



**ENABLING SUSTAINABLE DRYLAND MANAGEMENT THROUGH MOBILE
PASTORAL CUSTODIANSHIP: WORLD INITIATIVE ON SUSTAINABLE
PASTORALISM (WISP)**

TERMINAL EVALUATION

FINAL REPORT

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List of Acronyms

EA	Executing Agency
ESARO	East and Southern Africa Regional Office
GEF	Global Environment Facility
IA	Implementing Agency
IUCN	International Union for the Conservation of Nature
NGO	Non-governmental Organization
PCC	Project Coordinating Committee
PIR	Project Implementation Report
UNDP	United Nations Development Programme
WISP	World Initiative for Sustainable Pastoralism

Executive Summary

This report documents the findings of a Terminal Evaluation of the Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: World Initiative on Sustainable Pastoralism (WISP). Pastoralism is a significant production system in the world's dryland ecosystems but is not clearly understood with "conventional wisdom" characterizing it as a backward, environmentally destructive and economically unsustainable agricultural system that should be replaced with more sedentary forms of production. As a result, there are numerous policy and systemic barriers to the integration of pastoralism into mainstream agricultural and economic production systems. These misconceptions have persisted despite evidence that indicates that with enabling policy incentives, pastoralism is a viable production system that protects the land resources from degradation. It was in response to this that IUCN-The World Conservation Union developed WISP, a global advocacy and capacity building initiative that sought to tackle the causes of land degradation and lift policy and capacity barriers preventing sustainable management of pastoral lands.

The project was designed to work through global, regional and national partnerships and networks set up to ensure that appropriate policies, legal mechanisms and support systems are established to enhance the economic, social and ecological sustainability of the pastoral livelihood system. This was to be done through advocacy at regional and global events and United Nations and other fora where WISP presented the social, economic and environmental arguments for pastoralism on behalf of pastoralists.

The overall goal of WISP was: *"to enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment."*

The immediate project objective was *"to advocate and engage in capacity building in support of sustainable pastoral land management, through a catalytic partnership between pastoralists, donors, United Nations agencies, NGOs and the private sector"*.

The project has focused on the generation, packaging and dissemination of information and knowledge about pastoralism to increase global awareness about the economic contribution of pastoralists. Best practices from around the globe have also been identified and consolidated for use by policy makers.

The WISP project has generated a lot of research products which are now contributing immensely to awareness raising about pastoral production systems as well as the importance of these systems to nature conservation and the livelihoods of nomadic people.

The evaluation concludes that the WISP project has made considerable progress towards meeting its objective to advocate and engage in capacity building in support of sustainable pastoral land management, through a catalytic partnership between pastoralists, donors, United Nations agencies, NGOs and the private sector. Overall, the project is rated as having been **Successful**.

The evaluation highlights the following lessons, conclusions and recommendations.

Lessons Learnt

1. WISP is a project that was aimed at changing people's perceptions regarding pastoralism as a production system. Although a variety of knowledge products have been developed, it will always be difficult to measure the extent to which these perceptions have been changed as a result of the project. There is therefore need for continued attention to be paid to awareness creation, training and capacity building among all concerned stakeholders to promote the institutionalisation of the production system. This is the focus of the follow-on WISP programme.
2. Projects such as WISP which are aimed at changing mindsets require long implementation timeframes before they start showing results. It was not possible to identify specific project impacts on the ground at the time of the evaluation. The development of a follow-on programme on pastoralism at IUCN is therefore timely as it will ensure the consolidation of experiences into tangible results over the long term.
3. Global initiatives are inherently difficult to coordinate as they involve a myriad of stakeholders operating at various levels. The use of already existing institutions, partnerships and networks as vehicles to facilitate the implementation of projects such as WISP is a very effective way of promoting the coordination of such programmes. The Global Coordination Office of WISP did this effectively resulting in increased interest in the outputs of the initiative.
4. While development policies are developed at national level, lobbying for the implementation of these policies should be conducted at various levels. The lobbying for policy change that WISP conducted at global, regional and local levels has resulted in some governments introducing new policies with support from international agencies such as UNCCD and UNCBD Secretariats.
5. Misconceptions about pastoral systems have largely been fuelled by lack of knowledge and information. It is important that adequate and appropriate knowledge and information about the merits and demerits of this production system are continuously generated and disseminated to decision makers for them to be able to make informed decisions.
6. Pastoralists are not effectively organised to lobby for policy change on their own. Innovative ways of ensuring that policy makers are made aware of the concerns of pastoralists are required. These include engaging representative organisations such as non-governmental organisations working with pastoralists in the definition of issues for presentation to decision makers.

Conclusions and Recommendations

Final Evaluations do not usually give recommendations that are intended to influence programme redesign. They usually confine themselves to administrative arrangements relating to the project. The case of the WISP project is somewhat different however as the Executing Agency is already in the middle of formulating a Phase 2 of the same project and had requested that this evaluation provide some pointers as to what issues should be picked up in the follow-on phase. The following are issues that have been synthesised from the assessment of Phase 1 and the planning meeting conducted by the PCC in October 2010. They are being posted here to advise the EA on what issues to consider as they develop the next phase.

1. The WISP project has now been elevated to a Programme to be implemented outside the GEF framework. This has implications for what can and cannot be done going forward. If WISP 2 is developed as a programme, consideration needs to be given to the structure of the PCC. IUCN should therefore go broader and include more institutions than were involved in the management arrangements that were instituted under the GEF funded project.

2. WISP needs to develop feedback mechanisms from their Website and WISP-net to allow project managers to track the extent to which the information and knowledge stakeholders are getting from these two sites is being applied among pastoral groups.

3. The programme has mobilised financial resources from external donor agencies but should broaden this base to include “local resourcing”. The idea that WISP was for pastoralists should be revisited to ensure that beneficiaries of the process start contributing to “their initiative.”

4. Policy briefs have been produced and disseminated to decision makers but there has not been a mechanism in place to track what use they have been put to. As with the recommendation of the Midterm review that WISP focus on a limited number of tasks and programme areas, the programme should also identify a few targeted policy briefs for discussion and follow up with government representatives. Most governments especially in sub-Saharan Africa are members of IUCN. The members’ forums therefore provide unique opportunities for focused discussion at such meetings.

5. The planning meeting of October 2010 considered the need to redefine and synthesise issues that are pertinent to the situation of pastoralist with issues relating to water and climate change being raised for specific attention. This process should not be left to opportunistic investment of time but should be used by WISP to generate debate that can ultimately influence development planning processes around the world. In this regard, WISP Phase 2 should link up with similar initiatives under the ISLM rubric and learn from practical examples of projects that are promoting sustainable land management.

1.0 Introduction

The Enabling Sustainable Dryland Management through Mobile Pastoral Custodianship: World initiative on Sustainable Pastoralism (WISP) was initially designed as a three year GEF-funded project. Project implementation commenced in 2005 and was to end in 2008. An extension to the initiative was made in 2008 to 2010 with the provision of bridging financing by UNDP to allow for transitioning of WISP from a project to a programme. WISP was implemented by UNDP and executed under an NGO Execution arrangement by the East Africa Regional Office (EARO) of IUCN-The World Conservation Union.

Pastoralism is a significant production system in the world's dryland ecosystems with upwards of 200 million people engaged in it. This production system is however not clearly understood with "conventional wisdom" characterizing it as a backward, environmentally destructive and economically unsustainable agricultural system that should be replaced with more sedentary forms of production. These misconceptions have resulted in the entrenchment of numerous policy and systemic barriers to the integration of pastoralism into the mainstream of agricultural and economic production systems. These misconceptions have persisted despite evidence that indicates that with appropriate policy intervention and capacity building, pastoralism is in fact a viable production system that protects the land resources from degradation.

The major challenges that pastoralists all over the world face as a result of the policy and economic barriers mentioned above include the following:

- Limited rights to land and other resources such as finance, technical information
- Inability to organize themselves into organizations that can effectively lobby for policy changes at national level;
- Lack of technical information for use in upgrading their production systems.

WISP was implemented as a global advocacy and capacity building initiative that sought to tackle the causes of land degradation and lift policy and capacity barriers preventing sustainable management of pastoral lands. The project was also aimed at promoting greater recognition of the importance of sustainable pastoral development for both poverty reduction and environmental management through advocacy for policy changes and global knowledge management processes. WISP was intended to enable pastoralists to manage drylands resources in a sustainable manner and to demonstrate that their land use and production system is an effective and efficient way of harnessing the natural resources of the world's drylands.

WISP was designed to work in a consultative manner through global, regional and national partnerships and networks set up to ensure that appropriate policies, legal mechanisms and support systems are established to enhance the economic, social and ecological sustainability of the pastoral livelihood system. Through the use of advocacy at regional and global events and United Nations fora WISP aims to provide the social, economic and environmental arguments on behalf of pastoralists to ensure that pastoralism is viewed as a viable and sustainable resource management system.

The overall goal of WISP was: *to enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment.*

The immediate project objective is *“to advocate and engage in capacity building in support of sustainable pastoral land management, through a catalytic partnership between pastoralists, donors, United Nations agencies, NGOs and the private sector”.*

The project goal and objective were expected to be met through the realization of the following outcomes and outputs as agreed to following the recommendations from the Midterm Review of the Project conducted in 2007.

Table 1: Project Outcomes and Outputs

<p><u>Outcome 1</u> Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape.</p>	<p><u>Outputs</u> Output 1.1: Innovative analytical tools in three key areas (rights, economics and marketing, and organization of pastoralists) Output 1.2: Analyses and reviews of impact of current policies on pastoralism. Output 1.2: Best practice knowledge products available Output 1.4: Data bases on pastoralism available Output 1.5 : Advocacy tools</p>
<p><u>Outcome 2</u> Enhanced capacity for pastoralists, civil society organizations, and public and private institutions</p>	<p><u>Outputs</u> Output 2.1: Institutions relevant to pastoralism are strengthened at the community, local, national sub-regional and global levels Output 2.2: Expertise of relevant stakeholders enhanced Output 2.3: Improved networks and knowledge management Output 2.4 Public dissemination of information and advocacy at global and regional levels Output 2.5: Analysis of barriers to the adoption of knowledge on sustainable pastoralism</p>
<p><u>Outcome 3</u> Increased advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism and greater awareness by national stakeholders of policy options to support pastoral livelihoods)</p>	<p><u>Outputs</u> Output 3.1: Increased advocacy for a policy and strategic environment to bring pastoralism into the mainstream of society to integration it into the mainstream of society to integrate it into national development and to bring development in tune with pastoralism. Output 3.2: Advocacy and policy dialogue for laws, regulatory provisions, and governance mechanism to safeguard mobile pastoralist land management Output 3.3: Advocacy and dialogue to change strategies and perceptions within major donors, multilateral agencies and global institutions in support of pastoralism</p>
<p><u>Outcome 4</u> Participation, evaluation and adaptive management increased</p>	<p><u>Outputs</u> Output 4.1: WISP is designed, implemented and monitored based on consultation with pastoralists and pastoral</p>

in WISP	institutions Output 4.2: Enhanced capacities of pastoralist and local development partners to develop follow on (stand alone) projects promoting sustainable pastoral land management. Output 4.3: WISP is executed effectively by the host institution, adapts to challenges and secures co-financing
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The Outcomes and Outputs indicated in the table above were to be achieved through the implementation of the following core activities that were highlighted in the WISP Inception Report:

