

付 属 資 料

1. ミニッツ

Annex 1: Detailed Schedule of Terminal Evaluation

Annex 2: Current PDM

Annex 3: PO (Plan and Actual)

Annex 4: Evaluation Grid for Terminal Evaluation Study

Annex 5: List of Japanese Experts

Annex 6: List of Kenyan Counterpart Personnel Trained in Japan

Annex7: List of Equipment provision and Facilities construction by Japanese side

Annex 8: List of Kenya Counterpart Personnel

Annex 9: Project Cost sharing by Kenyan side and Japanese Side

Annex10: Policy Analysis Table

Annex11: Organization chart for Extension Division, KFS

Annex12: Draft Terms of Reference (TOR) of the Post ISFP Activities coordination Unit under
Extension Management of Forest Extension services

2. Achievement Grid

1. ミニッツ

**MINUTES OF MEETING
BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM
AND THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF KENYA
ON JAPANESE TECHNICAL COOPERATION
ON THE INTENSIFIED SOCIAL FORESTRY PROJECT IN SEMI-ARID AREAS
(ISFP)**


The Japanese Terminal Evaluation Team (hereinafter referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Yoshiyuki Takahashi, and the Kenyan Terminal Evaluation Team (hereinafter referred to as "the Kenyan Team") headed by Mrs. Monica Kalenda conducted a terminal evaluation of the Intensified Social Forestry Project in Semi-arid Areas (ISFP) (hereinafter referred to as "the Project") from 26th July, to 15th August, 2008 having consultations with the Project personnel and other relevant parties on the implementation of the Japanese Technical Cooperation for the Project.

As a result of a series of surveys and discussions, both sides, Ministry of Forestry and Wildlife (hereinafter referred to as "MOFW") and the Joint Evaluation Team came to an understanding concerning the matters referred to in the report of the Joint Terminal Evaluation, which is attached hereto.

Nairobi, 15th August, 2008



Mr. Yoshiyuki Takahashi
Resident Representative
Japan International Cooperation Agency
Kenya Office



Mr. Kombo Mwero CBS
Permanent Secretary
Ministry of Forestry and Wildlife
Republic of Kenya

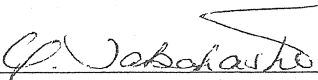
**REPORT OF THE JOINT TERMINAL EVALUATION
ON JAPANESE TECHNICAL COOPERATION
ON THE INTENSIFIED SOCIAL FORESTRY PROJECT IN SEMI-ARID AREAS
(ISFP)**

The Japanese Terminal Evaluation Team (hereinafter referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Yoshiyuki Takahashi, and the Kenyan Terminal Evaluation Team (hereinafter referred to as "the Kenyan Team") headed by Mrs. Monica Kalenda conducted a Terminal evaluation of the Intensified Social Forestry Project in Semi-arid Area (hereinafter referred to as "the Project") from 26th August, to 15th August, 2008

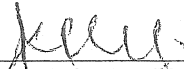
For this purpose, the Japanese Team and the Kenyan Team formed the Joint Evaluation Team (hereinafter referred to as "the Team"). The Team evaluated performance and achievements of the Project through field visits, interviews and had a series of discussions in respect of desirable measures to be taken by the both Governments for the successful implementation of the Project.

The Team agreed on the contents of the Evaluation Report attached. As a result of the discussions, the Team agreed to recommend to their respective Governments the matters referred to in the attached Evaluation Report.

Nairobi, 15th August, 2008



Mr. Yoshiyuki Takahashi
Leader
Japanese Terminal Evaluation Team
Japan International Cooperation Agency
Kenya Office



Mrs. Monica Kalenda
Leader
Kenyan Terminal Evaluation Team
Kenya Forest Service

Contents

1. Introduction	
1.1 Objective of the Evaluation	1
1.2 Members of the Joint Evaluation Team	1
1.3 Schedule of the Study	1
2. Outline of the Project.	
2.1 Background of the Project	1
2.2 Summary of the Project	2
3. Methodology of Evaluation	
3.1 Evaluation Questions and Indicators	3
3.2 Data Collection Method and Analysis	3
4. Project Performance and Implementation Process	
4.1 Accomplishment of the Project	4
4.2 Inputs	4
4.3 Outputs and Activities	5
4.4 Project Purpose	6
4.5 Implementation Process	6
5. Evaluation Results	
5.1 Relevance	7
5.2 Effectiveness	7
5.3 Efficiency	7
5.4 Impact	8
5.5 Sustainability	8
6. Findings, Issues and Conclusion	9
7. Recommendations	10
8. Proposed Revision of PDM version 3	11
9. Lessons Learned	12

