field visits; surveys and questionnaires; the Sustainable Livelihoods Framework; the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework for assessment of project results.

5. Consultation process

The evaluation team will maintain close liaison with the FAO Office of Evaluation, project management, the LTU and Task Force members at headquarters, regional, sub-regional or country level, and all key stakeholders. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or FAO.

The evaluation briefing and debriefing process will include the Government, the resource partners, the FAO Representation and other relevant actors

The team will present its preliminary findings, conclusions and recommendations to the key stakeholders, to obtain feedback from them.

The debriefing will include the Government partners in Kenya and in Tanzania, representatives of the Government of Germany (Donor), the FAO Representation and staff involved in the implementation of the project as well as any other partners or relevant actors.

The Team Leader will have a debriefing meeting in FAO HQ to present the results of the mission. He/She bears responsibility for finalization of the report, which will be submitted to FAO within four weeks of mission completion. FAO will submit the report to Government(s) and donor together with its comments.

The draft evaluation report will be circulated among key stakeholders for comment before finalization; suggestions will be incorporated as deemed appropriate by the evaluation team.

6. Evaluation Team

The mission will comprise experts/expertise to handle different components.

- Project management and evaluation
- Policy support for sustainable agricultural and rural development
- Food Security programmes
- Capacity development
- Agricultural biodiversity and natural resource management
- Gender and minority/indigenous peoples' issues, and
- Social development and participatory processes

All team members will have a University Degree and a minimum of 10 years of professional experience in their respective areas of specialization. All will be fluent in English. Mission members will have no previous direct involvement with the project either with regard to its formulation, implementation or backstopping. All will have signed the Declaration of Interest form of the FAO Office of Evaluation.

7. Reporting

The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the ToR. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report.

The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based, relevant, focused, clearly formulated and actionable.

The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided in Annex I of this ToR. The report will be prepared in English, with numbered paragraphs.

The team leader bears responsibility for submitting the final draft report to FAO within four weeks from the conclusion of the mission. Within three additional weeks, FAO will submit to the team its comments and suggestions that the team will include as appropriate in the final report within one week.

Annexes to the evaluation report will include, but are not limited to:

- Terms of reference for the evaluation;
- List of Persons Met, including job titles;
- Itinerary of the evaluation team mission;
- Data collection instruments (e.g. copies of questionnaires, surveys – if applicable).

8. Timetable and Itinerary of the Mission

The proposed timetable is as follows:

Date	Activity	Remarks
15 Sep 2011	Finalization and clearance of ToR	Budget Holder, FAO Office for Evaluation
30 Oct 2011	Recruitment of evaluation team and finalization of list of key informants	Budget Holder, FAO Technical Officer, FAO Office for Evaluation
Early Nov 2011	Briefing of Team Leader by the Office of Evaluation, and by the Lead Technical Unit (LTU)	Evaluation Team Leader, LTU, Project Technical Officer, FAO Office of Evaluation
Early Nov 2011	Analysis of project related documents and interviews with LTU members	Evaluation team
14 Nov 2011 Start Evaluation Mission Tanzania (10 days)	Briefing by the FAO Technical Officer (Arusha) Meeting with Government Partners (NFPI's and PFC) – Dar Es Salaam Meeting with staff FAO	Evaluation team, FAO Technical Officer, Government partners, FAO Representation, Communities of project areas

	<p>Representation to Tanzania – Dar Es Salaam</p> <p>Field visit Engare Sero Project area (2 days)</p> <p>Field visit Kilimanjaro project site (1 day)</p> <p>Debriefing and follow-up with FAO Technical Officer (Arusha)</p>	
25 Oct 2011 Evaluation Mission Kenya (8 days)	<p>Meeting with Government Partners (NFPI's and PFC) – Nairobi</p> <p>Meeting with staff FAO Representation to Kenya – Nairobi</p> <p>Field visit Oldonyo Onyokie/Olkeri Project area (2 days)</p> <p>Debriefing with NFPI and FAO Representation</p>	Evaluation team, FAO Technical Officer, Government partners, FAO Representation, Communities of project areas
Dec 2011 Debriefing in Rome	Team Leader Debriefing with FAO Office for Evaluation and LTU	Evaluation team, LTU, FAO Office for Evaluation
Four weeks	Preparation of draft final report	Evaluation team
Two weeks	Comments by stakeholders	OED and all stakeholders
One week	Preparation of final report	Evaluation team
	Quality control of final report and request for the Management Response	FAO Office of Evaluation
	Preparation of the Management Response	FAO LTU, Project technical Officer, FAO Representations
	Circulation of the final report and MR to stakeholders	FAO LTU, FAORs

