2015:8 Sida Decentralised Evaluation

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Agricultural Sector Development Support Programme (ASDSP) Mid Term Review

Final Report

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Abbreviations and Acronyms

ASCU	Agricultural Sector Coordination Unit
ASDS	Agricultural Sector Development Strategy
ASDSP	Agricultural Sector Development Strategy Programme
CAADP	Comprehensive African Agriculture Development Programme
CBO	Community Based Organisation
CCU	County Coordination Units
CG	County Government
CSC	County Steering Committee
DP	Development Partners
ER	Environmental Resilience
EU	European Union
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoK	Government of Kenya
GSI	Gender and Social Inclusion
ICT	Information and Communication technology
IGS	Inter-Governmental Secretariat
KAAA	Kenya Agribusiness and Agroindustry Alliance
KAPAP	Kenya Agricultural Productivity and Agribusiness Project
KENAFF	Kenya National Farmers Federation
KMS	Kenya Metrological Services
M&E	Monitoring and Evaluation
MoALF	Ministry of Agriculture, Livestock and Fisheries
MoU	Memorandum of Understanding
MTP	Medium Term Plan
MTR	Mid Term Review
NDMA	National Drought Management Authority
NEMA	National Environmental Management Authority
NGO	Non-Governmental Organisation
NPS	National Programme Secretariat
NRM	Natural Resource Management
NSC	National Steering Committee
OECD/DAC	Organisation for Economic Development/Development Assistance Committee
PMT	Project Management Team
PSP	Participatory Scenario Planning

SAT	Social Audit Group
SEA	Strategic Environmental Assessment
SWAp	Sector Wide Approach programme
TA	Technical Assistance
TI	Transformational Initiative
ToC	Theory of Change
TS	Transformational Secretariat
TWG	Technical Working Group
VC	Value Chain
VCCG	Value Chain Core Group
VCD	Value Chain Development
VCP	Value Chain Platform

Preface

The present report is a Mid-Term Review of the Kenya Agricultural Sector Development Strategy Programme supported by the Governments of Kenya and Sweden. The programme was originally designed during a time of great uncertainties while at the same time Kenya Government was developing a new constitution. The new constitution created a new context for the implementation of the programme and the report therefore has a particular focus on the relevance of the programme goals, objectives, as well as implementation structure and strategies in this new context. But it also examines the effectiveness, efficiency and sustainability of the interventions so far (from January 2012 until the end of 2014) and provides recommendations for amendments and focus for the remaining period of programme implementation up to December 2016.

The Mid-Term Review is contracted by Swedish Embassy in Kenya to Indevelop AB and was conducted from November 2014 to January 2015. The evaluation team consisted of five members: Sanne Chipeta, Joergen Henriksen, Winnie Wairimu, Hezikiah Muriuki and Martin Marina. Anna Liljelund Hedqvist was the responsible programme manager at Indevelop and Ian Christoplos conducted quality assurance of the report.

Executive Summary

Background

The agricultural sector in Kenya has developed the Agricultural Sector Development Strategy (ASDS) 2010 – 2020. The overall objective is to achieve an agricultural growth rate of 7% per year through commercialisation and modernisation of the sector. The Agricultural Sector Development Strategy Programme (ASDSP) was formulated during 2010 and 2011 and the implementation started in January 2012. The programme is funded jointly by the Government of Sweden and Government of Kenya. The programme is aligned with the ASDS and the overall goal is the same: "To transform Kenya's agricultural sector into an innovative, commercially oriented, competitive and modern industry that will contribute to poverty reduction, improved food security and equity in rural and urban Kenya". The particular purpose is "Increased and equitable incomes, employment and food security of the target groups as a result of improved production and productivity in the rural smallholder farm and off farm sector".

According to the programme document, ASDSP was designed and intended as a Sector Wide Approach programme (SWAp) to provide the overall framework for coordinating all programmes supporting the different parts of the ASDS.

ASDSP has three components:

1. Development of a transparent system for improved agricultural sector coordination and harmonisation and an enabling policy and institutional environment for the realisation of the ASDS.
2. Strengthening of environmental resilience and social inclusion of value chains.
3. Promotion of viable and equitable commercialisation of the agricultural sector through value chain development.

The ASDSP emphasises three strategies for its implementation: Demand driven, stakeholder led and partnership based.

The Mid Term Review

This is a Mid Term Review (MTR) of the ASDSP which assesses the programme using the following criteria: Relevance, effectiveness and efficiency and sustainability.

Both the ASDS and the ASDSP were formulated and launched during the time the new Kenyan Constitution of 2010 was promulgated. This means that the formulation of the ASDSP was undertaken in a time of many uncertainties. The first period of the programme has been implemented during great challenges related to the administrative and political changes underway in the country. The MTR therefore had a particular focus on assessing how the programme has performed under these conditions and

whether the programme, particularly its design and implementation structure, are still relevant and appropriate in the new context that has emerged. The MTR draws out lessons learned from the implementation so far and provides recommendations for how to proceed with the programme during the rest of the implementation period up to December 2016.

The methodology consisted of a combination of desk review of available documentation and data, interviews, meetings and focus group discussions with relevant stakeholders nationally as well as in 10 sampled counties out of the 47 counties in Kenya, where the programme is active. Moreover, the MTR included a focus group discussion with representatives from three counties in the northern region of Kenya, which the MTR team could not reach. A validation workshop was conducted with key stakeholders in order to validate the field work findings and provide inputs to the recommendations.

Relevance

The MTR first analysed the changes of the context of the ASDSP that has happened after the start of its implementation. It was found that the major changes in context that has affected the programme are in the changes brought about by the new constitution of 2010. The changes affecting the programme are the changes in administrative structure, the consolidation of national ministries and the devolution of governance particularly the devolution of the agricultural services to the county governments. The governance system now consists of a National Government and 47 County Governments.

The ASDSP was designed as a national programme with decentralised units in each county. It is these units that are now instrumental in helping ASDSP to cope with the devolution process. After the County Governments (CG) were established following the March 2013 elections, the ASDS P units quickly moved to establish working relations with the new CGs. In the course of the change of ministerial structure, the former ASDS coordinating mechanism including the ASCU (Agricultural Sector Coordination Unit) collapsed and the programme lost its main mechanism for delivery of sector coordination results of component one. The programme has adapted to the situation by adopting a so-called “narrow” sector coordination approach, whereby it supports the MoALF (Ministry of Agriculture, Livestock and Fisheries) Transformation Initiative. The relevance of supporting sector coordination is thus ensured through support to the Transformation Secretariat and particularly the Intergovernmental Secretariat.

The MTR finds that the original aim and understanding of the programme as a SWAp has changed considerably over time and the political commitments along with other development partners’ (DPs) commitments to this is so low that the intention of establishing a formal SWAp is no longer considered as relevant. The review finds, however, that the way in which the programme is adapting to the new context is appropriate and valid in terms of ensuring continued relevance of the programme intention to facilitate sector coordination, especially as this is focusing on sector coordination in and between counties and between national and county governments.

Effectiveness and efficiency

The changes in the institutional and governance structures, and particularly the failure of ASCU to perform, have caused serious delays in the programme implementation. It is estimated that the programme overall is at least one year behind schedule. Particularly the performance of component one has been very low at the national level. However, the implementation in the counties has been quite effective and the structures for facilitating coordination for value chain development have been satisfactorily established in all 47 counties. An important part of this is the establishment of the Value Chain Platforms – three for each county.

It should however be noted that the programme has so far not been very effective in facilitating active participation of the private sector neither at the national nor at the county level. The processes and procedures of getting the stakeholders organised along the value chain are tedious and also rather cost intensive for the programme. Results are not yet in place on the ground, and there is low probability that the highly ambitious goals intended according to the log frame will be achieved before the end of the programme period.

The intended outcomes of component two, environmental resilience for value chain actors and social inclusion of vulnerable groups in value chains are closely related to component three, Value Chain Development (VCD). The component has been partly effective in achieving some of the outputs such as training and awareness creation and developing guidelines and tools according to plan. The overall programme has however not been effective in integrating the concerns and issues into the VCD. This seriously constrains the possibilities for achievement of the outcomes of environmental resilience and social inclusion.

Component three is by many stakeholders seen as the part of the programme where the real benefits are going to be realised for beneficiaries. It has been fairly effective in establishing value chain platforms for three prioritised value chains in each county, and these are now starting implementation of the first projects of mobilisation and capacity building. There are still issues of getting the value chain approach right and effective in terms of commercialisation and modernisation as it is not seen to be sufficiently market and business oriented for the beneficiaries to achieve the potential benefits.

The review finds that the implementation at both national and county levels of implementation has found a sound basis. As indicated, this has not been without problems and is still an ongoing challenge. At national level, ASDSP is still struggling to find the optimal working strategy to mitigate the negative impact of the many structural changes and utilise the new opportunities that are emerging for obtaining its goal and purpose. In a narrow perspective of results achieved, the implementation structure has therefore not been effective. But as mentioned above, the MTR finds that ASDSP is effective and flexible enough to explore and follow a promising path in supporting the endeavour of MoALF to establish an effective framework for collaboration between the two levels of government. At county level the ASDSP structures for implementation are mostly well established. The CCU and other structures are seen to play important roles in coordinating investments and interventions, in particu-

lar in the three selected value chains. However, many stakeholders find the structure in the counties to be heavy and the procedures for planning and getting the activities moving lengthy and not very effective.

The flow of funds through the Kenyan Government system is causing delays in release of funding which is affecting the effectiveness of implementation negatively. Moreover, the programme has, as a result of the challenges related to delays of implementation caused by changes in institutional arrangement, had serious problems of absorbing the funds budgeted, particularly so for components two and three.

Sustainability

The ambitions of the ASDSP to become a programme with intentions of coordination of the agricultural sector as described in the original programme document have been highly unrealistic. For instance, the ambition to facilitate coordination of other DPs' interventions in the agricultural sector without having the confirmed endorsement of the DPs first, has proven unsustainable. However, the programme has sought to adapt to the changes in a way that has potential to increase sustainability. The MTR team judges that what is now called the "narrow" sector scope within MoALF and the move towards facilitation of coordination rather than actual coordination is building a more realistic and sustainable scenario.

While long term sustainability would in principle be better achieved through a programme that is devolved to the counties, it is the assessment of the MTR that this is still much too risky to pursue, as the county governments still have too many issues of governance and accountability to deal with for this to be effective.

Some of the structures developed at the county level such as County Steering Committees (CSCs), Value Chain Platforms (VCP) and Value Chain Core Group (VCCG) are assessed by the MTR to be necessary for ASDSP to obtain its goal of demonstrating the value chain approach. However, the many structures, as they are implemented now, cannot be expected to be sustained beyond ASDSP. Sustainability would require a much leaner structure. Currently it is not clear what the exit strategy will be and how the current structures will be absorbed into county structures.

Conclusion

ASDSP was originally designed as a highly ambitious SWAp-like programme to support the Agricultural Sector Development Strategy in Kenya. Apart from the aim of sector coordination and harmonisation it had a specific aim of equitable and environmentally resilient value chain development. There have been different understandings and unclarity of definitions among the stakeholders regarding the original aim of the ASDSP just as this has changed time from the formulation of the programme document. It is however clear that in the understanding of a SWAp as a framework for all other programmes in the agricultural sector towards the ASDS has over time proved unrealistic and is now no longer relevant. The programme is currently perceived as an initiative working towards commercialisation of the agricultural sector through facilitation of coordination of the stakeholders towards equitable and environmental resilient value chain development. As such the programme is relevant for both the Kenya ASDS, the Swedish cooperation strategy for support to Kenya and in the eyes of the key stakeholders involved in the agricultural sector. In the new devolved context, the

ASDSP is with established structures of collaboration in all counties of Kenya, well positioned to support the sector coordination in the counties, between counties and between National Government and County Governments on agricultural matters.

The programme represents a new approach to value chain development with public sector facilitation of coordination, together with stakeholder led implementation. Value Chain Platforms are just emerging and it is clear that areas such as business and market orientation and particularly the ability to engage the private sector, needs strengthening. The coming two years will reveal if the approach can take off and activate the stakeholders in a sustainable and viable manner.

It is clear that the programme has been seriously delayed in implementation. The main achievements have been in establishment of institutional structures at the county level, facilitating county coordination, and in value chain development. So far the programme has not been effective in integrating environmental resilience and social inclusion in the VCs and there are major challenges remaining in getting the VCD right and sufficiently market- and business-oriented.

Recommendations

Based on the lessons learned so far and considering the short period remaining for the programme, the MTR provides recommendations for the next period of the programme in the following areas:

Focus component one on areas where it is best positioned

Support the Transformational Initiative (TI) with focus on facilitation of Intergovernmental (IG) dialogue and coordination, strengthen the facilitation of county coordination and harmonisation, and reconsider the development of a sector wide M&E system.

Strengthen the institutional structures at county level

Strengthen the ongoing processes in terms of better integration in the county government structures – create more ownership and thereby improve sustainability, improve on the representation in terms of gender and youth in order to increase gender and social inclusion effectively, make the structure more lean.

Strengthen the engagement of the private sector

As the strength of the ASDSP is clearly in value chain development, it is absolutely crucial for success that the private sector is actively engaged in the programme. It is therefore strongly recommended that the programme works in a more targeted manner towards this aim. This means clarifying the definition of private sector, public sector and civil society roles in stakeholder mapping and facilitating a dialogue with private sector actors to understand what will make the private sector interested in actively participating, and even leading, the platforms.

Strengthen the integration of outcomes of environmental resilience in VCD

Ensure better clarity, consistency and operationalisation of environmental resilience as a concept in the whole programme, enhance and mainstream components of environmental resilience in VCD, create partnership linkages for capacity building and training of VC actors both at county and national level.

Strengthen the integration of outcomes of social inclusion in VCD
Make better assessments of the exclusion factors at the county level, consider focusing targeting of Social Inclusion on social categories where the programme is best positioned to provide meaningful contributions through VCD, mainly women and the youth, mainstream Social Inclusion in the VC action plans, improve staff capacity on social inclusion at the county level and strengthen job creation in the value chain.

Strengthen market and business orientation of the VCD
It is recommended to introduce market analyses and business planning in the VCD, engage and build partnerships with private sector organisations as implementation partners on organisational development, market orientation and business development and strengthen market and business capacities in the programme.

Technical assistance
As the programme is now entering an important phase where interventions in the value chains are finally going to be implemented on the ground, which will be demanding and crucial for the eventual impact of ASDSP, it is recommended that the long term international assistance is extended until the end of the programme period in 2016.

Amend the log frame to feature the new focus and present realistic goals and objectives
It is recommended that a minor amendment to the ASDSP programme document is made to outline the changes in the framework that have occurred since its approval. It is also recommended that amendments are made to the programme's Logical Framework that will align this to the recommendations in this MTR and ensure that results described are realistically attainable within the remaining programme period.

1 Introduction

1.1 AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME (ASDSP)

1.1.1 Background and Context

Kenya has experienced a series of years of economic growth. According to World Bank data[1], the growth in GDP in 2010 was 8.4. The growth rate slowed down in 2011 but started recovering during 2012 and in 2013 it was 5.7%. The agricultural sector is important for Kenya's economy; 26% of the GDP is directly contributed by the agricultural sector and another 25% indirectly. Over 40% of the total population and over 70% of the rural population is employed in the agricultural sector. Other important sectors are tourism and manufacturing. The short-term outlook is positive, with projected GDP growth reaching 5-6% annually over the next three years, mainly driven by higher private-sector investments and increased exports. Services, especially finance, ICT and construction, are the expected drivers of GDP growth[2]. The vast potential for growth in the agricultural sector is currently far from realised as average productivity is extremely low and small holder farmers mostly produce for home consumption while selling the occasional surplus. The second Medium Term Plan 2013-17 (MTP II) highlights unemployment as a critical development challenge, estimated at 12.7% of which 80% are youth between 15 and 35 years of age.

Kenya achieved lower middle income status in 2012, according to revised national statistics released on September 30, 2014[3]. While Kenya is on the path to economic growth, poverty alleviation however remains a challenge. In 2005, 45.9% of the country's 43 million people and 49.1% of the rural population lived below the poverty line, unable to meet their daily nutritional requirements. However, as the economy is currently changing, a new survey is needed to provide reliable data on the current situation[4].

More than three quarters of the population live in rural areas, and rural households rely on agriculture for most of their income. The rural economy depends mainly on

[1] http://www.worldbank.org/en/country/kenya

[2] *www.africaneconomicoutlook.org*

[3] http://www.worldbank.org/en/country/kenya

[4] http://www.worldbank.org/en/country/kenya

smallholder farming, which produces the majority of Kenya's agricultural output. About 70 per cent of the poor are in the central and western regions, living in areas that have medium to high potential for agriculture. Poverty and food insecurity are acute in the country's arid and semi-arid lands, which have been severely affected by recurrent droughts.

As part of the development of the new Swedish Cooperation Framework for 2014 – 2018, a Poverty and Development Assessment (PDA) was conducted[5]. The PDA found that the above mentioned periods of growth have had positive impacts in terms of reducing trends on urban poverty but have had little impact in rural areas. The persistence of poverty was found to be closely linked to failure to accumulate assets causing strong vulnerability to the shocks and disasters recurrent in Kenya. The identified escapes from poverty were found to be primarily linked with livelihood diversification. It was also found that the growth trend of the Kenyan economy are creating opportunities for such diversification, but that investments in the rural sectors are currently insufficient.

Kenya also has one of the world's highest rates of population growth. In 2013 it was estimated at 2.7%[6]. The population has tripled in the past 35 years[7], increasing pressure on the country's resources and leaving young people particularly vulnerable to poverty. Rural women are vulnerable as well, because they do not have equal access to social and economic assets; subsistence farming is the primary source of livelihood for most of these women. Yet women and young people have great capacities for contributing to economic development and social progress if they are able to fulfil their potential.

Rural poverty in Kenya is also strongly linked to environmental concerns – especially poor water management, soil erosion, declining soil fertility and land degradation. Climate change, which is one of the many challenges facing the Kenyan economy, could undermine the resource base and contribute to declining agricultural yields. Droughts and floods have increased in frequency and intensity over the last decade. Severe drought occurred in 2010 and 2011, with 4 million people requiring food assistance.[8]

[5] Christoplos et al.; 2013; implementation Evaluation of the Cooperation Strategy with Kenya 2009 – 2013; Part II: Poverty and Development Assessment; Sida Decentralised Evaluation 2013:35:11

[6] World Bank data

[7] http://esa.un.org/unpd/wpp/index.htm

[8] http://www.ruralpovertyportal.org/country/home/tags/kenya

1.1.2 Development strategies and the ASDSP

The Government of Kenya (GoK) in collaboration with development partners has over the years developed policies and strategies to enhance growth in the agricultural sector. Kenya launched Vision 2030[9] in 2008 as the country's long term guide to transform Kenya into a "newly industrialised, middle-income country providing a high quality of life to all its citizens by 2030". Vision 2030 consists of three pillars: Economic, social and political, and is designed to reduce poverty and improve standards of life in Kenya.

The agricultural sector has developed the Agricultural Sector Development Strategy (ASDS) 2010 – 2020 based on Vision 2030. The overall objective of the ASDS is to achieve an agricultural growth rate of 7% per year. Moreover in July 2010 Kenya signed a CAADP[10] Compact, a strategic document that commits the government to implement the common vision of the sector as described in the ASDS. The priority investment areas are within the five strategic thrusts:

- Increasing productivity and promoting commercialisation and competitiveness
- Increasing market access through development of cooperative and agribusinesses
- Developing and managing national water resources. Land resources, forestry and wildlife in a sustainable manner
- Reforming agricultural services, credit, regulatory, processing and manufacturing institutions for effectiveness and efficiency
- Promoting private sector participation in all aspects of agricultural development

ASDSP was formulated during 2010 to 2011 and the implementation started in 2012. It is aligned with the ASDS that was launched together with the CAADP Compact in July 2010. The programme runs from January 2012 to December 2016. ASDSP is intended and designed as a broad Sector Wide Approach programme (SWAp) being implemented by the Kenya Ministry of Agriculture, Livestock and Fisheries (MoALF) and funded by Sweden and Kenya to support the Kenya ASDS. It is implemented nationally through the National Programme Secretariat (NPS) and is represented in all 47 counties through County Coordination Units (CCU).

The overall goal of the ASDSP is the same as for the ASDS: "to transform Kenya's agricultural sector into an innovative, commercially oriented, competitive and modern

[9] Society for International Development, 2010; Kenya's Vision 2030: An Audit from an Income and Gender Inequalities Perspective

[10] Comprehensive African Agricultural development programme

industry that will contribute to poverty reduction, improved food security and equity in rural and urban Kenya".

The particular purpose of the ASDSP is "increased and equitable incomes, employment and food security of the target groups as a result of improved production and productivity in the rural smallholder farm and off-farm sector".

The programme has three components[11]:

1. Development of a transparent system for improved agricultural sector coordination and harmonisation and an enabling policy and institutional environment for the realisation of the ASDS.
2. Strengthening of environmental resilience and social inclusion of value chains.
3. Promotion of viable and equitable commercialisation of the agricultural sector through value chain development.

The ASDSP emphasises three strategies for its implementation: Demand driven, stakeholder led and partnership based.

The programme has a wide range of stakeholders. These are described in the Terms of References (ToRs) in annex 1.

An inception phase originally planned for six months started in January 2012. In practise the inception phase took one year, with implementation starting in January 2013 and the County Coordination units becoming operational from March 2013.

1.2 MID TERM REVIEW

The present report is a Mid Term Review (MTR) of the ASDSP. The particular objectives of the MTR are listed in the ToRs attached in Annex 1.

Both the ASDS and the ASDSP were formulated and launched during the time the new Kenyan Constitution of 2010 was promulgated. This means that the formulation of the ASDSP was undertaken in a time of great uncertainties and that the first period of the programme has been implemented under great challenges related to the administrative and political changes underway in the country. The MTR therefore has a particular focus on assessing how the programme has performed under these chal-

[11] In the Programme Document called Outcome Areas

lenges. Is the programme in sync with the institutional changes and the devolution process and are the premises on which the programme was formulated still valid?

The MTR moreover assesses whether the changes apart from the challenges have also offered new opportunities and whether the programme, particularly its design and implementation structure, are still relevant and appropriate in the new context that has emerged in terms of administration, governance and policies, as well as the on-the-ground realities for the agricultural sector in Kenya. The MTR provides recommendations for how to proceed with the programme during the rest of the implementation period and possibly ahead.

2 Approach and methodology

2.1 APPROACH AND FOCUS

The MTR assesses the programme using four of the five OECD/DAC criteria: Relevance, Effectiveness, Efficiency and Sustainability.

The evaluation questions are stated in the ToRs for the assignment (see annex 1). They provide the following foci for the MTR:

- Consistency of programme goals and approaches with Swedish international development objectives and priorities, as well as with Kenyan development objectives and priorities.
- Appropriateness and relevance of the programme design, in light of the programme's current operational environment.
- Effectiveness and efficiency of programme steering and implementation structures; operational procedures and stakeholder engagement approaches in light of the programme intervention strategies and changing operational context.
- Sustainability and replicability of the programme, its approaches and interventions.

Annex 2 presents the Inception Report and Evaluation Matrix where the evaluation questions are structured according to the criteria and elaborated with the questions raised and the indicators that the MTR has used. The matrix also describes the methods and sources of information used to respond to the questions.

In analysing the relevance and appropriateness of the programme as a means to achieve the intended goals and objectives in the current context of the agricultural sector in Kenya, the MTR has looked at the current economic, institutional and political context of agricultural sector development and identified the key changes related to the context analysis in the programme document. In order to analyse ASDSP's relevance and appropriateness, the MTR team has, through discussions with stakeholders, assessed how the programme has succeeded in manoeuvring in the rapidly changing context. The MTR has used an appreciative and future oriented approach where the key questions in discussions with stakeholders have concerned the main achievements and challenges in implementation, the main contributing factors and the opportunities, in order to determine what is realistic to aim for in the remaining period and how this can be achieved most effectively.