Attachments

- Annex 1: Detailed Schedule of Terminal Evaluation
- Annex 2: Current Project Design Matrix (PDM)
- Annex 3: Plan of Operation (PO)
- Annex 4: Evaluation Grid for Terminal Evaluation Study
- Annex 5: List of Japanese Experts
- Annex 6: List of Kenyan Counterpart Personnel Trained in Japan
- Annex 7: List of Equipment provision and Facilities construction by Japanese side
- Annex 8: List of Kenya Counterpart Personnel
- Annex 9: Project Cost sharing by Kenyan side and Japanese Side
- Annex 10: Policy Analysis Table
- Annex 11: Organization chart for Extension Division, KFS
- Annex 12: Draft Terms of Reference (TOR) of the Post ISFP Activities
coordination Unit under Extension Management of Forest Extension services

1. Introduction

1.1 Objective of the Evaluation

The objectives of the evaluation are threefold:

- (1) To evaluate accomplishments of the Project based on the five criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability;
- (2) To make recommendations for activities in remaining period of and after the completion of the Project; and
- (3) To note lessons learned from the Project

1.2 Members of the Joint Evaluation Team

The Team consists of the following members.

(1) Kenyan members

- a) Mrs. Monica N. Kalenda (Leader)
Deputy Director, Kenya Forest Service
- b) Dr. Ebby Chagala-Odera
Assistant Director, Kenya Forestry Research Institute
- c) Mr. Dedan Nderitu
Principal Forest Officer, Kenya Forest Service
- d) Mr. Samuel K. Gichere
Chief Economist, Ministry of Forestry and Wildlife

(2) Japanese members

- a) Mr. Yoshiyuki Takahashi (Leader)
Resident Representative, JICA Kenya Office
- b) Ms. Tomoshi Ichikawa
Consultant, Vision and Spirit Overseas Cooperation Co. Ltd. (VSOC)
- c) Mr. John N. Ngugi
Senior Programme Officer, JICA Kenya Office
- d) Mr. Yoichi Inoue
Assistant Resident Representative, JICA Kenya Office

1.3 Schedule of the Study

The Joint Terminal Evaluation was conducted from July 26th to August 15th 2008. The detailed schedule of the terminal evaluation study is attached in Annex 1.

2. Outline of the Project

2.1 Background of the Project

Kenya's closed canopy forest cover which mainly falls in the category of state forests is low and is estimated at 1.7 % (or 1.4 million hectares) of the total land area. Outside this category of forests, there are numerous woodlands, bush lands and wooded grasslands, which primarily occur in the arid and semi-arid areas of the country. The arid and semi-arid lands (ASALS) cover about 80% of the total land surface and are home for about 25% of the human

population. Under the prevailing low technology production systems, coupled with the unreliable rainfall regimes, the ASALs are characterized with high incidences of poverty. The threat to the livelihoods of the inhabitants of the ASALs is thus real which calls for practical interventions so as to improve on the livelihood conditions of the people in these areas.

The involvement in assistance of the Government of Japan (GOJ) in the forestry sector dates back to the middle 1980's. The initial assistance was through the Social Forestry Training Project (SFTP), which was implemented from 1985 to 1997. SFTP's main focus was on technology development on tree nursery establishment and tree planting in the semi-arid areas and to provide training in social forestry. The Social Forestry Extension Model Development Project (SOFEM) followed SFTP and was implemented for five years. The main output of SOFEM was the development of a model through the establishment of farm forests by the local residents. During the terminal evaluation in 2002, the review mission recommended the necessity to give further support to the extension component so that more impact could be created in the development of farm forestry in the semi-arid areas.

Meanwhile, in 1994, the Ministry of Environment and Natural Resources (MENR) of the Kenya Government completed preparation of the Kenya Forestry Master Plan 1995-2020 (KFMP). KFMP as well as the revised Kenya Forestry Development Policy identifies farm forestry, which is one of the social forestry practices as an important model of forestry development in Kenya. In addition, the Economic Recovery Strategy for Wealth and Employment Creation (2003 – 2007) identified the development of the ASALs as a key area for accelerated development to offset pressure from state forests located in high and medium rainfall areas.

In this context, Government of Kenya (GOK) requested a technical cooperation for the sector, and in response to the request, JICA accepted the implementation of the project entitled as "Intensified Social Forestry Project in Semi-arid Areas" (hereinafter referred to as "the Project") in accordance with the results of discussions with the authorities concerned of GOK.

JICA conducted the Ex-ante evaluation of the project in October 2003 that resulted in the preparation of the Project Document and Project Design Matrix (PDM). The Record of Discussions (R/D) that constitutes the agreement of the project was signed between JICA and the Ministry of Environment and Natural Resources on 29th March 2004. Upon this agreement, JICA commenced the five - year technical cooperation project with the then Forest Department (FD) (now Kenya Forest Service (KFS)) as the implementing agency and Kenya Forestry Research Institute (KEFRI) as the collaborating implementing agency.

