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FCG Sweden

Mid Term Evaluation of the Agricultural Sector Development Support Programme II

Final Report

Sida

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April 2021

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Abbreviations and Acronyms

ASDSP	Agricultural Sector Development Support Programme
ASDS	Agriculture Sector Development Strategy
ASTGS	Agriculture Sector Transformation and Growth Strategy
CASSCOM	County Agriculture Sector Steering Committee
CPS	County Programme Secretariat
ET	Evaluation Team
FGD	Focus Group Discussion
GIZ	(Deutsche) Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communication Technology
JASSCOM	Joint Agriculture Sector Steering Committee
KII	Key Informant Interview
KCSAP	Kenya Climate Smart Agricultural Programme
M&E	Monitoring and Evaluation
MOALF&C	Ministry of Agriculture, Livestock, Fisheries and Cooperatives
MTR	Mid Term Review
NAGRIP	National Agricultural and Rural Inclusive Growth Project
NGO	Non-Government Organisation
NPS	National Programme Secretariat
Sida	Swedish International Development Cooperation Agency
SME	Small Medium Sized Enterprise
SRA	Strategy for Revitalization of Agriculture
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
VCAs	Value Chain Actors
VCCG	Value Chain Core Group
VCO	Value Chain Organisations
VCPs	Value Chain Platforms
WB	World Bank

Preface

This evaluation was contracted by the Embassy of Sweden in Nairobi through the Sida Framework Agreement for Evaluation Services, and conducted by FCG Sweden.

The Evaluation Team consisted of Sarah Gray, Peter Mbiyu, Mercy Mburu and James Wanjaiya. The Final Report was quality assured by Derek Poate, whose work was independent of the evaluation team. Johanna Lindström provided project management support.

The team wish to express their sincere thanks to all those who generously gave their time and expertise to assist with this review.

Executive Summary

This report presents the findings, conclusions, lessons learned and recommendations from a midterm review of the Agricultural Sector Development Support Programme II (ASDSP II).

ASDSP II responds to the new overarching draft Agricultural Policy whose objective is to commercialise crop, livestock and fisheries production enterprises to ensure sustainable food production and enhance nutrition in Kenya. The programme contributes to this strategic goal through the development of selected priority value chains and builds on ASDSP I as well as lessons learnt from other programmes in the sector. It targets value chains from primary producers to consumers by supporting activities that realize four results:

- Increased productivity of priority value chains
- Strengthened entrepreneurial skills of priority value chain actors
- Improved access to markets and financial services by priority value chain actors
- Strengthened structures and capacities for consultation, collaboration, cooperation and coordination in the sector

The five-year programme started in 2018, but due to various challenges associated with the major constitutional changes arising from devolution, implementation was delayed. Inception activities that were expected to be undertaken during the first three months of the programme, including establishment of baselines, monitoring and evaluation plans, procurement of audit and technical assistance, establishment of consultation and coordination structures were not achieved until the second and third year. In view of this the Government of Kenya requested an extension of the period of the midterm review by six months from the second half of 2020 to the first half of 2021.

Chapter 1 sets out the background and purpose of the midterm review. The main purpose is to provide an assessment of the programme's achievements to date along with recommendations on how implementation can be strengthened in the remaining period. This is followed by the objectives and scope of the review and the criteria and questions which the report responds to. This reflects the requirements of the ToR.

The overall approach to the evaluation is explained in Chapter 2 which sets out the methodology and process of analysis. The evaluation was participatory and aimed at ensuring lessons learnt and recommendations could be applied to future implementation. A major aspect of the research consisted of field visits to 8 counties. These counties were selected to represent all the regions and considering the varying degrees of progress towards achieving intended outcomes, as well as covering a range of agro-ecological zones. An Evaluation Matrix was developed (see Annex 2) in line with the questions outlined in the ToR with the addition of questions provided by the review team. Other columns in the Matrix detail data collection, sources and data

analysis. Chapter 2 also provides a discussion on potential limitations of this evaluation, in particular considering the relatively short nature of the assignment.

Chapter 3 has a section on ASDSP II's organisational set up, funds spent, geographical area, target groups, implementation arrangements, policy and institutional context and other dimensions covered by this review. Discrepancies between the planned and actual implementation. The chapter concludes with a discussion on the intervention logic and theory of change.

Chapter 4 sets out the review's findings. The major theme is that the programme has a solid basis for its implementation, but has experienced very significant delays, when a fairly seamless transition from Phase I had been anticipated. A summary of the findings follows:

Relevance of ASDSP II

At the onset, the programme was designed to support Government of Kenya to implement the Agriculture Sector Development Strategy. Implementation of Phase I, including lessons learned and recommendations formed the basis for this second phase. All eight counties that were visited by the review team featured programming that was well aligned with relevant national strategies, needs, and resource potential within the local context.

Interviewees from all the counties attributed the strength of alignment between ASDSP II programming and national development plans to ASDSP II's programmatic approach that included a country-wide baseline and close engagement with the counties. The programme's interventions have been mainstreamed into County Integrated Development Plans, a clear indication of their relevance within county agricultural development.

Capacity development and institutional development remains crucial for growth in the agriculture sector and the focus on capacity development is aligned to the needs of the value-chain actors. The programme has generally focused its effort on investments and opportunities that appear to have the most likely chance of creating transformational impact in the counties and the different value-chains.

A dual coordination mechanism structure for the programme at both county and national level is responsive to the programme design. The institutional architecture of the programme involves the two levels of government with programme coordination structures at county and national level through CPS and NPS respectively. At the county level, institutional development of the coordination mechanisms varies significantly between counties.

Across all 47 counties the programme has facilitated the establishment of value-chain platforms (VCPs) for all the value-chains (many initiated under Phase 1). The platforms bring together all actors within a value-chain, to discuss capacity development needs and to create linkages between actors and raise any policy issues that require the attention of county or national governments.

Coherence

ASDSP II contributes to implementation of the government's ASTSGS and Big4 Agenda in the counties by supporting the commercialisation of agriculture. The review found evidence of interlinkages and complementarities materialising between

ASDSP and other programmes in the sector. The review found evidence of complementarity between ASDSP II and investment undertaken by the counties. Many counties are making infrastructure investments to support agriculture development using own resources or using support from other development partners.

At the policy level, the programme has been working with other actors (AFA, RTI-KCDMS) to identify gaps in the different sectors and facilitating meetings of the technical working groups of the JASSCOM to discuss the identified policy issues and develop policy propositions.

However, the review found cases of duplication and inconsistency with some of the other programmes in the sector at the county and Value Chain Organisation level. For example, although some MOUs have been signed between ASDSP II and other key programmes in the sector (KCSAP, NAGIRP) these programmes are not using CASSCOM as a coordination mechanism and most have set-up parallel steering committees at the county level that in most instance comprise the same membership as the CASSCOM.

Efficiency

The programme is significantly behind schedule in delivery of outputs and outcomes in most of the counties that were visited. Consequently, the review cannot pass an overall judgement on efficiency in utilisation of resources. As a result of delays in implementation, staff seconded to the programme have remained underutilised. Actual engagements with value-chain actors is at an initial stage across all the counties. The scale of operation in most counties is also very small compared to the level of ambition in the programme's outcomes and impact. Of the Kshil 2,872,721,224 disbursed by the contributing institutions (Donors, County Governments, National Governments) as at December 2020, Kshil 1,812,635,990 (63%) of the disbursed funds (just 31.8% of the programme budget) had been spent in implementation. Most of the resources were used by the NPS which has 99% budget utilisation compared to a 28% budget utilisation at the counties. Most of the resources used by the county were for the preparation of action plans for their priority value chains and actual implementation is still at the very early stages.

Financial allocations to agriculture at the county level have been low. This low allocation is linked to the proportional fund allocation from the national treasury. As such, the burden of agriculture development targeting priority value chains is left to the programme, which suggests a lack of sustainability and a possible counter-productive impact. Feedback from the reviewed counties and other stakeholders at the national level indicate that some of the delays have been occasioned by lack of clarity in the programme management. The focus of the first half of Phase II has been on development of requisite implementation documents, awareness creation among the beneficiaries and stakeholders about the programme and reconstitution, formation and induction of necessary coordination and consultation structures.

From conversation with the NPS and, the CPS in the selected counties, other factors which contributed to delays include:

- Transition in county governments after the 2017 elections

- Lack of understanding of the funding mechanism amongst the key decision makers
- Need to respond to emergencies in some counties which shifted priorities within the counties e.g. floods, drought, insecurity and the desert locust
- Delays in disbursement of funds by the national government to the counties which led to revenue shortages at the county level. Under such circumstances recurrent expenditure for the county takes priority
- Out-break of the COVID-19 pandemic slowed down programme implementation
- Long-time taken in signing the necessary MoUs at the two levels of governments.
- Delays in procurement of the technical assistance led to significant delay.
- Change/high turnover of key officers at the county level. Frequent changes of guard in an institution results in loss of institutional memory and other delays.

However, in the financial year 2020/21 the programme witnessed an acceleration of funding allocations by most counties. This is a good demonstration of commitment and a positive indicator on the relevance of the programme to the counties.

Effectiveness

Outcome 1: Productivity of priority value-chains increased

A significant part of interventions by the Programme are still at an early stage and there is no evidence to allow the review team to make a judgement on the changes in productivity by the target beneficiaries.

The programme has facilitated access to extension services and inputs by creating linkages to service providers and input suppliers. However, the level of penetration by the service providers is still very low, and most have had less than 1 year of engagement with the programme.

There is a significant increase in the number of extension service providers (both public and private) engaging with producers as a result of programme support. The frequency has also increased and producers reported an improvement in the responsiveness of service providers, partly facilitated by the use of technology like Whatsapp in communication and delivery of advice to producers.

Adoption of Climate Smart Agriculture (CSA) technology, like solar drying of mangoes, solar irrigation, and solar drying of fish remain very low and there are still many barriers that need to be addressed.

As part of supporting CSA, the programme has been supporting dissemination of weather information to producers to improve preparedness in cases of drought and floods. Service providers have also been engaged to support the promotion of CSA technologies is some counties.

Outcome 2: Entrepreneurial skills of priority VCAs strengthened/ enhanced

The review team found evidence of improved entrepreneurship skills among the key value-chain actors in the counties that were visited. For example, producers are able to maintain profit and loss accounts that allow them to calculate the profitability of their enterprises.

Value-chains organisations (VCOs) are proactively pursuing emerging business opportunities for their produce including competitive bidding for the supply of produce.

There was evidence of some VCOs changing their legal status from self-help group to cooperatives to allow them to make legal contracts with other market actors.

However, the current monitoring and evaluation system does not systematically track this progression to allow for a comprehensive analysis of the whole programme on institutional development.

Programme supported activities have helped VCOs to develop strategic and business plans that are crucial for the growth of their enterprises.

Outcome 3: Access to markets by priority VCAs improved

There are mixed results on access to markets between the target value-chains and between the counties. However, across the 8 counties the review team found evidence that the value-chain platforms have been successful in creating market linkages although the depth of the link varies. The extent to which these linkages have yielded business transactions between producers and buyers varies significantly from one county to the other and from one value-chain to the next.

In addition, some of the market relationships already existed before establishment of the value-chain platforms and therefore it was not possible to isolate market access opportunities that were entirely as a result of the programme's current phase, as most had been established in ASDSP I.

Access to financial services remains a major obstacle to enterprise growth and improvements in productivity for most producers. The programme has made tremendous efforts to bring financial service providers to meet value-chain platforms in order to facilitate interaction and linkages with value-chain actors and the VCOs.

Outcome 4: Structures and capacities for consultation and coordination in the sector strengthened

The programme has been successful in establishing coordination platforms at both the national and county level by supporting the structuring and establishment of JASSCOM and CASSCOMs. In addition, the programme has supported the establishment of value-chain platforms for each of the value-chains at the county level.

The effectiveness of coordination mechanisms within the counties and between the county and national level shows mixed results. At the county level, understanding of the mandate of CASSCOM, as well as the effectiveness of the platform, varies significantly between counties. In 3 of the counties visited, the CASSCOM is recognized as an essential part of the coordination infrastructure for the sector and measures have been put in place to integrate it into the formal structures of the county.

Across all counties, the CASSCOM has performed well as a mechanism for sharing information and fostering collaboration.

At the national level, the JASSCOM platform has been dysfunctional in its mandate and has not met over the last three years. Meetings of the Sectoral Working Agriculture Groups (SWAGS) of JASSCOM have taken place to discuss key

technical and policy issues emerging in the sector, but no significant action has taken place beyond the SWAGs, because such actions require approval of JASSCOM. The Council of Governors has withdrawn some staff that had been seconded to the Joint Agriculture Secretariat (JAS) leaving the JAS with insufficient staffing to execute its mandate. The political economy has not been particularly favourable to the operations of JASCCOM. This is expected to improve in the near future due to changes at the COG and National Government that have taken place in the recent past. However, there is need to explore legal and policy measures to insulate the JASSCOM from the political economy between the national and county government and ensure continuity regardless of who is holding office at the COG or National Government. There is need to legally establish the JASSCOM as the intergovernmental mechanism for the agricultural sector.

Quality of monitoring and evaluation (M&E)
The programme has a robust M&E that tracks the achievement of the outputs and outcomes at county level and aggregation of results is done at the national level on an annual basis to feed into the annual report. However, the current M&E system at both county and national mostly measures the activities and outreach on both outputs and outcomes and doesn't generate insight into actual implementation or changes generated by the programme. Such insight would inform improvements in delivery of the programme. For example, the table below reports the programme performance on adoption of climate smart agriculture but there is very limited information on the type of technologies, the progress in adoption or any identified barriers to adoption.

Gender and Youth
ASDSP has ensured gender/social inclusion and youth responsiveness in selection of value-chains and interventions in the design stage, this is supported by strong value-chain and baseline analysis. Women are generally well represented across all value-chains and across the coordination structures established by the programme. However, there is significant room for improvement in terms of generating evidence of the contribution that gender-responsive programme elements can make to enhancing women's participation in economic empowerment and how this affects the achievement of the programme's overall goals on food security and income generation. Developing a stronger evidence base through monitoring and evaluation, of the contribution of gender-responsive actions to programme goals, could provide important insight for programme design.

Environment
ASDSP has a clear objective of strengthening communities' resilience to climate change by promoting of adoption of technologies that integrate food and nutritional security and adaptation to climate change. Climate Smart Agriculture (CSA) has been identified as a way to sustainably increase productivity, enhance resilience, and minimize greenhouse gas emissions. The findings of the programme's baseline study demonstrated adoption of some climate smart technologies. This midterm review has not found any identifiable positive or negative environmental impact associated with

implementation of these CSA technologies. They are more likely to emerge in the latter stages of implementation.

Chapter 5 provides the Review's conclusions which flow from the findings. The primary conclusion is that ASDSP II has begun its implementation and is about 30% towards delivery of its expected outcomes. Expenditure also reflects this level of implementation and therefore a no-cost extension of the programme will be necessary to enable delivery to be achieved. At this point in time it is very difficult to assess most programme indicators relating to efficiency and effectiveness, as outcomes are not clear. But the review found that the basis for successful delivery was evident.

Chapter 6 provides some lessons learnt from the research and field work undertaken during this assignment. The main finding was that coordination and alignment of programme interventions at national and county level have the potential to generate catalytic changes which are significantly weaker when programmes implement their activities in isolation, with the consequential potential for negative outcomes due to competition for resources, etc.

Chapter 7 lists recommendations linked to the above Findings and the Conclusions and aims to enhance the effectiveness, quality and efficiency of ASDSP II. The list reflects recommendations at programme management level, the coordination processes as set up under the devolved constitution which the programme is seeking to strengthen, capacity building, enterprise development, gender/ social inclusion, environment and coherence.

Recommendations

The most critical recommendations are as follows:

Policy guidelines for integrating CASSCOM and JASSCOM into government structures need to be developed to establish JASSCOM and the CASSCOMS as the primary coordination and oversight mechanisms for all programmes in the agriculture sector. Strengthening of CASSCOMs and JASSCOM through human and financial resource allocation is important. CASSCOMs need to be mainstreamed within the county system to be sustainable, as then they can receive county resource allocations and other support. A legal framework at both national and county level that institutionalises the CASSCOM will be required.

The major recommendation proposes a no-cost extension to the programme's duration, contingent upon agreement being reached regarding an effective steering committee arrangement to provide programme oversight and a clear direction of travel.

Another urgent recommendation relates to the need for qualitative measuring tools to enable management to gauge the impact of the programme's outcomes at the field level, for example, relating to increased entrepreneurial activity and the impact of Climate Smart Agricultural interventions.

The role of the Technical Assistance needs to be clarified with greater flexibility provided in the provision of short term expertise and clear agreed outcomes relating to input into the monitoring and evaluation system.

Further recommendations relate, for example, to the very urgent need to expedite programme financing to release innovation grants that will then catalyse other value chain investments.

Ensuring effective coordination between programmes at national and county level, such that the strategies of different interventions can combine to provide a coherent critical mass of activities. Engagement could be held with existing as well as new programmes to explore how they could effectively utilise the CASSCOMs and JASSCOM to deliver their mandate.

Other recommendations include:

- Review the programme TA needs and explore ways of resourcing the remaining period: The TA budget allocated for the programme seems to have been rapidly expended despite a delayed TA start-up. The MTR has found areas that would benefit from additional technical support e.g. strengthening the M&E system. Identification of TA needs, perhaps for short term experts, over a possible extended period of implementation should to be made so that the resource needs can be determined.
- Decentralized training at the county level: most training is still delivered at the national level, particularly for senior county staff. Conducting training in the counties can provide the programme with an opportunity to reach a wider group of staff. This is useful when key departmental leadership changes frequently.
- Package information generated by the programme and develop dissemination structures to facilitate wider access: One of the value proposition for the programme identified by the stakeholders is the good repository of information and knowledge on the agriculture sector that has been gathered. The programme should consider packaging this information for wider access and utilization e.g. by making the information available through a website or database.
- Utilise existing value chain organisations as they play multiple and beneficial roles, mutually beneficial partnerships could be strategic in enabling the programme to achieve its objectives. The programme could target them as aggregators, off-takers and extension agents for their broad and wide membership.
- More attention to be given to the engagement of youth in the programme, perhaps by seeking to find means of promoting the creation of formal youth groups which will then be enabled to engage more effectively within the institutional framework of the value chain platforms.
- Promotion of Climate Smart Agriculture needs to be fast tracked during the latter period of implementation if any real impact is to be achieved.

1 Introduction

1.1 BACKGROUND, PURPOSE AND OBJECTIVES

Sida has been supporting the development of the agricultural sector in Kenya for over half a century. The Government of Kenya's Vision 2030 states that agriculture is one of the economic sectors that is expected to deliver the vision of a "globally competitive and prosperous nation with a high quality of life". Programmes have been formulated to address the challenges, resulting in the Strategy for Revitalization of Agriculture (SRA), 2004-2014, Agriculture Sector Development Strategy (ASDS), 2010- 2020 and Agriculture Sector Transformation and Growth Strategy (ASTGS), 2019-2029. In 2018, the Government of Kenya (GoK) identified four areas referred to as the Government's Big4 Agenda with agriculture expected to contribute substantially to two pillars: food and nutrition security and manufacturing. The Ministry of Agriculture, Livestock, Fisheries and Cooperatives (MOALF&C) and 47 county governments designed the Agriculture Sector Development Support Programme Phase Two (ASDSP II), 2017-2022 aiming at enhancing food and nutrition and promoting manufacturing. The European Union is also supporting the programme in view of the need to strengthen coordination (Result 4) in light of the devolved governance structure now operating in Kenya.

The objective of the midterm review was to make to assess the relevance, efficiency and effectiveness of the implementation of the Agricultural Sector Development Support Programme, Phase II (ASDSP II). In particular, a key purpose was to provide stakeholders with the information necessary to answer the question: what should be the strategy of the ASDSP II to meet the high-level goal defined in the programme document? Within that context, the Terms of Reference (ToR) placed particular emphasis on the programme's "poverty focus" and upon the achievement of sustainable outcomes. This included an objective compilation of achievements to date, showing which interventions have been most effective in contributing towards the programme goal and which have been either unsuccessful, or successful, but incidental to the programme goal.

The assignment had four main objects:

1. the portfolio of ASDSP II activities,
2. the Results Framework and consequent strategy underlying its work,
3. the environment within which ASDSP II interventions have been implemented, and
4. the ASDSP II itself as an organisation, in particular its capacity and suitability to act as a vehicle to achieve poverty alleviation of primary producers through development of commercialised value chains.

The overall objective is to conduct an independent review for the ASDSP II which has been under implementation since December 2017, to document the extent to which the envisaged results. The main purpose of the review is two-fold:

1. Accountability: to determine the extent to which the implementing institutions have delivered the envisioned programme results and assess progress towards achievement of programme objectives; to identify key challenges and any factors that may have affected the programme and its implementation. The ToR states that the accountability aspect of the review is expected to create shared understanding of the importance of the programme objectives and their monitoring and evaluation especially among the counties.
2. Learning and improvement: This was the superior objective of this MTR as there is still an opportunity to positively impact the programme's implementation. The findings and analysis of this review were expected to provide useful information on how to improve actions/activities so that the results based implementation remains in focus. The review explored if the actions have yielded positive results or recommendations for improvement moving forward.

1.2 EVALUATION OBJECT AND SCOPE

The scope of the assignment was both geographically and thematically broad. ASDSP II is an intervention aimed at responding to the draft Agricultural Policy whose objective is "Transformation of crop, livestock and fisheries production into commercially oriented enterprises that ensure sustainable food and nutrition security. The Programme aims to contribute to this strategic goal through promoting the development of selected priority value chains. The Programme builds on ASDSP I and lessons learnt from other programmes in the sector. It targets Value Chain Actors (VCAs) from primary producers to consumers by supporting activities that will lead to the realization of the following four results:

1. Productivity of priority value chains increased through enhancing capacity of existing service providers on identified opportunities, supporting value chain innovations and enhancing climate smart agriculture interventions, practices and technologies for value chain development
2. Entrepreneurial skills of priority value chain actors strengthened by enhancing the entrepreneurial skills of service providers and VCAs
3. Access to markets by priority value chain actors improved through improving market access linkages by VCAs, improving access to market information by VCAs and improving access to financial services by VCAs
4. Structures and capacities for consultation, collaboration, cooperation and coordination in the sector strengthened by supporting initiatives for establishment of structures for consultation and coordination, enhancing capacities of the established consultation and coordination structures, enhancing participation of stakeholders in consultation and coordination structures and preparing, launching and rolling out sector management tools (policies, strategies, plans, regulations)

Investment in innovations as one of the means of empowering youth and women in value chain development is part of the larger national strategy of economic empowerment of youth and women.

Geographically, ASDSP II covers all 47 counties in Kenya. While the review considered the complete geographic extent of the ASDSP II interventions, field activities were restricted to 8 counties. Secondary data was used to inform the evaluation of interventions elsewhere. Virtual interviews with key stakeholders were conducted with key stakeholders at the national level.

Thematically, ASDSP II interventions have supported the introduction of primary production technologies, producers' group formation, improved post-harvest technologies, creation of market awareness amongst primary producers and traders, development of product aggregation infrastructure, market information system development, market institution and system development, development of production standards, enhanced financial inclusion for primary producers and traders, and national and regional policy development, as well as the cross cutting issues of gender/social inclusion and environmental resilience.

An additional aspect to the scope of this review was the request to include a focus on the sustainability of the ASDSP II going forward and to inform the revision of a strategy designed to achieve future sustainability of the outcomes.

The primary intended users of the review were the MOALF&C and 47 county governments on one side and Sida and EU on the other. The findings of the review should assist these parties to account to each other and use recommendations to make strategic decisions. The coordination structures including National Programme Secretariat (NPS) and its oversight structure, JASSCOM and County Programme Secretariats (CPS) and their oversight structure, CASSCOMs can make use of the findings. Secondary intended users include programme partners, especially those with Memorandums of Understanding (MOUs) relating to implementation and innovation concepts, as well as value chain platforms (VCPs) and other actors.

