



## Kenya Country strategy and programme evaluation

National Workshop

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# CSPE objectives and scope

- Objectives

- To assess the results and performance of the ongoing Country Strategic Opportunity Programme (COSOPs);
- To generate findings, conclusions & recommendations for new COSOP

- Scope

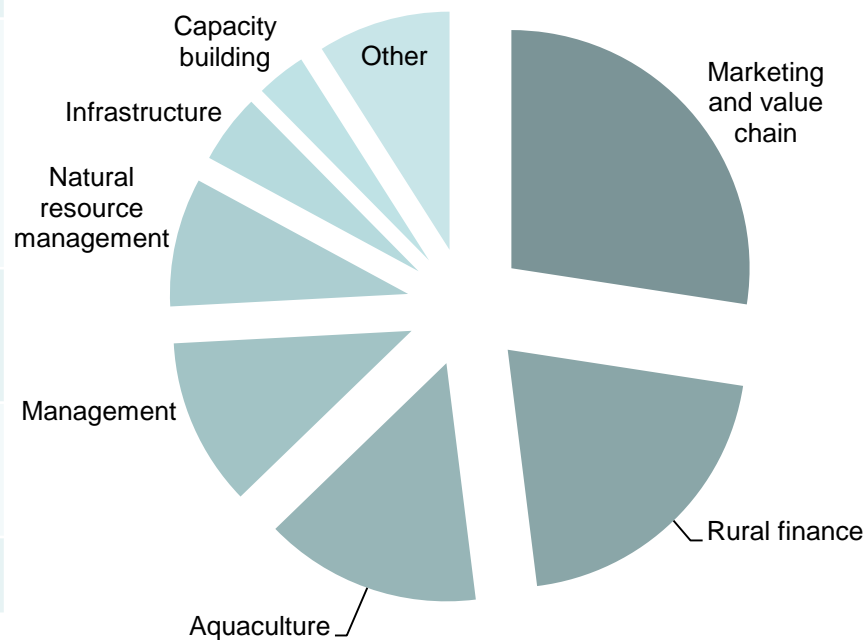
- IFAD-supported activities – loans and grants – since 2011
- “Non-lending activities” : knowledge management, partnership building and policy engagement

# Portfolio

Since 1979, IFAD provided USD376 million; 20 loans; 18 projects

<b>Evaluated portfolio</b>	Total: USD 542.2 million
IFAD	USD 283.1 million
Government	USD 53.6 million
International cofinancing:	USD 68.7 million
<b>Loan projects</b>	4 closed, 4 ongoing, 1 starting
<b>Grants</b>	59 regional/global grants, 6 country grants
<b>COSOPs</b>	2011, 2013

## Subsector allocations



# Strategic Focus

- Strategic objectives (2013 COSOP):
  - Gender responsive, climate resilient and sustainable community-based natural resource management
  - Access to productivity enhancing assets, technologies and services
  - Access to post-production technologies and markets
- Geographic focus: Medium and high potential zones, semi-arid areas
- Shift from area-based to sector focused projects: horticulture, cereals, dairy, aquaculture value chains
- Rural finance and NRM continued to be important

# Major achievements

- 2.3 million people reached
- 2,000 ha of improved irrigation schemes
- Improved soil, water and forest management
- Rehabilitation of 5 (Mount Kenya) and 28 river basins (Upper Tana)
- Rural finance: 46,000 borrowers (ShoMAP, SNCDP); 15 Finance and Savings Associations
- 30 Community Forest Associations and 43 Water Resource Users Associations (Upper Tana)
- 1096 smallholder diary groups, 49 Apex groups supported (SDCP)