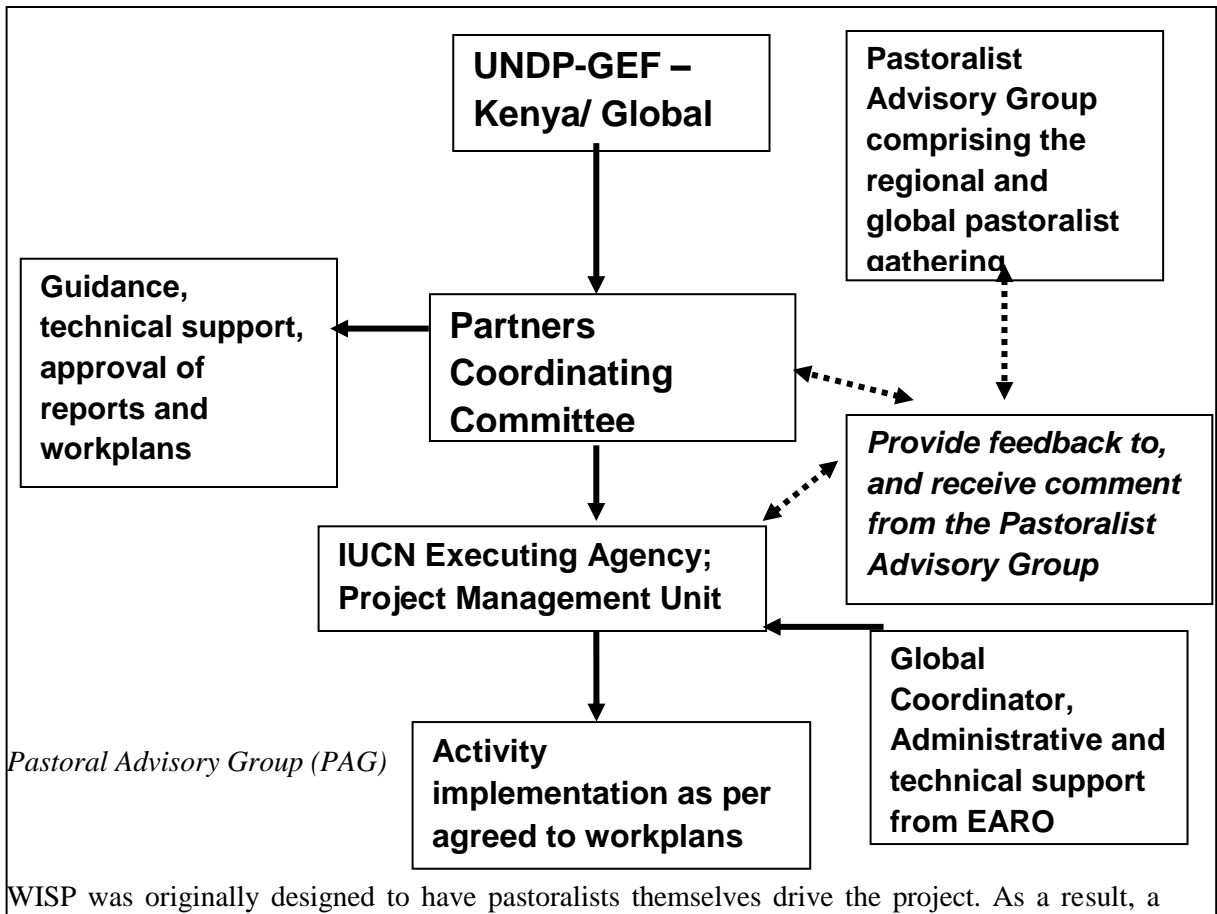
- 1) Developing capacity for enhanced local level advocacy based on sound knowledge management in pastoral economics and marketing
- 2) Developing capacity for enhanced local level advocacy based on sound knowledge management in pastoral rights
- 3) Developing capacity for enhanced local level advocacy based on sound knowledge management in pastoral organization
- 4) Developing capacity for enhanced local level advocacy based on sound knowledge management on the impacts of policy on drylands environments
- 5) Developing capacity for enhanced local level advocacy based on sound knowledge management on a range of best practices
- 6) Creation of communication networks (GEF Learning Network, WISP-net, Website, Mapping and Database etc)
- 7) Building Networks- core group, regional outreach, country outreach, linking with GEF pastoralist projects

In summary, WISP’s approach involved gathering knowledge, developing knowledge products, packaging and disseminating these knowledge products and finally promoting their use in advocacy for policy reforms at various levels.

1.1 Management Arrangements

WISP was implemented through the management arrangements as depicted in the Organogram below:

Fig 1: WISP Project Organogram



WISP was originally designed to have pastoralists themselves drive the project. As a result, a Pastoral Advisory Group (PAG) composed of individuals attending Global Pastoral Gatherings was set up to provide overall guidance for project implementation, monitoring and evaluation. This form of sounding board was to happen at the various global and regional pastoralists’ gatherings that were to be held over the life of the project. This way the project would be able to react to changing regional needs and ensure that WISP products were user-driven. Unfortunately this entity never took root as pastoralists lacked the technical wherewithal to comment on the manner in which WISP was advancing its cause. Further, participants to Global and regional gatherings constantly changed. In the end there was the realisation by WISP that the programme’s agenda could not be driven by pastoralists directly but that WISP would be better served by working through institutions that provided services to pastoralists. The PAG has therefore been abandoned as a management entity for the programme.

Partners Coordinating Committee (PCC)

The Partners Coordinating Committee operated like the WISP Steering Committee. It supported WISP with technical backstopping. The PCC comprised the following members: UNDP (GEF and UNDP Kenya), IUCN and two to three pastoralists, 1-2 global experts on pastoralist issues, the Pastoralist Communication Initiative (PCI), RECONCILE, Oxfam, Practical Action, the Arid Land Resource Management Programme (ALRMP), and ACORD.

Project Management Unit

The project was managed by a PMU housed at the IUCN ESARO in Nairobi Kenya. The PMU was headed by a Global Project Coordinator who was responsible for the day to day management

of the project. IUCN EARO as the designated Executing Agency also provided technical backstopping to the project. Additional support was to be provided by the UNDP Drylands Development Centre (DDC) also based in Nairobi but this never happened.

Regional WISP Networks

According to the PRODOC, Regional WISP Networks were to be “established” in West Africa, East Africa Latin America, Central Asia and MENA to facilitate the dissemination of results and state of the art knowledge products, for greater advocacy impact, and other linkages such as visits and exchanges between pastoralists. These networks were to be either built on existing networks or be housed in permanent institutions (regional or national) that could ensure their sustainability. The following hosting arrangements were subsequently negotiated:

West Africa-CILSS and UEMOA;

East Africa-ITDG Kenya;

Latin America-Fundacionde Sur;

Central Asia-CENESTA in Iran.

Monitoring and Evaluation was considered to be an important component of project management. WISP was closely monitored by both UNDP and IUCN through formal and informal processes. Some of the monitoring systems that were in place included:

The Tripartite Review (TPR)

The TPR was the highest policy level meeting of the parties directly implementing the project. The review happened once a year and was attended by GEF, UNDP, and IUCN. The Global Coordinator presented Annual Progress Report /Project Implementation Report (APR/PIR) to this meeting for discussion highlighting any concerns there might be with project implementation.

Annual Progress Reports (APRs)

Annual Progress Reports are designed to obtain independent views of the main stakeholders on the relevance of WISP, performance and likelihood of its success. The APRs detail activities undertaken since the last APR, milestones reached, key results and achievement, problems encountered, potential risks and any other issues that need to be highlighted.

Annual Project Audit

The project produced two independent audit reports since its inception. Audits are conducted to ensure that project resources have been used for their originally intended purposes.

Independent Evaluations

Midterm and Final Evaluations are mandatory for GEF projects funded at more than US\$ 1 million. Even though WISP was funded at less than US\$ 1 million, it was subjected to a Mid Term Evaluation in 2007. The Phase of the project that was supported through funding from GEF has ended and as per the requirements of UNDP and GEF has now to be subjected to a Terminal Evaluation. This Report details the findings of the Terminal Evaluation.

2.0 Objectives of the Evaluation

Terminal Evaluations are intended to provide overall assessments of the design, management and implementation of projects. They also serve as an opportunity to critically assess administrative and technical strategies used in the implementation of projects. Generically, evaluations are conducted to provide answers to the following questions:

- Did the project achieve its objectives?
- How well was the project executed?
- Are the results and impacts achieved by the project likely to be sustainable?

The Final Evaluation of the World Initiative for Sustainable Pastoralism Project was carried out:

- To promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- To synthesize lessons that may help improve the selection, design and implementation of future GEF activities;

To inform programmatic development beyond the current programme;

- To provide feedback on issues that are recurrent across the Sustainable Land Management portfolio and need attention; and
- To contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on quality of monitoring and evaluation across the GEF system.

The focus of the evaluation was on the following main issues:

1. Achievements made in implementing the project, in particular the strengths and weaknesses of implementing the components/activities in the logical framework of the project document and role and effectiveness of project management structures and role in implementing the project
2. Outcomes and impacts (intended/unintended; positive/negative) realized as a result of the project
3. Strengths and weaknesses of the project design and implementation strategy
4. Factors that contributed or hindered attainment of project objectives
5. Achievements in networking, creation of partnerships and knowledge management
6. Relevance of WISP's Conceptual Model
7. The Value of WISP as a "network"
8. Lessons learned in relation to enhancing awareness, capacity development and advocacy through the use of networks and partnerships in relation to mobile pastoralism as a form of productive and sustainable land management

As per GEF requirements, the following aspects of the Project were also assessed:

1. Relevance

- a. To what extent does the intervention respond to priority problems and issues in the situational analysis?
- b. To what extent is the situation analysis for the WISP project adequate for the long-term WISP program?

2. Effectiveness

- a. To what extent is the intervention achieving its planned results (outcomes and outputs)?
 - i. Have the activities outlined in the workplan been implemented? If not, why?
 - ii. What is the quality and usefulness of the project outputs produced so far in relation to its expected results?
 - iii. To what extent has the project followed the revised logical framework analysis?
- b. Are the project outcomes and outputs sufficient to contribute to achieving the goals of WISP?
- c. Management effectiveness
 - i. Is the Programme Coordinating Committee providing effective guidance to WISP?
 - ii. How should WISP monitor progress towards objectives and planned results?
 - iii. How effective are the organizational/institutional arrangements for collaboration between the various agencies and institutions (UNDP, IUCN, IFAD, and PCC) involved in project arrangements and execution?
 - iv. How effectively has IUCN executed the WISP project? What more could be done as WISP evolves into a programme? What have been the achievements and constraints in terms of project implementation?
- d. What is WISP doing to monitor and evaluate its progress?
 - i. How appropriate is WISP's monitoring strategy and how well has it been implemented?
 - ii. What sorts of outcome or impact indicators are monitored? What sorts of systems are needed to make monitoring of the diverse elements of WISP more effective? How can such a system be mainstreamed into WISP development?
- e. What is the quality and extent of stakeholder participation?
 - i. Who are the stakeholders to WISP? What is their stake and how do they relate to the ongoing work of WISP?
 - ii. To what extent are different categories of stakeholder engaging in WISP?
 - iii. Where does WISP need greater 'buy-in' and how can this be achieved?