A fundamental question for the MTR has been the extent to which the ASDSP is actually realised as a sectorial development programme versus being a value chain development programme with a policy support component. Moreover, the MTR has had

a focus on analysing the connectivity and realisation of synergies between the three components towards achievements of the common goals and objectives.

2.2 METHODOLOGY

The MTR methodology consisted of a combination of desk review of available documentation and data, and interviews with Swedish embassy staff, the programme, the Technical Assistance and MoALF in order to understand the functioning of the programme and interview and focus group discussions with a sample of relevant stakeholders at national level as well as in a sample of counties. Through the desk reviews and stakeholder interaction the MTR has ensured a triangulation of the information used for assessments. The MTR consisted of the following steps:

1. Inception phase with development of approach and methodology
2. Desk study of available documentation
3. Field visit with briefing meetings, stakeholder interviews and focus group discussions
4. Validation workshop with presentation and discussion of the preliminary findings
5. Analysis of data
6. Report writing
7. Comments from key partners to report
8. Finalisation of report

The field study consisted of stakeholder meetings and interviews at national level with the National programme Secretariat (NPS), the National Steering Committee (NSC), Ministry of Agriculture Livestock and Fisheries (MoALF) and other relevant authorities and partners.

The MTR conducted stakeholder meetings, interviews and focus group discussions in 10 Counties: Machakos, Kajiado, Kilifi, Taita Taveta, Murang'a, Nyandarua, Nakuru, Baringo, Kakamega and Siaya. The stakeholders met here were: Representatives of County Governments, Programme staff in the County Coordination Units (CCU), representatives from the County Steering Committees (CSC), Value Chain Platforms (VCP) and Value Chain Core Groups (VCCG), Technical Working Groups (TWG), Social Audit Teams (SAT) and Project Management Teams (PMT). Moreover, the MTR team conducted separate focus group discussions with private sector actors and implementing partner organisations.

Moreover, the MTR had a focus group discussion with representatives of CCUs from Makueni, Wajir and Garissa.

At the validation workshop, concerns were raised that the MTR team had not received the full information regarding the integration of component two and three in the counties. Telephone interviews were therefore conducted with CCU staff in three counties

and their GIS action plans and the VC action plans were reviewed. The findings of this are integrated in the present report.

A list of people met during stakeholder meetings, focus group discussions and interviews is found in Annex 3.

3 Relevance

3.1 RELEVANCE TO KENYAN AND SWEDISH DEVELOPMENT GOALS FOR THE AGRICULTURAL SECTOR

3.1.1 Overall design

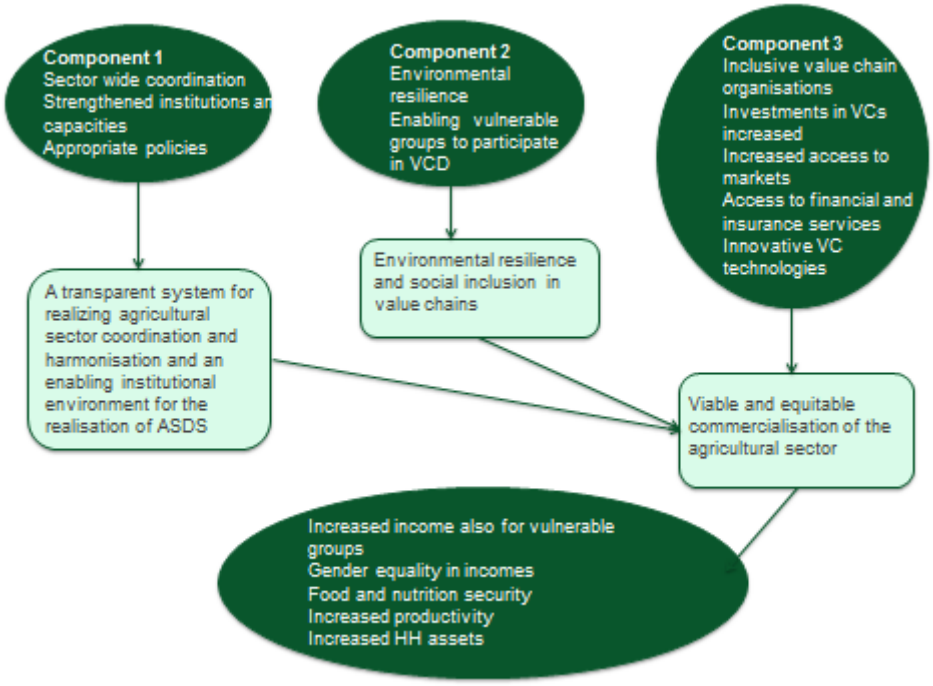
Overall the programme is designed to be relevant to the goals and objectives of the GoK towards agricultural sector development as it is based on supporting the ASDS, which is set up to realise the potential for reduction of rural poverty through commercialisation of the agricultural sector.

The priorities for Swedish development support to Kenya are laid out in the "Strategy for development cooperation with Kenya 2009-2013", which has been extended with one year to 2014[12]. The strategy focuses on three sectors: Democratic governance, natural resources and the environment, and urban development. The ASDSP falls directly under the sector for natural resources and environment. The Swedish efforts in this are in both water and agriculture with focus on support for reform measures aimed at increased productivity and the commercialisation of agriculture. The assumption is that this will lead to better food security, economic growth and more productive jobs in rural areas. The strategy moreover aims at supporting reforms, which are needed to ensure results in the agricultural sector, and also supporting civil society organisations with a view to promoting greater popular participation in planning, decision-making and policy implementation, and enhancing awareness of rights and responsibilities with regard to natural resources and the environment.

The relevance of the programme towards achieving the goals and objectives from the Programme Document and the Logical Framework alone appeared unclear to the MTR team as the connection between the overall goals and objectives and the activities of the programme are formulated rather vaguely. However, following the MTR and the insight this has provided into the actual activities of the programme, the MTR constructed an understanding of the Theory of Change (ToC) as pictured in figure 1 below.

[12] The MTR was not informed about any up-coming new strategy as the current expires in 2015

Figure 1. MTR interpretation of the ToC for ASDSP



From figure 1 it is seen that the activities of the ASDSP are aligned to and therefore largely relevant to the Swedish development objectives and to the strategy for support to Kenya.

- Increased productivity and commercialisation are pursued through the activities for value chain development in *component three*,
- the reforms needed to ensure an enabling environment and results through the activities that support sector coordination in *component one*,
- natural resources and environmental sustainability and climate change resilience through the activities of *component two*.

The last component also aims to ensure inclusion and benefits for vulnerable groups such as women, youth and other socially and economically excluded groups in economic growth. As these groups have specific and severe constraints in participating effectively in agricultural value chains, the activities of component two is supposed to identify the specific constraints for inclusion, identify entry points for inclusion in value chains and ensure that resources, services and opportunities are provided for these groups to participate in the prioritised value chains.

The relevance of the programme's three lines of goals and objectives to the Kenyan policies is ensured, as ASDSP is fully aligned with the ASDS. The three policy goals as represented in the three components (see figure 1) are all part of the ASDS and the goal of social inclusion is supported by the Agricultural Sector Gender Policy. The policy goal of environmental sustainability is a very high level goal based in the New

Constitution and Kenyan Vision 2013. Policy work related to environment, reducing vulnerability to climatic change and the organisation of climate change coordination rests with the Ministry of Environment and Natural Resources.

According to the programme document[13], the programme is designed as a Sector Wide Approach programme (SWAp) to include common goals of harmonisation and alignment of development aid towards the ASDS. The MTR here understands a SWAp according to the definition by a working paper from Overseas Development Institute[14]: **All significant funding for the sector supports a single sector policy and expenditure programme, under Government leadership, adopting common approach across the sector, and progressing towards relying on Government procedures to disburse and account for all funds**.

In the case of the ASDSP, it is however not clear how this SWAp role is defined and discussions during the MTR revealed various understandings of the role of ASDSP in sector wide coordination. The programme document refers to "the programmatic foundation for engaging multiple development partners in the ASDS" and it was assumed that the ASDSP would attract financial support not only from Kenya and Sweden, but also from several other development partners, and that ASDSP would therefore become the framework for other development partners' support for ASDS. Statements are however not consistent about this throughout the document and other stakeholders have understood the ASDSP as supporting coordination functions but not really as a coordination framework per se and certainly not as a framework with a basket funding from more partners than GoK and Sweden. Overall it seems that the unspecified way in which the term SWAp was used may have caused confusion.

The programme was designed based on the old institutional framework of ten Ministries related to the agricultural sector with overall coordination support provided by the Agricultural Sector Coordination Unit (ASCU). The programme's *component one* was intended to provide the basis for supporting coordination in different parts of the ASDS, whereas the *components two and three* were intended to deliver on the parts of ASDS aiming at equitable and environmentally resilient value chain development. If the original intention of the component one was to provide a basis for greater overall sectorial coordination as mentioned above, this has been achieved to a limited extent. The ministerial structure has changed significantly, ASCU is no longer operating as intended, and development partners are not "buying in" to the programme as a framework for their investments.

[13] Agricultural Sector Development Support Programme; Updated programme Document, May 2013

[14] Foster, M.; 2000; New Approaches to development Co-operation: What can we learn from experiences with implementing Sector Wide Approaches; Overseas Development Insitute; Working Paper 150

Sector wide approaches are often perceived as public sector driven programmes and are globally most successful and effective for development in social sectors that are inherently public sector responsibilities with few stakeholders and actors that are also mostly public sector. The success has proven to be more limited for development of productive sectors such as the agricultural sector, where stakeholders are many, are primarily in the private sector and the relations are complex[15]. In these cases it is often seen that the programmes fail to involve all the relevant sector players, particularly the private sector actors, and therefore end up with a narrow ownership in the public sector - here the MoALF.

A question therefore also remains as to whether increased productivity and commercialisation is appropriately and well promoted through ASDSP that is primarily a public sector led programme.

3.2 ASDSP OPERATING IN A CHANGED CONTEXT

The social, economic, environmental and policy context is more or less unchanged since the programme was formulated. The major changes in context that have affected the programme are the changes that were brought about by the new constitution promulgated in 2010. The changes affecting the programme are the changes in the administrative structure in Kenya and the devolution of governance, particularly the devolution of responsibilities regarding agricultural development and services to the county governments.

There have been important political changes, as the election of 2013 resulted in a change of government. The overall policy of the new Government is the Jubilee Manifesto, which also provides strategic guidance to the agricultural sector. There is however no contradiction between this and the ASDS. The ASDS is still the strategy for development of the agricultural sector in Kenya although it is currently being revised to incorporate the relevant new changes.

Another change of context that the MTR team judges to have affected the programme substantially is the change in Development Partners' (DP) commitment to harmonisation and alignment.

3.2.1 New constitution

The ASDSP was designed prior to the new constitution of 2012 and therefore did not fully comprehend the structural re-arrangement that would follow the promulgation of

[15] ODI, 2001; Foster, D. 2000

new constitution (2010). Most importantly for the ASDSP, the new constitution of Kenya 2010 implies a devolved governance system. The governance system now consists of a national Government and 47 County Governments. Moreover, the constitution mandated a consolidation of national ministries.

3.2.2 Institutional setup

An important change of context is therefore in the institutional framework in which the programme is operating. It was originally expected that ASCU as a coordinating unit for ten sector ministries would be the implementing agent for ASDSP and that ASCU would play a major role in the delivery of component one's outputs in terms of the sector-wide coordination and harmonisation. The ministerial structure has however been changed with the consolidation of national ministries and three ministries were merged into the Ministry of Agriculture, Livestock and Fisheries (MoALF). The changes also involved other sector relevant ministries. The former ten sector relevant ministries were merged into four larger ministries[16]. In this context, the various structures responsible for steering, consultation and coordination of the ASDS coordination mechanisms were rendered obsolete and effectively discontinued.

3.2.3 Devolution of governance

The Constitution distributes functions between national and county governments. In the agricultural sector, the counties now have jurisdictional "functions and powers" over delivery of services in the following areas:

- Crop and animal husbandry
- Livestock sale yards
- County abattoirs
- Plant and animal disease control
- Fisheries

This means that authority over almost all functions related to services in the agricultural sector including agricultural extension have been devolved to the County Governments. The national government retains the functions of policy, standards, research and capacity building. In practice, there are still many ambiguities in the sharing of these functions. It is not yet clear how the coordination of these functions between the national and county level is going to be handled. According to the stakeholders interviewed, the devolution of the agricultural services happened quite abruptly, without adequate preparation for the county governments to undertake the tasks. Therefore many counties currently have serious challenges in making the services function in a satisfactory manner. Additionally, the overall relationship between the national government and the counties has become heavily politicised.

[16] Ministry of Agriculture, Livestock and Fisheries, Ministry of Environment, Ministry of Industry and Enterprise Development and Ministry of Lands

3.2.4 DPs commitment to harmonisation and alignment

When the ASDSP was designed, it appears that the commitment to harmonisation and alignment of development aid was higher on the agenda than what was found among DPs at the time of this review. For signatories to the Paris Declaration on Aid Effectiveness, it is still a requirement that SWAps must form 66% of aid. But since the time of the Paris Declaration, there have been strong debates regarding the effectiveness of SWAps that are grounded in the mixed results of these approaches, and there is clearly a fatigue among DPs towards the principles. This disillusionment has been aggravated by the growing importance of other actors in development aid[17] that are less committed to harmonisation than the original signatories as was also found by Christoplos et al. (2013) during evaluation of the Swedish Cooperation Strategy[18].

At the time of this review, it is clear that the ASDSP has not materialised as a SWAp. There is coordination and collaboration taking place both between DPs and between DPs and GoK. The main programmes related to agricultural value chain development[19] have close links of collaboration with the ASDSP, especially in the counties. But none of the actors see the ASDSP as the overall framework for their own programmes in the agricultural sector. The stakeholders, including both national stakeholders and DPs met during the MTR, all perceive the ASDSP as a "Swedish-owned" programme.

3.3 HOW ASDSP HAS ADAPTED TO CHANGES

The ASDSP was initiated before the devolution processes in Kenya, which started after the March 2013 elections. Therefore the original design of ASDSP did not anticipate the devolution of governance, but rather the programme design envisaged a decentralised approach in its implementation framework. This means that ASDSP now has to « catch up » and adapt its implementation structures and practises as the devolution of governance unfolds in Kenya, which is a challenge given the highly politicised environment. This process is bound to take time and continue to create uncertainties in the time to come.

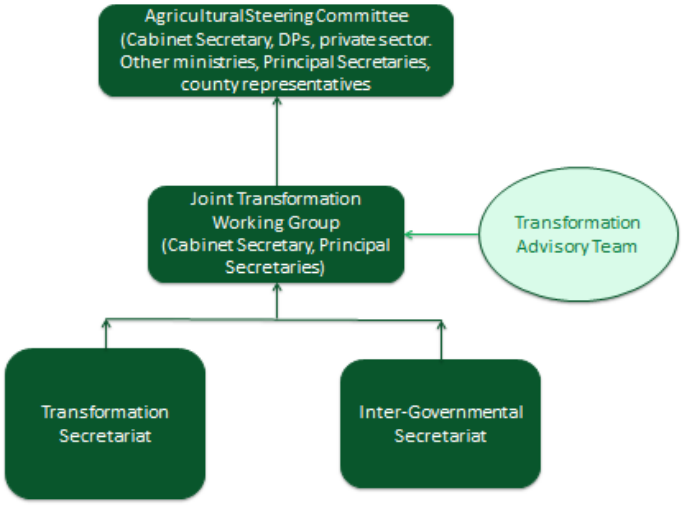
The ASDSP was designed as a national programme with decentralised units[20] in each county. It is these units that are now instrumental in helping ASDSP to cope with the devolution process. After the County Governments (CG) were established following the March 2013 elections, the ASDSP units quickly moved to establish working rela-

[17] such as China, Brazil and also some large NGOs
[18] Sida decentralised Evaluation 2013:35:1
[19] Such as KAPAP and EAAP
[20] called County Coordinating Units (CCU)

tions with the new CGs. As the CGs were busy building their own institutional structures, they mostly saw the units as useful competencies for delivering services to their citizens. Contrary to many other national programmes, the ASDSP and the CCUs are therefore quite well received by the County Governments.

As ASCU collapsed and ceased to serve as the mechanism for delivery of component one, the programme has adapted by adopting a so-called "narrow" sector coordination approach, whereby it is now implemented in the MoALF and the relevance of supporting sector coordination is ensured by deciding to support the Transformation Initiative (TI) through support to the Transformation Secretariat (TS) and particularly the Intergovernmental Secretariat (IGS). The TI is collaboration between the MoALF and a range of DPs. TI is aimed at supporting the institutional transformation of the MoALF required in the light of the constitutional changes and the need for enhancement of service delivery efficiency in the sector. The results of component one is therefore now being delivered through the TI, which is coordinated by TS and the IGS. The institutional structure of the Transformation Initiative is seen in Figure 2.

Figure 2. Institutional arrangement for joint MoALF/DP Transformation Initiative



The TS coordinates the transformation process within MoALF with the objective to develop targeted and result oriented policies, to oversee the restructuring and change management process and strengthen coordination of programmes.

The IGS is mandated to establish and initiate structures and instruments for the intergovernmental coordination between MoALF and the counties, the inter-ministerial coordination between MoALF and other sector Ministries and the coordination with the private sector and DPs.

Four levels of coordination have been identified in which DPs can contribute:

1. Inter-departmental coordination and restructuring within MoALF
2. Strengthening of intergovernmental relations between MoALF and counties

3. Operational coordination on the implementation of programmes, including establishment of a common programme framework for the design and management of future sector priority programmes
4. Strengthening of MoALF outreach to other sector stakeholder constituencies, including in particular the private sector and inter-ministerial coordination on an agenda basis from a wider sector perspective

The TI is currently supported by the EU, Germany/GIZ and Sweden/ASDSP. A Framework for Support to the MoALF Transformation Process has been agreed between MoALF and the participating DPs to govern the collaboration and the division of work between them. This will inform existing and future contractual agreements that are established between the MoALF and participating DPs.

The transition towards delivery of component one through the TI effectively means that the programme has adopted a "narrow" sector approach to its support to national level sector coordination. The programme is primarily supporting the transformation process of the MOALF, which is responsible for three of the ten sector functions included in the ASDS, including outreach to and establishment of platforms for consultation between the MoALF and other sector ministries/agents.

The way that the programme is adapting to the new context of institutional set-up is seen by the MTR team as appropriate and valid in terms of ensuring continued relevance of the programme's intent to facilitate sector coordination. In the new context this will be with focus on sector coordination in and between counties. This is described in more detail in section 3.4.

3.4 RELEVANCE OF ASDSP IN THE NEW CONTEXT

The changes in context mentioned above do not imply that the ASDSP, especially component one, are no longer relevant. The National Government and its DPs still have a key role to play in creating a supportive and enabling environment for development of the agricultural sector. The changes mean, however, that the programme has had to find another way of delivering the outputs and outcomes as expected.

3.4.1 Relevance of the role in sector coordination

The combination of institutional changes and the changes in DPs attitude to accepting ASDSP as a common support framework have had the effect that the broad SWAp has not materialised. Pursuing this, as well as the specific results related to this, are not relevant any more. However, in the new context there is perhaps now more than ever a strong need for facilitation of coordination and harmonisation. This is particularly in three areas:

1. Supporting the transformation process within MoALF, including outreach to other sector constituencies
2. Supporting strengthening of the intergovernmental collaboration and coordination framework

3. Supporting strengthening of county capacity for coordination of the agricultural development interventions and service delivery including inter-county coordination

All the key stakeholders interviewed from MoALF as well as other DPs find that ASDSP with its structures established in 47 counties is extremely well positioned to facilitate intergovernmental dialogue and county coordination and harmonisation (area two and three above). The programme may in fact be the only player that has such a position.

The MTR found that the ASDSP structures and activities at the county level, mainly the County Steering Committees (CSCs), Value Chain Platforms (VCPs) and the Value Chain Core groups (VCCGs) are generally accepted by the County Governments (CGs) and are also being seen as the venue through which the CGs can coordinate the agricultural sector at that level. The structures have particular relevance for strengthening the broad involvement of stakeholders, including the private sector. This does not automatically transform into intergovernmental coordination, but there is a general acceptance by most CGs that the platforms can be facilitative for coordinating the sector. There are thus opportunities for supporting the CGs in improving the sector planning, policy development, institutional coordination and monitoring and reporting. There are likewise opportunities for facilitating the national and the county governments to work together and to support development and strengthening of an intergovernmental framework, to which end there are already efforts of institutionalisation through the Transformation Initiative.

There are other DPs such as the EU that are ready and well positioned to particularly support the first area – the transformation process within MoALF. A division of roles along this line as it is currently planned appears to be most relevant.

The ASDSP role in this is to provide technical and financial support to identifying and rolling-out policies, strategies and regulations of relevance to ASDSP intervention areas. Initially, the process of facilitating the promulgation of the policies and the efforts to sensitise national stakeholders to environmentally sustainable and socially inclusive VCD was to some extent the responsibility of ASCU, which is no longer the case. With this in mind and with no clarity on whether the Transformation Initiative/Secretariat will take over the functions initially designed for ASCU facilitation, ASDSP may need to address this afresh.

3.4.2 Relevance of the implementation structure

In the new context of the agricultural services being devolved to counties, the implementation structure of the programme as a national agricultural development programme implemented in the counties is obviously creating a dilemma as county governments often question the relevance of the approach and in a few cases regard the ASDSP as undermining their authority on agricultural development matters. In most cases the County Governments however find the programme to be very relevant and the prioritised activities to correspond their own priorities.

In the long term, it is clear that the programme needs will be dependent on stronger ownership at the county level and may be more appropriate and relevant with a devolved implementation structure for the programme. However, the assessment by most stakeholders is that there are currently serious issues of both governance and accountability related to the county administration that makes it too risky to make the transition to a devolved programme where county activities are implemented by and financed through the County Governments at this point in time. It is expected that these issues will be addressed over the coming years and that a devolved structure is likely to become relevant in the future. But meanwhile the programme is likely to need to remain a national programme with a decentralised implementation structure. The coming two years will provide an opportunity to strengthen its links with the county structures. Already there are signs of this happening in some of the counties. Some counties for example use the CSC as a steering committee for all programmes related to agricultural development and for consultations on the County Sector Plans on agriculture.

3.4.3 Relevance of the main strategies for implementation

The main strategies for the implementation of the ASDSP have been that the implementation should be demand driven, stakeholder led and partnership based. The strategies becomes particularly relevant, considering the concern mentioned above in section 3.1 of whether the goals of increased productivity and commercialisation are appropriately and well promoted through a SWAp like ASDSP that is primarily a public sector led programme. The impression of the MTR is that this concern is very relevant and particularly for this reason is it extremely relevant that the programme mainly takes on a facilitative role of creating platforms for connecting stakeholders and actual implementation of activities to be by partners. But it is also found that the strategies would need to be more actively pursued in order to have the desired impact.

Chapter 4 elaborates more on the findings of effectiveness found so far in this regard.

4 Effectiveness and efficiency

4.1 OVERALL PERFORMANCE

The changes in the institutional and governance structures, and particularly the collapse of ASCU, have caused serious delays within the whole programme. It is estimated that the programme overall is at least one year behind schedule. Particularly the performance of component one has been very low at the national level and there have not been any substantial results for the objectives attached to national sector wide coordination and joint programming, linkages between key sector stakeholders and development of appropriate sector-wide policies.

However, when the implementation in the counties eventually started, it was quite effective so that by the time of the MTR, the structures for facilitating coordination for value chain development have been satisfactorily established in all 47 counties, which considering the difficulties involved can be said to be quite impressive. An important part of this is the establishment of the Value Chain Platforms – three for each county.

