

Mid-Term Evaluation of the Participatory Rangelands Management Project in Tanzania and Kenya: Contribution Analysis

Final Report 2020

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CONTENTS

ABBREVIATIONS	2
EXECUTIVE SUMMARY	3
1.0 BACKGROUND	6
1.1 Introduction	6
1.2 Participatory Rangeland Management (PRM)	6
1.3 Rationale for the Mid-Term Review	7
1.4 Scope and coverage	7
2.0 METHODOLOGY	8
2.1 Methodology	8
2.2 PRM'S Results Chain	8
2.3 PRM'S Causal/Contribution questions	10
2.4 Contribution analysis rating	11
4.0 FINDINGS	12
4.1 Intermediate Outcome: Pastoral Communities are securely and sustainably using rangelands in Kenya and Tanzania	12
4.2 Immediate Outcome 1: Pastoral communities have secure rangelands that are inclusively managed for higher productivity and reduced conflicts	13
4.3 Immediate Outcome 2: Governments (local + national) have strengthened capacity to govern implementation of PRM	17
4.4 Immediate Outcome 3: National and International partners are supporting disseminating, taking-up and upscaling PRM practices and processes	21
4.5 Summary of the contribution analysis	23
5.0 CONCLUSIONS	25
5.1 Conclusions	25
5.2 Action areas and possible recommendations	27
APPENDICES	29
Appendix 1: Terms of Reference	29
Appendix 2: Reported changes at Mid-Term	31
Appendix 3: Notes from SC consultative session 1	32
Appendix 4: PRM contributing factors and evidence	34

ABBREVIATIONS

ADR	Alternative Dispute Resolution
CA	Contribution Analysis
CBO	Community Based Organization
CCRO	Certificate of Customary Right of Occupancy
CRIF	Community Rangelands Investment Fund
CSP	County Spatial Planning
EU	European Union
FGD	Focus Group Discussions
IGAD	Inter-Government Authority on Development
ILC	International Land Coalition
KE	Kenya
MDF	Management Development Foundation
MTR	Mid-Term Review
NES	National Engagement Strategy
NGO	Non-Governmental Organization
PIC	Technical Committee
PRM	Participatory Rangelands Management
PTWG	Project Technical Working Group (PTWG)
RMC	Rangelands Management Committee
SRMP	Sustainable Rangelands Management Project
TNRF	Tanzania Natural Resource Forum
ToC	Theory of Change
TZ	Tanzania
VSF	Vétérinaires Sans Frontière

EXECUTIVE SUMMARY

ILC commissioned the Mid-Term Review (using contribution analysis) of the Participatory Rangelands Management Project (PRM) in July 2020 with an aim of assessing the results achieved in the project's third year of implementation and the project's contribution to these results. In addition, the MTR sought to also understand the roles played by the partners and the internal and external factors in achievement of the results. The MTR covered both countries of implementation – Tanzania and Kenya focussing on contribution of the project to the outcome level results as at August 2020. The analysis utilized secondary data with additional evidence being collected remotely and face-to-face through interviews due to Covid-19 restrictions.

To guide the contribution analysis, the PRM Logical Framework was revised into a Results Chain with clear pathways of change for each result. This was done in collaboration with selected project team from ILC, RECONCILE and TNRF during a working session on 3rd September 2020. As a result, some results were reformulated, key assumptions and risks detailed. Key contribution factors were drawn from desk review, evidence collected and verified through field visits held on 30th September – 4th October 2020 in both countries. Contribution scores were calculated based on the evidence for contribution and the reliability of the evidence. The findings were presented for each outcome, conclusions, areas of consideration and possible recommendations made.

Intermediate outcome: Pastoral communities are securely and sustainably using rangelands in Kenya and Tanzania.

There was evidence that the project has made sound progress in ensuring the communities are sustainably able to use, secure and manage their rangelands in the eight communities within the two countries. Outcomes 1 and 2 have been instrumental in contributing to this intermediate outcome. Evidence indicates that communities having knowledge and awareness on the PRM approach to sustainable management of grazing lands, the establishment and functioning of local rangelands management structures guided by By-laws developed with community participation, support from local government, existence of a conducive legal and policy framework and existence/establishment of forums for discussing/presenting PRM, managing and resolving resource conflicts are the key factors that have driven the achievement of this intermediate outcome.

Immediate outcome 1: Pastoral communities have secure rangelands that are inclusively managed for higher productivity and reduced conflicts.

There was sufficient evidence that the achievement of this outcome is on track within the project duration. Achievement of this outcome has mainly been contributed to by internal factors with only one external factor (synergies with existing projects). The four factors majorly contributing to this outcome include: Well-established and functional management committees/associations for management and governance of rangelands; Building on previous' projects achievements (especially SRMP in Tanzania); Integration of conflict management in rangelands management; By-laws jointly developed to ensure representation and guide management of rangelands. These had a contribution score of 12 out of the maximum 16. Three other factors that scored above 8 were: Increased awareness and knowledge of PRM by communities; involvement, support and buy-in from

government (National and local); and legal demarcation of grazing and farming lands in Tanzania.

Immediate outcome 2: Governments (national and local) have strengthened capacity to govern implementation of PRM.

Achievement of this outcome is on track before the completion of the project as indicated by the evidence collected. Three key factors – one external and two internal - had significant contribution to this outcome. They include: existing of legal and policy frameworks that support the implementation of PMR in Kenya and Tanzania; facilitation and organising of national multi-stakeholder meetings on land and PRM related issues in both countries, and the project's cultivation of strong partnerships and collaborations with local and national governments.

Immediate outcome 3: National and International partners are supporting dissemination, taking-up and upscaling of PRM practices and processes.

Achievement of this outcome is on track even though the critical output results are yet to be fully achieved. As a result, there was limited evidence to support progress towards the uptake and upscaling of PRM practices and processes by other national and international partners. Two factors had significant contribution to this outcome: Involvement/engagement of the project in national and international forums or events for dissemination of knowledge on PRM practices and processes; and production and dissemination of knowledge products at local, national, and international level.

Conclusions made from this analysis included:

- a) Overall, the project is on track to achieve its results and especially the outputs and outcomes.
- b) Most of the factors contributing to achievement of the project's results are internal factors - from within the project - with only two external contributing factors.
- c) There is more reliable evidence for achievements regarding outcomes 1 and 2 in relation than outcome 3.
- d) Some project partners have noted that the ILC secretariat should have greater trust in their partners, both at the national and international level and that the overall structure of the project is too complex with many layers and implementing partners, which has led to some delays.

Key areas of consideration and respective recommendations were drawn. They include:

- a) **Delayed implementation of CRIF which is key to the sustainability of end-results:** Expedite CRIF implementation before the end of quarter 1 in 2021 to allow for effective implementation and monitoring of the implementation process.
- b) **Inadequate documentation of evidence and measurement of results for outcome 3 compared to 1 and 2:** Have a systematic and effective system of monitoring implementation of outcome 3 and results from activities implemented.

- c) **Lack of a clear definition and design of how and which project outputs contribute to 'productivity' and 'nutrition', e.g. through which pathways:** Purpose to look critically at the impact and outcome 1 definition to ensure the results defined therein are achievable through the interventions being implemented. Otherwise, consider redefining them without such results as "increased productivity", "improved nutrition status" as they have to be achieved and measured.
- d) **Cross country learning was ascertained as a critical aspect in enhancing knowledge, practice, adoption and up-scaling of PRM:** Consider some knowledge and skills exchange activities in the final phase of the project to ensure the cross country committees/Associations learn from each other and draw key lessons and motivation.
- e) **Complexity and delay in completion of project activities due to Covid-19:** Assess the possibility of a no cost extension to ensure the partners have finalized on all necessary activities.

1.0 BACKGROUND

1.1 Introduction

Piloting the use of Participatory Rangeland Management Project (PRM) is a 4-year project which has been in implementation since December 2017 in Kenya and Tanzania. The project is funded by the European Union through ILC, and it aims at improving the livelihoods and food security of pastoralists and agro-pastoralists in the context of competing land demands in rangelands which mostly result to rangeland degradation. Locally, the project is implemented by two members of ILC – RECONCILE in Kenya and Tanzania Natural Resource Forum (TNRF) in Tanzania in collaboration with various local and national government agencies.