# Relevance

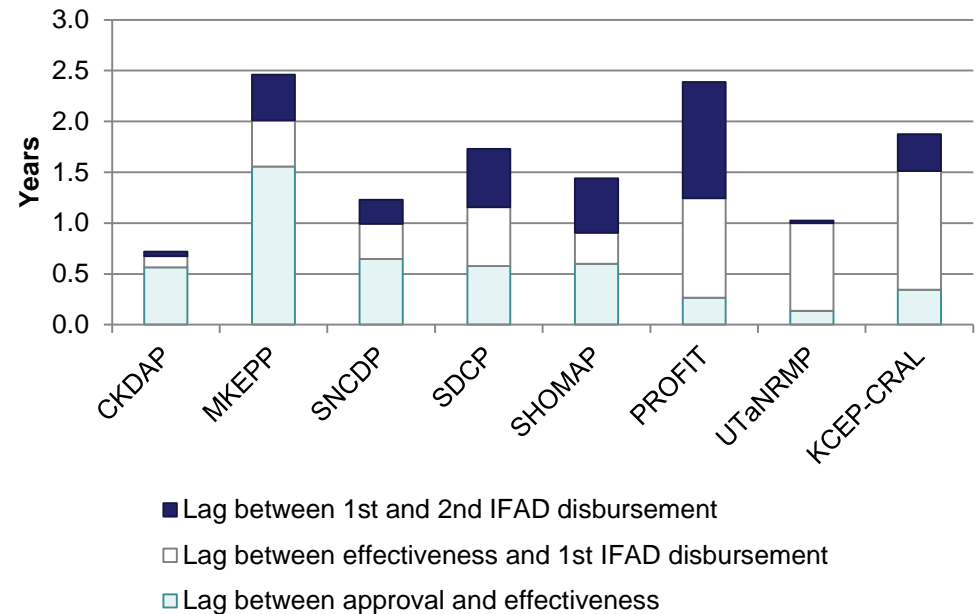
- Portfolio well aligned with Government strategies
- Only partly adapted to devolution
- Geographic targeting sound
- Social targeting:
  - + Women
  - + People living with HIV/AIDS
  - Youth
  - Pastoralists
- Project designs: complex, overambitious

# Effectiveness

- Outputs and outcomes overall delivered
- Service provision strengthened (extension, health, social services)
- Group formation and capacity building partly effective
- Beneficiary outreach targets met or exceeded
- Surveys or diagnostics often not done
- Transition to commercial groups less successful
- Marketing and processing less successful
- Synergies between rural finance and value chains not realised

# Efficiency

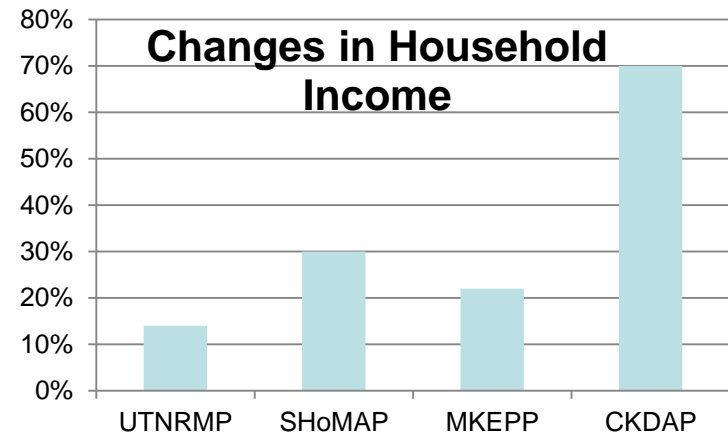
- Slow disbursements
- Recruitment of qualified project staff often late
- Management costs higher than planned
- Cost per beneficiary higher in value chains





# Rural poverty impact

- + Household incomes
- + Household assets
- + Housing conditions
- + Agricultural productivity
- + Food security; nutrition
  - Group cohesion; conflicts resolution
  - Financial literacy; access to financial services
  - Government staff capacities
  - Community-based organisations lacked formal status
  - Projects with good poverty impact:
    - Mount Kenya, Southern Nyanza, Smallholder Dairy, Upper Tana
  - Projects with some poverty impact
    - CKDEP, SHoMAP



# Gender equality & women's empowerment

- Access to livestock, finance, training and income-generating activities
- Greater access to and control over assets
  - Assets previously domain of men (beehives, goats, cash crops)
  - Co-owned assets (land, animals, motorcycles, tools)
- Equal voice at home,
  - e.g. managing cash from sale of milk, livestock and crop
- Improved health and nutrition
- Transformative – challenging gender norms and roles
- Women spend more time away from home
- Workloads still not balanced
  - Time savings: domestic water, biogas, energy-saving stoves