It should however be noted that the programme has so far not been very effective in facilitating active participation of the private sector neither at the national nor at the county level. The processes and procedures of getting the stakeholders organised along the value chain are tedious and also rather cost intensive for the programme. The private stakeholders tend to become impatient with the slow speed of working – most of the activities connected to the value chain development still mostly consist of "boardroom" meetings. There are not yet significant results in place on the ground, and since most of the proposed projects on VCD are still on mobilisation and capacity building, there is low probability that the highly ambitious goals intended according to the logframe will be achieved before the end of programme period.

The particular effectiveness and efficiency of the three components are elaborated below through describing the achievements so far as well as challenges and opportunities for achieving the intended results in the remaining programme period.

4.2 SECTOR COORDINATION AND HARMONISATION

According to the design of ASDSP, the intended outcomes of component one are highly ambitious:

- Sector wide coordination and joint programming improved
- Sector institutions and capacities strengthened
- Linkages between key stakeholders improved
- Gender and vulnerability sensitive sector wide M&E systems developed and supported
- Appropriate sector wide policies, strategies and regulations developed

A fully coordinated SWAp has not materialised and the changed institutional context for implementation restricts the outreach of the programme's national staff and thereby what the programme can achieve independently in terms of national level sector coordination. This has delayed the programme and particularly component one seriously, and the probability that the component will achieve all its intended results is low.

Despite these concerns, most of the stakeholders involved in the programme are of the view that the ASDSP has, to some degree, facilitated coordination and harmonisation of the agricultural actors at both levels of the government (National and County) and within and across the prioritised VCs in the counties. The coordination has been viewed as very relevant, particularly by bringing the two levels of government and the various value chain stakeholders together. The value chain development is perhaps the most appreciated, as it seems to be better understood and most of the stakeholders appreciate the activities of the VCPs.

The relatively new decision to support the Transformational Initiative (TI) of the MoALF jointly with other DPs appears to be a promising route, but it must be noted that the situation of coordination of interventions at both levels of government is still extremely volatile and at the time of the MTR; the dynamic and alliances still change from day to day.

4.2.1 Achievements

i. Sector coordination and harmonisation

After the collapse of the original mechanism for coordination of ASDS, the ASDSP, Sweden and other DPs decided to support the MoALF TI[21], including the establishment of the MoALF TS and provision of support to the already established IGS. The transformational initiative is still very new (the Joint Transformation Working Group and the TS were established in March 2014) and the structures are still finding their feet within the areas of support identified by GoK and the DPs jointly (see section 3.3.).

[21] See section 3.3

ASDSP is currently active in the facilitation of the initiative through the TA Sector Coordination Adviser and financially supporting the intergovernmental dialogue. The most important achievement of this so far seems to have been the work of the Inter-Governmental Consultative Forum on agriculture, livestock and fisheries in Mombasa 19 and 20 June 2014, which was supported financially by GIZ. The Mombasa Forum decided a way forward for the future interrelations between the MoALF and the county governments. ASDSP moreover supported TWG meetings in November 2014 as a result of the Mombasa Forum. Due to the politicised relationship between the two levels of government, the process following this Forum has been delayed, but during the time of the MTR fieldwork other technical level dialogue meetings were conducted in Naivasha[22] with support from ASDSP and other partners.

The programme has had its most important achievements in the establishment of co-ordination structures at the county level. There has been good progress in establishing institutions for facilitation of sector coordination at this level and the structures for supporting sector coordination have been established in all 47 counties. The structures are listed in box 1.

Box 1. ASDSP county level structures

Programme Unit

The programme unit at the county level is the County Coordination Unit (CCU). In most counties this consists of a Coordinator, four technical specialists and five support staff members.

County structures

- County Steering Committee (CSC) consisting of up to 20 key stakeholders for sector coordination with the role to oversee the coordination of programme activities in the county
- Three Value Chain Platforms (VCP) consisting of stakeholders involved in the value chains
- Three Value Chain Core Groups (VCCG) – one groups for each of the VCPs
- Technical Working Groups (TWG) consisting of technical experts related to the subject matters to be addressed
- Project Management Teams (PMT) for overseeing the implementation of projects related to the VCD
- Social Audit Team
- In some cases there is also sub-county Steering Committee

Apart from some of the VCPs, which are still rather loose platforms reliant on strengthened participation of all stakeholders, most of these structures appear to be functional.

[22] Meetings of the newly formed Intergovernmnetal Technical Working Groups for projects and programmes, and for policy, respectively

ii. Partnerships established

Achievements here are the development of a Coordination and Partnership Strategy and a Partnership Guideline. There has moreover been partly good progress in establishment of partnerships for implementation of the programmes in the counties. The focus group discussions with these in the counties showed that the existing partners are enthusiastic about the value that the collaboration adds to their work. For example, the possibility to replicate some concepts to all counties in Kenya[23]. The good partnership included other development programmes such as KAPAP (World Bank) that also work on value chain development. However, there appears to be less progress in establishment of partnerships at national level, which will be needed if more strategic partnerships shall be developed, for example partnerships with private sector organisations and partnerships for implementation of social inclusion in value chains (see section 4.3).

iii. Monitoring and evaluation

The programme has developed a Monitoring and Evaluation Framework for M&E at the programme level, which is supposed to guide the data collection systems, analyses and the use and provision of information regarding indications of results (outputs, outcomes and impact). An electronic M&E data management system is under development as a Management Information System (MIS) and in line with the original intension of seeing the programme as a SWAp, the framework foresees that the MIS will generate information that should feed into the sector wide M&E, which is linked to the National Monitoring and Evaluation System (NIMES).

The MTR finds that the programme's M&E framework is a relatively sound and well-argued framework for obtaining relevant information to guide the implementation of the programme and also to learn from it. The MTR however finds that the amount of data to be compiled is very huge, as the number of indicators is high and that the link between the registered data and the objectives of ASDSP and the three components are not always clear. The complexity of the framework is closely linked to the aim mentioned above to contribute to a sector wide M&E system.

A very comprehensive baseline study is after some delays almost completed. The baseline surveys consist of agribusiness surveys, policy and institutional surveys and household surveys for all the 47 counties. The quality of these naturally differ and mistakes are found in some of the aggregation of data, but overall the baseline studies appear to be an impressive piece of work and are perceived as highly useful by all the stakeholders interviewed at national, county and programme levels.

[23] This applied for example to the collaboration with CARE and Kenya Meteorological Services on the PSP concept, which they by their own means had only been able to pilot in a few counties.

The sector wide M&E system is under development and is in high demand by stakeholders both at county and national level. It is however the view of both other DPs and the MTR team that this may be an overambitious undertaking given the prevailing capacities to collect and effectively utilise quantities of data. Moreover, it was found that other stakeholders such as the World Bank may be setting up parallel systems which could create confusion, redundancies and ultimately discourage ownership.

The programme's Monitoring and Information System (MIS) was at the time of the MTR not yet complete and available, this means that the assessment of the system is primarily based on observations of the situation on the ground and feedback from staff.

It appears that the programme monitoring has difficulties in terms of consolidating reports and getting these ready for dissemination, which was observed by the fact that the last annual report for the year ending June 30, 2014, and which would have been the only annual report on a year of full implementation, was not ready in time for the MTR end of November 2014. The MTR observed that the stakeholders expressed their frustration about the monitoring of huge amount of data and that they lacked a clear understanding of the requested data.

Based on this, the MTR finds that it is premature to make an in depth analysis of the M&E system, but it is clear that the M&E system is in need of clarification, probably simplification, and better appreciation and ownership by all staff and partners.

4.2.2 Challenges

Component one has so far not been sufficiently effective in engaging the private sector actors, which is particularly unfortunate considering the important task for the component to support value chain development through engagement of the private sector. Despite the intention of involvement of all stakeholders including the private sector, the structures for sector coordination are currently heavily public sector led and the engagement of real private sector actors is weak. Some of the stakeholders from the private sector are of the impression that their role has actually diminished over the time of implementation. There is a lack of understanding of the different roles of stakeholders. The MTR found that the differentiation of public, private, civil society sector and their roles and responsibilities are seriously distorted in many of the guidelines and documents. Often both civil society organisations and research institutes are referred to as being private sector. It was found that any stakeholder outside the Ministries was referred to as private sector by programme documents as well as in staff interviews.

The integration of the structures and functions for sector coordination into the county structures is naturally problematic. This results from the fact that ASDSP is a nationally led programme on agriculture, with the rest of functions of the sector more or less devolved to county authorities. In a few counties the County Governments are suspicious of National Government activities. However it is the finding in the counties

visited by the MTR that the structures have been mostly well accepted. In a few counties, the CSC has even been used as the common coordination structure for all agricultural programmes in the county.
While the establishment of structures at the county level in many aspects is quite commendable, it is at the same time quite complex, heavy and also expensive to maintain. During the visits in the counties it was found that the same people could represent up to four different bodies at the same time. Some of the structures appear superfluous. The MTR team for example finds that the Technical Working Groups (TWG) rather than being established as permanent bodies could be established ad hoc only when need arises. During the focus group discussions it appeared as if these groups have a tendency of taking over the mandates of the VCP and VCCGs, which is inappropriate given that most of the members of the TWGs are public officers and the VCPs were supposed to activate more private sector actors. The actual mandate of the Social Audit Team was unclear to the MTR team and the need for these as well as for sub-steering committees should also be seriously reconsidered.

The M&E at the programme level appears to be weak as seen by the fact that it has been difficult for the MTR to obtain all the progress reports in time. From the log frame and the framework it is seen that the programme is operating with indicators that are complicated to measure and therefore also to report on.

At the county level it has been a challenge that several partners at this level are required to have established partnership agreements at the national level, which apparently have not been forthcoming. For some of the national private sector actors it is a challenge that they find the processes too heavy and they complain of lack of appropriate communication for them to be able to attend meetings in a meaningful way.

4.2.3 Opportunities

The structures developed at the county level offer considerable opportunities as they are recognised by all stakeholders to be crucial platforms for continued progress in value chain development related sector coordination and harmonisation. In addition, the CCUs are well positioned to also support CGs in their pursuit of overall sector coordination such as improved sector planning and operationalisation of policies, mentoring and reporting. The programme is therefore extremely well positioned to support coordination and harmonisation in the continued process of devolution – particularly as it has the potential for engagement of all stakeholders as part of its implementation strategies.

Furthermore, there are other DPs that will support policy development at national level, and there is a good possibility for creating an optimal synergy in the efforts related to supporting the TI.

4.3 ENVIRONMENTAL RESILIENCE AND SOCIAL INCLUSION

4.3.1 Introduction

Component two's objective is strengthening of environmental resilience and social inclusion in value chains. The component consists of two sub-components with the intended outcomes of:

1. Environmental resilience for value chain actors, including promoting vulnerable groups (environmental resilience)
2. Enabling conditions that enable vulnerable groups to engage in value chain development strengthened (social inclusion)

The outcomes are closely connected to value chain development[24] and therefore relying on outcomes of component three, Value Chain Development.

Overall, the component has been partly effective in achieving some of the outputs such as training and awareness raising of programme staff and developing guidelines and tools, etc. according to plans. Notable is the recent completion of a comprehensive Strategic Environmental Assessment (SEA). However the programme as a whole has not been effective in integrating the concerns and issues into the VCD implementation. This is likely to seriously constrain the effectiveness and ability for component two to produce the intended results.

So far the VCD does not address the factors that make people vulnerable to climate uncertainty and variability. Environmental resilience and social inclusion issues are not considered in the VCD action plans. This is expected as in some counties the Environmental Resilience (ER) and Gender and Social Inclusion (GSI) action plans followed after the development of outcome Value Chain development (VCD) action plans. In others, these were reported as parallel processes.

Discussions with the programme staff show that there were expectations regarding separate funding for the GSI and ER actions plans. However, at the start of the 2014/2015 financial year, it became clear this would not be the case. Counties are therefore yet to integrate the ER, GSI and VC action plans. Currently, VC concept notes and proposals are developed on the basis of prioritised constraints in the VC action plans. The concept notes are largely about commercialisation of the VCD with issues such as markets, cooperatives, skills, improving breeds and improving feed quality. The principles for proposal development/eligibility criteria mention social

[24] See also the ToC depicted in figure 1

inclusion and environmental resilience but the findings of the MTR are that these have not received much attention.

Moreover, the key groups regarded as vulnerable, such as women and youth are hugely under-represented in structures at the county level. Except for some few counties, there seems to have been little analysis on how and even where in the value chains these groups stand to benefit more, how the factors that generate their vulnerability will be reduced, and in addition, how to leverage on existing opportunities. In addition, as related to particularly the youth, value chain prioritisation apparently did neither consider the interests of youth nor their vulnerabilities. The result is that the prioritised value chains currently fail to reflect the aspiration of the rural youth, nor has the process taken into consideration the drivers and innovations that would engage youth in agricultural value chains. The result is that participation of youth in VCs apart from the isolated counties (e.g., Kajiado and Nakuru) is low.

4.3.2 Environmental resilience

iv. Achievements

The Strategy and Guidelines for Environmental Sustainability and Climate Change Resilience in Value Chain Development have been developed. The document provides the programme's overall framework for developing environmentally resilient value chains. At the same time, it recognises the opportunities for more detailed planning and programming at the county level so as to respond to the unique challenges and selected value chains at this level. The document highlights the programme's understanding of environmental resilience and its operationalisation by identifying and addressing the environmental issues in the various stages of selected value chains. In addition, each county has developed a Natural Resource Management (NRM)/Climatic Change (CC) action plan. The sampled action plans vary from county to county. Some counties have identified specific environmental/NRM issues along the value chains. Others entail very general issues that do not relate to specific issues in the VC.

The SEA was completed and awaits approval by the National Environmental Management Authority (NEMA). Despite the fact that the development of the SEA has been noted as a long and cumbersome process, the completion is a notable success for the programme. A significant feature of this process is the departure from the traditional use of questionnaires to a process driven by county level consultations, seven regional workshops and wider stakeholder participation – a process considered by the stakeholders as having enriched the final document. The SEA has elicited positive response and is used by stakeholders such as the University of Nairobi in its trainings.

Trainings and capacity building of county coordination unit staff on environmental resilience and NRM issues/awareness was undertaken. This is specifically aimed to enable them to undertake climate proofing of the VCs by identifying environmental issues along the VC and to train the VC actors on management of natural resources. However, it is difficult to assess the value of this training as the only activity been undertaken is the PSP.

Strategic and operational partnerships have been developed for instance, for the up-scaling of weather forecasting and advisory services i.e. Participatory Scenario Planning (PSP), as described below, in all 47 counties, and a few other local initiatives. At the national level, a key partnership (although not yet formalised through a MoU) is with the Kenya Meteorological Service (KMS), CARE International and MoALF. This translates to effective arrangements with KMS staff at the county levels for PSP. While there are talks with Hand in Hand at the national level, this partnership is yet to translate to actual implementation. Other partnerships vary from county to county but largely draw from County Governments, National Drought Management Authority (NDMA), NEMA, some NGOs/CBOs and universities.

Dissemination of agro-weather information/advisories for both long and short rain seasons is operational in all 47 counties. The PSP is a model developed by CARE Kenya to facilitate dissemination and interpretation of weather information collected from the meteorological stations by relevant actors at the county level. It includes traditional weather forecasts by indigenous forecasters in the various communities. ASDSP currently up-scales the model from the three original counties piloted by CARE Kenya to include all 47 counties. This is largely achieved through initial county level PSP stakeholder workshops to develop the local advisories and subsequent dissemination of these through a number of appropriate channels such as community meetings, SMS platforms and radio talk shows/programmes in local languages. According to stakeholder discussions in the counties, PSP is found to be largely effective in making weather information understandable and useful for decision making by farmers and other value chain actors.

The model has however been implemented with mixed results. In many cases, the model has received positive reactions and is noted as generally changing the traditionally negative perceptions of farmers towards weather information. In other cases, the forecasts are incorrect resulting in negative reactions from stakeholders. The negative cases imply the system has not been effective in communicating probabilities and feeding into appropriate agricultural decision-making in some of the counties.

The CCU is largely engaged in local NRM/hazard response planning at county/local level. The involvement varies from county to county but the most notable participation is in the drafting of county contingency plans and disaster management plans.

A few isolated activities on environmental resilience and promotion of NRM in counties have been implemented. In one county, it involves solar lighting of a market place and in another visited county; the CCU unit in collaboration with the county government promotes a campaign on efficient land management and enhancing pasture production and productivity for sustainable production for the prioritised dairy and beef VCs.

The NRM/CC technical team (TWG) was constituted in all the 47 counties. The actual composition varies from county to county, but largely consists of staff drawn from

lead agencies in the environment sector such as National Drought Management Authority (NDMA), NEMA, Kenya Meteorology Service department, some NGOs and CBOs. The technical group is a consultative group that offers support on NRM matters. It is largely responsible for developing the NRM/CC action plans and assists in the coordination of the PSP process.

The collaborative work in the counties with CC change and disaster planning as well as the policies and practises related to environmental resilience through the TWG is still at very early stages and there is not yet any evidence of how this influences practises in the counties.

v. Challenges

Achieving environmental resilience outcomes as a sub component of component two faces a number of challenges. The biggest challenge is that it relies on component three for achieving the outcomes but there is little integration of environmental resilience issues into value chains and into component three.

There is currently a weak and inconsistent conceptual understanding of the notion 'environmental resilience' in the programme. In the programme's stated objectives, outcome two largely focuses on achieving environmental resilience. In the programme's main document, this is clear and translated to mean that the VCs are environmentally sound and resilient to climate fluctuations and do not harm the ecosystem – pointing to ecosystem resilience. Programme activities in that document however indicate that the way to achieve the objectives is through supporting local communities and VC actors in advocacy and accessing climate information, accessing climate smart technologies, and in planning pointing to would like to support the resilience of the VC actors.

The guidelines and strategies developed to operationalise this conceptualisation, reduces the notion into 'environmental issues in the value chain' at times understood as NRM. This is despite the document's recognition that issues of resilience and climate change are important, and actually relying on a climate change heavy document review in the national context. In interviews at the national level and in the actual implementation in the counties visited (apart from one), all notions of 'resilience' are lost and the programme largely focuses on NRM issues and even then in a good number of the counties visited, a very limited NRM understanding and conceptualisation. In a number of counties, there is no clear indication of how the pursued NRM/ environmental issues relate to the selected value chains. In many other instances in project documents and interviews, the words environmental resilience, environmental sustainability, climate change proofing and NRM are used interchangeably creating con-

fusion and resulting in a lack of clarity as to what the programme really seeks to achieve.

Except for VC actors' interaction through the PSP, neither training of VC actors nor of the planned duty bearers for NRM/CC are conducted[25]. This largely limits the achievement of the intended outcomes such as 1) increased awareness of NRM and CC causes and risks among VC stakeholders in general and vulnerable groups in particular, 2) design of response to climate-related risks by VC actors and 3) the opportunity for VC actors to lobby for specific action from duty bearers. The latter is important as the project also claims to have a rights based approach in its pursuit of climate change concerns.

There is limited staff capacity on climate change/environmental resilience at the county level. This limits the ability to be effective in as much as the CCU is reliant on the NRM technical group for technical support.

vi. Opportunities

Despite the limits that the Value Chain Approach presents for broader work on environmental resilience of farming systems, it is found from discussions with the VC actors to be possible to develop and experiment on models, methods and practices for climate smart farming systems and use of technologies within and along the selected value chains. Examples of such are:

- Water harvesting
- Soil conservation
- Conservation farming
- Organic farming systems
- Biogas/solar power

Largely, environment/climate proofing of the prioritised VCs remains a yet unexploited opportunity.

4.3.3 Social inclusion

Drawing on a rights based approach, ASDSP seeks to promote inclusive value chain development by ensuring all relevant stakeholders, including the poor and vulnerable, are included in order to promote commercialisation as well as to ensure that food security and nutrition needs are met. The programme focuses on promotion of improved access to basic economic and social security services for women, youth and vulnerable VC stakeholders in order to position them to participate more effectively and to benefit more in value chain activities. Other right related constrains such as rights and

[25] Only programme staff have been trained thus far.

access to productive resources such as land and livestock are not addressed in the programme. Participation in decision making is supposed to be addressed through the Gender and Social Inclusion (GSI) mainstreaming, but the finding from the MTR is that women, youth and other vulnerable groups were not effectively represented in the decision making structures.

vii. Achievements

The social inclusion strategies and guidelines have been developed. The document highlights inclusion as a process to promote values, relations and institutions to enable participation in the development process. This strategy includes a poverty and livelihood analysis tool to guide in the identification and isolation of the poor and other vulnerable groups, to identify their potential contribution and possible areas of intervention. It also highlights how vulnerability assessments can be undertaken. In addition all 47 counties have developed Gender and Social Inclusion (GSI) action plans and some samples reviewed by the MTR team have been quite elaborate in their identification of vulnerable and excluded groups along the value chains. In several cases, it was noted however that the GSI strategies and guidelines were developed after the VC selection had been completed.

Social inclusion criteria have been included in the selection of the prioritised value chains. This varies from county to county but the MTR found that the selection of, e.g., indigenous poultry in a number of counties is to some extent based on considering this as a low cost investment that vulnerable groups and women can participate in. In one county, the selection of dairy was to some extent based on the fact that milk is largely controlled by women in this particular community. However, as these considerations were neither based on analysis of vulnerability factors nor on business cases for different groups, it is not clear whether or how the participation in the value chains will reduce such factors.

In some counties, there are attempts to include groups that are often excluded such as women, youth, people with disabilities and extremely poor people. In one case, this is through leveraging on existing youth enterprises such as motorcycle taxi owners in the delivery of milk to collection centres. In some counties, partnerships have been established with NGOs or church based organisations which address social protection and small enterprise development for excluded groups.

viii. Challenges

Similar to component two's environmental resilience, social inclusion is as well reliant on component three for achieving its results in terms of outcomes. In the absence of integration in the VCD implementation, this proves to be difficult.

There is a weak conceptual understanding and appreciation of vulnerability and exclusion in the programme. In the implementation, there is little consideration of the structural constraints and the limitations in access to productive resources that vulnerable groups face. This is particularly a problem when there is an assumption that all these groups should commercialise their production while in many cases this is not possible given their limiting factors. Moreover, the programme is not really posi-

tioned to address the structural constraints and issues of, for example, access to productive resources such as livestock and land.

It is unclear to the MTR team how mapping of vulnerability has been done in the counties. According to the action plans the mapping has been done, but the interviews with stakeholders in the counties including the CCU experts did not confirm this.

The programme has a very broad target for social inclusion. This poses difficulties in working at the county level, their operationalization and even in inclusion of the groups. The result is a simplistic and mechanical way of dealing with the target social groups such as 'slots for disabled' within county level structures. The MTR finds that it is unrealistic for the programme to substantially bring on board all excluded and vulnerable groups in a meaningful manner and more so in all areas of the value chain.

The sub component is highly reliant on partners to provide social protection services and security. Currently, the programme struggles with partners' 'buy in' in many of the visited counties. Existing partnerships entail small faith based organisations and NGOs that conduct small projects but are not strong in the strategic work that the programme requires to ensure women, youth and vulnerable groups participate and benefit in a meaningful way. For many civil society organisations, engagement and partnerships at the county level requires nationally negotiated partnerships.

There is an outright lack of specialist capacity at the county level and the area appears to have had low priority in this regard. Current CCU staff in charge of this component are recruited as NRM staff and provided with additional training with respect to application of gender and social inclusion in priority value chain segments. This is problematic given that the same staff already has to deal with another complex sub component on environmental resilience.

Largely, there is a lack of priority both at national and county level given to this sub component of the programme. It does not receive the attention and consideration required to be effective.

ix. Opportunities

In terms of strengthening conditions that enable vulnerable groups to engage in value chain development, there are opportunities for addressing some of the constraints related to social inclusion in agricultural value chains. This would for example be through:

- Ensuring representation of key groups, particularly women and the youth in the key structures at the county level including the CSC and VCP.
- Building strong partnerships with organisations that have the capacity to implement targeted outreach activities for the vulnerable group to link to the VCD. This is partly pursued already in the counties, but there are good opportunities for strengthening this and for developing and operationalising partnerships with other organisations as is already done with Hand-in-Hand

to ensure the value chains target particular categories for enterprise/business training. But this will often require national agreements. These partnerships can also lead to access to finances/capital as some of the organisations have existing partnership arrangements that provides access to funds like the Women and Youth enterprise funds.