In Tanzania, the project is being implemented in six clusters of 15 villages¹ in Kiteto District, Manyara region while in Kenya, it is being implemented in four conservancies located in four sub-counties² in Baringo County.

Primary beneficiaries of the project include pastoralists, agro-pastoralists and local communities living in the villages. In addition, the project also involves and benefits national government ministries (livestock and land), local governments (district, regional village, county), local and international NGOs among other stakeholders.

1.2 Participatory Rangeland Management (PRM)

PRM is an approach to management of rangelands which promotes inclusive and participatory land use planning and practices. PRM is achieved through a series of steps which achieve a participatory rangeland agreement endorsed by all stakeholders, and which is legally binding and can effectively be monitored. PRM must take into account the interests, positions and needs of all rangelands users in pastoral areas while offering an opportunity for negotiations to be done between different stakeholders³.

The project's purpose is to attain secure and better use of rangelands and expand the role of women in selected pastoral communities in Kenya and Tanzania. The project's result areas and the respective activities are detailed below:

¹ Orkitikit, Lerug, Enganguangare and Ngapapa (Olengapa Cluster); Allolle of Amei, Lolera, Lembapuli and Lesoit (Allolle Cluster); Kimbo of Kimana, Mbigiri and Orpopong (Kimbo Cluster); and Napalai of Namelock, Partimbo, Ilera and Laalala (Napalai Cluster).

² Tiaty (21 villages in 3 sub-locations), Baringo South (9 villages in 3 sub-locations), Mogotio (6 villages in 4 sub-locations), and Baringo North (80 villages in 5 locations).

³ Fiona Flintan, Adrian Cullis & NRM TWG. (2010). Introductory Guidelines to Participatory Rangelands Management in Pastoral Areas.

EXPECTED RESULTS	ACTIVITIES
Result 1: Participatory Rangeland Management has been undertaken in the shared grazing areas of six clusters of villages in Tanzania and four sub-counties of Baringo County Kenya.	1.1. Establishment and strengthening of in-country offices and teams 1.2. Landscape-level mapping of grazing areas and other rangeland resources 1.3. Refining of PRM approach to local context. 1.4. Piloting of PRM
Result 2: Capacities of local and national governments and pastoral communities to implement PRM are strengthened	2.1. Coordination, project technical working group (PTWG) and partner meetings 2.2. An experience sharing visit for both Tanzania and Kenya representatives to Ethiopia to learn about PRM. 2.3 Training of national and local NGOs, community leaders and other actors in PRM. 2.4 Local and national civil society and multi-stakeholder dialogues and media sharing activities, such as press articles, advocacy and lobbying on rangelands.
Result 3: Local and national guidelines and strategies on Participatory Rangeland Management are developed and implemented	3.1 Documentation of PRM experiences 3.2 Assisting the AU in scoping opportunities for further application and scaling up of PRM 3.3. Supporting local and national governments in developing PRM guidelines, strategies and legislations.

1.3 Rationale for the Mid-Term Review

The project is in its third year of implementation and seeks to assess the achieved results and the contribution the project and the partners have made towards these observed results. As such, ILC commissioned, on behalf of a project Steering Committee⁴, the MTR to use a contribution analysis to support the project in better understanding why the observed results occurred (or not) and the roles played by the partners, and other internal and external factors.

1.4 Scope and coverage

The MTR covered both countries – Tanzania and Kenya and the contribution analysis focused on the contribution to the outcome level of action and less on the output level. The analysis only focused on results reported as at August 2020.

As a result of the Covid-19 situation, secondary data was largely utilized, with primary data being collected remotely through online platforms. However, data from Kenya was collected through safe face-to-face interactions with project stakeholders and beneficiaries in the project sites.

⁴ The Project SC members are drawn from ILRI, FAO, IFAD, RECONCILE, TNRF, CELEP, EC, ILC, EU and VSF-Belgium.

2.0 METHODOLOGY

2.1 Methodology

MDF adopted a methodology integrating two approaches from ILC and MDF in conducting the CA. This approach was further refined in consultative meetings held with ILC and the PRM Steering Committee. The methodology was grounded on a mixed methods approach and implemented through six steps as shown in Figure 1. This methodology was further discussed and agreed upon by the project lead (ILC) and partners – RECONCILE and TNRF – during a consultative online session.



Figure 1: Summary of the PRM Contribution Analysis methodology

Desk reviews and primary data collection was utilized in providing evidence for contribution of various identified factors (*see appendix 5 for the in-depth analysis*). The findings were further subjected to a participatory analysis through a sense-making session with the project team.

2.2 PRM'S Results Chain

A sound contribution analysis is grounded on a clear Theory of Change or Results Chain. As such, a Results Chain was developed from the PRM Project's Results Framework specifically for the purpose of guiding the contribution analysis⁵.

The Results Chain as detailed in Figure 2 was further discussed during a working session held on 3rd September 2020 with key project staff from ILC, RECONCILE and TNRF. Feedback provided from this session was used to finalize the Results Chain (*See notes from the session in Appendix 3*). In addition, key assumptions and risks to achieving the detailed results were drawn, discussed and agreed upon during the session. They are as follows:

⁵ The Results Framework was revised in response to the February 2020's Results-Oriented Mission (ROM) Report's recommendations. The revised Results Chain detailed the links between various results. Some of the results were reformulated appropriately. The revision was done in collaboration with the ILC, RECONCILE and TNRF teams.