	Publication of the report and the MR on the web	FAO/OED
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List of Acronyms

BMELV	Federal Ministry for Food, Agriculture and Consumer Protection of Germany
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GIAHS	Globally Important Agricultural Heritage System(s)
LTU	Lead Technical Unit
MAFC	Ministry of Agriculture, Food security and Cooperatives of Tanzania
MLDF	Ministry of Livestock Development and Fisheries of Tanzania
NFPI	National Focal Point Institution
NMK	National Museums of Kenya
NRL	Land and Water Division of FAO
ToR	Terms of Reference

Annex: Annotated Report Outline

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Acronyms

When an abbreviation is used for the first time in the text, it should be explained in full; it will be included in the list of acronyms when it is used repeatedly within the report.

Executive Summary

The Executive Summary should:

- Be in length approximately 10-15% of the main report, excluding annexes;
- Provide key information on the evaluation process and methodology;
- Illustrate key findings and conclusions;
- List all recommendations: this will facilitate the drafting of the FAO Management Response to the evaluation report.⁷⁵

Introduction

Background and purpose of the evaluation

This section will include:

- the purpose of the evaluation, as stated in the Terms of Reference;
- title, starting and closing dates, initial and current total budget;
- dates of implementation of the evaluation.

It will also mention that Annex I is the Evaluation Terms of Reference.

Methodology of the evaluation

This section will comprise a description of the methodology and tools used and evaluation criteria that were applied by the mission. This should also note any limitations incurred in applying the methodology by the evaluation team. It should also include reference to Annex II, List of people met and places visited.

Context of the project

- This section will include a description of the developmental context relevant to the project (global/regional/national as appropriate) including major challenges in the area of the intervention, political and legislative issues, etc.
- It will also describe the process by which the project was identified and developed and cite other related UN (including FAO) and bilateral interventions if relevant.

⁷⁵ The Management Response is the written reply by FAO to the evaluation report; it illustrates acceptance or justified partial acceptance or rejection of recommendations, including actions, responsibilities and time plan for their implementation.

Concept and relevance

Design

Programmes and projects are built on assumptions on how and why they are supposed to achieve the agreed objectives through the selected strategy; this set of assumptions constitutes the programme theory or 'theory of change' and can be explicit (e.g. in a logical framework matrix⁷⁶) or implicit in a project document.

This section will include a short description of the project objectives and assumptions and will analyse critically:

- The appropriateness of stated development goals and outcomes (immediate objectives);
- The causal relationship between inputs, activities, outputs, outcomes (immediate objectives) and impact (development objectives);
- The relevance and appropriateness of indicators;
- The validity of assumptions and risks.

This section will also critically assess:

- The project's institutional set-up and management arrangements;
- The adequacy of the time-frame;
- The adequacy of resources from all parties and appropriateness of budget allocations to achieve intended results;
- The adequacy of the methodology of implementation to achieve intended results;
- The quality of the stakeholders' and beneficiaries identification.

Relevance

This section will analyse the extent to which the project's objectives and strategy were consistent with country's expressed requirements and policies, with beneficiaries' needs, and other major aid programmes, at the time of approval and at the time of the evaluation.

There will also be an analysis of the degree to which the project corresponds to priorities in the FAO Country Programming Framework.

Implementation

Budget and Expenditure

This section will contain the analysis of project financial resources and management, including:

- Efficiency in production of outputs;
- Coherence and soundness of Budget Revisions in matching necessary adjustments in implementation; and
- Assessment of rate of delivery and budget balance at the time of the evaluation, compared to the initial plan.

⁷⁶ Logical framework matrix, if present, should be reproduced as an Annex to the report.