1.3 EVALUATION CRITERIA AND QUESTIONS

Considering that this was a midterm review, emphasis was given to relevance; coherence and effectiveness. The questions posed by the Terms of Reference are provided at the beginning of each sub-section in Chapter 4. The review team applied the agreed OECD/DAC evaluation criteria to assess the ASDSP II programme in the following ways:

Relevance: The relevance of the programme was assessed through a critical review of the results framework. This links between individual interventions and outputs and outcomes that should contribute to the programme objectives and then to the overall goal.

Coherence: This provides an assessment of the extent to which policies and other interventions in the sector have supported or undermined the implementation of the programme. Also, whether the programme supported or undermined sector policies, strategies and other programmes in the sector and or in the Counties.

Effectiveness: The effectiveness of the different interventions was assessed by considering the issues such as, whether primary producers benefit from training and sensitization materials and if the training is necessary and/or sufficient to overcome barriers to adoption of improved practices along with other barriers to adoption and

have they been correctly identified and addressed. The effectiveness of the programme's internal management to learn from outcomes in the field is addressed.

Efficiency: The assessment of efficiency was light with a focus on whether, as currently implemented, programme finances are used efficiently without looking for comparisons. The efficiency of a multifaceted programme can be assessed at a number of levels, but relates primarily to the quality of management and the calibre of the staff. These aspects will be reflected in the achievement of performance indicators.

The evaluation of impact was not possible due to the stage of implementation and sustainability was touched upon very lightly.

Gender and youth were key considerations. The prevalence of women trading small volumes in domestic markets as compared with the dearth of women trading wholesale volumes suggests that barriers to the entry of women into the apex of the subsector are real and effective. To what degree are gender perspectives integrated when analysing stakeholders' needs and priorities? What ASDSP II initiatives are facilitating greater inclusion of women and youth? To what extent are these initiatives being taken up by women and youth? What are the main barriers preventing women and youth from being more involved in selected value chains and how can these be addressed? What has been the impact so far on participation in the programme?

Environmental considerations relate primarily to the influence of such factors as soil degradation and climate change on crop production. The influence that training and awareness raising provided by the programme has had was difficult to assess at this stage.

Communication and visibility both at national and county level was considered. The focus was also on whether the programme has ensured that Sweden and EU are visible as well as the visibility of the national government and county governments within the programme.

2 Methodology

2.1 OVERALL APPROACH

The study adopted a theory-based approach which is rooted in the "Theory of Change" (ToC) underlying the programme strategy and design. It is the programme logical framework that is the initial focus of the theory-based approach. Observations can include both data collected from secondary sources (including quantitative data, interviews and case studies), as well as primary data derived from interviews with key stakeholders and focus groups of beneficiaries undertaken during the course of the evaluation.

The overall approach to the evaluation was to scrutinise the results framework underpinning the ToC and to select causal linkages for investigation. These were those deemed most relevant to the overall programme purpose of transforming crops, livestock and fisheries production into commercially oriented enterprises ensuring sustainable food and nutrition security.

Due to COVID-19 restrictions, but also to increase the effectiveness of data collection with key stakeholders in Nairobi, these interviews were virtual. The Kenya-based team were able to make physical visits to eight Counties, these being Tana River, Garissa, Makueni, Kajiado, Siaya, Kakamega, Elgeyo Marakwet and Nyandarua.

The review approach was utilisation-focused. The primary users were identified as the MOALF&C and the 47 county governments along with stakeholders at the field level and programme staff along with those programmes which collaborate with ASDSP II. The review was conducted in a manner that will enhance the likely utilisation of findings, conclusions and recommendation and to inform decisions to improve performance. As such, the review team took careful consideration of each step of the process, from design to feedback. Prior to finalisation of the report a virtual validation work will be conducted to which participants from the above user groups will be invited. Feedback from this validation session along with more detailed comments from the staff of NPS will be incorporated into this report.

2.2 METHODOLOGY

The evaluation includes four different areas of investigation, each requiring specific sets of data in order to reach useful conclusions. These are described briefly below:

Programme relevance will be assessed using mainly documentary sources along with some key informant discussions.

Evaluation of performance including the effectiveness and efficiency with which available resources have been used and the extent to which management has been able to adapt and respond in a timely manner to changing circumstances was assessed primarily through reports including financial data, as well as through interviews with

collaborating stakeholders and government officials at both National and County level. The CASSCOMs were particularly instrumental in providing the relevant information on the process of engagement, planning and execution of activities. The JASSCOM is effectively inactive and although key staff were interviewed, its coordination activities are very constrained, as set out in Chapter 3.

Evaluation of programme outcomes and impacts would require both primary and secondary data that can describe and/or measure the changes brought about by the interventions to date. Primary data collection was almost entirely qualitative, drawn from key informant interviews and focus group discussions. Key informants were selected from National and County level institutions, associations and value chain actors that represent as wide a cross section of those involved in the interventions as possible, while focus group discussions with producer groups, traders, etc. informed discussions on value chain improvements. Secondary data to assess impact was not sufficiently available, and the programme's M&E system does not provide qualitative assessments of progress.

Cross-cutting issues of gender/social inclusion and environmental impact were assessed through specific questions in interviews and focus group discussions. In particular, youth and women's access and control of resources was determined from focus groups prior to programme implementation (by recall) and now. The evaluation also assessed specific measures taken by the programme to ensure inclusion of women and youth in the programme's activities. Environmental impacts of the programme (as opposed to programme responses to environmental change) were hard to assess, for example, promotion of conservation smart agricultural and green growth techniques needs detailed qualitative data collection over the duration of the programme and this was not available.

In the case of primary data, care was taken to include both male and female respondents in key informant interviews (including the selection of women's agribusinesses for interviews where they existed). The report includes text boxes to illustrate particular points and to provide context to the narrative around implementation of the programme at the county level. Most comments are abridged rather than verbatim.

It should be emphasised that this methodology did not provide for the collection of primary quantitative data. Secondary quantitative data sources were used (see Annex 4 for documentation and secondary sources of data).

2.3 METHODS AND TOOLS FOR DATA COLLECTION

Data Collection

When conducting the Key Informant Interviews (KII) and Focus Group Discussions (FGDs) (see list of persons consulted with in Annex 5), the team used a semi-structured interview approach which allows for a balance between flexibility and structure. The strength of a semi-structured format for qualitative interviews is that it helps avoid recording responses with pre-conceived patterns and biases. In addition, when interviewing in a semi-structured way, the discussion will often cover themes

that the researcher did not consider important at the outset, but which nevertheless turn out to be salient. Interview guides were structured to ensure that all key themes were addressed, and the interviewer could ask supplementary questions at the end of an interview should topics not have been covered (see Annex 3 for data collection tools).

The interviewers prepared interview debriefs that captured the information from each interview in relation to the questions.

Sample selection of evaluation

While secondary data collection covered the whole programme a sample of 8 counties was purposely selected for primary data collection through field visits and virtual interviews. The selection of the 8 counties was done with a strong consideration for the learning objectives and in close consultation with NPS. To enhance this, counties with notable differences in implementation progress were selected. Regional representation, climatic differences, diversity of value chains and logistical feasibility were considered. In assessing progress, consideration was given to whether the Counties had: 1) signed the Memorandum of Understanding for implementation with MOALF&C; 2) approved SIVCAP; 3) an established CASSCOM; and, 4) started implementation of the SIVCAPS.

Table 1: Counties selected by review team for field visits

Criteria	Elgeyo Marakwet	Kajiado	Garissa	Tana River	Nyandarua	Siaya	Kakamega	Makueni
Priority Value chains	Irish potato, Maize, Cow Milk	Tomato Beef Cow Milk	camel milk, tomato, beef	mango, beef , fish	Irish potato, Fish	mango, fish, local poultry	maize, cow milk, local poultry	Green grams, Indigenous Chicken, Mango
Has an approved SIVCAP in place and their associated capacity and innovation concepts;	yes	yes	yes	no	yes	yes	yes	yes
Started implementation of SIVCAPs;	yes	no	yes	no	yes	yes	no	yes
Have capacity and are classified poor;	yes	no	yes	no	no	no	no	no
Have capacity and are	varies	yes	yes	yes	no	no	no	yes

Criteria	Elgeyo Marakwet	Kajiado	Garissa	Tana River	Nyandarua	Siaya	Kakamega	Makueni
classified arid / semi-arid								
Have capacity and are regarded as high rainfall	varies	no	no	no	yes	no	yes	no
A functioning CASSCOM;	yes	yes	no	no	yes	yes	yes	yes
Approved capacity / innovation concepts;	yes	yes	no	no	no	no	yes	yes
Signed MOU on prog. financial management	yes	yes	yes	yes	yes	yes	yes	yes

Four counties visited, being Elgeyo Marakwet, Garissa, Siaya and Nyandarua are in distinct ecological zones and are considered early adopters in the implementation process., Kakamega and Makueni are considered middle performers, while Tana river and Kajiado are considered to be late adopters. For logistical purposes one team visited the counties of Siaya, Kakamega, Elgeyo Marakwet and Nyandarua while the second team visited Garissa, Tanariver, Makueni, Kajiado.

Sample size

Selection of respondents was purposive targeting project beneficiaries, implementers and partner organizations. Data collection techniques used were Key Informant Interviews (KII) and Focused Group Discussions (FGDs). A total of 74 focused discussions were conducted of which 73 were at the county level. The Key Informants interviewed were 66, of which 52 were conducted at the county level and 14 at the national level. Table 2 below summarizes the number of FGDs and KIIs conducted.

Table 2: Number of FGDs and KIIs conducted

Respondents	FGDs	KII
County Level		
CPS	8	2
CASSCOM	6	3
VCPs	24	
Producers	19	9
Aggregators and processors	10	7
Transporters	2	2

Input providers	4	4
Partner organizations		10
Traders		4
County Government		11
Total	**73**	**52**
National Level		
Development partners		2
MoALF&C		2
Partner organizations		6
Intergovernmental coordination structures		3
Programme TA		1
Programme Implementation Unit	1	
Total	**1**	**14**

2.4 PROCESS OF ANALYSIS AND DEVELOPING CONCLUSIONS

While a baseline report exists for the programme the emphasis of this mid-term review was on performance and learning from the programme. A significant part of the programme's outcomes do not lend themselves to quantitative assessment at this stage in implementation. Therefore, data analysis was focused on responding to the specific evaluation questions, assessing efficiency and effectiveness and distilling lessons and recommendations that can help improve implementation. Using the evaluation matrix (Annex 2), the team aggregated all information emerging from the key informant interviews and focus group discussions that were relevant to each evaluation question and this informed the findings and recommendations.

2.5 ETHICS AND PARTICIPATION

The review adopted the widely recognised OECD/DAC quality standards for development evaluations and was planned and implemented in a transparent and participatory manner respecting stakeholders´ views while ensuring the independence of the evaluation consultants.

Recognised research methods in social science were applied throughout the analysis and evaluation, such as standard data collection tools and data analysis strategies. Standard ethical research criteria were applied, (honesty, objectivity, informed consent, respect for anonymity/confidentiality, non-discrimination), combined with the do-no-harm guidelines.

A participatory approach was followed, with the intention of involving ASDSP II staff and County and National Government officials in all stages. A step-by-step participation serves multiple purposes: to have a shared understanding of the evaluation approaches and methods, to verify the accuracy of collected data, to

understand criteria and logic order/coherence of key findings and conclusions and usefulness of concrete recommendations.

2.6 LIMITATIONS

The main challenge facing the review team was to assess whether ASDSP's activities relating to facilitation, collaboration, networking and promoting are actually bringing results. Analysing the mobilisation of resources, the analysis of value chain actors and the extent of work on capacity building was less problematical, but analysis was constrained by the delays in implementation. Whilst the programme has exceeded its mid-term with regards to duration, the accomplishment in terms of implementation of its work plan is estimated to be around 30%. The team had intended to make an initial assessment of impact, but in these circumstances that has not been possible. The constitutional changes which have devolved responsibility for agricultural programming to the county level demanded in a great deal of facilitation from ASDSP II. Although it is generally considered that that phase is more or less complete, it is clear that structural issues remain and these have a political bearing which is beyond ASDSP's remit. An assessment of ASDSP's success in consolidating these changes is therefore blurred by the current impasse, especially with regard to coordination as the National level.

The achievement of an objective and comprehensive evaluation on the basis of a relatively brief period for the direct and first hand assessment of benefits has been demanding. This challenge is addressed primarily through the methodology that placed some reliance upon secondary data. The 8 Counties visited were purposely selected to represent a cross section of the 47 counties, whilst excluding those which might have a security risk. Table 1 above sets out the selection criteria used. It is therefore reasonable to assume that the findings are representative of the programme as a whole. Areas of focus for direct assessment in the field were those in which causal linkages may not be obvious and/or where benefits are not readily quantifiable in M&E reports. Another challenge was to ensure the input of key stakeholders, especially given the extensive travel required to reach 8 counties where key stakeholder interviews were to take place with officials as well as with beneficiaries in the field. The tight schedule allowed for limited flexibility. Nairobi based stakeholders were interviewed online.

The challenge to address the temporal aspect of ASDSP II's work, which may achieve benefits in the long-term but for which little or no impact is evident at this point in time is especially relevant in the case of value chains. In some years, market conditions may favour producers so that key interventions, such as improved market linkages may prove less challenging, while in other years, such interventions might be highly regarded. Similar considerations may apply to input supply chains. In these matters, the evaluation team were careful to moderate stakeholders' input according to their direct experience within a particular value chain subsector as well as incorporating such long-term perspectives as are available from the literature.

3 Evaluation object

3.1 BACKGROUND TO ASDSP II

ASDSP II's design responds to the new overarching draft Agricultural Policy, the objective of which is to commercialise crop, livestock and fisheries production to ensure sustainable food production and enhance nutrition. The programme contributes to this strategic goal through the development of selected priority value chains and builds on ASDSP I, as well as lessons learnt from other programmes in the sector. It targets all value chain nodes from primary producers to consumers by supporting activities that realize four results:

- Increased productivity of priority value chains
- Strengthened entrepreneurial skills of priority value chain actors
- Improved access to markets and financial services by priority value chain actors
- Strengthened structures and capacities for consultation, collaboration, cooperation and coordination in the sector

The use of innovations as one of the means of empowering youth and women in value chain development is part of a larger national strategy of economic empowerment for youth and women.

3.1.1 The time period and funds spent

Implementation of this 5 year programme of activities started in 2018 but due to various challenges associated with inadequate capacity due to the devolution to county level implementation was delayed, such that some activities that were expected to be undertaken during the first three months of the programme, including establishment of baselines, monitoring and evaluation plans, procurement of audit and technical assistance, establishment of consultation and coordination structures were not achieved until the second and third year. In view of this the Government of Kenya requested an extension of the period of the midterm review by six months from the second half of 2020 to the first half of 2021.

Financial contributions to ASDSP II are Kenya Shillings 2,092,500,00 from the Government of Kenya, Swedish Krona 300,000,000 from the Government of Sweden and Euro 5,487,000 from European Union delegated through Sweden (totalling approximately US dollars 36 millions). Actual implementation is estimated at around 30 – 40% and average budget utilisation is slightly higher but below 50%. Programme management and TA costs are running at around 100% of budget to date.

3.1.2 Geographical area and target groups

ASDSP II is a countrywide support programme implemented in all the 47 counties and at the national level. Due to its focus on value chain development and coordination of stakeholders, the outreach of ASDSP II should include the sub-

counties and wards. The primary target group are all the stakeholders within the three prioritised value chains identified within each county, with a particular emphasis on the participation of women and youth. This will ensure gender/social inclusion within value chain groups and ensure that activities relevant to youth are identified and promoted. Service providers within each value chain should also benefit from capacity building activities. The other target group are government staff of county and national entities who will benefit from enhanced communication and coordination of their activities.

3.1.3 Organisational set-up and implementation arrangements, policy and institutional context

The institutional setting within which ASDSP II operates has changed significantly compared to that of ASDSP I. This can be summarized as follows:

Devolution: In accordance with the Constitution of Kenya (2010), a wide range of agricultural functions were devolved to the 47 county governments. In the context of the core Agricultural Sector (crops, livestock and fisheries), the bulk of functions for translating national policy into tangible developments and most service delivery functions have been devolved and are now the responsibility of those county governments.

In some cases, due to funding constraints faced by the county governments, the transfer of functions where not matched by available capacity (human resources, finances and equipment) in the respective county governments. By 2021 county governments should be well structured and they form an important institutional reference point for ASDSP II operations. However, some capacity deficiencies and service delivery gaps remain, which points to the need for ASDSP II to further strengthen its support to building service delivery to complement efforts to commercialized value chain development.

The Agricultural Sector now comprises a reduced number of ministries. Specifically, the national government has the Ministry of Agriculture, Livestock and Fisheries and Cooperatives (MoALF&C) in place of the previous ministries of agriculture, livestock and fisheries. The functions that remain with MoALF&C include policy formulation, development of regulations and standards, agricultural research, national planning and monitoring and capacity building.

The consolidation of ministries and the devolution of functions to county governments have had major implications for both horizontal and vertical sector coordination and have necessitated institutional restructuring within MoALF&C to align its structure and procedures to its reduced mandate, establish mechanisms for consultation and cooperation with county governments, and release the potential efficiency gains. This restructuring process has been time consuming both at a national and county level and a capacity gap remains at the county level, in some instances.

In order to address issues of policy implementation and coordination, a coordination mechanism has been established which is intended to address inter-ministerial coordination between sector ministries and structures and strengthen the intra-ministerial coordination and rationalization of the MoALF&C's three State

Departments. The devolution of functions to county governments has necessitated an increased focus on the establishment of mechanisms for vertical coordination. The complexity of aligning horizontal and vertical sector coordination has greatly increased. The MoALF&C, in partnership with three Development Partners (EU, Germany and Sweden) subsequently established the MoALF&C Transformation Initiative (TI) in 2014. This was aimed at restructuring MoALF&C; establishing effective mechanisms for intergovernmental coordination; consolidating policies and strengthening sector monitoring and programme coordination.

In 2016 the MoALF&C, development partners and county governments identified a need to deepen and widen the ownership of the agricultural sector coordination effort, define a new strategic and planning framework for the sector and strengthen the attention to change management within the Sector. Consequently, the Ministry, county governments and development partners embarked on a process, called the Transformation Initiative, with a view to establish a broader based, intergovernmental sector coordination mechanism. As a result, the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM) was established. The core agricultural sector now operates within this mechanism. The following committee, working groups and secretariat are highly relevant to this sector coordination:

- Joint Agriculture Sector Steering Committee (JASSCOM): The JASSCOM is a platform for regular sector steering meetings between high-level national and county decision-makers. Other sector stakeholders may join special sessions. In practice, this committee has not proved effective, as set out in the Findings chapter below. Joint Agriculture Sector Technical Working Groups (JAS-TWG): Thematic Working Groups established under the MoALF&C's Transformation Initiative have been replaced by four JAS-TWGs which cover the following issues:
    - Policy, Legislation and Standards
    - Monitoring, Evaluation and Communication
    - Research, Extension and Capacity Building
    - Inputs, Joint Programmes and Projects.
- Each JAS-TWG comprises of 3 members appointed by the Cabinet Secretary–MoALF. Three are appointed by the Council of Governors and a member from the Joint Agriculture Secretariat. Other sector stakeholders may be invited to joint JAS-TWG meetings.
- Joint Agricultural Secretariat (JAS): The JAS provides secretariat functions for the Inter-Governmental Forum, JASSCOM and the JAS-TWGs.

Within ASDSP an organizational structure is in place to coordinate implementation at the national and county level. At national level, a National Programme Secretariat (NPS) is established and at the county levels, County Programme Secretariats (CPSs) are established, each with their terms of reference for coordination of implementation. These two structures are supported by the Joint Agriculture Sector Steering Committee (JASSCOM) at national level and County Agriculture Sector Steering Committees (CASSCOMs) at the county level. They provide guidance to ASDSP II implementation through approval of strategic programme documents.

Technical Assistance (TA) has been provided by a large team, envisaged to be available mainly part time, according to need. The team was designed to provide support to the following outcome areas, reflecting the programme's structure:

- Outcome 1: Productivity of priority value chains increased
- Outcome 2: Entrepreneurial skills of priority Value Chain Actors strengthened
- Outcome 3: Access to markets by priority Value Chain Actors improved
- Outcome 4: Structures and capacities for consultation and coordination in the sector strengthened
- Mainstreaming gender/social inclusion and environmental resilience
- Programme M&E and Communication
- Overall capacity building, management support and coordination of TA.

Another TA element has been engagement with the Agriculture and Rural Development Partners Group (ARDPG).

3.1.4 Discrepancies between the planned and actual implementation

The major discrepancy between planning and actual implementation has been the requirement for an eighteen-month inception phase. This inception phase was not foreseen in the design of ASDSP II as it had been envisaged that implementation would continue more or less seamlessly from Phase I. However, this was not realistic, on account of the devolution process as set out in section 3.1.3 above. The requirement for support to counties to enable them to fulfil their newly acquired responsibility and to ensure that they have the required trained staff and equipment was significantly more onerous than anticipated. In addition, ASDSP II decided to adopt the Strategic Integrated Value Chain Action Plan (SIVCAP) for the selection of county value chain priorities. This is a detailed and multifaceted tool which replaced the Action Plans developed under Phase I. The time required to prepare these SIVCAPs also delayed implementation.

The significant constitutional changes as set out above delayed implementation of the programme, for example, MoUs had to signed with each of the 47 county governments, CASSCOMs had to be established, and high levels of staff turnover occurred as many MoALF&C staff chose to leave the counties and return to jobs at the national level. In addition, assets from the national level had to be transferred to the counties. Much of this work is now complete but the lengthy negotiations along with the need to orientate new staff created a delay which had not been foreseen in the work plan for ASDSP II.

The impact of these changes remains unclear as they have not been sufficiently imbedded to date. The expectation is that individual counties will be motivated by ownership of their agricultural development strategy which will empower them to promote strong local growth. It is apparent that some counties have grasped this opportunity more quickly than others, and they are the early adopters of ASDSP's value chain approach.

3.2 THE INTERVENTION LOGIC

A review of the Theory of Change (ToC) that underpins the programme has been developed as this is central to the evaluation and determines the focus of subsequent field work. See the figure below, which outlines the Evaluation Team's understanding of the Theory of Change.

Notes:

- The programme is not a direct implementer, but works to facilitate value chain development.
- ASDSP's role is focused on capacity building at all levels, along with enhancing collaboration and coordination between the different actors.
- Priority Value Chain Actors are organised into groups at Ward level within each County, where appropriate. These groups (along with any individual actors) are then organised onto Platforms which represent all the 5 nodes in the value chains.. These platforms identify solutions, raise resources and implement the changes.
- The role of ASDSP is to support these group/platforms as shown in their actions on the right of the diagram.
- Some actions relate directly to stages in the implementation, such as mobilising resources and ensuring that women and youth are prioritised, etc.
- Some actions are fairly tangible, such as developing business plans and others are more abstract and less easy to measure, such as increasing entrepreneurial skills.

As summarised above in the section 3.1.3, implementation of ASDSP II involves considerable institutional complexity which is not illustrated within this Theory of Change, but which is a major feature of the programme's reality. Phase II was devolved in line with the 2010 Constitution through which most agricultural production functions and extension services were devolved to County governments., which created a diverse set of programme actors with the addition of all 47 Counties, all of which are empowered and whose consent and cooperation is required, since MOALFC and the 47 Councils have equal responsibilities for implementation in order for ASDSP II to realise its objectives.