- Although job creation currently has too little focus in VC development, this provides a key opportunity for the programme to make a difference in social inclusion. This will however require a departure from the current focus where women, youth and vulnerable groups are mainly located at the lower end of the value chain (primary production) where the limited access to productive resources such as land becomes a strong constraint to other activities along the value chains such as in processing and transportation.

4.4 VALUE CHAIN DEVELOPMENT

4.4.1 Introduction

The third component, Value Chain Development, with the objective of "viable and equitable commercialisation of the agricultural sector promoted" is by many stakeholders seen as the part of the ASDSP where the most significant and real visible effects of the programme are to be realised for the beneficiaries. This means that the ASDSP is seen as a value chain programme with in particular component two as an add-on. All stakeholders expressed their support and enthusiasm towards the value chain approach by ASDSP – it is seen as innovative and more inclusive of stakeholders compared to earlier programmes such as NALEP.

The MTR found that the value chain approach used by the programme has primarily focused on marketing of the farmers' surplus from traditional production of food for local/ home consumption (the "push model" – see box 1) to the local/county market. The MTR found that this approach did not generally facilitate innovations in linking smallholder farmers to major urban markets and therefore is not likely to contribute effectively to commercialisation of the sector. As a consequence of this there is lack of focus on linking the rural farming community to major market players to supply the urban centres with food products and industrial raw material (the "pull model" – see box 1) even with high value products. The MTR saw only a few examples where a major market player was involved, such as Brookside and DOMINION. Business orientation and development of sustainable business models to address opportunities and risks for smallholder farmers is lacking in the interventions and therefore still a challenge for ASDSP.

Box 2. The push and pull market models	
Push	Pull
Traditionally, the market orientation of smallholder production meant that a market was identified for the surplus food crops coming out of the farming system. The entry point is decided by	The entry point for interventions is the demand for agricultural and livestock products in the major markets. Through close cooperation with key market players, the demand is translated into

the farmers' current production. The smallholders get support to produce more of the same kind and to increase productivity. The advantage is that smallholders have good knowledge of the production system and that the local market appreciates the produce and quality. The major disadvantage is that the rural farming community misses the opportunity for producing crops and livestock products of higher value than their traditional products.	business plans for the smallholder community, demonstrating the costs and benefits in the production. The market linkages are developed and maintained by the involved stakeholders through active involvement in the value chain. The new market opportunities are often more risky and the structural and business framework must therefore be carefully developed and regulated. The major disadvantage is that smallholders might have to enter into new production systems, which would require intensive technical support, production advisory service, access to capital, input supplies. The major advantage is that the smallholder farming community is getting involved into rapidly growing urban markets and more profitable value chains

The MTR furthermore found that the interventions to ensure social inclusion in the value chain approach have much focus on the primary production part of the value chain, i.e. to include the marginalised groups as farmers linked to the market. However, the MTR did observe a few good examples of interventions supporting job creation along the value chain for the benefit of marginalised groups such as youth, who were getting involved in transport of milk and poultry. These jobs were created mainly through support to small business entrepreneurs and service providers.

4.4.2 Achievements

The planned structures for value chain development (see box 1) are in place in all counties and they are much appreciated by all stakeholders. In particular, the VCP and the VCCG are entry points that can be used by many other actors such as business entrepreneurs, development agencies and programmes.

Most CGs and CCUs have established good working relations on VCD based on the mutual understanding that the CCU has the technical capacity to facilitate and assist the county in its planning and implementation of agricultural development interventions. It has however not prevented some of the county governments in making inappropriate and unsustainable investments in the selected value chains, such as public investments in cooling tanks for milk and packing houses for other produce without consulting the programme experts in the CCUs. While the services such as extension, business development services or veterinary services that would be much more appropriately provided by the public sector in almost all the counties suffer from lack of operational funds.

Three priority value chains have been selected through stakeholder participation in all counties. The strong stakeholder led procedure is much appreciated by all stakehold-

ers. However, it has meant that the value chains selected are mainly those based on traditional farmers' production systems with little room for innovations.

The CCUs have prepared plans and developed proposals for interventions to improve performance in the selected value chains together with many stakeholders in the counties. In some counties there are already one or two proposals funded most of them by ASDSP but some others through partners. A review of the developed proposals indicates that the support is considerably focused on mobilisation and capacity building particularly for the farming community. Only a few proposals are so far dealing with problems higher in the value chain off the farm gate.

4.4.3 Challenges

Commercialisation and modernisation are key words in the ASDSP programme document, but still represent challenges in the VCD component. The selection process of the three priority value chains in each county, which was stakeholder led and dominated by the local community without any market research or business analysis, resulted in selection of largely traditional farmers' produce of food crops for home/local consumption – which is not really promoting modernisation. Only in a very few cases have value chains been selected that feature high value produce[26], and in these cases it was not clear how the programme will address the added risks associated with this type of interventions. Despite the fact that the procedure used for prioritisation of three value chains was found to have been appreciated by most stakeholders, it has thus not been conducive for promoting innovation. The potential for market orientation is not pursued in the sense that the demand for agricultural produce in greater urban centres and industry is not identified and linked to the rural farming community. The MTR team judges that it would have been possible to introduce more innovative concepts had there been a more proactive input from ASDSP in presenting alternatives based on market demand analyses and economic estimates for costs and benefits, which would have increased the plausibility for achieving the intended results.

Business orientation and experimentation with development of sustainable business models to address opportunities and risks for smallholder farmers is lacking in the interventions. There have been no cost benefit analyses or business plans made for the various steps in the value chain. From the documentation provided there does not appear to be any business plans for farmers producing milk or tomatoes for the local market to see what kind of profit they could get out of an increased production. It is important for commercialisation to know all the costs and benefits involved at each step in a value chain in order to identify the real bottlenecks and see where interventions are effective and of economic importance – while ensuring that the rural farm-

[26] E.g. Pyrethrum in Nakuru County and French Beans in Murang'a County

ing community is getting their fair share of the produce value. In the process currently used, most bottlenecks in the selected value chains are identified at the farmers' level, whereas the bottlenecks along the value chain are ignored – at least initially in most of the interventions. At this point of time, the smallholders need to be more effectively linked to the market.

The MTR found a weak business development capacity in the ASDSP programme and network. This is a major challenge for the remaining period of ASDSP. Small and medium scale business entrepreneurs are important partners in commercialisation and modernisation of agriculture and they need capacity building in business planning and management to serve the farming community effectively.

Active involvement of the private sector business people and entrepreneurs has emerged as a big challenge for ASDSP, partly because ASDSP is seen as a public sector programme and partly because the long processes of mobilisation and many delays in the implementation. This has made many private business people and companies impatient and reluctant to participate actively.

The implementation structure is moreover a challenge for local involvement of the major private companies since they have headquarters in Nairobi and therefore need to consult before taking decisions. The involvement and engagement of the headquarters of these major companies was seen to be a major challenge for the ASDSP team in Nairobi. One reason could be that the often bureaucratic approach by the public sector is not attractive for the private business sector.

4.4.4 Opportunities

The MTR finds that the VCPs created by ASDSP present good opportunities for value chain development and the VCPs have already been demonstrated to be key entry points for other players, not least for private sector business operators. Further documentation and refining of the VCP approach, with more lean structures and procedures, presents an opportunity for future up scaling and out scaling by other development partners. The MTR found a few cases of counties that had already used the approach to create platforms for other value chains.

As all stakeholders are now aware of the value chain approach, in the next round of proposals, there is an opportunity to move out of the farming community and to address real value chain constraints that prevent or even exclude the smallholders from linking up to the market in a profitable way. This will need engagement beyond the farming community and thus presents an opportunity for involving the private business sector. If well addressed this may open for collaboration and partnerships with major actors that can address market failures and business issues beyond the county focus. Examples of such organisations could be KENAFF, Kenya Market Trust, KAAA and Kenya Chamber of Commerce.

ASDSP is through the VCP in a strong position to support commodity-based farmers' associations because of the focus on one commodity at a time. It is necessary for

smallholders to organise to link effectively to the market and market operators and ASDSP has a real opportunity to strengthen farmers' association and their common market activities through the unique representation in all 47 Counties. There is an opportunity for linking value chains beyond the counties through support to commodity associations[27] and through networking between the CCU's of a selection of counties based on choice of commodity (such as potato or milk) or on geographical location (such as Lake region or ASAL region) to gain from lessons learned in other counties.

ASDSP interventions on gender and social inclusion (GSI) have initially had a focus on involving the marginalised groups in commercial smallholder farming. This is seen by the MTR as a risky approach because the marginalised groups often lack many of the capabilities and capacities necessary for commercial farming and it is a long-term process to mitigate this[28]. There is, however, an opportunity for GSI in promoting and enhance value chain investments that generate jobs in rural areas as a more appropriate point of entry for the marginalised groups into the economic development. An example of this was seen in Siaya, where the VC on indigenous poultry supported a local entrepreneur (Jua Kali) in producing brooders and other utensils for the producers and these jobs were going to young people. Another example from other counties was transport of milk from rural areas to a collection and cooling centre organised by young people on motorbikes. This will still demand special efforts by ASDSP to ensure such jobs are accessible for these groups.

4.5 IMPLEMENTATION STRUCTURE, STRATEGIES AND FLOW OF FUNDS

4.5.1 Implementation structure

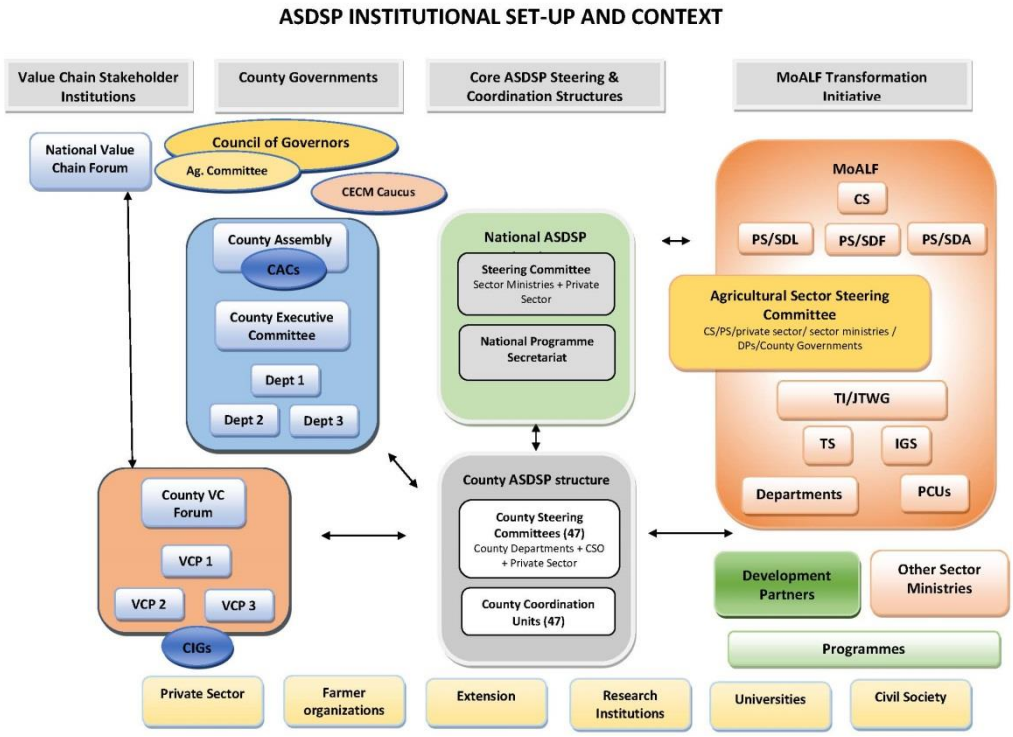
ASDSP is implemented at national and county levels with strong interactions between the two levels. Figure 3 shows the complex institutional set up for the implementation. The programme is implemented at the national level through the National Programme Secretariat (NPS) governed by the national Steering Committee and at county level through the County Coordinating Units (CCU) governed by the County Steering Committee (CSC). Other structures at county level are described in box 1.

[27] For example through KENAFF commodity associations

[28] The section 4.4 above elaborates more on this

ASDSP is by design a national programme implemented through MoALF and with structures for decentralised implementation, while the devolution of government and in particular of agriculture came into reality after launching of ASDSP.

Figure 3. Implementation structure and context of ASDSP



Components two and three with value chain development are at the time of the MTR more seen as nationally anchored and owned programmes with a decentralised structure for implementation in the counties. This leads to some conflicts of interest as most CGs would like to see the interventions being devolved together with the financial resources.

Component one is naturally functioning as a traditional national programme facilitating collaboration and coordination amongst DPs and GoK. This component is, however, also hit by structural problems as throughout the current project phase the new MoALF has been struggling to identify its role in the new government system wherein most of its earlier responsibilities have been devolved to the counties. Moreover, national ministries have had to and are still in the process of preparing a framework for collaboration with the counties in preparing policies and regulatory frameworks under the new constitution. It is in this context of significant structural changes that ASDSP has to function and determine its opportunities for contributing to modernisation and commercialisation of agriculture in Kenya through an enabling policy and institutional environment for the realisation of ASDS.

The MTR finds that ASDSP at both levels has found a sound basis for implementation of interventions as envisaged in the programme document requirements to pursue

the goals and purpose of ASDS. As indicated above, this has not been without problems and is still an ongoing challenge.

At county level the ASDSP structures for implementation are mostly well established. The CCU and other structures are seen to play important roles in coordinating investments and interventions, in particular in the three selected value chains. However, many stakeholders find the structure in the counties to be heavy and the procedures for planning and getting the activities moving lengthy and not very effective

At national level, ASDSP is still struggling to find the optimal working strategy to mitigate the negative impact of the many structural changes and utilise the new opportunities that are emerging for obtaining its goal and purpose. In a narrow perspective of results achieved, the implementation structure has therefore not been effective. But as mentioned above, the MTR finds that ASDSP is effective and flexible enough to explore and follow a promising path in supporting the endeavour of MoALF to establish an effective framework for collaboration between the two levels of government. This is through two tracks: firstly, supporting the efforts from national level through the various initiatives and transformation activities to strengthen MoALF in its new national role and in improving collaboration with county authorities in agriculture; secondly, to exploit ASDSPs unique position as a trustworthy partner in all counties to support collaboration between the two levels of government.

When looking at the internal management through the NSP and CCUs, this is a structure of working through specialist lines of expertise, mostly along the lines of the three components. While the MTR did not make a deep assessment of the organisational management of the programme, it should be noted that the main thrust of the programme is in supporting the VCD in the counties, but also that the component two ER and the GSI functions are not well integrated in the VCD. They are currently separate areas of work. While the MTR does not suggest major organisational changes in the programme at this point of time, given the limited period before the end of ASDSP, the programme management may need to rethink the actual way of working and collaborating, as well as the human resource capacities needed to improve the integration of the components and their effectiveness in the future.

4.5.2 Implementation strategies

ASDSP implementation is based on three strategies: Demand driven, stakeholder led and partnership based.

The MTR found that ASDSP has been weak on making mutual agreements with partners based on a clear and appreciated identification of the various stakeholder groupings, their responsibilities and roles in development of value chains and an enabling political and business environment. In general, the public sector players have taken a dominating role in ASDSP implementation, while it was envisaged that the private sector and its organisations should lead.

ASDSP is implemented through MoALF at national level and in close collaboration with the County Government at county level and is as such mainly seen as a public sector programme. It is therefore a challenge for ASDSP to engage private sector business organisations in the implementation both at national and county level. This is partly because many of these organisations are weak in membership commitment and in capacity to fulfil their role. But partly also because there is a tradition to implement development programmes through the public sector in Kenya and amongst donors. Even when the aim is development of the private sector, donors have shied away from giving both financial support and capacity building direct to the private sector stakeholders.

Component three on value chain development has indeed been demand driven by the local society. Selection of the three priority value chains are based on comprehensive and many costly interactions with farmers, cooperatives, processors, transporters, buyers, input suppliers etc. The process has been much appreciated by the public as well as farming community. That is the positive side of the demand driven approach. The downside to this is elaborated in section 4.3 - that the demand driven approach in this case missed the market orientation as the prioritisation by the stakeholders were not based on market and business analyses

4.5.3 Technical Assistance

Technical Assistance (TA) is provided by the consultancy company NIRAS Natura. The TA is provided at three levels:

- 2 long term international experts
- A team of short term international experts
- A team of 11 short term national experts

There are two long term international experts – one as a Programme Adviser to the Programme Coordinator and one as a Sector Coordination Adviser originally assigned to ASCU, now to the MoALF transformation Initiative. Moreover, Sida (through NIRAS) has recently provided a Bilateral Associate Expert to the programme. In the first one and a half year of the programme implementation the programme initiation and consolidation required a substantial amount of short term TA. During this period the TA was provided mainly in the form of international experts but as the implementation of field level interventions started and it was found that national short term experts were generally more cost effective than short term international experts, this was reduced and gradually the short term national experts are providing more of the required assistance. The short term TA has had major contributions to conceptualising the programme and capacity building of the programme staff. A major activity that has needed substantial TA has been the completion of the Baseline Study.

Based on the discussion with stakeholders (particularly ASDSP staff), the MTR finds that the provision of TA overall has worked well. It has contributed to the achievements of ASDSP and helped ASDSP to overcome many of the constraints and struc-

tural changes met during the implementation. The TA has been used for development of guidelines, manuals and training programmes and on-the job training of NPS staff. The short-term pool of national experts is somewhat flexible and can adapt to the need of the programme. The MTR however finds that the NIRAS's team of experts have lacked sufficient expertise on business development in farming, agribusiness development in the small-medium scale industry, linking markets to farmers, environment resilience and gender and social inclusion issues.

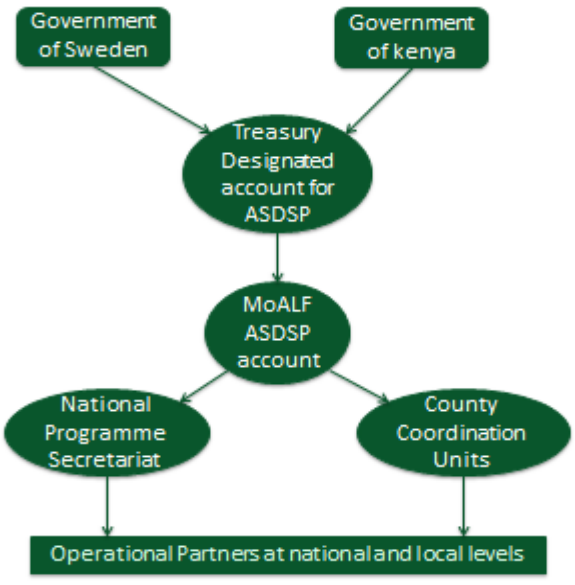
According to the information available to the MTR it is understood that the provision of long term international experts is coming to an end by mid-2015. Instead the consultants will provide some months of input over the remaining time of ASDSP.

4.5.4 Flow of funds

The total budget for the ASDSP is 6087 million KES, of which 5087 million (413 million SEK) is provided by the Swedish Government and 1000 million from the Kenyan Government. This includes a credit guarantee of about 1200 million KES. Apart from this, the GoK provides resources such as staff and office accommodation.

All the funds for ASDSP are channelled through the GoK system – the National Treasury and accounted for in the GoK budget. The flow of funds is described in figure 4. Funds flow from Treasury to the ASDSP account in MoALF. From here they are transferred to NPS and CCUs. NPS is responsible for accounting and budgeting of the funds.

Figure 4. Flow of funds



Funds are disbursed biannually based on internal financial reports. In the CCUs visited, it was consistently stated that the disbursements from Treasury were often delayed, which is adding to causing serious delays in the programme. Sometimes the

CCUs have problems of operating for a month after completing the annual reports by the end of June. An overview of the utilisation of funds is seen in table 1.

Table 1. Utilisation of funds 2012 to 2014

Million KES	2012/2013	2013/2014	Half year 2014/2015[29]	Cumulated	Distribution of expenses %
Available funds[30]	1.018	1.565	475[31]	3.058	
Component 1 GoK	62	202	75		
Component 1 Sida	304	549	392		
Total component 1	366	752	467	1.585	81
Component 2	5	66	1	72	4
Component 3	3	16	13	31	2
Technical Advisory Services	85	126	48	259	13
Total expenditure	458	959	529	1.946	
% Absorption	45	61	111	64	

It is clear from the table 1 that the programme has up to mid-2014 had serious problems of absorbing the available funds and that this has been particularly so for components two and three. According to the original budget, the distribution of funds was supposed to be 46% to component one, 17% to component two and 37% to component three. The actual utilisation shows a considerably different picture, with very low utilisation in components two and three. The low utilisation is assumed to have been caused partly by the delays in implementation, whereby the value chain activities are just starting to take off with the very recent approval of proposals for activities by the value chain platforms and partly by delays in release of funding. The establishment and operation of the ASDSP structures both at national and county level is included as part of the expenditure on component one. It is expected that the utilisation of funds for components two and three will accelerate from the beginning of the New Year 2015.

In the current situation of the programme, where real implementation is more or less just starting, and the absorption of funds has so far been low and apart from the established infrastructure, there are few results to be seen in terms of outcomes. Apart from the MTR observing that the planned infrastructure has actually been developed ac-

[29] Up to 31.12.2014
[30] Total GoK and Sida
[31] Budget allocation for half year

cordingly, and that the assessment is that the infrastructure can probably be put to valuable use, the MTR finds it premature to draw conclusions regarding the value for money of the programme or its respective components.

The credit guarantee of 1200 million KES is managed, implemented and reported separately by Kenya Commercial bank, Kenya Women Finance Trust, Small and Medium Enterprise Programme and Micro Africa Finance. It has not been within the scope of the MTR to make assessment of this part of the programme.

5 Sustainability and replicability

5.1 INSTITUTIONAL

The ambitions of the ASDSP to become an overall programme for coordination of the whole agricultural sector have been highly unrealistic, in particular due to the significant changes resulting from the new Kenyan constitution in the devolution of governance and the on-going processes of consolidation and development of intergovernmental collaboration. At the moment (and probably for the next coming two years) the latter is highly politicised.

Also the attempt to become a programme within ASCU that would coordinate other DPs' interventions in the agricultural sector without having the confirmed endorsement by the DPs first has proven unsustainable. This means that the original implementation framework has been unsustainable, but the programme has sought to adapt to the changes in a way that has potential to increase the sustainability. However, the MTR team judges that this is bound to be limited in terms of the scope of sector coordination. What is now called the "narrow" sector scope within MoALF and the move towards talking about facilitation of coordination rather than actual coordination and thus facilitate collaborating platforms for other programmes to link to, appear to build a much more realistic and sustainable scenario.

While the long term sustainability would in principle be better achieved through a programme that is devolved to the counties along with other agricultural development efforts, it is however the assessment of the MTR that this is as yet much too risky to pursue as the county governments still have many issues of governance and accountability to deal with for this to be effective.

Some of the structures developed at the county level such as CSCs, VCP and VCCG are assessed by the MTR to be necessary for ASDSP to obtain its goal of demonstrating the value chain approach. In some counties there are signs that some of these are adapted as county structures – this has been seen in a few cases with the CSCs and VCPs. However, the many structures, as they are implemented now, cannot be expected to be sustained beyond ASDSP. Sustainability would require a much leaner structure anchored in those structures that are perceived as most valuable by the stakeholders in the counties.