Project Management

This section will analyse the performance of the management function, including:

- effectiveness and efficiency of operations management, both within the project and by FAO including timeliness, quality, reasons for delays and assessment of remedial measures taken if any;
- effectiveness of strategic decision-making by project management;
- realism of annual work-plans;
- efficiency and effectiveness of monitoring system and internal evaluation processes;
- elaboration and implementation of an exit strategy;
- role and effectiveness of institutional set-up, including steering bodies;

Technical Backstopping

This section will analyse the extent, timeliness and quality of technical backstopping the project received from involved units in FAO, at all levels (HQ, regional, sub-regional and country offices).

Government support

This section will analyse government's commitment and support to the project, in particular:

- Financial and human resources made available for project operations;
- Uptake of outputs and outcomes through policy or investment for upscaling;

Results⁷⁷ and contribution to stated objectives

Outputs and outcomes

This section will critically analyse the project outputs: ideally, the evaluation team should directly assess all of these, but this is not always feasible due to time and resources constraints. Thus, the detailed analysis should be done on a representative sample of outputs that were assessed directly, while a complete list of outputs prepared by the project team should be included as annex. If appropriate, the section will also include an analysis of gaps and delays and their causes and consequences.

Further, the section will critically analyse to what extent expected outcomes (specific/ immediate objectives) were achieved, or are likely to be achieved during the project life's time. It will also identify and analyse the main factors influencing their achievement and the contributions of the various stakeholders to them.

Gender issues

This section will analyse if and how the project mainstreamed gender issues. The assessment will cover:

- Analysis of how gender issues were reflected in objectives, design, identification of beneficiaries and implementation;

⁷⁷ The term 'results' includes outputs, outcomes and impact.

- Analysis of how gender relations and equality and processes of women's inclusion were and are likely to be affected by the initiative;
- Extent to which gender issues were taken into account in project management.

Capacity development

The evaluation will assess

- the extent and quality of project work in capacity development of beneficiaries;
- the perspectives for institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project.

Sustainability

This section will assess the prospects for long-term use of outputs and outcomes, from an institutional, social, technical and economic perspective. If applicable, there will also be an analysis of environmental sustainability (maintenance and/or regeneration of the natural resource base).

Impact

This section will assess the current and foreseeable positive and negative impacts produced as a result of the project, directly or indirectly, intended or unintended.

It will assess the actual or potential contribution of the project to the planned development objective and to FAO's Strategic Objectives, Core Functions and Organizational Results.⁷⁸

Conclusions and Recommendations

Conclusions need to be substantiated by findings consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. They may address specific evaluation questions raised in the Terms of Reference and should provide a clear basis for the recommendations which follow.

The Conclusions will synthesise the main findings from the preceding sections: main achievements, major weaknesses and gaps in implementation, factors affecting strengths and weaknesses, prospects for follow-up, any emerging issues. It will consolidate the assessment of various aspects to judge the extent to which the project has attained, or is expected to attain, its intermediate/specific objectives. Considerations about relevance, costs, implementation strategy and quantity and quality of outputs and outcomes should be brought to bear on the aggregate assessment.

The section will include an assessment of FAO's role as implementing/ executing agency and the quality of the feedback loop between the project and FAO's normative role, namely:

- actual use by the project of relevant FAO's normative products (databases, publications, methodologies, etc.);
- actual and potential contribution of project outputs and outcomes to FAO's normative work.

Recommendations should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear. They can tackle strategic, thematic or operational issues.

⁷⁸ See Annex III

Recommendations concerned with on-going activities should be presented separately from those relating to follow-up once the project is terminated.

Each recommendation should each be introduced by the rationale for it; alternatively, it should be referenced to the paragraphs in the report to which it is linked.

Each recommendation should be clearly addressed to the appropriate party(ies), i.e. the Government, the resource partner, FAO at different levels (HQ, regional, sub-regional, national) and the project management. Responsibilities and the time frame for their implementation should be stated, to the extent possible.

Although it is not possible to identify a 'correct' number of recommendations in an evaluation report, the evaluation team should consider that each recommendation must receive a response.

Lessons Learned

Not all evaluations generate lessons. Lessons should only be drawn if they represent contributions to general knowledge.