2.2 Summary of the Project

As indicated in the current PDM attached as Annex 2, the Project Purpose is that "individual farmers, farmer groups and other stakeholders intensify social forestry practices in semi-arid areas". Overall Goal is "living standards of the people in semi-arid areas are improved while enhancing sustainable environmental conservation".

The outputs of the Project confirmed in the current PDM are:

- (1) Institutional and technical capacities for social forestry extension in Forest Department are strengthened.
- (2) Social forestry extension activities among individual farmers and farmer groups are promoted.
- (3) Farmers and other stakeholders obtain enough practical knowledge and techniques.
- (4) Information on social forestry extension and related issues is shared among the stakeholders.

3. Methodology of Evaluation

The terminal evaluation was carried out by the Joint Evaluation Team (JET) consisting of members from both the Japanese and Kenyan sides as described in 1.2. In the first step of the evaluation, the Team reviewed the progress and achievements of the Project referring to the PDM and PO attached in Annex 2 and 3. In the next step, the Team analyzed and evaluated the Project from the viewpoints of 'Relevance', 'Effectiveness', 'Efficiency', 'Impact' and 'Sustainability'. Finally, the Team made recommendations for activities in remaining period of and after the completion of the Project.

3.1 Evaluation Questions and Indicators

The study items for evaluation are indicated in the Evaluation Grid, as a grand design of detailed study, attached in Annex 4.

3.2 Data Collection Method and Analysis

3.2.1 Data Collection Method

The Team (1) collected relevant documents (2) collected information through questionnaires and interviews from government officials, officials from concerned institutions, Japanese experts and farmers (3) carried out field surveys at the Project sites, and (4) held a workshop with the Kenyan counterpart personnel, Japanese experts and personnel from other relevant institutions.

3.2.2 Criteria of Evaluation for Analysis

(1) Relevance:

Relevance of the Project was reviewed as the validity of the Project purpose and overall goal in connection with the development policy of the Government of Kenya (hereinafter referred to as GOK) and needs of the beneficiaries, and also by the logical consistency of the Project plan. Simultaneously, correlation with the JICA policies was also confirmed in the process.

(2) Effectiveness:

Effectiveness was assessed by evaluating the extent to which the Project has achieved outputs by the time of the terminal evaluation as well as the probability to attain the project purpose by the end of the Project term. Furthermore, validity of the project design was also evaluated.

(3) Efficiency:

Efficiency of the Project implementation was analyzed by reviewing correlation

between inputs and outputs. In the process, timing, quality and quantity of inputs, linkage and/or duplication between the Project and other activities of other organizations in similar fields were reviewed.

(4) Impact:

Impacts of the Project activities were identified by focusing both on positive and negative, direct and indirect impacts caused or likely to be caused by the Project. These impacts included the impacts that had not been originally expected in the Project plan. In addition, the probability of attaining the overall goal and the contribution of the Project were evaluated.

(5) Sustainability:

Sustainability of the Project was evaluated on organizational, financial, technical, and social/environmental aspects with consideration of the extent to which the achievement of the Project will be sustained or expanded after the assistance period.

4. Project Performance and Implementation Process

4.1 Accomplishment of the Project

Accomplishment of the Project was measured in terms of Inputs, Activities, Outputs and Project purpose in accordance with the Record of Discussions (R/D), PDM and PO.

4.2 Inputs

(1) Japanese Side

(a) Experts

The inputs of Japanese Experts from 2004 to 2008 are listed in the Annex 5. A total of five (5) long-term experts in total have been dispatched at various times. These are two Chief Advisors, two Coordinators, and one Expert. Their fields of expertise are Forest Policy, Social Forestry Extension and Extension Implementation Management. In addition, three short-term experts were dispatched at various times, with expertise in Management of Ecological Resources in Farm Forestry, Tree Improvement, Facilitation skill and Participatory Evaluation.

From the answers of the questionnaire survey and interviews, the timing of dispatch, numbers of experts, and expertise are adequate.

(b) Training of Kenyan Counterpart Personnel in Japan

Ten (10) counterpart personnel were trained in Japan. The subjects of the training courses were/are, Forest Policy (1), Forest Management (2), Forestry Extension Method (6) and Extension Policy/Extension Method (1) as attached in Annex 6.

(c) Provision of Equipment

Kshs. 44,128,577 (approximately equivalent to USD 668,169 at the exchange rate of USD1=Kshs.66.044 according to the JICA official exchange rate in August 2008) has been allocated to procure equipment and construct facilities which are necessary for the process of technical transfer from Japanese experts to Kenyan counterpart personnel in the Project by the end of July, 2008, as attached in Annex 7.