3. Efficiency
 - a. Has WISP been cost-effective?
 - i. What have been the achievements and constraints in terms of accessing co-financing?
 - ii. To what extent has WISP been able to leverage additional funding?
 - iii. What results could have been achieved (or achieved better) at a lower cost in the same time frame?
 - b. How well and cost effectively have financial arrangements of the project worked?
 - i. Were the planned budgets for each of the project components realistic?
 - ii. How effective has UNDP's supervision and administrative and financial support been?
 - c. To what extent is the relationship between costs and results reasonable?
4. Impact
 - a. What impacts, intended/unintended; positive and/or negative have so far been achieved as a result of project implementation?
 - b. What are the likely or possible impacts that cannot or have not been monitored? Can this lack of visibility be remedied?
 - c. To what extent is the intervention contributing to a long term positive effect on drylands and pastoral communities?
5. Sustainability
 - a. To what extent are the results and the processes initiated by the project sustainable beyond the period of implementation?
 - b. Which elements of WISP are worth sustaining and how well has IUCN ensured this sustainability?

2.1 Evaluation Methodology

WISP is largely a knowledge management, networking and capacity building project that has not supported any project activities on the ground. The results that have emanated from WISP interventions arise from multi-dimensional sources and programmes and might therefore be difficult to attribute solely to the initiative.

IUCN created a number of global, regional and national networks of pastoral support agencies and research organisations to facilitate the implementation of the project. Due to the global spread of these networks, it was not possible for the evaluation to contact members of these networks individually to establish their views on the progress achieved by the project. The evaluation was therefore conducted primarily as a desk study from the evaluator's home base with a short questionnaire sent to selected members of the management team and project networks. Unfortunately, responses to this questionnaire were very poor and contributed little to the findings of this evaluation. The time allocated for the evaluation was also very limited and did not allow for follow-up with stakeholders that did not respond to the questionnaire.

The major task conducted by the evaluator was document review. The documents reviewed included the Project Document (PRODOC), progress reports, financial reports, knowledge products generated by the project and records of decisions that influenced project management and implementation throughout its life span. As per GEF requirements, the WISP project was subjected to a Mid-term review. The record of the findings and recommendations of that review were also reviewed with the intention of using its findings as a basis for assessing progress at the end of the project implementation period.

The project Web site, www.iucn.org/wisp , was also used as a source of information for the evaluation.

GEF evaluation guidance requires the following project aspects to be addressed by a terminal evaluation and a commentary, analysis and rating provided for each:

- Project concept and design;
- Stakeholder participation in project formulation;
- Implementation approach;
- Monitoring and evaluation;
- Stakeholder participation; and
- Attainment of Outcomes and achievement of Project Objectives

The standard GEF rating system was applied to this exercise. This rating system uses the following categories:

Highly Satisfactory (HS): The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Satisfactory (S): The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Moderately Satisfactory (MS): The project has moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Moderately Unsatisfactory (MU): The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Unsatisfactory (U): The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency

Highly Unsatisfactory (HU): The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Lessons Learnt and Recommendations are also synthesized to inform GEF planning for similar projects that might be supported in future.

3.0 Evaluation Findings and Conclusions

3.1 Project formulation and Design

The World Initiative on Sustainable Pastoralism (WISP) was formulated in response to the realization that pastoral production systems the world over were not receiving adequate attention in policies that guided agricultural development. Instead, pastoral systems were considered backward and injurious to environmental goods and services. The approach adopted in formulating WISP was aimed at generating knowledge and awareness about the potential to contribute to agricultural productivity of these systems as a foundation for advocacy for policy changes that would result in pastoralism receiving the attention it deserved as an economically viable production system. Knowledge generation would need to be complimented by capacity building initiatives at various levels aimed at changing perceptions of what pastoralism was about. In the initial stages of the project the preferred approach to WISP had been to approach pastoralists directly as WISP was considered a project “by the pastoralists” themselves hence the consideration given to the establishment of management bodies such as the Pastoral Advisory Group (PAG) which was expected to monitor the operations of IUCN. The idea of a PAG was however abandoned after the realization that working directly with pastoral groups was not in WISP’s manageable interest. The project then adopted an approach where it worked through networks of institutions that work with pastoralists and used these to deliver services. WISP was therefore grafted onto pastoral networks in the various regions of the world and worked to stimulate networking among these. All the knowledge products that WISP generated were disseminated through these networks to reach both decision makers and pastoral groups.

3.2 Management Arrangements

WISP was implemented by UNDP Kenya and executed by IUCN ESARO based in Nairobi, Kenya. IUCN was chosen on the basis of its technical capacity to advise on matters of rangeland management as well as because of the fact that the agency has global representation through a network of country and regional offices. The proximity of complimentary advisory agencies such as UNEP and the UNDP Drylands Advisory Centre to the IUCN office in Nairobi also added to the attraction of IUCN as an execution partner. As a global conservation organisation IUCN has set up Commissions, members of which can be called upon to provide technical backstopping on projects such as WISP.

A Project Management Unit was set up at IUCN in Nairobi to administer the implementation of WISP. This Unit was headed by a Global Coordinator supported by a Project Officer and Administrative support staff. The PMU reported directly to a Partners Coordinating Committee constituted as described in Section 2 above. This Committee operated like the Project Steering Committee.

The project developed a number of partnerships through which it implemented the various activities that it was responsible for over the past three to four years. Partnerships were also established in South America, West Africa, Europe, and South East Asia. Discussions are also currently on-going within WISP to decide whether the various Regional Offices around the world could be used to provide technical support to these networks. A question regarding this suggestion would be what happens to these networks if WISP develops into an independent programme outside the support framework of IUCN.

Communication and Product Marketing

The original approach to information dissemination under WISP was to use its website and the network of partners and collaborating institutions around the world. WISP also used its research programme to produce valuable materials that can be used to influence the attitudes of decision makers. There is need for the project to engage the mass media to reach the general public so it can leverage the support of the general citizenry in advocating for policy change in favour of pastoral systems. It is recommended that more be done to engage the media in enhancing the understanding of the importance of pastoral production systems as a production system.

The evaluation notes that WISP produced a Communication Strategy which highlights the major issues relating to communication that WISP needs to contend with so as to improve its visibility. The strategy correctly highlights issues relating to the communication messages that need to be sent out, target audiences, and the need for creating a “WISP brand” for effective communication. It is important therefore that WISP Phase 2 finds optimal ways of implementing the recommendations of this strategy.

Product marketing introduces a dimension of WISP that has not been fully developed to date— involvement of the private sector. If the private sector is made aware of the economic potential that lies within pastoral communities, they could change their attitudes and start considering these communities as sources of raw material for industry. The efforts that have been made with the commoditization of meat from small stock in South Africa under WISP are a good beginning which could be expanded through the integration of pastoralists into mainstream marketing systems.

3.3 Stakeholder Participation

The principal stakeholder identified at project conception was the pastoral communities themselves. Other stakeholder classes included pastoralist organizations, pastoralist scholars, governments, the UN and some bilateral donors. These stakeholders have diverse interests and expectations and see WISP holding the key to questions that are important for them.

WISP should have done a lot more to obtain buy-in governments. The government legal departments and those units that are responsible for allocating rights to resources such as land are an important stakeholder group requiring specific attention under WISP. In the next phase WISP ought to find creative ways of effectively engaging governments. A possible innovation could be the production of special policy briefs based upon the findings of the research and publications that the programme has generated to date. Targeted workshops with government representatives are also another possible way WISP could reach relevant government entities. Most governments around the world are members of IUCN. WISP can therefore exploit IUCN membership forums to engage governments more fully on the issue of rights and economic value of pastoralists and pastoralism.

3.4 Project Implementation

UNDP Kenya was the Project Implementing Agency on behalf of GEF for the WISP project which was implemented through NGO Execution arrangement by IUCN ESARO. The project also benefited from international strategic linkages created through partnerships with organization working on issues related to pastoral land use systems. A number of UN organizations such as FAO, IFAD, UNEP and international NGOs such as ILRI collaborated with IUCN in implementing this project.

Role of UNDP Kenya and GEF Regional as Implementing Agency

UNDP Kenya provided administrative support to the project and shared management oversight over the project with other members of the PCC. Records of proceedings of PCC meetings and project assessment reports show that UNDP performed these functions with total commitment although there were some concerns raised regarding delays in financial disbursement that caused some implementation delays during Phase 1.

UNDP-GEF provided technical backstopping as well as implementation supervision services throughout the implementation of the project.

Role of IUCN as Executing Agency

The IUCN Regional Office for East Africa started off as a host institution for the WISP project and then later absorbed the PMU into their structures. The organization has provided credibility to the project due to its international stature and familiarity with the issues under discussion. The evaluator has had the opportunity to review the outputs of the planning session for Phase 2 and has no doubts that the new Global Coordinator of WISP will continue to manage WISP as efficiently as all stakeholders have come to expect.

Programme Monitoring and Evaluation

The need for a functional M&E system was raised in the Midterm Review and a Monitoring and Evaluation Strategy has since been produced which observes the challenges with the process of M&E when dealing with projects such as WISP. This document is a good starting point for tracking the impact project interventions will have on the major stakeholders.

3.5 WISP Progress towards Achieving Objectives

WISP's approach involved gathering knowledge, developing knowledge products, packaging and disseminating these knowledge products and finally promoting their use in advocacy for policy reforms at various levels. The achievement of programme Objectives is predicated upon the achievement of lower level Outputs and Outcomes. This section discusses the Outputs and Outcomes that have been generated through the implementation of activities under WISP as a way of assessing progress that has been made towards achieving the project's objective. The findings of this analysis are summarized in Table 2 below.

A major constraint against the development of pastoralism has been the general lack of awareness among policy and decision makers of this activity as a sustainable production system with the

potential to reduce poverty. Instead there have been pervasive misconceptions that have characterised pastoralism as an inefficient, backward use of natural resources that has led to widespread environmental degradation. Over its life span, WISP has therefore focused on the generation, packaging and dissemination of information and knowledge about pastoralism. This has resulted in the increase in global awareness about the economic value of pastoralists. In addition, the project supported policy review initiatives targeting high level government officials with the aim of addressing policy constraints to the development of pastoralism. In this regard, the project supported a six country review of policies related to pastoralism in East Africa the results of which are now contributing to changes in perceptions about pastoralism. Pastoral best practices from around the globe have also been identified and consolidated for use by policy makers. A major milestone of these efforts has been the creation of a Ministry of Pastoral Affairs in Kenya which is an indication of the impact of advocacy for the production system that has been supported by the project.

WISP project managers realized early in the project cycle that working with pastoralists directly to improve their situation was going to be difficult as pastoralists were poorly organized the world over. The project focused on building support institutions and networks through which lobbying for the production system would be conducted. Having established these networks, the project directed itself towards building the capacities of these institutions to support pastoral communities. Capacity building has been conducted through experience sharing and the generation and dissemination of knowledge in areas such as product marketing and the economics of pastoralism.

The WISP project generated a lot of research products which are now contributing immensely to awareness raising at various levels about pastoral production systems as well as the importance of these systems to nature conservation and the livelihoods of nomadic people. The project also analysed available information on pastoralism and developed tools and best practices which have been packaged for targeted dissemination to policy makers. The Midterm evaluation highlighted the following knowledge products that WISP had generated by 2007:

- Pastoral Economics (Economic Studies on valuations of pastoralist economics and briefs)
- Global Economic Review
- Pastoralism and Conservation
- Pastoral Organisation for Land Rights
- Studies on the impacts of policy on drylands environments
- Studies on a range of best practices (on-going)
- Pastoralism and Millennium Development Goals.