Where this is the case, the evaluation will identify lessons and good practices on substantive, methodological or procedural issues, which could be relevant to the design, implementation and evaluation of similar projects or programmes. Such lessons/practices must have been innovative, demonstrated success, had an impact, and be replicable.

Annexes

Evaluation Terms of Reference

List of places visited and key persons/organizations met by the mission

List of activities/outputs

This includes training events, meetings, reports/publications, initiatives supported through the project. It should be prepared by the Project staff, in a format decided by the evaluation team, when details cannot be provided in the main text because too cumbersome

List of consultant and FAO backstopping missions

Project Logical Framework matrix (if any)

Annex III – FAO Strategic Objectives, Organizational Results and Core Functions 2010-19

FAO Strategic Objectives and Organizational Results

Code	Title	Lead Unit
A	Sustainable intensification of crop production	AG
A01	Policies and strategies on sustainable crop production intensification and diversification at national and regional levels	AGP
A02	Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels	AGP
A03	Risks from pesticides are sustainably reduced at national, regional and global levels	AGP
A04	Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels	AGP
B	Increased sustainable livestock production	AG
B01	The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development	AGA
B02	Reduced animal disease and associated human health risks	AGA
B03	Better management of natural resources, including animal genetic resources, in livestock production	AGA
B04	Policy and practice for guiding the livestock sector are based on timely and reliable information	AGA
C	Sustainable management and use of fisheries and aquaculture resources	FI
C01	Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues	FI
C02	Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including RFBs	FIE
C03	More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use	FIM
C04	Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture	FIM
C05	Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally-friendly and compliant with rules at all levels	FII
C06	Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonized market access requirements	FII
D	Improved quality and safety of food at all stages of the food chain	AG

D01	New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization	AGN
D02	Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach	AGN
D03	National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms	AGN
D04	Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements	AGN
E	Sustainable management of forests and trees	FO
E01	Policy and practice affecting forests and forestry are based on timely and reliable information	FOM
E02	Policy and practice affecting forests and forestry are reinforced by international cooperation and debate	FOE
E03	Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses	FOE
E04	Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation	FOM
E05	Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option	FOE
E06	Environmental values of forests, trees outside forests and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented	FOM
F	Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	NR
F01	Countries promoting and developing sustainable land management	NRL
F02	Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including transboundary water systems	NRL
F03	Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources	NRD
F04	An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development	NRC
F05	Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy	NRC
F06	Improved access to and sharing of knowledge for natural resource management	OEK

G	Enabling environment for markets to improve livelihoods and rural development	ES
G01	Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements	
G02	Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships	ESW
G03	National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries	
G04	Countries have increased awareness of and capacity to analyse developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective pro-poor trade policies and strategies	EST
H	Improved food security and better nutrition	ES
H01	Countries and other stakeholders have strengthened capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition	ESA
H02	Member countries and other stakeholders strengthen food security governance through the triple-track approach and the implementation of the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security	ESA
H03	Strengthened capacity of member countries and other stakeholders to address specific nutrition concerns in food and agriculture	AGN
H04	Strengthened capacity of member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition	ESS
H05	Member countries and other stakeholders have better access to FAO analysis and information products and services on food security, agriculture and nutrition, and strengthened own capacity to exchange knowledge	ESA
I	Improved preparedness for, and effective response to, food and agricultural threats and emergencies	TC
I01	Countries' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions	TCE
I02	Countries and partners respond more effectively to crises and emergencies with food and agriculture-related interventions	TCE
I03	Countries and partners have improved transition and linkages between emergency, rehabilitation and development	TCE
K	Gender equity in access to resources, goods, services and decision-making in the rural areas	ES
K01	Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development	ESW
K02	Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources	ESW
K03	Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development	ESW

K04	FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work	ESW
L	Increased and more effective public and private investment in agriculture and rural development	TC
L01	Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks	TCI
L02	Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations	TCI
L03	Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed	TCI

FAO Core Functions

a	Monitoring and assessment of long-term and medium-term trends and perspectives
b	Assembly and provision of information, knowledge and statistics
c	Development of international instruments, norms and standards
d	Policy and strategy options and advice
e	Technical support to promote technology transfer and build capacity
f	Advocacy and communication
g	Inter-disciplinarity and innovation
h	Partnerships and alliances

