

# **Kazakhstan Final Evaluation Sustainable Rangeland Management for Rural Livelihood and Environmental Integrity Project**

## **Final Evaluation Report Final version**



**6/3/2012**

**Prepared by Dr. Lamia Mansour, Independent consultant  
Lamia Mansour**

**Government of the Republic of Kazakhstan/GEF/UNDP/GIZ**

**Project for the Sustainable Rangeland Management  
for Rural Livelihood and Environmental Integrity (SRM)  
Final Evaluation Report**

**Final Version  
3 June 2012**

**Acknowledgements**

The evaluation team wishes to extend their utmost gratitude to the Akims of the rural districts of Ulguli and Shien and the members of Pasture Committees, farmers and beneficiaries of pilot projects in these districts who have dedicated their time and generously welcomed the evaluation team to take stock of their experience and achievements within the SRM project.

We would like to thank all the project partners who gave their views and insights and provided us with all the necessary information needed for completing this report, namely Ministry of Agriculture, Ministry of Environmental Protection, Kazak Research Institute for Livestock and Feed Production, Agency for Land Resources Management, as well as the GIZ and UNDP offices.

Special thanks go to the Mr. Bakhtyar Sadyk, Project Manager and Mr. Stanislav Kim, Head of Energy and Environment Unit at UNDP who met with us extensively and beyond their official working hours to allow us to grasp a good understanding of the situation in an open and straightforward atmosphere.

We hope that this report can positively contribute to the on-going efforts for the safeguard and development of rangelands in Kazakhstan and we would like to capture a quotation from one pasture committee member which summarizes this report:

*“Now we are aware that the rangeland is a natural resource and we need to be careful in using it. The approach for pasture management has changed. Now we understand that we can use pasture on the basis of agreement between the members of the cooperative and norms for pasture grazing, we understand that there is a way to be self-sufficient”.*

**Dr. Lamia Mansour<sup>1</sup>, Independent Consultant  
Mr. Gaziz Sarbasov<sup>2</sup>, Independent Consultant  
21 May 2012**

---

<sup>1</sup> lamiamansour1@gmail.com

<sup>2</sup> gsarbasov@yandex.ru

## Table of Contents

Acknowledgements.....	2
List of Acronyms.....	4
1. Executive summary.....	5
2. Introduction.....	10
2.1. Purpose of the evaluation.....	10
2.2. Key issues addressed.....	10
2.3. Methodology of the evaluation.....	11
2.4. Structure of the evaluation.....	11
3. The project and its development context.....	11
3.1. Project start and its duration.....	11
3.2. Problems that the project seek to address.....	12
3.3. Immediate and development objectives of the project.....	12
3.4. Main stakeholders.....	12
3.5. Results expected.....	13
4. Findings of the Final Evaluation.....	14
4.1. Project Formulation.....	14
4.1.1. Project conceptualization and design.....	14
4.1.2. Replication approach.....	15
4.1.3. Stakeholders participation.....	17
4.2. Project Implementation.....	17
4.2.1. Implementation Approach.....	17
4.2.2. Monitoring and Evaluation (M&E) system.....	19
4.2.3. Financial Planning.....	22
4.3. Results.....	23
4.3.1. Results at the level of the project objective .....	23
4.3.2. Results at the level of the project outcome 1 .....	27
4.3.3. Results at the level of the project outcome 2 .....	28
4.3.4. Results at the level of the project outcome 3.....	29
4.3.5. Results at the level of the project outcome 4.....	30
4.3.6. Stakeholder participation.....	31
4.3.7. Sustainability.....	32
4.3.8. Gender Perspective.....	32
4.3.9. Rating of the overall project .....	33
5. Recommendations.....	34
5.1. Continuous capacity development of national and local stakeholders.....	34
5.2. Documenting key project outcomes.....	34
6. Lessons learned.....	35
7. Evaluation report Annexes.....	36
Annex 1. TORs of the Final Evaluation	
Annex 2. Mission itinerary and persons interviewed for the Final Evaluation	
Annex 3. List of documents reviewed for the Final Evaluation	
Annex 4. Summary report of field visits of the Final Evaluation	

## List of Acronyms

APR	Annual Project Report
AWP	Annual Work Plan
CACILM	Central Asian Countries Initiative for Land Management
CAREC	Central Asian Regional Environmental Centre
CBO	Community-based organisation
CKM	CACILM Knowledge Management
CMPF	CACILM Multi-country Partnership Framework Support Project
CTA	Chief Technical Adviser
FSP	Full size project (GEF)
GEF	Global Environment Facility
GIZ	German International Cooperation
GoK	Government of Kazakhstan
IW	Inception Workshop
MEP	Ministry of Environment Protection of GoK
MoA	Ministry of Agriculture of GoK
MSP	Medium-sized project (GEF)
NAP	National Action Programme (UNCCD)
NCSA	National Capacity Self Assessment
NGO	Non-governmental organisation
NPF	National Programming Framework
NPM	National Project Manager
NSec	National Secretariat of CACILM
PIR	Annual Project Implementation Review
PMU	Project Management Unit
PSC	Project Steering Committee
SLM	Sustainable Land Management
SRM	Sustainable Rangeland Management
ToRs	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme

## **1. Executive summary**

### **Introduction**

**Purpose of the evaluation.** This final evaluation aims to conduct a comprehensive assessment of the SRM project and provides an opportunity to assess the strategies, results, problems and limitations of the project. The main purpose of the evaluation is to measure the effectiveness and efficiency of project activities in relation to its planned objective and outcomes. The evaluation is expected to produce recommendations on:

- Key elements of success of the project and further steps to be taken to secure successful initiatives in all project sites;
- Gaps remaining after the project implementation to be addressed in further initiatives by the partners and the Government;
- Risks to the sustainability of the project initiatives to be considered by the partners in the course of management of pasture in future.

**Methodology of the evaluation.** The evaluation mission was conducted between 9 and 14 April 2012, a team of consultants composed of an international consultant (and team leader) and national consultant conducted a series of interviews to key national stakeholders as well as field visits to two project sites. The mission allowed to touch base with key beneficiaries of the programme and key national stakeholders and was sufficient to have a clear understanding of the project results and impacts. The mission team was also able to review all relevant documentation produced by the project. The team was also able to hold necessary working meetings and follow up discussions with the project manager to get response to further questions in Almaty during the mission and remotely during the preparation of the report.

**Project start and its duration.** This project is an integral part of CACILM CPP which was approved by the GEF Council in August 2006 and arises from the Kazakh National Program Framework (NPF). It was initially planned to start in September 2008. However, due to several reasons, including the resignation of the original project manager in September 2007, the change of the GIZ consultant and delay in approval and signature of the project proposal, the project inception phase took place between January-April 2009, and the inception workshop held in April 2009.

As the project duration was initially planned for 36 months, the project starting date was set as April 2009, time of the inception workshop, and it was considered that the implementation of the project should be completed in March 2012.

**Immediate objective and outcomes of the project.** The immediate objective of the project is the “Demonstration of good practice in rangeland management that promotes both the ecological integrity of natural grasslands and rural livelihood”.

The project is composed of four outcomes and associated outputs and activities, which contribute towards achieving the project objective and the demonstration of best practice of sustainable rangeland management. The project outcomes and outputs are the following:

- Outcome 1. An environment which is conducive to SRM enhanced at the central and local levels
- Outcome 2. Capacities and knowledge on integrated SRM of local government, community-based structures and individual farmers strengthened
- Outcome 3. Local infrastructure that allows greater mobility of livestock herds improved
- Outcome 4. Learning, evaluation and adaptive management, implemented

### **Findings of the Final Evaluation**

#### **Project Formulation**

**Project conceptualization and design.** This project is part of a series of similar GEF/Medium Size Projects (MSP) in other Central Asian countries within CACILM; its objective allowed complimentary with the other CACILM projects in addressing SLM objectives without undermining the national specificity and ensured exchange and learning. The project also build upon the results and lessons of several SRM initiatives in Kazakhstan including the WB/GEF Drylands Management Project and the GEF SGP. The project also stems from other development work performed by different national and international institutions in Kazakhstan involved in SRM and which ensured a sound scientific and practical approach for developing the project document.



**Replication approach.** The project has deployed extensive efforts for identifying an appropriate pilot area for the project, a careful assessment and selection was made. This selection process has provided the necessary basis for successful piloting of SRM and to respond to the socio-economic barriers for SRM in this pilot area. The pilot area is spread along 4 natural and climatic zones through a vertical zonality which are the following: Mountain zone, Dry steppe zone, Semi-desert zone and Desert zone. By covering different the functional zoning of pasture areas and addressing the socio-economic barriers for SRM, the project has succeeded to establish a model for SRM within all rangelands of Kazakhstan with an appropriate selection of approaches and principles of SRM.

**Stakeholders' participation.** During project development, an extensive identification of stakeholders and beneficiaries was conducted. The project closely involved these institutions in the development and implementation of the project's objective and activities, through concrete cooperation and financial commitment as will be further shown in the next sections.

### **Project Implementation**

**Implementation Approach.** The project implementation approach has been conducted in line with the design planned in the project document and has been able to ensure smooth delivery of project outcomes despite some challenges which are indicated in this section.

- Project Steering Committee (PSC) was established as the project's inter-institutional strategic decision-making body. The Minister of Agriculture's representative chaired the PSC. The PSC has convened as required at least once per year and reviewed the annual project performance.
- A Project Management Unit (PMU) was established and located in the building of the Central Asian Regional Environmental Centre (CAREC) which is based in Almaty. This has allowed proximity to the pilot areas where the project interventions are taking place and sustained close linkages to the central administration of the MoA.
- UNDP has followed National Execution modalities in project implementation and its role included technical assistance as well as policy and management support, reflecting UNDP's Project Assurance role and ensuring that the project could adopt an adaptive management approach.
- GIZ has adopted its own direct execution modalities in project implementation and its role focused on the delivery of technical assistance through the Chief Technical Advisor and specific infrastructure.
- Extensive support has been deployed by the UNDP country office for the clarifications of the implementation procedures to be adopted in the joint implementation between UNDP and GIZ. It is therefore recommended that in case of future joint implementation of projects by the two agencies, UNDP and GIZ, clear implementation modalities should be agreed upon by the two agencies at the project initiation.
- Overall, it could be concluded that the project has adopted necessary basis for adaptive management by developing realistic work plans, using these work plans as a basis for operation, and providing clear and regular monitoring and reporting requirements.

**Monitoring and Evaluation (M&E) system.** The project has been able to establish adequate and periodic oversight of activities during its implementation through the delivery of necessary monitoring and reporting requirements based on agreed activities and indicators. The project has successfully used its logical framework as a management tool during implementation and made necessary changes as a response to changing conditions obtained from M&E activities. From its outset, the project has deployed necessary resources for tracking its key impact indicators which has significantly contributed to the analysis and assessment of the project achievement, specifically with regards to the impact of the project on soil erosion and vegetation cover of the rangelands and Income of families involved in the project.

**Financial Planning.** The project has succeeded to disburse its financial resources by the date of its completion (March 2012). The Final Evaluation also confirmed that the distribution of the expenditures have been in line with the planned allocations at the level of the project outcomes; confirming alignment of project activities with set objectives and the set outcomes of the projects. These results also confirm that the duration of the project has been realistic; although the project has set forth a very ambitious plan for the delivery of pilot activities as well as policy and institutional reform, the financial targets of the project have been met. In terms of co-financing, the project has exceeded the planned resources committed at its outset and has mobilized double the commitments from the Republican Budget and from Germany through GIZ. Other sources of co-financing which were committed in the project design were also maintained by the project partners, and included co-financing from farmers, Public Scientific Center LR and LM and Washington State University.

## Results

### Results at the level of the project objective and outcomes

The Final evaluation has documented and measured the level of achievement of the project based on its indicators at the level of the objective and outcomes. The Final Evaluation described all the developments and progress achieved in this context and summarized them in a tabulated form as shown in Table 1 below.

**Table 1. Indicators and measure of their achievement by end of project**

<b>Objective</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Planned Target</b>	<b>Level at end of project</b>	<b>Means of verification</b>	<b>Rating</b>
Demonstration of good practice in rangeland management that promotes both the ecological integrity of natural grasslands and local livelihood, and serves as a model for replicating Sustainable Rangeland Management (SRM) throughout the country.	Quality and quantity of vegetation cover in rangelands in 4 Selskii Okrug (rural areas)	Number of hectares of land with significant signs of soil erosion caused by overgrazing in selected plots	Reduction of the size of the area heavily affected by soil erosion by 20%	The area of degraded rangeland in 2011 was reduced by 23.35% in all 4 rural areas.	Geo-botanical monitoring reports 2009-2011.	HS
	Presence of plant species which negatively affect the function of distant pastures	Number of hectares of distant pastures with significant signs of natural succession due to undergrazing	Unwanted plant species in at least 4 pasture plots are less than 5% surface coverage	The area of rangeland with unwanted plants was reduced by 8.6% in 2011	Geo-botanical monitoring reports 2009-2011.	HS
	Income of families (communities) participating in the measures on pasture management	Average family income (amount to be identified once the families/communities to be identified)	Increase of income by at least 20 percent	521 families have benefited directly from the project and increased their income by 32.3%.	Socio-economic surveys 2009-2011	HS
	Number of projects which use the experiences of this project as model SRM	No SRM projects which use participatory bottom-up approaches	At least 3 projects in the CACILM initiative use similar approaches	6 projects within the CACILM network used similar approaches	Project progress reports	HS
<b>Outcome 1</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Planned Target</b>	<b>Level at end of project</b>	<b>Means of verification</b>	<b>Rating</b>
An environment which is conducive to Sustainable Rangeland Management (SRM) enhanced at the central and local level.	1.1 Legal framework (laws, decrees, regulations) to decentralize SRM	Legislation that prevents the use of distant pastures and rotational grazing	Proposals to improve the legal framework that promotes SRM	Several legal frameworks have been adopted or are on their way to be adopted with the project support	Project progress reports	HS
	1.2 Coordinating Unit (Pasture Committee) to regulate the use of pastures at the local level	Lack of coordinating units (2009)	Pasture Committee functions in each of the 4 village districts.	Pasture Committees are functional in all of the 4 pilot areas	Pasture Committees Statutes and Minutes of Meetings.	HS
<b>Outcome 2</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Planned Target</b>	<b>Level at end of project</b>	<b>Means of verification</b>	<b>Rating</b>
Capacities and knowledge on integrated SRM of local government,	2.1 Number of information activities and publications on environmental	No special activities are carried out; less than 5 releases / reports in the	At least one report in the media per quarter and two events	Extensive information and communication campaign has been planned and	Progress report Press Website TV and	HS

community-based structures and individual farmers strengthened.	and economic roles of SRM	local media per year	per year.	implemented by the project.	magazines	
	2.2 Agreement on the regulation of grazing land (the use and rotation of pastures)	Agreements do not exist	At least 1 agreement on the use of pasture for each rural district is concluded	1 agreement on the use of pasture for each rural district concluded	MoU between UNDP and 4 selskiy Akimats	HS
	2.3 Number of people successfully trained in participatory resource management	None	At least 20 people and 3 persons in charge from each village in the target area	193 people were successfully trained.	Progress reports Training reports	HS
<b>Outcome 3</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Planned Target</b>	<b>Level at end of project</b>	<b>Means of verification</b>	<b>Rating</b>
Local infrastructure that allows greater mobility of livestock herds improved.	3.1 Number of local investment plans	None	One plan for each rural district of the project area	4 investment plans	Investment plans for four pilot areas for 2010-2015	HS
	3.2 Availability of infrastructure for remote pastures	Lack of basic infrastructure	A functioning infrastructure	Infrastructure investments allowed pasture and economic improvement	Socio-economic reports 2009-2011	HS
	3.3 Use of distant pastures	Necessary to determine	20% of remote pastures used	By end of project, transhumant pastures increased by 20% with an area of 45,000 ha.	Geobotanical surveys and socio-economic surveys 2009-2011	HS
<b>Outcome 4</b>	<b>Indicator</b>	<b>Baseline</b>	<b>Planned Target</b>	<b>Level at end of project</b>	<b>Means of verification</b>	<b>Rating</b>
Learning, evaluation and adaptive management, implemented.	4.1 Number of meetings of the National Steering Committee	No meeting held	Meetings of NSC at least once a year	Steering Committee meetings held twice a year in 2009 and 2010, once a year in 2011 and 2012.	Minutes of meeting of SC	HS
	4.2 Monitoring of gender aspects and project risks and an annual review of the project strategy	Gender analysis and, risk mitigation strategy as available in the project document	Results on monitoring of gender issues and project risks incorporated in the AWP	Results on monitoring of gender issues and project risks incorporated at least once a year in the Annual Work Plans	AWP Progress reports	HS
	4.3 Number of information / education products and exchanges with other projects	None	At least 2 exchange visits on the target group level with at least 25 persons each	4 exchange visits aimed at target groups were conducted by the project	Progress Reports	HS



**Stakeholders' participation.** The project had put in place extensive information dissemination and training programmes involving key national stakeholders, this included:

- Information activities and publications
- Seminars and trainings
- Exchange visits.
- Concrete cooperation with concerned stakeholders in the implementation of project activities

**Sustainability.** Project sustainability is confirmed at several levels:

- At the central level, the project has succeeded in addressing some of the key basis for the policy barriers by supporting the promotion of relevant legal frameworks at the level of the relevant institutional set ups. Examples are provided in the Final Evaluation.
- At the local level, the grazing rules which were established with the project support continue to be used as an operational basis by the members of the Pasture Committees. The Pasture Committees have evolved into a more institutional set up.
- The leverage created by the project is also clear, interest and action for follow up of SRM issues and their integration in national plans and programmes is clear and can be reflected through the different initiatives identified in the Final Evaluation.