The programme theory of change is based on assumptions, some of which have posed a challenge to the implementation of the programme in the last 3 years;

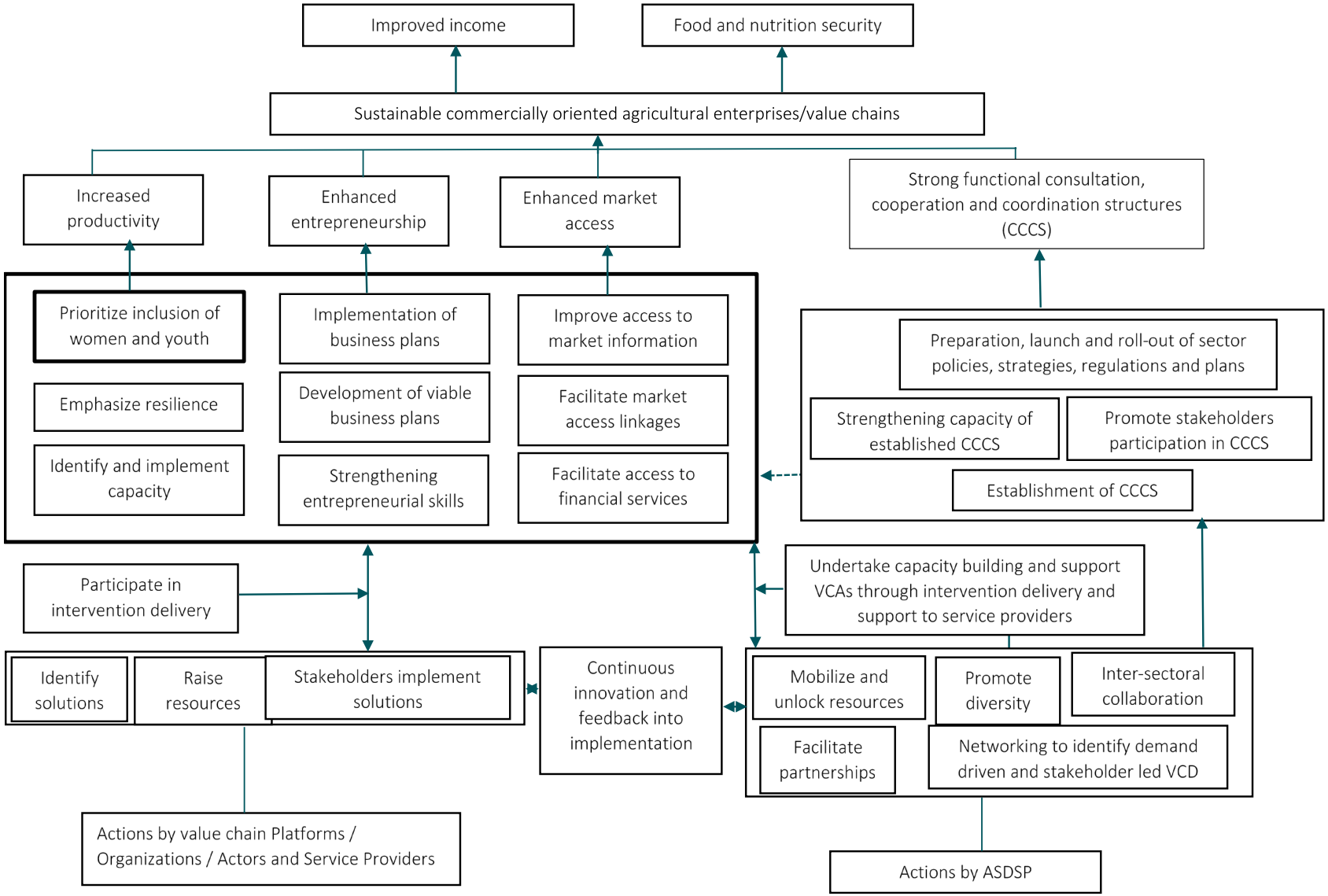
Macro-economic stability: The overall macro-economic stability was disrupted by elections in 2017/2018 and by the Covid-19 pandemic in 2019/20 and 2020/21 financial years making it difficult for government to meet its revenue and economic growth objectives. In addition, there has been significant disruption to supply chains which has affected economic output from the agriculture sector, as well as implementation for programmes, as restrictions on social gathering affected training and other activities.

Collaboration and coordination between National and County Governments: The programme strategy assumes that there is commitment for joint action between the national and county governments in the context of intergovernmental coordination. However, coordination between the two level of governments has

remained challenging for most of the programme period. Political economy on issues of revenue sharing, devolution of functions and resources have in many instances strained relationships between the two levels of government and in some instances caused significant delays in implementation. Delays in approval of the division of revenue act and county allocation of revenue bill that are handled by the national senate has led to delays in disbursement of funds to counties which has affected their capability to meet their obligation of counterparty funds for the programme.

Investment in capacity will unlock and help sustain infrastructure investments in the sector: ASDSP II investments mainly focus on creating adequate capacity in the sector with the assumption that this will create a strong foundation for investments by other actors to unlock infrastructure barriers. Across all counties reviewed for the MTR, the team found investments by other actors to complement the work done. However, most of these investments have focused on inputs, aggregation and processing nodes on the value-chains and investments at the primary producer level are generally lacking. While the programme has been successful in attracting technology providers to the sector, many primary producers are still struggling to access appropriate technologies to improve productivity due to lack of appropriate financing. Many of the financial institutions still prefer lending to actors in other nodes in the value-chain because the size of loans and capability to meet collateral requirements tend to be higher. There is still a need to work with the primary producers to explore alternative finance as well as ways of aggregating demand for finance at the VCO level to attract the attention of commercial finance providers.

Figure 1: Theory of Change



4 Findings

4.1 RELEVANCE

i. *How was the programme conceptualized and who were involved in developing the idea and validation of the idea?*
ii. *What informed the design – what approaches were considered in arriving at the design?*
iii. *Are the programme goals addressing the needs that motivated the creation of the programme?*
iv. *How relevant was the programme to the priorities, policies and strategies of the government of Kenya (both national and county), and development partners (Sweden and EU); and the regional (EA and AU) and global commitments and initiatives such as Agenda 2060?*
v. *To what extent did the programme conform to the needs and priorities of target groups (national and county government, beneficiaries and development partners)?*
vi. *How did the changing context and external factors affect programme implementation?*
vii. *Were strategies and approaches used to achieve planned programme objectives and results realistic and appropriate?*
viii. *Do the implementing communities understand the overall objective of improving the development of priority value chains?*

Programme design and alignment to partners' priorities

ASDSP II was designed to support delivery of agricultural sector development interventions under a devolved governance environment. At the onset, the programme was designed to support Government of Kenya to implement the Agriculture Sector Development Strategy and the Agriculture Policy. Implementation of Phase I, including lessons learned and recommendations generated formed the basis for this second phase of the programme.

The design process involved an inclusive process that included bilateral meetings with the representatives of development partners; European Union (EU) and Swedish International Development Agency (Sida), and National and County governments. These engagements facilitated inclusion of each partner's agriculture priorities. Review of programme outcome areas identifies efforts towards ensuring poverty eradication, gender/social inclusion and youth empowerment, environmental sustainability and strengthening of sector coordination mechanisms, with the former three aligning to Sida's agriculture development priority areas and the latter to the EU's primary interest. The programme also supports the implementation of Agenda 2063 (African Union) by supporting inclusive and sustainable development across all the counties in Kenya. Modernizing agriculture to increase production, productivity and value addition will contribute to farmer and national prosperity and Africa's collective food security as articulated in Agenda 2063.

At county level, the programme complements government efforts to transform agriculture to realize food security for all and poverty eradication as enshrined in the

Agriculture Sector Transformation and Growth Strategy (ASTGS 2019-2020), the National Agricultural Investment Plan (NAIP 2019-2024) and Big 4 Agenda. On the other hand, county representation in programme design and management ensured that the programme addressed counties' agriculture development priorities and was aligned to the needs of the beneficiaries.

All eight counties that were visited by the review team featured programming that was well aligned with relevant national strategies, needs, and resource potential within the local context. Interviewees from all the counties attributed the strength of alignment between ASDSP II programming and national development plans to ASDSP II's programmatic approach that included a country-wide baseline and close engagement with the counties. A wider review by the team, of county SIVCAPs from the sampled counties indicates that county programme interventions are shaped by inclusive broad-based engagement with all stakeholders in the county. ASDSP II's support formed the basis on which the SIVCAPS were developed and implemented. The Programme's interventions have been mainstreamed into County Integrated Development Plans, a clear indication of their relevance within county agricultural development.

Figure 2: Key Priorities for ASTGS (Source: GoK)

All eight counties that were reviewed in detail showed relevance signals at the design phase, with ambition and a well-developed approach to address multiple barriers to transformation of their different priority value-chains. Detailed assessments and plans have been done for each value-chain and systemic thinking is evident in value-chain plans (SIVCAPS) and capacity building concept notes,

recognizing the different unique features in each of the counties and the value-chains. The programme outcome areas i.e. increased productivity, improved market access, enhanced entrepreneurial skills, and establishment and strengthening of coordination structures, are well aligned to the challenges identified at each node of value chains. They are also high impact areas that can unlock the value chain potential. The programme adopted a value chain approach as the main framework for intervention design and implementation. Through inclusive participatory processes, priority value chains are selected, mapped and analysed. This process results in the production of three SIVCAPs per county which detail the intervention areas based on strengths, opportunities, challenges and threats at each node of the priority value chain. This process further formed the basis for the identification and engagement of actors as beneficiaries and/or service providers. The following are key building blocks of the programme:

- Within the value-chains, the programme has focused on addressing barriers to commercialisation, including low productivity, weak institutional capacity of farmer level institutions, market linkages and access to finance.
- At a higher-level, programme investments are focused on strengthening the enabling environments by streamlining sector coordination and creating clarity in the policy and regulatory framework at the county and national levels. Across all the counties the programme is working to build an effective coordination unit (CASSCOM) to coordinate a diversity of value chain stakeholders including the private sector, NGOs and government agencies. At the national level the programme has initiated the JASSCOM that facilitates coordination between different government ministries and between the national government and the county governments.
- Sector analysis and information sharing initiated by the programme provides an important data and information repository that is useful for other actors interested in making investments in the different value-chains.

Nyandarua County Potato Value-chain SIVCAP

Nyandarua County contributes about 33% of the total Irish potato produced in Kenya. The potato value chain directly and indirectly supports 131,697 farm families in the County. The potatoes produced in the County have a net worth over Ksh 9.0 billion. The crop is therefore very important to the economy of the county. It plays a significant role in contributing towards the county's food security, employment and in income generation . The top objective of the SIVCAP is to increasing productivity to the country estimated potential of 1.2million Metric Tons of ware potato (from the current level of 550,000 Metric Tons per season). Among the priority issues identified by the SIVCAP include were;

- Minimally functional seed potato systems, which limit the supply of high-quality seed potato
- Poor production practices for both seed and ware potato
- Pest and diseases
- Declining availability of labour coupled with Low levels of mechanization
- Inadequate infrastructure development with poor or lack of grading sheds, collection centres, rural access roads, markets and storage facilities
- Low stakeholder led initiatives
- Low level of value addition
- Inadequate policy and low levels of implementation of rules and regulations in the value chain especially those that deal with production and marketing.

Capacity development and institutional development remains crucial for growth in the agriculture sector and the focus on capacity development is aligned to the needs of the value-chain actors. The primary mandate of the programme is to develop knowledge, skills and institution capacity required for growth in each of the value-chains. The proposition is still valid as most knowledge and skills required for commercialisation of agriculture are currently lacking in most sectors and institutional capacity is generally low for most value chain organisations. Across all the eight counties, the review found many circumstances where production (quantity and quality) does not meet the needs of the market, or institutional capacity of the value chain organisation does not meet the anticipated mandate and level of ambition. Beneficiaries interviewed considered capacity building a sustainable approach to agriculture development because it facilitates skills and knowledge development in the long term.

The programme utilizes service providers, mentors and coaches in capacity building interventions. The service providers are trained and thereafter they train the beneficiaries. A mix of both public and private service providers are engaged by the programme. This creates a unique mix with private service providers facilitating business development support and the public service providers focusing on production and institution development aspects of capacity building. The programme

works with county departments as service providers in the specific value-chains that require their technical capabilities. The fisheries, livestock, veterinary, cooperatives, gender and social services and crop departments are some of the departments that the programme has worked with to intervene on priority value-chains. The selection of a particular department as the lead agency is dependent on beneficiaries' priority areas of intervention and the priority value chain The private service providers have established strong business linkages with the programme actors and this forms a key foundation for future sustainability of service provision.

The programme has generally focused its effort on investments and opportunities that appear to have the most likely chance of transformational impact in the counties and the different value-chains. In cases where the programme has been successful in building the capacity of the farmer level institution this has helped deal with barriers to inputs and product markets access. Where the programme has been successful in building institutional capacity, this has sometimes led to further improved market access for the farmer organisations. In four of the eight counties reviewed in detail, interventions to build capacity have gone on to facilitate further sector strengthening.

Improved Poultry and Mango Marketing in Makueni County

In Makueni County the farmer groups in poultry and mango value-chains that demonstrated better capacity are also the ones with best access to markets including contractual engagements with the county government and the private sector. Improved capacity of local institutions to participate in competitive bidding process by the county has allowed the groups to access market opportunities for poultry and supply mangoes to the county-operated mango processing facility.

Fingerling Production Initiated in Siaya County

In Siaya County, programme's intervention along the fish value chain has had great impact in transforming the aquaculture value chain. The programme has supported capacity towards addressing fingerling availability which has eased access to quality fingerlings among the fisher folk. Mwang Farm for instance, one of the programme beneficiary, has increased fingerlings production capacity to 90,000 fingerlings per month. Other interventions have been on fish feed manufacturing which ensures availability to quality feed.

A dual coordination mechanism structure for the programme at both county and national level is responsive to the programme design. The institutional architecture of the programme involves the two levels of government with programme coordination structures at county and national level through CPS and NPS respectively. The structures align to Schedule IV of the constitution which stipulates the mandate and role of each level of governance. The national level is mandated to coordinate, build capacity and develop policy, while the counties are mandated with implementation of agriculture interventions. Functional relationship

between the CPS and NPS are through the intergovernmental relationship structures; Council of Governors and JASSCOM. However, the political economy between the two levels of government has affected the effectiveness of the programme's institutional architecture. This has resulted in delays in decision making and in the execution of funding commitments, and disagreements on an appropriate institutional mechanism (steering committee) to coordinate the programme at the national level. For instance, the JASSCOM has not met over the last 3 years and a significant amount of business that needs the approval of the JASSCOM is still outstanding. This includes a number of policy issues that affect the programme as well other issues that are important for growth of the sector. Consequently, coordination at the national level has remained dysfunctional.

At the county level, institutional development of the coordination mechanisms varies significantly between counties. While 45 counties have established CASSCOMs, only **3 out of the 8 counties that were reviewed have functional CASSCOMs, that meet on a regular basis and pass resolutions with implications for policy and implementation in the sector.** In some counties, e.g., Elgeyo Marakwet and Makueni, the CASSCOMs have been accepted as the primary coordination and implementation structure for the sector. Relevant policy instruments (county legislation or cabinet papers) have been developed or are under development to integrate CASSCOMs within the county structures. In other counties, e.g. Tana River, progress has been slow and the CASSCOM has just been set-up but no steps taken yet to integrate it into the county structure.

Across all 47 counties the programme has facilitated the establishment of value-chain platforms (VCPs) for all the value-chains (many initiated under Phase 1). The platforms bring together all actors within a value-chain, to discuss capacity development needs and to create linkages between actors and raise any policy issues that require the attention of county or national governments. Through the VCPs the programme has managed to create many linkages that are easing access to inputs and markets through sharing of information. The platforms have devised innovative and effective communication mechanisms through social media (WhatsApp groups) where members post different pieces of information relevant to the platform. Information shared includes production issues like pests and diseases (which are attended to by experts or knowledgeable producers), market information, and input sourcing, among others. However, it is unclear how these platforms will endure beyond the lifetime of the Programme.

4.2 COHERENCE

i.	*To what extent is ASDSP II coherent with agriculture policy, ASTGS, Big4 Agenda and counties CIDPs?*
ii.	*What synergies and inter-linkages between ASDSP II and other initiatives in the agricultural sector?*
iii.	*To what extent is ASDSP II consistent with the Sustainable Development Goals, Sida's and EU's development cooperation strategies?*
iv.	*To what extent is ASDSP II consistent with similar programmes in the sector such as: National Agricultural and Rural Inclusive Project (NAGRIP), Kenya Climate Smart Agricultural Project (KCSAP), Kenya Cereal Enhancement Programme – Climate Resilient Agricultural Livelihoods (KCEP-CRAL) etc.?*
v.	*To what extent is ASDSP II adding value while avoiding duplication of efforts within the agricultural sector?*

ASDSP II contributes to implementation of the ASTSGS and Big4 Agenda in the counties by supporting the commercialisation of agricultural which is at the heart of both government strategies. The ASDSP II portfolio of interventions (productivity training, entrepreneurship training, market linkages and strengthening of coordination structures) offer opportunities for delivery of the ATSGS and Big4 Agenda. The Programme has demonstrated potential to deliver complementarities and synergies between its components, for example, in some of the reviewed counties the team found evidence that strengthening the entrepreneurial capability of farmer organisations also facilitated access to markets by improving engagement with other market actors and increasing aggregation of produce. The programme thus responds to ASTGS and the Big4Agenda priorities on improving food security and nutrition, increasing farmer's income and agricultural output, by increasing productivity and improving marketing of agricultural products.

IChinga Maize Value Chain/Soya Value Chain, Kakamega

ASDSP has trained us and has made us progress. We were trained on compost manure, land preparation, how to access seed from the count. They have linked us with county agriculture officers, maize preservation (it was a challenge)-we were trained about hematic bags, maize planting mechanism, commercialization. There has been an increase, previously we would harvest 4-5 bags per acre, right now we are at 8-9 bags. We have 1.5 acres of land as a group and that maize is stored and sold when the demand is high; when the prices are good. Compost manure and subsidized fertilizer from the county has contributed much to our increased production. We have also gained market accessibility.

The review found evidence of interlinkages and complementarities materialising between ASDSP and other programmes in the sector. At the local

level this is expected to generate enhanced results relative to results that would be created if ASDSP was solely responsible for achieving those results. Some value-chains actors will be able to tap into support provided by other programmes to increase the impact of their work, e.g. some farmer organisations are expecting to benefit from the NAGRIP and KCSAP programmes through investments in infrastructure like storage facilities and irrigation equipment. Partnerships have enabled beneficiaries to capitalise on services provided by other programmes to including more specialised training on climate smart agriculture, value addition and production. ASDSP II acts as the anchor for other programmes by laying the requisite foundations through institution building and linkages. Moreover, its unique focus on capacity building adds value to the other programme interventions especially those that focus on physical infrastructure by developing the institutional framework and the skills required to manage those assets.

The review found evidence of complementarity between ASDSP II and investment undertaken by the counties. Many counties are making infrastructure investments to support agriculture development using own resources or using support from other development partners. Such infrastructures ranges from irrigation equipment, milk cooling facilities and fruit processing facilities. However, most counties do not allocate resources to develop institutional capacity required to operate these facilities, which creates significant risk of mismanagement or underutilisation. ASDSP II has been instrumental in closing the institutional capacity gap to adequately utilise such facilities. The programme complements investments by some of the counties by empowering producers and other actors with technical skills in operating and managing the equipment provided.

Tomato Processing in Kajiado

In Kajiado county, Ewaso Ng'iro South Development Authority (ENSDA) is investing in a modern tomato factory that is funded by the national government. To complement this investment ASDSP II is training farmers on growing new varieties of tomatoes that are more suited to processing. By diversifying varieties, farmers will reduce the pricing risk that is caused by a seasonal glut in the fresh tomatoes, as well as reducing post-harvest losses.

Cattle Husbandry Improved in Kakamega County in support of World Bank programme

Ibokolo CBO in Kakamega County, presents an example of how complementary support from the programme can be beneficial to target beneficiaries. The group received cow donations through a World Bank supported programme and the County Government under the 'one farmer one cow' initiative. ASDSP complemented this support by training farmers on feed formulation, fodder and pasture production as well as disease and pest management. As a result, members increased dairy herds due to reduced mortality through application of skills and knowledge acquired, and also since new born heifers are passed down to other members. The programme has also linked the group to other partners including for vaccinations.

At the policy level, the programme has been working with other actors (AFA, RTI-KCDMS) to identify gaps in the different sectors and facilitating meetings of the technical working groups of the JASSCOM to discuss the identified policy issues and develop policy propositions. However, the review has not found evidence of any policy changes that have been implemented as a result of these partnerships mainly as a result of bottlenecks within the JASSCOM. JASSCOM has emerged as the generally accepted structure for engagement on policy and other sectoral matters, so once the challenges facing the institution have been overcome it will play an important role is steering the agriculture sector forward.

However, the review found cases of duplication and inconsistency with some of the other programmes in the sector at the county and farmer organisation (VCOs) level. For example, although some MOUs have been signed between ASDSP II and other key programmes in the sector (KCSAP, NAGIRP) these programmes are not using CASSCOM as a coordination mechanism and most have set-up parallel steering committees at the county level that in most instance comprise the same membership as the CASSCOM. This negates the substance and mandate of the CASSCOM as a coordination mechanism and in some instances leads to duplication of efforts at implementation level. Some stakeholders blamed this on the lack of integration at the national level where programme agreements provide for the establishment of coordination and oversight structures at the county level without consideration for existing structures.

In a number of instances, the review team also came across investments by other programmes that are not aligned to the needs identified and prioritized in the SIVCAPs. SIVCAPS can be considered to a strong reflection of community needs considering the extensive consultation process that was undertaken to prepare them. As such it should be considered that new projects engaging with those communities would implement investments that have been prioritised in the SIVCAPS, or that are complementary to the SIVCAPS. However, the review came across instances where new investments were either of disproportionate scale compared to identified need and scale, or did not match the capacity of local value chain organisations (VCOs) to operate the infrastructure and therefore are not operationally feasible or sustainable. In other instances, there is a complete mismatch between the need and the investment.

Need for Improved Multi-Programme Coordination to Ensure Coherent Interventions

In Tana River, stakeholders in the fishery sector were concerned about the scope of the infrastructure, storage and fishing facilities are much bigger than the need of the fishing community and far bigger than the local cooperatives can handle. For risk management purposes, fishing communities prefers smaller motorized boats that can manage deep fishing operations, but which have lower operation costs (cost of fuel, etc).

In Makueni, the county government has invested in poultry slaughter facilities with much bigger ambition than the request from local farmer groups. While the county investment might be anticipating future growth, the facility does not match current production capacity in the sector and does not meet the immediate needs of the farmers. Conversations with the farmers indicated that the current need is for a medium scale slaughter facility, along with basic infrastructure and a refrigerated facility for poultry vaccines to improve access and lower the cost.

The ASDSP II is clearly consistent with three of the five principles which underlie the Sustainable Development Goals, these being People, Planet, Prosperity. The programme aims to increase food production and reduce inequalities as well as raising the capacity of individuals and organisation, whilst attempting to reduce the impact that agriculture is having on local environments. These are goals shared with both Sida and the EU. More specifically, Sida has a long-term commitment to working with the GoK to enable the agricultural sector to reach its full potential. The EU sees ASDSP II as a vehicle which can strengthen coordination within the devolved governmental framework which will in turn support other interventions supported by the EU.

4.3 EFFICIENCY

i.	*Were programme resources (financial, human and other assets and material) managed effectively and efficiently to yield results? For example, how does the programme cost/time versus output/outcomes equation compare to that of similar programmes? (FCG note: It is doubtful whether the time and resources of this study will be sufficient to cover this example.)*
ii.	*Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results?*
iii.	*Could more results have been produced with the same resources? Review the roles and responsibilities of the implementing entities and the level of coordination between relevant players, for example the roles of CASSCOMs and JASSCOM vs the roles of CPSs and NPS*

The programme is significantly behind schedule in delivery of outputs and outcomes in most of the counties that were visited. Consequently, the review cannot pass an overall judgement on efficiency in utilisation of resources. As a result of delays in implementation, staff seconded to the programme have remained underutilised. Staff transition from ASDSP I to II was characterised by high staff turnover which slowed down the transition process. In addition, at the time of review, secondment was yet to be finalized for staff members from national to county government. Some staff were found to double-up in other roles within the county. Although this has not caused any significant implications on implementation in the short-term, it is likely to affect implementation when activity within ASDSP II gains momentum.