5.2 HUMAN RESOURCE CAPACITY

The programme has been able to benefit from availability of well experienced professional staff of which many have been taken over from NALEP. Therefore the programme also benefited from capacity created during this earlier programme. A major

part of the programme staff in the NPS and the 47 CCUs is nationally employed staff by the MoALF. The CCUs can therefore not be expected to be sustained post programme. The sustainability in terms of human capacity is based on the principle of implementation by partner organisations and the development of value chain platforms, where capacity is supposed to be developed among value chain actors. This capacity is expected to be sustained beyond the programme period.

So far most of the training and capacity building has been provided by the component two and this has mainly been internal to the programme (i.e. training of staff in the CCU units). However, it is expected that the forthcoming period of the programme with the implementation of the proposed projects related to the VCD is going to build substantial amounts of capacity for coordination, market and business development with large numbers of stakeholders, which may be sustained through the VCPs and also in the county institutions only if the interventions succeed in creating sufficient interest among the value chain actors.

5.3 FINANCIAL SUSTAINABILITY

The ASDSP set-up, with the large structures with high costs in each county, cannot be expected to be sustained after the project. Leaner structures (see above) are assessed to be necessary for the ASDSP programme implementation and demonstration of a different approach and model for commercialisation of agriculture. Post ASDSP, each county will have to decide how they will institutionalise the model approach and what kind of structures the county needs and can finance. Currently it is not clear what the exit strategy will be and how the current structures will be absorbed into county structures.

6 Conclusion and Lessons learned

6.1 CONCLUSION

The ASDSP was designed as a highly ambitious SWAp to support the Agricultural Sector Development Strategy in Kenya. Apart from the aim of sector coordination and harmonisation it had a specific aim of equitable and environmentally resilient value chain development. There have been different understandings and unclarity of definitions among the stakeholders regarding the original aim of the ASDSP just as this has changed time from the formulation of the programme document. It is however clear that in the understanding of a SWAp as a framework for all other programmes in the agricultural sector towards the ASDS has proved unrealistic will not be achieved and is at this point of time not relevant as the institutional and governance structure for the agricultural sector has changed. The donor community as well as the GoK are not committed to this level of harmonisation.

The programme is currently perceived as an initiative working towards commercialisation of the small scale agricultural sector through facilitation of coordination of stakeholders in the agricultural sector, towards equitable and environmentally resilient value chain development. As such the programme is very relevant for both the Kenya ASDS, the Swedish cooperation strategy for support to Kenya and in the eyes of the key stakeholders involved in the agricultural sector (including other DPs).

Also in the new devolved context, the ASDSP appears relevant. With established structures in all 47 counties of Kenya, ASDSP is well positioned to support sector coordination within counties, between counties and in particular between National Government and County Governments on agricultural matters.

The programme represents a new approach to value chain development with public sector facilitation of coordination, together with stakeholder-led implementation. The evaluation team judges that the question of whether a public sector based (and financed) programme is appropriate is too early to answer. As the programme is delayed in its implementation, and the Value Chain Platforms are just emerging, important lessons have been learned regarding the way that the development has been pursued and it is clear that there are areas that need strengthening such as the business and market orientation and particularly the ability to engage the private sector. It is however anticipated that the coming two years will reveal if the approach can take off and activate the stakeholders in a sustainable and viable manner.

It is clear that the programme has been seriously delayed in implementation, mainly because of the changes in governmental governance structures, slow implementation methodologies and complexity in the design. All this has contributed to limiting the

effectiveness of implementation so far. The main achievements have been in establishment of institutional structures at the county level, facilitating county coordination and in VCD. The programme has partly achieved some of the outputs connected to environmental resilience and social inclusion, such as training and awareness rising of programme staff and developing guidelines and tools, etc. However, major challenges remain in getting the VCD right and sufficiently market and business oriented. The programme has thus far not been effective in integrating environmental resilience and social inclusion in the VCs.

The original implementation framework for ASDSP proved not to be sustainable in the context of the new constitution, but the programme has strived to adapt to the changes by reducing ambitions regarding the scope of sector coordination. What is now called the "narrow" sector scope, including the move towards talking about facilitating sector coordination and collaborating platforms for other programmes to link to (rather than actually coordinating the sector), appears to build a much more realistic and sustainable scenario for the future of the programme.

The ASDSP is currently well positioned to support coordination and harmonisation in the continued process of devolution. While long term sustainability would in principle be better achieved through a programme where the county activities are devolved to the counties along with other agricultural development efforts, it is the assessment of the evaluation team that this is still too risky to pursue as the county governments still have serious issues of governance and accountability to deal with for this to be effective.

Meanwhile, it is important for long term sustainability that the programme in the counties – the CSCs and CCUs seek and pursue all the opportunities possible to strengthen their collaboration and integration in the county structures and development agendas. The current set-up of large structures with high costs in each county cannot be expected to be sustained after the project and currently it is not clear what the exit strategy will be and how the structures will be absorbed into county structures.

6.2 LESSONS LEARNED

As the ASDSP was formulated at a time of great uncertainty regarding the future administrative and governance structures, the design could naturally not anticipate the exact nature of the changes that were to take place. The programme was designed on the assumption that the new constitution would entail a decentralised administration, but did not foresee the devolution of governance and the agricultural services. If any lesson can be taken out of this experience in retrospect, it would be that a programme designed under such strong uncertainties should not be so ambitious in terms of sector coordination. Also, a SWAp will never become a SWAp if it is not planned with a common clear understanding and full political commitment and also engagement from other DPs in the sector.

However, it should be acknowledged that it is in fact the decentralised units that are now instrumental in helping ASDSP cope with the devolution process. Despite the challenges posed by the changed structures and governance, the review finds that the programme has to some degree been able to facilitate coordination and harmonisation of the agricultural actors at both levels of government, and within and across the prioritised value chains in the counties. The lesson from this experience is that, even where national institutional structures are in flux and there are uncertainties regarding devolution processes, a programme such as this, which straddles the national-local divide, can play a constructive and important role in assisting both sets of actors in 'finding their feet'.

The programme's M&E System is still under development and it is still too early to make conclusions regarding its usefulness. However the findings from stakeholder's perceptions indicate that it is important to ensure a realistic level of ambition regarding that data that needs to be collected and can be absorbed by the different users. The baseline survey has been a major task, is still being completed and appears to be very comprehensive with important information for all stakeholders.

The efforts to develop a common M&E system for the agricultural sector have proven to be extremely demanding. It is clear that developing a sector wide M&E system is in high demand by stakeholders at all levels, but it will require a huge effort. This is, however, not just a technical exercise. DP and national coordination are required to ensure broad buy-in and to discourage the emergence of parallel systems.

The programme has so far not been sufficiently effective in engaging the private sector. Despite the intentions to involve all stakeholders including the private sector, the structures are still heavily public sector led and the engagement of the private sector is weak. This suggests lessons about the importance of deliberate and targeted action, where private sector organisations have a stronger maybe even a leading role in programme implementation.

The design of the programme where component two whose outcomes rely on component three, without securing integration of the work of the two components, does not work. So far the VCD does not address the issues related to environmental resilience and social inclusion in any substantial way. Integration of environmental resilience and social inclusion cannot be treated as an 'afterthought' and needs to be better integrated into a viable theory of change, and also requires major investments in human resource development.

The effectiveness of component two has moreover been constrained by lack of conceptual clarity. Gender and social inclusions need clear definition and formulation of indicators for impact. Is it for example to mitigate factors of exclusion? Or is it creation of income opportunities such as jobs, and if so, what jobs are likely to be generated by the value chain development? The same is the case for environmental resilience. Clear definitions are needed, together with identification of what problems a

programme such as this can be expected to solve or address within a five year time frame.

The programme has a very broad target for social inclusion. This poses difficulties in working at the county level, their operationalization and even in inclusion of the targeted groups. The result is a simplistic and mechanical way of dealing with target social groups such as ‘slots for disabled’ within county level structures. The review finds that it is unrealistic for the programme to substantially bring on board all excluded and vulnerable groups in a meaningful manner, in all areas of the value chain as the action plans currently pursue.

For many stakeholders, the value chain approach has demonstrated to be an effective way of identifying problems before implementing solutions. Stakeholders have experienced that many other development programmes have come with ready-made solutions before identifying the real problems together with local stakeholders. The local stakeholder-led process of value chain selection ensured that most selected value chains were those of the most common existing food crops with markets within the county. Unfortunately, the process did not include market and business analyses. As such the prioritisation of value chains missed out on opportunities for innovations and introduction of new alternative cash crop value chains. The process used made it difficult to engage key national market players for them to drive the process of commercialisation. A major lesson here is that value chain programming needs to combine solid market and business analyses with stakeholder engagement at local level. This is not an either-or issue.

It has been difficult to involve the youth in the agricultural sector, for ASDSP and many other partners. It is observed, however, that youth in different and untraditional ways are involved in agricultural production. A major lesson here is that instead of trying to involve youth in traditional farming one needs to do a solid analysis of the kind of agricultural activities youth are getting involved in and then find ways and means to up-scale and out-scale this. It will require a more deliberate and targeted effort involving youth in identifying their interests as well as the particular opportunities and constraints they face for engaging in agricultural value chains.

7 Recommendations

7.1 FOCUS COMPONENT ONE ON AREAS WHERE IT IS BEST POSITIONED

Considering the experiences so far and the limited time remaining for the programme, it is important that the management of the programme now focuses on the areas where ASDSP is best positioned to achieve results. It is therefore recommended that the programme's first component, on sector coordination and harmonisation, follows the line of the relative success it has had so far in facilitating sector coordination and harmonisation supporting the devolution process of agriculture at the county level, between counties and between national government and county government.

7.1.1 TI with focus on facilitation of IG dialogue and coordination

The review supports the recent decision of the programme to support the Transformational Initiative of the MoALF jointly with other DPs. As other DPs are well positioned and ready to support the transformation process within the MoALF, **it is recommended that ASDSP focuses its support on the aspects of the TI that support the facilitation of inter-governmental dialogue and coordination. It is recommended that this include facilitating operationalization of national policy at county level.**

It should however be noted that the process of transformation still appears rather volatile and will probably remain so for the coming two years. The ASDSP must therefore be flexible and prepared for continued changes in the process.

7.1.2 Facilitation of county coordination and harmonisation

It is recommended that the programme in the coming period strengthen its effort in facilitation of sector coordination and harmonisation at county level, this will mean that the CCUs utilise their particular opportunities for facilitating engagement of all stakeholders, including the private sector, in the process of coordination. Specifically the programme should proactively support inter-county coordination, particularly where this can remove inter-county barriers to VCD.

7.1.3 Reconsider the development of a sector wide M&E system

An objective of the ASDSP is to contribute to the development of a sector wide M&E system. The review recommends that this aim is carefully reconsidered in the light of the remaining time and resources. It is seen indeed as an appropriate goal, and there is no doubt that it is in demand by stakeholders at both national and county level. But at the same time it is proving to be extremely demanding to realise. It is recommended that the ASDSP National Steering Committee and the Management make a decision as to whether this work should be continued. If it is decided to continue, it is important that other efforts to pursue parallel systems are examined and collaboration

eventually established to make sure that ASDSP support is combined with other efforts and duplication is avoided.

It is moreover recommended that the programme's own MIS system is assessed afresh and possibly revised with a view to make indicators simpler and easier to measure.

7.2 INSTITUTIONAL STRUCTURES AT COUNTY LEVEL

The institutional structures at the county level offer considerable opportunity for progress as they are perceived by all stakeholders to be important and useful platforms for coordination and harmonisation. The following recommendations propose ways to strengthen these ongoing processes.

7.2.1 Better integration in the county government structures – create more ownership and thereby improve sustainability

The structures established by the ASDSP are designed as a national programme. This means that they are not county government structures, and even if it may be a long term goal that they become evolved to the counties, it is not recommended that they be so in this coming two year period. However, it is recommended that relations are further developed and the opportunities for increased integration such as merging the CSC with county steering structures for agricultural development are pursued in order to increase local ownership and thereby improve sustainability of the structures.

7.2.2 Improve on the representation in terms of gender and youth

In order to increase the gender and social inclusion effectively, **it is strongly recommended that ways are found by which the representation of women and youth can be increased in the County Steering Committees and Value Chain Platforms.** This is the most effective way to start ensuring that issues of gender are addressed well in value chain development and that the concerns and interest of youth are properly considered.

As numbers do matter in this respect, and the current constitution of the institutions may constrain the representation of women and youth, it may be necessary to enforce quotas on gender and age in the institutions.

7.2.3 Make the structure more lean

In order to increase the sustainability of the institutional structures created in the counties, **it is recommended that the structures are revised to see which are perceived as most valuable, and dropping the structures that are superfluous**. The review team found for instance, that the TWGs are not necessary as permanent structures, but could be established on an ad hoc basis according to particular needs. It can also be reconsidered whether it is necessary to have separate Project Management Groups – instead, the VCCGs could be responsible for implementation of the pro-

jects. Moreover, the actual role of the Social Audit Team was unclear to the review team.

7.3 STRONGER ENGAGEMENT OF THE PRIVATE SECTOR

As the strength of the ASDSP is clearly in value chain development, it is absolutely crucial for success that the private sector is actively engaged in the programme. It is therefore strongly recommended that the programme works in a more targeted manner towards this aim.

7.3.1 Clarify the definition of private sector, public sector and civil society roles in stakeholder mapping

The programme needs to clarify its definition of private sector, public sector and civil society in order to identify the principle actors and their different roles in agricultural sector development and equitable commercialisation.

7.3.2 Facilitate a dialogue with the private sector actors to understand what will make the private sector interested in actively participating – or even leading the platforms

The programme needs to develop its understanding of what would make the private sector interested in engaging, and then adapt the programme procedures accordingly. The necessary steps to ensure private sector participation in the steering structure (NSC and CSC) and value chain platforms should be taken. This is likely to mean improving the communication with the private sector and its organisations, ensuring that there are actual benefits from participation. In many cases it is advisable that private sector stakeholders lead the platforms.

7.4 STRENGTHEN THE INTEGRATION OF OUTCOMES OF ENVIRONMENTAL RESILIENCE IN VCD

7.4.1 Ensure better clarity, consistency and operationalization of environmental resilience as a concept in the whole programme

Capacity among staff as well as stakeholders needs to be developed as a basis for better focusing on environmental resilience. This should be combined with open discussions of what this will mean for the implementation of the VCD in the different value chains and what would be practical ways to contribute to this resilience.

7.4.2 Enhance and mainstream components of environmental resilience in VCD

It is recommended to enhance the overall responsibility and ownership for component two in the programme. This would mean that the outcomes of component two are also mainstreamed into component three. **The VC action plans should thus be reviewed in order to mainstream environmental resilience i.e. climate and environmental**

proofing into the action plans. This should be done at the VC platform level and the issues should be inbuilt in the forthcoming project proposals.

7.4.3 Create partnership linkages for capacity building and training of VC actors both at county and national level

Partnerships should be created with relevant partner organisations both at national and county level so as to ensure that competent training of VC actors can be conducted.

7.5 STRENGTHEN THE INTEGRATION OF OUTCOMES OF SOCIAL INCLUSION IN VCD

7.5.1 Make better assessments of the exclusion factors at the county level

While groups such as those living with HIV/AIDS and the disabled are generally regarded as vulnerable, it is not clear 'why' and 'how' they are vulnerable. This lack of vulnerability analysis has limited the ability of the programme to make strategic decisions about how to link them to other social services providers. **It is therefore recommended that the assessments are improved in order to give clear indications of how the programme should address these groups and whom to involve as partners.**

7.5.2 Consider focusing targeting of Social Inclusion

It is recommended to consider focusing SI on social categories where the programme is best positioned to provide meaningful contributions through VCD, mainly women and the youth. The youth will need targeted efforts such as different VCs responding to their interests, media campaigns, education initiatives etc. In planning this, it is recommended to follow the ongoing international discussion on how to support rural youth. Experiences such as those of Making Markets Work for the Poor and the IIED's Sustainable Market Group find that young men and women are mainly interested in enterprise, business and decent jobs. It is therefore important that interventions reflect these lessons.

7.5.3 Mainstream Social Inclusion in the VC action plans

The VC action plans should be reviewed in order to integrate the issues of social inclusion in the action plans. This should be done at the VC platform level and addressing these issues should be inbuilt and part of the forthcoming project proposals.

7.5.4 Improve staff capacity on social inclusion at the county level

It is recommended that specialist capacity for gender and social inclusion is enhanced at the county level. As the programme aims towards developing inclusive value chains, this should be given priority over the expertise of extension and research in the CCU.

7.5.5 Strengthen job creation in the value chain

It is recommended that the VCD strengthens its focus on analysis and decision-making along the value chains, towards opportunities for creating jobs. This is likely to leverage more opportunities for women and the youth. In line with this, it is

recommended to seek strategic partnerships, especially those that enable these categories to access social funds like the Women and Youth Fund and existing opportunities for poverty alleviation through job creation and enterprise development. Where possible, the national level can negotiate these arrangements.

7.6 STRENGTHEN MARKET AND BUSINESS ORIENTATION OF THE VCD

7.6.1 Introduce market analyses and business planning in the VCD

For farmers and other stakeholders to make informed decisions they need business plans and cost benefit analyses of present production, future increase in production and for alternative production for the market. All stages of the value chain needs to be investigated in relation to effectiveness in value addition and costs involved. It is therefore **recommended that detailed market studies for the most common agricultural produce in Kenya are obtained to enlighten all stakeholders about important issues, such as the demand in relation to production, demand and price fluctuations, seasonality, market drivers, and price determining factors.** These may already have been developed by other programmes, but is important that the stakeholders in the VCP get access to these. **It is furthermore recommended that business planning should be part of all interventions of VCD and that this be based on appropriate documentation of profitability for the various commodities at all levels of the VC.** If this documentation is not existing, component three should develop these.

7.6.2 Engage and build partnerships with private sector organisations

In order to strengthen the market and business orientation of the VCD, it is **recommended that the programme, especially component three, engages with larger business operators and private sector organisations such as KENAFF and KAAA as implementation partners on organisational development, market orientation and business development in the value chain platforms.** It is recommended that mapping and assessment of private sector organisations to take on this role is conducted and avenues for greater involvement/engagement of national organisations for agro-business, processing industry and farmers commodity organisations be identified.

7.6.3 Strengthen market and business capacities

Apart from engaging with private organisations that have market and business capacities available, it is equally **recommended that these capacities are strengthened among the CCU's and in NPS, including in the pool of short term TA.**

7.7 TECHNICAL ASSISTANCE

7.7.1 Ensure adequate TA for the remaining period

The programme is now entering an important phase where interventions in the value chains are finally going to be implemented on the ground, which will be demanding and crucial for the eventual impact of ASDSP. Furthermore, at national level, ASDSP

is in the initial phases of scheduling inputs and support to the national framework development for effective collaboration between the two levels of government in Kenya. The review finds it hazardous to reduce input from the long term international experts as planned. The coming process will be in need of TA and capacity building until structures are well developed, tested and have become mutually agreed directions for national advance and improvement in agriculture. It is therefore **recommended that the long term international assistance is extended until the end of the programme period in 2016**.

It is furthermore recommended that the capacity of the TA short term pool of experts be strengthened with regard to market and business capacity (as mentioned in 7.6.3), environmental resilience and social inclusion. This will mean revising the pool of experts to include national consultants with particular expertise and experiences in the areas of agricultural markets, agribusiness, environmental and climate resilience and gender equality in agriculture as well as experts with experience in inclusion of youth in agricultural value chains.

The TA budget should be amended according to these requirements.

7.8 AMEND THE LOGFRAME

There is a need for a minor amendment to the ASDSP programme document to outline the changes in the framework that have occurred since its approval. It is **recommended that the amendment should emphasise the ASDSP's role as a national programme facilitating agricultural development at county and national level and in particular supporting the development of the framework for collaboration between the county and national structures involved in commercialisation and modernisation of the agricultural sector in Kenya.**

It is **furthermore recommended that amendments are made to the programme's Logical Framework that will align this to the recommendations in this MTR and ensure that results described are realistically attainable within the remaining programme period.** Since the programme implementation is at least one year behind schedule, this particularly implies down-scaling the intended outcomes of component one and focusing these as above, eventually removing outcome 1.3 and 1.4 from the Log frame.

It is recommended that the Swedish Embassy Sida takes a proactive role in ensuring that the stakeholders are aware of the need to expeditiously approve changes so that they can be put into place in the short period remaining in the programme.

Annex 1 – Terms of Reference

Terms of Reference

Mid Term Evaluation of the Agricultural Sector Development Support Programme (ASDSP) [32]

The Swedish International Development Co-operation Agency (Sida) is seeking to procure the services of a consultant to conduct a Mid-Term Review (MTR) of the Agricultural Sector Development Support Programme (ASDSP) being implemented by the Kenya Ministry of Agriculture, Livestock and Fisheries.

Evaluation purpose

The main purpose of the Mid Term Evaluation (MTR) is to assess whether the ASDSP is on course to meet its intended purpose and objectives, and to make recommendations aimed at enhancing the efficiency, effectiveness and relevance of the Programme given the policy, institutional and economic context in which it is operating.

The specific objectives include:

1. To assess the consistency of project overall goals with SIDA and Kenyan national and agricultural sector goals.
2. To review Programme performance and the concrete results to date in relation to objectives, targets and plans.
3. To assess the appropriateness and relevance of the Programme's overall objective and goals; intervention focus and expected outputs, and; intervention strategies in relation to the changing policy, economic and institutional setting in which the Programme operates (in particular the ongoing devolution of authority and consolidation of national ministries).
4. To assess the effectiveness and efficiency of Programme steering and implementation structures; operational procedures and stakeholder engagement approaches in light of overall Programme objectives, intervention strategies and changing operational context.
5. To assess the sustainability and replicability of the Programme, it's approaches and interventions in the context of the policy, economic and institutional setting in Kenya
6. To draw lessons from the experiences gained, which could be useful for definition of interventions of the ASDSP and similar ongoing programmes and in the future, and make recommendations pertaining to programme design, set-up, methodology and stakeholder linkages needed to achieve the set goals within the programme period, in light of the Programme's changing operational context.

The main users of the outcomes of the MTR are the implementing Ministry (MoALF), the Swedish Embassy, the ASDSP National and County Steering Committees, key Programme stake-

[32] Format for TOR based on: SIDA Evaluation Manual, 2nd revised edition, 2007

holders (national and county government agencies, private and public value chain actors, sector development partners and programmes including civil society and private sector etc.) the TA consultancy provider (NIRAS Natura AB) and the rolling-audit provider (PricewaterhouseCoopers). The Specific Outputs of the Evaluation include:

1. Inception report
2. Stakeholders validation workshop in Kenya
3. Draft report for comments
4. Final Report

Intervention Background

The ASDSP was formulated during 2010 and 2011 in a joint process involving the agricultural sector ministries, the Agricultural Sector Coordination Unit (ASCU) and Sweden. The specific agreement between Sweden and Kenya was signed in January 2012 and covers the five-year programme period from January 2012 to December 2016.

The Programme was supposed to be initiated by a six month inception period up to end of June 2012 when decision whether to move the programme into implementation would be taken. However, in light of initial operational delays and higher-than-anticipated work load pertaining to the implementation of key inception activities, the inception period was extended up to end of December 2012. The Programme thus moved into implementation with effect from January 2013.

The Programme is intended as a broad sector-wide programme aimed at supporting the implementation of ASDS, the Agricultural Sector Development Strategy. The ASDSP has a national outlook and is represented in all the 47 counties through a County Coordination Unit (CCU). The fiduciary responsibility for the Programme rests with the Ministry of Agriculture, Livestock and Fisheries.

The overall goal of ASDSP is to 'transform Kenya's agricultural sector into an innovative, commercially oriented, competitive and modern industry that will contribute to poverty reduction, improved food security and equity in rural and urban Kenya'. The purpose is 'increased and equitable incomes, employment and food security of the target groups as a result of improved production and productivity in the rural smallholder farm and off-farm sector.