Annex 2. Field visit itinerary

Date	Location	Program	Participants
14 November	Dar es Salaam, TZ FAO- Representation	CTA's Briefing Interviews with FAO Representation	<ul style="list-style-type: none"> • David Boerma • Vicky Kiboko, FAO • Gerald Runyoro, FAO • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF
15 November	Dar es Salaam, TZ MAFC and MLDF	Meetings MAFC/MLDF	<ul style="list-style-type: none"> • Paolo Tarimo, Director Landuse planning and management, MAFC • Firmat Banzi, co-NPC and Senior officer MAFC • Permanent secretary MAFC • Dr. Maria Mashingo, Director Pastoral Systems, MLFD • Grace Mwaigomole, co-NPC and senior officer, MLDF • Samwel Leshongo, Senior Officer, MLDF • Samson Babala, Ass. Director, MLDF
16 November	Dar es Salaam, TZ MNRT and NEMC Offices FAO Representation Ardhi University	Meetings MNRT/NEMC Meetings consultants Travel to Arusha (evening)	<ul style="list-style-type: none"> • Eliwasa Maro, principle conservator, MNRT • Cyriacus Lwamayanga, architect, Ardhi University
17 November	FAO Office Arusha	Meetings LOA partners & MP	<ul style="list-style-type: none"> • Mr. Ole Lekaita, Fred Loure and Edward Loure (Director), lawyer, Ujamaa Community Resource Team (UCRT) – Arusha) • Mr. Elirehema Maturu, Cultural Tourism Programme Director, TTB • TNRF, Alais ole Morindat • Honey guide foundation • TAWIRI
18 November	Arusha - Engare Sero	Travel to Engare Sero	
19 November	Engare Sero	Meetings Village Authorities and field tour	<ul style="list-style-type: none"> • David Boerma • Arpakwa Sikorei, consultant

			<ul style="list-style-type: none"> • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF • Village Authority, elders, women's leaders and community members
20 November	Engare Sero	Meetings Village Authorities and field tour (continued)	<ul style="list-style-type: none"> • David Boerma • Arpakwa Sikorei, consultant • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF • Village Authority, elders, women's leaders and community members
21 November	Engare Sero - Moshi	Travel to Moshi	<ul style="list-style-type: none"> • David Boerma • Arpakwa Sikorei, consultant • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF • Possibly: Elirehema Maturo, TTB
22 November	Moshi	Meetings LOA Partners / District representatives	<ul style="list-style-type: none"> • David Boerma • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF • Emanuel Malisa, Director Tanzania Indigenous Poverty Eradication Initiatives (TIPEI) • Christian Shoo – Farmer Support Manager, Kilimanjaro Native Cooperative Union (KNCU) • Representatives of TIP (Traditional Irrigation Programme) • John Lyamuya, Landuse planning officer, Distinct Authority of Moshi and District Executive Director / District Agriculture and Livestock Development Officer
23 November	Shimbwe Juu	Field tour / Meetings local representatives	<ul style="list-style-type: none"> • David Boerma • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF • Emanuel Malisa, Director Tanzania Indigenous Poverty Eradication Initiatives (TIPEI) • Christian Shoo – Farmer Support Manager,