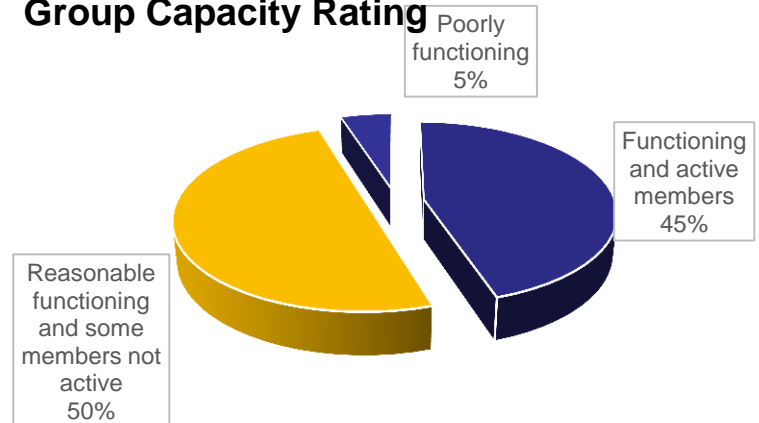
# NRM and climate change mitigation

- NRM projects (Mount Kenya, Upper Tana) successful
- Other projects contributed to NRM outcomes
  - Tree nurseries: rehabilitation of degraded areas; soil and water conservation; eraie water harvesting
  - High adoption rates in community-based projects (CKDAP, SNDCP)
- Negative effects: use of chemicals, intensive dairy systems
- Climate change mitigation and adaptation
  - Rehabilitation of forests; energy-saving stoves
  - Conservation agriculture; irrigation; draught tolerant crops; integrated pest management

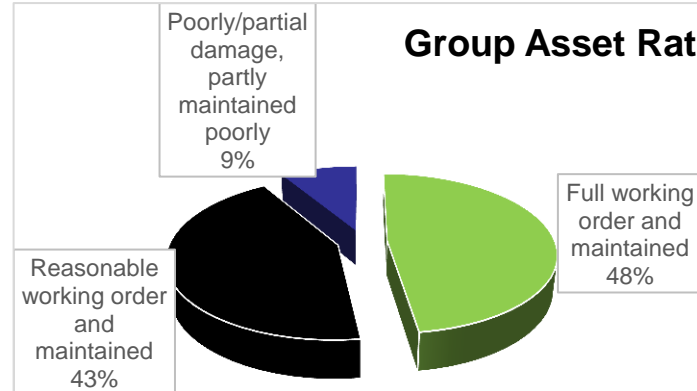
# Sustainability of benefits

- Community groups
  - NRM, dairy groups strong
  - Horticulture and community finance groups weak
- Infrastructure and assets maintained by counties:
  - Health clinics, roads, bridges
- County funding insufficient:
  - Markets
  - Community forest groups
  - Water resource user groups
- Counties: changing mandates; staff transferrals

**Group Capacity Rating**



**Group Asset Rating**



# “Non-lending activities”

- Knowledge management insufficient resources
- Grants not used to consolidate and share learnings
- Partnerships effective
  - Cofinancing with GEF (Upper Tana) and EU (KCEP)
  - FAO –complementary expertise (KCEP)
  - Private sector not sufficiently involved
- Policy engagement weak; ICO capacity not sufficient
  - Policy documents drafted, but not yet adopted
  - PROFIT influencing policy thinking on rural finance
- Grants not used to support knowledge management or policy engagement in the lending portfolio

# Overall strategy and programme

- Strong relevance of thematic focus and targeting, but insufficient focus on non-lending activities
- Overall moderately satisfactory achievements
  - Gender responsive, climate resilient and sustainable community-based natural resource management **(high)**
  - Access to productivity enhancing assets, technologies and services **(moderate)**
  - Access to post-production technologies and markets **(moderate)**

# Conclusions

- Ongoing process of devolution has affected performance and sustainability
- Low efficiency of loan portfolio, but overall performance moderately satisfactory
- Most success in NRM; value chains and rural finance also performed
- Targeting partly successful (poor farmers, women); youth not sufficiently targeted.
- Large scale of operations, complexity of projects and geographic spread demanding on management
- Limited resources in IFAD Country Office overstretched

# Recommendations

1. Consistent with the importance and size of the Kenya portfolio, commit sufficient effort and resources to non-lending activities.
2. Build on IFAD's comparative advantage and retain focus on selected themes and geographic areas.
3. Address recurrent design and institutional issues undermining programme efficiency within the context of the ongoing devolution process.
4. In line with Government's strategic planning, create space and opportunities for engaging the private sector.