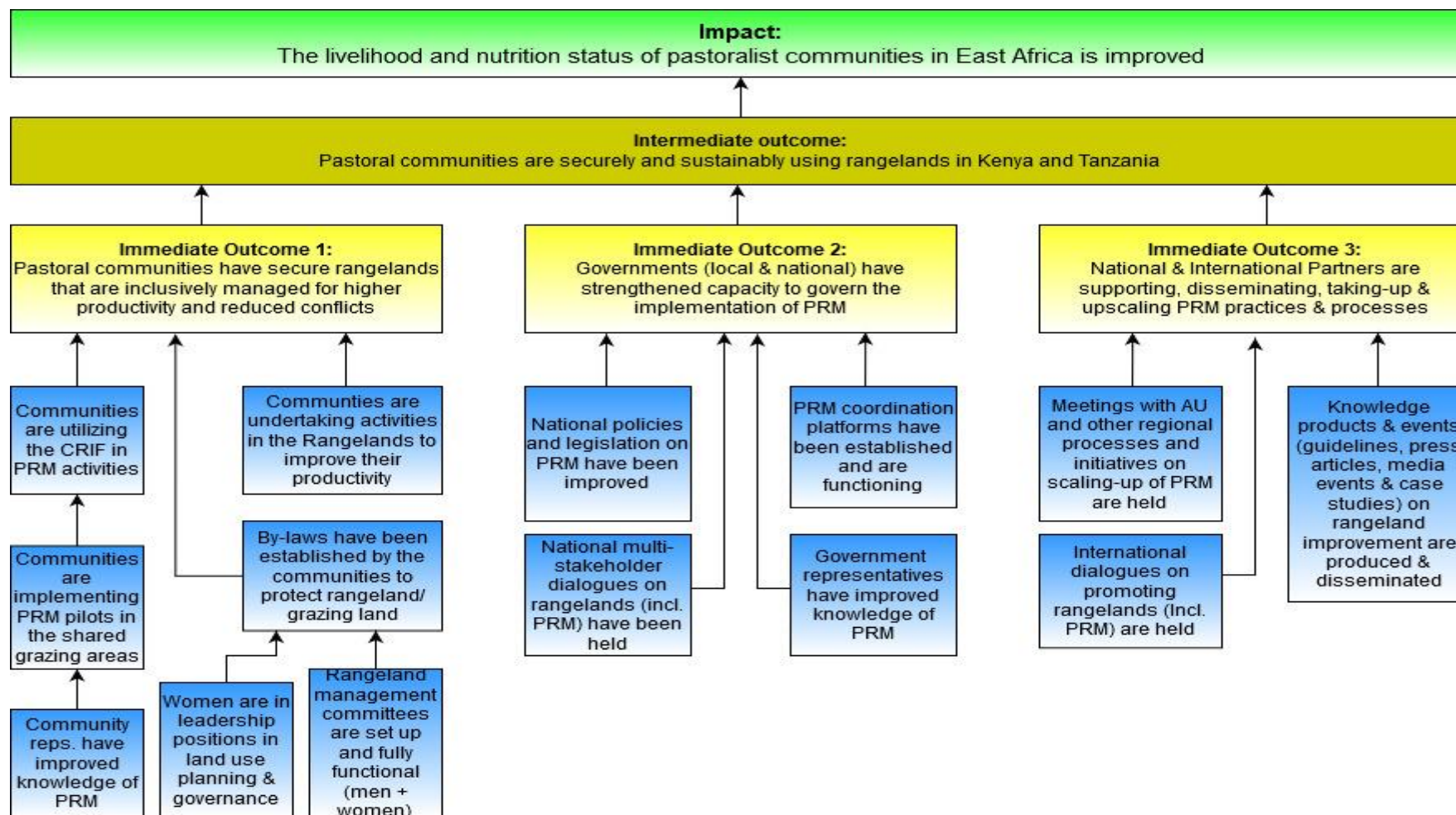


Figure 2: PRM Results Chain

2.2.1 Assumptions

1. The agreement will be reached and continue to be reached by all partners to allow for implementation.
2. There will be a conducive working environment in regards to social, political and infrastructural aspects in the project sites.
3. Both CELEP and ILC will continue functioning in a way that facilitates the collaboration required for this project.
4. Project funding will be disbursed without delays and difficulties.
5. National governments will continue to prioritize rangelands management and the development of livestock production.
6. There will be goodwill and support from local and national governments during implementation.
7. The process of legislative and policy formulation will be fast enough to ensure completion of improved policies and legislation within the implementation period.
8. Communities and governments will adopt PRM approach.
9. Culture (on women in leadership) will not hinder the inclusion of women in governance of rangelands.

2.2.2 Risks

1. Non-cooperation of members in the partnership/network, reaching agreement and lack of strong collaboration reached.
2. Unwillingness of communities to engage in PRM.
3. Political interference
4. Disruption of financial support to the project before completion.
5. Conflicts in the project sites during implementation.
6. Delay in administration of Community Rangelands Investment Fund (CRIF) due to a lack of a framework agreement on how they should be administered.
7. Environmental changes (droughts, floods e.t.c)
8. Natural calamities (disease outbreaks, Covid-19)

2.3 PRM'S Causal/Contribution questions

Based on the three key outcomes agreed upon, key causal/contribution questions were developed and agreed upon. Table 1 details the key results/changes observed and the corresponding causal/contribution questions.

Table 1: Outcomes/observed changes and the corresponding contribution questions

CHANGE/RESULT	CONTRIBUTION QUESTIONS
Pastoral communities have secure rangelands that are inclusively managed for higher productivity and reduced conflicts	To what extent has the project contributed to secure and sustainable use of rangelands in selected pastoral communities in Kenya and Tanzania?
	To what extent has the project contributed to the inclusive management and governance of rangelands in selected pastoral communities in Kenya and Tanzania?
Government (national & local) have strengthened capacities to govern the implementation of PRM	To what extent has the Project contributed to improved capacities of governments (local and national) to govern the implementation of PRM?

CHANGE/RESULT	CONTRIBUTION QUESTIONS
National and International partners are supporting, disseminating, taking-up and upscaling PRM practices and processes	To what extent has Project influenced the increased uptake and adoption of PRM practices and processes by national and international partners?

Based on these contribution questions, the contributing factors were then drawn from the desk review, their significance assessed, and facts/evidence of their contribution analysed. Where the evidence from the desk review was not sufficient, primary data was collected to provide solid evidence.

2.4 Contribution analysis rating

In establishing the magnitude of contribution to the outcomes, the contributing factors were rated (on a scale of 1-4 where 1=very low, 2=low, 3= high and 4=very high) according to their level of contribution to the observed result/change based on the evidence collected. Further, the reliability of the evidence collected was rated on a scale of 1-4 (where 1=not reliable, 2=low reliability, 3=medium reliability, 4=highly reliable). The product of the reliability rating and the contribution rating provided the contribution score for each factor. The total contribution score was 16, which was then categorized to a scale of 1-16 (1-3 = Very Low level of contribution, 4-6= Low level of contribution, 7-9= Moderate level of contribution, 10-12= High level of contribution, 13-16 = Very high level of contribution).

4.0 FINDINGS

The contribution analysis focussed on the contribution of the project towards the planned outcomes as per the results chain. The findings herein are presented per outcome.

4.1 Intermediate Outcome: Pastoral Communities are securely and sustainably using rangelands in Kenya and Tanzania

Based on the contribution analysis, the project is making sound progress towards the secure and sustainable use of rangelands by the pastoral communities. Picture 1 and Picture 2 show the significant difference in the rangelands reserved by the management structures during wet season and during dry season. As a result, the communities within Paka hills in Kenya have managed to secure their grazing lands throughout the year.



Picture 1: Lowland grazing areas during wet season for Paka rangelands



Picture 2: Reserved highland grazing areas for dry season for Paka rangelands

In both countries, the communities have been able to secure the grazing lands for both dry and wet seasons. Notably, the legal demarcation of grazing and farming lands in Tanzania has ensured a sustainable approach to co-existence between pastoralist and agro-pastoralist communities in the four clusters⁶.

Outcome 1 and 2 have especially been instrumental in contributing to the achievement of this intermediate outcome based on the evidence collected. Communities having knowledge and awareness on the PRM approach to sustainable management of grazing lands, the establishment and functioning of local rangelands management structures guided by By-laws developed with community participation, support from local government, existence of a conducive legal and policy framework and existence/establishment of forums for discussing/presenting PRM, managing and resolving resource conflicts provide indicative evidence that the achievement of this intermediate outcome is in progress.

⁶ Has ensured there are no more conflicts due to lack of clarity on which lands are for grazing and which ones are for farming.

Implementation of the CRIFs by the various communities is a critical intervention in ensuring sustainability of these rangelands.

4.2 Immediate Outcome 1: Pastoral communities have secure rangelands that are inclusively managed for higher productivity and reduced conflicts

Based on the analysis, the project has made progress in achievement of the outcome 1 and should be able to fully achieve it before the end of the project duration⁷. Highest contributing factors to outcome 1 were majorly internal (as a result of the project interventions) as shown in Figure 3. These include the establishment and functioning of management structures⁸, development of By-laws to defining the roles of the grazing lands management structures, integration of conflict resolution component in management of grazing lands prompting intercommunity peace/resolution dialogues and strong synergies with existing projects especially in Tanzania. Other factors with medium level of contribution included increased awareness and knowledge of PRM among communities, involvement, support and buy-in from national and local governments and legal demarcation of grazing lands and farming areas in Tanzania⁹.



Maximum contribution score = 16

Figure 3: Outcome 1 contributing factors and the strength of their contribution

4.2.1 Establishment and functioning of grazing land management structures

There is evidence to indicate that the eight Rangelands Management structures and pilots established by PRM across the four village structures in Tanzania and the four conservancies in Kenya are contributing to the secure and sustainable use of rangelands.

⁷ Especially if the CRIFs are effectively implemented and monitoring done to collect evidence on the impact of CRIFs.

⁸ In Kenya, these are called the Rangelands Management Committees (RMCs) while in Tanzania, they are called the Livestock Keepers Associations. In Tanzania, the Associations are registered with the relevant government Ministry while in Kenya, they are registered as Community Based Organizations with the Department of Social Services at the County level.

⁹ Kenya and Tanzania have different land processes. Demarcation is a legal process in TZ that was necessary for the grazing lands to be recognized by law as owned by certain groups of people. In Kenya, the reserving of community land did not require any demarcation or legal process.

All eight committees were noted to be functional, properly managed, representative of local populations (including women and the youth), and well respected by the communities. In Kenya, all four RMCs were established participatorily and have representatives of each village¹⁰ and legally registered as Community Based Organizations (CBOs) through the County Department of Social Services at the county level; while in Tanzania all four Associations were set-up participatorily through village meetings in each cluster and are also legally registered as Livestock Keepers Associations.

4.2.2 Synergies with prior and existing projects in Tanzania

PRM processes complement the efforts of key international development organisations working with rangelands in both project countries- namely the Coalition of European Lobbies for Eastern African Pastoralism (CELEP), the UN Food and Agriculture Organisation (FAO), and USAID. In Kenya, the project links with FAO's *Vision 2030 Project* on the improvement of land administration through the implementation of the Community Land Law, as well as work on the devolved land reforms (2016-2021)¹¹. These linkages help strengthen opportunities to influence the European Union (EU) on issues related to rangeland management and pastoralism, and especially with CELEP.