			<p>Kilimanjaro Native Cooperative Union (KNCU)</p> <ul style="list-style-type: none"> • Representatives of TIP (Traditional Irrigation Programme) • Village authorities and community members
24 November	Moshi – Arusha - Nairobi	<p>Travel to Arusha Follow up meetings project staff and MAFC/MLDF representatives</p> <p>Travel to Nairobi (evening)</p>	<ul style="list-style-type: none"> • David Boerma • Arpakwa Sikorei, consultant • Firmat Banzi, MAFC • Grace Mwaigomole, MLDF
25 November	Nairobi	Meeting with NMK and project staff	<ul style="list-style-type: none"> • David Boerma • Kiprop Lagat, NPC and assistant-director of the National Museums of Kenya NMK • Dr. Idle Farah, Director General NMK, Nairobi • Hosea Wanderi, officer NMK, Nairobi • Simeon Sigilai, assistant NPC and assistant director of the Ministry for Livestock Development and Fisheries, Nairobi • Philip Sironka, consultant, Nairobi • Ms. Chebii, MOA
26-28 November	Break (Nairobi)	Break	2.30 Dr Farah, DG NMK (28/11)
29 November	Nairobi	<p>Meeting FAO Representation (Afternoon)</p> <p>Meeting PFC members and other partners (Morning)</p>	<ul style="list-style-type: none"> • Dr. Mohammed Said, ILRI (9.00) • ICRAF (11.00) • FAO-representative and assistant representatives, Nairobi
30 November	Nairobi	Meeting PFC members and other partners	<ul style="list-style-type: none"> • Director Livestock Production, Ministry for Livestock • Environmental Management Authority (NEMA)

1 December	Nairobi – Oldonyo Onyokie & Olkeri v.v.	Field tour / Meetings local representatives	<ul style="list-style-type: none"> • David Boerma • Kipro Lagat, NMK • Simeon Sigilai, MLDF • Philip Sironka, consultant • Chiefs, village elders, women’s leaders, group ranch representatives and members of Oldonyo Onyokie and Olkeri Group Ranches, project area (approx 100 km from Nairobi)
2 December	Nairobi – Oldonyo Onyokie & Olkeri v.v.	Field tour / Meetings local representatives	<ul style="list-style-type: none"> • David Boerma • Kipro Lagat, NMK • Simeon Sigilai, MLDF • Philip Sironka, consultant • Chiefs, village elders, women’s leaders, group ranch representatives and members of Oldonyo Onyokie and Olkeri Group Ranches, project area (approx 100 km from Nairobi)
3 December	Nairobi	Follow-up meetings NFPI’s Wrap up with CTA	<ul style="list-style-type: none"> • David Boerma • Kipro Lagat, NMK • Simeon Sigilai, MLDF
4 - 11 December		Report writing	
12 and/or 13 December	Rome	Meetings and Debriefing NRLD	<ul style="list-style-type: none"> • Parviz Koohafkan, Director NRL • Jane DelaCruz • Alexander Mueller, ADG NR

Annex 3.

LoA Timeline				
LoA	Start development with partner (first draft budget)	Final submitted to FAO	Signed	FAO UNIT
NMK LOA - implementation action plan	19/3/2010	1/7/2010	31/8/2010	HQ - ADG
PCDA - restocking	15/3/2011	18/3/2011	30/3/2011	HQ - NRL
MOL TZ site selection /development AP	14/5/2009	12/08/2009	27/10/2009	FAO-TZ
MOA TZ site selection /development AP	14/5/2009	12/08/2009	2/3/2010	FAO-TZ
KNCU – organic coffee	15/8/11	7/9/2011	29/9/2011	FAO-TZ
TIPEI - Vanilla	10/2/2011	17/3/2011	29/3/2011	FAO-TZ
UCRT - CBO	13/6/2011	21/7/2011	29/9/2011	FAO-TZ
MLDF – Implementation action plan	04/11	15/8/11	22/9/11	HQ - NRL & FAO-TZ

Annex 4.

TIMELINE GCP/GLO/198/GER			
Activity/Milestone	Date		Comment
	Scheduled ⁷⁹	Actual	
Technical Officer EOD	Jan 2008	1 July 2008	Initially located in AWF premises Arusha
National Counterpart Institutions defined ⁸⁰	No timeframe defined in original prodoc	KEN: NMK nominated Oct 2008 , MinLivestock involved through exchange of letters late 2008 URT: MAFC confirmed May 2009 MLDF possibly same time	Confirmed by Inception Workshop Arusha Dec 2008. KEN: LoA with NMK reportedly signed in 1st half 2009 URT: LOA with MLDF (for site selection/Action Plan development) signed in Oct 2009 ; LoA with MAFC signed in March 2010 (delay reportedly due to late dispatch by FAOR URT)
Project Document reviewed by major national stakeholders	To happen during first 5 months of project (i.e. Nov 2008)	Inception WS Arusha 3-5 Dec 2008	Wide range of participants: Governments, Research, NGOs
National Project Coordinators selected	No timeframe defined in original prodoc	KEN: Lagat officially Confirmed NPC NMK as of Feb 2009 ; Ass NPC MLD (Sigilai) through exchange of letters late 2008 URT: NPC MAFC Banzi and MLDF NPC Mwaigomole officially nominated early 2009	With top-up arrangement from project budget
Activities Related to Project Sites⁸¹			
Project sites selected	No clear definition in original prodoc; progress report July-Dec 2008 indicates finalization by February 2009 ; progress report Jan-July 2009 schedules site selection mission for upland agro-forestry system (URT) for	KEN: Olkeri April 2009 URT: Engare Sero June 2009 ; Shimbwe Juu March 2010	Set of criteria, site evaluation form and methodology for site selection was developed and reviewed by the members of the PFC during Jan-July 2009