(d) Local cost borne by Japanese side

For the effective and smooth implementation of the Project, a total amount of Kshs. 66,364,868 (approximately equivalent to USD1,004,858 at the exchange rate of USD1=Kshs. 66.044 according to the JICA official exchange rate in August 2008) had been allocated to supplement a portion of local cost by the end of July, 2008, as attached in Annex 9.

(2) Kenyan Side

(a) Assignment of Counterpart Personnel

A total of 46 technical counterparts and 30 support staffs have been provided from 2004 to 2008. Seven (7) technical and 6 support counterparts are from KEFRI. The expertise/background of the counterparts is appropriate. (see Annex 8.)

(b) Budgetary allocation by Kenyan side

Approximately a total amount of Kshs 23,545,519 in total by the end of July, 2008 had been allocated as cost for the Project as attached in Annex 9.

(c) Provision of land, office spaces and facilities

The following facilities have been provided for the Project:

- Land, office space and necessary facilities for project head office at KFS.
- Land, office space and necessary facilities for project field offices in Kitui, Mbeere and Tharaka Districts.
- Training facilities at KEFRI headquarters.
- Training activities at KEFRI Kitui Centre.
- Land for demonstration plot in KEFRI Tiva Pilot Forest, Kitui.
- Nursery facilities in KEFRI Kitui Tiva Pilot Forest and Kitui Center
- Kenya Forest Service field nurseries in Kitui, Mbeere and Tharaka Districts.
- Rooms and space necessary for installation and storage of equipment.
- Electricity, water supply and necessary telecommunication services.

4.3 Outputs and Activities

Accomplishments of each output and the activities carried out by the time of this evaluation are indicated in Achievement GRID of Project Purpose/Overall Goal and Outputs. The summary of accomplishment of Outputs is as follows;

(1) Summary of Output 1

Most policy and planning documents have been developed and capacity strengthened both at the Headquarters and field levels. A total of 15 FFS have also been conducted in the 7 Districts outside the project area. The outcomes of the Output 1 will therefore be achieved by 2009.

(2) Summary of Output 2

Good progress has been achieved in social forestry activities among farmers groups. As a result of FFS, 80% individual and farmer groups have adopted social forestry technology

and skills. 234 farmer facilitators have been trained and have facilitated 227 farmer groups (approximately 3,400 farmers).

(3) Summary of Output 3

80% of the 4,965 target farmers appreciate the knowledge and techniques learnt through FFS and many have planted trees on their farms.

(4) Summary of Output 4

Although the target number of people visiting the project website was at 4,000, the actual number to date stands at 10,451, indicating an increased interest in social forestry.

4.4 Project Purpose

The achievement of the Project Purpose is indicated in the Achievement GRID of Project Purpose/Overall Goal. Based on the accomplishment of Indicators ~~1,2, and 3~~, overall summary of Project Purpose accomplishment is that good progress has been made in achieving the four outputs, it is therefore anticipated that the Project Purpose will be realized by March 2008.

4.5 Implementation Process

4.5.1 Progress of the Activities

The Project has mostly been carried out as planned in the Plan of Operation (PO). The Project is progressing well in the 3 target Districts in accordance with the (PO).

4.5.2 Management of the Project

(1) Meetings

Joint Coordinating Committee Meetings (5) and Project Semiannual Meetings (3) were all held as scheduled.

(2) Monitoring

The monitoring system of FFS was reviewed and simplified in July, 2008 at the field level. The monitoring activity has been implemented continuously mainly by Divisional Forest Extension Officers (DFEOs) who are supervised by the District Forest Officers (DFOs). The monitoring results are forwarded to KFS Headquarter level. The data filing system according to Farmer Field Schools (FFS) and district is adequate. Based on the raw data collected in the field, data processing/arrangement, computerizing, and compiling is carried out as necessary at the KFS Headquarter level. At this time of terminal evaluation, the necessary tables indicating verification of performance of the Project were availed from KFS Headquarter. Therefore, since the monitoring system of ISFP is well developed, it is expected that the monitoring will contribute to future evaluation progress and preparation of new work plans for the promotion of social forestry by KFS through FFS after ISFP comes to an end..

4.5.3 Ownership of the Project by Executing Institution

(1) Assignment of Counterparts

A total of 46 technical counterparts and 30 support staffs have been provided from 2004 to 2008. Seven (7) technical and 6 support counterparts are from KEFRI. The expertise/background of the counterparts is appropriate.

(2) Capacity of Counterparts

The ability of technical counterparts is adequately developed especially in terms of facilitation and monitoring of FFS and promotion of social forestry through the support of GOK and Japan.

(3) Budget

Both the Kenyan and Japanese sides have allocated adequate budget to run the Project.