**Gender perspective.** Although the project didn't establish a full-fledged gender strategy, gender considerations have been mainstreamed into project interventions as appropriate based on local specificities and technical feasibility. The project has in fact established an impact indicator related to gender aspects under Outcome 4 and has measured its results according to its monitoring plan which was set forth in its annual work plan.

**Rating of the overall project.** The overall rating of the project is **"Highly Satisfactory"**. This rating is based on the results of the project which has established and implemented a sound and appropriate strategy and has been able to implement it with the support of the national and international stakeholders, and through the adoption of an adaptive management approach and the mobilization of appropriate management and technical resources.

### **Recommendations**

**Continue the support for capacity development of national and local stakeholders.** Regulatory and institutional barriers for SRM have been identified among the key issues which limit effective adoption of SRM principles and approaches in Kazakhstan. Although the project has supported in a swift and effective manner several legal and institutional developments and progress is recorded in the up-take of SRM in national plans and programmes, these efforts remain beyond necessary situation for reversing these barriers and ensuring necessary legal and institutional framework for adoption of SRM in Kazakhstan. The Final Evaluation describes gaps and challenges which merit close attention and follow up to continue the momentum initiated by the project.

**Documenting key project outcomes.** Although the project has developed and published several outcomes of the project, an extensively rich information base remain available at the level of the project and merit the effort of consolidating into consolidated technical or awareness raising report and ensuring that they are made available for the general public by providing a printed version and posting on the website.

### **Lessons learned**

The significant impact of the project, measured by the impact indicators at the level of the project objective, has confirmed that the project has achieved its objective as follows:

- (i) Reduction of the area affected by soil erosion in selected plots around the pilot village, by 23.35%.
- (ii) Income of families involved in the project improved by 32.3%.

These important results were achieved with minimal but appropriate investments which proved the efficiency and effectiveness of the project intervention, but also prove that catalytic support is needed for promoting the adherence of local population to SRM principles and to reach positive results in SRM.

The main assets within this project which can be reported in this respect can be summarized through the following approach adopted by the project for promoting SRM and which is further detailed in the Final Evaluation:

- (i) An appropriate technical basis for identification and responding to the main socio-economic barriers impeding systematic use of pasture lands.
- (ii) An appropriate institutional basis for local mobilization through Pasture Committees to regulate the use of pastures at the local level".
- (iii) The promotion of a balanced socio-economic development placing SRM at its centre with other opportunities for alternative types of socio-economic activities and a sustainable livelihood development process.

## **2. Introduction**

### **2.1. Purpose of the evaluation**

This final evaluation aims to conduct a comprehensive assessment of the SRM project and provides an opportunity to assess the strategies, results, problems and limitations of the project.

The main purpose of the evaluation is to measure the effectiveness and efficiency of project activities in relation to its planned objective and outcomes. The evaluation is expected to produce recommendations on:

- Key elements of success of the project and further steps to be taken to secure successful initiatives in all project sites;
- Gaps remaining after the project implementation to be addressed in further initiatives by the partners and the Government;
- Risks to the sustainability of the project initiatives to be considered by the partners in the course of management of pasture in future.

The evaluation takes into consideration evolving policies related to SRM and the corresponding economic climate as well as the risks for further development of the project initiatives. The evaluation serves as an agent of change and plays a critical role in supporting accountability, its main emphasis are the Project indicators and the implementation approach. The Final Evaluation will also cover the following aspects:

- Progress Towards Results
- Project's Adaptive Management Framework, including Monitoring Systems, Risk Management, Work Planning and Reporting
- Underlying Factors
- UNDP Contribution
- GIZ Contribution
- Partnership Strategy

### **2.2. Key issues addressed**

The Final Evaluation took into consideration the Mid-Term Evaluation (MTE) which was conducted for the project in November 2010 and which provided an overall evaluation of the project as "Marginally Satisfactory". The MTE made the following key recommendations which will be further addressed in this report:

- review of local staff employment to identify the reasons for slowness in hiring local experts.
- review of the project procurement plan to identify better systems to ensure supplies can be provided in the right season for efficient and effective operation.
- the project should engage more intensively with the Ministry of Agriculture other agencies and other projects operating in the area to identify further opportunities for partnerships
- consider some more experimental activities to be derived from a more analytical assessment of the relevance of international experience to Kazakh conditions, including that of returned Kazakhs from China and Mongolia
- devote more attention to negotiating agreements to maintain and manage assets provided, such as water supply, to improve the sustainability of these important activities, including by consideration of sale or transfer of the assets to private ownership, for example to extended family groups.
- the project should seek an extension to enable objectives to be achieved without the interruption of a new project

Based on this MTE and its recommendations, the project team has reviewed follow up activities for the remaining project duration. The final evaluation has accordingly investigated the recommendations of the MTE in view to ensure continuity of the project evaluation processes.

The final evaluation has also ensured triangulation of the project processes and outcomes by the key stakeholders in order to ensure an objective assessment of the of the project outcomes/results by the

key stakeholders. The final evaluation also assessed key factors of to achieve project sustainability of project results and thus their continuation.

### **2.3. Methodology of the evaluation**

The evaluation was conducted in accordance with UNDP/GEF Monitoring and Evaluation policies and procedures, as per the ToRs attached in Annex 1, and aimed at focusing on five major criteria:

- (i) Relevance
- (ii) Effectiveness
- (iii) Efficiency
- (iv) Results
- (v) Sustainability

The evaluation mission was conducted between 9 and 14 April 2012, a team of consultants composed of an international consultant (and team leader) and national consultant conducted a series of interviews to keys national stakeholders as well as field visits to two project sites. Annex 2 provides details of the final evaluation mission itinerary. The mission allowed to touch base with key beneficiaries of the programme and key national stakeholders and was sufficient to have a clear understanding of the project results and impacts. Annex 3 of this report summarizes the keys aspects reported during the field visits.

The mission team was also able to review all relevant documentation produced by the project as listed in Annex 4. The team was also able to hold necessary working meetings and follow up discussions with the project manager to get response to further questions in Almaty during the mission and remotely during the preparation of the report.

In general, the programme of the evaluation and its timing were suitable and aligned with the evaluation needs to allow the evaluation team to capture the overall developments and achievements of the programme and make necessary analysis of its impact.

### **2.4. Structure of the evaluation**

The evaluation report is in line with the UNDP/GEF requirements for final evaluations and includes the following key sections:

- The project and its development context
- Findings of the Final Evaluation
  - Project Formulation
  - Project Implementation
  - Results
- Recommendations
- Lessons learned
- Annexes of the evaluation report

## **3. The project and its development context**

### **3.1. Project start and its duration**

This project is an integral part of CACILM CPP which was approved by the GEF Council in August 2006 and arises from the Kazakh National Program Framework (NPF). It was initially planned to start in September 2008. However, due to several reasons, including the resignation of the original project manager in September 2007, the change of the GIZ consultant and delay in approval and signature of the project proposal, the project inception phase took place between January-April 2009, and the inception workshop held in April 2009.

As the project duration was initially planned for 36 months, the project starting date was set as April 2009, time of the inception workshop, and it was considered that the implementation of the project should be completed in March 2012.

### **3.2. Problems that the project seek to address**

Rangelands in Kazakhstan cover nearly 188 million ha which is around 70% of the country's surface area. Kazakhstan's pastures and rangelands are diversified in terms of altitude: 77% of rangelands are located in flat areas including 25% in sands; mountains and upland slope rangelands account for 18% and valley and lowland rangelands account for 5%. The total area of degraded rangelands is believed to comprise more than 48 million ha (around 26% of total rangelands in the country). The total annual economic loss due to a mixture of desertification and poor agricultural management in Kazakhstan is estimated at approximately US\$700 million. The unbalanced use of rangeland (over-utilization in areas close to human settlements and farms, under-utilisation of distant pastures) results in the ecological degradation of the pasture and in an increase of rural poverty, and makes these areas more vulnerable to external factors such as climate change

The main driving forces of the degradation of rangelands in Kazakhstan have been extensively analyzed at project design and include policy, regulatory, institutional, socio-economic, financial, and knowledge barriers. The project aims at removing key barriers to SRM by strengthening capacities at the systemic, institutional and individual levels, by promoting an enabling environment at the policy and regulatory level, and by undertaking demonstration activities to catalyze innovation in production processes to improve management of know-how related to SRM and to create models for up-scaling on a wider scale.

In terms of global environmental benefits, the project will be supportive of mitigating climate change impacts through stabilising and rehabilitating carbon pools in soil and above-ground vegetation. It will also help conserve globally significant biodiversity including typical steppe formations (25 physiognomic steppe formations have been identified in the region) with rich communities of turf graminoids.

### **3.3. Immediate and development objectives of the project**

The immediate objective of the project is the "Demonstration of good practice in rangeland management that promotes both the ecological integrity of natural grasslands and rural livelihood". The project's strategy is to generate from the vast rangelands a stable supply of products from livestock for consumption, processing and export. This will contribute to ecosystem integrity and will ensure sustainable incomes and support the reduction of poverty among the most affected population. Degradation caused by over-grazing of areas close to villages and farms and under-utilisation of remote rangelands will be stopped and reversed, resulting in a balanced use of rangelands with positive impacts on global environmental issues. The project envisages reviving mobile grazing systems, including a supportive legal and institutional environment, technical assistance, facilitation of organisational agreements and support for investments into the local infrastructure.

During implementation of the project, the directly measurable impact will be restricted to the pilot area. However, a much broader impact is expected through the dissemination and replication of the result of the project. CACILM will be used as a vehicle to mainstream SRM into other government-funded and donor-funded operations in the field of SLM.

### **3.4. Main stakeholders**

The project is based within the Ministry of Agriculture's Department for Livestock Breeding and Veterinary in Astana. The project staff closely cooperated with the State Research and Production Centre for Livestock Breeding and Veterinary Science in Almaty which is affiliated to the Ministry of Agriculture and subordinated to the KazAgroInnovation Corporation.

During project development, the following stakeholders have been identified and extensively consulted:

- National and Local Governmental Institutions including Ministry of Agriculture, Ministry of Environment Protection (MEP), Land Management Agency, Statistics Agency, Ministry of

Economy and Budget Planning, Maslikhats, Oblast and Rayon Akimats, Akims of rural districts.

- Research Institutions including the State Research and Production Centre for Livestock Breeding and Veterinary Science, Affiliated State Enterprise (ASE) Institute of Botany and Phyto-introduction under RSE Centre for Biological Studies, Kazakh National Agrarian University, RSE Kazakh Research Institute on Environment and Climate (under the Ministry of Environmental Protection), Institute of Geography (ASE) under the Centre for Geological and Geographic Research, Kazakh Research Institute of Water Resources, Kazakh Research Institute of Agrarian Economy, KazAgroInnovation Knowledge and Dissemination Centres
- Civic Organisations including RIOD, Central Asian Regional Environmental Centre (CAREC), CAMP-Kazakhstan Public Foundation, Kazakhstan's Farmer Foundation.
- Private sector including various commercial entities on processing, producing and selling of agro-products
- Target group including Local communities
- Other stakeholders including UNCCD Focal Point (within MEP), CACILM National Secretariat of Kazakhstan and Multi-country Secretariat at Bishkek

### 3.5. Results expected

The project is composed of four outcomes and associated outputs and activities, which contribute towards achieving the project objective and the demonstration of best practice of sustainable rangeland management. The project outcomes and outputs are the following:

Outcome 1. An environment which is conducive to SRM enhanced at the central and local levels, including the following outputs:

- Review of the regulatory instruments, identification of gaps, shortcomings and bottlenecks, and elaboration of amendments;
- Identification and promotion of economic and other incentives for SRM;
- Assessment of the financial viability of SRM (assessment of the need for providing continuous financial support to SRM);
- A better public understanding of rangeland degradation both as an environmental and socio-economic problem which seriously affects local livelihood and regional development;
- Greater awareness of the role of SRM for rural growth among decision-makers on local (rayon) and regional (oblast) level;
- Enhanced perception of the project by the government as a contribution towards CACILM's overarching goals and as a model for up-scaling.

Outcome 2. Capacities and knowledge on integrated SRM of local government, community-based structures and individual farmers strengthened, including the following outputs:

- Strengthened capacities of governmental and non-governmental organisations for integrated cross-sectoral land use planning related to rangeland management;
- Strengthened human capacities for the design, implementation and monitoring of SRM measures and for integration of principles of ecosystem services and functions at the landscape level;
- Established system of knowledge management to ensure that information and experiences are made available to other CACILM projects and elsewhere;
- Development and comparison of different institutional models how to best achieve sustainability.

Outcome 3. Local infrastructure that allows greater mobility of livestock herds improved, including the following outputs:

- Participatory biophysical and socio-economic resource mapping to understand the potential of the various eco-zones in the pilot area for livestock, including the following outputs:
- Land use plans that are negotiated and agreed upon by all relevant stakeholders and are updated regularly as deems necessary;



- Investment plans and specifications which reflect the requirements for decreasing land degradation and the priorities identified by local communities;
- Contributions to on-the-ground investments in local infrastructure that is needed for increasing the mobility of livestock and a more balanced use of rangelands.

Outcome 4. Learning, evaluation and adaptive management, implemented, including the following outputs:

- Monitoring and evaluation of the project's performance (see part 1 of this proposal for a detailed description of the M&E instruments to be applied);
- Exchange of knowledge and experiences, and coordination with other CACILM projects and other projects and initiatives in the region;
- Dissemination of project results and lessons learnt for replication;
- Adapted Annual Work Plans (AWP) which reflect the project's continuous efforts for fully integrating lessons learnt into the project design.