The Programme's major outcome areas include the following:

4. Development of a transparent system for improved agricultural sector coordination and harmonization and an enabling policy and institutional environment for the realisation of the ASDS.
5. Strengthening of environmental resilience and social inclusion of value chains.
6. Promotion of viable and equitable commercialisation of the agricultural sector through value chain development.

The Programme was started during a critical and challenging time when Kenya initiated the transformation into a devolved system of government. However, this challenging environment may also be seen as offering opportunities and in particular the Programme's County Coordination Units could play an important role both as 'brokers' between the national and county governments and also as an entry point for various projects and programmes willing to support development efforts in the counties.

The MTR shall focus on the programme since inception up to the time for the fieldwork of the MTR.

Stakeholder Involvement

A wide range of Programme stakeholders will contribute towards the MTR through consultations with the Review Team. This includes representatives from the following sector constituencies:

- Ministry of Agriculture, Livestock and Fisheries – maintains the fiduciary responsibility for the Programme
- Other sector ministries, including Ministry of Environment, Ministry of Industry and Enterprise Development, Ministry of Planning and Devolution
- Value Chain Platforms (VCP) and VCP Core Groups
- County Governments and associations representing County Governments
- Organizations representing national and county level research and service providers, business sector and affiliated organizations/alliances, producer organizations, financial services providers, key national and international NGOs, etc.
- Key development partners supporting the sector, such as Germany, EU, FAO, Finland, World Bank, AfDB, IFAD, etc.
- Key sector and value chain development programmes, such as KAPAP, KRDP, GIZ supported programme, PALWECO, SNV, etc.
- Niras Natura

The Review Team, in consultation with the Programme management and implementing partners, will decide on the exact list of counties and stakeholders to be visited/consulted.

Evaluation Questions

The Review should assess and analyse the following key issues related to the implementation of ASDSP to date, and any other issues which the Review Team find relevant to explore:

Consistency of Programme goals and approaches with Swedish international development objectives and priorities, as well as with Kenyan development objectives and priorities:

1. Are Programme goals, focus and approaches consistent with the current objectives for Swedish international development assistance globally and especially related to the bilateral cooperation with Kenya?
2. Are Programme goals, focus and approaches consistent with the current national and sector level goals and strategies of the Government of Kenya?

Programme performance to date in relation to objectives, targets and plans

1. At the time of the MTR, has the Programme achieved results and targets in accordance with the Progamme Document, the logframe, the strategic plan, annual work plans and other relevant plans (what has been achieved)?
2. Have results and targets been achieved in line with the intervention approaches outlined in the Programme Document, Programme Management Guidelines and other relevant documents (how was this achieved)?
3. What are the main factors which have affected performance and non-performance till date?

Appropriateness and relevance of the Programme design, in light of the Programme's current operational environment:

1. Overall, is the Programme as designed still relevant, given the current institutional, political, social and economic context in which the Programme operates?
2. Are the Programme's goals and objectives still relevant and realistic?
3. Is the overall internal logic of the Programme still relevant (environmentally resilient and socially inclusive value chain development, with sector coordination support contributing to an enabling environment)?
4. Is the Programme's sector-wide approach as currently described in the Programme Document (and other relevant documents) realistic in the context of the current institutional environment of the sector?
5. Is there alignment between the ambition to ultimately establish the ASDSP as a fully-fledged sector-wide programme and the ambition to establish the Programme as an effective value chain development programme?

6. Are the Programme's specific intervention strategies (demand-driven, stakeholder-led and partnership-based) relevant and realistic in light of the Programme's current operational environment?
7. Is the Programme's institutional set-up (one national unit and 47 geographically defined units) appropriate given the Programme's objectives, intervention strategies and value chain development/private sector focus?

Effectiveness and efficiency of Programme steering and implementation structures; operational procedures and stakeholder engagement approaches in light of Programme intervention strategies and changing operational context:

1. Are the Programme's outputs as defined in the logframe contributing effectively towards achieving the programme purpose and goal?
2. Do the Programme's steering structures enable effective and stakeholder-led steering of the Programme?
3. Does the Programme's implementation structure enable effective management and implementation of Programme interventions (NPS, CCUs, internal mechanisms for coordination between the national and county levels, human resource set-up, etc.)?
4. Are the Programme's intervention strategies sufficiently reflected in actual implementation and Programme management (including planning and finance management)?
5. Does the Programme engage sector stakeholders effectively in national and county level interventions and across all components (including in particular private sector actors)?
6. Are sufficient programme management procedures in place and are these implemented effectively (including planning and budgeting, finance management, procurement, staff management, etc.)?
7. Specifically, is the Programme's M&E function implemented effectively? Does it support effective planning of interventions and include monitoring of risks/fulfilment of assumptions for outputs?
8. Are programme interventions implemented in a cost-efficient manner, considering the importance of adhering to the Programme's intervention strategies (demand-driven, stakeholder-led and partnership-based)?
9. Are there alternative intervention methods which could bring the same level of outputs or results more effectively and efficiently while still observing the Programme's intervention strategies?
10. Is technical assistance and quality assurance support provided in an effective and cost-efficient manner?
11. Are results being achieved effectively at both the national and county levels?

Sustainability and replicability of the Programme, its approaches and interventions:

1. To which extent is the ASDSP sustainable as a '*programme*' - considering, inter alia, the commitment of MoALF (being the 'hosting' GoK agency) and other sector agents towards the Programme, policy support measures in place; financial/budgetary implications to national and county authorities, etc.
2. To which extent are ASDSP supported *value chain stakeholder platforms* sustainable and replicable – considering institutional and social-cultural factors, the need for engagement of both public and private stakeholders, etc.?
3. To which extent are ASDSP supported value chain development, social inclusion/environmental resilience and sector coordination *interventions/activities* sustainable and replicable – considering their reliance of stakeholder co-financing and ownership; technological considerations and institutional/managerial capacity of stakeholders?
4. Is the Programme effectively balancing the need to *engage private sector agents* and pursue commercially viable value chain development while at the same time while also ensuring a sufficient degree of *social inclusion and environmental resilience*? How does this affect sustainability?

Lessons and Recommendations

The MTR shall draw lessons from the experiences gained till date which can guide the future operations of the Programme, especially in areas where reorientation or change of approach is required. The lessons learned should also advise the design of similar programmes in Kenya and elsewhere.

The MTR shall also give detailed and specific recommendations to GoK and SIDA on appropriate adjustments and revisions of the Programme's design; methodology; institutional set-up and linkages; TA support; etc. in order to achieve its goals within the stipulated Programme period.

Methodology

The MTR findings shall be based on wide consultation with key programme stakeholders at the national and county levels and study of relevant documents.

It is expected that the consultant shall consult extensively the following programme stakeholders:

- The Swedish Embassy in Nairobi and (possibly also) in Stockholm (briefing)
- MoALF (in its capacity of GoK host for the Programme, and as a sector agent)
- Other sector ministries
- Selected County Governments and associations representing County Governments)
- ASDSP implementing institutions, NPS and selected CCUs
- The ASDSP National Steering Committee and selected County Steering Committees
- Representatives of selected Value Chain Platforms (covering all categories of VCP members)
- Representatives of key sector constituencies at the national level (private sector associations, producer organizations, sector programmes, parastatal sector institutions, financial services providers, universities, NGOs, etc. – with emphasis on organizations which have engaged with the Programme)
- International development partners engaged in the sector
- Programme management and staff at the national and county level
- NIRAS consultants and staff supporting the Programme

These consultations shall be conducted through briefings, key informant interviews and focus group discussions, as appropriate.

The review of documents should include the following key categories of documents:

- The Constitution of Kenya and documents describing the ongoing institutional changes nationally and in the sector resulting from the new constitution
- Sector policies, strategies and plans, including implementation frameworks and documents describing past and current sector coordination mechanismsKenya key sector commitments and agreements at regional and global levels (e.g. the Maputo Declaration)
- ASDSP Programme Documents
- Programme strategies and guidelines
- Programme management manuals and procedures, including for monitoring and evaluation,
- Annual and semi-annual work plans, budgets and progress and financial reports
- Internal topical studies and follow-up reports
- Baseline and monitoring reports
- Audit reports
- Minutes from Steering Committee and Bilateral Review meetings; BBS reports
- Technical documents (partnership agreements, activity proposals, etc.)

A stakeholder workshop to discuss the main preliminary findings should be organized towards the end of the MTR mission in Kenya (participants to be identified in consultation between the consultant, the Swedish Embassy, the Programme management and the TA).

More detailed consultations on preliminary findings and the draft report should be conducted with the MoALF, the Swedish Embassy, the Programme management and NIRAS).

Work plan and Schedule

The evaluation will take a maximum of 8 weeks from mid October to mid December 2014. At least three weeks should be spent in Kenya to consult with Programme stakeholders at all levels.

The detailed MTR programme and approach should be discussed with the MoALF, Swedish Embassy, the ASDSP Programme management and the TA as part of the inception report.

Reporting

The report's outline shall be prepared by the consultant and finalized upon consultations with the MoALF, the Swedish Embassy, the Programme management and the TA.

An inception report shall be produced 8 days after commencement of the assignment and submitted to the MoALF and the Swedish Embassy, the Programme management and the TA for comments. A first draft report shall be submitted by the 5th week after commencement. The MoALF, the Swedish Embassy, the Programme management, NIRAS and key Programme collaborators will be given 1 week to submit comments on the draft report. A final report, which will consider the comments received, should be submitted by the end of the 8th week.

All reports shall be produced in English. Electronic copies shall be submitted to the MoALF and the Swedish Embassy, with copies to the Programme management and NIRAS. In addition the final MTR report shall be submitted in 10 original hard copies to the Embassy of Sweden for onward distribution to MoALF and other Programme stakeholders.

MTR Team

The MTR shall be carried out by a team comprising of 3-4 members. Of these two, including the Team Leader, shall be international consultants with international experience in programme evaluation, especially programmes supported by Sweden, and two be locally-based national consultants. The combined team shall possess documented skills or specialisation in agricultural sector policy; sector-wide approaches and coordination; devolved governance; value chain development; natural resource management and climate change; social inclusion; institutional development, financial services in the agriculture sector and; programme management and evaluation. Between them, team members should also have in-depth knowledge of the constitutional transition process in Kenya and the Kenyan agricultural sector.

Submission Requirements

Evaluators interested in conducting the assignment are invited to present their detailed proposals, which should include the following:

- Their understanding of the Terms of Reference and how the assignment shall be carried out
- A suggested methodology to be applied
- A proposed time schedule and work plan
- CVs of the persons involved in the evaluation and specification of roles of the different people proposed for the assignment
- References to similar assignments already conducted
- Examples of relevant evaluations conducted

A detailed financial offer clearly showing professional fees and disbursable expenses

Annex 2 – Inception report and evaluation matrix

1. Assessment of Scope of the Evaluation

1.1 THE ASSIGNMENT

1.1.1 Background to the programme

The assignment is a Mid-term Review(MTR) of the Agricultural Sector Development Support Programme (ASDSP). The programme runs from January 2012 to December 2016. The objective is to assess whether the ASDSP is on the right course according to the intended purpose and objectives and make recommendations aimed at enhancing the efficiency, effectiveness and relevance of the programme given the current policy, institutional and economic context in which it is operating.

ASDSP is intended as a broad sector wide programme being implemented by the Kenya Ministry of agriculture, Livestock and Fisheries (MoALF) and funded by Swedenand Kenya to support the Kenya Agricultural Sector Development Strategy (ASDS). It is implemented nationally and is represented in all 47 counties through County Coordination Units (CCU).

The overall goal of the ASDSP is the same as for the ASDS "to transform Kenya's agricultural sector into an innovative, commercially oriented, competitive and modern industry that will contribute to poverty reduction, improved food security and equity in rural and urban Kenya".

The particular purpose of the ASDSP is "increased and equitable incomes, employment and food security of the target groups as a result of improved production and productivity in the rural smallholder farm and off-farm sector"

The programme has three components (Outcome Areas):

7. Development of a transparent system for improved agricultural sector coordination and harmonisation and an enabling policy and institutional environment for the realisation of the ASDS.
8. Strengthening of environmental resilience and social inclusion of value chains.
9. Promotion of viable and equitable commercialisation of the agricultural sector through value chain development.

The programme has a wide range of stakeholders. These include:

- Ministry of Agriculture, Livestock and Fisheries – maintains the fiduciary responsibility for the Programme

- Other relevant ministries, including Ministry of Environment, Ministry of Industry and Enterprise Development, Ministry of Planning and Devolution and Ministry of Lands
- Value Chain Platforms (VCP) and VCP Core Groups
- County Governments and associations representing County Governments
- Organizations representing national and county level research and service providers, business sector and affiliated organizations/alliances, producer organizations, financial services providers, key national and international NGOs, etc.
- Key development partners supporting the sector, such as Germany, EU, FAO, Finland, World Bank, AfDB, IFAD, etc.
- Key sector and value chain development programmes, such as KAPAP, KRDP, GIZ supported programme, PALWECO, SNV
- Private sector, eg KENFAP, KEPSA, KAAA
- Niras Natura

1.1.2 The evaluation

The particular objectives of the MTR are:

- To assess the consistency of project overall goals with Swedish and Kenyan national and agricultural sector goals.
- To review Programme performance and the concrete results to date in relation to objectives, targets and plans.
- To assess the appropriateness and relevance of the Programme's overall objective and goals; intervention focus and expected outputs, and; intervention strategies in relation to the changing policy, economic and institutional setting in which the Programme operates (in particular the ongoing devolution of authority and consolidation of national ministries).
- To assess the effectiveness and efficiency of Programme steering and implementation structures; operational procedures and stakeholder engagement approaches in light of overall Programme objectives, intervention strategies and changing operational context.
- To assess the sustainability and replicability of the Programme, its approaches and interventions in the context of the policy, economic and institutional setting in Kenya
- To draw lessons from the experiences gained, which could be useful for definition of interventions of the ASDSP and similar ongoing programmes and in the future, and make recommendations pertaining to programme design, set-up, methodology and stakeholder linkages needed to achieve the set goals within the programme period, in light of the Programme's changing operational context.

Considering the large scale and complexity of the ASDSP and the substantial documentation associated with the programme and issues regarding the planning of the fieldwork, the timeframe for the inception phase of the MTR has been very brief. It should therefore be noted that the present Inception Report is based on only partial review of the available documentation. The programme documentation will, however, be reviewed before the start of the fieldwork and additional literature be analysed alongside the fieldwork and data analysis. The detailed methodology including interview guideline for the different groups of stakeholders will be developed before the start of the fieldwork.

1.1.3 The scope of the assignment

ASDSP was formulated during 2010 to 2011 and the implementation started in 2012. It is aligned with the Agricultural Sector Development Strategy 2010-2020 (ASDS), that was launched together with the CAADP compact in July 2010. Both the ASDS and the ASDSP were thus formulated and launched during the time the new Kenyan Constitution of 2010 was promulgated. Key changes imparted since the enaction of the new Constitution are the change of administrative structure of the nation such as the ministerial and regional structures and a strong move towards decentralisation and devolution of authority from national government to 47 Counties. This means that the formulation of the ASDSP was undertaken in a time of great uncertainties and that the first period of the programme has been implemented under great challenges related to the administrative and political changes underway in the country. The MTR will therefore have a particular focus on assessing how the programme has performed under these challenges. Is the programme in sync with the devolution process and are the premises on which the programme was formulated still valid? The MTR will assess whether the changes apart from the challenges have also offered new opportunities and whether the programme, particularly its design and implementation structure, are still relevant and appropriate in the new context that has emerged in terms of administration, governance and policies as well as the on-the-ground realities for the agricultural sector in Kenya. The MTR will provide recommendations for how to proceed with the programme during the rest of the implementation period and possibly ahead.

1.1.4 The users and intended use of the MTR

The programme has a wide range of stakeholders and there are therefore likely to be many stakeholders interested in the outcomes of the MTR. The main users of the MTR are however the implementing Ministry (MoALF), the Swedish Embassy, the ASDSP National and County Steering Committees, key Programme stakeholders (national and county government agencies, private and public value chain actors, sector development partners and programmes including civil society and private sector etc.) the TA consultancy provider (NIRAS Natura AB) and the rolling-audit provider (PricewaterhouseCoopers). In view of the great complexity of the programme particularly in terms of numbres ofpartners and stakeholders involved but also in terms of the wideness of outcomes pursued , the changed context and the time now remaining, the findings and recommendations from the evaluation are intended to be used for making realistic adjustments to design and plans for how to focus the programme in the time remaining.

2. Relevance and Evaluability of Evaluation Questions

2.1 THE EVALUATION QUESTIONS

The evaluation questions are stated in the ToRs for the assignment. They provide the following foci for the MTR:

- Consistency of Programme goals and approaches with Swedish international development objectives and priorities, as well as with Kenyan development objectives and priorities
- Appropriateness and relevance of the Programme design, in light of the Programme's current operational environment
- Effectiveness and efficiency of Programme steering and implementation structures; operational procedures and stakeholder engagement approaches in light of Programme intervention strategies and changing operational context
- Sustainability and replicability of the Programme, its approaches and interventions

The assessment of the programme will be in line with four of the five OECD/DAC criteria:Relevance, Effectiveness, Efficiency and Sustainability. In annex 1 the Evaluation Matrix the evaluation questions are structured according to these criteria and elaborated with the questions raised and the indicators that the MTR will use. The matrix also describesthe methods and sources of information that will be used to respond to thequestions.

2.2 RECOMMENDATIONS REGARDING EVALUATION QUESTIONS

Considering the external challenges that the programme has faced during its first period of implementation it is forseen that the implementation at this stage maybe rather delayed and therefore it can be presumed that the results are limited in terms of concrete outputs and particularly of outcomes. It is therefore foreseen that an assessment of the effectiveness of the programme interventions towards achievements of the goals and objectives will be mostly at the level of outputs, whereas in the sense of outcomes and impact it may not be possible at this stage of implementation to provide rigorous empirical evidence. The MTR will, however, depemding on the availability of baseline and monitoring data also determine indications of outcomes and assess the stakeholders perceptions of the likelihood that the programme will contribute to the goals and objectives in the longer term.

Considering the above as well as the changes in the institutional, economic and political context since the design of the ASDSP, the MTR will strongly emphasise assessment of the relevance and appropriateness of the programme in the current economic, institutional and policy setting.

For some of the questions,particularly regarding sustainability, it may be too early to expect to encounter findings that can be verifiably supported by evidence. First of all it is assumed that what is to be assessed is the sustainability of the sector coordination, the institutions created around the value chain development, the integration of environmental resilience and social inclusion in the value chain development and the actual value chains developed rather than the programme as such. Without solid evidence created in the programme, the MTR will base the assessment on the joint expe-

riences of the stakeholders and the MTR Team and available knowledge regarding equitable value chain development and evironmental resilience.

Apart from the evaluation questions elaborated in the ToRs, the MTR team are proposing two complementing questions, both related to the relevance of the programme:

- In order to understand the logic and thinking that has led to the development of the programme with its particular design, the MTR will need to relate to earlier experiences and what results have influenced the design. The MTR therefore proposes to add the question: How have the results, lessons and experiences of the NALEP been reflected in the design of the ASDSP?
- Are the planned and implemented activities related to the three outcome areas (components) relevant to the outcomes as well as to the overall goal and is there sufficient probability that they will lead to the intended results ?

It should be noted that overall the questions are at various levels of analysis and overlap a bit. Some of the questions will therefore be addressed in the conclusion as part of the synthesis of analysis.

3. Proposed Approach and Methodology

3.1 THE EVALUATION TEAM

The MTR team consists of four members:

Ms. Sanne Chipeta will take the responsibility as a Team Leader

Mr. Jorgen Henriksen, will be a team member with particular focus oncoordination of the agricultural sector and value chain development

Mr. Hezekiah Muriuki, will be focussing and providing inputs on Kenya agricultural sector policy coordination and value chain development

Dr. Winnie Wairimu, will be focussing on and providing inputs related to environmental resilience, natural resource menagement and social inclusion in value chain development.

Dr. Martin Marani, is a technical advisor on constitutional transition and the devolution process in Kenya.

The MTR team will be supported with administration, management and quality assurance from Indevelop's staff :
Management : Anna Liljelund Hedqvist
Administration : Katarina Norderstål
Quality Assurance : Ian Christoplos

3.2 APPROACH

In accordance with the contractually agreed workplan, the MTR will consist of of the following steps:

9. Inception phase withdevelopment of approach and methodology
10. Desk study of available documentation
11. Field visit with briefing metings, stakeholder interviews and focus group discussions
12. Validation workshop with presentation and discussion of the preliminary findings
13. Analysis of data
14. Report writing
15. Comments from key partners to report
16. Finalisation of report

In order to analyse the relevance and appropriateness of the programme as a means to achieve the intended goals and objectives in the current context of the agricultural sector in Kenya, the MTR will make an analysis of the current economic, institutional and political context of agricultural sector development and identify the key changes related to the context analysis in the programme document.

In order to make the analysis of the ASDSP's relevance and appropriateness in current context, the MTR will use an approach of mapping and analysing the Theory of Change (ToC), mapping stakeholders, drivers, change processes and outcomes of the ASPSD, which will be used as basis for discussions with the stakeholders.

A fundamental question for the MTR is the extent to which the ASDSP is actually realised as a sectoral development programme versus being a value chain development programme with a policy support component. Moreover, the initial assessment of the Programme document and its logical framework is that the connectivity between the outcome areas (components) is un-clear and it is therefore important that the MTR makes an analysis of the connections and possible synergies towards achievements of the common goals and objectives.

Furthermore, from the initial review of documentation the actual meaning of the terminology used under outcome 2 is unclear. The MTR will need to discus the conceptual meaning of environmental resilience and social inclusion in the programme and assess how this is put into practice. It will also be important to assess the interconnection between the three outcome areas.

The assumptions and realities behind the interconnection and change pathways in the design will be discussed with the stakeholders in order to unveil the relevance and also effectiveness of all three outcome areas towards achievement of the intended goals and objectives.As the current programme log-frame does not relate the programme goals and purposes and results to activities, the MTR team will need ample time with the programme secretariat in order to understand the ideas about the change pathways of the programme.

The MTR will focus on the current relevance and appropriateness in the light of the changes of the Kenyan context.As it is foreseen that the programme has been seriously constrained in its performance in the first period of its implementation, the evaluation will assess the progress in terms of results according to the logframe of the programme drawing onany existing monitoring data that are judged to be reliable and appropriately linked to the logframe.

Apart from that the MTR will use an appreciative and future oriented approach where the key questions in discussions with stakeholders will be towards the main achievements and challenges in the implementation and the main contributing factors as well as towards what is realistic to aim for in the remaining period and how this can be achieved most effectively. Interview guidelines will be developed for all groups of stakeholders before the start of the field work.

The ASDSP is a very large nation-wide programme with a large number of important stakeholders. Of the stakeholders, the County Governments and county based institutions and organisations are crucial for at least two of the components. The MTR will therefore consult with institutions and organisations in a sizeable sample of the counties.

3.3 METHODOLOGY

The MTR methodology will consist of a combination of desk review of available documentation and data, and interviews with Swedish embassy staff, the programme, the Technical Assistance and MoALF in order to understand the functioning of the programme and interview and focus group discussions with a sample of relevant stakeholders at national level as well as in a sample of counties. Through the desk reviews and stakeholder interaction the MTR will ensure a triangulation of the information used for assessments.

The desk review will be of programme documents, logframe, progress reports, studies and monitoring data from the programme. This will be combined with review of literature that can place the experiences of the programme in perspective of other experiences of agricultural sector development, such as literature on commercialisation through value chain development and how it relates to poverty and food security, on the devolution process in Kenya.

As mentioned above, the MTR will have a strong focus on assessing the appropriateness and relevance of the programme in relation to the changed context in which is operating. The MTR will therefore develop an analysis of the current context as a chapter in the MTR report. This will be largely based on broader assessment of the literature on relevant aspects of Kenyan socio-economic and political development and informed by the interviews. The result will be a consolidated assessment of the changed context and the implication this has for the appropriateness and relevance of

all the three outcome areas of the programme, which will be referred to in the subsequent analysis.