Additional products of WISP since the Midterm Review include the following:

- Delivery of Social Services to Pastoralists: a report on Elements of Good Practice
- CARBON FINANCE IN RANGELANDS: an Assessment of Potential in Communal Rangelands
- Climate Change, Adaptation and Pastoralism
- Policies That Work for Pastoral Environments; a Six-Country Review
- Building climate change resilience for African livestock in sub-Saharan Africa (RF)

- Harnessing Indigenous Knowledge (FAO)
- Niche marketing book "Adding Value to Livestock Diversity - Marketing to promote local breeds and improve livelihoods"
- Two UNCBD publications on Pastoralism, Biodiversity and Climate Change

Through these processes and products, knowledge and awareness about pastoralism have increased. In addition to knowledge generation, the project adopted the creation of global and regional networks as mechanisms for lobbying for the recognition and adoption of pastoralism as a sustainable production system. As of 2009 WISP was supporting and working with up to one thousand three hundred members of the various networks that the project had established globally. This has led to the development of stronger advocacy for the development of policy instruments that benefit pastoralists. It is widely recognized today that most national authorities in countries with significant pastoral communities are paying increasing attention to the issue of pastoralism. The project has also helped increase the understanding of pastoralism among various international development partners which have started indicating their increased understanding of the value of pastoralism as a production system through increasing their contribution to project activities. Co-financing of WISP by donor organisations has increased dramatically over the past few years as a result of this increased understanding.

WISP has also engaged in advocacy for pastoralism through dissemination of policy messages at international, regional and national levels. Notable international events at which WISP has advocated for the recognition of pastoralism as a viable production system include meetings of the United Nations Conventions to Combat Desertification and the Convention on Biological Diversity spanning the period 2005 to 2008. In addition, WISP presented information on pastoralism to the GEF Assembly of 2006 and the United National Permanent Forum on Indigenous Issues. National level advocacy has included training and advocacy workshops, the formulation and dissemination of policy notes and the publication of country policy notes.

The evaluation concludes that the WISP project has made considerable progress towards meeting its objective to advocate and engage in capacity building in support of sustainable pastoral land management, through a catalytic partnership between pastoralists, donors, United Nations agencies, NGOs and the private sector. Overall, the project is rated as having been **Successful (S)**.

Table 2: Progress Towards Outcomes and Outputs

Project Goal	<i>To enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment.</i>
Project Objective	<i>To advocate and engage in capacity building in support of sustainable pastoral land management, through a catalytic partnership between pastoralists, donors, United Nations agencies,</i>

<i>NGOs and the private sector”</i>		
Outcomes	Outputs	Evaluator’s Comments
<p><u>Outcome 1</u> Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape.</p>	<p><u>Outputs</u> Output 1.1: Innovative analytical tools in three key areas (rights, economics and marketing, and organization of pastoralists) Output 1.2: Analyses and reviews of impact of current policies on pastoralism. Output 1.2: Best practice knowledge products available Output 1.4: Data bases on pastoralism available Output 1.5 : Advocacy tools</p>	<p>Since project inception WISP has focussed on the generation of information and knowledge about pastoralism. General global awareness about pastoralists has increased tremendously. A six country review of policies that are contributing to changes in perceptions about pastoralism and a consolidation of pastoral best practices from around the globe has been produced for use by policy makers. A Ministry of Pastoral Affairs has been established in Kenya indicating the impact of advocacy for the production system. Progress toward achieving this Outcome is rated Highly Satisfactory (HS)</p>
<p><u>Outcome 2</u> Enhanced capacity for pastoralists, civil society organizations, and public and private institutions</p>	<p><u>Outputs</u> Output 2.1: Institutions relevant to pastoralism are strengthened at the community, local, national sub-regional and global levels Output 2.2: Expertise of relevant stakeholders enhanced Output 2.3: Improved networks and knowledge management Output 2.4 Public dissemination of information and advocacy at global and regional levels Output 2.5: Analysis of barriers to the adoption of knowledge on sustainable pastoralism</p>	<p>WISP has strengthened the capacities of partner networks and civil society organisations working with and on behalf of pastoral groups through experience sharing and the generation and dissemination of knowledge in areas such as product marketing and the economics of pastoralism. Information has also been disseminated at conferences and global gatherings such as the recent Gathering of Women Pastoralists held in India in November 2010. Progress towards this Outcome is adjudged to be Satisfactory (S)</p>

<p><u>Outcome 3</u> Increased advocacy for effective policies and laws favouring sustainable pastoral resource management (for greater recognition of mobile pastoralism and greater awareness by national stakeholders of policy options to support pastoral livelihoods)</p>	<p><u>Outputs</u> Output 3.1: Increased advocacy for a policy and strategic environment to bring pastoralism into the mainstream of society to integrate it into national development and to bring development in tune with pastoralism. Output 3.2: Advocacy and policy dialogue for laws, regulatory provisions, and governance mechanism to safeguard mobile pastoralist land management Output 3.3: Advocacy and dialogue to change strategies and perceptions within major donors, multilateral agencies and global institutions in support of pastoralism</p>	<p>WISP supported the establishment of national and regional dialogues that were used to promote the recognition of pastoralism as an important production system that promotes sustainable management of range resources. WISP has also lobbied for the development of pastoral friendly policies at meetings of continental bodies such as the African Union and with major donor organisations with a view to influencing processes at national level. While some governments have established institutions responsible for pastoral affairs more advocacy needs to be done at national level to promote the formulation of pastoral friendly laws and policies. Progress towards this Outcome is rated: Moderately Successful (MS)</p>
<p><u>Outcome 4</u> Participation, evaluation and adaptive management increased in WISP</p>	<p><u>Outputs</u> Output 4.1: WISP is designed, implemented and monitored based on consultation with pastoralists and pastoral institutions Output 4.2: Enhanced capacities of pastoralist and local development partners to develop follow on (stand alone) projects promoting sustainable pastoral land management. Output 4.3: WISP is executed effectively by the host institution, adapts to challenges and secures co-financing</p>	<p>WISP has encouraged participation by stakeholders in national, regional and global fora for the promotion of understanding of the production system. Regional and global networks have been used for this. Use of WISP-net has increased over the time the project has been under implementation with membership standing at 1,600 in 2009. The project has avoided creating new contacts preferring rather to work within the network frameworks already in existence. WISP has</p>

		<p>consolidated networks in all the regions of the world. WISP also produced a Monitoring and Evaluation Strategy which has been used by staff of the Programme to tracking progress. Co-financing has been secured from various institutions resulting in the development of a second phase of the programme which is being developed as a programme with funding from IFAD as well as the development of a global drylands programme coordinated by IUCN, the host institution for the original project. Progress towards this Outcome is rated Satisfactory (S)</p>
<p>Overall Rating of Project</p>	<p>The overall assessment is that the WISP project made considerable progress towards set targets. It is therefore rated: Satisfactory (S)</p>	

3.6 Financial Planning

The WISP project was initially planned as a Full size project but was only allocated limited funding resulting in Phase 1 of the project being introduced as a midsize project with a total support of US\$ 950,000 from GEF as shown in Table 3 below. Total funding for the project by the end of project had however increased to more than US\$ 3,000,000 with the bridging fund from UNDP and co-financing received. All co-financing has been committed.

Table 3: Budget Summary for the Original GEF Component

	Year 1	Year 2	Year 3	Total
Output 1: Better Appreciation of Mobile Pastoralism	\$75,000	\$122,500	\$132,500	\$330,000
Output 2: Capacity Development	\$29,100	\$32,500	\$22,500	\$84,100
Output 3: Advocacy	\$27,500	\$15,000	\$27,500	\$70,000
Output 4: Implementation and Adaptive Management	\$150,300	\$130,300	\$185,300	\$465,900
Total GEF Contribution	\$281,900	\$300,300	\$367,800	\$950,000

Table 4: Total Funding including Co-financing

Contributor	Nature	Project Preparation	Amount Committed	Additional Commitments After Prodoc Signed	Total Disbursement to 30/6/2010	Expected Disbursement by project end	Total
GEF			950,000	300,000	1, 169,762	1,250,000	
Cash co-financing (UNDP Managed)	IFAD			200,000	200,000	200,000	
Cash co-financing (Partner managed)	Rockefeller Foundation			121,500	121,500	121,500	
	FAO			49,000	49,000	49,000	
	IFAD			950,000	127,617	127,617	
	Oxfam			39,900	39,900	39,900	
	CBD			7,500	7,500	7,500	
	ASARECA			78,344	78,344	78,344	
	ILC			15,000	15,000		
	FAO			10,000	10,000		
In kind	IUCN			60,000	60,000	60,000	
	RED Pastor			300,000	300,000	300,000	
	Assorted Partners			189,000	180,000	180,000	
	IFAD			200,000	200,000	200,000	
Total co-financing				2,211,244	1,388,861	2,186,244	
Total for Project 2009		560,000				560,000	
TOTAL FOR PROJECT			950,000	2,511,244	2,558,623	3,436,244	

Source: PIR 2010

For a global programme, US\$ 3 million is a very limited budget. Programme managers have also been constrained regarding what they can do with some of the funding as a number of donors supporting programme elements have insisted that they are only used for supporting programmes in Africa thereby effectively cutting out programme implementation in other parts of the world. The learning and capacity building activities of this programme have therefore been difficult to manage. As the project progresses to Phase 2, project management should negotiate with funding organisations to ensure that there are adequate resources to cover other regions as well as Africa.

The Evaluator reviewed the audit reports on the WISP project and is satisfied that the audits reflect the correct position on management under the WISP project. An issue of concern regarding financial management was the delays experienced with financial reporting by partners who in some cases were in far flung places around the world and transfers of funds from UNDP Kenya to the project. The issue of delays in transferring funds from UNDP has been discussed at various PCC meetings with UNDP acknowledging that there was a problem but the situation does not improve. UNDP will need to improve on their management system for them to serve the project better in this regard especially as they have expressed the desire to continue providing financial management services for WISP Phase 2.

An important lesson that comes through very strongly from the WISP funding arrangements is the value of co—financing and commitment of additional resources after the signing of the Project Document by various agencies. It is relatively easy to source funding and in-kind support for projects when they are well thought through and articulated. WISP Phase 2 is already being planned and the evaluator notes the meticulous manner in which project management at IUCN is going about planning for this phase. The experience with implementing WISP has also enabled IUCN to leverage additional resources for the development of a drylands programme also based at the regional office in Nairobi.

3.7 Monitoring and Evaluation Plan

The original WISP project monitoring and evaluation strategy was to have pastoralists themselves at the centre of the monitoring and evaluation of the project. This was to be facilitated through the involvement of pastoralist representatives attending regional and global pastoral gatherings in the assessment of progress on the implementation of WISP activities and help set the agenda for future ones. In addition, a Partners Coordinating Committee was to be established to ensure that the executing agency and the project deliver on its objectives and support the project in technical backstopping. The monitoring and evaluation plan for the project was to follow the standard requirements of all GEF projects (including annual PIRs), and the M&E requirements of UNDP and IUCN.