## **4. Findings of the Final Evaluation**

### **4.1. Project Formulation**

#### **4.1.1. Project conceptualization and design**

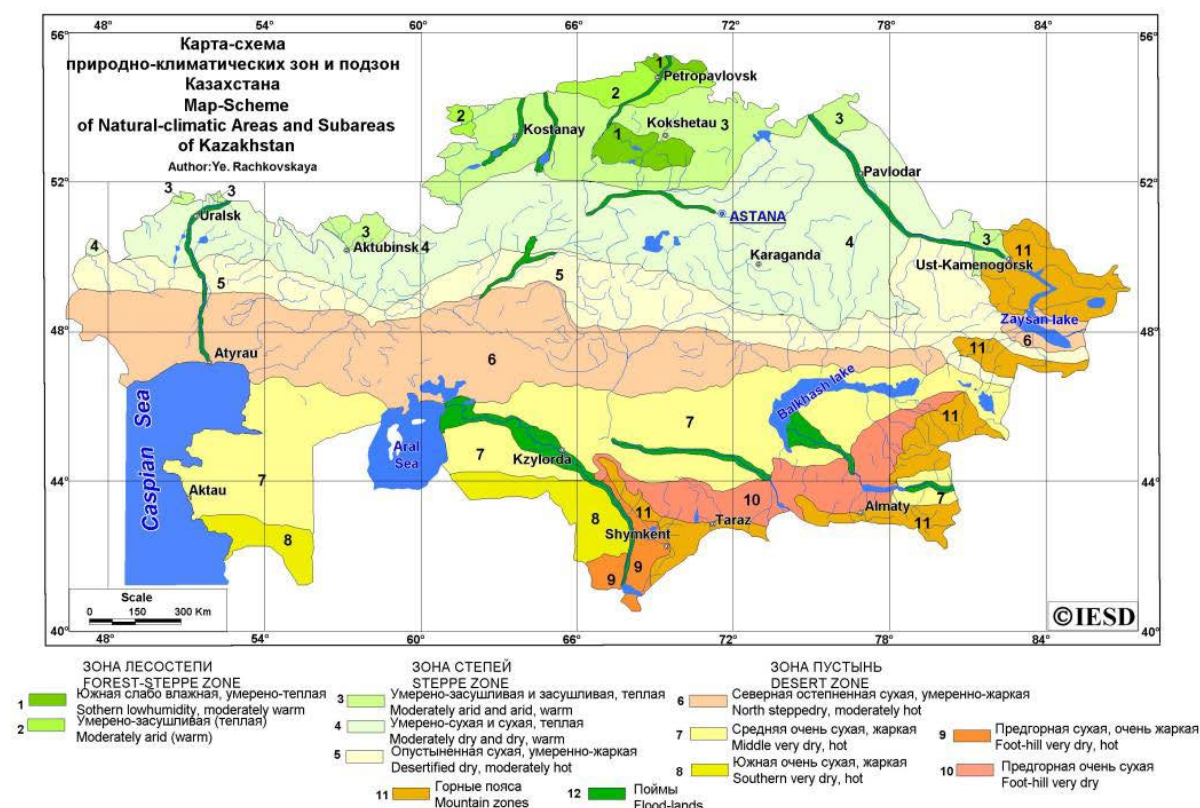
This project is part of a series of similar GEF/Medium Size Projects (MSP)s in other Central Asian countries within CACILM; which include Kyrgyzstan's "Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley", Tajikistan's "Demonstrating Local Responses to Combating Land Degradation and Improving Sustainable Land Management in SW Tajikistan", Turkmenistan's "Capacity Building and On-the-Ground Investments for Sustainable Land Management" and Uzbekistan's "Achieving Ecosystem Stability on degraded land in Karakalpakstan and the Kyzylkum Desert". The objective of these different but complimentary projects was to addressing SLM objectives without undermining the national specificity of each project and ensure exchange and learning from each other.

The project build upon the results and lessons of several projects including the WB/GEF Drylands Management Project which demonstrated the environmental, social and economic viability of shifting from the current unsustainable cereal-based production in dryland ecosystems to traditional livestock-based management in a pilot area of the Shetsky district of Karaganda oblast. The project also builds upon extensive methodological and practical experience gained in Kazakhstan in the field of SLM from the GEF SGP.

The project also stems from other development work performed by different national and international institutions in Kazakhstan involved in SRM and which ensured a sound scientific and practical approach for developing the project document.

Building upon this extensive knowledge base, the project has been able to build upon scientific understanding of pasture resources in Kazakhstan, using among others soil and botanical assessments (refer to the Soil map of Kazakhstan Figure 1 below).

The project has also successfully assessed the main barriers for SRM in Kazakhstan, at policy, regulatory, institutional, socio-economic, financial, and knowledge barriers, and established necessary action to directly respond to these barriers. The project has been able to develop a clear and relevant strategy and action for removing these barriers by creating an enabling environment and capacities at local (rayon), provincial (oblast) as well as central levels to provide models which can be used in the wider context in Kazakhstan as well as in CACILM for SRM.



**Figure 1. Soil map of Kazakhstan**

#### 4.1.2. Replication approach

The project has deployed extensive efforts for identifying an appropriate pilot area for the project, a careful assessment and selection was made. Eleven experts from different institutions and organisations have been involved in this process and established a shortlist of six potential rayons. The selection was based on 23 site selection criteria covering the following aspects:

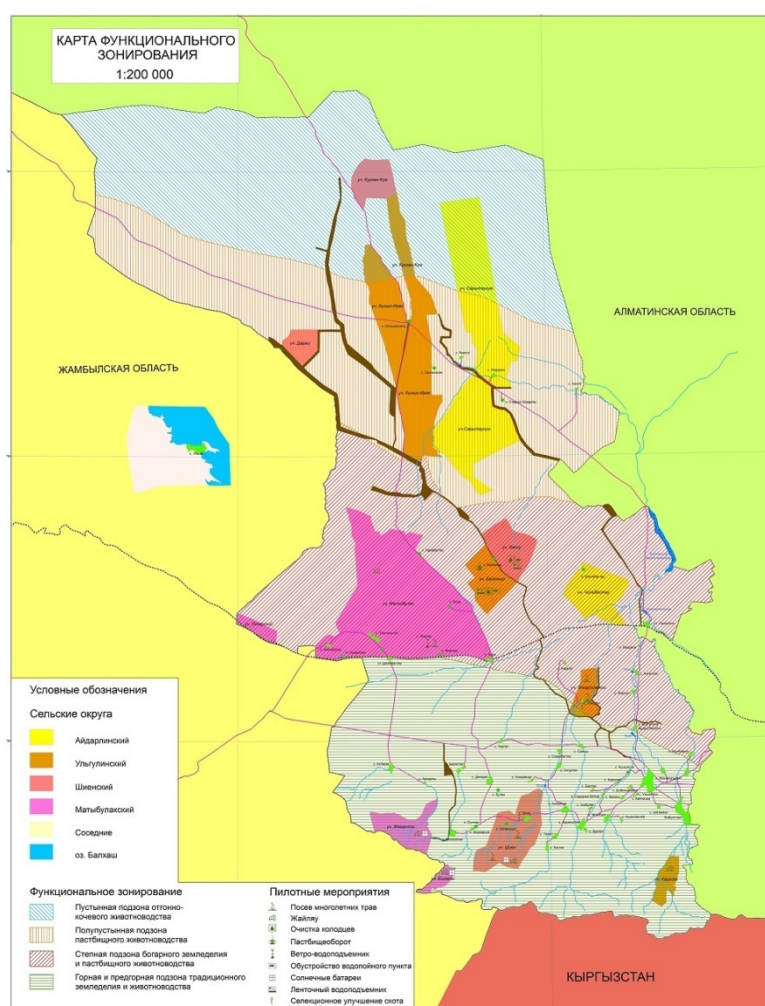
- Global significance
- Territorial scale
- Types of pastures
- Local communities' potential

As result of this selection process, the Zhambyl Rayon of the Almaty Oblast obtained the highest scores and has been selected, the project intervention covered 4 villages in this district (Shiyen, Ulguli, Matybulak and Aydarly). This selection process has provided the necessary basis for successful piloting of SRM given the difficult socio-economic conditions for SRM in this area which include:

- Zhambyl Rayon is one of the regions with the lowest income per capita indicator in Kazakhstan
- Agriculture is the core economic activity for the rayon's population, sheep and goat stock is the biggest throughout the oblast. Zhambyl Rayon ranks first in Almaty Oblast for meat and wool production.
- In the pilot area, the size of the livestock population clearly exceeds the potential of the rangelands by far. Although farmers can apply to the rayon administration (land fund), the allocation of fifteen ha/person is not sufficient for animal husbandry. As a consequence, there is not only overgrazing on their own lands, but conflicts are triggered with neighbouring farmers, as the boundaries for livestock grazing are often not respected.
- The availability of water on pastures is a critical element Zhambyl Rayon. Conflicts among villagers often arise because of the shortage of agricultural machinery.

In addition to the socio-economic parameters, the vertical zonality is obvious over the territory of Zhambyl district of Almaty oblast, as well as in many districts of the south-eastern Kazakhstan. The area covers a wide variety of landscapes and ecosystems varying from mountain peaks to desert steppes. The pilot area is spread along 4 natural and climatic zones as indicated through a vertical zonality (presented in Figure 2 below) which are the following:

- Mountain zone; including summer pastures with sufficient water availability
- Dry steppe zone; including ground water sources for pasture lands
- Semi-desert zone; including seasonal springs, seasonal rivers and unfavourable landscape for water accumulation as it assists to flow out of precipitation. Some of these areas include wells and several springs satisfying needs of local inhabitants, and they are used for cattle watering. However, others don't have water provision and lack of ground water.
- Desert zone; where water resources are very poor. There are no permanent water flows, although some springs are available. Rivers flow only during intensive snow melting periods and precipitation. The spring beds dry out during the rest of the time. Some sites are provided with ground water from wells located on main roads; accordingly, cattle winter stay is organized along the roads.



**Figure 2. Geographical location of pilot zones and functional zoning of pasture land**

By understanding of the functional zoning of the area and the socio-economic conditions for SRM, the project has been able to provide a clear description of the pilot activities which should be implemented in the pilot areas and promote rational use of pasture lands and improvement of pasture infrastructure. It has succeeded to establish a model for SRM within all rangelands of Kazakhstan with an appropriate selection of approaches and principles of SRM.

#### **4.1.3. Stakeholders participation**

During project development, an extensive identification of stakeholders and beneficiaries was conducted, on the basis of the following criteria:

- Vulnerability to problems stemming from unsustainable rangeland management (especially for local level entities),
- Livelihood related to rangelands (local level);
- Capacity for input into resolving issues of unsustainable rangeland management (at all levels);
- Need for wide sectoral representation (scientific sector, decision-makers, land-users, farmers) in identification of threats and problem-solving opportunities.

The project closely involved these institutions in the development and implementation of the project's objective and activities, through concrete cooperation and financial commitment as will be further shown in the next sections.

In its design phase, the project engaged the following partners through in-cash and kind-commitments mobilizing all national and international efforts in a catalytic way:

- UNDP/GEF
- GIZ
- Ministry of Agriculture
- Ministry of Environmental Protection
- Public Scientific Center LR and LM
- State Institute of Agricultural Arial Photographic Research
- Akimat of Zhambyl rayon
- Farmers
- CAMP Consulting
- CAREC

## **4.2. Project Implementation**

### **4.2.1. Implementation Approach**

The project implementation approach has been conducted in line with the design planned in the project document and has been able to ensure smooth delivery of project outcomes despite some challenges which will be indicated in this sections.

*The Project Steering Committee (PSC)* was established as the project's inter-institutional strategic decision-making body. The Ministry of Agriculture's representative chaired the PSC. The PSC has convened as required at least once per year and reviewed the annual project performance. The PSC meetings were initiated in July 2009, the last one was held in March 2012. Further analysis and verification of the role of the PSC is provided in the section "4.3.5. Results at the level of the project Outcome 4", as the project has established an impact indicator related to the "Meetings of the Project Management Committee" and established necessary monitoring activities to measure it.

*The Project Management Unit (PMU)* was established and located in the building of the Central Asian Regional Environmental Centre (CAREC) which is based in Almaty. This has allowed proximity to the pilot areas where the project interventions are taking place. It also sustained close linkages to the central administration of the MoA to which the Research Institute is affiliated and to the extension services for agricultural development which are provided by the different branches of the KazAgroInnovation. The PMU consisted of the Project Manager and a full-time administrative and finance assistant which were financed by GEF. A Chief Technical Advisor and a full-time administrative and finance assistant were financed and recruited by GIZ and complemented the PMU human resources. National and international experts were called upon as needed in line with the ToRs and expenditure plans in the project document.



*The implementation procedures* were different based on the source of funding of the project:

- Activities funded by UNDP/GEF were implemented following UNDP's national execution (NEX) modalities in Kazakhstan. The MoA was appointed as the National Executing Agency for the project and took the overall coordination role through the National Project Director.
- Activities funded by GIZ were directly executed by GIZ in close coordination with MoA and the Project Manager.

This dual implementation track has caused some difficulties at the operational level and required extensive management and negotiation efforts on behalf of the different partners before clear and practical implementation procedures were adopted as will be clarified in the following sections.

*UNDP's role in project implementation* has been in line with the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results. The Final Evaluation has reviewed and verified the reports and minutes of meetings confirming the support of UNDP which enabled the project to deliver with high quality standards and in a timely manner the different implementation arrangements required for its effective delivery, despite the departure of the project manager at mid-point of project implementation (refer to Annex 3. List of documents reviewed for the Final Evaluation).

In this respect, the UNDP office has conducted regular field visits, attended the PSC meetings, supported in the preparation of the Annual Work Plan (AWP), Annual Progress Reports (APR) and Annual Project Implementation Reviews (PIRs). This support included technical assistance including support in the development of ToRs and guidance on the GEF requirements as well as management and policy advice; key missions deployed by the UNDP country office included the following:

- Monitoring visit and participation to the PSC meeting on 20.08.2010
- Monitoring visit and participation to the PSC meeting on 14. 12.2010
- Monitoring visit to review of project progress on 25. 03.2011
- Monitoring visit and advising on PIR elaboration on 4. 27. 06. 2011

Extensive support has been deployed by the UNDP country office for the clarifications of the procedures to be adopted in the joint project implementation between the Government of Kazakhstan, UNDP/GEF and GIZ. This support has allowed the project to establish the necessary basis for operation in line with the different procedures of the project funding sources. This has reflected UNDP's Project Assurance role, and ensured that the project could adopt an adaptive management approach.

With the support of UNDP, the two key pillars for project implementation, the Inception Workshop (IW) and the Mid-Term Review (MTR) were conducted in a timely and effective manner, similarly to the Final Evaluation (FE), which was conducted at the end of the project duration.

*Project Inception Workshop* has allowed the project to establish a clear basis of operation it detailed expected results, explained significant modifications from the initial project design and proposed necessary adjustments and be the main reporting mechanism for monitoring project activities. The IW was held in April 2009, focused on the following:

- Updated the Project Management Structure, including the overview of stakeholders.
- Proposed needed modifications to the Project Framework Matrix at the level of some outputs without leading to major changes of the project configuration.
- Updated the Project Evaluation and Monitoring system, specifically with regards to the impact indicators, targets and risks
- Provided an overall work plan and a work plan for the first year of the project.
- Detailed ToRs for the key consultancies of the first year of the project.

*The Inception Workshop* has been very strategic and constructive in the project implementation. Not only it provided a clear operational basis for the project, it also addressed core issues related to the project, namely:



- Confirmed the project duration of 36 months. The project start was considered April 2009 (date of the IW) accordingly project completion date was set in March 2012.
- Established detailed statutes for the Project Steering Committee on the basis of the ToRs provided in the project document.
- Established “Principles and Criteria of Competitive Selection of Investment Projects”, for planning and implementation of infrastructure investments which is a major task of the project.