⁷⁹ Based on the original (Nov 2007) project document unless indicated otherwise.

⁸⁰ Called National Focal Point Institution (NFPI) in the original prodoc; although the institutions had not been identified, the original workplan did not envisage any timeframe for their nomination.

⁸¹ Listing does not reflect all activities in Action Plans.

	Aug/Sep 2009		
Action Plans finalized and under implementation for the dynamic conservation of two GIAHS areas	Original prodoc envisaged continuous activities from Month 1. July-Dec 2008 Progprep scheduled Action Plans to be finalized by March 2009 , implementation to start between March and June 2009	URT: Draft Action Plan Engare Sero 1 st half 2010, revised 2nd half 2010 ; Draft Action Plan Shimbwe Juu 2nd half 2010 KEN: Draft Action Plan Olkeri 1 st half 2010, updated 2nd half 2010	Workshops on the preparation of the Action Plans were held in Engare Sero and Olkeri in 2nd half 2009 ; progress reports described the Action Plans as being under implementation since Jan 2010 – not quite an accurate description
Establishment of formal CBOs by project communities to manage natural resources in their areas	By project end	1st half 2011: The three communities have set up committees to manage the various aspects of their agricultural heritage; by-laws and CBO constitutions are under development	Not finalized by time of evaluation mission
Dam construction Kenya	4th quarter 2010 and 1 st and 2 nd Quarter 2011	Initial work done in early 2011	Kajiado district water engineers delivered sub-standard designs. The Ministry of Livestock sent a team of its engineers to the field to re-do the designs. Status uncertain (Two dams already rehabilitated under GOK programme)
Dam construction Engare Sero	Design by the end of April 2011 ; Jan – July 2011 Progprep expected construction by September 2011	Initial work done in early 2011	Contracted engineer (Ngorongoro District) delivered sub-standard work; MLDF) made available 3 engineers and a surveyor to re-do design (being finalized at time of evaluation mission).
Pasture improvement Engare Sero, Tanzania: over-sowing degraded pastures	April/May 2011		LoA with VIKUGE (government pasture seed farm). Because it did not rain sufficiently for planting the improved grass-varieties, activity postponed until October. (But not yet implemented at time of evaluation mission.)
Re-stocking indigenous livestock KEN	1st Quarter 2011	300 cattle to be procured , approx 270 arrived in June/July 2011	LoA initially with MPIDO, then PCDA. Bulls and remaining heifers still to be delivered
Activities Related to GIAHS Mainstreaming			
Mainstreaming of GIAHS concept (GIAHS mainstreamed in sectoral and inter-sectoral	Scheduled to start from month 15 (i.e. Oct 2009)	Maasai Pastoral Landscape Trans-boundary Site	Was mentioned in progress reports since Jan 2010. (Similar a mention that “gov’ts

plans and policies)		Tentative List Joint submission by KEN & URT in Sep 2011 ; Olkeri Area gazetted under Kenyan Heritage Act	have committed to establish permanent national GIAHS coordinating committees” – not clear whether actually established)
National Policy Workshops	Scheduled for second half 2009 (as per progress report July-Dec 2009)	KEN: 2nd half 2010	Not clear whether URT Policy Workshop took place
Museum		Engare Sero/Shimbwe Juu architect visit June 2011	

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