In Tanzania, PRM has particularly strong linkages with prior and existing projects, namely the Sustainable Rangelands Management Project (SRMP) implemented by ILRI and supported by the ILC in the Olengapa and Allore clusters. Through the SRMP, several key PRM processes- including village land use planning and the mapping of landscapes as well as pasture regeneration were conducted in project sites in the Kiteto district prior to the piloting of the PRM project. This groundwork established by the SRMP is considered a major casual factor in the Tanzanian component having more progress in relation to Kenya, where the project had to start all PRM processes from scratch.

PRM also has synergies with the CARE International funded *Ardhi Yetu Project* in 2 villages which is building capacities of pastoral communities about how they can go on the impact of climate change which fits into the process of PRM. In addition, it also complements the *Land governance and Accountability Project* on capacity building on land rights, conflict resolution, and women land rights (WELTHOUS funded), targeting 4/15 villages. Both projects are being implemented by TNRF.

4.2.3 Integration of a conflict management and resolution component within the PRM process

The integration of a dedicated conflict resolution component to the PRM steps is likely to have an impact on changing community practices regarding grazing lands and specifically towards restoring intercommunity peace. The management structures were trained on conflict resolution and management and as a result, there is strong evidence across the 8 pilot sites in Kenya and Tanzania that the communities with a history of frequent conflicts

¹⁰ One grazing area may be serving more than 2 villages. Thus, to ensure representation within the Committee, each village was required to select a representative and forward their names to be part of the Committee. Thus, all Rangelands Committees have a representation of all the villages being served by the Rangelands.

¹¹ Land is a decentralized function in Kenya. As such, the county government have mandate to handle and manage land issues at the local level.

had experienced a reduced number of conflicts as a result of the Committees and Associations taking a central role in conflict resolution dialogues. The dialogues bring together rival communities (represented by their elders) to discuss appropriate measures to allow the needy community access grazing lands peacefully¹².

4.2.4 Involvement and buy-in from both the national and local level governments

In Kenya and Tanzania, the involvement and buy-in from both the national and local level governments contributes to the culmination of an enabling context for managing secured and sustainable rangelands, albeit these engagements are more established at the county and local government levels. In Kenya, the local administration is part of the grazing lands management structures as ex-officio members represented by Chiefs and their assistants. The local administration plays a key role in ensuring the committees are accountable and responsible while also facilitating peace dialogues when required.

At the county government level in Kenya (Baringo) and district level in Tanzania (Kiteto), support to PRM processes has been noted namely through efforts to ensure that technical advisories align with the relevant policies, laws, and regulations. The successful engagement of the Baringo county government also foresaw the incorporation of county wardens into the planning committees, and the support of local government officers, including Chiefs, to title deeds processes.

In Tanzania, the District, Regional and National governments are highly involved and are supportive of the project. District Council ensures accountability while the National government is supportive through policy context. This made the land use planning and demarcation of the clusters very efficient due to government involvement.

4.2.5 Increased awareness and knowledge of PRM among communities

The project has managed to increase the implementing communities' awareness and general knowledge of PRM and the benefits, by directly involving the communities in all relevant PRM activities, such as land use planning processes, trainings, exchange visits, and periodic dialogues. In Kenya, a series of PRM dedicated radio programmes on the major radio network *Alpha Radio* were instrumental in extending PRM awareness beyond the implementing communities. Tanzania, community members exhibited considerable knowledge of PRM approach and its benefits. Most important benefit mentioned was reduced conflicts between farmers and livestock keepers. The PRM approach has moreover been validated as a suitable approach by international and national experts, due to its simplicity and accessibility. However, there remains a need to improve the baseline level regarding the cultivation of more intricate understanding and knowledge of the communities.

¹² For example, in Kenya, the Tugen and Pokot were always in conflict. However, they established a dedicated facilitation committee made-up of 20 elders. Additionally, in Bartabwa, a total of 8 dialogue meetings presided over by the Baringo Assistant County Commissioner led to strengthened peace and general stability of the areas.

With improved awareness and knowledge of PRM, the communities are being empowered to participate and are implementing the PRM steps which has led to an effective implementation and achievement of the objectives of the PRM approach.

Additional learning through linkages between the PRM beneficiaries in Kenya and Tanzania have been limited and marked by insufficient capitalization and cross learning. There remains a need to involve the counties and communities themselves in these processes to embody a bottom-up approach and strengthen the change in practice and adoption.

4.2.6 Legal demarcation of grazing and farming lands in Tanzania

The legal demarcation of grazing and farming areas and lands has further helped secure rangelands in Tanzania as the adjudication of land through surveying and beaconing of the grazing areas helped foster a sense of ownership by the communities, that was solidified through land ownership certifications - Certificate of Customary Right of Occupancy (CCROs). The fact that the demarcation is recognized by Law makes it a solid agreement between communities on what is grazing land and what is farming lands.

4.2.7 Changing perspectives, practices and attitudes on conservation & management

Despite increasing the awareness of the implementing communities, so far the project has made limited progress towards changing community perspectives, practices and attitudes regarding rangelands conservation and management. The Livestock Association members have however changed perspectives regarding the role of women in leadership, and some community members have changed their outlook and approaches towards participatory management of grazing lands as well as Alternative Dispute Resolution (ADR) approaches. They now recognise and appreciate their need to manage land through their independently formulated agreements by their local management structures (Committees and Associations).

4.2.8 Implementation of Community Rangelands Investment Fund (CRIF)

The Community Rangelands Investment Fund (CRIF) is as a crucial factor in assuring the long-term sustainability of the PRM project. However, due to substantial delays in the development of CRIF guidelines and the procurement of funding, only one Committee in Kenya (Irong Rangelands Management Committee) is currently utilizing the CRIF to implement sustainable rangelands management activities. They have already received funds at a total of 1.9 million KES. As of October 2020, three (3) CRIF proposals were currently under review in Kenya¹³, and a total of four (4) proposals had been approved and were awaiting disbursement in Tanzania.

¹³ In Kenya, other conservancies that receive grants include Kabarion and Koitegan that are beneficiaries of the Global Environment Facility's (GEF) *Small Grants Program*. The funds have been utilised towards the management of riparian zones, stock route mapping (in Irong), as well as for the building of leadership capacities in the Baringo County's Conservation Association.

4.2.9 Adverse environmental conditions

Adverse environmental conditions in both countries had only slightly hindered progress towards the secure management of rangelands. At the time of the MTR, the project sites had not experienced any adverse environmental conditions in the previous 12 months. However, In Kenya, extreme droughts in the Tiaty and Baringo Counties in January through May of 2019 propelled severe hunger and acute water shortages.

4.2.10 Developed and adopted By-laws by rangelands management structures

The eight established RMCs across Kenya and Tanzania have developed by-laws defining the roles and responsibilities of committee members (including women) in managing their rangelands. The by-laws guide on the establishment of the management and governance structure of the rangelands including the roles and responsibilities of the various members (including women and youth) of the committees/associations. The by-laws were developed participatorily with the support of the implementing partners. Since every village is represented in the management structures, the by-laws are able to ensure an inclusive and participatory management and governance of the rangelands. The participatory design of the by-laws and their sound documentation further solidifies the agreement within the communities on how their rangelands should be managed and governed.

4.2.11 Rangelands management structures with at least over 30% women membership in management positions

To assure gender balance, the rangelands management structures have included as part of their by-laws that there should be women representation in the leadership positions. As such, in both Kenya and Tanzania all the 8 committees/Associations hold a minimum of 35 percent female membership, and moreover incorporate the youth in leadership positions¹⁴. Despite the presence of women in the leadership positions within the Associations/Committees, there was minimal evidence of them voices in decision making across the four groups that were visited. The fact that the committees/associations had women in leadership positions did not significantly contribute to the achievement of this outcome.