*Mid-Term Evaluation (MTE)* which was conducted in November 2010 provided an overall rating of the project as “Marginally Satisfactory”. The MTE made recommendations concerning implementation arrangements at the level of the project covering mainly:

- delays in recruitment of local experts and in the procurement modalities
- the need to engage more actively the involvement of national stakeholders in view of building partnerships
- the need to develop negotiating agreements to maintain and manage assets provided by the project and ensure the sustainability of these activities.
- the project should seek an extension to enable objectives to be achieved without the interruption of a new project

*The Mid-Term Review* was conducted 18 months after the initiation of the project, which justifies the modest overall rating given at that time, as compared to the real achievements of this project and the overall rating of the Final Evaluation. It is considered that the project and its partners have made significant achievements in establishing a clear basis for project implementation which responded to the key comments of the MTR, as will be shown in the results of the Final Evaluation.

*GIZ's role in project implementation* has focused on the delivery of technical assistance through the Chief Technical Advisor and specific infrastructure which has been agreed upon in the project document and later in the work plans and expenditure plans of the project. GIZ's direct execution modalities have created some confusion in the harmonization of the delivery of the activities with those delivered through UNDP. This confusion was clarified through a Memorandum of Understanding between the two implementing agencies at a later stage of the project but had created some frustrations and difficulties in project implementation at the outset of the project. It is therefore recommended that in case of future joint implementation of projects by the two agencies, UNDP and GIZ, clear implementation modalities should be agreed upon by the two agencies at the project initiation.

Overall, it could be concluded that the project has adopted necessary basis for *adaptive management* by developing realistic work plans, using these work plans as a basis for operation, and providing clear and regular reporting requirements. It is clear that the implementing agencies have supported the establishment of necessary management arrangements which enhanced project implementation. The project staff has also proved their capacity to deliver required responsibilities at management as well as technical levels. The Final Evaluation however notes that in the event of joint co-implementation, clear implementation modalities should be established at the earliest stage of project implementation

#### **4.2.2. Monitoring and Evaluation (M&E) system**

As presented in the section before (4.2.1. Implementation approach), the project has been able to establish adequate and periodic oversight of activities during its implementation through the delivery of necessary planning and reporting requirements based on agreed activities and indicators. In fact, the project has successfully used its logical framework as a management tool during implementation and made necessary changes as a response to changing conditions obtained from M&E activities.

From its outset, the project has deployed necessary resources for tracking its key impact indicators which has significantly contributed to the analysis and assessment of the project achievement, specifically with regards to the impact of the project on *soil erosion and vegetation cover of the rangelands and Income of families involved in the project*.

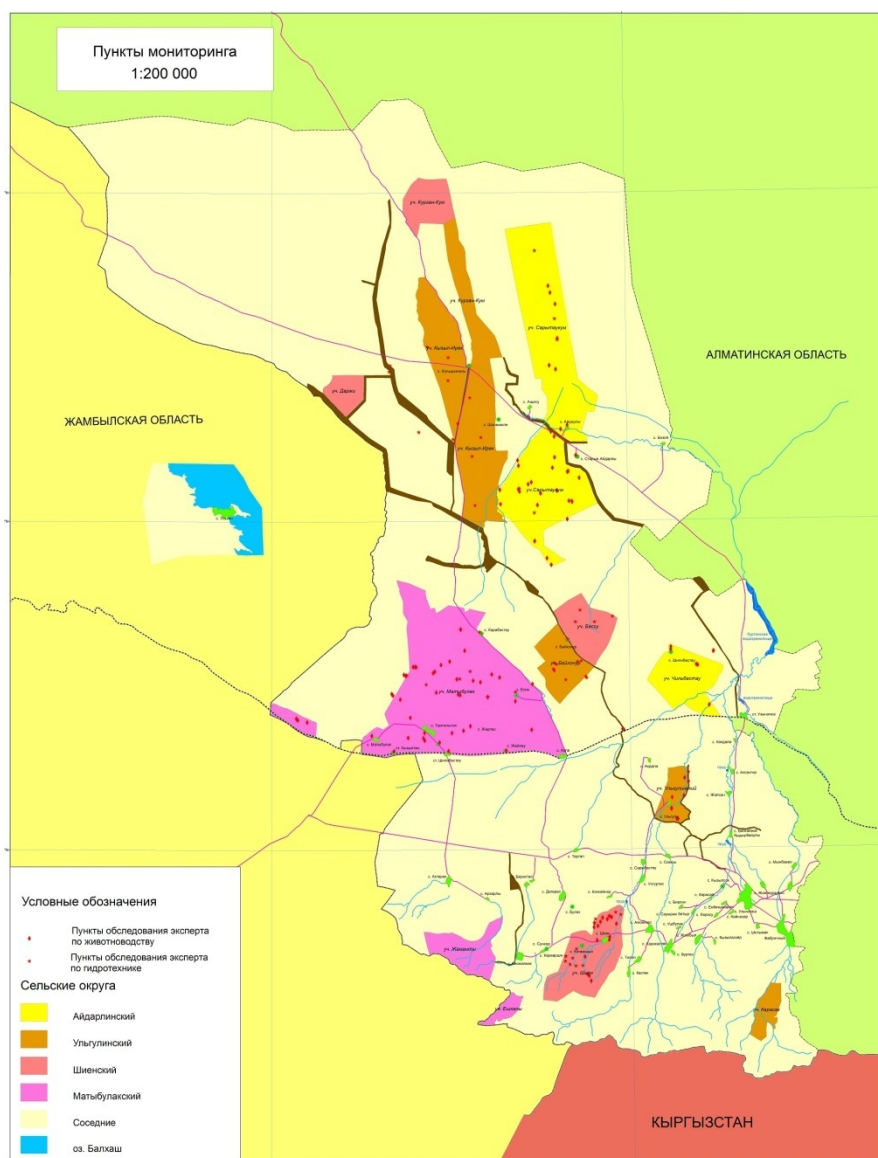
*Soil erosion and vegetation cover of the rangelands* was conducted based on the first geo-botanic research (1983), as well as outcomes of the field surveys conducted by the project in 2009, 2010 and 2011. The geo-botanic research was conducted in three stages:

- (i) a preparatory period, involved collection of archive, literature and cartographic materials determining study of the natural conditions of the surveyed area.
- (ii) a field study period, conducted in a scale equal to 1:50,000 by route method with a distinction between routes of the path of 1 km. Figure 3 below provides the survey points of the geo-botanical monitoring. The study process involved mapping of vegetation, plotting geo-botanic contours, description of plant associations related to the types of pasture land, relief, and dynamic capacities related to certain conditions of the nature (relief and soils). The list of geo-botanic description identified association name, soil, moisture conditions, as well as projective cover by plants in percents, height, phenophase and viability of the plants. The method of model bushes was used in order to identify yield of the bushy pastures. The specimens were counted in an area of 100m<sup>2</sup> (transect). Draft contour inventory included description of all geo-botanic contours identified and mapped. A journal has been recorded over the study period and a photographic record of the associations and types of the plants conducted were established.
- (iii) A photographic period of geo-botanic materials including the following steps:
  - processing of materials in terms of flora content;
  - generalization of geo-botanic contours;
  - development of final type list and legend;
  - calculation of pasture lands' yield;
  - identification and calculation of areas;
  - calculation of fodder reserves;
  - development and elaboration of geo-botanic maps of pasture lands matched with map of technical conditions and recommendations on rational use of pasture lands.

*Based on the geo-botanic survey*, several maps were made available describing pasture yield and its use, leading to recommendations regarding the seasonal rotations of the pasture lands and the determination of the different agricultural types in these areas. This survey is of key importance in future activities related to pastures and SRM as it established a proven methodological approach and established a rich basis for the management of pasture lands.

*Income of families involved in the project* was conducted over the whole duration of the project (2009-2011) in the four rural districts involved in the project (Matybulak, Aidarly, Ulguli, Shiyen). The survey of the socio-economic situation was identified the prerequisites for cattle breeding development and other alternative types of economic activity of local population of the Zhambyl district covering a population is some 126,300 persons.

Sources of information included official data of Statistics Unit of Zhambyl district, Akimats of village districts, as well as institutions of education, health care, culture and etc. Other information for the purpose of the studies were obtained during meetings and interviews with heads of farming enterprises and representatives of small and medium size business and families. The method of free interview was used to identified a number of environmental (conflicts about natural resources, grazing of cattle and etc.) and socio-economic indicators.



**Figure 3. Survey points of the geobotanical monitoring**

*The socio-economic survey* has provided key information related to three main economic sectors:

- (i) **Agriculture.** The survey identified 975,500 ha of agricultural lands, which include 86,000 ha of ploughed lands, 3,600 ha of hay fields and 885,900 ha of pastures; i.e. 84% of agricultural lands are pasture lands. The study confirmed that sheep breeding for meat and wool production is the main type of cattle breeding of the district. Sheep and goats present more than 80.4% of total amount of herd. It also confirmed a trend of dynamic growth of cattle, sheep and goats, as well as horses for the last three reporting years (Table 2).
- (ii) **Agricultural products marketing.** The study assessed the life level in the inhabitants of the pilot area of the project and analyzed their sources of income including the sale of cattle, milk and wool.
- (iii) **Industry.** The study identified industrial facilities within the project area and the employment possibilities offered by them. These are large enterprises located in Matybulak: LLP “Zhartas”, LLP “Almaty Cement Plant” and LLP “Karamai Product”.

**Table 2. Dynamic growth of cattle over the three reporting years of the project**

<b>Year Type</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Livestock	55940	68036	71534	79251	80000	81219
Sheep and goats	313703	360632	391644	425152	425500	431050
Horses	14901	16700	18232	20535	21700	22785
Camels	1986	1832	1899	1522	1532	779
Pigs	650	664	1725	1565	1790	1800
Poultry	588851	1450927	1596978	473787	127000	127000

The socio-economic survey, as in the case of the geo-botanical survey, established a rigorous methodological approach for socio-economic analysis of the situation of areas involved in SRM and made recommendations for improving the living conditions and economic situation of these areas based on a clear understanding of the situation. The study highlights that the development of cattle breeding in the district is closely connected with strengthening of fodder base. The study recommends diversifying fodder crops and increasing fodder production fields, in addition to promoting the use of remote pasture for cattle breeding. This study should be further use as a basis for decision making to increase cattle productivity and prevent degraded pasture near settlements.

#### **4.2.3. Financial Planning**

The project expenditures over the duration of the project from 2009 till 2012 are summarized in Table 3 below. This table confirms that the project has succeeded to disburse all UNDP/GEF resources by the date of its completion (March 2012). It also confirms that the distributions of the expenditures have been in line with the planned allocations at the level of the project outcomes; confirming alignment of project activities with set objectives and the set outcomes of the projects.

These results also confirm that the duration of the project has been realistic; although the project has set forth a very ambitious plan for the delivery of pilot activities as well as policy and institutional reform, the financial targets of the project have been met.

**Table 3. UNDP/GEF expenditures over the duration of the project from 2009 till 2012**

<b>Outcome</b>	<b>Total Planned</b>	<b>% Planned</b>	<b>Total Expenditures 2009-2011</b>	<b>%</b>	<b>Expenditures 2012</b>	<b>Total Expenditures 2009-2012</b>
<b>Outcome 1</b>	131,190.00	<b>13.51</b>	65,524.33	<b>7.18</b>		
<b>Outcome 2</b>	116,550.00	<b>12.00</b>	148,227.55	<b>16.24</b>		
<b>Outcome 3</b>	461,250.00	<b>47.50</b>	418,755.86	<b>45.87</b>		
<b>Outcome 4</b>	262,010.00	<b>26.98</b>	280,496.60	<b>30.72</b>		
<b>Total</b>	<b>971,000.00</b>		<b>913,004.34</b>		<b>29,627.17</b>	<b>942,631.51</b>

In terms of co-financing, the project has exceeded the planned resources committed at its outset and has mobilized double the commitments in the following case, a summary of the co-financing resources in provided in Table 4 below:

- \$2.615 million were mobilized from the Republican Budget (compared to \$1.348 million initially planned) for additional infrastructure including streets and settlements lightning, social services, water facilities, roads rehabilitation, play lots, subsidies for agriculture development (livestock, milk and wool processing, crops seeding);
- \$0.948 million from Germany through GIZ (compared to \$0.4 million initially planned)

Other sources of co-financing which have been maintained by the project partners include:

- \$0.012m Farmers of Kazakhstan for consultations, conduction of trainings and seminars.

- \$0.027m from Public Scientific Center LR and LM for agricultural lands monitoring (soil and geo-botanical surveys);
- \$0.034m from Washington State University for photo electric system, wind generator, water purifying station, equipment for milk processing and keeping,

**Table 4. Cofinancing resources planned and effected by the project**

Cofinancing (Type/Source)	IA own Financing (mill US\$) UNDP		Government (mill US\$) ALL SOURCES FROM GOV		Other (mill US\$)		Total (mill US\$)	
	Planned	Actual	Planned <sup>1</sup>	Actual <sup>2</sup>	Planned <sup>3</sup>	Actual <sup>4</sup>	Planned	Actual
Grants	0.050	0.050	-	-	0.400	0.948	0.450	0.998
Loans/ Concessional								
Credits								
Equity investments								
In-kind support			1.900	2.642	0.463	0.046	2.363	2.688
Other (*)								
<b>Totals</b>	<b>0.050</b>	<b>0.050</b>	<b>1.900</b>	<b>2.642</b>	<b>0.863</b>	<b>0.994</b>	<b>2.813</b>	<b>3.686</b>

<sup>1</sup> **Government planned** \$1.9 m includes: 0.3m from Public Scientific Center LR and LM, 0.01m from State Institute of Agricultural Arial Photographic Research, 1.348m from Ministry of EP and 0.242m from Akimat of Zhambyl rayon.

<sup>2</sup> **Government actual** \$2.642 m includes: \$2.615m from Republican Budget for additional infrastructure including streets and settlements lightning, social services, water facilities, roads rehabilitation, play lots, subsidies for agriculture development (livestock, milk and wool processing, crops seeding); \$0.027m from Public Scientific Center LR and LM for agricultural lands monitoring (soil and geo-botanical surveys);

<sup>3</sup> **Other Planned** \$0.863 m includes: 0.4 m from Germany through GIZ, 0.275m from CAMP Consulting, 0.095m from CAREC and 0.093m from farmers

<sup>4</sup> **Other actual** \$ 0.994 m includes: 0.948 m from Germany through GIZ, 0.034m from Washington State University for photo electric system, wind generator, water purifying station, equipment for milk processing and keeping, 0.012m Farmers of Kazakhstan for consultations, conduction of trainings and seminars.

### 4.3. Results

#### 4.3.1. Results at the level of the project objective

Under the objective, the project has identified 4 impact indicators and established necessary monitoring activities to measure them as indicated in Table 6 below.

For “Indicator 1. Reduction of the area affected by soil erosion in selected plots around the pilot villages” and “Indicator 2. Reduction of the area affected by unwanted plant species due to undergrazing in sample plots of distant pastures”, the geobotanical surveys were conducted in 2009, 2010 and 2011 in the sampled areas according to the monitoring protocol. The survey took into account wind erosion and water erosion. The monitoring results showed an overall reduction of the area affected by soil erosion of 23.35% and an overall reduction of the area affected by unwanted plant species due to undergrazing of 8.6%. The detailed results for these indicators at the level of each district and for each indicator are shown in Tables 7 and 8 below and show variations in the improvements between the different districts. The main reasons behind these significant variations are related to the following:

- The project started promoting the use of remote pastures in 2010;
- This corresponded with a reduction of cattle amount near the settlements and hence reduction of the pressure on the pastures;
- Significant reduction of plowing;
- Climatic conditions.



For “Indicator 3. Income of families involved in the project improved”, the project has documented the income of 521 families which obtained direct or indirect benefits from the project. These constitute 30.8% of population the total population registered on the project area. The socio-economic studies confirmed an increase of 32.3% in the average income over three years. This increase was reflected across all 4 pilot areas involved in the project as shown in Table 5 below.