Actual engagements with value-chain actors is at an initial stage across all the counties. The scale of operation in most counties is also very small compared to the level of ambition in the programme's outcomes and impact. Of the Kshs 2,872,721,224 disbursed (unaudited figures) by the contributing institutions (Donors, County Governments, National Governments) as at December 2020, 1,812,635,990 (63%) of the disbursed funds (just 31.8% of the programme budget) had been spent in implementation. Most of the resources were used by the NPS which has 99% budget utilisation compared to a 28% budget utilisation at the counties. Most of the resources used by the county were for the preparation of the SIVCAPs and actual implementation is still at the very early stages. For a programme on its 3rd early since the start of implementation, when you factor in the initial one-year delay in signing of agreement the resources would be expected to be higher at the county level. Financial resource use surpasses indicator achievement across the counties, although only by small margins, as shown in the Figure below.

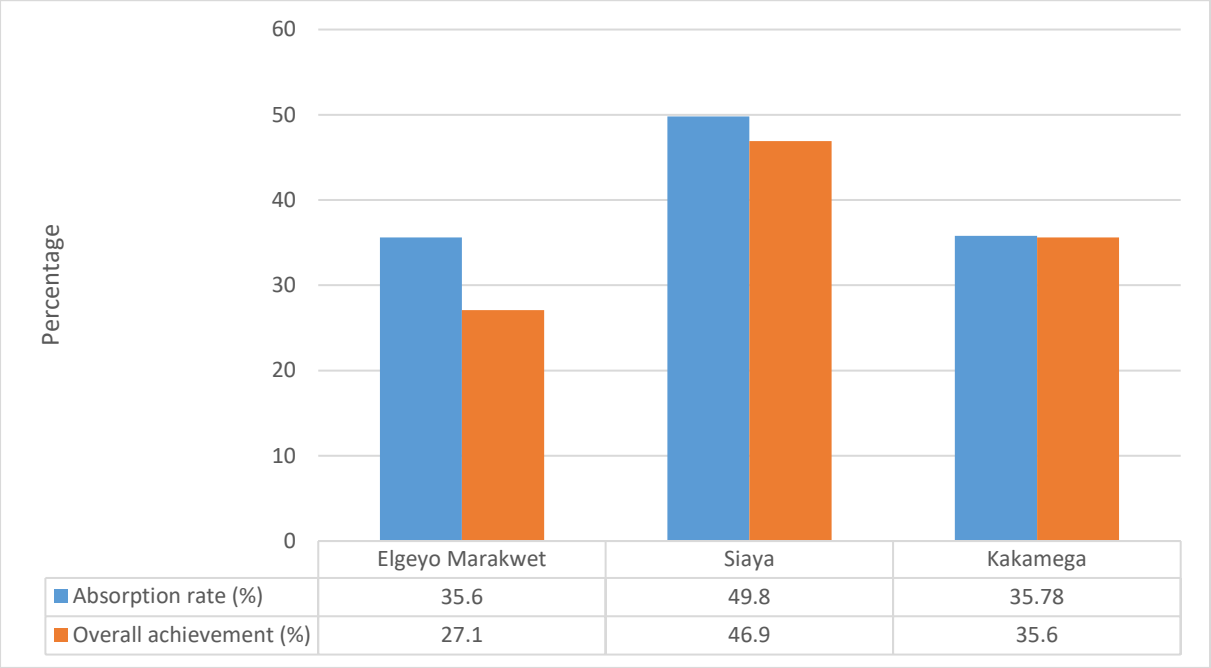
Table 3: Financial Statements as at 31st December 2020 (unaudited)

Source of funds	Commitments in Kshs (5 years)	Annual allocations (Kshs)
Grants		
Swedish Government (SIDA) & EU	3,600,000,000	720,000,000
Counterpart funding		
Government of Kenya - MoALF&C	800,000,000	160,000,000
County Governments	1,292,500,000	258,500,000
Total Funding	**5,692,500,000**	**1,138,500,000**
Total Disbursement as at 31/12/2020		Disbursement as % of Commitments
Swedish Government (SIDA) & EU	1,830,644,550	50.8%
Government of Kenya - MoALF&C	437,658,243	54.7%
County Governments	604,330,813	46.7%
Other receipts	87,618	
Total Disbursements	**2,872,721,224**	
Total Payments	**1,812,635,990**	
Surplus	**1,060,085,234**	

Total receipts by 31st December 2020 were Kshs. 2,872,721,224 from the donors, national and county governments. Total expenditure by NPS and County Secretariats stood at Kshs. 1,812,635,990.

The Programme had surplus of Kshs.1,060,085,234 which were mainly grants for implementation of SIVCAPs, capacity building and innovation concepts carried over by the Counties from previous years.

Figure 3: Indicative absorption rate vs. overall indicator of achievement[1]



	Elgeyo Marakwet	Siaya	Kakamega
Absorption rate (%)	35.6	49.8	35.78
Overall achievement (%)	27.1	46.9	35.6

The budget for technical assistance is significantly overspent and does not match the level of implementation for the rest of the programme components, see Section 4.9 below.

Financial resource management is guided by the Public Finance Act. The process is considered effective in safeguarding programme resources. However, some county financial management guidelines, although aimed at ring fencing programme resources from potential mismanagement, were found to slow down implementation processes. An example is the requirement to have forum participants' reimbursable costs, such as transport, remitted through their bank accounts.

In addition, the bottom up financial resource allocation process in Elgeyo Marakwet, while lauded for ensuring democratization of the development process, poses a threat to implementation in cases where such a process fails to prioritize fund allocation to the programme. Financial allocations to agriculture at the county level have been low. This low allocation is linked to the proportional fund allocation from the national exchequer. The national exchequer deducts the value of agriculture funding coming from the programme. As such, the burden of agriculture development targeting priority value chains is left to the programme, which suggests a lack of sustainability and a possible counter-productive impact.

[1] These comparative figures represent: absorption rate being amount spent to date divided by amount disbursed to the counties to date as a percentage. Achievement is in the progress tracker which is the summation of percentage achievement per indicator divided by summation of target achievement of all indicators.

CPS Siaya commented:
CPS has everybody on board facilitated by the County. The County depend on the programme for capacity building. County does not receive some funds because they are sent to the programme. If the budget is 300million, then 18 million is deducted from the county allocation. The funds are reduced in same way for any programmes or projects. Thus they cannot operate at the level of their planning and capacity building on value chains is left to the programme.

Feedback from the reviewed counties and other stakeholders at the national level indicate that some of the delays have been occasioned by lack of clarity in the programme management tasks including provision of guidelines for the preparation of SIVCAPs, review and approval of SIVCAPs and capacity development concepts, and review and approval of the innovation grant proposals from the counties.

A number of contextual and project management dynamics affected implementation of the programme in different counties. At the time of this midterm review, programme performance across counties was below the expected 50%, with overall performance at 30%. The focus of the first half of Phase II has been on development of requisite implementation documents including baseline surveys, SIVCAPs, value chain resource maps, gender/social inclusion action plans and capacity building concepts, awareness creation among the beneficiaries and stakeholders about the programme and reconstitution, formation and induction of necessary coordination and consultation structures. Programme implementation was envisaged to start in July 2017 but commenced in January 2019 in most of the counties. The delay could be attributed to a number of factors, top among the factors is the delays in honouring of financial commitments by both the county and national government. From conversation with the NPS and, the CPS in the selected counties, other factors which contributed to delays include:

- Transition in county governments after the 2017 elections
- Lack of understanding of the funding mechanism amongst the key decision makers
- Need to respond to emergencies in some counties which shifted priorities within the counties e.g. floods, drought, insecurity and the desert locust
- Delays in disbursement of funds by the national government to the counties which led to revenue shortages at the county level. Under such circumstances recurrent expenditure for the county takes priority
- Out-break of the COVID-19 pandemic slowed down programme implementation
- Long-time taken in signing the necessary MoUs at the two levels of governments.
- Delays in procurement of the technical assistance led to significant delay in preparation of the SIVCAPs which were necessary for the implementation of the programme. Cumulatively across the counties the programme has lost approximately 2 years of implementation time as at the time of this review.

- Change/high turnover of key officers at the county level. Programme approval processes involve county leadership, that is, the Chief Officer within which the programme is domiciled as the programme's accounting officer and the Chief Officer Finance. Appointments to these positions do not have security of tenure and as a result there has been frequent transfers and changes of these key officers. Frequent changes of guard in an institution results in loss of institutional memory and other delays.

However, in the financial year 2020/21 the programme witnessed an acceleration of funding allocations by most counties. This is a good demonstration of commitment and a positive indicator on the relevance of the programme to the counties.

The programme adopts a cost efficient implementation model with most training undertaken close to the primary producers (bringing in other value-chain actors) and in many instances using VCO meeting facilities. CASSCOM and VCP meetings are held at the county headquarters for ease of access but the convening costs are generally reasonable and comparable to those incurred by other programmes. The programme has a 30% contribution requirement for all services providers which enhances efficiency in utilization of resources, ownership of the activities by the service providers as well as long-term sustainability. Most service providers selected have established presence in the target locations and are carrying out other activities beyond those funded by the programme. This helps achieve economies of scale in the delivery process to keep the costs manageable, this is important for continuity beyond the programme. Private sector contribution is low to moderate mainly through complementary training (including demonstrations of usage) and input provision in some of the sectors.

The programme carried out an elaborate planning process at the start of phase II to develop and validate the SIVCAPs. A detailed baseline assessment was also undertaken to update the baseline for the programme across all the value-chains. Considering that a similar planning process had been undertaken in Phase-I of the programme, it was unlikely that this new process was going to generate many new ideas. A simpler process of updating the implementation plans developed in Phase-I of ASDSP, followed by validation with key stakeholders would have achieved the same objectives with fewer resources, time and effort. Future planning activities should be assessed for utility before significant resources are deployed.

The European Union's Results Oriented Monitoring (ROM) was undertaken in March 2020. The recommendations of this monitoring relate to some issues which are outside the direct control of the programme, such as the need to lobby for the agreed co-financing of the programme from the GoK and the need for assistance to support financial reporting in line with the EU/Sida financing agreement. (It should be noted that all EU funding is transferred to the programme via the Embassy of Sweden and is consolidated with Sida funding. ASDSP reporting is therefore also consolidated and no breakdown of this funding is possible.) The need to enhance EU visibility in the implementation of ASDSP II is referred to below. Other recommendations relate to the programme's global MIS system which is referenced below. Also, the need to support capacity building and political neutrality of

intergovernmental coordination and the need for recognition of JASSCOM in law are also recommendations of this report.

4.4 EFFECTIVENESS

i.	*To which extent has the programme contributed to intended outcomes? If so, why? If not, why not?*
ii.	*How effective has the programme been in responding to the needs of beneficiaries and what results were achieved?*
iii.	*To what extent was the programme implemented as envisaged in the programme document in terms of planned activities and management?*
iv.	*Has the M&E framework delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?*
v.	*To what extent have lessons learned from what works well and less well been used to improve and adjust programme implementation?*

4.4.1 Achievement of outcomes

Overall, the programme has not achieved the anticipated outcomes under three of the stated objectives of the programme i.e. productivity increased, entrepreneurial skills of priority VCAs strengthened/ enhanced and access to markets by priority VCAs improved. Implementation of activities to support the realisation of these three outcomes is still ongoing and, in many counties, still at an early stage and consequently the evaluation team did not come across a significant amount of evidence that demonstrate that either productivity, entrepreneurship skills or market access has improved to allow an overall judgement of achievement of results. In some of the counties visited and from review of documents there are early signs of improved productivity e.g. indigenous poultry farmers in Makueni have increased their production of one-month old chicks to supply the county supported indigenous chicken production project but evidence of productivity improvement is less visible in other value-chains. Data gathering at outcome level by the programme monitoring and evaluation system is also minimal and reporting by the programme mostly at activity and output level. A baseline has just been completed and the only outcome level data that is currently available is the one from the baseline. As the programme matures the monitoring and evaluation should now focus on aggregating outcome level data to allow future studies to make a comprehensive assessment of outcomes achievements.

On outcome 4, Structures and capacities for consultation and coordination in the sector strengthened, the programme has succeeded in the establishing coordination and consultation structures across all the counties but the degree of effectiveness of these structures varies significant across counties. Additional work is still required to anchor these structures within the national government and county government legal structures.

Table 4 below provides a highlight of the progress in the achievement of different outputs as June 2020.

Table 4. Progress in the achievement of different outputs as June 2020

Output	Indicator	Planned	Cumulative Achievement	% achievement
Output 1.1: Capacity of existing service providers on identified opportunities enhanced	1.1 No. of opportunities identified	135	2115	1566%
	1.2 Number of service providers trained on identified opportunities	286	0	0%
Output 1.2: Value chain Innovations with high prospects for women and Youth empowerment supported	1.2.1 No and type of value chain innovations promoted	1430	1410	98.65%
	1.2.2 No of value chain innovations implemented	800	540	67.5%
	1.2.3 No of VCAs taking up innovations	147000	44,100	30%
Output 1.3: Enhancing Climate Smart Agriculture and Green Growth interventions, practices and technologies	1.3.1 No. of CSA Technologies promoted	556	334	60%
	1.3.2 No. of CSA innovations in use	413	310	75%
	1.3.3 No. of VCA using CSA innovations by sex and age	200,680	160,544	80%
Output 2.1: Entrepreneurial skills of VCAs including service providers enhanced	2.1.1. No of SPs trained on entrepreneurial skill	750	95	12%
	2.1.2. No of VCA with viable BPs	50,000	11,884	23%
	2.1.3. No of viable BPs implemented	25,000	5,338	21%
Output 3.1: Market access linkages for priority VCAs improved	3.1.1 No. of VCA groups aggregated	940	149	15.8%
	3.1.2 No of market linkage instruments signed and operational	1410	256	18.1%
Output 3.2: Access to market information by VCAs improved	3.2.1 No. of market information providers supported	1410	345	24.4%
	3.2.2 No. and type of information provided per VC	15	12	80%
	3.2.3 No of VCAs using market information	188,000	188,000	100%
Output 3.3: Access to VC financial services by VCAs improved	3.3.1 Number VCAs accessing financial services to finance their business plans	188,000	140,000	76.5%

From the summary, there are significant variations in achievement of outputs ranging from 0% to more than a 1,566%. However, none of the outcomes has achieved all the outputs and consequently none of the outcomes can be considered to have been achieved even without considering the outcome level indicators. Even in cases whether the outputs have been achieved, additional time is still required to translate the outputs to outcomes since most of the activities are just recently completed (in most instance, less than a year since completion).

Outcome 1: Productivity of priority value-chains increased

The objective of this outcome is to support value chain actors (men, women and youth) in the prioritized value chains to increase their productivity through capacity development, access to inputs and productivity enhancing technologies. The expected outputs under this outcome include the following;

- Capacity of existing service providers on identified opportunities enhanced
- Value chain innovations with high prospects for empowering women and youth to participate in value chain development for increased productivity supported, and;
- Strengthened environmental resilience and climate smart agriculture (CSA) for increased productivity among prioritized value chains

A significant part of interventions by the Programme are still at an early stage and there is no evidence to allow the review team to make an overall judgement on the changes in productivity by the target beneficiaries. However, the review has found evidence of behaviour change amongst beneficiaries that show early signs of improvement in production practices. While not all beneficiaries altered their behaviour to the required standard, all of the farmer groups interviewed (see Annex 5) demonstrated behaviour change including use of quality inputs and better management of pests and diseases. In the poultry value-chain, for example, there is a significant growth in the capacity of producers to produce one-month old indigenous chicken that are then supplied to other producers. This is partly incentivized by county investments in the sector, but also supported by increased demand for indigenous chicken. Also, most of the producers have adopted early vaccination of the poultry as a standard measure for disease control, a practice that is not common in the production of local poultry.

The programme has facilitated access to extension services and inputs by creating linkages to service providers and input suppliers. However, the level of penetration by the service providers is still very low, and most have had less than 1 year of engagement with the primary producers or value-chain organisations (VCOs). Some inputs providers have set-up demonstration farms showcasing the quality of their inputs, as wells as to educate producers on good agricultural practices. There is a significant increase in the number of service providers (both public and private) engaging with producers as a result of programme support. The frequency has also increased and producers reported an improvement in the responsiveness of service providers, partly facilitated by the use of technology like Whatsapp in communication and delivery of advice to producers.

Table 5. Service Provider Identification and Training (Source: ASDSP II Annual Report 2019/2020)

Output 1.1	*Capacity of existing service providers on identified opportunities enhanced*		
Output indicators	*Planned*	*Achieved*	*Cumulative achievements*
1.1 No. of opportunities identified	*135*	*135*	*2115*
1.2 Number of service providers trained on identified opportunities	*286*	*0*	*0*

Across all 47 counties, the programme has identified innovations with potential to improve productivity in the different value-chains (some were first developed under Phase 1). It is expected that the service providers will provide training and other capacity development support to the primary producers to facilitate the adoption of these innovations. However, the execution of identified innovations across all the reviewed counties remains very low, as a result of the delays in implementation of the innovation grants that are meant to support this process.

Department of Meteorology, Elgeyo Marakwet, commented:
Climate information is key in agriculture. It has to be timely, accurate, and easy to understand by the intended users. As a department, we are collaborating with ASDSP and KCSAP on information dissemination and in the language that users understand best. We have also mainstreamed traditional weather forecasts which enhances our predictions.

Adoption of Climate Smart Agriculture (CSA) technology, like solar drying of mangoes, solar irrigation, and solar drying of fish remain very low and there are still many barriers that need to be addressed before broader adoption is realised. Some of the barriers identified included; availability of the technologies in the local markets, financing for the technology, and knowledge to appropriately apply the technology. CSA and Green Growth (GG) technologies aim to achieve food and nutritional security as well as broader development goals under a changing climate and increasing food demand. As part of supporting CSA the programme has been supporting dissemination of weather information to producers to improve preparedness in cases of drought and floods. Service providers have also been engaged to support the promotion of CSA technologies is some counties.

A member of Siaya Mango Youth Group commented:
We have really benefited from the programme as it linked us with FAO. FAO gave us solar driers and we were trained in using them to dry mangoes. We buy mangoes or get them from our farms, sun dry, package and sell to FAO. They buy from us at Kshs. 500 per Kg. so we have a market for the mangoes. Members are happy with the mango project.

Outcome 2: Entrepreneurial skills of priority VCAs strengthened/ enhanced
The programme review team found evidence of improved entrepreneurship skills among the key value-chain actors in the counties that were visited. For example, producers are able to maintain profit and loss accounts that allow them to calculate the profitability of their enterprises. Value-chains organisations (VCOs) are proactively pursuing emerging business opportunities for their produce including competitive bidding for the supply of produce. Across all, we found evidence of some VCOs changing their legal status from self-help group to cooperative, to allow them to make legal contracts with other market actors e.g. In the mango and camel milk value-chains some of self-helps have incorporated into cooperatives. However, the current monitoring and evaluation system does not systematically track this progression to allow for a comprehensive analysis of the whole programme on institutional development. Incorporating into cooperatives allows organisations to engage with a wider range of market actors including participation in county competitive bidding processes. Programme supported activities have helped VCOs to develop strategic and business plans that are crucial for the growth of their enterprises. Some of the VCOs have used these business plans to raise finance from financial institutions as well as receiving support from other development partners. The resources are being utilised to support enterprises that will generate income for the VCOs while creating opportunities for the members e.g. by providing inputs or aggregating produce for the market.

Engagement with service providers during the review indicated that they have improved their capacity through training and from information sharing with other service providers. However, this varies between counties because the training has not taken place in some counties. Tools have also been developed to support delivery of training to primary value-chain actors. While most service providers appreciate the tools, there is still a need to customise some of the tools to the unique needs and contextual differences in the counties and individual value-chains. For example, some of the VCOs indicated that the business training tools were too generic and didn't help them effectively analyse the viability of particular enterprises they are considering establishing.

Outcome 3: Access to markets by priority VCAs improved
There are mixed results on access to markets between the target value-chains and between the counties. However, across the 8 counties the review team found evidence that the value-chain platforms have been successful in creating market

linkages although the depth of the link varies. The extent to which these linkages have yielded business transactions between producers and buyers varies significantly from one county to the other and from one value-chain to the next.

Table 6: Value Chain Linkages Leading to Business Transactions

Value-chain	Have market linkages improved	Have market information sharing improved	Have the linkages yielded business transactions
Mango	√	√	√
Fisheries	√	√	
Beef	√	√	
Green grams	√	√	√
Indigenous poultry	√	√	√
Camel Milk	√	√	
Tomatoes	√	√	
Cow Milk	√	√	√

In addition, some of the market relationships already existed before establishment of the value-chain platforms and therefore it was not possible to isolate market access opportunities that were entirely as a result of the programme's current phase, as most had been established in ASDSP I.

Across all the counties there is increased access to market information facilitated by engagement between the different value-chain actors. Information asymmetry between buyers and sellers has significantly reduced as a result of the seamless flow of information. Information is frequently shared both vertically between buyers and sellers and horizontally between sellers. Improved penetration of mobile phones and social media platforms has made information access cheaper and easier.

Interview with a fish monger, Siaya

"I'm in a fish monger group called Siaya Municipal fish mongers and we are 21 members. Joined ASDSP last year 2020. this is the third meeting to attend. The director buys fish from me in the market and came to know about the program through him and invited me for the meetings. The agenda during these meetings were: fish marketing, the challenges we face, how the business has developed us and the possible returns we could get from the business. I have learnt to do record keeping, doing gross margin analysis- how much profit we make in a month or yearly, also what causes losses in the business, customer relations and I have implemented all that I have learnt. The biggest challenge is market. I made 6000 profit the month of January"

Barriers still exist in access to markets in some counties. Such barriers include the uneven implementation of policies that leave some counties at a disadvantage as well as high taxation of produce by some counties. For example, the implementation of

tomato packaging regulations in some counties left sellers in those counties at a disadvantage as buyers preferred counties where the regulations were not implemented. High taxation by some counties on products leaving those counties, discourage the entry of buyers and encourage smuggling of produce through neighbouring counties, which distorts the market. In some counties, mobility remains a challenge due to poor infrastructure especially during the wet season.

Access to financial services remains a major obstacle to enterprise growth and improvements in productivity for most producers. The programme has made tremendous efforts to bring financial service providers to meet value-chain platforms in order to facilitate interaction and linkages with value-chain actors and the VCOs. All value-chain actors interviewed in the 8 counties visited indicated that they had had interactions with a financial institution and were aware of the type of financial products that are offered. However, most of them had not accessed financial services, either because they did not meet the lending threshold set by the financial institution or they didn't consider the financial products appropriate to their enterprise. However, the review found evidence of access to finance from non-bank financial institutions e.g. the government-funded women's enterprise fund, as well as Hand in Hand, a non-governmental organisation which supports village saving and loan schemes. The majority of financial service providers were yet to develop suitable products for agricultural value chain actors. There is increased use of mobile phone-based lending by most value chain actors (particularly traders, transporters and input providers) and although the loans are very expensive, they are more accessible as compared to bank or micro-finance lending.