4.3 Immediate Outcome 2: Governments (local + national) have strengthened capacity to govern implementation of PRM

There is good evidence for progress towards the achievement of outcome 2 before the project completes. The output on improvement of National policies and legislation which is critical in sustainability need to be pursued extensively¹⁵. Apart from the established legal frameworks relevant to rangelands, the most significant contributing factors to the

¹⁴ Olengapa and Allole Livestock Associations in Tanzania and Paka and Irong Rangelands Management Committees in Kenya had at least 30% of their leadership being women. These were the Committees/Associations visited during the field visits.

¹⁵ CSPs for county planning in Kenya and Contribution to Grazing Lands and Feed Resources Act 2010 in TZ. There is need to assess how far the project planned to intervene in terms of influencing policies and legislation and which policies and legislation they planned to influence. If so, has the project achieved the integration of PRM to these policies and legislation? If its not possible, there might be need to relook that output and reformulate it.

outcome are direct results of the projects' interventions. These include the facilitation and organising of national multi-stakeholder meetings on land and PRM related issues in both countries, and the projects cultivation of strong partnerships and collaborations with local and national governments. As a result of these interventions, the Government representatives have improved their understanding and knowledge of the PRM concept.

Contribution Question 2: To what extent / which factors have contributed to improved capacities of governments (local and national) to govern the implementation of PRM?	Existing legal and policy frameworks for rangeland management in KE and TZ	12
	Facilitation and holding of national multi-stakeholder meetings and dialogues on land and PRM related issues in TZ and KE	12
	Strong partnerships and collaboration with local and national governments	12
	Government representatives have improved understanding and knowledge of PRM concept	9
	Established and functional PRM coordination platforms in KE and TZ	6

Maximum contribution score = 16

Figure 4: Outcome 2 contributing factors and the magnitude of their contribution

The establishment of functional PRM coordination platforms in Kenya and Tanzania has not contributed significantly to the strengthening of capacity of the governments to govern and implement PRM.

4.3.1 Existing legal and policy frameworks for rangeland management in Kenya and Tanzania

The existing legal and policy frameworks for rangeland management in Kenya and Tanzania provided a conducive foundation to the work the project to improve the capacities of both local and national governments to govern the implementation of PRM¹⁶.

PRM aligns with the legal framework in both Kenya and Tanzania through the relevant and contextual regulations and policies pertaining to land and rangelands management. However, the land tenure system in Kenya in particular prompted complications due to it encompassing public, communal, and private lands- complicating the demarcation of lands as a single site can hold multiple owners.

In Kenya, there was a lack of clarity on the Community Land Bill (2016) and how it aligns or informs the implementation of the PRM. To this end, PRM facilitated the development and launch of a Country Spatial Planning (CSP) toolkit to clarify and guide the county land use planning.

4.3.2 Facilitation and holding of national multi-stakeholder meetings and dialogues on land and PRM related issues in TZ and KE

The facilitation and holding of national multi-stakeholder meetings and dialogues on land and PRM related issues is strengthening government capacities to govern PRM

¹⁶ In Tanzania, the pertinent legislation includes: the Land Use Planning Act 6 (2007), the Grazing Land and Feed Resources Act (2010), the Village Land Acts 5 (1999), as well as the incomplete Livestock Modernization Act (2016). The Village Land Act in particular supports the localization and alignment of PRM with the existing legal framework. In Kenya, the Community Land Bill 2016 and the National Land Policy supported the implementation of the PRM

implementation. PRM's involvement in national and local events offer opportunities to lobby and advocate for adoption of PRM, promote awareness, and deepen the understanding of the PRM concept by multi-stakeholders.

The project engaged over 200¹⁷ County and national government officials (including the County Governor, County Executive Committee Member on Lands, National Land Commission County Coordinator), the Presidential Delivery Unit and international development partners, namely (ILRI and FAO) in numerous PRM dialogues. Trainings were also organised together with national stakeholders- such as the learning visit focused on the division of roles in the management of governance structures within the conservancies undertaken with the support of the Baringo County Government, the Kenya Wildlife Conservancies Association, as well as the Lake Bogoria National Reserve for the Kabarton and Iron Conservancies.

The project is participating in national multi-stakeholder meetings, such the Lake Bogoria multi-stakeholder forum on streamlining natural resource management, conservation and livelihood improvement operations; and meetings that unite Civil Society Organizations and the Government. In September 2019, PRM participated in a meeting on the development of an implementation plan for the Community Land Act (2016) organised by the Ministry of Land and the National Land Commission (NLC). By providing assistance and inputs to the Ministry of Housing on request, PRM has had a strong and direct contribution to the development of County Spatial Plans (CSP), and RECONCILE were also requested to provide input to the National Forest Policy (in 2020) as a result of their efforts in pressing for an inclusion of PRM an approach towards the management of forest resources in Kenya.

In Tanzania, the project established a District Multi-Stakeholder Forum in Kiteto to address resource use conflicts through PRM. Under the Kiteto District Commissioner's chairmanship, the forum brings together district authorities and development partners and held its first meeting in October 2019, attended by over 50 participants (28 male and 22 female). TNRF is also invited to the Ministry's own workshop at regional level – Manyara Agricultural Stakeholders Forum - to present PRM findings¹⁸ and to discuss amendments regarding the Grazing land and Feeds Resources Act of 2010 and other necessary information relevant to the management of grazing areas, including the registration of the management plans (June 2019).

Both Kenya and Tanzania have been involved in numerous activities and presentations on PRM within the National Engagement Strategy Platform through the Rangelands Working Group (group within NES)¹⁹. In addition, in Tanzania, there has been sharing of knowledge through engagements with the Land-Based Investment Group (a group consisting of government, donors etc working on land issues).

¹⁷ ~23.7% of 200 government officials reached are female

¹⁸ Already made 2 presentations on PRM and the progress in piloting of the approach.

¹⁹ The NES is highly influential as it brings together members from government, private sector, NGOs etc. TZ has been involved in 2 NES meetings and made PRM presentations.

4.3.3 Strong partnerships and collaboration with local and national governments

The partnerships and collaboration with local and national governments observed through the project in Tanzania and Kenya were validated by all stakeholders. In Tanzania, the government is involved at district, regional, and national levels, while in Kenya the project has highly involved both level of governments – National and County – in implementation. The involvement at National level has been through a critical agency – National Land Commission (NLC) and the State Department of Agriculture. There is minimal involvement of the Ministry of Lands and Physical Planning²⁰. Implementation at the county level has a strong degree of involvement by county governments who's selected technical officers are members of the Technical Working Group (TWG)²¹.

Likewise in Tanzania, the Technical Committee (PIC) membership incorporates government stakeholders both at the national and local level, and namely through the Ministry of Livestock, the National Land Use Planning Commission, the Kiteto District Council, and the Manyara Regional Secretariat. PRM is working with the National Land Use Planning Commission) on a set of guidelines for participatory village land use planning (PVLC), and also formed part of the drafting committee of the aforementioned guidelines. As a result, TNRF have frequently received requests to provide inputs to key policy documents and present PRM concepts at government events²².

4.3.4 Improved understanding and knowledge of PRM concept by Government representatives

Through the exposure and direct involvement in PRM processes and events, Government representatives in Kenya and Tanzania have improved their understanding and knowledge of the PRM concept. In both Kenya²³ and Tanzania²⁴, the government officials involved in the project received trainings on PRM- and are thus well versed on PRM. The project also undertook a learning visit²⁵ to Ethiopia to demonstrate the PRM approach to management of rangelands. Selected government representatives from Kenya and Tanzania were part of the team (one District project focal point from Tanzania, three County and one National government official from Kenya).

²⁰ Would have expected more involvement with the Ministry of Agriculture and Ministry of Lands and Physical Planning as they are the overarching policy institutions, even though land is a devolved function.

²¹ Draws members from the sectoral departments – Forest and Natural Resources, Environment, Water, Lands, Health, Agriculture. In Kenya, other members include FAO, National Land Commission and L. Bogoria National Reserve. TWG approves the quarterly work plans and budgets, quality assurance of reports, provide advisory on field technical areas and hold quarterly meetings to assess progress.

²² such as the amendments to Grazing land and Feeds Resources Act of 2010; the Manyara Agricultural Stakeholders meeting (April, 2019) and CCRO presentations.

²³ 88 National staff (62 male: 24 female) and 112 County staff (89 male, 23 female) reached with PRM activities in Kenya.

²⁴ 50 government officials (56% male, 44% female) from District Council, regional and national government reached with PRM activities in Tanzania.