During the initial review of programme documentation the MTR team has been unable to desipher a clear Theory of Change (ToC) of the programme. This indicates that the ASDSP lack clarity on the ToC. The field visit will therefore start with discussions specifically intended to reconstruct the ToC and use this as a basis for analysing the evolving nature of the programme, the intended synergies among the three components and especially its relevance and appropriateness in the changed context.

The MTR will assess the effectiveness and efficiency of the programme to achieve the intended results in relation to its logical framework. The MTR will assess the results at output level and depending on the availability of monitoring data at outcome and impact level. For this, the MTR will use a combination of data from the programme monitoring and guided questions to stakeholders interviewed regading the achivements, challenges and what has contributed to these respectively.

The evaluation will consult with a broad range of stakeholders with direct involvement and/or interest in the programme. Apart from the programme and its units : National Programme Secretariat (NPS), NIRAS Natura technical Assistance and County Coordination Units (CCU) interviewees will be selected among stakeholders involved in the three outcome areas :

Sector Coordination[33]:

- Ministry of Agriculture, Livestock and Fisheries (Transformation Secretariat and Intergovernmental Secretariat) Other relevant ministries, including Ministry of Environment, Ministry of Industry and Enterprise Development, Ministry of Lands and Ministry of Planning and Devolution
- Key development partners supporting the sector, with a focus on the DP ARD group and MoALF Transformation Initiative partners such as Germany/GIZ, EU, FAO, USAID
- Key sector and value chain development programmes, such as KAPAP, KRDP, GIZ supported programme, PALWECO, SNV, etc.
- County Governments and associations representing County Government

Environmental resilience and social inclusion in value chains:

- Social protection service providers

[33]It is not clear if any kenyan SCOs are involved/interested in this outcome area. If there are, such will be consulted as well.

- Public providers of training (Research, Academic, County, National) and Private providers of training **(**NGO, CBO, FBO and companies)
- Research institutions such as Kenya Meteorological Services, Galaxy Environmental Solution, Changieni Rasili Mali, KEFRI and the World Agroforestry Centre
- County NRM/CC technical teams
- Agencies with responsibilities for environmental and natural resource management, such as National Drought Management Authority (NDMA), National Environmental Management Authority (NEMA,) Meteorology department, Water Resource Management Authority (WRMA)
- NGOS and CBOS active on environmental issues in the counties.

Commercialisation through equitable value chain development:
According to the initial information obtained, each of the 47 Counties have selected three value chains to focus on. In all 28 different value chains have been selected in the areas: Horticulture – flowers and vegetables; Cereals and other crops – maize, coffee, fruits; Livestock – meat, milk and hides and skins, Fish – focus on smallholders.

Stakeholders for MTR interviews will be selected among the following groups:

- Value Chain Platforms (VCP) and VCP Core Groups
- Primary producers (farmers) and their associations/groups such as cereal growers, Kenya Flower Council, Kenya Fresh Producers and Exporters Asso., Co-op. Alliance of Kenya, KLMC, AFPEC, KENFAP (recently renamed KENAFF)
- Private Sector – organisations such as Kenya Agribusiness and Agro-industry Alliance (KAAA), input suppliers (various – including KENADA and AG-MARK), processors and traders – Brookside Dairies, Oserian, Home-grown, Nestle, Pioneer, Bayer, Del Monte, Unilever Tea
- Development Partners – World Bank, AfDB, EU, FAO, IFAD, WFP, USAID UNDP, GIZ, Finland (MFA), Japan (JICA), Italy
- Civil Societies – CARE Kenya, the co-operatives and the SACCOs
- Research Institutions including Universities, private and specialized research – KARLO, KEFRI, KIRDI, KEMRI, Tea Research Foundation, Coffee Research Foundation, Kenya Sugar Research Foundation, Kenya Seed Co., Nairobi, Egerton, JKUAT and other unversities, Tegemeo, KIPPRA, ILRI, ICRAF, ICIPE, ICRISAT, CIP

Since it is at the time of inception not known exactly which partners and stakeholders the ASDSP has worked with so far, the stakeholders and partners for MTR interviews will be selected in close cooperation with the programme before the start of the fieldwork.

The programme is implemented in all 47 counties of Kenya and the MTR will select a sample of 10 counties to visit for stakeholder interactions at county level.The criteria for selecting the sample have been to have a wide representation of political, social, economic and environmental/ecological profiles considering high potential counties

with high rainfall as well as counties with less agronomic potential (arid and semi-arid counties) as well as balance between crop and livestock economies. Since the ASDSP is a country-wide programme, the sample is selected such that the data collected will reflect views from asmany regions of the country as possible in the limited time of the field visit and also considering security of the MTR team travelling. The proposed sample covers the former provinces: Coast, Eastern, Central, Nyanza, Rift Vally and Western.

The selected counties are :

Eastern: Machakos
Coast: Kilifi and Taita Taveta
Central: Nyandarua and Muranga
Rift Valley: Kajiado, Nakuru and Baringo
Western: Kakamega
Nyanza: Siaya

During the field work the MTR team will divide into two sub-teams in order to cover all the counties and stakeholders. The programme for the field visit is attached as annex 2. Further details of the programme such as stakeholder meetings and interviews will be planned in close collaboration with the ASDSP programme before the start of the field visit 23.11.2014

Questions raised in ToRs	Indicators	Methods and sources	Availability and Reliability of Data /comments

Relevance			
Consistency of Programme goals and approaches with Swedish international development objectives and priorities, as well as with Kenyan development objectives and priorities			
Consistency with the current objectives for Swedish international development assistance globally and to the bilateral cooperation with Kenya?	Consistency found	Analyses of policies and strategies and compare with the programme goals and approaches Interviews with Sida, MoaLF	
Consistency with the current national and sector level goals and strategies of the GoK?	Consistency found	Analyses of policies and strategies and compare with the programme goals and approaches Interviews with Sida, MoALF and County Governments	
How have the results, lessons and experiences of the NALEP been reflected in the design of the ASDSP?	Results and experiencies from previous policies and programmes are reflected in the ASDSP design	Stakeholder interviews with Sida, MoALF and county officials	
Appropriateness and relevance of the Programme design, in light of the Programme's current operational environment			
Overall, is the Programme as designed still relevant, given the current institutional, political, social and economic context in which the	Features indicating how programme design and implementation structure have been adapted to the changes in institutional, political, social and economic context	Briefings and stakeholder interviews Studies of progress reports Other litera-	As especially the institutional changes are not adequately described in programme

Programme operates?		ture on contextual factors such as Implementation Evaluation of the Cooperation Strategy with Kenya 2009-2013 the Poverty and Development Assessment	related documents, the possibilities for assessment of this will depend on findings during the field study.
Are the Programme's goals and objectives still relevant?	See above A. The sector actors find it relevant	Stakeholder interviews	
Are the Programme's goals and objectives still realistic?	Mapping of relevative plausibility of results achievement of each component based on critical assessment of assumptions underpinning each component."	Comparing progress with the time and resources remaining	To be related to the contextual analysis
Is the overall internal logic of the Programme still relevant (environmentally resilient and socially inclusive value chain development, with sector coordination support contributing to an enabling environment)?	There is connectivity and synergy being created between the components that contributes to positive achievements towards Equitable VCD	Stakeholder discussions on the relevance and contributions and the logic in the theory of change	
Is the Programme's sector-wide approach as currently described in the Programme Document (and other relevant documents) realistic in the context of the current institutional environment of the sector?	The active participation of DPs and sector ministries in coordination are adequate to address concerns of the whole sector B. Political commitments existing for development of the whole sector C. Institutional structures conducive for development of the whole sector D. ASDSP make important contributions to encourage greater commitments to harmonisation and alignment in the agriculturals sector and other relevant sectors	Progress reports Stakeholder interviews – particularly DPs, Ministries and County governments	It is a precondition for answering this that the MTR team will get access to up-to-date documentation of the current institutional environment
Is there alignment between the ambition to ultimately establish the ASDSP as a fully-fledged sector-wide programme and the ambition to establish the Programme as an effective value chain development	The sector wide coordination addresses important constraints for VDC positively VC actors perceive the coordination as important and contributing positively to VCD	Stakeholder interviews	This analysis will be combined with the previous question

programme?			
Are the Programme's specific intervention strategies (demand-driven, stakeholder-led and partnership-based) relevant and realistic in light of the Programme's current operational environment?	Key stakeholders related to all the three outcomes areas including VC actors find the strategies relevant and are actively engaged in prioritisation and decision making, they formulate demands and take lead in the processess	Progress reports and interviews with VC actors	
Is the Programme's institutional set-up (one national unit and 47 geographically defined units) appropriate given the Programme's objectives, intervention strategies and value chain development/private sector focus?	There is effective and satisfactory progress in all units E. F. The VCD and CC interventions are seen as suited for and appropriately focused in the counties G. cross-county and county/regional/national/international VCD linkages are functional andconstraints can be addressed through these H. Institutional structure/capacities adequately supports private sector engagement I.	Progress reports and interviews with VC actors	This analysis will relate also to the previous question
Are the planned and implemented activities related to the three outcome areas (components) relevant and is there sufficient probability that they will lead to the inteded results	The stakeholders perceive the activities to be relevant to the goals and purposes of the programme J. K. Evidence that the implemented activities can lead to the intended results	Work plans and budgets Progress reports Stakeholder interviews – particularly with other likeminded programmes such as KAPP and PSAOP	It may be necessary here to supplement the information with experiences from other like-minded programmes in Kenya and neighbouring countries
Effectiveness and efficiency			
Overall programme performance to date			
At the time of the MTR, has the Programme achieved results and targets in accordance with the Progamme Document, the logframe, the strategic plan, annual work plans and other relevant plans (what has been	Use of indicators from the logframe	Progress reports Stakeholder interviews	It is foreseen that the results possible to assess in the MTR are at the output level, and depending on the data available and its reliabil-

achieved)?			ity, indications of outcomes
Have results and targets been achieved in line with the intervention approaches outlined in the Programme Document, Programme Management Guidelines and other relevant documents (how was this achieved)?	Use of indicators from the logframe	Progress reports Stakeholder interviews	The terminology "intervention approaches" is not used in the programme document. It is here assumed to be refering to the three "outcome areas"
What are the main factors which have affected performance and non-performance till date?		Stakeholder interviews on contributing factors to success or failure	
Effectiveness and efficiency of Programme steering and implementation structures; operational procedures and stakeholder engagement approaches in light of Programme intervention strategies and changing operational context			
Are the Programme's outputs as defined in the logframe contributing effectively towards achieving the programme purpose and goal?	Stakeholders and other informed observers perceive the outputs as contributing effectively	Stakeholder interviews Interviews with other informed observers of the programme	It is foreseen that the MTR will only be able to assess perceptions of contributions, as it is too early to support this with empirical evidence
Do the Programme's steering structures enable effective and stakeholder-led steering of the Programme?	L. The steering structures reflect the differing concerns of stakeholders related to the three outcome areas and across sectors and at national and county levels Steering structures are perceived as enabling effectiveness M. Steering	Progress reports from National and county levels Stakeholder interviews	

	structures are perceived as enabling for stakeholder leadership N. Stakeholder represented in steering structures and taking up responsibility O. Actual cases of VC interventions based on private stakeholders initiatives		
Does the Programme's implementation structure enable effective management and implementation of Programme interventions (NPS, CCUs, internal mechanisms for coordination between the national and county levels, human resource setup, etc.)?	Implementation is taking place according to plan P. Smooth collaboration between the mechanisms Q. Synergies created between the three outcome areas and beteen the national ad county levels		The MTR team has not had an opportunity yet to gain an overall understanding of the actual implementation structure
Are the Programme's intervention strategies sufficiently reflected in actual implementation and Programme management (including planning and finance management)?	The strategies (demand-driven, stakeholder-led and partnership-based) are visible in the structures and operational guidelines as well as in the workplans and budgetting across the three components	Analysis of progress reports, workplans and budgets	
Does the Programme engage sector stakeholders effectively in national and county level interventions and across all components (including in particular private sector actors)?	All stakeholders well represented at all levels and active in interventions nationally and at county levels	Progress reports and stakeholder interviews	
Are sufficient programme management procedures in place and are these implemented effectively (including planning and budgeting, finance management, procurement, staff management, etc.)?	There are clear and appropriate procedures in place for management of the programme R. The management is carried out according to the procedures S. The procedures contribute to smooth and effective implementation of the programme	Analyses of management manuals and guidelines Interviews with programme staff and other relevant stakeholders	
Specifically, is the Programme's M&E function implement-	A clear M&E system is developed and documented T. The M&E	Analysis of the concept and guideline	

ed effectively? Does it support effective planning of interventions and include monitoring of risks/fulfilment of assumptions for outputs?	system is functioning and used in reporting and planning U. Data collection tasks are considered manageable and relevant by relevant staff	for M&E M&E reports Progress reports and work plans Stakeholder interviews	
Are programme interventions implemented in a cost-efficient manner, considering the importance of adhering to the Programme's intervention strategies (demand-driven, stakeholder-led and partnership-based)?	V. The budgetting and distribution of funds reflects the programme strategies	Analysis of budgets and financial distribution Stakeholder interviews	
Are there alternative intervention methods which could bring the same level of outputs or results more effectively and efficiently while still observing the Programme's intervention strategies?	Ideas for alternative methods exists and according to experiences appear worthwhile considering	Ideas to be collected from implementing partner, stakeholders and other stakeholders not involved in the programme to be analysed by the MTR team	
Is technical assistance and quality assurance support provided in an effective and cost-efficient manner?	TA and QA is provided according to plan and need TA and QA considered effective by the programme units and implementing partners (satisfaction)	Analyses of the outputs delivered from NIRAS TA team compared to costs Interviews with programme units and implementing partners	
Are results being achieved effectively at both the national and county levels?	Outputs are achieved at both national and county levels in a balance	Progress reports Stakeholder interviews	This will be assessed in the light of distribution of funds to the national level and county level
Sustainability			
Sustainability and replicability of the Pro-			

gramme, its approaches and interventions			
To which extent is the ASDSP sustainable as a '*programme*' - considering, inter alia, the commitment of MoALF (being the 'hosting' GoK agency) and other sector agents towards the Programme, policy support measures in place; financial/budgetary implications to national and county authorities, etc.	Active participation of MoALF and other sector agencies W. Sector policies support the aims of the programme X. Active participation and appreciation by the stakeholders Y. Funds are flowing to counties as intended Z. Counties manage to raise funds by own means through taxation that is appropriate to VCD[34]		It is here assumed that what is to be assessed is not the sustainability of the programme but sustainability of the sector coordination, the environmental resilience and social inclusion and VCD
To which extent are ASDSP supported *value chain stakeholder platforms* sustainable and replicable – considering institutional and social-cultural factors, the need for engagement of both public and private stakeholders, etc.?	The VCPs are active and planning initiatives and interventions AA. There is active participation of private sector stakeholders BB. The VCPs are inclusive (in terms of gender, age wealth and ethnicity)	Reports from VCPs on investments and interventions Stakeholder interviews	
To which extent are ASDSP supported value chain development, social clusion/environmental resilience and sector coordination *interventions/activities* sustainable and replicable – considering their reliance of stakeholder co-financing and ownership; technological considerations and institutional/managerial capac-	Value chain institutions are active and sustainable CC. Value chain actors take lead of interventions and activities DD. Developed VCs are both social inclusive and economically viable EE. Environmental resilience is mainstreamed in VCD FF. The institutional and managerial capacity of stakeholders are adequate	Progress reports Stakeholder interviews	It is not clear in which way and where the the VCD should be replicable – and it is very early to assess

[34] This is important for assessing the sustainability but on the other hand not influenced by the programme

ity of stakeholders?			
Is the Programme effectively balancing the need to *engage private sector agents* and pursue commercially viable value chain development while at the same time while also ensuring a sufficient degree of *social inclusion and environmental resilience*? How does this affect sustainability?	Private sector agents are active in the VCPs and in National level consultationsT he VCs that are developed are both economically viable and at the same time they produce economic growth and added value close to the grassroot level and create benefits for vulnerable groups GG. The VCD addresses the factors that make people vulnerable to climate uncertainty and variability effectively HH. II.	Analyses of selected value chains and stakeholder discussion	

Annex 3 – List of people met

List of People met

Other meetings and interviews

1. Clarisse Aduma – Kenya Commercial Bank
2. Adul Aggrey – ASDSP
3. John Ayere – ASDSP/NIRAS
4. Dr. Andrea Bahm – GIZ
5. Emma Bowa – Care Kenya
6. Andrew Dibo – Kenya Agricultural Productivity and Agribusiness Programme (KAPAP)
7. Sigrid Ekman – ASDSP/NIRAS
8. Saidi Fwamba – ASDSP
9. Thomas Jimbo – Hand in Hand
10. Joseph Kamau – EAAPP
11. Stanley Karuga – ASDSP/TA
12. Olwasi Kennedy – ASDSP
13. Japhet Kiara – ASDSP/TA
14. Shadrack Kipkemoi – ASDSP
15. Daphne Muchai – KENAFF
16. Rosemary Magambo – ASDSP
17. Duncan Marigi – Embassy of Sweden
18. Margaret Masaka – MOALF/ Transformation Secretariat (TS)
19. Stephen McDowell – Kenya Redcross Climate Centre
20. Susan Mucheru – State Department of Agriculture
21. Jackson Muchoki – GIZ
22. Patrick Mullin (sp) – Transformation Secretariat
23. Robert Muse – ASDSP
24. Karen Musikoyo – United States International University (USIU) -Africa
25. Bernard Mwangangi – ASDSP
26. Ndunge Mwanza – ASDSP
27. Esther Musyoka – National Accelerated Agricultural Input Access Program (NAAIAP) MOALF
28. Benjamin Ndegwa – ASDSP
29. David Ndonyo (sp) – NPS
30. John Ndungu – Hand in Hand
31. Pauline Ngari – Hand in Hand
32. Leonard Njagi – MOALF- Inter Governmental Secretariat
33. Susan Njoba – Kenya Investment Authority
34. Rophin Nyange – MOALF/ State Department of Livestock (SDL)

35. Charity Nyasu (sp) – NPS
36. Dr. Akinyi Nzioki – Carishustu
37. Charles Ochodo – DVS
38. Phoebe Odhiambo – ASDSP
39. Roselyn Ojala – Kenya Meteorological Services (KMS)
40. Monica Olala – ASDSP
41. Stephen Omwaba – NPS
42. Anne Onyango – MOALF/ State Department of Agriculture (SDA)
43. Henry Rono – ASDSP/TA
44. Jens Rydder – Ministry of Agriculture Livestock and Fisheries (MOALF) Transformation Initiative (TI)
45. Mikael Segerros – ASDSP
46. Prof. Fred Segor – Principal Secretary State department of Livestock, MOALF
47. Shimon Peter – ASDSP/TA
48. Benson Thige – MOALF Fisheries
49. L.W Wamae – KALRO
50. Isaiah Wasike – ASDSP
51. Wesley Too – National Treasury

Kajiado County

52. Hillary Chege – ASDSP
53. Sangare Bernard – KBC
54. Pascalia Kaguara – NDMA
55. Jane Karanja – County government, cooperatives
56. Siringet Katepi – ASDSP
57. Musakali Kennedy – Brookside Creameries
58. Simon Kiguru – Faraja Latia
59. Virginiah Kinyanjui – KenTTEC
60. Elimlia (sp) Kiwa – ASDSP
61. Benjamin Koriat – Nosim FM
62. Moses Maesya – SNV
63. Duncan Milia – NIA
64. Faith Mpoke – ActionAid
65. Dr Timothy Musembi – Lukenya Agro vet
66. Anne Nashipai – Neighbours Alliance Initiative (NIA)
67. Halima Nenkari – ASDSP
68. Judith Norbene – Person with Disabilities
69. Paul Ntiati – Deputy Governor
70. Esther Ntokote – County government, cooperatives
71. Peter Nyakundi – ASDSP
72. Etick Oduor – Livestock
73. Jonah Orumoi – County executive Agriculture
74. Leonard Leakey Ritei – Chief Officer Agriculture and Livestock
75. Jeremiah Rombo – Farmer
76. Moses Saiyo – Maasai Dairy Cooperative society

77. Rachel Santamo – Kule Dairy
78. Lawrence Tilikia – Farmer
79. Dr. Wakhungu James – county veterinary officer
80. Florence Waiganjo – CO trade
81. Samuel Wang'ang'a – ASDSP

ASALS Counties met in Naivasha

82. Abdirahman Gatou – ASDSP Wajir
83. Ahmed Hassan – ASDSP Garissa
84. Kamau Karera – ASDSP Wajir
85. Jonah Mburu – ASDSP Garissa
86. Regina Mingi – ASDSP Makueni
87. Nelly Seurey – ASDSP Makueni

Taita Taveta County

88. Evestinah Kalagne – ASDSP
89. Doris Kiia – ASDSP
90. Vincent Masawi – TTCG/ County executive Committee Member Livestock and Fisheries Development
91. Andrew Mbinga – Cooperative development
92. Petronilla Mbithe – indigenous chicken VC chair
93. Melanyi Stephen – Chair Banana VCP
94. Patrick Meso – County Secretary
95. John Mganga – ASDSP
96. Ben Mghana – TTCG /County executive in charge of agriculture
97. John Mlamba – MAZIDO
98. Doris Mnjama – ASDSP
99. John Mruttu – Governor
100. Lucas Mshimba – ASDSP
101. Cosmas Munyeke – ASDSP
102. Samuel Mutie – County Communication Officer
103. Nickson Mwadime – COOP
104. Mercy Mwali – CDA
105. Johnstone Mwamodo – CSC/Dairy VC chair
106. Alexander Mwangeka – County executive secretary Public Works/Roads/transport/Housing/ICT and energy
107. Peter Njenga – Chief officer Livestock
108. Habert Nyambu – ASDSP
109. John Nyambu – Maziwa Taita Dairy cooperative (MTDC)
110. Wilson Nzano – ASDSP
111. Esther Nzomo – Mwatate extension providers
112. Charles Ogwang – ASDSP
113. Cornel Omondi – MOLF
114. Wanderi WW – M. LFD

Nyandarua County

115. Thomas Gichuru – Tree is life Trust
116. Dr Gikaara – County Officer MOALF
117. Kamu Jackson – Fisheries
118. Margaret Kambo – MOALF
119. Lucy Kimwere – Oloriondo Roadside group
120. Steve Matiti – ASDSP
121. Samuel Mbuthia – Water Resource Users Association (WRUA)
122. Samuel Muchiri – KMS
123. Mary Muigai – MOALF
124. Wilson Mukunya – Kipipiri
125. Peter Muthini – Planning Youth and gender
126. Paul Muthino – ASDSP
127. Waithaka Mwangi – Deputy Governor
128. Stephen Mwangi – ASDSP
129. Dr. Mwirigi JW – ASDSP
130. Peter Nderitu – Kiriita pamoja Youth group
131. C.M Ngonyoku – ASDSP
132. Agnes Rukaria – ASDSP
133. John Theuri – Muringeni Fish farmer
134. Hellen Wakibia – Sarumima

Nakuru private sector stakeholders

135. Joshua Achieng – AFC
136. Stanley Bii – CDN-Agri
137. Stanley Chepkuony – County Executive Committee member for Agriculture, Livestock and Fisheries
138. Mary Gaithuma – ASDSP
139. Jonah Gikuma – Ngapia Milk marketing project (CBO)
140. Caroline K. Gitonga – CCU (Student on attachment)
141. Roxana Kandie – CAWE
142. Mary W. Kanyi – ASDSP Coordinator
143. Lucy Wangui Kimani – C.A. Farmer
144. Peter Kimani - KAPAP
145. Jonathan Kimuge – BAO
146. James Kirubu – Farmer VCCG
147. Grace K. Kirui – MOALF
148. Richard Kirui – Agro dealers association
149. Caleb Kisienya – CCU M&E - ASDSP
150. Francis Lumumba – CCU Accouns
151. Patrick Mak'Anyengo – Cooperative
152. Amos Manyara – Highchem Agriculture
153. Benson Maingi – Fish feeds inputs dealer
154. Dorothy W. Mburu – CCU administrative staff
155. Justus Monda – Pyrethrum Growers Association (PGA)
156. Francis Mucheru – Transporter
157. Martha W. Mukira – CDF