Outcome 4: Structures and capacities for consultation and coordination in the sector strengthened

The programme has been successful in establishing coordination platforms at both the national and county level by supporting the structuring and establishment of CASSCOMs and JASSCOM. In addition, the programme has supported the establishment of value-chain platforms for each of the value-chains at the county level. The effectiveness of coordination mechanisms within the counties and between the county and national level shows mixed results. At the county level, understanding of the mandate of CASSCOM, as well as the effectiveness of the platform, varies significantly between counties. In 3 of the counties visited, the CASSCOM is recognized as an essential part of the coordination infrastructure for the sector and measures have been put in place to integrate it into the formal structures of the county. In such counties, the meetings of the CASSCOM are held on a regular basis, quarterly at a minimum, with technical committees of the CASSCOM meeting more frequently to discuss emerging issues that are presented to the quarterly CASSCOM meetings. In other counties, the CASSCOM only exists as an amorphous group of stakeholders that meets occasionally to share information on the implementation of the different programmes and projects. Across all counties, the CASSCOM has performed well as a mechanism for sharing information and fostering collaboration. Their effectiveness in influencing investment decisions by the counties as well as other programmes in the sector remains limited. It is expected that once

institutionalised the CASSCOM will play an important role in ensure alignment, complementarity and coherence of investments in the sector.

CASSCOM Siaya commented:

There are partners ensuring that all that pertains to CASSCOM is met and everyone knows what is happening. The Partners brought together already understand about CASSCOM. It is important for CASSCOM to have its own specific roles, duties and structure when institutionalized (ownership) just like a union. And the structure should be strengthened.

We are already making it a legal structure and ASDSP can come in and help us in the process. Before having CASSCOM we understood fully that there has to be a link that will let others know what is happening. There are attributes that need to be identified to justify the existence of CASSCOM so that it is legalized at county level.

At the national level, the JASSCOM platform has been dysfunctional in its mandate and has not met over the last three years. Meetings of the Sectoral Working Agriculture Groups (SWAGS) of JASSCOM have taken place to discuss key technical and policy issues emerging in the sector, but no significant action has taken place beyond the SWAGs, because such actions require approval of JASSCOM. Some of the proposals from the SWAGS e.g. the dairy sector have been adopted through other intergovernmental mechanism and are currently being implemented. The Council of Governors has withdrawn some staff that had been seconded to the Joint Agriculture Secretariat (JAS) leaving the JAS with insufficient staffing to execute its mandate. The political economy has not been particularly favourable to the operations of JASCCOM. This is expected to improve in the near future due to changes at the COG and National Government that have taken place in the recent past. However, there is need to explore legal and policy measures to insulate the JASSCOM from the political economy between the national and county government and ensure continuity regardless of who is holding office at the COG or National Government. There is need to legally establish the JASSCOM as the intergovernmental mechanism for the agricultural sector to make that it gets the resources required to achieve that mandate but also give it the credibility and authority to coordinate policy and development issues related to the sector.

4.4.2 Quality of monitoring and evaluation (M&E)

The programme has a robust M&E that tracks the achievement of the outputs and outcomes at county level and aggregation of results is done at the national level on an annual basis to feed into the annual programme report. Despite the M&E system being robust, the programme tracker and M&E system has limited ability to handle the extensive data being generated by the programme. As is, the current M&E system at both county and national level measures the activities and outreach of both outputs and outcomes and does not generate a lot of insight into actual implementation although a limited and separated narrative does address some issues related to the

changes being generated by the programme. More focussed insights would inform improvements required in delivery of the programme. For example, Table 7 below reports the programme performance on adoption of climate smart agriculture but there is very limited information on the type of technologies, the progress in adoption or any identified barriers to adoption.

CPS Nyandarua commented:

We have one M&E at the national office, and it is the same that has been used at county level. We feed our progress in and we use it to plan. Although, it requires continuous update to be able to capture things like gender. It is a good one and it is serving the purpose. It requires to be made stable and improved as it captures the figures but not the narration.

Table 7: Adoption of Climate Smart Agriculture Technologies

Output 1.3	***Enhancing Climate Smart Agriculture and Green Growth interventions, practices and technologies***		
Output indicators	***Planned***	***Achieved***	***Cumulative achievements***
1.3.1 No. of CSA technologies promoted	***556***	***334***	334
1.3.2 No. of CSA innovations in use	***413***	***310***	***310***
1.3.3 No. of VCA using CSA innovations by sex and age	***200,680***	***160,544***	***160,544***

Further, efforts to integrate the programme M&E system with the sector Management Information System (MIS) was curtailed by transition to a new agriculture strategy; Agriculture Sector Growth and Transformation Strategy (ASTGS) that was launched after the implementation of the second phase of the programme had begun. It is thus important that, as the programme matures, the M&E system should reflect transformations in the different value-chains, as well as adapting measurement, reporting and learning. Although there exists a mechanism to help capture qualitative data separate from the programme's quantitative tracker, the same should be linked with the quantitative data management system to ease the tracking of transformational change across the value-chains. This could include exploring a more robust use of qualitative indicators while being cognizant of reporting burdens, as well as ensuring robust post-engagement assessment of value generated by activities like training and strategic planning.

4.5 IMPACT

i.	*What is the overall expected impact of the programme in terms of direct or indirect, negative and positive results, intended and unintended?*
ii.	*Has the programme improved the quality of beneficiaries' output?*
iii.	*Has the programme enabled beneficiaries to adopt stronger negotiating positions?*
iv.	*Have these changes resulted in increased returns to target beneficiaries?*

Due to delays in implementation, it has not been possible to find evidence of impact at this point in time.

4.6 SUSTAINABILITY

i.	*Is it likely that the benefits (outcomes) of the project are sustainable?*

As a significant part of the interventions are at an early stage, the review is unable to pass an overall judgement on sustainability for the programme. To ensure sustainability, the programme should be maximizing incentives for all stakeholders to engage in transforming value-chains. The investments are likely to become sustainable when a full range of barriers that inhibit commercialisation are addressed in parallel. The availability of flexible and adaptive capacity building can be particularly effective in addressing the identified barriers especially within the context of a dynamic political economy. The pairing of investments (through the innovation grants or from other programmes) and capacity building will likely provide better incentives for stakeholders to engage and adopt the required technologies. ASDSP II should actively seek to pair infrastructure investments with training to address key barriers, build the engagement of a broader range of important stakeholders and pro-actively align VCOs with other initiatives that are ongoing (KCSAP, NAGIRP).

On financial sustainability, most counties consider investment by ASDSP II (as well as other programmes) to be a substitute rather than complementary to counties' own investment in the sector. Most of the counties reviewed have not allocated any additional resources to the sector beyond their counterpart contribution to ASDSP II and other programmes. Resource allocation to the agriculture sector remains limited partly due to a lack of adequate development financing within counties as well as revenue shortages. In most counties agriculture does not rate in the top five priorities for budget allocation and therefore continued financing is mainly dependent on development partners. In situations of prolonged delay to financing from the programme, CPS staff transferred to the counties have remained underutilised which demonstrates the vulnerability of the programme. While no immediate risk of financial unsustainability has been noted, as other development partners remain active in most counties, changes in development financing are likely to affect the sustainability of the interventions started by the programme.

The coordination and value-chain development infrastructure (VCPs, VCOs) are crucial for the growth and sustainability of the sector. For example, in counties where

the VCOs are relatively more mature, there are also strong signs of sustainability as the VCOs are able to independently engage with the market and develop products that fit the emerging consumer markets e.g. camel milk products. The VCOs are also more stable due to more developed cooperate governance and operational systems. In counties or value-chains where the VCOs are relatively young, sustainability is much less clear. Consequently, there should be a significant focus by the programme in the remaining period on supporting the development and maturity of the VCOs and institutionalisation of the coordination mechanisms to safeguard the sustainability of the programme outcomes.

The programme has equipped the value-chain actors with additional skills and knowledge on production, climate adaption, production enhancing technology and marketing opportunities and this is expected to remain with the value-chain actors in the foreseeable future. While the adoption of new technologies remains low, this is expected to build momentum once the implementation of the innovation grants is commenced. Linkage with the technology providers, the service providers and financial institutions will play a crucial part in safeguarding the sustainable use of the technology by the value-chain actors. For example, the companies providing the drought resistant seed varieties now have a direct link to the VCOs and can continue to provide training on the production techniques even as they introduce new varieties in the market. The social capital created through the VCOs is also expected to play a crucial role in the interventions and outcome sustainability because it provides an easy entry point for market actors seeking to engage with the farmers for input provision, training or product aggregation. As most of the VCOs achieve maturity it is expected that the strengthened engagement with market actors will also be enhanced.

One key feature of ASDSP II is that it has been designed by applying strong stakeholder engagement processes, but the dynamics of sector-wide engagement can slow down during implementation as engagement increases with individual VCAs or service providers, and as dedicated resources for stakeholder meetings become limited. Ways should be explored to maintain active stakeholder dialog during implementation, and to facilitate cross-programme learning. This will not only improve the effectiveness of programme delivery but also maximize learning and innovation opportunities, inform future programming opportunities, and support innovative approaches, while helping navigate the local political economy. Consideration might be given to providing longer-term ‘bridging’ support where it is clear that capacity remains a constraint and momentum is likely to be lost on Programme completion without ongoing external facilitation.

4.7 GENDER AND YOUTH

i.	*Were gender perspectives considerations reflected in programme objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries?*
ii.	*Were gender perspectives considerations taken into account in programme implementation and management?*
iii.	*Have gender relations and equality been or will be affected by the programme? Particular attention will be devoted to the how women and youth have benefitted from programme activities. How have women and youth been involved in value chain development? How has capacity and innovation concepts been used as tools to bring more youth and women in VCD and etc.*
iv.	*How was gender/social inclusion integrated into the design, planning and implementation of the intervention?*
v.	*Has the intervention had positive or negative effects on gender/social inclusion and how?*
vi.	*Could gender mainstreaming have been improved in planning, implementation or follow up? If so, how?*

ASDSP has ensured gender and youth responsiveness in selection of value-chains and interventions in the design stage, this is supported by strong value-chain and baseline analysis. Implementation is also supported by the recently completed Gender and Social Inclusion Strategy. Women are generally well represented across all value-chains and across the coordination structures established by the programme. Most of the VCOs, VCPs and CASSCOMS have women in their leadership hierarchy and overall women play an active role in the management of those structures. At the VCOs level women are also involved in the management of the operations of the VCOs. In each of the counties, efforts have been made in value-chain selection to ensure that at least one of the value-chains or some of the nodes in the value-chains are dominated by women. However, there is significant room for improvement in terms of generating evidence of the contribution that gender-responsive programme elements can make to enhancing women's participation in economic empowerment and how this affects the achievement of the programme's overall goals on food security and income generation.

All counties have developed Gender and Social Inclusion Action Plans (GSIAPs) that identify areas where more inclusion is required. Target groups and actions to be taken to enhance inclusion have been developed. However, most of this GSIAPs were completed recently and implementation is either at very early stages or has not started. While the overall programme monitoring and evaluation framework allows for gender aggregated reporting, there is a need to incorporate the GSIAPs in the monitoring and evaluation framework. This will provide a stronger evidence base of the contribution of gender-responsive actions to programme goals, and may provide important insights for programme design. Across all the counties, staff have been trained on gender-sensitive approaches that are aligned with programme implementation and goals. In most counties, however, it is too early to see whether these efforts could lead to long-term systemic changes on gender issues. Programme

monitoring and reporting is gender-specific, with sex-disaggregated indicators established at all programme levels.

Table 8: Membership of VCOs in Makueni County

Value chain	Total Membership	Men (%)	Women	Youth
Indigenous Chicken	1,819	21.8%	78%	0.02%
Mango	2816	52%	42.4%	4%
Green grams	8,648	29.1%	58.7%	12.2%
	13,182	**4383**	**7689**	**1185**

Table 9: Membership of VCOs in Nyandarua County

Value Chain	No. of VCOs	Men headed households	Women headed households	Total Membership
Daily (Cow Milk)	73	55.2%	44.7%	4112
Fish	66	59%	41%	1127
Potato	117	39%	61%	2129
Totals	**256**	**51.1%**	**48.9%**	**7368**

REMA Dairy Group commented:

Before ASDSP, dairy was a men's affair as per tradition but now women and youth have come in. Women provide marketing while youth provide transport services. If you have no youth in your family, you cannot make it in the dairy industry as transport of raw mild becomes a challenge.

Metkei Dairy Cooperative commented:

Most jobs in the industry were for men, but due to automation women and youth can now participate in dairy and milk handling. Culturally livestock keeping is a man's job but it is now changing. At least 20 per cent of the producers are now women and youth. The women and youth have equal chances but it's difficult due to culture.

4.8 ENVIRONMENT

i.	*How does ASDSP contribute towards reducing or mitigating Kenyan agriculture's environmental and climate change challenges?*
ii.	*Are there any negative or positive environmental or social impacts specifically attributed to ASDSP?*

ASDSP has a clear objective of strengthening communities' resilience to climate change by promoting of adoption of technologies that integrate food and nutritional security and adaptation to climate change. Climate Smart Agriculture (CSA) has been identified as a way to sustainably increase productivity, enhance resilience, and minimize greenhouse gas emissions. The programme has developed indicators to track the number and type of CSA and GG technologies promoted, the number and type in use and the value-chain actors using the technologies by gender and age.

The findings of the programme's baseline study demonstrated adoption of some climate smart technologies. Some of the CSA technologies with the highest adoption levels in each of the value-chain node include; Energy saving (39 %), soil conservation (33 %) and water conservation (29 %) which were the most adopted technologies by the input suppliers. For the producers, organic fertilizers (39 %) and agroforestry (33 %) were the most adopted technologies, while for the processors, waste management technologies (36 %) and energy generating innovations (30 %) were the most adopted CSA technologies. This midterm review has not found any identifiable positive or negative environmental impact associated with implementation of these CSA technologies. They are more likely to emerge in the latter stages of implementation.

4.9 TECHNICAL ASSISTANCE (TA) COMPONENT

i.	*Are valid and consistent TA support activities and outputs available in result areas, M&E, communication and management?*
ii.	*How has TA budget performance, management and oversight worked? What reporting and accountability tools along with systems and procedures were used to deliver TA support?*
iii.	*To what extent has TA support achieved its objectives*

According to its Terms of Reference, TA support to ASDSP II is required to strengthen the capacity of implementing structures at national, intergovernmental and county level. The Terms of Reference were prepared by MoALF&C.

During the very extended 18-month inception phase of ASDSP II, TA was unavailable to the programme. This was due to failure of the initial procurement process and the requirement to undergo a second round of bidding. When the TA finally came on-board key decisions had already been taken, some of which might have been made differently had the TA start-up been timelier. The TA team is similar to that under Phase I and therefore comprises a great deal of institutional memory and expertise.

It is understood that the programme team at NPS feels that the TA team have, in some respects, exceeded their mandate, for example by visiting counties without proper coordination with the NSP programme management. It is apparent that the relationship between programme management and the TA team has to some extent proved challenging. As stated above the TA has an extensive remit to strengthen capacity at all levels of the programme, but this has clearly created some conflict. It is possible that the unfortunately delayed arrival of the TA team and therefore its absence during the extended inception phase has created a mismatch in expectations and understanding. Given that much of the TA delivery is designed to be demand driven, utilisation of the service is dependent on the NPS. Where the relationship is strained there will clearly be the potential for tension and a dysfunctional relationship. This needs to be addressed through some form of mediated process as all the human resources available to this programme should be used effectively. As stated in the TA's January 2021 report, there is a need for a clearer definition of, and agreement on, what the TA role should be and this is particularly relevant to the remaining 15 months of the programme along with any no-cost extension, if such is agreed..

A significant output delivered by the TA has been the Baseline Survey which is a major input into the delivery of an effective M&E system. An extensive list of other delivered services is provided in the TA's report for January 2021. However, further development of the M&E system is required as set out in Section 4.4.2. above.

The TA were asked by National Government to support the Government's response to the Covid 19 pandemic which has had a huge impact on governments all across the world, so this was clearly an exceptional circumstance. They were also asked to assist with the Government's youth strategy and national level communications, all the above were undertaken although not originally contracted for. The team have provided other support and provided detailed six monthly progress reports in line with their contractual undertaking. As a result of the additional deliverables, the TA budget has been expended rapidly and will probably be insufficient to cover any possible no-cost extension of the programme, at least in terms of long-term TA.

4.10 COMMUNICATION AND VISIBILITY

i.	*To what extent are key programme stakeholders including the government entities, beneficiaries, private sector, civil society, development partners aware of the ASDSP II as a support programme to commercialise agriculture?*
ii.	*To what extent are the same stakeholders aware of the sources of funding?*
iii.	*To what extent has the visibility in the programme complied with the EU regulations on visibility?*
iv.	*Which visibility and communication activities did the programme use to provide information to stakeholders about the resource partner and implementing entity? How effective were the strategies/approaches used? How can visibility of the donor and GOK (national and county and other partners) be enhanced in the future?*

Programme communication is guided by the Knowledge Management and Communication Strategy. Programme audiences have been mapped and means of communicating to each of them detailed in the strategy. The main media to capture and communicate programme results are reports, news briefs, partners' newsletters, county media teams, websites and social media handles. These channels, coupled with intensive sensitization about the programme and participatory processes during the inception phase, contributed to high awareness levels about the programme among beneficiaries.

Branding efforts were low, attributed to limited financial resources allocated to communication. Main branding avenues that were common across counties were banners and signage with other branding strategies yet to be explored, with a few cases of T-shirts.

Additionally, EU communication guidelines were yet to be reflected on some publications and branding materials, such as signage, which only capture the programme, county and national government logos.

5 Conclusions

5.1 RELEVANCE

Overall, the programme is highly relevant in relation to development policies and strategies in the agricultural sector at both the county and national levels, as well as to the needs of its target beneficiaries. It is equally relevant in relation to development cooperation objectives of Sweden and EU. The programme benefits have clear linkages to increased productivity in the agriculture sector, reductions in poverty, improved food and nutrition and strengthening the resilience capability of the target communities to climate change.

ASDSP II contribution to the development of coordination mechanisms like CASSCOMs as well as strong sector institutions (farmer and other value chain actors) that can engage effectively with markets and policy makers remains a strong proposition. Devolution of government functions and resources to the county has created the need to create strong institutions with the capability to steer sector growth at the county level. Strong institutions are generally lacking across the counties and significant investment in capacity development will be required in the medium-term.

The training provided by the programme to producers, farmer organisations and other value chain institutions is highly appreciated by the key stakeholders and is helping fill some gaps that have been created by absence of an effective extension system. The programme fills an important resource gap in provision of extension and business development services. By engaging with both private and public sector extension services, the programme also helps catalyse demand for extension services by exposing producers to new possibilities and by creating market linkages. These in turn create demand for improved production techniques to meet market requirements. For example, linkages to mango export markets has created demand for GlobalGAP certification, which then creates demand from producers for extension services to upgrade farming practices to meet the required standards. The programme is also supporting decentralised extension by working with lead-farmers, who provide extension to other producers. Also, by leveraging mobile phones and social media platforms to expand outreach and improve timeliness of training delivery.

However, there is still potential for improving the relevance of the programme in several ways. For instance, the role of the youth in the programme needs to be more conspicuous. Also, there is room to tailor training provision to the evolving needs of VCOs, as they become more mature training needs shift from generic capacity building to more customised support and mentorship. The programme could also explore mechanisms of decentralising the training for county government officials to the county level (or regional level reaching a number of

counties) to allow for engagement with a wider constituent of officials as opposed to holding the trainings at a national level and limiting engagement to only a few officials from each county.

5.2 COHERENCE

Overall, the programme is aligned and complementary to other initiatives in the sector. The review has found strong evidence of collaboration between the ASDSP II and other programmes implemented in the sector by county governments, national government and development agencies. The programme has demonstrated a strong capability to leverage contributions by other actors while keeping to its core mandate of capacity building and institutional development. Investments in the coordination mechanism have yielded greater coordination and coherence in the sector and is highly appreciated. Ensuring close collaboration, especially during design and planning of new programmes, will reduce the risk of duplication between programmes and also ensure that other programmes can utilise the repository of knowledge and information that lies within ASDSP II.

Other key programmes in the sector, such as KCSAP and NAGIRP, are not using the CASSCOM coordination framework for the implementation of their work at the county level. This has long term implications for the effectiveness and sustainability of the CASSCOM and reduces potential impact of resource allocations towards capacity building undertaken by ASDSP II.

5.3 EFFECTIVENESS

The programme has demonstrated an acceptable level of effectiveness in the implementation of activities. Implementation of the programme is still at an early stage, and this does not allow for an overall judgement on the achievement of outcomes. The ability of ASDSP II to engage with competent partners from both government and private sector has been important in the delivery of activities. Most implementation is still at activity level and while internal reporting indicates that some outputs have been achieved, the depth of engagement between value-chain actors is still limited: mostly through formal training sessions and coordination meetings.

The review has come across some early signs of progress in achievement of outcomes as mentioned in the Findings Chapter above, these include:

- Increased production capacity for some producers and VCOs which is helping them take advantage of emerging market opportunities.
- A significant number of VCOs have developed strategic and business plans but evidence of implementation is still lacking
- Access to extension services has improved, mainly facilitated by the programme. Some producers have demonstrated an increased willingness to pay for extension services based on commercial incentives created by market demand for products.
- VCOs are proactively engaging with market actors (inputs providers and buyers) demonstrating an improvement in market linkages

- All but two counties have established CASSCOMS and a few have started the process of institutionalising them into their county structures. However, the effectiveness of the CASSCOMS as the primary coordination structure for agricultural at the county level, varies significantly between counties.

Introductions between financial institutions and value-chain actors have been made, but there is little evidence that formal financial products having been accessed as a result. A lot more work is required to understand and unlock barriers to finance.

5.4 EFFICIENCY

The programme as a whole cannot be considered highly efficient, although spending is almost in line with the actual level of delivery. Delays in delivery, as the result of a number of a number of factors have significantly affected the overall efficiency. The budget for technical assistance has been largely spent, due to demands from external actors which were agreed, although the programme is only halfway through in terms of implementation. Additional resources will be required to provide technical assistance, should any extension of implementation be agreed.

The review did not find instances where resources have been misapplied either at national or county level. There are robust accountability mechanisms to ensure resources are utilised properly. There is an urgent need to accelerate approval of key documents to allow for timely delivery of activities in the remaining period, to enable the programme to achieve its set outcomes. There is room to improve communication and decision making between the national and county level coordination structures to avoid delays in the approval of documents and strengthen monitoring of implementation. Overall the stakeholders are satisfied with the quality of delivery across the counties reviewed, but they remain concerned that the remaining duration is insufficient to complete delivery of the programme.

5.5 IMPACT

The MTR did not find broad-based systemic change and scaling of interventions to allow for an overall judgement on the achievement of impact. Most interventions are still at an early stage.

5.6 SUSTAINABILITY

The MTR has found evidence of commercial relations starting to emerge between actors especially for value-chain actors that were involved in ASDSP I. Sustainability of the programme's outcomes and impact is mainly dependent on the establishment of commercial relationships between market actors and addressing the systemic barriers that affect access to extension, inputs and finance by producers. This gives hope of sustainability for some of the interventions supported. However, there is significant ground to be covered in dealing with these systemic barriers (including infrastructure) and they remain a hindrance to commercialization of value chains and to the growth of individual enterprises. Some of the barriers can be addressed by implementing policies that are already underway at the county and national levels. Others must be addressed by making investments in

the value-chain infrastructure through the programme's innovation grants as well as leveraging investment by other donor-funded programmes or other counties.

5.7 GENDER AND YOUTH

The programme is designed and implemented in a gender sensitive way. The recently developed gender and social inclusion strategy provides a good reference point for capacity building and decision making on gender issues. The programme's choice of value-chains and interventions has ensured a good representation of women, including on coordination platforms. Reporting is done in a sex disaggregated manner, to capture the representation of both men and women in the different activities undertaken. Nuances on how the programme affects men and women differently are generally lacking in the reporting system, as information captured is quantitative in nature and mainly limited to the gender of beneficiaries.

Efforts towards ensuring participation of youth and vulnerable groups have been made. Strategic interventions appropriate for youth are evident in some counties. These include youth engaging in value chain activities other than production, including feed processing, chicken trading, spray programmes and mango processing, among others. However, there is a need to provide dedicated support to help youth and vulnerable groups execute their roles more effective. For example, in the mango value-chain youth play a crucial role as harvesters and sprayers but their representation in VCOs is minimal. There might be a need to organise them into a service provision enterprises that can serve the value-chains more effectively and engage better with other market actors.