**Table 5. Income of studied households (thousands tenge)**

Years	Shiyen	Ulguli	Aidarly	Matybulak	Total
2009	13,712	8,860	15,659	49,177	87,409
2010	17,877	10,353	18,119	54,858	101,208
2011	19,541	13,321	23,873	72,917	129,653
% income growth in three years	29.8	33.4	34.4	32.6	32.3

For “Indicator 4. Number of projects which use the experiences of the SRM project as business model for SRM”, it is estimated that 6 projects have used the experience of this project in their activities. These include new projects in different countries of Central Asia which were recently developed including 2 projects in Kyrgyzstan, 1 project in Turkmenistan, 1 project Uzbekistan and 2 projects in Kazakhstan. The fields of intervention of these projects which benefited from the SRM project included production of fodder in unused and degraded lands through the adoption of minimum tillage and no-till technologies, rehabilitation of pasture infrastructure, development of remote rangeland for renewal of livestock mobility, development of renewable and alternative sources of energy in the remote rangeland, etc.

Joint of activities were also developed with the Multi-country Capacity Building Project of CACILM, which has planned follow up of project activities in 2012 covering the following activities of the SRM project :

- Training of trainers of the KazAgroInnovation Knowledge and Dissemination Centers based on the SRM training module developed by the Project
- Continuation of the support for the development of the Pasture law

**Table 6. Indicators and results at the level of the project objective**

Objective	Indicator	Baseline	Planned Target	Level at end of project	Means of verification	Rating
Demonstration of good practice in rangeland management that promotes both the ecological integrity of natural grasslands and local livelihood, and serves as a model for replicating Sustainable Rangeland Management (SRM) throughout the country.	Quality and quantity of vegetation cover in rangelands in 4 Selskii Okrug (rural areas)	Number of hectares of land with significant signs of soil erosion caused by overgrazing in selected plots around the pilot villages	Reduction of the size of the area heavily affected by soil erosion by 20% (2012)	The area of degraded rangeland in 2011 was reduced by 23.35 % in comparison with 2009 in all 4 rural areas.	Geo-botanical monitoring reports 2009-2011.	HS
	Presence of plant species which negatively affect the function of distant pastures	Number of hectares of distant pastures with significant signs of natural succession due to undergrazing (selection of 4 sample plots)	Unwanted plant species in at least 4 pasture plots are less than 5% surface coverage	The area of rangeland with unwanted plants was reduced by 8.6% in 2011	Geo-botanical monitoring reports 2009-2011.	HS
	Income of families (communities) participating in the measures on	Average family income (amount to be identified once the families/communities are	Increase of income by at least 20 percent	For the total 1691 families in the pilot areas, 521 families have benefited directly from the	Socio-economic surveys 2009-2011	HS

	pasture management	identified and made their commitment towards the project objective)		project and increased their income by 32.3%.	.	
	Number of projects which use the experiences of this project as business model for other SRM projects	No SRM projects which use participatory bottom-up approaches throughout planning and implementation	At least 3 projects in the CACILM initiative use similar approaches	6 projects within the CACILM network used similar approaches	Project progress reports	HS

**Table 7. Detailed results of Indicator 1. Reduction of the area affected by soil erosion around the pilot villages**

Year	Ulguli		Shien		Aydarly		Matibulak	
	Pasture area (ha)	% area affected by overgrazing	Pasture area (ha)	% area affected by overgrazing	Pasture area (ha)	% area affected by overgrazing	Pasture area(ha)*	% area affected by overgrazing
2009	444	74.2	2400	22.9	2430	29.2	-	50.0
2010	444	39.8	2240	27.6	2430	31.6	-	50.0
2011	444	11.0	2400	3.3	2430	28.7	-	39.9
% reduction of area affected by overgrazing		63.2		19.6		0.5		10.1

\* Pasture area not available

**Table 8. Detailed results for Indicator 2. Reduction of the area affected by unwanted plant species due to undergrazing in distant pastures**

Year	Ulguli		Shien		Aydarly		Matibulak	
	Pasture area (ha)	Pasture area affected by undergrazing (ha)	Pasture area (ha)	Pasture area affected by undergrazing (ha)	Pasture area (ha)	Pasture area affected by undergrazing (ha)	Pasture area (ha)	Pasture area affected by undergrazing (ha)
2009	86827	746	45123	361	91452	606	115703	970
2010	86827	772	45123	361	91452	606	115703	926
2011	86827	733	45123	271	91452	580	115703	935
% reduction in each area		1.74%		24.93%		4.29%		3.61%

#### 4.3.2. Results at the level of the project outcome 1

Under Outcome 1, the project has identified 2 impact indicators and established necessary monitoring activities to measure them as indicated in Table 9 below.

For “Indicator 1. Legal framework (laws, decrees, regulations) to decentralize SRM”, several legal frameworks have been adopted or are on their way to be adopted with the project support. These include the following:

- Application Decree 1287/2011 under the Land Code related to the rational use of agricultural lands and pastures was developed with project support and approved by government in 2011.
- MoA has established an Interagency Committee in March 2012 for the development of the Pasture Law based on technical recommendations from the project
- Grazing rules for rangelands for the villages involved in the Project were approved by the Pasture Committees. Agreements were signed between Akimat, Pasture Committees and pasture users based on these rules.

For “Indicator 2. Coordinating Unit (Pasture Committee) to regulate the use of pastures at the local level”, four Pasture Committees were established in 2009 in the selected pilot rural districts, based on open election of members at joint meetings of pasture resources users. Statute of the Pasture Committees were approved by pasture resources users; the statutes were agreed upon with local authorities and institutions responsible for project implementation. In May 2010, first meetings of Pasture Committees were held to plan needed improvements of the pasture management and infrastructure. Regular meetings were held twice a year.

The main issues discussed at the meetings included the following:

- (i) use of distant pastures and pasture infrastructure,
- (ii) restoration of degraded homestead pastures,
- (iii) monitoring and evaluation of the achievements.

Three out of four of the pasture committees have become cooperatives and 1 pasture committee became a public fund. By the end of the project, all of the Pasture Committees evolved into legally registered functions at the local agency of the Ministry of Justice.

**Table 9. Indicators and results at the level of Outcome1**

Outcome 1	Indicator	Baseline	Planned Target	Level at end of project	Means of verification	Rating
An environment which is conducive to Sustainable Rangeland Management (SRM) enhanced at the central and local level.	1.1 Legal framework (laws, decrees, regulations) to decentralize SRM	Legislation that prevents the use of distant pastures and rotational grazing	Proposals to improve the legal framework that promotes the use of distant pastures and rotational grazing (2011).	Several legal frameworks have been adopted or are on their way to be adopted with the project support	Project progress reports	HS
	1.2 Coordinating Unit (Pasture Committee) to regulate the use of pastures at the local level	Lack of coordinating units (2009)	Pasture Committee functions in each of the 4 village districts.	Pasture Committees are functional in all of the 4 pilot areas	Pasture Committees Statutes and Minutes of Meetings.	HS

#### 4.3.3. Results at the level of the project outcome 2

Under Outcome 2, the project has identified 3 impact indicators and established necessary monitoring activities to measure them as indicated in Table 10 below.

For “Indicator 1. Number of information activities and publications on environmental and economic roles of SRM”, an extensive information and communication campaign has been planned and implemented by the project to disseminate information on SRM to local government, community-based organizations and individual farmers. Three major events were held:

- (i) Round table on SRM problems with participation of national and international partners, decision-makers and other stakeholders
- (ii) Press -Tour for Mass Media representatives with visits to the the project sites.
- (iii) An International Scientific Practice Conference was organized with the participation of representatives from different Central Asia countries, decision-makers and other stakeholders where successful results of the SRM project were presented.

All together, more than 3000 information material were distributed in 3 years during the lifetime of the project as follows:

- 28 communication activities were conducted on local, regional, national and international levels (i.e. around 9 activities per year).
- 257 publications or more than 7 publications monthly were published
- 30 interviews were organized and broadcasted on “Khabar” and “Caspionet” TV channels.
- 21 programmes devoted to effective rangelands management were broadcasted on TV, including in “Khabar”: “Prodvopros”, “Proryv”, “Serpín”, “Caspionet”.
- Two parts documentary named “Ken Dala” about SRM in project area was produced. The film was presented to key partners and distributed to all project stakeholders.
- Quarterly the project results were posted on the project website [www.zhailau.kz](http://www.zhailau.kz)
- One information bulletin was published and distributed among all project stakeholders.

For “Indicator 2. Agreement on the regulation of grazing land (the use and rotation of pastures)”, 4 agreements on grazing management were made between project, Pasture Committees, akimats and pasture users of 4 rural districts on the following dates:

- Matybulak on 13.05.2011,
- Aidarly on 17.05.2011,
- Shien on 11.05.2011
- Ulguli on 12.05.2011.

For “Indicator 3. Number of people successfully trained in participatory resource management”, 193 people were successfully trained. Several seminars and trainings were conducted and are the following:

- A seminar on SRM was organized by the project for 99 villagers and 16 persons from other regions. The participants also include 4 Mayors of rural areas, 4 chairman of Pasture Committee and 1 deputy of mayor of district.
- A seminars on “Veterinary and livestock health” and “Processing and keeping of livestock products” was organized jointly with “Ushkonir” Knowledge Dissemination Center of JSC Kazagroinnovation for 28 head veterinary specialists in all Rural district, on 15-19.02.2010
- Four trainings were organized on SRM based on the CAMP Alatoo on learning tool for the restoration of degraded lands in Zhambyl rayon jointly with Ushkonir Knowledge Dissemination Center of JSC Kazagroinnovation. Livestock specialists, farmers, heads of farms, representatives from akimats, students of Kazakh Agrarian University of Almaty, Zhambyl and South-Kazakhstan oblast took part in it. 46 participants successfully completed the training.
- A specialized training on “Greenhouse keeping” was conducted from 22-26.02.2010 for 3 participants and on “Sheep breeding” from 15-19.03.2010 for 1 participant.



**Table 10. Indicators and results at the level of Outcome2**

Outcome 2	Indicator	Baseline	Planned Target	Level at end of project	Means of verification	Rating
Capacities and knowledge on integrated SRM of local government, community-based structures and individual farmers strengthened.	2.1 Number of information activities and publications on environmental and economic roles of SRM	No special activities are carried out; less than 5 releases / reports in the local media per year	At least one report in the media per quarter and two events per year. Written material produced by the project reaches all stakeholders	Extensive information and communication campaign has been planned and implemented by the project.	Progress report Press Website TV and magazines	HS
	2.2 Agreement on the regulation of grazing land (the use and rotation of pastures)	Agreements do not exist	At least 1 agreement on the use of pasture for each rural district is concluded	1 agreement on the use of pasture for each rural district concluded	MoU between UNDP and 4 selskiy Akimats	HS
	2.3 Number of people successfully trained in participatory resource management	None	At least 20 people and 3 persons in charge from each village in the target area	193 people were successfully trained.	Progress reports Training reports	HS

**4.3.4. Results at the level of the project outcome 3**

Under Outcome 3, the project has identified 3 impact indicators and established necessary monitoring activities to measure them as indicated in Table 11 below.

For “*Indicator 1. Number of local investment plans*”, 1 investment plan for each rural district of the project were developed in 2010 covering the period 2010-2015. The investment plans identified priority projects for the improvement of working and living conditions on distant pastures.

According to investment plans, 124 out of 186 activities or 67.3 % were completed by March 31, 2012 (29 from 46 in Matibulak rural area, 36 from 44 in Ulguliy rural area, 32 from 47 in Shien rural area and 27 from 49 in Aidarly rural area). Thus, 62 activities are not finished yet and will be completed by 2015 by the Akim of the rural areas in coordination with the newly established cooperatives and public fund up.

For “*Indicator 2. Availability of infrastructure in remote pastures*”, several infrastructure investments were provided by the project to improve grazing in remote pasture based on proposals by the local population. The project implemented the following infrastructure:

- Rehabilitation of 7 wells in distant pastures
- Provision of 25 yurts
- 1 living trailer
- 4 solar battery
- 13 photoelectrical solar batteries
- 1 satellite phone
- 24 first aid kits for herders
- planting of 932 hectares of perennial grasses on degraded land.

For “*Indicator 3. Increased use of distant pastures*”, by end of the project, transhumant pastures increased more than 45 000 ha i.e. around 19.7 % of the total area of the remote pastures. The total

area of pasture land in the pilot area is 334,353 ha and distant pastures 230,204 ha distributed as follows: 110,555 ha in Matybulak, 82,456 ha in Ulguly, 25,764 ha in Shien, 11,429 ha in Aidarly.

**Table11. Indicators and results at the level of Outcome3**

Outcome 3	Indicator	Baseline	Planned Target	Level at end of project	Means of verification	Rating
Local infrastructure that allows greater mobility of livestock herds improved.	3.1 Number of local investment plans	None	One plan for each rural district of the project area	4 investment plans	Investment plans for Aidarly, Matibulak, Ulguli and Shien selskiy okrugs for 2010-2015	HS
	3.2 Availability of infrastructure for remote pastures (details will be given in accordance with the investment plans)	Lack of basic infrastructure	A functioning infrastructure	Infrastructure investments enabled to graze on the remote pasture allowing a stable increase of all livestock	Socio-economic reports 2009-2011	HS
	3.3 Use of distant pastures	Necessary to determine	20% of remote pastures used, considering the maximum load on the pasture	By end of project, transhumant pastures increased by 20% with an area of 45,000 ha.	Geobotanical surveys and socio-economic surveys 2009-2011	HS

#### 4.3.5. Results at the level of the project outcome 4

Under Outcome 4, the project has identified 3 impact indicators and established necessary monitoring activities to measure them as indicated in Table 12 below.

For “Indicator 1. Number of meetings of the Project Management Committee”, the Steering Committee meetings were held twice a year in 2009 and 2010 and once a year in 2011 and 2012.

For “Indicator 2. Monitoring of gender aspects, project risks and an annual review of the project strategy”, the monitoring of gender aspects was carried out within the annual social-economic survey. Gender aspects were integrated into annual work plan and one Round Table meeting on gender issues was organized within the SRM Project. The project gave equal access to women and men for joining all the project activities. A recommendation was adopted in the establishment of the Pasture Committees whereby at least one woman would participate as a member of the Pasture Committee to represent the women’s views within the community.

For “Indicator 3. Number of information/education products and exchanges with other projects”, 4 exchange visits involving key target groups related to SRM were conducted by the project as follows:

- 40 participants of Camp-Forum (International Conference on Mountain Pastures) visited the project site in November 2010 to meet with farmers and members of the Pasture Committee at distant pastures "Baikonyr" and "Bassu".

- A study tour of the international conference on pastoralism of UCA in Kyrgyzstan was jointly organized with the Capacity Building Project of CACILM in 2011. 5 members of Ministry of Environment, MoA and Farmer's Union visited the Suusamyr Pasture Project and exchanged experience in pasture management and with regards to the Kyrgyz law on rangelands.
- An exchange visits to other projects were organized within the frameworks of the Field Trip Program of the International Scientific-Practical Conference “Experience of introduction of innovative approaches for sustainable agriculture management at favourable areas” in 2009. 4 representatives from the target groups (one member and two chairmen of Pasture Committees, and one Akim of a village district) participated in the conference. A field trip was organized to the farm “Karanaiza” and to LLP “Kaz-Zher” in Akmola Oblast.
- A visit to East Kazakhstan region on Altay Sayan Mountain Biodiversity Project was conducted in 2010 for the chairman of pasture committee, the district department of agriculture and the project expert for rangeland management.
- Kazakh Model for Sustainable Rangeland Management was developed and published in 2011.