5. Evaluation Results

5.1 Relevance

5.1.1 Consistency with the development policy of Kenya

The Project is in line with policy and planning document of GOK in terms of forestry strategy, conservation and social welfare with social forestry. For example;

- Draft Forest Policy (Session Paper No.4 of 2006)
- Draft Kenya Forest Service Strategic Plan 2008-2012
- Draft Forest Extension Strategy 2007
- District Extension Implementation Plan (KFS, 2006-)
- Farm Forestry Field School Manual (ISFP, 2007)
- Study Guide for Farm Forestry Tree Nursery Establishment
- Vision 2030
- Medium Term Plan 2008-2012

5.1.2 Consistency with the aid policy of Japan

The Project is in line with Japanese ODA policies for example;

- ODA Country Report for Kenya
- ODA Policy document

5.1.3 Needs of target groups

The needs of target groups are; new knowledge, techniques and skills of social forestry. FFS has provided adequate information and technical assistance.

5.1.4 Appropriateness of strategy/approach

The functions of FFS on ISFP as observed through terminal evaluation study are as follows;

- self confidence and ownership development
- effective team building through team capacity development
- network formation
- enhancement of sustainability of social forestry activities (through FFS). FFS has provided adequate information and technical assistance.

5.1.5 Monitoring

As mentioned in 4.5.2 (2), since monitoring system was simplified in July 2008, it will be possible to continue monitoring at the field level.

5.1.6 Changing of policy and socio-economic situation

There are many successful socio economic activities through FFS, such as tree nursery enterprise, woodlots and fuel woods (e.g. *Melia volkensii*, *Grevillea*, *Eucalyptus*, *Senna siamea*, and *Jatropha carcus*). Moreover, graduated farmers engage in seedling and wood production enterprises. Nowadays, they apply their experience to agroforestry production.

5.2 Effectiveness

5.2.1 Possibility of realization of the Project Purpose

Good progress has been made in achieving the four outputs, it is therefore anticipated that the Project Purpose will be realized by March 2009.

5.2.2 Constraints for achieving the Project Purpose

In the result of questionnaire survey and interviews, there are no serious constraints to achieving the Project Purpose.

5.3 Efficiency

5.3.1 Degree of achievement of outputs

Generally, the inputs are adequate and timely provided. Degree of achievement of each output is good to some extent (mentioned in 4.3).

5.3.2 Adequacy of activities and inputs to realize the outputs

Activities and inputs are adequate to realize the outputs (Annex 2).

5.3.3 Appropriateness of number of Japanese experts, their fields, timing of placement and terms

Number of Japanese experts, their fields of expertise, timing of placement and terms are adequate (Annex 5).

5.3.4 Appropriateness of kinds of equipment, their quantities and timing of supply

Kind of equipment, their quantities and timing of supply are adequate (Annex 7).

5.3.5 Effect of the important assumptions on achievement of project outputs

The important assumptions for achievement of the Project outputs remain valid.

5.4 Impact

5.4.1 Possibility to realize the Overall goal

Since there are many possibilities in terms of many successful socio economic activities through FFS, such as tree nursery enterprise, woodlots and fuel woods (e.g. *Melia volkensii*, *Grevillea*, *Eucalyptus*, *Senna siamea*, and *Jatropha carcus*). It is anticipated Overall Goal will be achieved. Moreover, graduated farmers are already engaged in seedling and wood production enterprises. Some of them are also applying skills and techniques acquired through Special Topics agricultural production. Thus, there are possibilities that the Overall Goal will be achieved.

5.4.2 Ripple effect

There are some ripple effects that were observed during the field survey. For example, surrounding farmers are interested in FFS from which they acquire social forestry knowledge and skills. Some of them have already started planting trees (including fruit trees) on their farms. Graduated farmers have continued planting and advising their neighbors or other surrounding farmers about social forestry techniques.

5.5 Sustainability

5.5.1 Institution and Organization

From the policy aspect, the following policy and planning documents are presented by KFS.

- Draft Forest Policy (Session Paper No.4 of 2006)
- Draft Kenya Forest Service Strategic Plan 2008-2012
- Draft Forest Extension Strategy 2007
- District Extension Implementation Plan (KFS, 2006-)
- Farm Forestry Field School Manual (ISFP, 2007)
- Study Guide for Farm Forestry Tree Nursery Establishment
- Vision 2030
- Medium Term Plan 2008-2012

From the organizational aspect, establishment of new unit for monitoring Social Extension Service is ongoing in KFS. Organization chart and draft Terms of Reference (TOR) of the unit is attached (Annexes 11 and 12 respectively). The unit is indicated as Post ISFP Activities coordination Unit under Extension Management of Forest Extension services in the organization chart.