5.8 ENVIRONMENT

The programme is conscious of the impact of climate change on livelihoods in the agriculture sector. In this regard, climate resilience was factored into the selection of value-chains for intervention by the programme. Climate Smart Agriculture (CSA) has been identified as an effective way of sustainably increasing productivity, enhancing resilience, and minimizing greenhouse gas emissions. The programme has developed an inventory of CSA technologies used in the different value-chains and developed indicators to track the number and type of CSA and GG technologies promoted, the number and type in use and the value chain actors using the technologies by gender and age. It has also identified service providers to deliver training to producers to help them understand usage of the different technologies. In disseminating weather information, the programme has partnered with Kenya Meteorology Department. This partnership has been useful in timely dissemination of weather information to support ideal sowing and treatment timing, etc. However, it is not possible for the review to make an assessment of the impact of the programme on improved resilience of producers, as adoption of the technologies remains low (as captured by the baseline) and utilisation is still at an early stage. The programme should develop a mechanism of publishing information on CSA technologies more widely to improve access. Limited access to information was identified as one barrier to adoption by most stakeholders.

5.9 TECHNICAL ASSISTANCE (TA) COMPONENT

The full scope of expertise provided for under the contract with NIRAS may not be entirely appropriate to the current needs of the programme, so it is reasonable to suggest that some realignment of personnel should be encouraged within the remaining contract period. For example, procurement is now undertaken at the county level, whereas under Phase I it was a national level responsibility. NIRAS provided support to this, which may no longer be required. Whereas additional support to modernising data capture within the programme's M&E is very desirable, so an appropriate short-term position might address this.

5.10 COMMUNICATION AND VISIBILITY

Programme communication channels are diverse and facilitate awareness through the dissemination of activities and results among different actors and stakeholders in the agriculture sector. This has enhanced programme visibility.

However, such visibility is skewed towards some partners with key partners including the EU and Sida yet to be fully recognized. Efforts towards inclusive branding that recognizes the different partners will be important in recognition of the contribution the different partners have made to the programme.

6 Lessons Learned

From the review of documentation, field work and interviews conducted by this MTR, the following lessons learnt have emerged:

There is a need to customise training and business development support to the emerging needs of the VCOs: Feedback from VCOs shows the need to customize training provided to them. VCOs established under ASDSP I have matured and now require discreet skill sets to help them consolidate and/or scale their enterprises into new areas. Consequently, they observed that the engaged service providers need to understand their training needs before developing and delivering capacity building. For example, some VCOs interviewed are considering developing value-addition enterprises for their produce and in some instances they have started the process of seeking quality certification for that value-addition. However, a quick analysis of the scale of product aggregation in some sectors, for example milk collection, shows that the quantities aggregated are insufficient to support a value-addition enterprise. Further discussion indicated that this was not discussed as part for the business planning training, which was more generic and no specific mentorship has been provided regarding this enterprise.

There is a need to engage political leaders more regularly to unlock some of the barriers affecting the programme: While ASDSP II is technical in nature, its success is heavily dependent on decisions made by political leaders at county and national levels. Evidence from the counties reveals that, in counties where the programme has earned political goodwill from key leaders, progress has been better, despite other external factors (Covid-19, revenue shortages, delays in approval, etc.). Recent meetings facilitated by ASDSP II, with County Executive Committee members from all counties helped in creating an understanding of the programme's funding mechanism as well as putting pressure on those counties that were lagging behind to accelerate funding. It is worth considering integrating a mechanism of engaging political leaders on a regular basis to showcase the progress and impact of the programme, and also to share bottlenecks affecting programme implementation in the different counties. This forum could also be used to discuss coherent implementation of policies across the counties as well as other vital implementation issues.

Increased leverage of other programmes in the sector: Transformation in the sector is likely to occur more rapidly where a critical mass of interventions and contextual factors align, making change a dynamic and perhaps more unpredictable process. For example, the growth of specific value-chains is dependent on a range of factors including; a facilitative regulatory environment, a robust investment climate, access to affordable finance, an increase in the availability of cost-competitive CSA technologies, strong consumer awareness and demand, and clear political will to shift toward commercialisation. The absence of a single element can lead to delayed take-

off such that transformation only becomes apparent after several years of modest results.

Need for the programme to support the mobilization of new infrastructure: ASDSP II theory of change is structured around capacity building, awareness raising, improving the enabling environment, institutional strengthening and governance, and piloting small-scale technologies to deliver proof of concept. By improving the underlying system, scaling of the innovations is expected as the enabling environment becomes more supportive to change and pilot projects prove successful. For this the programme requires investment in infrastructure to support take-off. Being seen as a bridge to infrastructure programmes, with the finance that ASDSP II does not have, enhances credibility and incentivises other stakeholders to engage. The programme is likely to be more successful if it plays this match-making role more effectively, by seeking to proactively influence investment decisions of complementary programmes. Supporting viability assessments, designing operational plans and building specific skills for managing infrastructure are just some of the areas where ASDSP II could add value to other programmes.

The programme's interventions on capacity building offer a unique opportunity to catalyse agricultural development. ASDSP II facilitates development of human capital which spurs innovation and empowers agriculture actors to make informed and more creative entrepreneurial decisions. Actor's habits, knowledge, social and personal attributes are transformed thus enabling them to productively engage in agribusiness. It is thus a long-term investment whose value should endure.

A stakeholder approach to actions and processes develops unity and cohesiveness which enables faster generation of quality results, it reduces duplication of efforts and enhances sustainability of programme results.

A clearly defined and agreed institutional architecture, along with dedicated and motivated human resources at county level is critical to realization of results. Career progression and development, if neglected, could contribute to high staff turnover and low motivation for participating in programme implementation.

Timely resource allocation significantly influences programme delivery and on-time release of counter-part funding is an indicator of ownership and programme support at county level.

A pooled resource approach from development partners, in this instance Sida and EU, allows for more flexibility in programme design and reduces duplication of effort as partners cooperate on targeted areas within the intervention.

7 Recommendations

The following recommendations are aimed at enhancing the effectiveness, quality and efficiency of ASDSP II. They are linked to the conclusions as set out in Chapter 5 above and are listed in order of priority, such that the first recommendation under each heading should be addressed as soon as possible.

Programme management and oversight

- **Consider an extension for the programme:** The programme has experienced significant delays and as a result some of the counties reviewed for this MTR are just 30% into implementation, with only 15 months remaining. Achievement of programme outcomes is heavily dependent on these counties being able to complete implementation of their outstanding activities. In addition, most counties have managed to overcome one for the biggest challenges that faced the programme, being the delayed allocation of resources. In the previous and current financial year allocation of resources from counties has improved significantly, even counties that have not honoured all their commitments have indicated a willingness to do so when interviewed during the review. Considering the ground work that has been laid and the positive steps taken by the counties, **a no-cost extension is recommended**. However, discussions need to be had to explore ways of unlocking outstanding barriers, for example: coordination issues as set out below, delays in financial disbursements and the provision of technical assistance, as these issues will affect future delivery. The key justification for a no-cost extension is as follows:
    1. **The programme has laid the ground for implementation** by developing all the key implementation documents across all the counties which allows the teams to focus on implementation in the remaining period.
    2. **The programme has gained momentum in the allocation of resources from both national and county governments:** Across all the counties visited there is evidence of commitment to allocate resources in the current financial year as well as the outstanding balances from previous years. This will unlock one of the major barriers facing the programme.
    3. **Feasibility of accelerated implementation:** While the programme has covered more than three years of its five year duration, expenditure is less than 35% of budget as at the time of the review. With 15 months of implementation time (April 2021-June 2022) it is not feasible to implement all the outstanding activities within this period. The seasonal nature of agriculture makes it impossible to implement many activities in the SIVCAPs and to utilise the innovation grants in an accelerated manner because they have to await the right season.

4. **Innovation concepts are approved for 23 counties** (awaiting remaining 23 counties): Approval has been granted for half of the innovation grants which has been a major barrier to implementation. Disbursement will allow momentum to be gained in implementation. Even if all grants are implemented within the remain 15 months, additional time will be required to monitor and report on the impact of the programme.

- **Review the programme TA needs and explore ways of resourcing the remaining period:** The TA budget allocated for the programme seems to have been rapidly expended despite the late start-up. The review has found areas that would benefit from additional technical support e.g. strengthening the M&E system. **Identification of TA needs, perhaps for short term experts,** over a possible extended period of implementation needs to be made so that resourcing can be determined.
- **Deepen monitoring and evaluation of the programme:** The current M&E system is heavily quantitative with qualitative reporting being undertaken separately. This limits close linkage between quantitative and qualitative outcomes. Therefore, changes over time as a result of the interventions are less apparent, although in some instances a separate narrative gives some insights. For example, the identification of technologies currently reported in the M&E does not necessarily translate to adoption, and adoption will not necessarily lead to improve production, if other factors are not addressed. Understanding and capturing the nuances of the whole process are crucial for adaptive management. There is need to expand monitoring and evaluation to gather information that helps measure and report on transformative changes. For example, a measure of the impact that training is having on the journey towards commercialisation, and the qualitative impact of the programme on gender/social inclusion and climate change resilience. It is thus imperative that the programme develops an MIS that effectively handles the extensive quantitatively and qualitatively data being generated. This will ease data management and reporting and support consolidation of programme outputs, outcomes and impacts as the programme matures.
- **Review approval procedures to reduce time spent and support acceleration of delivery in the remaining period**. From feedback provided by stakeholders in some counties, a year has elapsed since proposals for innovation grants were submitted to NPS. A no-objection approval has not been provided to the counties, while some of them have been ready to proceed with implementation. This affects relationships with farmer groups and other service providers and erodes trust. In the remaining time such delays in decision making and approval should be avoided to ensure momentum is maintained.
- Programme coordination should be restructured to ensure that regular steering committee meetings are held and to enhance collaboration, ease of communication and faster decision-making regarding programme implementation.

Coordination at national and county level

- **ASDSP II or ARD should initiate a discussion to unlock the stalemate at the JASSCOM.** On policy, JASSCOM has not been effective in steering development in the sector due to the impasse that currently exists. Engagement with the intergovernmental committee might unlock the impasse or consider use of the Agriculture Transformation Office as a convener to lead consultations on policy issues before any legislative process is commenced. As established JASSCOM has a dual role in the delivery of the ASDSP II programme. On the one hand JASSCOM should provide a governance and oversight structure (steering committee), but it should also undertake a technical role on policy matters that require cross-county coordination and those that require national action. JASSCOM is currently not working and its structure is politically contentious.
- A proposal has been made to create a delegated authority for oversight of ASDSP II to one for the SWAGs, to ensure faster decision making on programme matters. **A clearly mandated steering committee for the programme must be identified and a no-cost extension should be contingent upon resolution of this issue**.
- **Develop policy guidelines for integrating CASSCOM and JASSCOM into government structures:** At the national level, **government needs to entrench CASSCOMs (and JASSCOM)** as the primary coordination and oversight mechanisms for all programmes in the agriculture sector. Engagement should be held with existing as well as new programmes to explore how they could effectively utilise the CASSCOMs (and JASSCOM) to deliver their mandate.
- Strengthening of CASSCOMs and JASSCOM through human and financial resource allocation is important. CASSCOMs need to be mainstreamed within the county system to be sustainable as then they can receive county resource allocations and other support. A **legal framework at both national and county level that institutionalises the CASSCOM will be required**. There is a need to strengthen their mandate to enable them to review, assess and approve investments from multiple programmes.
- Greater focus on policy influence to unlock some of the barriers in the different sectors: there is a **need to develop a clear follow-up plan for policies that have been developed but are still outstanding at the county and national levels**. Also, develop coordination between different counties to ensure consistent application of policies across counties.
- Partner mapping is important for identifying potential partners working in the counties: their scope of activities and jurisdiction. This can be realized through CASSCOMs.

Capacity building

- **Decentralized training at the county level to reach a wider range of audience**: most training is still delivered at the national level, particularly for senior county staff. Conducting training in the counties can provide the programme with an

opportunity to reach a wider group of staff. This is useful when key departmental leadership changes frequently, as appears to be the case.

- **To increase the pool of extension service providers, the programme should collaborate with institutions providing training and certification of para-professionals across the value chains**. An example is training and certification of crop sprayers.
- **Upscale mentorship and coaching across all counties and value-chains**. Mentors should be outside the programme coordination structure and aligned to value chain actors. They might include progressive lead farmers and mature value chain organizations.
- **A mechanism allowing technical support from the different Sector Working Agricultural Groups (SWAGs)** into specific programme interventions is recommended. This can be through technical backstopping missions or involvement of the SWAGs in capacity building of county teams.

Enterprise development

- **The approval process for innovation grants to be fast tracked**. This will play a critical role in complementing the programme's capacity building initiatives by unlocking barriers to adoption which deter take up of technologies and/or the application of new skills.
- **Package information generated by the programme and develop dissemination structures to facilitate wider access**: One of the value proposition for the programme identified by the stakeholders is the good repository of information and knowledge on the agriculture sector that has been gathered. The programme should consider packaging this information for wider access and utilization e.g. by making the information available through a website or database
- **Facilitate cross-county knowledge and innovation sharing.** Counties could be mapped based on their areas of excellence and supported towards excelling and sharing their innovations and technologies with other counties. This will facilitate building synergies across counties for greater impact.
- **Utilise existing organisations and avoid establishing new ones:** At this late stage the programme must focus on stakeholder organizations that are already in existence and avoid forming new ones. As farmers' organizations play multiple and beneficial roles, mutually beneficial partnerships could be strategic in enabling the programme to achieve its objectives. The programme could target them as aggregators, off-takers and extension agents for their broad and wide membership, in addition to being programme beneficiaries.

Gender/Social Inclusion and Youth

- More attention to be given to the engagement of youth in the programme, perhaps by seeking to find means of **promoting the creation of formal youth groups** which will then be enabled to engage more effectively within the institutional framework of the value chain platforms.

Environment

- **Promotion of CSA needs to be fast tracked** during the latter period of implementation if any real impact is to be achieved.

Coherence

- **The NSP needs to proactively engage with other EU/Sida funded programmes** to avoid duplication and to leverage their contribution to fill some of the gaps not addressed by ASDSP II.
- The programme can leverage the influence of the donor coordination platform (ARD) to ensure that coordination is driven from the national level and from the donors where necessary. For example, in cases where the scope define by the other projects is beyond what ASDSP II believes to be institutionally feasible, such feedback should be shared through the implementation structures, and also with the donors.
- **Ensure visibility of the EU's logo in all engagements and communications** to raise the profile of EU as a financier for the programme.

Annex 1 – Terms of Reference

TERMS OF REFERENCE FOR THE MIDTERM EVALUATION

AGRICULTURE SECTOR DEVELOPMENT SUPPORT PROGRAMME (ASDSP II)

September 2020

1. Background and context

1. Agriculture is a critical sector of the Kenyan economy, directly contributing 33% of the total GDP, 60% of informal employment and 60% of exports annually. Therefore, the agricultural sector is not only the driver of Kenya's economy but also the means of livelihood for the majority of Kenyan people[2] .
2. Despite this, the sector faces many challenges, some well-known including low productivity, high postharvest losses, inadequate market access, market information and market imperfections, inadequate supportive institutional framework and conducive policy environment among others, and some unpredictable including those related to climate change, emerging health challenges such as the COVID 19 pandemic and insecurities at local, national and regional environments. These challenges hinder the growth of the sector and ultimately affect general economic growth of the country. This has been manifested in high poverty levels with 36.1% of the population earning less than KES 200 per day and over 32% of the population being food insecure[3].
3. The country has responded to these challenges by developing national and county steering documents including a vision, policies, strategies, plans and programmes. The key overarching steering document is Vision 2030 where Agriculture is one of the sectors within the economic pillar that is expected to deliver the vision of *a "globally competitive and prosperous nation with a high quality of life"*. To realize this vision, the sector has formulated strategies including the Strategy for Revitalization of Agriculture (SRA), 2004-2014, Agriculture Sector Development Strategy (ASDS), 2010-2020 and Agriculture Sector Transformation and Growth Strategy (ASTGS), 2019-2029 and has implemented programmes that have contributed to addressing these challenges. At the county levels, respective governments have gone further to develop their CIDPs which have prioritized agriculture as key drivers of their economies. Towards the beginning of 2018, the government identified four thrust areas referred to as the Government's Big4

[2] Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019

[3] Kbs 2015-16 Household baseline survey

Agenda with agriculture expected to contribute substantially to two of the pillars: **food and nutrition security** and **manufacturing.**

4. One of the key programmes designed by the Ministry of Agriculture, Livestock, Fisheries and Cooperatives (MOALF&C) and 47 county governments to contribute to addressing food and nutrition security and promote manufacturing is the Agriculture Sector Development Support Programme Phase Two (ASDSP II), 2017-2022. It is supported by the Government of Sweden and European Union and is implemented in all the 47 counties and the at the national level. The programme is financed by the national government, county governments, Sida and EU for a period of five years. The programme responds to Swedish Development cooperation strategy for Kenya, 2016-20 through result Area 3, *"Better opportunities and tools to enable poor people to improve their living conditions"* and EUs 11TH European development Fund pillar 2, food security and climate change.
5. ASDSP II is an intervention aimed at responding to the new overarching draft Agricultural Policy whose objective is "*Transformation of crop, livestock and fisheries production into commercially oriented enterprises that ensure sustainable food and nutrition security*. It will contribute to this strategic goal through the **development of selected priority value chains**. The Programme builds on the ASDSP I and lessons learnt from other programmes in the sector. It targets Value Chain Actors from the primary producers to the consumers by supporting activities that will lead to the realization of the four results as below. The use of innovations as one of the means of empowering the youth and women in Value Chain Development is part of the larger national strategy of economic empowerment of youth and women. A robust Monitoring and Evaluation system adapted from ASDSP I and supportive of the sector M&E framework will be used.
6. ASDSP II has four result areas (refer to programme document results framework)[4]
    - **Productivity of priority value chains** increased through enhancing capacity of existing service providers on identified opportunities, supporting value chain innovations and enhancing climate smart agriculture interventions, practices and technologies for value chain development
    - **Entrepreneurial skills of priority value chain actors strengthened** by enhancing the entrepreneurial skills of service providers and VCAs
    - **Access to markets by priority value chain actors improved** through improving market access linkages by VCAs, improving access to market information by VCAs and improving access to financial services by VCAs
    - **Structures and capacities for consultation, collaboration, cooperation and coordination in the sector strengthened** by supporting initiatives for establishment of structures for consultation and coordination, enhancing

[4] GOK, Agriculture Sector Development Support Programme Phase II

capacities of the established consultation and coordination structures, enhancing participation of stakeholders in consultation and coordination structures and preparing, launching and rolling out sector management tools (policies, strategies, plans, regulations)

7. The programme outreach is seen from two aspects; from a geographical perspective and a beneficiary perspective. These two aspects are aimed at embedding rights perspective in programme implementation. From a geographical perspective, the programme is expected to be implemented in all the wards, sub-counties and counties and at national and departmental levels. From a beneficiary perspective, the programme is expected to reach 500,000 value chain actors at the end of the programme period. In addition, the programme will also have facilitated the establishment and strengthened sector consultation, cooperation and coordination structures at the national, intergovernmental and county levels. To ensure the rights perspective is further strengthened, the VCAs benefiting from the programme activities should include women and youth who will be supported to benefit economically from participating in value chain development.

8. The programme feasibility, effectiveness, efficiency and sustainability will be harnessed through an eight-point strategy to attain the programme impacts. These strategies include: Inter sectorial focus; demand-driven and stakeholder-led VCD; partnership-based investment and implementation; harmonization with government structures and procedures; commercial and 'pull-focused' VCD; integration of women and youth in VCD; resilience-focused and climate smart approach to VCD; and exit strategy.

9. The Specific Programme Agreement between the Government of Kenya and the Government of Sweden was signed in December 2017 and implementation is to run for five years, up until December 2022. Government of Kenya financial contribution will be KES 2,092,500,00 and Government of Sweden will be SEK 300,000,000 and Euro 5,487,000 from European Union delegated through Sweden. The programme is aligned to Kenyan priorities as presented in paragraph 3 and to Swedish and EU's development cooperation strategies and norms as presented in paragraph 4. The programme is harmonized with national government and county government systems with the MOALF&C and the 47 county governments undertaking the responsibility to implement the programme on behalf of the national government.

10. An organizational structure was put in place to coordinate the implementation at the national and county level. This organizational structure is guided by the intergovernmental relations Act, 2012 and within the framework of the sector consultation and cooperation developed by the two levels of government. The two levels went ahead and developed two MOUs[5] to guide on financial and human resource and assets for the programme implementation. At the national level, a

[5] MOU between MOALF&C and 47 County Governments of programme financial management and MOU between MOALF&C and The Council of Governors on the programme human resource and assets

National Programme Secretariat (NPS) was established and given terms of reference from where they draw their functional responsibilities. At the county levels, County Programme Secretariats (CPS) were established and given their terms of reference for coordination of implementation at the county level. These two coordination structures are supported by the Joint Agriculture Sector Steering Committee (JASSCOM) at national level and County Agriculture Sector Steering Committees (CASSCOMs) at the county level as the oversight structures. They provide guidance to programme implementation through approval of strategic programme documents including annual work plans and budgets, semi-annual and annual reports, strategic integrated value chain action plans (SIVCAPs), extended capacity and innovation concepts as well as the actions of bilateral meeting resolutions and recommendations.

11. Implementation of programme activities started in 2018 but due to challenges associated with inadequate capacity among the sector leadership at the counties, non-adherence to two MOUs between the MOALF&C and 47 county government on programme financing and management and programme assets including human resources and lack of guidelines on implementation, implementation was generally delayed across the board. For example, some of the activities that were expected to be undertaken during the first three months of the programme such as establishment of baselines, monitoring and evaluation plan, procurement of audit and technical assistance, establishment of the consultation, coordination structures among others, were not achieved until the second and third year.
12. In view of the delayed implementation, the Government of Kenya requested for extension of the period of the midterm review by six months to allow for objective learning and accountability. This activity was to be undertaken during the second half of 2019/20 plan period but pushed to the first half of 2020/21 plan period. Although the time was extended, the activities so far undertaken are mainly foundational. However, it is expected that after development of the SIVCAPs, that are defining actions directly touching on value chain actors, the depth of the activities would require more time to have effect as envisioned in the programme design. But, considering that this is a review and not an end of term evaluation with the purpose to assess the performance and provide learning and recommendations, it will be useful to improve the implementation during the remaining period.

For further information, the programme proposal is listed as part of Annex A and the result framework as annex B.

The intervention logic or theory of change of the programme shall be further elaborated by the reviewer in the inception report.

2 Review purpose and target

13. The overall objective is to conduct an independent review for the ASDSP II which has been under implementation since December 2017. A reflection of the performance of the programme since inception is imperative to document the extent to which the envisaged results (goal, and respective hierarchy of objectives) were met in line with the plan. The main purpose of the review is two-fold:

i. **Accountability:** ASDSP II is a programme designed by GOK and financed by GOS and EU with co-financing from MOALF&C and 47 county governments as a commitment to implement the programme. The National government has delegated the implementation to MOALF&C and 47 county governments who have committed to deliver on the programme objectives. Therefore, this review is meant to determine the extent to which the implementing institutions have delivered on the envisioned programme results, assess progress towards achievement of programme objectives; identify key challenges and any factors that may have affected the programme and its implementation. As a midterm review, focus will be on assessing to what extend the output and outcome objectives have been achieved and the reasons for the findings. The accountability aspect of the review is expected to also create shared understanding of the importance of the programme objectives and their monitoring and evaluation especially among the counties.

ii. **Learning and improvement**: Although the accountability objective is important, learning and improvement is the superior objective of this MTE considering that there is still an opportunity to positively impact the Programme's implementation, and further that accountability will be the superior objective at the end of term evaluation. The findings and analysis of this review is therefore expected to provide useful information on how to improve on actions/activities so that the result based implementation remains in focus. The review will particularly be important in exploring if the actions have yielded positive results or not and if there are other better actions that should be fused in ongoing implementation plans. It will also provide an opportunity to assess sustainability of actions, approaches, structures and systems supported by the programme and provide recommendations.