158. Dr Andrew Muleki – Agri-Biz Consultants
159. Salome Koki Muli – CDN-Agri
160. Phoebe Muna – Fingerlings producer
161. Raymond Mwangata – MOALF (Fisheries)
162. Victor Nderitu – Happcow Limited
163. Naftali Chege Ndungu – Pyrethrum VCCG
164. Samuel Ndungu – MWAPOA
165. Hillary Ngeno – ASDSP
166. Virginia W. Ngunjiri – MOALF
167. Jane Njeri – CCU VCDO -ASDSP
168. Joyce Njeri – Farmer
169. Charity M. Njeru – KARLO
170. Moses Njogu – YMAP
171. Peter K. Njuguna – KMS
172. George Ogalloh – ASDSP
173. George Ogalo – CCU ICDO
174. Martha Okila – Director for Agriculture
175. Eliud Okumu – APHIA PLUS
176. David Otieno – Self Help Africa
177. Denis Pchumba – MOALF
178. Collins Psinen Pkiech – PBK
179. Jane Njeri Reuben – CCU NRMO
180. John Rioba – HAND IN HAND
181. Siati James – NEMA
182. Litepia Ole Sikawa – Kenya Dairy Board (KDB)
183. Dr Kefa Sum – Pyrethrum Board of Kenya (PBK)
184. Peter Njoroge Wanguru – CCU driver
185. Dr. Alice W. Wanjema - MOALF
186. Peter Waweru – SUPPA

Baringo County

187. William Arusei – Koriema Honey group
188. Monica Bartengo – Beror Agrovet
189. Tanui Benjamin – ASDSP
190. David Biwott – KVDA
191. Rogers Chanwom – Baringo agro Marketing and Services Cooperative Society (BAMSCOS)
192. Dorcas Changwony – County Livestock Marketing cooperative (CMLC)
193. Gabriel Cherop – Boresha Sacco Limited
194. Reuben Cherutich – ASDSP
195. Robert Chirchir – Skyline Sacco
196. Martha David – Baringo Honey Association
197. Getrude Kapkusum - MOALF Livestock
198. Alice Karanja – Kerio Valley Development Authority (KVDA)
199. Peter Kilep – County Commissioner of cooperatives

200. Fredrick Kiloo – Kaptere O. Grazing (dairy)
201. Hackson Kiplagat – Rachemo CBO
202. Godfrey Kipsom – Mwafrika NGO
203. Martha Kirukwet – County government-social development
204. Christine Lewatachum – Sinyat CBO
205. Jacob Lokorio – VCCG
206. Chris Maloba – MOALF –CSC
207. Joseph Ndiwa – KVDA
208. Patrick Nyagah – ASDSP
209. Joyce Okuta – Arid Lands Information Network (ALIN)
210. Rebecca Robert – CLMC
211. John k. Rotich – Meteorological
212. Samuel Salbei – BAMSCOS
213. Ednah Songol – ASDSP

Siaya County

214. Jackson Abuli – county agriculture director office-MOALF
215. Emily Achieng – Siaya Young Women Association
216. Joseph Agunda – Rural Livelihood Development Consultants (RULI-DEC)
217. Onyango Akumu – KMS
218. Josepg Agorwo – ASDSP
219. Lilian Arara – ASDSP
220. Susan Aruwa – ASDSP
221. Dr Omondi Ating'a – Veterinary department
222. Margaret Cokuri (sp) – Siaya Region Community Forum
223. Kelly Dundo – AFC
224. Wafula Evans – World Vision
225. Bernard Guda – ASDSP
226. Rozilla Isalambo – Nyadianga
227. Ayub Jowi – VCCG Mango
228. Charles Juma – Siaya Disabled Organization (SIDIPO)
229. Kakuku Charles – ASDSP
230. Esabwa Mamesa – MOALF
231. Sarah Maryo (sp) – Agriculture Training Centre
232. Christopher Mulielie – Agriculture Technology Development centre
233. Osubo Mwambi – ASDSP
234. Albert Mwangi – County fisheries
235. Irine Ochieng – Pendeza Africa
236. Mildred Ochieng - Apostolic Evangelical Christina Church (APECC)
237. Rogers Ochieng – Support community in Democracy Alliance (SCODA)
238. Hilda Odah – Social Development
239. Charles Odhiambo – ASDSP
240. Femina Ogallo – MOALF

241. Omondi Ogeya – MOALF
242. Tom Okoth – Chamber of Commerce
243. Omondi Oliech – Kenya Forestry Research Institute (KEFRI)
244. David Oluoch – SMEDED
245. Gideon Ombati – KAPAP
246. Caleb Onginyo – Farmers representative
247. Rosemary Ongonga – Rarieda Bondo cooperative Society
248. Omondi Kayago
249. Paul Omondi – Agricultural Finance Corporation (AFC)
250. Otieno Maurice – Plan Kenya
251. Maurice Owiyo – ASDSP
252. Ken Owuor – ASDSP
253. Rosemary Oyano – VI agroforestry
254. Emily Oyogi – Karema Boro Service providers
255. Rosemary Rhoda (sp) – ASDSP
256. Odeny Salim – Gift Development
257. Jacob Otieno - Siaya County kuku(sp) farmers' cooperative association
258. Andrew Soi – Kenya Forestry Service
259. Oduma Victor Tingare – Banana SHG
260. Adriano Wanyonyi – National Cereals and Produce Board (NC&PB)
261. David Yiewa – Young Women Christian Association (YCWA)

Mid-Term Review Validation Meeting at KALRO Headquarters

262. Penina Abade – ASDSP
263. Maren Amoko – ASDSP
264. Salome Asena – USIU-A
265. Wanyohi Benard – SHDP
266. A.A Guleid – Marsabit County
267. Bjorn Haunon – NIRAS
268. Charles Kanyaa – ASDSP
269. Wilson Kinyua – ASDSP
270. Nancy Laibuni – KIPPRA
271. Justin O. Makori – HIHEA
272. Mwalimu Menza – Kilifi County Govt
273. Dr. Diana Mobagi – NEMA
274. Zip Mugonyi – ASDSP Kakamega
275. David K. Ndorongo – ASDSP
276. Charity Nyambura - ASDSP
277. Orodi Odhiambo – NIRAS
278. Auders Romfruist - Embassy of Sweden
279. Martin M. Tolle – KAAA

KILIFI

280. Caroline Nyavula Farra – Monitoring and Evaluation
281. Emmanuel Iha – KENAFF

282. Robert Katana – Driver
283. Paul Mwadime – Clerical Officer
284. Mwalimu Meza – Executive Committee member (Minister) in charge of Agriculture, Livestock and Fisheries
285. Onesmus Mutambo Mwanzau – County CCU Coordinator
286. Constance Lozi Mwatsuma – Administration staff
287. James N. – Kilifi University
288. Nelson Ticha Ngugi – Value Chain Co-ordinator
289. Baha Nguma – Chief Officer, Agriculture, Livestock and Fisheries
290. Richard Okeko – Driver
291. Elizabeth Haikah Shadrack – Secretary
292. Margaret Sufina – Country Director of Agriculture and Chair to the CSC
293. Masha Kazungu Tsofa –Natural Resource Management

Other stakeholders:

294. Edward Amoni – Meteorology
295. Vincent Atuncha – APHIAPLUS
296. Patience D. Charo – Basi Mwangaza
297. Jane M. Kanamu – Agriculture
298. Leonnado M. Kioko – APT
299. Dr. Donald M. Kitti – Veterinary
300. Godwin M. Mugira – CAST
301. Colleta Muhange – MCA
302. Antony Muterie – World Vision
303. John Mwangi – KARLO Mtwapa
304. Kennedy Mwashallo – Equator (K)
305. James D. Ndiso – PV
306. Michael N. Njunie – KARLO
307. Asha Rashid – PALMLAND
308. Gideon Wambua – Livestock

MURANGA

309. Charity N. Gathambiri –KARLO
310. Daniel N. Gitahi – MOA-COA
311. George Kangethe Gitau – French Bean VCP
312. John Mwaniki Githu – Banana VCP
313. Karini FG – Coordinator, CCU
314. Peterson Kamau – MOA
315. David M. Kariithi – CCU
316. Wilson M. Kirima – Equity Bank
317. Godwin G. Kuria – CCU
318. Samuel Kibe Methu – French Bean VCP
319. Alex Kamau Muchoki – Banana VCP
320. Paul Murage – Meteorology

321. Alphonse Murugami – Dairy VCCG
322. Albert Mwaniki – Executive Committee Member (Minister) in charge of Agriculture, Livestock and Irrigation
323. Joseph N. Ndungu – MOALF
324. Kiarago S. Njeru – CCU
325. Fredrick K. Njuguna – Dairy VCP
326. Mary Njuguna – CCU
327. Peter Nyamora – Livestock (PMT)
328. John K. Waihenya – MOALF
329. Thomas N. Wamugunda – Chairman Dairy VCCG
330. Christine S. Wanjira – Youth Department
331. Andrew Thuo Wokabi – M.C.F.B.G Cooperative

KAKAMEGA

332. Fredrick Agoi – Iquity Poultry Farmers
333. Milka Alaka – Farmer
334. Alwodi Alfred – Marakusi Mali Shambani
335. Francis Anunda – MOALF
336. Tobias Anyangi – ERSIO
337. Joseph Chivai – One acre Fund
338. Leonard Dawafuka – NCPWD
339. Stower Giami – APHIA PLUS
340. Johnson Imbira – Agric.
341. Adelide Imbulula – KAPAP
342. Dismas Ingosi – Eregi Millers
343. Amunga Jose – ICDO
344. Charles Kamidi – KENADA W.C.
345. Mary Karanja – CCU CO1
346. Dr. Nelima Kelly - MOALF
347. Michael Khasatsili – KALRO
348. Felix J. Kisengo – AFC
349. Alexander Kubende – CCU VCD&P
350. Winny Livondo – CCU Administrative assistant
351. Manyengo John – KAPAP
352. Margaret Masinde – TECHNOSERVE
353. Frandwa Mochungu – MOALF
354. Silira Muganda – COT
355. Nathan Mukhweso – County Executive Committee for co-operative
356. Dr. Jared Mulala – Veterinary (CDVS)
357. Chengole Mulindo – KALRO
358. Dr. J.O. Musaa – Farmer (former DVS)
359. Aggrey Musiega – Chief Officer, Agriculture, Livestock and Fisheries
360. Euphrasia A. Mutsami – SHIREWOTE
361. Judith Mwenesi – ADC
362. Wabwayi Ndalira – KEPHIS Kisumu
363. Joseph Ngaah – KENAFF

364. Walter E.A. Nganyi – KMS
365. Andrew O. Obanda – Department of Co-op. Development
366. Albert Odenje – CCU M&EO
367. Crispus Oluteyo – MARENYO
368. Justine Opicha – ICS
369. Arthur A. Osiga – County Commissioner
370. Rachier G.O. – KALRO
371. Zadock Sinwa – CCU Driver
372. L. O. Ukitoi – KALRO
373. Joyna Wabuyabo – MOALF
374. Nancy Wekullo – CCU Secretary

KENAFF (formerly KENFAP)

375. Fatuma Akumu – Field Services, Western Kenya
376. Edward Kateiya – Lobby and Advocacy Manager
377. Charles Mbuthia – Co-ordinator, Apex Commodity Associations
378. Dr. John Mutunga – CEO
379. Violet Nyando – External Relations, Policy and Lobby
380. Mercy Rewe – ICKM

Participants in Niras Meeting 24/11/14

Kinyua Nkanata kinyuankanata@yahoo.com
Elly Miron elly miron (mironodera@yahoo.com)

Others

James Oduor National Draught Management Authority

Annex 4 – List of documents

List of documents

Programme documents

- ASDSP 2014: Analysis of County Sector Coordination Structures, Initiatives and Support Opportunities
- ASDSP; 2012; ASDSP Monitoring and Evaluation Framework
- ASDSP, 2014: ASDSP Annual Work plan and Budget, 1 July 2014 – 30 June 2015
- ASDSP, 2013: Coordination and Partnership Strategy
- ASDSP; 2012; Draft Programme Strategic Plan 2012 – 2017
- ASDSP; Logical Framework Matrix
- Common Support Framework to the Transformation Process of the Ministry of Agriculture, Livestock and Fisheries
- Odhiambo, O.; 2014: The value Chain Development Incubation Center; Conceptual Framework
- GoK; 2013; Agricultural Sector Development Support Programme, Updated Programme Document
- Intergovernmental Secretariat of the MOALF Key Priorities/Activity Plan for the next Quarter (Oct-Dec 2014)
- Interpretation of IGS TOR and proposed division of work with the transformation secretariat and other key agents
- Memo; Justification for engaging in the MOALF Transformation Initiative as a Means to Deliver ASDSP Sector Coordination Outputs
- MoALF TI FY2014/15 Costed Work Plan – revision 1
- Roadmap for the Task Force developing the National Agriculture Policy; 2014
- SID (Society for International Development): Kenya's Vision 2030: An audit from an income and Gender Inequalities Perspective

Strategies and Guidelines

- ASDSP, 2013: Partnership Guideline
- ASDSP, 2013: Social Inclusion – Strategies, Guidelines and Tools Handbook – Practical Examples from Kenya
- ASDSP, 2014, Capacity Needs Assessment Guidelines for ASDSP
- ASDSP, Research and Extension Strategy and Guidelines for Value Chain Development
- ASDSP, Strategic Action Plan for Gender and Social Inclusion in Value Chain Development (2014)
- ASDSP, Strategy and Guidelines for Environmental Sustainability and Climate Change Resilience in Value Chain Development, 2013

- ASDSP: Operational guidelines for VCD – Volume I: Selection of Priority Value Chains with a Stakeholder Forum
- ASDSP: Operational guidelines for VCD – Volume II: Selection of Priority Value Chains with a Stakeholder Forum
- ASPSP; 2013; Overall Programme Management Guideline, version 2
- Guidelines for Value Chain Platforms and Related Institutions
- Republic of Kenya, Ministry of Agriculture, 2014: Guidelines for Development of Proposals
- Transdisciplinary dialogues; 2014; A Model for Capacity Development in ASDSP

Progress reports

- MOALF; 2014; Implementation of the MOALF transformation Initiative; Quarter 1 (July to Sept 2014) report from Transformation Secretariat and outline actions for Quarter 2 (Oct to Dec 2014) and beyond
- Nakuru County Participatory Scenarioa Planning (PSP) and Adaptation – report . 2014
- NIRAS; 2013; TA support to ASDSP 1 July 2012 to 30 June 2013; Report from Consultant
- NIRAS; 2014; ASDSP 1 July to 31 December 2013; Report from Consultant
- NIRAS; 2014; Quality Assurance of TA support to the ASDSP; Draft Final Report
- Progress Report for the MOALF Intergovernmental Secretariat July-September 2014
- Republic of Kenya, Ministry of Agriculture Livestock and Fisheries, 2014: Draft ASDSP Semi-Annual Report July 2013 – December 2014 – Rolling out Sector-wide approaches and Establishing Partnerships
- Republic of Kenya, Ministry of Agriculture Livestock and Fisheries, 2013: Annual Report 2012 – 2013 – Laying the Foundation for Programme Implementation
- Republic of Kenya, Ministry of Agriculture Livestock and Fisheries: Semi-Annual Report 2012 – 2013
- Sector Coordination Advisor – Monthly Progress Report and Plan September/October 2014

ToRs

- Terms of Reference, Agricultural Sector Coordination Advisor (SCA)
- Terms of Reference; Transformation Secretariat of the JTWG
- Terms of Reference, Joint Technical Working Group for the MOALF Transformation Process

Additional reading

- DIIS Working Paper 2013:06: Implementing national environmental frameworks at the local level, A case story from Taita Taveta County, Kenya

- Foster, M.; 2000; New Approaches to Development Co-operation: What can we learn from experience with implementing Sector Wide Approaches?; Overseas Development Institute, Working Paper 140
- Future Agricultures; 2013; Agriculture and Climate Change in Kenya: Climate Chaos, Policy Dilemmas; Working Paper
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- Sida: 2012: Framework for Agriculture, Forestry and Environment - Kenya Agricultural Sector Programme - Inception Review - Aide Memoire
- Sida: Sida Decentralised Evaluation: 2013:35:1, Implementation Evaluation of the Cooperation Strategy with Kenya 2009-2013
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Data and studies

- Karuga, S.; 2014; Study to Assess and Feasibility for Strategic Partnership between ADSPS and KAAA, Draft Final Report
- ASDSP; 2013; Financial Services Study
- ASDSP; 2013; Agro-Based Insurance - Existing Models and Services in Kenya
- ASDSP; 2014; Baringo county report of dairy value chain platform - Convene Value Chain Platform and identify VCCG - Dairy value chain platform
- ASDSP; 2014; Baringo county report of dairy value chain platform - Convene Value Chain Platform and identify VCCG - Honey value chain platform
- ASDSP; 2014; Baringo county report of dairy value chain platform - Convene Value Chain Platform and identify VCCG - Meat goat value chain platform
- ASDSP; 2014; MAIZE VALUE CHAIN - ELGEYO MARAKWET COUNTY
- ASDSP; 2013; BANANA VALUE CHAIN PLATFORM MEETING REPORT - Convene Value Chain Platform and develop action plans - Banana Value Chain Platform meeting
- ASDSP; 2013; DAIRY CATLE VALUE CHAIN PLATFORM MEETING REPORT - Convene Value Chain Platform and develop action plans - Dairy Cattle VC platform meeting
- ASDSP; 2013; INDIGENOUS CHICKEN VALUE CHAIN PLATFORM MEETING REPORT - Convene Value Chain Platform and develop action plans - Indigenous chicken platform meeting
- ASDSP; BANANA VALUE CHAIN ACTION PLAN - TAITA TAVETA COUNTY
- ASDSP; BANANA VALUE CHAIN MAP FOR TAITA TAVETA COUNTY
- ASDSP; DAIRY CATTLE VALUE CHAIN ACTION PLAN - TAITA TAVETA COUNTY

- ASDSP; INDIGENOUS CHICKEN VALUE CHAIN ACTION PLAN - TAITA TAVETA COUNTY
- ASDSP; DAIRY CATTLE VALUE CHAIN MAP FOR TAITA TAVETA COUNTY
- ASDSP; INDIGENOUS CHICKEN VALUE CHAIN MAP FOR TAITA TAVETA COUNTY
- MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES; 2013; AGRICULTURE SECTOR DEVELOPMENT SUPPORT PROGRAMME - TRANSNZOIA COUNTY - DAIRY VALUE CHAIN ANALYSIS
- MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES; 2013; AGRICULTURE SECTOR DEVELOPMENT SUPPORT PROGRAMME - TRANSNZOIA COUNTY - LOCAL POULTRY VALUE CHAIN ANALYSIS
- MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES; 2013; AGRICULTURE SECTOR DEVELOPMENT SUPPORT PROGRAMME - TRANSNZOIA COUNTY - MAIZE CHAIN ANALYSIS
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Nyandarua : Potato Value Chain Action Plan
- Kwale County Extended Proposal Critique
- Nyamira County Extended Proposal Critique
- A REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - TAITA TAVETA: DAIRY CATTLE VALUE CHAIN ACTION PLAN
- Taita Taveta County Extended Proposal Critique
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - TURKANA COUNTY GOAT MEAT VALUE CHAIN
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Wajir County: Camel Milk Value Chain
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Elgeyo Marakwat Dairy Value Chain Action Plan
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - KAJIADO COUNTY BEEF ACTION PLAN
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Kisumu County. Fish Value Chain Action Plan
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Kitui County: Gadam Sorghum Value Chain Action Plan
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Kwale County: Passion Fruit Value Chain
- REPORT ON CRITIQUE OF VALUE CHAIN ACTION PLANS - Nyamira Local Vegetables Value Chain Action Plan
- TERMS OF REFERENCE FOR SHORT TERM TECHNICAL ASSISTANCE ON VALUE CHAIN ACTION PLANS
- Letter from ASDSP KAKAMEGA COUNTY, 2013 - THE NATIONAL PROGRAM COORDINATOR, AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAM, NATIONAL PROGRAM SECRETARIATE reg. PRELIMINARY MAPPING, IDENTIFICATION OF ACTORS & THREATS & INTERVENTIONS BRIEF FOR KAKAMEGA COUNTY

- KAKAMEGA COUNTY VALUE CHAINS DEVELOPMENT COMPONENT, JULY 2013 - PRELIMINARY VALUE CHAIN MAP FOR MAIZE IN KAKAMEGA COUNTY
- MAKUENI COUNTY STAKEHOLDERS' DATABASE - LOCAL POULTRY - Value chain Micro actors
- Letter from ASDSP, 2013 – To The National Programme Coordinator-ASDSP RE: STAKEHOLDER DATABASE OF PRIORITISED VALUE CHAINS
- Value Chain micro-actors
- General information on Nyamira County Banana Value chain
- General information on Nyamira County Local Vegetables Value chain
- General information on Nyamira County Dairy Value chain in
- Private Actors Participation in ASDSP Value Chain Processes, 2014 by Tomas Hertzman, Private Sector Advisor - The one who says "it cannot be done" shall not interrupt the one doing it! Chinese proverb
- Guidelines for Value Chain Platforms And Related Institutions
- ASDSP 2014 - Bungoma County - Volume 2: Household Baseline Survey
- Public Private Partnerships (PPP) in ASDSP, 2014
- Public Private Partnerships (PPP) - The Role of ASDSP and the County Coordinating Units
- MEMORANDUM OF UNDERSTANDING BETWEEN ASDSP, Kilifi County AND Kenya National Farmers Federation (KENAFF), Kilifi County 2014, , FOR Commercialization of indigenous chicken production in Kilifi County
- Extended Concept on Commercialization of indigenous chicken production in Kilifi County
- MEMORANDUM OF UNDERSTANDING BETWEEN INSTITUTION A AND INSTITUTION B, INSTITUTION C, INSTITUTION D, FOR TITLE OF THE PARTNERSHIP (FROM THE EXTENDED CONCEPT)
- Commercialization of indigenous chicken production in Kwale County
- Local Poultry Commercialization
- Concept Note for Mobilization and Formalization of Maize Farmer Groups into Marketing Organizations in Meru County
- Expanded Concept Note for Local Chicken Value Chain Improvement in Migori County
- STUDY ON IDENTIFICATION OF PRIORITIZED AGRICULTURAL VALUE CHAINS AND ASDSP START-UP ACTIVITIES FOR 2012/2013, Final Report , Volume 1, 2012
- STUDY ON IDENTIFICATION OF PRIORITIZED AGRICULTURAL VALUE CHAINS AND ASDSP START-UP ACTIVITIES FOR 2012/2013, Final Report , Volume 2, Overview of Selected Value Chains, 2012
- Review of the Pre-Study

Agricultural Sector Development Support Programme (ASDSP) Mid Term Review

This is a Mid Term Review of the Agricultural Sector Development Strategy Programme (ASDSP) 2012 – 2016, funded by Sweden and Kenya. ASDSP was designed with a major aim of sector coordination and harmonisation and a specific aim of equitable and environmentally resilient value chain development. The programme has been delayed by institutional changes. The main achievements have been establishment of institutional structures at county level, facilitating county coordination, and starting value chain development. The programme has not been effective in integrating environmental resilience and social inclusion in the VCs and there are challenges in getting the VCD sufficiently business-oriented. In the remaining period the ASDSP must focus on supporting the sector coordination in the counties, between counties and between National and County Governments, increase business orientation through stronger engagement of the private sector and strengthen priority of environmental resilience and social inclusion in VCD.

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