The executing agency realised early in the project cycle that it was not going to be possible for pastoralists to contribute to the monitoring and evaluation process as they were not properly organised to perform project monitoring and evaluation. Instead, IUCN resorted to using pastoralist representative organisations as vehicles for monitoring and evaluation. Due to the global spread of these organisations, Instead, IUCN resorted to using representative organisations. As it was not practical to conduct monitoring and evaluation through direct contact with these agencies, electronic approaches were used instead. The PCC which met periodically was also used as a vehicle for monitoring project progress and deciding on amendments to the Logframe when this was considered desirable. Comprehensive records of deliberations at PCC meetings were reviewed as part of this evaluation.

The project also used standard GEF and UNDP procedures for monitoring and evaluation. Annual PIRs have been conducted with the full participation of both the UNDP Country Office and the GEF Regional Coordination Unit.

The evaluation concludes that the project has been effectively monitored despite the challenges posed by its global spread resulting in the comprehensive documentation of project results.

3.8 Assessment of Relevance, Effectiveness¹ Efficiency and Sustainability

A specific set of programme criteria that GEF require to be evaluated is Programme Relevance, Effectiveness of Implementation and potential for Sustainability of the results.

Relevance of the Programme to the needs of pastoralists

Project Relevance measures the extent to which the objective(s) and outcomes of a project address the needs of its intended “*beneficiaries*”. In other words, does the project address the identified threats and their root causes?

WISP was designed as a global initiative to address policy and advocacy concerns affecting pastoral communities the world over. Although national and global policies ignore this productive sector, there is growing evidence that pastoralism contributes significantly to national economies. Contrary to conventional wisdom that describes pastoral systems as backward and inefficient users of resources, evidence points to the fact that these systems are adaptable to temporal variations in weather and are better suited to the dryland conditions where they are practiced. It is becoming increasingly evident that it is the exclusivist policies of governments around the world that result in the widespread land degradation that pastoralism is usually associated with. With more than 200 million pastoralists around the world, pastoralism constitutes a significant global economic production system. From this perspective, the relevance of the interventions under WISP cannot be questioned. Relevance is rated **Satisfactory (S)**

Effectiveness of Programme Execution

Effectiveness examines the extent to which the development intervention’s objectives were achieved, taking into account their relative importance. This element is assessed from the perspective of whether the project has made progress towards achieving its intended objectives. As stated throughout this report, IUCN have managed to raise the profile and visibility of pastoralism to a level where governments and civil society now dialogue over enabling policies for pastoralism. Implementation effectiveness is rated **Satisfactory (S)**

¹ According to GEF guidance, “*Relevance and effectiveness will be considered as critical criteria. The overall outcome rating of the project may not be higher than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.*”

Efficiency

Efficiency seeks to establish how well project resources have been administered and deployed towards project elements. The evaluator is satisfied that IUCN has used the resources made to them for the intended purposes. The fact that so much has been achieved from a Medium Size project indicates that the resources have been efficiently used. This element is therefore rated **Highly Successful (HS)**

Sustainability

The GEF Monitoring and Evaluation Policy of 2006 specifies that a Terminal Evaluation shall at a minimum assess the “likelihood of sustainability of project outcomes after its termination and provide a rating for this”. In assessing sustainability of project outcomes, special attention shall be paid to the analysis of the risks that are likely to affect the persistence of such outcomes. The following dimensions of sustainability need to be assessed: institutional framework; project financing; socio-economic risks and environmental risks. The assessment of project sustainability is measured according to the following scale: **Likely (L)**-where there are no risks to project sustainability; **Moderately Likely (ML)**-where moderate risks exist; **Moderately Unlikely (MU)** –where there are significant risks and **Unlikely (U)**where there are severe risks to project sustainability.

Institutional Sustainability: WISP interventions have been developed within the framework of IUCN, a global environment and development network which will continue to provide backstopping to the initiative. Further, the project has also enabled the shift of policy dialogue from the local level to the global level, thereby placing the WISP agenda at a global scale. The knowledge products that WISP has generated on pastoralism have been disseminated widely through the WISP lobbying and advocacy programmes resulting in a wide range of stakeholders acquiring increased understanding of pastoralism as a viable production system. This widespread knowledge about the production system will promote the sustainability of WISP. The creation of regional networks that support pastoralist initiatives will in the long run promote the sustainability of this production system. IUCN has now developed a global drylands programme as a result of the initiatives supported by the WISP project. Institutional sustainability of WISP is therefore rated **Likely (L)**.

Financial Sustainability: A lot of development interventions that are supported by donor organisations usually wind up soon after such support ceases. This is usually the case with regards programmes and initiatives that suffer from limited government support. WISP has identified sources of financing beyond the initial GEF support that have facilitated the development of a programme which constitutes what IUCN are calling Phase 2 of WISP. This development has been occasioned by the realization among policy makers that pastoralism is a viable production system that has the potential for addressing issues of environmental sustainability and poverty eradication among pastoralists. Numerous financing partners have committed resources to the initiatives as evidenced by the support that has been attracted by WISP 2 and the IUCN Global Drylands Programme. Governments have also started paying increased attention to pastoral issues. A good example is the Government of Kenya that has

established a Ministry of Pastoral Affairs. Because of these developments, financial sustainability of WISP is adjudged to be **Likely (L)**.

Social Sustainability: Pastoralism has to date received little attention from policy and decision makers resulting in lack of recognition of the system as an economically and environmentally viable production system. Through WISP interventions this situation is now changing with pastoralism receiving increasing recognition at national, regional and global level. WISP interventions have resulted in the creation of networks of pastoral support institutions that are now lobbying for pastoralists at various levels thereby placing issues of pastoralists on the development agenda. Thus even though pastoralists are still to realize rights such as rights to land and credit, some governments have started providing for pastoralism in their planning processes. As stated in the discussion of financial sustainability above, the Government of Kenya has established a Ministry responsible for pastoral affairs. With this increasing attention, pastoralism will be recognized as a viable production system that contributes to social and economic development among pastoralists. With increased contributions to economic development, pastoralism will become socially sustainable. Social sustainability of pastoralism is therefore rated **Likely (L)**.

Environmental Sustainability: Development planners and policy makers are beginning to recognize that pastoralism as a production system is not solely responsible for the widespread degradation of range lands that characterizes the land that pastoralists have access to the world over. Instead, it is the restriction of rights to resources that encourages pastoralists to extract as much as they can from the environment. As policy makers start paying greater attention to the needs of pastoralists, it is expected that pastoralism will be included in overall national development planning with guaranteed rights to resources for pastoralists. This will in turn encourage pastoralists to manage natural resources sustainably. With these developments, WISP will contribute to the achievement of global environmental benefits through sustainable management of the pastoral agro-ecological landscape. Environmental sustainability of WISP interventions is adjudged to be **Likely (L)**.

Table 5: Assessment of Programme Relevance, Effectiveness and Sustainability

Project Element	Rating
Relevance	Likely (L)
Effectiveness	Likely (L)
Sustainability	Likely (L)

3.9 Expected Global Environmental Benefits

Pastoral lands are currently experiencing widespread degradation due to lack of recognition of pastoralism as a viable economic production system by most governments. WISP has focussed on promoting increased appreciation of pastoralism as an environmentally sustainable production system, the building of capacities among pastoral institutions for supporting pastoralists and promoting advocacy for the development of policies that enable the institutionalisation of pastoralism within economic production systems. With pastoral systems covering an estimated forty per cent (40%) of the earth's surface, it is expected that the outcomes of WISP will contribute to sustainable land management within pastoral systems thereby yielding considerable global environmental benefits.

4.0 Lessons Learnt

1. WISP is a project that was aimed at changing people's perceptions regarding pastoralism as a production system. Although a variety of knowledge products have been developed, it will always be difficult to measure the extent to which these perceptions have been changed as a result of the project. There is therefore need for continued attention to be paid to awareness creation, training and capacity building among all concerned stakeholders to promote the institutionalisation of the production system. This is the focus of the follow-on WISP programme.

2. Projects such as WISP which are aimed at changing mindsets require long implementation timeframes before they start showing results. It was not possible to identify specific project impacts on the ground at the time of the evaluation. The development of a follow-on programme on pastoralism at IUCN is therefore timely as it will ensure the consolidation of experiences into tangible results over the long term.

3. Global initiatives are inherently difficult to coordinate as they involve a myriad of stakeholders operating at various levels. The use of already existing institutions, partnerships and networks as vehicles to facilitate the implementation of projects such as WISP is a very effective way of promoting the coordination of such programmes. The Global Coordination Office of WISP did this effectively resulting in increased interest in the outputs of the initiative.

4. While development policies are developed at national level, lobbying for the implementation of these policies should be conducted at various levels. The lobbying for policy change that WISP conducted at global, regional and local levels has resulted in some governments introducing new policies with support from international agencies such as UNCCD and UNCBD Secretariats.

5. Misconceptions about pastoral systems have largely been fuelled by lack of knowledge and information. It is important that adequate and appropriate knowledge and information about the merits and demerits of this production system are continuously generated and disseminated to decision makers for them to be able to make informed decisions.

6. Pastoralists are not effectively organised to lobby for policy change on their own. Innovative ways of ensuring that policy makers are made aware of the concerns of pastoralists are required. These include engaging representative organisations such as non-governmental organisations working with pastoralists in the definition of issues for presentation to decision makers.

Conclusions and Recommendations

Final Evaluations do not usually give recommendations that are intended to influence programme redesign. They usually confine themselves to administrative arrangements relating to the project. The case of the WISP project is somewhat different however as the Executing Agency is already in the middle of formulating a Phase 2 of the same project and had requested that this evaluation provide some pointers as to what issues should be picked up in the follow-on phase. The following are issues that have been synthesised from the assessment of Phase 1 and the planning meeting conducted by the PCC in October 2010. They are being posted here to advise the EA on what issues to consider as they develop the next phase.

1. The WISP project has now been elevated to a Programme to be implemented outside the GEF framework. This has implications for what can and cannot be done going forward. If WISP 2 is developed as a programme, consideration needs to be given to the structure of the PCC. IUCN

should therefore go broader and include more institutions than were involved in the management arrangements that were instituted under the GEF funded project.

2. WISP needs to develop feedback mechanisms from their Website and WISP-net to allow project managers to track the extent to which the information and knowledge stakeholders are getting from these two sites is being applied among pastoral groups.

3. The programme has mobilised financial resources from external donor agencies but should broaden this base to include “local resourcing”. The idea that WISP was for pastoralists should be revisited to ensure that beneficiaries of the process start contributing to “their initiative.”

4. Policy briefs have been produced and disseminated to decision makers but there has not been a mechanism in place to track what use they have been put to. As with the recommendation of the Midterm review that WISP focus on a limited number of tasks and programme areas, the programme should also identify a few targeted policy briefs for discussion and follow up with government representatives. Most governments especially in sub-Saharan Africa are members of IUCN. The members’ forums therefore provide unique opportunities for focused discussion at such meetings.

5. The planning meeting of October 2010 considered the need to redefine and synthesise issues that are pertinent to the situation of pastoralist with issues relating to water and climate change being raised for specific attention. This process should not be left to opportunistic investment of time but should be used by WISP to generate debate that can ultimately influence development planning processes around the world. In this regard, WISP Phase 2 should link up with similar initiatives under the ISLM rubric and learn from practical examples of projects that are promoting sustainable land management.