²⁵ Participants included one District focal point from Tanzania; three County, and one National member of government from Kenya

4.3.5 Establishment of functional PRM coordination platforms

The establishment of five functional PRM coordination platforms²⁶ in the two project countries was noted to be effective, efficient, and conducive to building capacity at different levels.

The Technical Working Groups have been instrumental in ensuring the project well implemented and monitored especially in approving of annual work plans, quality assurance of reports, providing advisory on technical areas and assessment and approval of CRIF proposals. There was however minimal evidence on the in-depth involvement and clarity of the roles and responsibilities of the Regional Steering Committee and the County Project Implementation Committees.

4.4 Immediate Outcome 3: National and International partners are supporting disseminating, taking-up and upscaling PRM practices and processes

The achievement of this outcome is in progress even though the critical output results are yet to be fully achieved. As a result, there was limited evidence to support progress towards the uptake and upscaling of PRM practices and processes by other national and international partners. The strongest contributing factor to this end is the on-going engagement of project partners in PRM related events and dialogues at all levels (local, national, regional, international), and especially with the European Union.

The production and dissemination of knowledge products, as well as awareness raising efforts through digital media platforms- have had a small contribution to the above outcome, albeit it has not been tracked sufficiently to highlight the true reach and engagement with these materials.

Contribution Question 3: To what extent / which factors influenced the increased uptake and adoption of PRM practices and processes by national & international partners?	Involvement/ engagement in international PRM related events/forums and discussions /dialogues	12
	Production and dissemination of knowledge products and holding of events for dissemination (national & local level)	6
	Awareness and knowledge creating through digital media platforms and relevant events	6

Maximum contribution score = 16

Figure 4: Outcome 3 contributing factors and the magnitude of their contribution

There is need to track and document the achievement of this outcome and outputs in a more explicit approach. For example, on creation of awareness and knowledge through

²⁶ 1 Regional Project Steering Committee at cross-country level: uniting govt. stakeholders, IFAD, EU, FAO with implementing partners; 2 Project Implementation Committees at country level; 2 Technical Working Groups (hosted by Ministries of Agriculture in TZ and the County government in Kenya) for implementing partners to jointly plan, share progress, learning, and accountability.

social media and dissemination of knowledge products, there is need to measure the reach, engagement level (positive or negative) and the results derived from such²⁷.

4.4.1 Engagement in international PRM-related events and dialogues

The project's involvement and engagement in international PRM related events, forums, and dialogues had the highest contribution of PRM in this regard and also had highly reliable and adequate evidence. Upon invitation, partners in both countries have held numerous PRM presentations and discussions across national²⁸, regional²⁹, and international events³⁰. These events include the 2020 African Land Conference (held online) where the PRM abstract was presented and drew high interest from representatives of selected countries, the UN Conference held in Ouagadougou, Burkina Faso, the breakout session on Securing Rangelands and Promoting their Sustainable Management at 2018 Global Land Forum (ILC), the Rangelands Day in Nairobi, a research workshop on livestock and rangelands organised by the University of Nairobi and DANIDA (June 2019), National Event on Environment in Dodoma among other events. Consultations have also been held to harmonize the rangelands interventions of the EU delegation, FAO, and the ILC Secretariat. PRM's links with CELEP and VSF Belgium allowed the project to hold a presentation for the European Parliament in November 2018, through the annual CELEP/EU parliament engagement. VSF were also successful in getting participatory rangelands management in EU consensus for development (global - framework, 2017). Further in October 2020, as part of CELEP's contribution, UN Committee on Agriculture approved 2026 as the International Year of Rangelands and Pastoralists³¹

4.4.2 Production and dissemination of knowledge products and holding of events for dissemination

PRM project teams in Kenya and Tanzania have formulated dedicated PRM knowledge products, and organised events for their dissemination. At the national level in Kenya, the launch of the PRM developed CSP Guidelines Toolkit in August 2019 led to their adoption in the counties of Isiolo, Marsabit and Samburu, which were further supported by trainings on spatial planning. As a result, the Samburu County developed a rangelands management policy, while the Baringo County reviewed and amended their spatial plan in order to incorporate pastoralism and pasture lands. An awareness-raising campaign on

²⁷ Digital Media Analysis and Media Content Analysis would provide metrics on the engagement and impact of the digital platforms and the knowledge products respectively.

²⁸ TNRF has shared the Tanzanian experience at the Manyara Agricultural Stakeholders Forum; a national event on Environment in Dodoma (2019); the Rangelands Day in Nairobi; the X in Ouagadougou in Burkina Faso; and an IFAD-led knowledge management event.

²⁹ Including ILC's Africa Rangelands Initiative (ARI)

³⁰ such as ILC's Africa Land Conference held in 2020, where high interest was noted particularly from a representative of the Sudanese government

³¹ The initiative for an International Year of Rangelands and Pastoralists (IYRP) has taken a huge step forward. In the online meeting this week of the Committee on Agriculture (COAG) of the UN Food and Agriculture Organization (FAO), the Mongolian Government presented its proposal to declare 2026 as a year to promote rangelands and pastoralists through awareness-raising and other activities. Numerous country representatives in the COAG expressed strong support. The COAG endorsed the Mongolian proposal with no objections. It will now go on to the FAO Council meeting in December 2020 and the FAO Conference in June 2021, which then recommends it for the UN General Assembly's official designation, expected in October 2021. Source: <https://groups.google.com/d/msgid/celep-eu/F817A372-F54C-4EC4-AC48-5896372D5D97%40web.de>.

the implementation of the Community Land Act was also conducted as a result of the meeting. The annual Pastoralist week in Kenya further provided an appropriate opportunity for implementing partners to promote the visibility of the project and knowledge sharing. In Tanzania, PRM best practices were disseminated at the annual event of the Rangelands Society.

At the global level, the projects' engagements with VSF have prompted an EU consensus regarding the development of a global framework for participatory rangelands management (2017 in a previous engagement), and through work with the VSF, the project has also formulated a toolkit and trainings to guide the lobbying efforts of project partners. Following recommendations from the European Union, a Communication and Visibility Plan (CVP) was developed in May 2019. As a result, a PRM dedicated website³², 2 PRM newsletters, as well as 1 project briefs and brochures, are promoted at the global level. Plans to up-scale communications activities are projected for the second tranche of the project in both countries, such as the production PRM related video spotlights on pastoralism and rangelands. The project has also contributed to key products like the Transhuman Protocol through IGAD.

4.4.3 Awareness and knowledge creating through digital media platforms and relevant events

PRM's awareness and knowledge building activities, in particular their digital media platforms and relevant events³³, have so far had a marginal contribution to the up scaling of PRM but most importantly, outcome of these efforts need to be tracked and measured. Both countries have established social media channels and curated content on the main outlets, namely Facebook and Twitter, albeit these have not been tracked in the sense of audience engagement. Despite the good progress in the formulation of the knowledge products, their outreach has not been systematically, quantifiably measured regarding their use and uptake. Furthermore, the project has yet to engage with the African Union (AU) for member states to hold PRM advocacy dialogues at the continental level.

4.5 Summary of the contribution analysis

The scoring in the matrix below is based on evidence derived from an in-depth desk review of key project documents and primary data collected from the key stakeholders in selected project sites in Tanzania and Kenya.

³² TNRF's website has been noted to have a reach of an estimated 10,000 people.

³³ These include: 1 media event during PRM launch; 15 radio talk shows on land including PRM; In Kenya; 157 Twitter posts, 22 Facebook; Webinar 14 October on PRM – different project partners to explain approach and lessons learned-Through the project we made short films, (You Tube) What is pastoralism?; This year make movie, film maker Patrick Augenstein would be coming to Kenya and Tanzania about ILC PRM (<https://events.globallandscapesforum.org/speaker/patrick-augenstein/>).