14. The primary intended users of the review is the MOALF&C and 47 county governments on one side and Sida and EU on the other. The findings of the review will help the parties to account to each other and use recommendations to make decisions that might be needed. For county government and MOALF&C, the learning and improvement objectives will be of priority so as to assist them improve on the implementation during the remaining period of the programme. The coordination structures including National Programme Secretariat and its oversight structure, JASSCOM and County Programme Secretariats and their oversight structure, CASSCOMs will make use of the findings and the decisions arrived at by the agreement parties regarding the programme implementation. The secondary intended users include the partners especially those with functional MOUs on the implementation of extended capacity and innovation concepts, value chain platforms and their member organizations (VCOs) and the VCAs.
15. The review is to be designed, conducted and reported to meet the needs of the primary intended users, the MOALFC, 47 county governments, Sida and European Union. Firms interested in conducting this review, shall elaborate in the tender document how this will be ensured during the evaluation process. Other stakeholders that should be kept informed about the review should be identified during inception and in consultation with JASSCOM and NPS.

During the inception phase, the reviewer and the users will agree on who will be responsible for keeping the various stakeholders informed about the review.

3 Review scope

16. The review will cover the implementation period from December 2017 to November 2020. It will primarily focus on a comprehensive review of programme management, programme activities, reflection of sector coordination and partnerships and the extent to which the indicators of achievement at each output and outcome objectives have been accomplished under the auspices of ASDSP II. The geographical scope will be limited to sampled counties and not exceeding eight but to be agreed upon during inception period in consultation with the national Programme Coordinator (NPC) and the steering group. It will also target primary beneficiaries (VCAs, VCOs, VCPs),other stakeholders (e.g. umbrella CSOs, umbrella PSA, Development partners' Group in the sector), programme staff (NPS and CPSs), oversight structures (JASSCOM and CASSCOMs), officers from other sector departments at both levels of government, partners of the MOUs in the extended capacity and innovation concepts and other key stakeholders as may be identified during the inception period.

If needed, the scope of the review may be further elaborated by the reviewer in the inception report

4 Review tasks and questions

4.1 Review tasks

17. The objective is to provide an assessment of the programme performance midway of the programme period. To undertake this assignment, key tasks will need to be undertaken by the reviewer in order to arrive at findings that will inform programme stakeholders on whether the programme is on track or it requires adjustments in order to deliver on planned results. The review should assess the programme preparation, design and implementation; relevance of the programme objective; effectiveness of the programme to deliver of the respective intended results; efficiency in delivering the results; impacts as a result of the intervention and sustainability of the impacts generated from the intervention. The Sida/OECD criteria for evaluation will form the basis of the tasks to be undertaken in this review. However, considering that this is a review midway of the programme period, emphasis should be on **relevance; coherence and effectiveness**. Assessment of the efficient will be light with focus on whether as currently implemented, whether programme finances are used efficiently without looking for comparisons.

18.

4.2 Review questions

In order to meet the objectives of the review, it will seek to answer the following key questions associated with each evaluation criteria:

19. **Relevance:** *Assess programme preparation, design, focus and implementation*

i. How was the programme conceptualized and who were involved in developing the idea and validation of the idea?

ii. What informed the design – what approaches were considered in arriving at the design?

iii. Are the programme goals addressing the needs that motivated the creation of the programme?
iv. How relevant was the programme to the priorities, policies and strategies of the government of Kenya (both national and county), and development partners (Sweden and EU); and the regional (EA and AU) and global commitments and initiatives such as Agenda 2060?
v. To what extent did the programme conform to the needs and priorities of target groups (national and county government, beneficiaries and development partners)?
vi. How did the changing context and external factors affect programme implementation?
vii. Were strategies and approaches used to achieve planned programme objectives and results realistic and appropriate?
viii. Do the implementing communities understand the overall objective of improving the development of priority value chains?

20. **Coherence:** *Assess the extent to which policies and other interventions in the sector have supported or undermined the implementation of the programme. How has the programme supported or undermined sector policies, strategies and other programmes in the sector and or in the counties.*
    i. To what extent is ASDSP II coherent with agriculture policy, ASTGS, Big4 Agenda and counties CIDPs
    ii. What synergies and inter-linkages between ASDSP II and other initiatives in the agricultural sector
    iii. To what extent is ASDSP II consistent with SDGs, Sida's and EU's development cooperation strategies
    iv. To what extent is ASDSP II consistent with similar programmes in the sector such as NAGRIP, KCSAP, KCEP-CRAL etc
    ix. To what extent is ASDSP II adding value while avoiding duplication of efforts within the agricultural sector
21. **Effectiveness:** *Determine the extent to which programme objectives and results were achieved. In other words, this is an assessment of how effective the programme output objectives "**immediate outputs"** have contributed in achieving the programme outcome and purpose objectives as stipulated in the logical framework of ASDSP II.*
    i. To which extent has the programme contributed to intended outcomes? If so, why? If not, why not?
    ii. How effective has the programme been in responding to the needs of beneficiaries and what results were achieved?
    iii. To what extent was the programme implemented as envisaged in the programme document in terms of planned activities and management?
    iv. Has the M&E framework delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?
    v. To what extent have lessons learned from what works well and less well been used to improve and adjust programme implementation?

22. **Efficiency:** *Examine if the costs of programme intervention are justified by results – how were the programme's* ***economic resources-inputs,*** *of funds, expertise and time converted into* ***results.*** This will entail examining the budget performance, i.e. budgets against outputs, the management process and the approaches for implementing the programme and how it influenced the delivery of the programme benefits. The systems and procedures used in the delivery of the programme to the beneficiaries with emphasis on **equity** in terms of gender and youth and to the protection and conservation of natural resources.
    i. Were programme resources (financial, human and other assets and material) managed effectively and efficiently to yield results? For example, how does the programme cost/time versus output/outcomes equation compare to that of similar programmes?
    ii. Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results?
    iii. Could more results have been produced with the same resources? Review the roles and responsibilities of the implementing entities and the level of coordination between relevant players, for example the roles of CASSCOMs and JASSCOM vs the roles of CPSs and NPS.
23. The review will also assess the integration of gender and social equity in the programme. Aspects of gender will be evaluated in line with the Gender and Social Inclusion Strategy and Action Plans (GSIAP) that are based on Kenya's agriculture sector gender policy as well as Sida's and EU's gender policies and strategies. Questions to be considered and may be expanded during inception period include:
    i. Were gender perspectives considerations reflected in programme objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries?
    ii. Were gender perspectives considerations taken into account in programme implementation and management?
    iii. Have gender relations and equality been or will be affected by the programme? Particular attention will be devoted to the how women and youth have benefitted from programme activities. How have women and youth been involved in value chain development? How has capacity and innovation concepts been used as tools to bring more youth and women in VCD and etc.
24. The review will also ascertain whether the Technical Assistance made available technical expertise on the implementation of ASDSP II in accordance with programme document and the terms of reference. The focus should be on the relevance, effectiveness and efficiency of the TA support provided. In particular, evaluation should assess the following:
    i. Regarding relevance, the focus should be on validity on the technical support as an objective in itself, consistency of the TA support activities and outputs to four result areas, M&E and communication and management

ii. Regarding effectiveness, evaluation should focus on the extent to which the TA support objectives were achieved, whether the outputs of achievements were responsible for realization of TA support objectives and an analysis of the reasons for achievement and non-achievement
iii. Regarding efficiency, evaluation will focus on TA budget performance, management and oversight processes, TA reporting and accountability, systems and procedures used in delivery of TA support and TA visibility.
iv. In ascertaining whether TA support is being delivered as anticipated, an assessment of the need for the second phase of TA support will also be reviewed.

25. The review will also ascertain whether environmental and social concerns were taken into consideration in the design and implementation of the programme. In particular focus should be on climate smart agriculture and green growth and how this has contributed to realization of the programme objective. The inception report should present whether this specific issue will be evaluated within the respective outcome areas or as a separate issue altogether.
26. Lastly, the review will assess communication and visibility both at national and county level. In particular, focus will be on how the communication strategy of the programme has impacted on programme results. The focus should also be on whether the programme has ensured that Sweden and EU are visible as well as the visibility of the national government and county governments within the programme. Assessment of visibility may relate to use of basic visibility tools (logos and slogans as applicable) in branding and visual materials, information sharing to different target groups on sources of funding and the implementing entity and/or communication activities aimed at influencing the perception of target audiences. Questions for consideration include:
    i. To what extent are key programme stakeholders including the government entities, beneficiaries, private sector, civil society, development partners aware of the ASDSP II as a support programme to commercialize agriculture?
    ii. To what extent are the same stakeholders aware of the sources of funding?
    iii. To what extent has the visibility in the programme complied with the EU regulations on visibility?
    iv. Which visibility and communication activities did the programme use to provide information to stakeholders about the resource partner and implementing entity? How effective were the strategies/approaches used? How can visibility of the donor and GOK (national and county and other partners) be enhanced in the future?

5 Approach and methodology

27. The review will be guided by the OECD/DAC evaluation standards and guidelines but more specifically should employ standard practice that infuses a mixed methods approach that draws on both new and existing quantitative and qualitative data to respond to the evaluation questions and the corresponding themes. The reviewer will define the methodology design and approach based on the information provided in the TOR as well as the programme result framework.

The choice of method and tools will take into consideration the needs and capacities of different target groups and stakeholders. This should be discussed and fine-tuned with the client during inception period.

28. The methodology will be based on the following:
    - Objectives and intended/unintended outcomes of the programme and its activities;
    - Strengths and/or challenges related to design and implementation of the programme given the specific context;
    - Factors that facilitated or hindered the outcomes;
    - Actual and potential limitations in carrying out the review (time available, lack of documentation, baseline and/or monitoring system, e.g.) and preferably suggest mitigation measures and;
    - The significance of outcomes vis-à-vis the achievement of county and national objectives as well as the objectives of Swedish development cooperation strategy and 11th European Union development Fund.
29. Sources of data will include:
    - Desk reviews which will inform development of the review methodology and tools.
    - Secondary data from previous performance monitoring surveys. In particular, the review will benefit from the programme comprehensive baseline survey undertaken completed in 2020 and covered all the 47 counties. The End of Term Evaluation for ASDSP I can also provide data and information that will help inform the review. Data and information from programme specific reports including semi and annual reports, programme guidelines and strategies and technical assistance programme reports
    - Qualitative data collection from Focus Group Discussions (FGDs), Key Informant Interviews (KIIs) to complement and validate Interviews with a cross section of programme stakeholders. Stakeholders to be interviewed will be selected purposively and in consultation with the Client.
    - Given the situation with Covid-19, innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed
    - Documented case studies (articles, videos etc.).
30. Considering that this is a joint review between the partners (MOALF&C, 47 County governments, Sida and EU), a structured and transparent consultation process will be adopted. This approach will include internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin its validation, and analysis and will support conclusions and recommendations. In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase. It is encouraged that the evaluator will conduct a stakeholder mapping and analysis during the inception period

6 Review quality

31. This review shall conform to OECD/DAC's Quality Standards for Development Evaluation[6]. The reviewer shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation[7]. The reviewer shall specify how quality assurance will be handled by them during the evaluation process.

7 Timing and deliverables

7.1 Timing

32. The exercise will be allocated a total of 78 person working days spread over a period of four months December 2020 to March 2021 with a celling budget of SEK 800,000 inclusive of reimbursable expense. The financial proposal should allocate these days according to the efforts of each of the team members.

33.

Task	Tentative deadline	Responsibility
Kick off meeting	15th December 2020	Embassy of Sweden, Nairobi and NPC
Inception report	15th January 2021	Evaluator Team leader
Draft report for management	5th March 2021	Evaluator Team leader
Draft report for validation	20th March 2021	Evaluator Team leader
Validation workshop	29th March 2021	NPC
Final report submitted	5st April 2021	Evaluator Team leader

7.2 Deliverables

34. The review exercise will have the following deliverables and these will be further discussed at inception period:

i. Minutes of the deliberations of the first meeting (kick off meeting) between the client and the reviewer that should be used for introduction and listing of the support required by the reviewer especially as regards documentation and stakeholders to be consulted; It will also be used to set rules of engagement that the client would wish the reviewer to observe.

ii. Review inception report. This inception report should be prepared by the review team before going into the main data collection phase. It should detail the reviewer's understanding of the terms of reference, explain how each evaluation question will be answered by detailing methods, sources of data and data collection procedures (evaluation matrix). The inception report should include a proposed schedule of tasks, activities (including the field study) and deliverables, a stakeholder mapping and analysis and

[6] DAC Quality Standards for Development Evaluation, OECD, 2010.

[7] Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

designating a team member with the lead responsibility for each task or product.

iii. Data collection tools.

iv. First draft of the review report for internal review. The programme team and key stakeholders in the review should comment on the first draft evaluation report.

v. Second draft of the review report for wider stakeholder validation. To be part of this, a presentation summary should also be included.

vi. Final review report in-line with the DAC/OECD Programme Evaluation Report Outline, should include an executive summary and illustrate the evidence found that responds to the evaluation questions listed in the ToR. The report will be prepared in English, with numbered paragraphs, following the Sida template for report writing. Supporting data and analysis should be annexed to the report when considered important to complement the main report.

The report should be no more than 60 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, a stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall, upon approval by the Steering group/Swedish Embassy of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@nordicmorning.com, with a copy to the responsible Programme Officer at the Swedish Embassy in Kenya as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation "sakanslag".
5. Type of order "digital publicering/publikationsdatabas

vii. A database/file data which will include GPS/Coordinates of all sampled VCAs/VCOs/households in the standard format of Kenya

viii. Any other deliverable as may be agreed upon by the Client and reviewer during the review period

8 Review team composition

35. The work shall be carried out by four people, two of who shall be consultants with international experience in programme evaluation, especially Sida and EU funded programmes. They will work with two locally-based experts, with local

knowledge of Kenya. The combined team should have prior experience in design and leading evaluation; data analysis skills; knowledge of Kenya and the regional and institutional context; technical competence in the agriculture sector; process management skills; and language proficiency, English. One of the experts with international experience will be the team leader. The team should have competencies in business development, agricultural development and a social development. The consultants should fall within the three categories of Sida call off services.

i. The team leader will be the overall coordinator of the assignment with strong leadership and oversight responsibility over the other experts in their specific area of assignment. The team leader should be an evaluation expert with proven experience in evaluating complex and donor/multidonor supported programmes in the agricultural sector within the region.
ii. The business development expert / agricultural economist should also have knowledge in programme evaluation and research methods and have expertise in business development and financial deepening,
iii. The agricultural specialist should have deep knowledge of Kenyan agricultural policy environment, institutional management and natural resource management with emphasis on climate smart agriculture and green growth.
iv. The social scientist expert should have knowledge on research methods, rights based approaches in programming with emphasis on gender mainstreaming in programmes, stakeholder participation and organizational management

36. It is important that the competencies of the individual team members are complimentary. And that the consultants in the review team must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the review.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

9 Management arrangements

37. This review is commissioned by Swedish Embassy in Nairobi. The intended users are MOALFC, JASSCOM and CASSCOMs as the oversight structures for implementation at both levels of government (represented by Programmes Sector Working Group of JASSCOM and COG), NPS and CPSs representing the management structures of the programme at both levels of government and Swedish and EU Missions in Nairobi representing the development partners of the programme. The intended users of the review form a steering group, which has contributed to and agreed on the ToR for this review. The steering group is a decision-making body. It will approve the inception report and the final report of the review and evaluate the tenders. The steering group will participate in the start-up meeting of the review (to be split into two, one with GOK members of

the steering group and the other with development partners), as well as in the validation workshop where preliminary findings and conclusions are discussed.

38. The National Programme Coordinator (NPC) will be responsible for coordinating the entire review process in consultation with the steering group. He will ensure the reviewer has access to programme reports, introduce and book appointments with agreed upon stakeholders, arrange for start-up meeting and other meetings requested by reviewer and steering group and the validation meeting.
39. The reviewer will be required to arrange the logistics pertaining to management of the exercise including international and national travels (as regards internationals' travel from hotel to client office) and accommodation and any necessary security arrangements. Means of travel from Nairobi to the counties and within counties will be facilitated by the National Programme Coordinator (NPC).
40. The team leader of the review will be responsible for ensuring the exercise is conducted professionally and within the time period indicated and as will be outlined in the inception report and as agreed from time to time by the parties.

10 Budget

The budget for the assignment inclusive of all reimbursements should not exceed SEK 800,000

11 Annexes

Annex A: List of key Documents

1. Kenya Vision 2030
2. Agriculture Sector Development Strategy, 2010-2020
3. Strategy for Revitalization of Agriculture, 2003-1015
4. Agriculture Sector Transformation and Growth Strategy
5. Draft Agricultural Policy, 2017
6. Government of Kenya Agenda 4
7. GOK Medium Term Plan III
8. Strategy for Development Cooperation, 2016-2020
9. 11th European Development Fund
10. ASDSP II Concept proposal, 2016
11. ASDSP II Programme document
12. Programme Implementation Framework,
13. Monitoring and Evaluation Plan
14. Programme national and 47 county baseline reports
15. Programme guidelines
16. Programme strategies
17. Gender and Social Inclusion Action Plan
18. Programme Monitoring and Evaluation Plan
19. Programme semi and annual reports
20. Niras technical assistance reports
21. ROM report March 2020
22. County suitability maps
23. Programme matrix on value chain organizations and membership
24. Strategic Integrated Value Chain Action Plans and corresponding Extended Capacity and Innovation Concepts (various for each PVC in a county)

Annex B: ASDSP II Results Framework

Narrative / hierarchy of objectives	Indicators	Baseline	Target	Source	Assumption
Overall Goal					
To transform crop, livestock and fisheries production into commercially oriented enterprises that ensures sustainable food and nutrition security	• % Increase in agricultural sector GDP • % Reduction in rural poverty of male and female population • % reduction in chronically food insecure households FH/MH • % increase in on-farm and off-farm employment FH/MH			Economic survey, economic review of agriculture	
Programme Purpose					
To Develop Sustainable Priority Value Chains for Improved Income, Food and Nutrition Security	• % change in gross margins GMs of VCs by gender • VCAs level of satisfaction with share of revenue			Reports Surveys	Conducive policy and regulatory framework Price stability Enabling conducive institutional setup
Programme Outcomes					
Outcome1: Productivity of priority VCs increased	• % increase in utilization of service providers by VCAs • % reduction in VCAs' post production losses	Use ASDSP baseline		Reports Surveys MIS	Inflation Existence service providers(private and public)
Outcome 2: Entrepreneurship of priority VCAs strengthened/enhanced	• Increase in numbers of VCAs implementing viable BP by gender • Increase in number and diversity of BPs implemented	Use ASDSP baseline		Reports Surveys MIS	Existence of enabling policy and regulatory environment Business growth enablers will accessible
Outcome 3:Access to markets by priority VCAs improved	• Increase in number of VCAs accessing markets by gender • % increase in number of market segments • % increase in handling capacity of the market segment?	Use ASDSP baseline		Reports Surveys MIS	Conducive Policy and regulatory environment Enablers accessible
Outcome 4: Structures and capacities for consultation, coordination and cooperation in the sector strengthened	• % of VCAs satisfied with structures by gender • Number of VC related policies, strategies, regulations and plans reviewed and implemented	Use ASDSP baseline		MIS Survey reports	Recommended structures will be implemented Counterpart financing will availed timely
Programme Outputs					

Outputs1.1 capacity of existing service providers on identified opportunities enhanced	• No. of opportunities identified per VC • No. of service providers trained on identified opportunities per VC by gender			Programme reports	
Output 1.2 Value chain Innovations supported	• No of innovations in identified opportunities promoted • No innovations on identified opportunities implemented • No of VCAs implementing innovations			Programme reports	
Output 1.3climate smart agriculture interventions, practices and technologies for VC enhanced	• Number of CSA approaches and technologies promoted. • No and type of CSA approaches and technologies in use • Number of VCAs using climate smart approaches and technologies by gender				
Output 2.1Entrpreneural skills VCAs including service providers enhanced	• No. of service providers trained on entrepreneurial skills • Number of VCAs with Viable business plans • number of VCAs implementing viable BP by gender				
3.1 Market access linkage for priority VCAs improved	• No of VCAs groups aggregated • No. of market linkage instruments signed and operational				
3.2.Access to market information by VCAs improved	• No. of market information providers supported • No and type of market information provided • No of VCAs using market information by gender				
3.3. Access to VC financial services by VCAs improved	• No. of VCAs accessing financial services by type by gender • Volume of financial services assessed by type				
4.1. Initiatives for establishment of the structures for consultation and coordination supported	• Number and types of coordination, consultation and management structures in place • Number of structures with operational instruments e.g. appointment letters, frameworks and guidelines				
4.2. Capacities of the established structures for consultation and coordination enhanced	▪ Number of structures with operational instruments e.g. work plans, strategic plans etc. ▪ % achievement of operational instruments and guidelines implementation				
4.3. Participation of stakeholders in consultation and coordination structures enhanced	• No. of stakeholders participating in consultation, cooperation and coordination structures • Number of operational partnerships				

	• % level of satisfaction of STH in the participation of coordination				
4.4 Sector policies, strategies, regulations and plans prepared and launched	• Number of policies inventoried, • Number of strategies inventorized • Number of plans inventorized • Number of regulations inventorized • Number of policies launched and rolled out • Number of strategies launched and rolled out • Number of plans launched and rolled out • Number of regulations launched and rolled out				

Annex 2 – Evaluation matrix

Evaluation criteria	Evaluation questions from ToR	Data-collection Instruments	Sources of Information	Data Analysis
RELEVANCE				
A description and assessment of the programme's design, approach, interventions and results' relevance to Kenyan agricultural market contexts. This might include also indications of any alternative approaches that could have been adopted.	i. How was the programme conceptualized and who were involved in developing the idea and validation of the idea? ii. What informed the design – what approaches were considered in arriving at the design? iii. Are the programme goals addressing the needs that motivated the creation of the programme? iv. How relevant was the programme to the priorities, policies and strategies of the government of Kenya (both national and county), and development partners (Sweden and EU); and the regional (EA and AU) and global commitments and initiatives such as Agenda 2060? v. To what extent did the programme conform to the needs and priorities of target groups (national and county government, beneficiaries and development partners)? vi. How did the changing context and external factors affect programme implementation? vii. Were strategies and approaches used to achieve planned programme objectives and results realistic and appropriate?	Study of documents Open ended interviews with different categories of beneficiaries and target groups Government Officials External experts Focus groups	Listing activities may produce good overview and tables and graphs linked to key words and concepts for relevance. The needs identified by the project should be compared with needs as expressed by the stakeholders during interviews and focus groups Analysis of alignment of the programme to national agenda (policies and strategies) Review of GOK MTPs and budget outlook papers and other strategies and policies from other sectors but relevant to this evaluation.	A comparison analysis of issues identified in the baseline and ASDSP I. Alignment and contribution to county CIDPs and National Strategies Analysis of Sida/EU development strategy and the objectives of ASDSP Analysis of relevant MTPs and budget outlook papers and other strategies and policies from GOK.