6.0 Annexes

Annex 1: Terms of Reference



THE WORLD INITIATIVE FOR SUSTAINABLE PASTORALISM (WISP)

*Terms of reference for the Terminal Monitoring and
Evaluation Review of the IUCN/UNDP/GEF
World Initiative for Sustainable Pastoralism*



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I. INTRODUCTION

UNDP/GEF Monitoring and Evaluation (M&E) policy

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives:

- i) to monitor and evaluate results and impacts;
- ii) to provide a basis for decision making on necessary amendments and improvements;
- iii) to promote accountability for resource use; and
- iv) to document, provide feedback on, and disseminate lessons learned.

A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

Project Context and Objectives

Project rationale

WISP is a three year GEF-funded project, extended through a bridging fund until the year 2010, implemented by UNDP and executed by the Eastern and Southern African Regional Office (ESARO) of IUCN. It is an advocacy and capacity building project that seeks a greater recognition of the importance of sustainable pastoral development for both poverty reduction and environmental management. WISP enables pastoralists to sustainably manage drylands resources and to demonstrate that their land use and production system is an effective and efficient way of harnessing the natural resources of the world's drylands.

WISP works in a consultative manner through global, regional and national partnerships to ensure that appropriate policies, legal mechanisms and support systems are established to enhance the economic, social and ecological sustainability of the pastoral livelihood system. WISP aims to provide the social, economic and environmental arguments for pastoralism to improve perceptions of pastoralism as a viable and sustainable resource management system.

The overall goal of WISP is to enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment. The immediate objective is to advocate and engage in capacity building in support of pastoral sustainable land management, through a catalytic partnership between pastoralists, donors, UN agencies, NGOs and the private sector.

The four project outcomes are:

1. Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape
2. Capacity development of pastoralists, civil society organizations, and public and private institutions
3. Advocacy for effective policies and laws favoring sustainable pastoral resource management (for greater recognition of mobile pastoralism, and greater awareness by national stakeholders of policy options to support pastoral livelihoods)
4. Participation, evaluation, and adaptive management increased

Executing Arrangements

The WISP is funded by the Global Environment Facility (GEF), Implemented by UNDP Kenya and executed by IUCN-ESARO. The total budget of WISP is US\$950,000 from GEF, to be implemented over three years, with an additional US\$200,000 from IFAD to complement the same activities. It then received a bridging fund of US\$ 300,000 that extended the project to 2010. Other contributions have been made by IUCN, with contributions to specific project activities by a range of different partners.

The WISP is coordinated from the IUCN regional office in Nairobi. The core Advisory group is called the Programme Coordinating Committee (PCC), which provides overall guidance to the WISP's direction and strategies, technical input, and advice to ensure the relevance of WISP's outputs. The PCC assists WISP in making and developing partnerships and other relationships.

The project was initiated in October 2005 and the first Global Coordinator was recruited in February 2006 with a second Global Coordinator being recruited, together with various project staff. The Main activities of WISP have been organized into a series of Core Activities, which encapsulate the main four outcomes of the project: knowledge management, capacity building, advocacy and participation.

II. OBJECTIVES OF THE EVALUATION

The terminal evaluation exercise will be carried out to provide a comprehensive and systematic account of the performance of the WISP project and the emerging WISP programme by assessing the project design, activities, the process of implementation, and the impact of the various components of the project vis-à-vis project objectives. The purpose of the evaluation is to make an informed statement on the overall performance of the project and guidance on how to improve the implementation process and delivery in the next phase of WISP as a programme. It will include extensive consultation with various stakeholders.

The focus will be on the following main issues:

9. Achievements made in implementing the project, in particular the strengths and weaknesses of implementing the components/activities in the logical framework of the project document and role and effectiveness of project management structures and role in implementing the project
10. Outcomes and impacts (intended/unintended; positive/negative) realized as a result of the project
11. Strengths and weaknesses of the project design and implementation strategy
12. Factors that contributed or hindered attainment of project objectives
13. Achievements in networking, creation of partnerships and knowledge management
14. Relevance of WISP's Conceptual Model
15. The Value of WISP as a "network"
16. Lessons learned in relation to enhancing awareness, capacity development and advocacy through the use of networks and partnerships in relation to mobile pastoralism as a form of productive and sustainable land management

The review will:

- Provide information on the effectiveness and efficiency of project management and supervision of project activities – in particular the roles of the Programme Coordinating Committee and the overall management of the project
- Assess the quality and usefulness of delivered outputs and the extent to which the project achieved all the planned outputs
- Assess the project outcomes and impact pathways, at various levels, i.e. country, regional and global and the impact of WISP's capacity building support
- Establish the issue of sustainability: The extent to which benefits realized can and will be sustained in the long term. Describe any catalytic role or replication effect of the project
- Assess the relevance of the WISP project to i) stakeholders and ii) in relation to enhancing the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment
- Assess the quality of participation and consultation with multiple stakeholders
- Evaluate the usefulness, relevance and adoption of knowledge management products
- Assess the effective use of funds and degree of co-financing of the project as well as opportunities and constraints related to financing

Evaluation Issues and Questions

The evaluator will undertake a detailed review of all relevant project documentation as well as preliminary discussions with the managers of the evaluation to develop a detailed evaluation matrix, outlining the evaluation issues and specific questions to be explored; as well as indicators and data sources/methodologies. Please see the Evaluation Matrix in Annex 3.

Key issues and questions to be included in the evaluation matrix include the following:

6. Relevance

- a. To what extent does the intervention respond to priority problems and issues in the situational analysis?
 - b. To what extent is the situation analysis for the WISP project adequate for the long-term WISP program?
7. Effectiveness
- a. To what extent is the intervention achieving its planned results (outcomes and outputs)?
 - i. Have the activities outlined in the workplan been implemented? If not, why?
 - ii. What is the quality and usefulness of the project outputs produced so far in relation to its expected results?
 - iii. To what extent has the project followed the revised logical framework analysis?
 - b. Are the project outcomes and outputs sufficient to contribute to achieving the goals of WISP?
 - c. Management effectiveness
 - i. Is the Programme Coordinating Committee providing effective guidance to WISP?
 - ii. How should WISP monitor progress towards objectives and planned results?
 - iii. How effective are the organizational/institutional arrangements for collaboration between the various agencies and institutions (UNDP, IUCN, IFAD, and PCC) involved in project arrangements and execution?
 - iv. How effectively has IUCN executed the WISP project? What more could be done as WISP evolves into a programme? What have been the achievements and constraints in terms of project implementation?
 - d. What is WISP doing to monitor and evaluate its progress?
 - i. How appropriate is WISP's monitoring strategy and how well has it been implemented?
 - ii. What sorts of outcome or impact indicators are monitored? What sorts of systems are needed to make monitoring of the diverse elements of WISP more effective? How can such a system be mainstreamed into WISP development?
 - e. What is the quality and extent of stakeholder participation?
 - i. Who are the stakeholders to WISP? What is their stake and how do they relate to the ongoing work of WISP?
 - ii. To what extent are different categories of stakeholder engaging in WISP?
 - iii. Where does WISP need greater 'buy-in' and how can this be achieved?
8. Efficiency
- a. Has WISP been cost-effective?

- i. What have been the achievements and constraints in terms of accessing co-financing?
 - ii. To what extent has WISP been able to leverage additional funding?
 - iii. What results could have been achieved (or achieved better) at a lower cost in the same time frame?
 - b. How well and cost effectively have financial arrangements of the project worked?
 - i. Were the planned budgets for each of the project components realistic?
 - ii. How effective has UNDP's supervision and administrative and financial support been?
 - c. To what extent is the relationship between costs and results reasonable?
- 9. Impact
 - a. What impacts, intended/unintended; positive and/or negative have so far been achieved as a result of project implementation?
 - b. What are the likely or possible impacts that cannot or have not been monitored? Can this lack of visibility be remedied?
 - c. To what extent is the intervention contributing to a long term positive effect on drylands and pastoral communities?
- 10. Sustainability
 - a. To what extent are the results and the processes initiated by the project sustainable beyond the period of implementation?
 - b. Which elements of WISP are worth sustaining and how well has IUCN ensured this sustainability?

III. PRODUCTS EXPECTED FROM THE EVALUATION

The report of this review shall be written in English, of no more than 25 pages (excluding annexes) with particular emphasis on recommendations for improving WISP's delivery of results. Important changes and priority actions need to be very clearly flagged. The final report shall be presented to the IUCN-WISP management team, the PCC and other invited partners.

The evaluation report outline should be structured as follows further explained in sections below:

- | | |
|----|--|
| 1. | Executive summary |
| 2. | Introduction |
| 3. | The project(s) and its development context |
| 4. | Findings and Conclusions |
| | 4.1 Project formulation |
| | 4.2 Implementation |
| | 4.3 Results |
| 5. | Recommendations |
| 6. | Lessons learned |
| 7. | Annexes |

This review will be conducted using document review and telephone and/or email interviews of key informants and stakeholders. Some of these stakeholders include French and Spanish speakers, so a means of performing interviews will be negotiated with the consultant. Key elements of the review will include:

1. A desk review of project documents:
 - a. The PRODOC, outputs, monitoring reports and relevant correspondence
 - b. Mid Term evaluation report and recommendations
 - c. Project implementation reports (PIRs)
 - d. Review of specific products developed for and by the project, including reports, policy briefs, publications
 - e. Notes from the Programme Coordinating Committee meetings
 - f. Audit reports
 - g. Other material produced by the project team
 - h. The project Web site, www.iucn.org/wisp
2. Interviews with key Stakeholders, including:
 - a. UNDP/GEF Task Manager and relevant staff
 - b. UNDP Kenya Office Nairobi
 - c. UNDP Drylands Development Centre
 - d. Global Coordinator of WISP, in Nairobi
 - e. IUCN Regional Drylands Coordinator
 - f. IUCN-ESARO staff and line management
 - g. IFAD portfolio manager
 - h. Members of the WISP network
 - i. Implementing partners
 - j. Policy Dialogue partners (UNCCD, GEF)
 - k. Members of the Programme Coordinating Committee
 - l. Contributing agencies to various WISP projects (FAO, Rockefeller, CBD)
3. Review (from literature and key informants) of global discourse on drylands and pastoralism
4. Review the ongoing monitoring of WISP

The consultant will identify appropriate tool kits that may be available on the UNDP web site and those provided by IUCN to facilitate this review.

V. EVALUATION CONSULTANT'S PROFILE

The review will be carried out by a consultant with the following qualifications:

- Professional background in Monitoring and Evaluation of advocacy, networking and knowledge management projects, with a minimum of 10 years relevant working experience
- Experience in evaluating UNDP/GEF projects
- Excellent English writing and communication skills (including word-processing), able to effectively communicate the evaluation results in a manner that is easily understood by all parties
- Demonstrated ability to assess complex and innovative programmes and to develop relevant and practical recommendations
- Demonstrated understanding of GEF principles and expected impacts in terms of global benefits
- Working knowledge of either French (very desirable) or Spanish (desirable)
- Familiarity with global pastoralist or dryland issues (desirable)

VI. IMPLEMENTATION ARRANGEMENTS

The review will be carried out between July and September 2010 as stipulated in the schedule below.

The consultant is expected to conduct interviews by telephone and email, but travel may be negotiated at the planning stage in agreement with IUCN.

The consultant will submit an inception report to UNDP, GEF, IUCN at the start of the consultancy, outlining how they intend to implement the work, including a detailed itinerary in order to arrange appropriate support, as required, from IUCN.