Outcomes	Degree of outcome realisation	Level of project's contribution	Level of contribution by external factors
Intermediate Outcome: Pastoral Communities are securely and sustainably using rangelands in Kenya and Tanzania.	Sufficient evidence of being on track	80%	20%
Immediate Outcome 1: Pastoral communities have secure rangelands that are inclusively managed for higher productivity and reduced conflicts.	Sufficient evidence of being on track	90%	10%
Immediate Outcome 2: Governments (local + national) have strengthened capacity to govern implementation of PRM.	Sufficient evidence of being on track	80%	20%
Immediate Outcome 3: National and International partners are supporting disseminating, taking-up and upscaling PRM practices and processes.	Somewhat on track	70%	0%

NOTE: The matrix has been developed subjectively as a result of evidence from desk reviews, stakeholders' interviews and observations during field visits. The results chain developed in collaboration with the project team also guided in formulating this matrix as it shows how each output contributes to the respective outcome. Notably, both partners had not fully implemented the 9 steps of PRM within the project sites.

5.0 CONCLUSIONS

5.1 Conclusions

Based on the analysis, key conclusions were drawn and have been presented in this section. The first sub-section presents the overall conclusions drawn from an assessment of the overall implementation of the project. The other sub-sections present outcome - specific conclusions.

5.1.1 Overall conclusions

- i) Overall, the project is mostly on track to achieve its results and especially the outputs and outcomes. Some project objectives - such as changes in practices and attitudes- cannot be fully evaluated at this stage as they require long-term, on-going efforts.
- ii) There is more reliable evidence for achievements regarding outcomes 1 and 2 in relation than outcome 3- despite changes in attitudes and practices being lengthy processes and difficult to provide concrete evidence for at this stage of the project.
- iii) Most of the factors contributing to the project's results are internal factors - from within the project - with only two external contributing factors.
- iv) Some project partners have noted that the ILC secretariat should have greater trust in their partners, both at the national and international level and that the overall structure of the project is too complex with many layers and implementing partners, which has led to some delays.

5.1.2 Outcome-specific conclusions

5.1.2.1 Intermediate Outcome: Pastoral Communities are securely and sustainably using rangelands in Kenya and Tanzania

Achievement of the intermediate outcome is dependent on the effective implementation of the three outcomes. Based on the analysis, the project has made considerable progress in achievement of the immediate outcomes and thus, the achievement of the intermediate outcome is on track. There was evidence of the communities securing and managing their grazing lands through their acquired knowledge on PRM, support from local governments, growing grazing grass from seeds in separate lands for transfer to their reserved grazing lands (in Tanzania) and well established and functional management and governance structures.

5.1.2.2 Immediate Outcome 1: Pastoral communities have secure rangelands that are inclusively managed for higher productivity and reduced conflicts

There are four factors that contribute to the achievement of this outcome. These include:

- Well-established and functional management committees/associations for management and governance of rangelands.

- Building on previous' projects achievements (especially SRMP in Tanzania).
- Integration of conflict management in rangelands management.
- By-laws jointly developed to ensure representation and guide management of rangelands.

In addition, there were key findings under this outcome:

- ⇒ Even with over 30% of Women representation in leadership positions of rangelands management structures, the contribution to this outcome is minimal and there was no concrete evidence on women actually driving the decision making.
- ⇒ This outcome is also highly dependent on the communities' change in attitudes and practices. These usually take long.
- ⇒ CRIFs have suffered from delays, while being highly anticipated by the communities and are critical to the sustainability of the rangeland's management. They will need to be effectively implemented and outcome monitored.
- ⇒ This outcome was also envisaged to drive changes in livelihood or productivity. There was no evidence of improved livelihoods nor increased productivity. (mainly because delays in community fund (CRIF) disbursement)

5.1.2.3 Immediate Outcome 2: Governments (local + national) have strengthened capacity to govern implementation of PRM

There were three factors contributing to this outcome. These were identified as:

- Existence of legal and policy frameworks supporting the implementation of the PRM approach in the two countries.
- Facilitating and holding National and local stakeholder meetings and dialogues on PRM.
- Strong collaboration and partnerships with both national and local government.

Notably, the established PRM coordination platforms do not exhibit strong contribution to this outcome.

5.1.2.4 Immediate Outcome 3: National and International partners are supporting disseminating, taking-up and upscaling PRM practices and processes

There were two factors identified as contributing to this outcome. These include:

- Involvement/engagement of the project in national and international forums or events for dissemination of knowledge on PRM practices and processes.
- Production and dissemination of knowledge products at local, national, and international level.
- Knowledge and awareness creation through digital platforms and relevant events and forums.

However, it is important to note that:

- ⇒ Even with increased dissemination of PRM knowledge through various interventions, there was evidence for adoption by other parties apart from within the 8 pilots.
- ⇒ There was little evidence of learning/exchange between the two implementing partners from both countries, especially for outcome 1.
- ⇒ There is need to track/monitor achievements through outcome 3 to know whether the interventions under this outcome are having any impact.

5.2 Action areas and possible recommendations

The analysis also drew areas of consideration for the Project and proposed respective recommendations:

#	AREAS OF CONSIDERATION	RECOMMENDATION
1)	The project is on track to achieve planned results. However, the CRIF is key to the sustainability of end-results and at mid-term, only one community has received CRIF funding with 7 other proposals in the pipeline.	Expedite CRIF implementation before the end of quarter 1 in 2021 to allow for effective implementation and monitoring of the implementation process.
2)	Progress on outcome 1 and 2 is clearly supported by quantifiable evidence. However, the progress on outcome 3 is less clear due to inadequate documentation of evidence and measurement of results.	Have a systematic and effective system of monitoring implementation of outcome 3 and results from activities implemented e.g. media content analysis or digital audit to ascertain effectiveness of digital media dissemination and interactions.
3)	The project revised its log frame recently. Revision was important improvement in terms of clarity on the chain of results. Still, revised results framework mention, among others, 'increased productivity' at the outcome level and 'improved nutrition' at the impact level. Yet there is no evidence to evaluate progress towards this at the current stage of the project. There is no clear understanding or design of how and which project outputs would contribute to productivity and nutrition, e.g. through which pathways. No specific activities or outputs are found to support the pathways; hence they remain huge assumptions which may be difficult to ascertain.	Purpose to look critically at the impact and outcome 1 definition to ensure the results defined therein are achievable through the interventions being implemented. Otherwise, consider redefining them without such results as "increased productivity", "improved nutrition status". If they remain in the results chain as results that have to be achieved, then it will be expected that the project achieves them and end-term evaluation will measure them which may not yield any results, indicating the project may have failed to comprehensively achieve its high level results which would not be the case.

#	AREAS OF CONSIDERATION	RECOMMENDATION
4)	Cross country learning was ascertained as a critical aspect in enhancing knowledge, practice, adoption and up-scaling of PRM. This is not only for implementers but also for the local rangelands management structures (Committees and Associations) in the two countries.	There is need for the project and local implementing partners to consider some knowledge and skills exchange activities in the final phase of the project to ensure the cross country committees/Associations learn from each other and draw key lessons and motivation.
5)	There are multiple level of coordination: on-ground coordination (e.g. FAO, Reconcile) which is good; Cross-country coordination (RECONCILE; TNRF etc) which is not as strong; Project coordination (ILRI; ILC, CELEP TNRF, RECONCILE, etc) which is effective. In addition, there is a noted disconnect between ILC staff in Rome and the implementing partners.	Consider clearly defining the roles and responsibilities within the Steering Committee to allow for effective implementation and communication. More regular updates and sharing within the coordination levels Structured communication between the levels.
6)	Some aspects of the project structure have proved slow and hindered its efficiency, namely: numerous layers of reporting and accountability (see above); delays in funding; beauracatic decision-making; as well as the involvement of many organisations (e.g. VSF and ILRI are expensive organizations, could local organizations been considered as viable alternatives?).	In the final phase of the project, it is critical that the project ensures minimal delays and improved efficiency to ensure results are achieved on time, especially given some activities are already behind schedule. Consider allocating some decision-making capabilities to local implementing partners at country level.
7)	The COVID-19 pandemic has added additional layers of complexity and it remains uncertain whether the project will be able to finish in its due timeframe.	The project should assess the possibility of a no cost extension to ensure the partners have finalized on all necessary activities.

APPENDICES

Appendix 1: Terms of Reference

Terms of reference

For a mid term Cotribution Analysis of the Participatory Rangelands Management Project

Introduction

Piloting the use of Participatory Rangeland Management (PRM) in Tanzania and Kenya is a 48-month EU-funded project that started in December 2017. Its overarching goal is **to improve livelihood and nutrition status of pastoralist communities in East Africa by improving the management of rangelands**. The purpose is to attain secure and better use of rangelands and expand the role of women in selected pastoral communities in Kenya and Tanzania. The project implementation areas are the shared grazing areas of six clusters of villages in Tanzania and four conservancies located in the four sub-counties in Baringo County, Kenya (each conservancy per sub county).