**Table 12. Indicators and results at the level of Outcome3**

Outcome 4	Indicator	Baseline	Planned Target	Level at end of project	Means of verification	Rating
Learning, evaluation and adaptive management, implemented.	4.1 Number of meetings of the Project Management Committee	No meeting held	First meeting of the Supervisory Committee in month 3 of the project, then at least once a year	Steering Committee meetings held twice a year in 2009 and 2010, once a year in 2011 and 2012.	Minutes of meeting of SC	HS
	4.2 Monitoring of gender aspects and project risks and an annual review of the project strategy	Gender analysis and, risk mitigation strategy as available in the project document	Results on monitoring of gender issues and project risks incorporated at least once a year in the Annual Work Plans	Results on monitoring of gender issues and project risks incorporated at least once a year in the Annual Work Plans	AWP Progress reports	HS
	4.3 Number of information / education products and exchanges with other projects	None	At least 2 exchange visits on the target group level with at least 25 persons each	4 exchange visits aimed at target groups were conducted by the project	Progress Reports	HS

#### **4.3.6. Stakeholder participation**

Based on the above project results at the level of the different outcomes, it can be concluded that the project had put in place extensive information dissemination and training programmes involving keys national stakeholders, as follows:

- *Information activities and publications* on SRM were disseminated at the level of local government, community-based organizations, and individual farmers as well as to the central administration and to the general public.
- *Several seminars and trainings* were provided to farmers, Mayors of rural areas, Pasture Committee members, Steering Committee members and other national groups.

- *Exchange visits* were also organized for farmers, members of the Pasture Committees, MEP, MoA, the district department of agriculture and others.

The project has produced and documented information generated by the project through various forms, and consolidated in a publication on SRM. 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. A clear example could be given regarding the cooperation with the Public Scientific Center LR and LM for agricultural lands monitoring on soil and geo-botanical surveys, which led to the development of a methodological approach as well as analytical information needed for decision making for SRM.

#### **4.3.7. Sustainability**

*At the central level*, the project has succeeded in addressing some of the key basis for the policy barriers by supporting the promotion of relevant legal frameworks at the level of the relevant institutional set ups. Two examples in this context confirm the important policy dialogue conducted with the support of the project leading to the following:

- Application Decree 1287/2011 under the Land Code related to the rational use of agricultural lands and pastures was developed with project support and approved by government in 2011.
- MoA has established an Interagency Committee in March 2012 for the development of the Pasture Law based on technical recommendations from the project

*At the local level*, the grazing rules which were established with the project support for the villages involved in the Project and which were approved by the Pasture Committees continue to be used as an operational basis by the members of the Pasture Committees. Moreover the Pasture Committees have evolved into a more institutional set up, by changing into a cooperative or a public fund in order to benefit from Governmental procedures and support for such structures. It should be noted that there is a consensus at the level of the various stakeholders that although the Pasture Committees don't benefit from legally approved functions, they remain an important transitional step needed for the mobilization of local farmers into legally recognized structures. Accordingly the experience of the project and its outcomes (Statutes, Agreements, Investment Plans) are important elements in documenting this experience.

The leverage created by the project is also clear, interest and action for follow up of SRM issues and their integration in national plans and programmes is clear and can be reflected through the following initiatives:

- MoA is launching an investment program on "Developing of remote rangeland for period from 2013 up to 2015. The objective of this of the program is to disseminate SRM project achievements in different regions of Kazakhstan on the base of republic budget.
- MEP included the principles and approaches for SRM into the "ZHASYL DAMU" (Green Development) Intersectoral Program for 2010-2014 which has already been ratified by the Government.
- A follow up programme on SRM will be launched mid-2012 at the level of the Research Institute for Livestock and Feed Production of the KazAgroInnovation Centre based on the project activities
- Training of trainers of the KaAgroInnovation Centres on SRM will be conducted in 2012 through the Capacity Building Component of the CACILM project based the project's training modules (under the GIZ and CAMP Alatoo components of the project).

#### **4.3.8 Gender perspective**

Although the project didn't establish a full-fledged gender strategy, gender considerations have been mainstreamed into project interventions as appropriate based on local specificities and technical feasibility. The project has in fact established an impact indicator related to gender aspects under Outcome 4 and measured its results according the its monitoring plan which was set forth in the annual work plan.

In this respect, the project closely cooperated with the Regional Women's Support Center, which is an NGO operating at the Rayon's level, and jointly organized round table meetings and trainings for women in the pilot areas concerned by the project. The purpose of this joint cooperation was as follows:

- Support women in mobilization of financial resources for the development of small business.
- Encourage women's participation in the management of rangeland resources.
- Provide a platform for the exhibition of goods and products made by women-folk artists.

Moreover, the project encouraged the Pasture Committees to ensure that at least one woman would participate as a member of the Pasture Committee to represent the women's views within the community. This recommendation was adopted by the Pasture Committees and was acted upon at the level of all Committees. It should also be noted that the head of one of the four Pasture committees was a woman, and that two women were managers of pilot projects on rehabilitation of degraded pastures and the collection and sale of dairy products.

#### 4.3.9. Rating of the overall project

As per the requirement of the UNDP/GEF evaluation procedures, and based on the analysis of the Project Implementation (Section 4.2.) and the Results of the project (Section 4.3.), the overall rating of the project is provided in the Table 13 below.

As reflected in the Table 13 below, the overall rating of the project is **“Highly Satisfactory”**. This rating is based on the results of the project which has established and implemented a sound and appropriate strategy and has been able to implement it with the support of the national and international stakeholders, and through the adoption of an adaptive management approach and the mobilization of appropriate management and technical resources.

**Table 13. Overall project ratings**

PROJECT COMPONENT OR OBJECTIVE	RATING			
	U*	MS*	S*	HS*
<b>PROJECT FORMULATION</b>				
Conceptualization/Design				HS
Stakeholder participation				HS
<b>PROJECT IMPLEMENTATION</b>				
Implementation Approach				HS
The use of the logical framework				HS
Adaptive management				HS
Use/establishment of information technologies				HS
Operational relationships between the institutions involved				HS
Technical capacities				
<b>Monitoring and evaluation</b>				
<b>Stakeholder participation</b>				
Production and dissemination of information				
Local resource users and NGOs participation				HS
Establishment of partnerships				
Involvement and support of governmental institutions				
<b>PROJECT RESULTS</b>				
<b>Attainment of Outcomes/ Achievement of objectives</b>				HS
Achievement of objective				HS
Outcome 1				HS
Outcome 2				HS
Outcome 3				HS
Outcome 4				HS
<b>OVERALL PROJECT ACHIEVEMENT &amp; IMPACT</b>				<b>HS</b>

\*Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), and Unsatisfactory (U)



## 5. Recommendations

### 5.1. Continuous capacity development of national and local stakeholders

*Regulatory and institutional barriers for SRM* have been identified among the key issues which limit effective adoption of SRM principles and approaches in Kazakhstan. Although the project has supported in a swift and effective manner several legal and institutional developments and progress is recorded in the up-take of SRM in national plans and programmes (refer to Section 4.3.7. Sustainability), these efforts remain beyond necessary situation for reversing these barriers and ensuring necessary legal and institutional framework for adoption of SRM in Kazakhstan.

In the duration of 3 years, the project has created a momentum for SRM and identified gaps in the legal framework (*Pasture Law* is still under development), duplications and overlaps in the legal framework (use of distant pastures needs to be further reflected in the *Land Code*) and law enforcement and provision of incentives for SRM is still very weak. The aspects related to zoning at the landscape level or regarding grazing rotation are still not addressed. The traditional Kazakh transhumant system is hindered by various legal restrictions such as user rights, migration routes, licenses, legal status of herders, etc.

*The institutional barriers* constitute the main challenge for SRM in Kazakhstan, the responsibilities for rangeland management are spread over many different institutions, and at different levels: local (rayon), provincial (oblast) and state level. Despite impressive awareness and interest for promoting SRM principles including the rational use of pasture lands and the development of distant-pasture grazing and semi-grazing systems at central level; the effective responsibility lies at the level of the oblast, the rayon and at district and village levels. However, it is not clear how the plans and programmes currently underway at the central level can materialize given the limited institutional capacities at local level, poor coordination among the different local institutions and limited local resources for effective planning and adoption of integrated concepts of SRM.

To-date, the progress is very promising, local farmers and local institutions are willing to adhere to SRM principles, especially when they are promote in a methodologically sound and technically appropriate manner as in the case of the project. These efforts remain insufficient to trigger a nation-wide momentum for the changing grazing regimes and habits at the national level. Linking SRM to decentralization efforts and the empowerment of the local institutions, to make informed decisions and adopt appropriate approaches for SRM should be considered as a necessary continuation of the efforts initiated by this project.

### 5.2. Documenting key project outcomes

Although the project has developed and published several outcomes of the project, an extensively rich information base remain available at the level of the project and merit the effort of consolidating into consolidated technical or awareness raising report and ensuring that they are made available for the general public by providing a printed version and posting on the website.

The main information resources available at the project which could be of high interest for promoting SRM in Kazakhstan and at the wider level are the following:

- the English version of the Model for SRM, which was published in Russian in 2011, is available but requires further editing and should be published,
- the technical reports related to the geo-botanical and of the socio-economic surveys conducted in 2009, 2010 and 2011 constitute a baseline for SRM in Kazakhstan and an important methodological approach as well as a very rich source of information in terms of their results; and merit to be consolidated and published
- the training module developed by the project on “Sustainability Self-Training for SRM” has been used by the project as a basis for training, and efforts are now underway for delivery of further training. It would be opportune to publish this module and make it available in hard and soft copies.

## 6. Lessons learned

The significant impact of the project is highlighted by the impact indicators measured at the level of the project objective and which have confirmed that the project has achieved its objective. These results are related to the following:

- (iii) *Reduction of the area affected by soil erosion in selected plots around the pilot village*, and the geobotanical surveys confirmed that an overall reduction of the area affected by soil erosion of 23.35%. It should be noted that although the pasture areas near the settlements which are concerned by this project are limited (444 ha in Ulguli, 2400 ha in Shien, 2430 ha in Aydarly), these are important resources for the farmers.
- (iv) *Income of families involved in the project improved*, the project has documented the income of 521 families which obtained direct or indirect benefits from the project. These constitute 30.8% of population the total population registered on the project area. The socio-economic studies confirmed an increase of 32.3% in the average income over three years.

This important result was achieved with minimal but appropriate investments which proved the efficiency and effectiveness of the project intervention, but also prove that only catalytic support is needed for promoting the adherence of local population to SRM principles and to reach positive results. As shown in Table 14 below, while only 28% and 11% of the total budget of UNDP/GEF and GIZ were respectively allocated for funding pilot investments and infrastructure, the project mobilized mainly national budget resources to provide needed investment for SRM at a level 10 fold higher than the funds provided by the project: \$2,615,000 from Government budget compared to \$268,204 from UNDP/GEF and \$107,342 from GIZ.

**Table 14. Contribution for infrastructure investment within the project resources**

Source of funding	Costs of infrastructure (US\$)	Total budget (US\$)	Ration of infrastructure (%)
UNDP/GEF	268,204	971,000	28
GIZ	107,342	948,000	11
Washington University	33,965	33,965	100
Government budget	2,615,000	2,615,000	100

The main assets within this project can be reported in this respect and can be summarized through the approach adopted by the project for promoting SRM:

- (iv) *An appropriate technical basis for identification and responding to the main socio-economic barriers impeding systematic use of pasture lands*. The main barriers indicated by the project include:
  - water shortage in pasture lands, whereby it is estimated that natural water sources (rivers, springs, lakes, brooks and other) can provide only for 40% of pasture lands. The remaining pasture areas require engineering facilities for provision of underground water.
  - fodder shortage of pasture lands. It is estimated that cattle is lacking some 30% of fodder from minimal physiological need within the used categories of land (lands envisaged for agricultural use and cattle breeding needs), which undoubtedly has an impact on its productivity, therefore, in budget of the cattle owners.

The project has also identified other constraints hindering SRM which should also be taken into consideration in the continuation of national efforts for SRM promotion and include:

- *Equipment*. Worn out and old equipment. All agricultural equipment is produced in 80<sup>th</sup> 90<sup>th</sup>, for example the newest tractor is produced in 1989.
- *Marketing policy*. Insufficient information-marketing support of agricultural organizations. Lack of organized livestock marketing system (livestock production purchasing on-site (meat, wool, hide). Lack of seeds for agricultural farms.
- *Breeding work* is not systematized, and very weak. There is a necessity in pedigree farms.
- *Credit policy*. Difficult to receive credits. Credit preferences for agriculture development are not available for small farms.

- *Sale of livestock production.* Livestock sale in live weight is becoming difficult due to various duties and payments. Expenses for veterinary certificate, transportation and a place at the market are high. There are no slaughter houses in the villages.
  - *Transport infrastructure.* Bad condition and quality of the roads and poor road access between settlements and pastures.
- (v) *An appropriate institutional basis for local mobilization through Pasture Committees to regulate the use of pastures at the local level*". The project has been successful in promoting appropriate institutional set up which can be summarized as follows:
- In 2009, four Pasture Committees were established in the selected pilot rural districts, based on open election of members at joint meetings of pasture resources users. Statute of the Pasture Committees were approved by pasture resources users.
  - In May 2010, first meetings of Pasture Committees were held to plan needed improvements of the pasture management and infrastructure. Investment Plans at the level of each Committee were developed.
  - By end of the project, three out of four of the pasture committees have become cooperatives and 1 pasture committee became a public fund. Accordingly, all the Pasture Committees evolved into legally registered functions at the local agency of the Ministry of Justice.
- (iii) *The promotion of a balanced socio-economic development placing SRM at its centre with other opportunities for alternatives types of socio-economic activities and a sustainable livelihood development process.* The proposals which have been made through the project in this context include the following:
- Organization of mini production enterprises such as small bakery, butter diary, wool and meat processing and production, will help to solve unemployment problem.
  - Revive traditional handicrafts.
  - Development of economic sectors which previously exists, such as honey bee production, to address difficult socio-economic problems of local people without harming environment.
  - Identify and provide sources of funding to allow increasing commodity production of traditional sector of agriculture and promote self-sufficiency of such business
  - Provision of economic initiatives for alternative businesses.

## **7. Evaluation report Annexes**

Annex 1. ToRs of the Final Evaluation

Annex 2. Itinerary and list of persons interviewed

Annex 3. List of documents reviewed

Annex 4. Summary of field visits

## **Annex 1. Terms of Reference for Final Evaluation**

### **UNDP/GEF/GIZ/Government of the Republic of Kazakhstan Project “Sustainable Rangeland Management for Rural Livelihood and Environmental Integrity”**

<b>Functional Title:</b>	Independent International Consultant/Team Leader – Final Evaluation
<b>Duration:</b>	March-April 2012
<b>Terms of payment:</b>	Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the Evaluation Report
<b>Travel costs:</b>	To be paid within lump sum payment (should be included in financial proposal)

#### ***I. Introduction***

In accordance with UNDP/GEF Monitoring and Evaluation (M&E) policies and procedures, all medium-size projects supported by GEF should undergo a final evaluation upon completion of implementation.

The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signs of potential impact and sustainability of results, including the contribution to capacity development and achievement of global and national environmental goals.

The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other similar projects and programmes.

The evaluation is to be undertaken in accordance with the “GEF Monitoring and Evaluation Policy”(see <http://thegef.org/MonitoringandEvaluation/MEPoliciesProcedures/mepoliciesprocedures.html>).

Evaluations in the GEF explore five major criteria:

- (i) Relevance – the extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.
- (ii) Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved.
- (iii) Efficiency – the extent to which results have been delivered with the least costly resources possible.
- (iv) Results – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.
- (v) Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

This Final Evaluation is undertaken by the UNDP Country Office and the UNDP Bratislava Regional Centre as the GEF Implementing Agency for this project and aims to provide managers of implementing agencies and partners with a comprehensive overall assessment of the project and with a strategy for replicating the results. It also provides the basis for learning and accountability for managers and stakeholders.