5.5.2 Finance

In the 5th JCC (June, 2006), the budget of KFS and KEFRI on ISFP was 13% of the Project's activity cost. (Minutes of 5th JCC) In the terminal evaluation, the budget of KFS and KEFRI is Kshs. 7,100,000 (2008/2009), Annex 9.

KFS and KEFRI should make an effort to set aside enough budgets for 2009/2010 for social forestry activities.

5.5.3 Capacity

DFEOs have enough ability for facilitation, monitoring and backstopping. At DFO level, their workplans are included in their Performance Contracts. However, continuous TOT

is necessary to avoid disruptions caused by personnel transfers. Regular advice to DFOs by KFS Headquarter on planning for FFS/social forestry extension is necessary.

6. Findings, Issues and Conclusions

6.1 Summary of Conclusions

In conclusion, evaluation results of 5 criteria are explained as follows.

1. Relevance

The Project is in line with both GoK and Japan's ODA policies. The relevance is therefore high.

2. Effectiveness

FFS is an appropriate approach for social forestry development through participatory technology transfer and adoption. Thus, Effectiveness is very high.

3. Efficiency

There are adequate inputs hence efficiency is adequately achieved.

4. Impact

Planting of trees on farms and also implementation of improved farming techniques learnt through Special Topics has already started as a result of FFS. The farmers have also already begun receiving monetary benefits through sale of seedlings.

5. Sustainability

Presently, 88 Extension Run FFS have produced 112 farmer facilitators, who are currently facilitating 94 Farmer Run FFS in the 3 target Districts of ISFP. So far, 125 Farmer Run FFS have already graduated. Fifteen (15) Extension Run FFS in other seven Districts are continuing funded by KFS, and expected to produce farmer facilitators.

6.2 Finding and Issues

(1) FFS on Social Forestry

FFS is an effective method for transferring and adoption of technology by farmers and a powerful tool for empowering the Project staff, KFS staff, and farmers (such as planning, management, public speaking, facilitating and record keeping). It has also promoted self reliance and improved farmers' livelihood.

(2) DFOs and DFEOs

Some DFOs, many DFEOs and farmer facilitators have contributed sufficiently to success of FFS activities. Transfer of trained DFOs and DFEOs in the 10 Districts disrupted implementation of FFS. However, untrained DFOs and DFEOs did not backstop and support

adequately FFS. The Project also relies on external FFS Master Trainers as there are none at KFS.

Trained DFOs/DFEOs requested refresher courses and a regular forum for experience sharing is necessary.

(3) Budget

Delays in disbursement of funds to DFO by GoK affected FFS activities in the 10 Districts. Budgetary allocation from GoK in the 7 Districts was inadequate and itemization in all the 10 Districts is not appropriate.

(4) Commitment

Implementation of FFS activities requires both personal and institutional commitment by all stakeholders.

(5) PDM

Indicators of Overall Goal and Output 4 are not appropriately designed to verify the degree of achievement of Overall Goal and Output 4.

7. Recommendations

(1) Capacity Building

As mentioned in 6.2 (2), for example, transfer of trained DFOs and DFEOs in the 10 Districts disrupted implementation of FFS and untrained DFOs and DFEOs did not backstop and support adequately FFS.

Training of personnel in FFS concept, for example Master trainers, training of trainers (ToT) for DFOs, DFEOs and other senior officers is therefore necessary to avoid discontinuation of activities due to staff movement and to strengthen their facilitation skills.

(2) Institutionalization

Delays in disbursement of funds to DFO by GoK affected FFS activities in the 10 Districts. Budgetary allocation from GoK in the 7 Districts was inadequate and itemization in all the 10 Districts is not appropriate. Therefore, KFS should;

-Determine the function of the FFS monitoring unit including budget allocation measures in order to ensure timely and adequate disbursement of budgets to DFOs.

-Make concrete Annual Plans for FFS activities in all target districts, and include them in the Performance Contracts of DFOs for proper planning and implementation of FFS.

-Modify FFS to suit the situations in different agro-ecological zones for effective implementation.

-Determine the ideal duration of FFS activities in terms of GoK budget availability and appropriate curriculum.

-Look for ways to motivate extension staffs

-Publicize FFS concept to all staffs and other stakeholders

-Regularly and consistently backstop both for DFEOs and farmer facilitators to maintain FFS session quality.

(3) Farmer Facilitator Run FFS

Presently, Extension Run FFS have produced more than 100 Farmer facilitators in the 3 target Districts and over 125 Farmer Run FFS have already graduated. Hence, KFS should utilize farmer facilitators for cost effectiveness.

(4) Monitoring and Evaluation

For more effective planning of FFS in the activity management context, Participatory Monitoring & Evaluation and Reporting system (PMER) should be maintained.