Below is a time schedule outlining the **major milestones** of the consultancy?

Activity	Responsible Party	Deadlines	Remarks
Signing of contract and briefing of consultant	Consultant, UNDP, IUCN	28 th July 2010	Consultant to give a comprehensive brief on work to be undertaken
Preparation of and submission of inception report	Consultant	2 nd August 2010	Consultants to familiarize with the project, the Terms of reference and produce an inception report

Present inception report to IUCN, UNDP & RTE & Feedback	Consultant & IUCN, UNDP & RTE	5 th August 2010	Feedback on the inception report by IUCN, UNDP & RTE
Review of documents, interviews	Consultant	23 rd August 2010	Consultant to review documents, hold interviews etc
Production of Draft report	Consultant		Draft report produced and presented to IUCN, UNDP, RTE & PCC
Feedback on Draft	IUCN, UNDP, RTE & PCC	26 th August 2010	Comments and feedback on draft report by IUCN, UNDP, RTE & PCC
Incorporation of comments and submission of final report	Consultant	30 th August 2010	Comments are incorporated and final report produced and submitted
Approval of final report	IUCN, UNDP & RTE	3 rd September 2010	Final report submitted, approved and final payments processed
Presentation at the PCC	Consultant	22 nd September 2010 (Date to be confirmed)	Make a final presentation during the WISP PCC

Below is a time schedule outlining the **Consultancy Days**?

Activity	Deadlines	Days
Preparation and submission of inception report	2 nd August 2010	3
Review of documents, interviews etc	16 th August 2010	12
Production of Draft Report	23 rd August 2010	5

Incorporation of comments and submission of final report	30 th August 2010	2
Presentation of Final report to PCC	22 nd September 2010 (Date to be confirmed)	1

VII. SCOPE OF THE EVALUATION – SPECIFIC ISSUES TO BE ADDRESSED

This evaluation has a dual purpose – to evaluate the effectiveness of the project and to evaluate the Program strategy that the project has engendered, with recommendations for developing the program strategy further. The details below are to be complemented by the Evaluation Matrix in Annex 2 to ensure that both purposes of this evaluation are attained.

1. Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

2. Introduction

- Purpose of the evaluation
- Evaluation issues and questions
- Methodology of the evaluation
- Structure of the evaluation

3. The project and its development context

- Project start and its duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Main stakeholders
- Outcomes/Results expected
- Evolution from Project to Programme
- Relevance of the Programme Strategy

4. Findings and Conclusions

In addition to a descriptive assessment, all **criteria marked with (R) should be rated** using the following divisions of the six-point rating scale: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Unsatisfactory (U), Highly Unsatisfactory (HS) – Ratings further detailed in Annex 5.

a. Project Formulation

Conceptualization/Design (R). This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.

Country-ownership/Driveness. Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.

Stakeholder participation (R) Assess information dissemination, consultation, and “stakeholder” participation in design stages.

Replication approach. Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).

Other aspects to assess in the review of Project formulation approaches would be UNDP comparative advantage as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

4.2. Project Implementation

Implementation Approach (R). This should include assessments of the following aspects:

The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required.

Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.

The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.

The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.

Technical capacities associated with the project and their role in project development, management and achievements.

Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:

- (i) The production and dissemination of information generated by the project.**
- (ii) Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.**
- (iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.

Financial Planning:

Including an assessment of:

- (i) The actual project cost by objectives, outputs, activities**
- (ii) The cost-effectiveness of achievements**
- (iii) Financial management (including disbursement issues)**
- (iv) Co-financing - track and comment on successful realization of the co-financing commitments.**

A) Sustainability

Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GCO and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

An overall rating of Project Implementation should be provided using the six point rating scale Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), and Unsatisfactory (U) and Highly Unsatisfactory (HS) ratings.

B) Next phase of WISP

To what extent is the situation analysis for the WISP project adequate for the long-term WISP program?

To what extent is IUCN justified in moving the emphasis of WISP from knowledge capture/generation towards capacity building? To what extent does IUCN have the capacity to make this shift effectively?

How effective is WISP's approach to stimulating and supporting Regional Networking and what more can be done to expand the umbrella-cover of the global network?

How effective is the current Monitoring Strategy for assessing the impact and outcomes of WISP and how relevant will this approach be for the future of WISP? How can the monitoring approach be streamlined or made more practicable?

What impacts and outcomes have been monitored and what do they say about the effectiveness of WISP? How should WISP react to these impacts/outcomes (or lack thereof)?

5. Results

Attainment of Outcomes/ Achievement of objectives (R):

Including a description *and rating* of the extent to which the project's objectives (environmental and developmental) were achieved using the six point rating scale Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), and Unsatisfactory (U) and Highly Unsatisfactory (HS) ratings

This section should also include reviews of the following:

Sustainability beyond the project cycle

- Contribution to upgrading skills of the national staff

5. Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives (i.e. WISP emerging as a programme)

6. Lessons learned

- Lessons learnt on UNDP/GEF WISP project
- Lessons learnt on IUCN/WISP programme

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

7. Evaluation report Annexes

Evaluation TORs

Itinerary

List of persons interviewed

Summary of field visits

List of documents reviewed

Questionnaire used and summary of results

Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

Annex 2: Revised WISP Logframme

SECTION II: STRATEGIC RESULTS FRAMEWORK

PART I: Logical Framework Analysis

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Overall goal: To enhance the enabling environment for sustainable rangeland management, improved pastoral livelihoods, and pastoral empowerment					
Immediate objective: to advocate and engage in capacity building in support of pastoral sustainable land management, through a catalytic partnership between pastoralists, donors, UN agencies, NGOs and the private sector.					Projects working with pastoralism cooperate with WISP and that co-financing is available to deliver on all the outcomes

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Outcome 1: Better appreciation of mobile pastoralism as a form of productive and sustainable land management, to promote poverty alleviation and ecosystem integrity within the agro-ecological landscape</p>	<p>- number of critically important and state-of-the-art knowledge management products on pastoralism</p>	<p>- Some ad hoc research processes under way, including LEAD, IIED, PCI, but it has not been packaged effectively, and there are key gaps</p>	<p>- Research community generates sufficient knowledge, based on the needs as identified by pastoralists, by end of 3rd year that promotes public recognition of the value of pastoralism, including at the level of overall Government planning and accounting</p> <p>- all knowledge products generated is packaged effectively for informing pastoralists and decision makers by the end of the project</p> <p>- all knowledge products fill 3-4 key identified gaps in appreciation of pastoralism by the end of the project</p>	<p>Global and regional pastoral gatherings verify the priority of the knowledge products and evaluate the outputs</p> <p>Final evaluation of project</p>	<p>Pastoral gatherings are able to identify knowledge products that are innovative and timely within the three years of the project</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 1.1: Innovative analytical tools in three key areas (rights, economics and marketing, and organization of pastoralists)</p>	<p>Number of newly developed appropriate and innovative analytical tools</p>	<p>Various studies and research data available, however, they are not easily transferable to decision makers</p>	<p>By the 2nd year, at least 5 economic valuation studies done at regional and global levels comparing pastoral systems with sedentary livestock, crop systems and wildlife protected areas;</p> <p>By end of 2nd year, at least 5 regional and global scenario building and options analysis done for decision makers.</p> <p>By the end of 3rd year, a system for certification /labeling of pastoral products developed (organic, fair trade, etc)</p>	<p>Annual progress reports</p>	<p>Decision makers can be influenced by sound economic arguments</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Output 1.2: Analyses and reviews of impact of current policies on pastoralism within the wider landscape	Number of state-of-the-art reviews	No reviews Regional efforts in West Africa to improve policy formulation	By the end of 3 rd year, one survey of international agreements affecting pastoralists; at least 8 reviews of impact of national policies in participating countries on pastoralism; one review of policies of inter-governmental authorities; and one review of failures of past experiences on pastoral development; By the end of the first year, one study on interactions and relationships between mobile pastoralism and other production systems in the landscape (global study)	Annual progress reports	Policy impact reviews can be convincing to decision makers at all levels

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 1.3: Best practice knowledge products available</p>	<p>Number of best practice manuals, guides and other knowledge products</p>	<p>Best practices exist in a number of thematic areas but very rarely shared at global level</p>	<p>By the end of the 3rd year, at least two generic legal tools for pastoralism (based on best practices in Spain, West African Pastoral Codes, etc.); at least one manual for mobile services (health, education, veterinary); at least one product on conflict resolution (herder to herder, herder to farmer, and herder to protected area).</p> <p>By the end of the 3rd year at least one best practice manual on transboundary mechanisms in support of transhumance; and one best practice manual on pastoralism for biodiversity conservation.</p> <p>By the end of the 2nd year, at least one manual on innovative technologies for increasing pastoral production</p>	<p>Final Evaluation</p> <p>National budgets / financial reports</p>	<p>Lessons can be extrapolated to other contexts and situations</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Output 1.4: Data bases available on pastoralism ??Who will actually do this??	Data Bases on pastoralism	No global or regional numerical or spatial data available on pastoralism	By end of 1 st year, at least 5 regional and one global data base available on all forms of pastoralism (census data, maps) By end of 3 rd year, a data base of pastoral associations and organizations	Annual Progress Reports Final Evaluation	Data bases are useful statistical information for decision makers Data base of pastoral associations will assist in cross-regional transfers, communication and empowerment
Output 1.5: Advocacy tools	Number of correctly packaged advocacy tools	No advocacy tools available at national, regional or global levels	By end of 3 rd year, all knowledge products (outputs 1.1 to 1.4) are packaged appropriately and innovatively to influence both decision makers, politicians and pastoral leaders	Final evaluation	Innovative packaging can be targeted to specific audiences for maximum effect