#### ***II. Project Description***

##### **Main Project objectives**

The project is part of the CACILM CPP approved by the GEF council in August 2006 and arises from the Kazakh National Program Framework (NPF). It seeks to build on results and lessons of several projects including though the WB/GEF Drylands Management Project that demonstrated the environmental, social



and economic viability of shifting from the current unsustainable cereal-based production in dryland ecosystems to traditional livestock-based management in a pilot area of the Shetsky district of Karaganda oblast and other community development work sponsored by GIZ and the UNDP, Small Grant Program.

It is part of a similar class of Medium Size Projects (MSP)s in other Central Asian countries including: “Demonstrating Sustainable Mountain Pasture Management in the Suusamyр Valley” (Kyrgyzstan), “Demonstrating Local Responses to Combating Land Degradation and Improving Sustainable Land Management in SW Tajikistan” (Tajikistan), “Capacity Building and On-the-Ground Investments for Sustainable Land Management” (Turkmenistan), and “Achieving Ecosystem Stability on degraded land in Karakalpakstan and the Kyzylkum Desert” (Uzbekistan). Each of these projects is addressing somewhat similar objectives and they are anticipating learning from each other. The project was intended to maintain close links with the GEF Small Grants Program.

**Objective:**

Demonstration of good practice in rangeland management that promotes both the ecological integrity of natural grasslands and rural livelihood.

There are four outcomes and associated outputs and activities, which contribute towards achieving the project objective, the demonstration of best practice of sustainable rangeland management.

**Outcomes:**

1. An environment which is conducive to Sustainable Rangeland Management (SRM) enhanced at the central and local levels.
2. Capacities and knowledge on integrated SRM of local government, community-based structures and individual farmers strengthened
3. Local infrastructure that allows greater mobility of livestock herds improved
4. Learning, evaluation and adaptive management, implemented.

The project has its focus on local level through working directly with the target groups, local communities. It will, however, also influence the regional (oblast) and national levels in order to create an enabling environment necessary to create successful models.

The Implementation of the Project started in April 2009, completion is planned for March 2012. The total project budget was planned for US\$ 3,763,000 with GEF financing of US\$ 950,000, UNDP financing US\$ 50,000, GIZ financing US\$ 400,000. During implementation GIZ increased its contribution until end of the project to US\$ 1,000,000. Kazakh ministries and organizations provide US\$ 2,363,000 in-kind contribution. Thus, total budget of the project is US\$ 4,363,000. The executing agency for the project is the Ministry of Agriculture of the RK.

### ***III. Objectives of the evaluation***

Evaluation aims to conduct a comprehensive assessment of the project and provides an opportunity to assess the strategies, results, problems and limitations. In this activity the project will be evaluated on the basis of the indicators presented in the logical framework of the project (see Appendix).

The main purpose of the evaluation is to measure the effectiveness and efficiency of project activities in relation to the stated objective. The evaluation is expected to produce possible recommendations on:

- Key elements of success of the project and further steps to be taken to secure successful initiatives in all project sites;
- Gaps remaining after the project implementation to be addressed in further initiatives by the partners and the Government;
- Risks to the sustainability of the project initiatives to be considered by the partners in the course of management of pasture in future.

The Final Evaluation is to consider the currently evolving policy and economic climate in consideration of the risks and the further development of the project initiatives.

The Final Evaluation serves as an agent of change and plays a critical role in supporting accountability. The emphasis of the evaluation should be the following:

#### Project indicators

Final evaluators will assess the achievement of indicators and review the work plan, planned duration and budget of the project.

#### Implementation

The evaluation will assess the implementation of the project in terms of quality and timeliness of inputs and efficiency and effectiveness of activities carried out. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated. In particular, the evaluation is to assess the Project team's use of adaptive management in project implementation and the Project team's fulfillment of Management Responses to evaluation recommendations made during the mid-term evaluation in September 2010.

#### Project outputs, outcomes and impact

The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability of project results. This should encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation should also assess the extent to which the implementation of the project has been inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners. The evaluation will also examine if the project has had significant unexpected effects, whether of beneficial or detrimental nature.

### **The Final Evaluation will also cover the following aspects:**

#### **1. Progress Towards Results**

Changes in development conditions: Have there been changes in local stakeholder behaviour that have contributed to improved rangeland management? Is there distinct improvement in ecological integrity of natural grasslands and rural livelihood? Has awareness on sustainable rangeland management increased as a result of the project?

Measurement of change: Progress towards results should be based on a comparison of indicators before and after (so far) the project intervention. Progress can also be assessed by comparing conditions in the project site to conditions in similar unmanaged sites.

Project strategy: How and why outcomes (listed as outputs in the project document) and strategies contribute to the achievement of the expected results:

- examine their relevance and whether they provide the most effective route towards results.

Sustainability: Extent to which the benefits of the project will continue, within or outside the project area, after it has come to an end. Relevant factors include for example: development of an exit strategy including outscaling of results, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy.

Gender perspective: Extent to which the project accounts for gender differences when developing and applying project interventions. How are gender considerations mainstreamed into project interventions?

#### **2. Project's Adaptive Management Framework**

##### **(a) Monitoring Systems**

Assess the monitoring tools currently being used:

- Do they provide the necessary information?
- Do they involve key partners?
- Are they efficient?

Ensure the monitoring system, including indicators, at least meets GEF minimum requirements<sup>1</sup>. Apply SMART indicators as necessary.  
Apply the GEF Tracking Tool and provide a description of comparison with initial application of the tool.

#### **(b) Risk Management**

Validate whether the risks identified in the project document and PIRs are the most important and whether the risk ratings applied are appropriate. Describe any additional risks identified and suggest risk ratings and possible risk management strategies to be adopted.

Assess the project's risk identification and management systems:

- Is the GEF-UNDP Risk Management System<sup>2</sup> appropriately applied?
- How can the GEF-UNDP Risk Management System be used to strengthen project management?

#### **(c) Work Planning**

Assess the use of the logical framework as a management tool during implementation and any changes made to it.

Ensure the logical framework meets GEF-UNDP requirements in terms of format and content.

What impact did the retro-fitting of impact indicators have on project management?

- Assess the use of routinely updated workplans.
- Assess the use of electronic information technologies to support implementation, participation and monitoring, as well as other project activities
- Are works planning processes result-based<sup>3</sup>?
- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. Any irregularities must be noted.

#### **(d) Reporting**

Assess how adaptive management changes have been reported by the project management.

Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

### **3. Underlying Factors**

Assess the underlying factors beyond the project's immediate control that influence outcomes and results. Consider the appropriateness and effectiveness of the project's management strategies for these factors. Re-test the assumptions made by the project management and identify new assumptions that should be made.

Assess the effect of any incorrect assumptions made by the project.

### **4. UNDP Contribution**

Assess the role of UNDP against the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results. Consider:

- Field visits
- Steering Committee/TOR follow-up and analysis
- PIR preparation and follow-up
- GEF guidance

Consider the new UNDP requirements outlined in the UNDP User Guide<sup>4</sup>, especially the Project Assurance role, and ensure they are incorporated into the project's adaptive management framework.

Assess the contribution to the project from UNDP "soft" assistance (i.e. policy advice & dialogue, advocacy, and coordination).

---

<sup>1</sup> See section 3.2 of the GEF's "Monitoring and Evaluation Policies and Procedures", available at <http://www.undp.org/gef/05/monitoring/policies.html>

<sup>2</sup> UNDP-GEF's system is based on the Atlas Risk Module. See the UNDP-GEF Risk Management Strategy resource kit, available as Annex XI at <http://www.undp.org/gef/05/monitoring/policies.html>

<sup>3</sup> RBM Support documents are available at <http://www.undp.org/eo/methodologies.htm>

<sup>4</sup> The UNDP User Guide is currently only available on UNDP's intranet. However UNDP can provide the necessary section on roles and responsibility from <http://content.undp.org/go/userguide/results/rmoverview/progprojorg/?src=print>

## 5. GIZ Contribution

Assess the role of GIZ as a co-financing and co-implementing partner of the project. Both, the joint financing of a medium-size project by GEF and BMZ and the joint implementation by a project unit, which staff was contracted by two agencies, UNDP and GIZ, is new for Kazakhstan. Thus, the lessons learnt and recommendations are valuable for the further replication.

## 6. Partnership Strategy

Assess how partners are involved in the project's adaptive management framework:

- Involving partners and stakeholders in the selection of indicators and other measures of performance;
- Using already existing data and statistics;
- Analysing progress towards results and determining project strategies.
- Identify opportunities for stronger substantive partnerships;
- Assess how local stakeholders participate in project management and decision-making. Include an analysis of the strengths and weaknesses of the approach adopted by the project and suggestions for improvement if necessary.
- Consider the dissemination of project information to partners and stakeholders and if necessary suggest more appropriate mechanisms.

The Final Evaluation is to consider that a mid-term evaluation has been completed and that the management of the project has prepared management response to this evaluation and to a certain degree, tailored further activities in the project taking into consideration the recommendations from the mid-term evaluation.

Ownership of the project processes and outcomes by the key stakeholders will be one of the key factors in project success to achieve project sustainability and thus the evaluators are asked to make an objective assessment of the ownership of the project outcomes/results by the key stakeholders.

## IV. Key products of expected evaluation

The key product expected from this final evaluation is a comprehensive analytical report in English that should, at least, include the following contents:

### 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
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

### 3. The project and its development context

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

### 4. Findings and Conclusions

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory.

**TABLE 1: CRITERIA USED TO EVALUATE THE PROJECT BY THE FINAL EVALUATION TEAM**

<b>Highly Satisfactory (HS)</b>	Project is expected to achieve or exceed <b>all</b> its major global
---------------------------------	--

	environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
<b>Satisfactory (S)</b>	Project is expected to achieve <b>most</b> of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
<b>Marginally Satisfactory (MS)</b>	Project is expected to achieve <b>most</b> of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve <b>some</b> of its major global environmental objectives or yield some of the expected global environment benefits.
<b>Marginally Unsatisfactory (MU)</b>	Project is expected to achieve <b>some</b> of its major global environmental objectives with major shortcomings or is expected to achieve only <b>some</b> of its major global environmental objectives.
<b>Unsatisfactory (U)</b>	Project is expected <b>not</b> to achieve <b>most</b> of its major global environment objectives or to yield any satisfactory global environmental benefits.
<b>Highly Unsatisfactory (U)</b>	The project has failed to achieve, and is not expected to achieve, <b>any</b> of its major global environment objectives with no worthwhile benefits.

#### 4.1. Project Formulation

Conceptualization/Design: 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. Special attention should be paid to the removal of barriers for sustainable rangeland management, as they described within the project document. 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 were incorporated into project design.

Country-ownership/Drivenness: 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: 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 and out 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 and GIZ comparative advantage as IA for this project, especially the joint management of both organizations; the consideration of linkages between projects within the CACILM network, cost effectiveness, and the definition of clear and appropriate management arrangements at the design stage.

#### 4.2. Project Implementation

Implementation Approach: This should include assessments of the following aspects:

- (i) 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.



(ii) 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.

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

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

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

Monitoring and evaluation: 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: 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.

(iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.

(v) Creation of user committees in order to organize the participatory management of pasture resources in Selkij Okrug level.

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 joint financing)

(iv) Co-financing<sup>5</sup>.

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 an exit strategy including outscaling of results, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy.

Execution and implementation modalities: This should consider the effectiveness of the joint implementation of the project by UNDP counterpart and GIZ 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

---

<sup>5</sup> Please see guidelines at the end of Annex 1 of these TORs for reporting of co-financing

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, GIZ and GoC 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.

#### **4.3. Results**

Attainment of Outcomes/ Achievement of objectives: Including description *and rating* of the extent to which the project's objectives were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings.

This section should also include reviews of the following:

Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain with a special attention to the CACILM network after GEF assistance/external assistance in this phase has come to an end.

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.

#### **6. Lessons learned**

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
- Final GEF Tracking tool (METT – prepared by national project team and reviewed/commented by evaluator prior to its finalization)

The length of the final evaluation report shall not exceed 50 pages in total (not including annexes).

#### **8. Evaluation team**

A team of independent experts composed of one international and one national consultant will conduct the evaluation. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities. The consultants shall have prior experience in evaluating similar projects. Former cooperation with GEF is an advantage.

Team Qualities:

- (i) Recent experience with result-based management evaluation methodologies;
- (ii) Experience applying participatory monitoring approaches;
- (iii) Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- (iv) Recent knowledge of the GEF Monitoring and Evaluation Policy;
- (v) Recent knowledge of UNDP's results-based evaluation policies and procedures and impact monitoring of GIZ
- (vi) Competence in Adaptive Management, as applied to conservation or natural resource management projects;
- (vii) Recognized expertise in the management and sustainable use of rangelands in Central Asia;
- (viii) Familiarity with policies and management structures of agriculture and rural development in Kazakhstan;

- (ix) Demonstrable analytical skills;
- (x) Work experience in relevant areas for at least 10 years;
- (xii) Project evaluation experiences within United Nations system will be considered an asset;
- (xiii) Excellent English and Russian communication skills.

Specifically, the international expert (team leader) will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Decide the division of labor within the evaluation team;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report;
- Finalize the whole evaluation report taking into account feedback from the project staff, UNDP, GIZ and the project implementing agency.

Individual consultants are invited to submit applications together with their CV for a position.

Applications are welcome from anyone who feels they can contribute to the team because they possess three or more of the listed qualities. Obviously, the more qualities can be demonstrated, the better is the chance of selection.

The evaluation will be undertaken in line with GEF principles<sup>6</sup>:

- Independence
- Impartiality
- Transparency
- Disclosure
- Ethics
- Partnership
- Competencies and Capacities
- Credibility
- Utility.

The evaluators must be independent from both the policy-making process and the delivery and management of assistance. Therefore, applications will not be considered from evaluators, who have had any direct involvement with the design or implementation of the project. This may apply equally to evaluators who are associated with organizations, universities or entities that are, or have been, involved in the PA decision-making process and/or delivery of the project. Any previous association with the project, the RK MoA, the Ministry of Environment Protection, UNDP in Kazakhstan or other partners/stakeholders must be disclosed in the application.

If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.

If individual evaluators are selected, UNDP will appoint one Team Leader. The Team Leader will have overall responsibility for the delivery and quality of the evaluation products. Team roles and responsibilities will be reflected in the individual contracts.

## **9. Methodology or evaluation approach**

An outline of an evaluation approach is provided below, however, the evaluation team is responsible for revising the approach as necessary. Any changes should be in line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group<sup>7</sup>). They must be also cleared by UNDP before being applied by the evaluation team.

---

<sup>6</sup> See p.16 of the GEF's Monitoring and Evaluation Policy

<sup>7</sup> See <http://www.uneval.org/>

The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners and applicable to the remaining period of project duration.

The evaluation should provide as much gender disaggregated data as possible.

The methodology to be used by the evaluation team should be presented in the report in detail. It shall include information on:

- Documentation review - the list of documentation to be reviewed is included in Annex A to the Terms of Reference;
- Interviews will be held with the following organizations and individuals at minimum: UNDP in Kazakhstan, UNDP/GEF RTA, GIZ Regional Program for the Sustainable Use of Natural Resources, the RK Ministry of Agriculture, the RK Ministry of Environment Protection, project team, members of the Project Steering Committee, representatives of key akimats, NGOs, etc.;
- Field visits;
- Questionnaires;
- Participatory techniques and other approaches for the gathering and analysis of data.

## **10. Implementation Arrangements**

The principal responsibility for managing this evaluation lies with UNDP in Kazakhstan. UNDP project office in Kazakhstan is the main operational point for the evaluation responsible for liaising with the project team to set up the stakeholder interviews, arranges the field visits and co-ordinate with the Executing Agency and other counterparts. UNDP in Kazakhstan will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Implementation Unit will be responsible for liaising with the evaluation team to set up stakeholder interviews, arrange field visits, coordinate with the Government and ensure the timely provision of per diems and travel arrangements.