(5) Financial aspect

To further strengthen the activities of FFS, Group networking for exchange of ideas and information, engagement in activities jointly (e.g. marketing), and for creation of partnerships and collaboration with other institutions and organizations should be encouraged by DFOs and DFEOs.

Value addition and linkage of FFS groups to markets should also be promoted.

Groups should be assisted to access resources through facilities such as revolving funds.

8. Proposed Revision of PDM version 3

Based on the workshop and the consequent discussion during the evaluation exercise, the revision of PDM was proposed for Indicator 1.1 and 1.2 of Overall Goal and 4.1 of Outputs. The reason of revision of Indicator 1.1 and 1.2 of Overall Goal is that there is no baseline data of 2004 so that the indicators are difficult to studied and computed. Another reason of revision of Indicator 4.1 of Outputs, the reason is that it is easier to measure the number of activities than “number of stakeholders” mentioned in PDM as of Aug, 2007.

The proposed revisions of PDM version 3 is shown in below the table.

Indicators	Present statement	Revised statement
Indicator 1.1 of Overall Goal	By 2014, agricultural contribution to household income in semi-arid areas is improved by 1 % through the use and sale of social forestry products compared to year 2004 level.	By 2014, agroforestry contribution to household income in semi-arid areas is improved.
Indicator 1.2 of Overall Goal	By 2014, accessible sustainable wood production related to farmlands is predicted to increase by 3 % compared to year 2004 level.	By 2014, accessible sustainable wood production related to farmlands is increased.
Indicator 4.1 of Outputs	By March 2009, number of stakeholders, who are aware of information on social forestry extension, is increased by 5 % compared to 2004 level.	By March 2009, number of activities, events, use of mass media, and the field days are increased.

9. Lessons Learned

- (1) FFS is a structured method for extension service delivery but requires total commitment by all stakeholders for its success.
- (2) The group dynamics is the key pillar that guarantees continued interest in FFS.
- (3) Systematic and Participatory Monitoring and Evaluation and reporting at all levels have been key to smooth implementation of social forestry activities.

h

h.

ad!

Attachments

- Annex 1: Detailed Schedule of Terminal Evaluation
- Annex 2: Current PDM
- Annex 3: PO (Plan and Actual)
- Annex 4: Evaluation Grid for Terminal Evaluation Study
- Annex 5: List of Japanese Experts
- Annex 6: List of Kenyan Counterpart Personnel Trained in Japan
- Annex 7: List of Equipment provision and Facilities construction by Japanese side
- Annex 8: List of Kenya Counterpart Personnel
- Annex 9: Project Cost sharing by Kenyan side and Japanese Side
- Annex 10: Policy Analysis Table
- Annex 11: Organization chart for Extension Division, KFS
- Annex 12: Draft Terms of Reference (TOR) of the Post ISFP Activities coordination Unit under Extension Management of Forest Extension services

h

h

ANNEX 1: Terminal Evaluation Schedule for ISFP

#	Date	Day	Schedule of Activities	Time	Venue	Participants	Responsible	Overnight stay	Remarks	
1	27-Jul	Sun.	Ms. Ichikawa leaves Japan		Japan	Ms. Ichikawa		Transit		
2	28-Jul	Mon	1. Ms. Ichikawa arrives in Kenya 2. Meeting with JICA Kenya	16.30	JICA Office		JICA, Team Leader (TL)	Nairobi		
3	29-Jul	Tue	1. Explanation of evaluation procedures to Kenyan side	9 - 11.00 am	KFS Hq	Joint Evaluation Team (JET); ISFP Mangt	JET	Nairobi	D. Nderitu to assemble data regarding KFS - policy, Forests Act, S/Plan etc	
			2. Meeting among joint JET		KSF Hq					
			3. JET to collect information							
4	30-Jul	Wed	1. Interview, C/Ps: Kariuki, Jane	9.00 am	KFS Hq	JET, Kariuki, Jane	Ichikawa, Ngugi	Ditto		
			2. Interview, Mr. Abe	10.00 am		JET, Abe				
			3. Interview, Mrs. Jennifer, KFS	11:00 AM		JET, Jennifer				
			4. Interview, Mukolwe, KEFRI			JET, Mukolwe				
			5. Collecting information			JET				
5	31-Jul	Thu	1. Interview with Mr.Hata	9.00 am	KFS Hq	JET, Hata	Ichikawa, Ngugi	Ditto		
			2. Collect information from ISFP	11.00 am		JET	ISFP Mgmt			
			3. Move to Kitui	2.00 pm		Ichikawa, Inoue, ISFP (1), Kalenda or Nderitu, Ebby, 1 (MF&W)		Kitui	DFO & CD - KEFRI, arrange accommodation	
6	1-Aug	Fri	1. Survey for Extension-Run FFS in Kitui,	8.00 am	Kitui	JET, DFO, DFEO, ISFP (1)	JET, ISFP	Kitui		
			2. Interview one graduated farmer	12.30 pm		JET, farmer				
			3. Interview one surrounding farmer	1.00 pm		JET, farmer				
			4. Interview with DFEO	2.00 pm		JET, DFEO				
			5. Interview with DFO in Kitui	2.30 pm		JET, DFO				
			6. Interview CD-KEFRI, Kitui	3.00 pm	Kitui	JET, CD-KEFRI,				