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Outcome 2: Enhanced capacity of pastoralists, civil society organizations, and public and private institutions</p>	<p>Number of Effective pastoral institutions in the participating countries</p>	<p>Active efforts in all regions but no cross-continental exchanges</p> <p>Some self-organization among pastoralists</p>	<p>By the end of the project, at least 10 national and regional pastoral institutions are able to engage in policy dialogue with governments and inter-governmental organizations, and to leverage support from private sector</p> <p>By the end of the project, at least 5 pastoral organizations have enhanced capacities (self-organization) and able to train pastoralists in their constituencies</p>	<p>Final Evaluation</p>	<p>There is sufficient investment in order to impact capacity of mobile pastoralists.</p> <p>Co-financing delivered</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 2.1: Institutions relevant to pastoralism are strengthened at the community, local, national, sub-regional and global levels</p>	<p>Number of Pastoralist Parliamentarian Groups and in other government positions having advocacy tools developed by Outcome 1</p> <p>Number of pastoral associations effectively representative and functioning at each level</p>	<p>Governance strengthened at national and local level</p> <p>Gaps at transboundary level</p> <p>Slowly emerging global alliances and representation</p>	<p>- At least 10 Pastoral Parliamentarian Groups have access to advocacy tools by 2nd year</p> <p>- At least 15 Pastoral Organizations and Associations at the local/national level strengthened by end of 3rd year</p> <p>- At least two Transboundary pastoral institutions established and/or strengthened</p> <p>- At least two global pastoralist organizations sustainably strengthened (including WAMIP, and another to be nominated) by end of 3rd year</p>	<p>Final Evaluation</p>	<p>Mechanisms are found so that Pastoral Mobility does not impede the coming together of parties</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 2.2: Expertise of relevant stakeholders enhanced</p>	<ul style="list-style-type: none"> - Pastoralist experts having increase skills to better serve pastoral communities - appropriate educational tools to support and maintain mobile pastoralism - increased skills / options for alternative livelihoods - increased skills for new and innovative technologies to increase production through sustainable land management 	<ul style="list-style-type: none"> - IIED supported educational curricula - Workshops / events / symposia planned for 2005 - FAO training in NRM negotiation 	<ul style="list-style-type: none"> - Pastoral issues successfully mainstreamed in education curricula within at least 3 participating countries by the end of 3rd year - At least 5 regional exchanges and training Workshops between Pastoral Inter-parliamentary groups, pastoral associations and local government by end of 3rd year 	<ul style="list-style-type: none"> Annual Progress Reports Final Evaluation National curricula 	<p>Mobility / drought / unrest will not impede effective participation</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 2.3: Improved networks and knowledge management</p>	<ul style="list-style-type: none"> - Number of Networks - Number of participants in networks 	<p>Strong and effective websites and networking, such as IDS, TPNs, and LEAD</p> <p>National and regional network projects ongoing</p> <p>Little linkages between networks, and little focus on mobile pastoralism</p>	<ul style="list-style-type: none"> - At least 5 regional WISP networks established in Latin America, North Africa and Middle East, West Africa, East and Southern Africa, and Central Asia; .and functioning by end of 2nd year - At least 100 pastoralists, 50 pastoral experts and NGO experts, and 100 government experts linked to the regional networks by end of 3rd year - Cooperation established between networks, including with TPNs of UNCCD, - Linkages established with websites of LEAD, IDS, World Herder's Council, WAMIP, and others to be identified - cross-learning and north-south and east-west exchanges information and key messages disseminated between this MSP and other GEF projects related to pastoralism (GEF Pastoral Network) 	<p>Final Evaluation</p> <p>Membership reports of selected networks</p>	<p>Stakeholders have easy access to websites, and other electronic based media</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Output 2.4 : Public dissemination of information and advocacy at global and regional levels	Public information creatively packaged and disseminated	Very little focus of public on mobile pastoralism as a positive fact	<ul style="list-style-type: none"> - At least one Innovative international conference with pastoral representation by end of 3rd year, together with at least 3 regional conferences - At least 2 instances of materials developed for international media by end of 3rd year - 50% more national media outlets cover pastoral issues and benefits 	Conference reports Media broadcasts, including commercial outlets	Commercial media interested

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Outcome 3: Advocacy for effective policies and laws favoring sustainable pastoral resource management (for greater recognition of mobile pastoralism, and greater awareness by national stakeholders of policy options to support pastoral livelihoods)</p>	<p>Pastoralist issues are part of the mainstream debate</p> <p>Degree of recognition of rights of mobile pastoralists</p> <p>Degree of public recognition of pastoralism as a form of sustainable land management</p> <p>Degree of security of rights of pastoralists to their landscapes and resources</p>	<p>Oxfam, Panos & ITDG engaged in pastoral advocacy efforts in East Africa (local and national)</p>	<p>Myths and misconceptions within policy, decision making, and dialogue reduced by 50% at the national, regional and global levels by the end of the project</p> <p>At least 5 instances where knowledge generated on outcome 1 will influence policy and enhance the effectiveness of pastoral governance in participating countries</p> <p>Incorporation of the values of pastoralism in national accounting, economic planning and national development in at least 5 participating countries by the end of the project</p>	<p>Final Evaluation</p> <p>Degree of recognition of mobile pastoralism in national, regional and global events</p>	<p>Government are committed to principles of the project, and willing to implement changes / recommendations</p> <p>Political conditions are stable</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 3.1: Policy and strategic environment to bring pastoralism into the mainstream of society and integration into national development enhanced,</p>	<ul style="list-style-type: none"> - Number of national development frameworks and documents to integrate pastoral issues - Effectiveness / enforcement of laws and policies in favor of pastoralism - Myths and misconceptions removed - regulations that support pastoral production systems are more competitive 	<p>Several initiatives at the national level</p>	<ul style="list-style-type: none"> - Development frameworks (PRSPs, MDGs) of at least 5 participating countries begin to address pastoral issues by 2nd year. - At least 5 countries modify policies towards pastoralism by end of the project - At least 5 countries commit budgetary resources for sustainable pastoral development by end of 3rd year - Advocacy material effectively disseminated within different government sectoral ministries of at least 5 countries by 3rd year - Effective pastoralist-led advocacy platform established in at least 5 countries - At least 3 countries revise differential economic policies that affect mobile pastoralists 	<p>Annual Report; MDG Reports; I-PRSP and PRSP documents</p>	<p>Government's receptive to arguments and national willingness to support pastoralism</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 3.2: Laws, regulatory provisions, and governance mechanisms that safeguard mobile pastoralist land management are in place</p>	<ul style="list-style-type: none"> - Number of new laws drafted - Number of land agreements / titles secured 	<ul style="list-style-type: none"> - Pastoral codes and laws available for consultation at regional and national level in both a “developing” country and “developed” country context 	<ul style="list-style-type: none"> - At least 3 countries draft new laws or codes in support of mobile pastoralism by end of project - Mobile pastoralists secure land agreements/titles in at least 2 countries by end of project - At least 2 transboundary agreements established by end of project 	<p>Final Evaluation</p>	<p>The project succeeds in establishing formal laws and governance mechanisms</p> <p>Effective enforcement structures in place</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 3.3: Change in strategies and perceptions within major donors, multi-lateral agencies, and global events in support of pastoralism,</p>	<ul style="list-style-type: none"> - Donor consultations and commitments to funding specific follow-on projects - Number of donor meetings that address pastoralism - Number of MEA COPs that address pastoral issues 	<p>Total investment in pastoral interventions among partners approximately</p> <p>US\$ 60 million</p>	<ul style="list-style-type: none"> - at least 20% increases in budget allocations towards pastoral investments by end of 3rd year - at least 5 new projects take into account mobile pastoral issues by end of the project - at least 1 side event on mobile pastoralism held at each UNCCD / CBD related event 	<p>Annual Progress Report</p> <p>UNCCD minutes</p> <p>Final Evaluation</p>	<p>Donor receptiveness to pastoral arguments and commitment to address issues</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Outcome 4 : Participation, evaluation, and adaptive management increased in WISP	Degree of ownership of project implementation by pastoralists	Pastoralists often represented only by proxy in development process	Pastoralists take active role in supervising and directing project implementation, evaluation and adaptive management of WISP during its entire implementation	Reports of project advisory and steering committees	<p>Pastoralists are able to represent themselves directly in all project activities</p> <p>The open-ended “Pastoral Advisory Group” is recognized as a mechanism that can bring in perspectives from a wide variety of pastoral communities around the world to the implementation of WISP</p>

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p>Output 4.1: Pastoralists are at the center of the development process, including design, implementation and monitoring of the project.</p>	<ul style="list-style-type: none"> - number of pastoralists to attend workshops / exchanges / events - Pastoral advisory committee established 	<p>none</p>	<p>Pastoral ownership of WISP, expressed as endorsement of activities after each “gathering”</p>	<p>Inception workshop report</p> <p>Annual Progress Reports</p> <p>Pastoral Review</p>	

Expected Project Goal, Objectives and Outcomes	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Output 4.2 : Enhanced capacities of pastoralists and local development partners to develop follow-on (stand alone) projects promoting sustainable pastoral land management	Number of project proposals developed	Project proposals are too often developed by consultants with little pastoral input	<ul style="list-style-type: none"> - At least 5 project proposals developed for donor by end of 3rd year - At least 3 regional projects developed and funded to address regional and cross border issues - At least 5 project proposals developed for FAO-TCP funding - At least 3 project proposals developed for WB-ALive funding - At least 3 project proposals developed for IFAD grant funding 	<p>Final evaluation</p> <p>Donor website reports</p>	Continuing upward trend in donor interest to invest in sustainable pastoral development
Output 4.3 : Adaptive Management and Participatory monitoring and evaluation of project impact	<ul style="list-style-type: none"> - number of pastoralists engaged in monitoring and evaluation of project - effectiveness of delivery by executing agency - amount of additional co-financing leveraged during implementation 	Pastoralists are often represented by proxy (intermediaries)	<ul style="list-style-type: none"> - pastoralists represented in all M&E events of the project - executing agency functions effectively for delivery - at least 30% additional co-financing leveraged during project implementation 	<p>M&E reports</p> <p>Project Steering Committee reports</p>	- Selected Executing Agency establishes appropriate structures for effective implementation of the project

[NOTE: The outputs and activities will be verified and confirmed during the inception phase and yearly meetings and planning workshops]

Annex 3: Documents Reviewed

The WISP PRODOC,

Reports on outputs, monitoring reports and relevant correspondence

Mid Term evaluation report and recommendations

Project Implementation Reports (PIRs)

Progress Reports, Policy Briefs, Publications

Minutes of Programme Coordinating Committee meetings

Project Audit reports

The project Web site, www.iucn.org/wisp

Annex 4: List of People/Institutions Consulted

Christopher Gakahu- UNDP CO Kenya

Foulata Kwena UNDP CO Kenya

Veronica Muthui UNDP-GEF Regional Office

Jonathan Davies IUCN Global Drylands Coordinator

Pablo Manzano IUCN WISP Global Coordinator

Norah Ng'eny IUCN WISP Project Officer

Harold Liversage IFAD Nairobi

Adamou Bouhari UNEP Nairobi

Margaret Rugadya Ford Foundation

Irene Bain Ford Foundation

Jan de Leeuw ILRI

Annex 5: Questionnaire Sent out to Partners

Questionnaire for Partner Institutions of WISP

Terminal Evaluation of the World Initiative on Sustainable Pastoralism (WISP)

You might have been contacted for your input two years ago when the WISP Project was subjected to a Mid-Term Evaluation. You are being contacted again as part of the process of the Terminal Evaluation of the Project. Your responses to the questions below will assist IUCN and UNDP/GEF with synthesizing lessons learnt from the implementation of the project and crafting recommendations for use in designing similar projects elsewhere.

We request that you take a few minutes to respond to the questions below and send your answers to us at the following coordinates. Email responses are preferred.

Thank you very much,

Oliver Chapeyama

Enviroplan (Pty) Ltd

P.O Box 320184, Tlokweng

Botswana.

Cell: +267-72106588

Email: ochapeyama@enviroplan.co.bw

Name of the Institution:

Country of operation:

A. Effectiveness of Partnerships

1. How long has your organization been associated with WISP?
2. How do you rate the following elements of your partnership with WISP?
 - Advocacy
 - Capacity Building
 - Knowledge Management
3. To what extent have the objectives of your Partnership with WISP been met?
4. How effective were the processes used by WISP in advancing the goals of your partnership?
5. How would you improve and sustain the partnership between your organization and WISP?

B: Outputs from the partnership:

Based on your partnership with WISP, list types of useful results/achievements that you have been able to accomplish in the following areas of focus:

- Advocacy
- Stronger capacity (specify which capacities)
- Knowledge management

1. Participation and inclusiveness:

In what other ways have you participated in the activities of WISP (beyond your partnership role)?

What has your organization gained from the partnership?

How do you rank the quality of WISP support to its partners?

2. WISP SWOT (Strengths, Weaknesses, Opportunities and Strengths)

Can you provide a brief SWOT of WISP?