The report shall be submitted to the UNDP Project office in Kazakhstan (Ms. Victoria Baigazina, by e mail [victoria.baigazina@undp.org](mailto:victoria.baigazina@undp.org) or by address: 26 Bukeikhan Str., Astana, (8-7172) 59-25-50, fax 59-25-40).

Prior to approval of the final report, a draft version shall be circulated for comments to government counterparts and project management unit, the National Project Director and Director of the GIZ Regional Program and members of the project steering committee.

If any discrepancies have emerged between impressions and findings of the evaluation team and the aforementioned parties, these should be explained in an annex attached to the final report.

The activity and timeframe are broken down as follows:

<b>Activity</b>	<b>Timeframe and responsible party</b>
Desk review	6 days by the international consultant and national consultant
Visits to the field, interviews, questionnaires, debriefings	6 days by the international and national consultants
Preparation of draft report, validation of preliminary findings with stakeholders through circulation of initial reports for comments, meetings and other types of feedback mechanisms:	13 days by the international and national consultants
Finalization of the evaluation report (incorporating comments received on first draft)	3 days by the international consultant

## **11. FE Terms of Reference Annexes:**

**Annex A: List of documents to be reviewed**

**Annex B: Rating tables**

**Annex C: Co-financing table**

## **Annex A. List of documents to be reviewed**

Following documents can be used as a basis for evaluation of the project (titles underlined are available in Russian with an English annotation):

<b>Document</b>	<b>Description</b>
Project document	The Project Document and Logframes
Project reports	Project Inception Reports, Annual Project Reports Mid term Evaluation report
Annual Project Report to GEF	Project Implementation Review and monitoring reports for 2009 and 2010, Financial reports and Audit.
Minutes	Minutes of the Project Steering Committee's meetings, conferences, Workshops, presentations and meeting protocols of 'Zhailylym committee' Meetings with experts, team staff etc.
Other relevant materials	Field scientific research reports, social economic research report, thematic maps, GEF Tracking tools and etc.
Information materials produced by the project activities	Publications by the project, publications about the project in MASS Media, Video and picture materials, Project web-side, press relies.



## Annex B. Rating Tables

**TABLE 1: STATUS OF OBJECTIVE / OUTCOME DELIVERY AS PER MEASURABLE INDICATORS**

OBJECTIVE/ OUTCOMES	MEASURABLE INDICATORS FROM PROJECT LOGFRAME	BASELINE LEVEL	FINAL TARGET	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS	STATUS DELIVERY*	OF RATING**
Target:							
Outcome 2							
Outcome 3							
Outcome 4							

\* STATUS OF DELIVERY:

\*\* RATINGS: Highly Satisfactory = HS

GREEN / COMPLETED	= Indicators show successful achievement	Satisfactory = S
YELLOW	= Indicators show expected completion by end of Project	Marginally Satisfactory = MS
RED	= Indicators show poor achievement - unlikely to be complete by end of Project	Unsatisfactory = U

**TABLE 2: PROJECT RATINGS**

Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), and Unsatisfactory (U)

PROJECT COMPONENT OR OBJECTIVE	RATING SCALE				RATING
	U	MS	S	HS	
<b>PROJECT FORMULATION</b>					
Conceptualization/Design					
Stakeholder participation					
<b>PROJECT IMPLEMENTATION</b>					
Implementation Approach					
The use of the logical framework					
Adaptive management					
Use/establishment of information technologies					
Operational relationships between the institutions involved					
Technical capacities					
<b>Monitoring and evaluation</b>					
<b>Stakeholder participation</b>					
Production and dissemination of information					
Local resource users and NGOs participation					
Establishment of partnerships					
Involvement and support of governmental institutions					
<b>PROJECT RESULTS</b>					
<b>Attainment of Outcomes/ Achievement of objectives</b>					
Achievement of objective					
Outcome 1					
Outcome 2					
<b>OVERALL PROJECT ACHIEVEMENT &amp; IMPACT</b>					

### Annex C. Financial Planning Cofinancing

Cofinancing (Type/Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants										
Loans/Concessional (compared to market rate)										
Credits										
Equity investments										
In-kind support										
Other (*)										
<i>Totals</i>										

\* Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

### Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

**Annex 2. Mission itinerary and persons interviewed****Final Evaluation of the Sustainable Rangeland Management Project, 9-14 April 2012**

Date and time	Topic of the meeting	Persons interviewed
<b>9 April 2012</b>	<b>Meetings in Almaty</b>	
9:00 -13:00	Technical meeting with project staff	Bakhtyar Sadyk, National project manager Alimayev I.I., Research Institute for Livestock and Feed Production of the KazAgroInnovation Centre Sharip Yermek, Project expert on rangelands monitoring
12:30-13:00	Meeting with the Kazak Research Institute for Livestock and Feed Production	Abdrakhman Ombayev, Director
14.00-18.00	Meeting with Farmer Foundation of Kazakhstan	Levin V., Director General
14:00-18:00	Meeting with the Agency for Land Resources Management	Duseinbekov S., First Deputy Director of Almaty Branch
<b>10 April 2012</b>	<b>Field visit to Shien project area</b>	
09:30-11.00	Meeting with GIZ office	Goertz Rainer, Country Director Elena Kazachkova , Project Assistant
12:00-13:00	Meeting with Akimat of Zhambyl rayon	Karayev K., Head of agriculture department Enkeleshov D., Senior expert of agriculture department Galina Alzhanova – Head of the Center for Women Support
14:00 -18:00	Meetings in Shien rural district with Akim of rural district and members of Pasture Committee, farmers and beneficiaries of pilot projects.	Baysariev A., Akim of rural district of Shien and Mayor of settlement Bayshelekov T., Chairman of Pasture Committee of Shien

Date and time	Topic of the meeting	Persons interviewed
<b>11 April 2012</b>	<b>Field visit to Ulguli project area</b>	
09:00 -13:00	Meeting with Akim of Ulguli rural district, members of Ulguli agriculture cooperative, farmers and beneficiaries of pilot projects	Kasymov E, Akim of Ulguli rural district Nasyrov B., Chairman of Ulguli agriculture cooperative
15:00- 17:00	Meeting with members of Ulguli agriculture cooperative, farmers and beneficiaries of pilot projects	Nasyrov B., Chairman of Ulguli agriculture cooperative Kukumov, Owner of farm and member of Ulguli agriculture cooperative
<b>12 April 2012</b>	<b>Meetings in Astana</b>	
12:00- 13:00	Meeting with key partners in Ministry of Environmental Protection	Kerey B., Director of Division for Strategic Management and Analysis Tulebayeva R., Deputy Director
15:00-16:00	Meetings with the Focal Point of United Nations Convention to Combat Desertification and UNDP/GEF/GTZ/GM CACILM CPP: Multi-country capacity building project	Bolat Bekniyaz  Zhumabayev Y., National Coordinator
<b>13 April 2012</b>	<b>Work in Astana</b>	
9:00-10:00	Meeting with key partners in Ministry of Agriculture	Nasirkhanova B., National Project Coordinator
11:00-12:00	Meeting with the Agency for Land Resources Management	Tazhmagambet T., Head of department for land registration
14:30-16:30	Meetings with UNDP	Yerzhan Baltaev, Previous project manager Stanislav Kim, Head of Energy and Environment Unit Paniklova E., Deputy Resident Representative
18:00- 18:30	Meeting with JSC “Kazagroinnovation	Kenenbayev S., Director General Abssatar T., Department of dissemination of knowledge
<b>14 April 2012, 16:00- 18:00</b>	Working meeting in Almaty between the project manager and evaluation team	Bakhtyar Sadyk, National project manager Lamia Mansour, International expert for project evaluation Gaziz Sarbasov, National expert for project evaluation

### **Annex 3. List of documents reviewed for the Final Evaluation of the SRM Project**

#### **Project's related documents:**

- Request for CEO endorsement/Approval, July 2008
- UNDP project document, August 2006
- Inception report, May 2009,
- Mid Term Evaluation, November 2010
- Annual work plan Russian and English versions 2009, 2010, 2011 and 2012;
- Annual Project Reports for 2009, 2010, 2011
- Project Implementation Review and monitoring reports for 2009 and 2010
- Financial reports for 2009, 2010, 2011
- Audit report for 2011

#### **Pilot project proposals:**

- Integrated use of distant pastures and organization of transhumant seasonal rotational grazing in "Zheti Konyr", May 2010
- Rational use of rangelands by its rotation using rotational grazing of sheep, April 2010
- Reduction of grazing pressure in the village Matybulak through the use of pastures on the remote site of Oysu", April, 2010
- Rational use of summer pasture with livestock of Ulguli selski okrug, April 2010
- Organization of seasonal rotation of pastures using summer pastures by example of Saidolla farm", April 2010
- Organization of the traditional transhumance on the basis of seasonal rotational grazing in degraded pastures and equipment of watering point in Sarytaukum sands, April 2010
- Organization of cattle grazing of villagers of Aidarly on the distant pasture "Kalbulak" and pastures irrigation improvement in Botanik, farm "Mashan", May 2010
- Organization of summer fattening of young cattle of local people from Shien and restoration of watering points at Bassu Outrun, April 2010
- Restoration of watering plants on the area Akkudyk, July 2010
- Restoration of watering plants on the area Baikonur, July 2010
- Restoration of watering plants on the area Karasu, July 2010
- Restoration of watering plants on remote pastures in the area Espe, July 2010
- Restoration of watering plants on the area Tospa, July 2010
- SRM project proposals for the Parliament of Kazakhstan, 09/03/2011
- SRM project proposals for Akimat of Zhambul district, 09/03/2011
- SRM project proposals for the National Coordinator of the project, 01/02/2011

#### **Minutes of meetings:**

- Steering Committee meetings: №1 (24July 2009); №2 (December 7, 2009); №3 (August 20, 2010); №4 (December 14, 2010); №5 (September 29, 2011); №6 (March 16, 2012)
- Pasture Users meetings: in Aidarly on February 16, 2011 (Rus.); in Ulguly on February 3, 2011 (rus.); in Matibulak on February 17, 2011(Rus.); in Chien on February 2, 2011 (Rus.)
- Pasture Committee Meetings: of Aydarli selski okrug on May 18, 2010; of Matibulak selski okrug on May 13, 2010; in Shien Selski Okrug on May 14<sup>th</sup> 2010; of Ulguli Selski Okrug on May 12<sup>th</sup> 2010.



- Pasture Committee Meetings: of Aydarli selski okrug on December 9, 2010; of Matibulak selski okrug on December 6, 2010; of Shien Selski Okrug on November 28, 2010; of Ulguli Selski Okrug on December 2, 2010
- Pasture Committee Meetings: of Aydarli selski okrug on May 17, 2011; of Matibulak selski okrug on May 13, 2011; of Shien Selski Okrug on May 11, 2011; Ulguli Selski Okrug on May 12, 2011.

#### **Other relevant materials**

- Official note to the Minister of Agriculture regarding the establishment of “Innovative and Educational Center “Zhasyl Zhailau”: March 16, 2012
- Proposal to Ministry of Environment Protection on behalf of the project: June 12, 2011
- Proposal to Agency for Land Managing: July 06, 2011
- Field geo-botanic scientific research reports dated: 2009, 2010, 2011
- Socio-economic research reports: 2009, 2010, 2011
- Thematic maps: 2009
- Government program Zhasyl Damu (Russian), 4 August 2011
- Investment plans for Aidarly, Matibulak, Ulguli and Shien selskiy okrugs for 2010-2015
- Pasture Committee Agreement between Akimat of Zhambyl rayon of Almaty oblast, United Nation Development Programm in Kazakhstan and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ GmbH), November 2009
- Memorandums of Understanding between UNDP and 4 selskiy Akimats, 2010
- Memorandums of Understanding between SC and KazAgroInnovations, 2010
- Memorandums of Understanding between SC, Trust Fund Conservation of Biodiversity and Washington University Program of Sustainable Agriculture Development, 2011
- Rules of Pasture Management for 4 selskiy okrugs, May 2011

**Workshops reports dated:** July 12, 2010; May 20, 2011; June 24, 2011; July 26, 2011; August 17, 2011.

**Presentations dated:** February 14, 2011; March 20, 2011; June 27, 2011

#### **Information materials produced by the project activities:**

- Several publications about the project in mass media
- Press release 2009, 2010, 2011 and 2012
- Videos and photos about the project
- Documentary “Ken Dala” Parts 1 in 2010 and Part 2 in 2011
- Publication on project experience in SRM (in Russian and English versions), December 2011
- Project web-site: [www.zhailau.kz](http://www.zhailau.kz)

#### **Annex 4. Summary report of field visits of the SRM Project Final Evaluation mission**

##### **Tuesday, April 10 2012. Visit of the Shien rural district.**

The visit started with a meeting in Uzunagash, the capital of Zhambul district of the Almaty region, with the agriculture department of the district administration. The administration officials confirmed the importance of improving the pasture infrastructure, according to them, 25 wells were rehabilitated in the remote rangeland to support grazing activities, and this was reflected a priority activity for communities in the district. The agriculture department of the district is working on disseminating the project experience among the all districts of the Almaty region, Government subsidies for livestock production and for feed production can be obtained in this regards.

In Shien, meetings were held with the Akim of Shien rural district, the Chairman of the Public fund “Shien agro” and former Pasture Committee, and with the members of Public fund of “Shien agro” in the office of the Akim of the Shien rural district. There were more than 10 persons members of the Pasture Committee. The members confirmed their willingness to use the pasture on the base of agreement between the members of the Public Fund and on the base of project recommendations. They clarified that thanks to the project, they were developing remote rangeland more than 100 km from the settlement. They indicated that the project provided the following support:

- rehabilitated wells in remote pasture
- solar cell battery as a source of energy, i.e. the project created suitable conditions to be on the remote pasture
- yurts (nomad traditional house) for living in remote pasture.
- planted 30 ha of sainfoin, 100 ha of alfalfa and 100 ha of wheat grass on the degraded land
- the number of livestock increased and as consequence the welfare of the population improved.

The members of the pasture committee confirmed its readiness to continue the cooperation with the project. The committee meets every season to discuss all points in terms of pasture management.



Figure A4.1. Group photo of the members of the Shien Pasture Committee

### Wednesday, April 11 2012. Visit of the Ulguli rural district.

The visit started with a meeting of the Akim of Ulguli rural district and of the Chairman of Ulguli agriculture cooperative. The mission team visited an area 20 ha of arable irrigated land which belongs to Ulguli agriculture cooperative and which was planted alfalfa and which yield is harvested three times per season. The cooperative clarified that it includes 21 family living in Ulguli. The cooperative was created following the establishment of the Pasture Committee as the Pasture Committee does not have a legal status, and it could not engage into commercial activities. Being officially registered as a cooperative is an opportunity for obtaining Government loans, subsidies in addition to having commercial operations. The cooperative plans to use an additional 100 ha of non-irrigated land to plant different type of agricultural crops.

The forage plantations support the families in the settlements to provide forage to their cattle and have significantly improved their living conditions.

The evaluation team also visited the remote areas of Ulguli, where the project has provided several infrastructure investments including:

- Rehabilitation of the well
- Rehabilitation of the watering facility
- Electricity generator to operate the well
- Photovoltaic solar panel for domestic energy use

The evaluation team could confirm that the infrastructure is well managed and is serving for livestock grazing on the pasture around the well. The owner of the farm clarified that several wells around the remote pasture areas were rehabilitated by the project according to norms and needs of water consumption, and that this improved their livelihood.

From his side, the Chairman of the cooperative clarified that it would be possible to provide facilities to improve processing of milk farm in the settlement and to plant more crops. He confirmed that the activities initiated by the project can now be pursued by the cooperative and can be made successful and sustainable.



Figure A4.2. Forage plantation near Ulguli settlement



Figure A4.3. Photovoltaic panel in remote rangelands of Ulguli