ANNEX 1: Terminal Evaluation Schedule for ISFP

#	Date	Day	Schedule of Activities	Time	Venue	Participants	Responsible	Overnight stay	Remarks
7	2-Aug	Sat	1. Survey Farmer-Run FFS in Kitui, 2. Interview with farmer facilitator 3. Move to Nairobi	8.00 am 2.30 pm	Kitui	JET, Farmer, ISFP (1) Facilitator (FF) JET	JET, ISFP	Nairobi	
8	3-Aug	Sun	1. Compile document 2. Travel to Embu	4.00 pm		JET, ISFP, Ngugi		Nairobi Embu	
9	4-Aug	Mon	1. Survey for Extension-Run FFS in Mbeere, 2. Interview one graduated farmer 3. Interview one surrounding farmer 4. Interview with DFEO 5. Interview with DFO in Mbeere	8.00 am 12.30 pm 1.00 pm 1.30 pm 2.30 pm	Mbeere Site Site Site Site	JET, DFEO, ISFP (1)	JET, ISFP	Embu	
10	5-Aug	Tue	1. Survey for Farmer-Run FFS in Mbeere, 2. Interview with Farmer Facilitator (FF) 3. Travel to Nyahururu	8.00 am 12.30 pm 2.00 pm	Mbeere Site	JET, FF, ISFP (1)	JET, ISFP		
11	6-Aug	Wed	1. Survey Extension-run FFS 2. Interview DFEO 3. Interview DFO	8.00 am 2.00 pm 3.00 pm	Laikipia Laikipia Laikipia	JET, ISFP (1) JET, ISFP (1) JET, DFO JET, DFEO	JET, ISFP	Nyahururu Nyahururu	
12	7-Aug	Thu	1. Travel to Nairobi 2. Meeting / Interview DFEOs 3. Fly / Travel to Mombasa	8.00 am 11.00 am 5.00 pm	KFS Hq Transit	JET JET, DFOs - Rachuonyo, W/Pokot, Meru South, Tharaka	JET	Nairobi Mombasa	

ANNEX 1: Terminal Evaluation Schedule for ISFP

#	Date	Day	Schedule of Activities	Time	Venue	Participants	Responsible	Overnight stay	Remarks
13	8-Aug	Fri	1. Travel to Kilifi 2. Survey extension-run FFS 3. Interview with DFOs - Malindi, Kilifi, Kwale (M-K-K) in Kilifi DFOs office	7.00 am 8.30 am 3.00 pm	transit Kilifi FFS Site	All above JET, 3 DFOs (M-K-K)	JET, DFO, ISFP JET, DFO, ISFP	Kilifi	
14	9-Aug	Sat	1. Return to Nairobi (14:50 – 16:05)	PM				Nairobi	
15	10-Aug	Sun	1. Compile document				JET	Nairobi	
16	11-Aug	Mon	1. Courtesy call on Ministry of Forestry and Wildlife 2. Discussion on evaluation result	AM PM	NHIF Bldg KFS Hq	PS (F&W), MoF, JET, Directors (KFS& KEFRI), TL JET, ISFP	JET JET	Nairobi Nairobi	
17	12-Aug	Tue	Work shop on Evaluation result / Information sharing		KFS Hq	JET, KFS(6), KEFRI(4), ISFP(5), MoA(2), MoF(1), MF&W(1), DFO(3)	JET	Nairobi	
18	13-Aug	Wed	Discussion of Evaluation report		KFS Hq	JET, KFS, KEFRI, ISFP	JET	Nairobi	
19	14-Aug	Thu	Discussion of Evaluation report, Minutes of Meetings		KFS Hq	JET, KFS, KEFRI, ISFP	JET	Nairobi	
20	15-Aug	Fri	1. Signing of Minutes of Meetings 2. Report to Embassy of Japan (By JICA) 3. Ms. Ichikawa leave Kenya Ms. Ichikawa arrive in Japan	AM PM	NHIF Embassy	PS (F&W), JET, Directors (KFS, KEFRI), ISFP JICA	PS, TL TL	Nairobi Transit	
21	16-Aug	Sat						Japan	