The project is being coordinated by the International Land Coalition (ILC), hosted at IFAD, and is implemented by a diverse partnership in Kenya and Tanzania.

The project is also linked to several ILC initiatives, including the Africa component of the Rangelands Initiative, and the National Engagement Strategies on Land Governance (NES) in Kenya and Tanzania.

The project has three key expected results:

- ✓ Result 1: Participatory Rangeland Management has been undertaken in the shared grazing areas of six clusters of villages in Tanzania and four sub-counties in Baringo County Kenya
- ✓ Result 2: Capacities of local and national governments, and pastoral communities to implement PRM are strengthened
- ✓ Result 3: Local and national guidelines and strategies on Participatory Rangeland Management are developed and implemented

Project monitoring

The project Logframe presents a number of 17+ indicators that have a main quantitative component. The qualitative description of the action is presented in progress reports annually to the ILC Sec and EC and quarterly to the project partners and stakeholders.

In 2020 an EC ROM review has assessed the project implementation and results and considered the Project logframe not fit for purpose, but the project showing important results especially at outcome level.

The contribution analysis will therefore focus on the contribution to the outcome level of action and less on the output level.

Objectives of the Contribution Analysis and description

The Contribution Analysis will asses the contribution the project is making to the observed outcomes through a better understanding of why the observed results have occurred (or not!) and the roles played by the partners, and other internal and external factors.

The Contribution Analysis is particularly useful in situations where the programme is has a relatively clearly articulated theory of change, that the CA can help to confirm or revise. The report or case from a contribution analysis is not final proof, but rather provides evidence and a line of reasoning from which we can get to a plausible conclusion that, within some level of confidence, the initiative has made an important contribution to the intended results. It also can point out to challenge, opportunities, and good practices in

contributing to the outcomes that can and should be shared with partners to foster learning and improvement of initiatives and their results.

Methodology:

The methodology will be participatory. The CA is based on a **desk review** of project plans, reports and additional evidence as provided by project implementers. It validates information and widens the scope of the analysis with semi-structured **interviews**, and builds on common reflection about results, challenges and lessons learned through a validation **survey**.

Additional desk reviews and interviews will be used to reflect on internal processes such as M&E and Communications and Visibility.

Textbox 1 Brief description of key questions addressed by the Contribution Analysis

SLEUTHING FOR ANSWERS

- What happened?
- Who did it or contributed to it?
- Why is this important? What are the consequences for our programme?

Answers to these questions provide important information about the contributions made by a specific programme toward outcomes.

Timeline and outputs

The Contribution Analysis will be undertaken over a period of 2.5 months and take approximately 20 working days of an external consultancy firm supported by a junior consultant of the ILC.

Estimation of process steps

Desk review and interviews (10days)

- Desk review of reports (2 days)
- Conduct interviews (5 days)
- Draft report with preliminary findings (3 days)

CA Validation (5 days)

- Consultation with project team on preliminary findings (2days)
- Design the Validation survey (1 day)
- Conduct Survey (0.5 days)
- Document results from Survey (1.5 days)

Reporting and Dissemination of results (5 days)

- Share draft report and gather inputs (2 day)
- Finalise report with lessons learned (2 days)
- Online event with relevant stakeholders to present and discuss findings (1 day)

Appendix 2: Reported changes at Mid-Term

Intermediate Outcome:

Pastoral communities are securely and sustainably using rangelands in Tanzania and Kenya

Immediate Outcome 1:

Pastoral communities have rangelands that are inclusively managed for increased productivity and reduced conflicts

Immediate Outcome 2:

Governments (national & local) have strengthened capacity to govern the implementation of PRM

Immediate Outcome 3:

National and international partners are supporting, disseminating, taking-up, scaling up PRM practices and processes

Eight PRM pilots established (4 in Kenya and 4 in Tanzania). First four steps of PRM have been completed

Eight fully functional rangelands management committees (with 45% women representation)

PRM Coordination Forum established and functional

Government representatives have improved knowledge and understanding of PRM (Trainings, launches, dialogues, ET visit)

Knowledge products and events on Rangelands improvement are produced and disseminated (PRM Concept, CSP developed in KE, PRM documentary/videos developed-VSF)

PRM coordination platforms are established and functioning at cross-country level (RPSC, TWG, PIC, PTC)

Community representatives have improved knowledge and understanding of PRM (Trainings, launches, dialogues)

Establishment of National Multi-stakeholder Forums (District Multi-stakeholder Forum & NES in TZ and Lake Bogoria Multi-stakeholder Forum in KE) to address resource conflicts through PRM

International dialogues on promoting Rangelands have been held (National event held, Concept shared at Global level)

Appendix 3: Notes from SC consultative session 1

PRM Validation Meeting on September 3rd 2020

Participants: Ken Otieno (RECONCILE), Irene (RECONCILE, PRM project manager), Daniel Ouma (TNRF, PRM manager), Dunia Mennella (ILC), James Irungu (MDF Africa), Audace Kubwimana (ILC Africa), Emilia Pontynen (ILC)

Agenda 1: PRM results chain

James:

Result 1 demoted to output results under outcome 1: Participatory rangelands management pilots have been undertaken in the shared grazing areas

- **Daniel O:**
 - Proposes amendment to Outcome 1 statement to include “secured” in “pastoral communities have [secured] rangelands that are managed for higher productivity”
 - promises amendment to refine the wording from apply to utilize in relation to CIFR outcome
- **Ken O:**
 - Immediate outcomes needs to recognise governance/management for productivity as key factor
 - Proposes amendment to output that doesn't restrict CRIF as a one off process, but which reflects its need to be institutionalised beyond PRM (as CRIF is not a methodology but a framework/fund created as a result of the previous implementation of rangelands)

REGARDING LACK OF RESULT FEEDING INTO THE NUTRITION COMPONENT:

- Dunia:** provides background o EC umbrella project funded under a nutrition chapter, which led to requests to members/partners to present a project to go under this umbrella project.
- Ken:** Confirms that the nutrition element originally included to please the donor. but highlights how, though distant, the assumption is that when PRM is effectively governed it leads to an increment in livelihood (through productivity and livestock component)
- Daniel:** Reiterates this ripple effect- ultimate impact of improved pastoral livelihood is surplus (economic/household income) that allows the purchasing power, for a better diet for example.

Agreement on results chain for contribution analysis is reached with a few ratifications on outcome 1 and output level.

Assumptions & Risks

- **Ken:** [on the assumption that communities will change their beliefs]: Proposes a change of wording to communities & government institutions adopt PRM approach. Also to avoid perception, attitude and belief
- **Irene:** Highlights how PRM strengthens an already existing institution, and so far the project has only strengthened existing ones.

- **Daniel:** Proposed a review of the risks regarding the willingness of communities/embracing PRM as they are related, and worded too positively/closely to assumptions.

Reported Changes

- **Daniel:** notes how immediate outcome #2 is linked to the NES Tanzania (ILC)

Regarding lack of points under outcome 3:

- **Ken:** Notes how regional/global level work needs to be captured in outcome 3 (global land forum, CELEP)
- **Irene:** Notes how PRM in Kenya contributed to development of country spatial planning toolkit with an event held at the launch. Certain counties picking up suggested guidelines (to be integrated in outcome 3)

REVISED LOGFRAME

Dunia: highlights misunderstanding about revised logframe versions. Agree that the new results framework is the one formulated by the external consultant and submitted to the steering committee.

Causal Questions & Work plan:

- **Ken:**
 - Particular focus to contribution question number 5 should be given.
 - Stressed how principal question revolves around adoption: *Uptake* can be used to refer to communities and *adoption* to policies [as worded in causal question]
- **Daniel and Irene:** stress importance of primary data collection through project beneficiaries

Meeting Outcomes:

- Agreement on results chain for contribution analysis is reached with minor wording changes to outcome 1 and at the output level.
- Reported changes: Outcome 3 reported changes need to be expanded
- Consensus on casual questions reached
- Agreement on work plan

Appendix 4: PRM contributing factors and evidence

See the in-depth analysis attached separately on the excel sheet