Evaluation criteria	Evaluation questions from ToR	Data-collection Instruments	Sources of Information	Data Analysis
	viii. Do the implementing communities understand the overall objective of improving the development of priority value chains? ix. *Are valid and consistent TA support activities and outputs available in result areas, M&E, communication and management?*			
EFFECTIVENESS				
A description and assessment of the results achieved, compared to expected results stated in the project document, specific to the objectives	i. To which extent has the programme contributed to intended outcomes? If so, why? If not, why not? ii. How effective has the programme been in responding to the needs of beneficiaries and what results were achieved? iii. To what extent was the programme implemented as envisaged in the programme document in terms of planned activities and management? iv. Has the M&E framework delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning? v. To what extent have lessons learned from what works well and less well been used to improve and adjust programme implementation? To what extent has TA support achieved its objectives	Third party reports and surveys ASDSP reports and surveys Key informant interviews Focus Group discussions Other Observations	Coding of key words related to outcomes and impact and replies from interviews will be analysed and put as qualitative data	Outcome harvesting from interview debriefs and secondary data Gap analysis for M&E data versus outcome reporting Adaptive capacity analysis of the programme based on identified challenges and opportunities
EFFICIENCY				
An assessment and description of the programmes implementation arrangements and analysis of the resource utilisation rates vis a vis outputs realised, value for money and	i. Were programme resources (financial, human and other assets and material) managed effectively and efficiently to yield results? For example, how does the programme cost/time versus output/outcomes equation compare to that of similar programmes? (FCG note: It is doubtful whether the time and resources of this study will be sufficient to cover this example.)	Documents such as expenditure reports, if available and appropriate for analysis. Key stakeholder interviews		Budget/Expenditure analysis Output/Outcome delivery analysis Leveraging and complementary analysis for other programmes and initiatives, if available

Evaluation criteria	Evaluation questions from ToR	Data-collection Instruments	Sources of Information	Data Analysis
financial management transparency	ii. Could the intervention have been implemented with fewer resources without reducing the quality and quantity of the results? iii. Could more results have been produced with the same resources? Review the roles and responsibilities of the implementing entities and the level of coordination between relevant players, for example the roles of CASSCOMs and JASSCOM vs the roles of CPSs and NPS iv. How has TA budget performance, management and oversight worked? What reporting and accountability tools along with systems and procedures were used to deliver TA support?	Government official's interviewed Other observations		
SUSTAINABILITY				
An assessment of the likelihood of continuity of the programmes results	i. Is it likely that the benefits (outcomes) of the project are sustainable?	Key stakeholder interviews NEP officials interviewed Beneficiaries interviews Focus Groups discussions	Analysis of interview replies from single F2F and focus groups Interrogate survival rate of benefiting enterprises	Institutional capacity assessment for key stakeholders in-charge of programme Resources analysis to support continued delivery of key outcomes .e.g. allocation of resources in county budget and inclusion in county plans
IMPACT				
Evidence of impact that can satisfactorily be attributed to programme interventions	i. What is the overall expected impact of the programme in terms of direct or indirect, negative and positive results, intended and unintended? ii. Has the programme improved the quality of beneficiaries' output? iii. Has the programme enabled beneficiaries to adopt stronger negotiating positions?	Study of documents F2F interviews Focus Groups	Analysis of interview replies from single F2F and focus groups	Aggregation of qualitative information for primary beneficiaries. Verification of casual linkages in the theory of change Analysis of gender and power dynamics for key activities and outcomes.

Evaluation criteria	Evaluation questions from ToR	Data-collection Instruments	Sources of Information	Data Analysis
	iv. Have these changes resulted in increased returns to target beneficiaries?			
GENDER				
	i. Were gender perspectives considerations reflected in programme objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries? ii. Were gender perspectives considerations taken into account in programme implementation and management? iii. Have gender relations and equality been or will be affected by the programme? Particular attention will be devoted to the how women and youth have benefitted from programme activities. How have women and youth been involved in value chain development? How has capacity and innovation concepts been used as tools to bring more youth and women in VCD and etc. iv. How was gender equality integrated into the design, planning and implementation of the intervention? v. Has the intervention had positive or negative effects on gender equality and how? vi. Could gender mainstreaming have been improved in planning, implementation or follow up? If so, how?	Key stakeholder interviews Beneficiaries interviews Focus Groups discussions	Analysis of interview replies from F2F interviews and focus groups	Analysis of annual work plan targets regarding gender in all output areas with specific focus actions taken by the programme to ensure inclusion of more women and youth
ENVIRONMENT, ETC.				
Impact on environment, climate change, social, cultural impacts	i. How does ASDSP contribute towards reducing or mitigating Kenyan agriculture's environmental and climate change challenges? ii. Are there any negative or positive environmental or social impacts specifically attributed to ASDSP?	Review of relevant policy and programme documents	Analysis and reporting on aspects of effectiveness, impact and sustainability relating to environmental	Climatic consideration on choice of activity Resilience capacity analysis for primary beneficiaries and local institutions based on interviews and secondary data

Evaluation criteria	Evaluation questions from ToR	Data-collection Instruments	Sources of Information	Data Analysis
		Direct field observations during visits to Counties and value chain actors.	and climate change issues;	
COHERENCE				
Assessment of the extent to which policies and other interventions in the sector have supported or undermined the implementation of the programme and vis versa.	i. To what extent is ASDSP II coherent with agriculture policy, ASTGS, Big4 Agenda and counties CIDPs? ii. What synergies and inter-linkages between ASDSP II and other initiatives in the agricultural sector? iii. To what extent is ASDSP II consistent with the Sustainable Development Goals, Sida's and EU's development cooperation strategies? iv. To what extent is ASDSP II consistent with similar programmes in the sector such as: National Agricultural and Rural Inclusive Project (NAGRIP), Kenya Climate Smart Agricultural Project (KCSAP), Kenya Cereal Enhancement Programme – Climate Resilient Agricultural Livelihoods (KCEP-CRAL) etc.? v. To what extent is ASDSP II adding value while avoiding duplication of efforts within the agricultural sector?	Review of relevant policy and programme documents		Policy analysis and matching Complementarity/Competition analysis with other programmes or government initiatives in sector Analysis of the changes in the institutional and policy issues and whether the programme is adaptive enough to maintain coherence amidst all the changes. Analysis of decision making structures within the programme levels and the extent to which the objectives and all the levels are aligned.
COMMUNICATION AND VISIBILITY				
At national and county level will be considered. How communication strategy of the programme has impacted programme results. Whether the programme has ensured that Sweden and EU are visible.	i. To what extent are key programme stakeholders including the government entities, beneficiaries, private sector, civil society, development partners aware of the ASDSP II as a support programme to commercialise agriculture? ii. To what extent are the same stakeholders aware of the sources of funding?			Outreach and awareness analysis for key communication channels for programme Existence of feedback loops with key stakeholders and the extent to which the feedback in incorporated into programming

Evaluation criteria	Evaluation questions from ToR	Data-collection Instruments	Sources of Information	Data Analysis
Visibility of the National and County governments.	iii. To what extent has the visibility in the programme complied with the EU regulations on visibility? iv. Which visibility and communication activities did the programme use to provide information to stakeholders about the resource partner and implementing entity? How effective were the strategies/approaches used? How can visibility of the donor and GOK (national and county and other partners) be enhanced in the future?			

Annex 3 – Data collection tools

Questions for Interviewees and Focus Groups

Note: Actual questions will have varied depending on the context of each interview

ASDSP and Government Staff at all levels

Evaluation Criteria	Questions
Relevance	1. What are the innovative and unique design attributes of the project and how could these attributes be enhanced? 2. Has the context in the different counties influenced the design and priorities of the program? If Yes, How? Is the structure flexible to allow flexibility at county implementation level? How does flexibility in implementation design at county level influence project success? How can these be improved? 3. Are the priorities of the ASDSP determined primarily at the Counties or the State level? If Counties are the main determinant, how do different stakeholder groups (dealers, primary producers, traders, processors or merchants) influence the priorities set 4. Are there differences in success that could be explained by cultural, agro-ecology, value chains of choice, institutional structures or other factors? What are these differences and associated factors? 5. How is ASDSP integrated within county agricultural development frameworks, strategies and policies? How does integration affect delivery and how this be enhanced? 6. How has the TA provided enhanced delivery of the programme?
Coherence	7. How does ASDSP address counties' agriculture development strategies (ASTGS, Big 4 Agenda among others)? 8. Have there been unexpected benefits and negative effects from programme interventions? What were they? How were they capitalised on or mitigated? 9. Are there other institutions / programmes / projects undertaking some of the functions of the ASDSP in some counties? What is the relationship between ASDSP and these institutions, partnership arrangements exist with these institutions and what partnership arrangements would enhance collaboration and delivery of ASDSP goals??

Evaluation Criteria	Questions
Effectiveness	10. Which components of the programme have generated the greatest benefits for primary producers, traders, processors, and other beneficiaries? What are the reasons in each case? 11. What do you consider to have been the most important piece of advocacy/ promotion/ capacity building undertaken by the ASDSP to date? How much advocacy work is programmed in advance and how much is an ad hoc response to changing circumstances? 12. Do you think the change/results created by ASDSP are sustainable (Yes/No)? If no, how can results be sustained? 13. Has the TA support achieved its objectives, and if not, why
Efficiency	14. Do you think programme resources (financial, human and other assets and material) were efficiently utilized to achieve the programme objectives; a. If Yes, could you share some examples of measure undertake by national or county programme management to ensure efficiency. b. If No, what do you think should be done to improve the programme delivery? 15. Do you think the intervention could have been implemented with fewer resources without reducing the quality and quantity of the results? 16. In your opinion has the coordination between the national and county implementation structures been functional? Are the roles of the programme coordination structures clear? Any suggestions for improvement 17. Does ASDSP's M&E system allow for regular analysis of changes in indicators? If so, how does the results of that analysis feed back into programme management? 18. Should the ASDSP maintain a wide remit, or should it focus its activities on specific areas in which it performs best? 19. How has TA support been visible and has it improved the efficiency of programme delivery?
Communication	20. What is ASDSP overall approach to communication and visibility? 21. What measures does ASDSP follow to ensure "visibility" according to the EU's guidelines? 22. How do key stakeholders perceive the ASDSP programme? 23. How can visibility of the donor and Government of Kenya (national and county and other partners) be enhanced in the future?
Cross-cutting issues (gender, inclusion, youth)	24. How does ASDSP ensure inclusion of women and youth? Give examples of measures taken by the programme institutions to ensure inclusion? 25. Do you think the benefits of the programme are equitably distributed among the beneficiaries?
Lessons	26. Are there any external factors that have impacted the program positively or negatively? What are these factors, what have been the effects and how these effects be handled in future?

Evaluation Criteria	Questions
	27. Are there any outstanding barriers in the target value-chains that you think the programme should focus on**?** 28. Are there aspects of the ASDSP's work that could have been improved or strengthened? Which are they and what improvements could be made? 29. Which programme components have performed least effectively? Why?

Agro Dealers, Traders, Transporters, Processors.

Evaluation Criteria	Questions
Relevance	1. What has been your motivation of participating in ASDSP activities? How does ASDSP address your needs as value chain players? Are there features that are outstanding in ASDSP that has been valuable to your business? 2. How important has the development of VCs been to your business? Has investment in the entire value chain helped all stakeholders or has it given selected individuals an advantage? Who are the primary beneficiaries of VCs prioritised by ASDSP? What are the most important benefits provided? 3. Was community able to express their views and priorities on the programme? How ,share some examples?
Coherence	4. What do you consider to be the core functions of the ASDSP? Does the programme carry out these functions to your satisfaction? Are there ASDSP activities that are of no value to you? What would these be? 5. Are there functions that ASDSP does not perform that you think it should? If so, what are these?
Effectiveness	6. What are the greatest benefits that you have derived from the promotion by ASDSP of priority value chains? Which aspects of the promotion of priority value chains have been most important to you? Which have been least important? 7. Have enhanced techniques improved the quality of product coming to market, or do they primarily affect household food security? Have product prices risen as a result of improvements in quality? 8. Who are the primary beneficiaries of improved financial services, if any? Do you use any financial services, and if so what services do you use? If not, do you require financial services that are not available? Which use is more common? 9. Do you think that you have sufficient access to market information? Is it available via your mobile phone? Who benefits most from improved market information, if anyone? Who might

Evaluation Criteria	Questions
	lose out? What are its most important advantages? What are its weaknesses? How could these be mitigated? 10. Have you benefitted from ASDSP advocacy? if so, in what way? How much of a difference did the outcome make to your business? 11. Has ASDSP altered the balance of negotiating power along value chains in any way, if so, how? and what have been the results? 12. Do you consider the facilitation of increased trade within your region to be beneficial or detrimental to your interests? What would be the main benefits or drawbacks 13. Have you participated in any business forums or other information sharing events facilitated by ASDSP? If so, what have been the main benefits of participation in such events? 14. How sustainable do you consider the investment into priority VCs to be? In the absence of ASDSP support, would the investments continue to be used by agro input dealers, primary producers (farmers), transporters, traders (wholesale and retail) and processors or is some degree of long-term mentoring required.
Efficiency	15. Do you think programme resources (financial, human and other assets and material) were efficiently utilized to achieve the programme objectives? 16. If No, what do you think should be done to improve the programme delivery? 17. What bottlenecks do you encounter that hinder you from effectively benefiting from the project activities? 18. Do you have any concerns on programme implementation? Have you shared any concerns with the programme delivery team? Did they respond to your concerns?
Communication	19. How does the community in general/programme beneficiaries perceive the ASDSP programme? 20. Do you think ASDSP has been effective in its communication with key stakeholders in your locality? 21. Any suggestions on how the programme can improve on its communication?
Cross-cutting issues (gender, inclusion,	22. Were you able to contribute to the development of County work-plans with regard to the development of any value chain? If so, through what forum? 23. Are the needs of males, females and youth considered in delivery of the different programme activities? 24. Are there specific needs of males, females and youths that the project should pay particular attention to? Are these already being addressed and, if so, how?

Evaluation Criteria	Questions
	25. Are there specific activities targeted at males, females and youth that you have participated in? How did it influence your business? 26. Do you consider that everyone within your county or locality has an equal chance of participating in ASDSP? Are there any specific groups of people that could be benefiting more, and how?
Lessons	27. Are there aspects of the ASDSP's work that could have been improved or strengthened? Which are they and what improvements could be made?

Primary Producers

Evaluation Criteria	Questions
Relevance	1. What has been your motivation for participating in ASDSP activities? How does ASDSP address your needs as value chain players? Are there features that are outstanding in ASDSP that have been valuable to your business? 2. Which is more important to you, the promotion of individual value chains or the training and capacity building provided by ASDSP? Within the context of a limited budget, how should ASDSP prioritise investment in these two areas? 3. Were community groups/individuals able to express their views and priorities? Give some examples?
Coherence	4. Are you aware of any other programmes/initiatives or support to value-chain development in the county? Yes/No. If yes, does ASDSP collaborate/coordinate with these other programmes/initiatives?
Effectiveness	5. What are the greatest benefits that you have derived from the promotion by ASDSP of priority value chains? Which aspects of the promotion of priority value chains have been most important to you? Which have been least important? 6. Who are the primary beneficiaries of improved financial services, if any? Do you use any financial services, and if so what services do you use? If not, do you require financial services that are not available, and for what purpose? 7. Do you think that you have sufficient access to market information? Is it available via your mobile phone? Who benefits most from improved market information, if anyone? What are its most important advantages? What are its weaknesses? How could these be mitigated? 8. Have you benefitted from ASDSP advocacy? If so, in what way? How much of a difference did the outcome make to your business?

Evaluation Criteria	Questions
	9. Has ASDSP altered the balance of negotiating power along value chains in any way, if so, how? and what have been the results? 10. Do you consider the facilitation of increased trade within your region to be beneficial or detrimental to your interests? What would be the main benefits or drawbacks 11. Have you participated in any business forums or other information sharing events facilitated by ASDSP? If so, what have been the main benefits of participation in such events? 12. How sustainable do you consider the investment into priority VCs to be? In the absence of ASDSP support, would the investments continue to be used by primary producers, or is some degree of long-term mentoring required.
Efficiency	13. Do you think programme resources (financial, human and other assets and material) were efficiently utilized to achieve the programme objectives? 14. If No, what do you think should be done to improve the programme delivery? 15. Which bottlenecks do you encounter that hinder you from effectively benefiting from the project activities 16. Do you have any concerns on the programme implementation? Have you share any concerns on the programme delivery team? Did they respond to your concerns
Communication	17. How does the community in general/programme beneficiaries, perceive the ASDSP programme? 18. Do you think ASDSP has been effective in its communication with key stakeholders in your locality 19. Any suggestions on how the programme can improve on its communication?
Cross-cutting issues (gender, inclusion,	20. How does the ASDSP promote the inclusion of women and youth in value chain development? What barriers are faced by women and youth, and are any of these directly addressed by ASDSP? What more needs to be done to facilitate the inclusion of women and youth in your particular value chain? 21. How useful are ASDSP interventions to enhance productivity/ combat negative influences of climate change and soil degradation? Do these activities complement or duplicate other agricultural extension efforts? Is this an area in which ASDSP has core expertise, or one that could be better addressed by another institution?
Lessons	**22.** Are there aspects of the ASDSP's work that could have been improved or strengthened? Which are they and what improvements could be made?

Counterpart Institutions and Programme Partners, if any

Evaluation Criteria	Questions
Relevance	1. Has ASDSP affected the process of policy and programme development within your institution or the agricultural sector? If so, what has been affected and in what way?
Coherence	2. Are you aware of any other programmes/initiatives support value-chains development in the county/country? Yes/No. If yes, does ASDSP collaborate/coordinate with the other programmes/initiatives? 3. Are there other institutions that should be consulted on matters pertaining to value chain development? If so, which institutions are these? 4. Does the ASDSP complement or add value to the activities of national and regional authorities, or is it seen as conflicting in any way? 5. How could ASDSP enhance collaboration and partnerships?
Effectiveness	6. Does ASDSP effectively promote primary producers, traders, processors and merchants, or does it favour one group over others in its advocacy? 7. Have you participated in any business forums or other information sharing events facilitated by ASDSP? If so, what have been the main benefits of participation in such events? 8. How sustainable do you consider the investment into priority VCs to be? In the absence of ASDSP support, would the investments continue to be used by agro input dealers, primary producers (farmers), transporters, traders (wholesale and retail) and processors, or is some degree of long-term mentoring required. 9. Does your institution consider ASDSP to be useful and effective in communicating the needs of value chain actors to government? Or, is it seen more as a representative of the donor's agenda? 10. Given the wide remit of ASDSP, which particular areas do you regard as the core areas in which ASDSP demonstrates its highest levels of performance? In which areas does the ASDSP perform least effectively? 11. Should ASDSP focus its activities on specific areas in which it performs best?
Efficiency	12. Do you think programme resources (financial, human and other assets and material) were efficiently utilized to achieve the programme objectives? If not, what do you think should be done to improve delivery? 13. Do you have any concerns on the programme implementation? Have you shared any concerns with programme delivery team? Did they respond to your concerns?

Evaluation Criteria	Questions
Communication	14. How do programme stakeholders perceive the ASDSP programme? 15. Do you think ASDSP has been effective in its communication with key stakeholders?
Cross-cutting issues (gender, inclusion,	16. How does the ASDSP promote the inclusion of women and youth in value chain development? What barriers are faced by women and youth, and are any of these directly addressed by ASDSP? What more needs to be done to facilitate the inclusion of women and youth in your particular value chain? 17. How useful are ASDSP interventions to enhanced productivity/ combating negative influences of climate change and soil degradation? Do these activities complement or duplicate other agricultural extension efforts? Is this an area in which ASDSP has core expertise, or an area that could be better addressed by another institution?
Lessons	18. Are there aspects of the ASDSP's work that could have been improved or strengthened?

Data Collection Sheet Format

Name of the Respondent/Focus Group		
Number of Respondents (Annex the list/photo of group)		
Date of interview	23/02	
Location of interview		
Interview Questions	**Responses**	**Relevant Evaluation Questions (include codes for specific questions)**

Introductory Email

Dear Partner

Greetings and hope this finds you well. We would like to introduce FCG Sweden the consultancy firm that is carrying out the mid-term evaluation for ASDSP II. The evaluation team would like to engage with you as a key stakeholder in the agricultural sector in Kenya. The interview is expected to take 45-60mins and your insight will be valuable in helping the implementation team to improve the effectiveness of the programme. Some of the issues to be discussed include the following;

- The contribution made by the ASDSP II programme to the growth of the agricultural sector in Kenya
- Strategic alignment of the programme to the country development agenda
- Engagement of key stakeholders in programme implementation
- Collaboration with other programmes or ongoing initiative in the agricultural sector
- Lessons and suggestions to improve the implementation and effectiveness of the programme

A list of stakeholders (name, role and institution) consulted for the mid-term review will be provided as part of the report and we would like to seek your consent for the disclosure of this details. All other information gathered during the interview will be treated with utmost confidentiality and you shall not be quoted without your written consent. Please reply to this email with your consent to participate in the interview.
Kind Regards

Annex 4 – Documentation

Author/ Organisation	Title	Date of Publication
ASDSP NSP	The Agricultural Sector Development Support Programme phase II : Implementation Framework	September 2017
ASDSP NSP	Knowledge Management and Communication Strategy	January 2020
ASDSP NSP	ASDSP II ENTREPRENEURSHIP STRATEGY	October 2020
ASDSP NSP	ASDSP II BASELINE SURVEY REPORT	November 2019
ASDSP / Bungoma County	Knowledge Management and Communication Plan: Bungoma County	March 2020
ASDSP NSP		
Republic of Kenya, Ministry of Livestock and Irrigation	ASDSPII GUIDELINES ON FINANCE AND PROCUREMENT	June 2019
Ministry of Agriculture, Livestock and Fisheries	ASDSP ii Concept	October 2016
Republic of Kenya	Agricultural Sector Development Support Programme, End Term Evaluation Report (2012-2016)	March 2017
ASDSP / Elgeyo Marakwet	Strategic Integrated Value Chain Action Plan (SIVCAP): Elgeyo Marakwet	
ASDSP / Elgeyo Marakwet	Gender And Social Inclusion Action Plan: Elgeyo Marakwet	March 2020
ASDSP / Elgeyo Marakwet	Monitoring and Evaluation Plan: Elgeyo Marakwet	December 2020
ASDSP / Elgeyo Marakwet	County Prioritized Value Chains Suitability Atlas: Elgeyo Marakwet	October 2020
ASDSP / Elgeyo Marakwet	Status Report as at 31st December 2020: Elgeyo Marakwet	December 2020
County Government of Elgeyo Marakwet	Elgeyo Marakwet County Integrated Development Plan	2018
ASDSP / Siaya	Fish Value Chain Strategic Integrated Value Chain Action Plan (SIVCAP): Siaya	n.d
ASDSP / Siaya	ASDSP II Siaya Success Stories	n.d.
ASDSP / Siaya	Gender And Social Inclusion Action Plan: Siaya	November 2020
County Government of Siaya	Siaya County Integrated Development Plan	August 2019

Author/ Organisation	Title	Date of Publication
ASDSP / Siaya	Communication Strategy: Siaya	December 2020
ASDSP / Siaya	County Prioritized Value Chains Suitability Atlas: Siaya	October 2020
ASDSP / Siaya	Status Report January, 2021: Siaya	January 2021
ASDSP / Kakamega	Extended Concept Note For Capacity Development (Cow Milk): Kakamega	August 2020
ASDSP / Kakamega	Status Report as at January 2021: Kakamega	January 2021
ASDSP / Kakamega	Maize Value Chain Strategic Integrated Value Chain Action Plan (SIVCAP): Kakamega	January 2020
ASDSP / Kakamega	Progress Tracker	2021
ASDSP / Kakamega	Gender And Social Inclusion Action Plan: Kakamega	n.d.
ASDSP / Kakamega	CASSCOM Operational Guidelines	June 2019
ASDSP / Nyandarua	ASDSP-II MTR Progress Reporting: Nyandarua	n.d
ASDSP / Nyandarua	Implementation of Irish Potato Regulations 2019 Status Report: Nyandarua County	January 2020
ASDSP / Nyandarua	Annual Activity Plan and Budget 2020/2021 Fiscal Year	November 2020
ASDSP / Makueni County	GENDER AND SOCIAL INCLUSION ACTION PLAN: Makueni County	March 2020
ASDSP / Nyamira County	STRATEGIC INTERGRATED VALUE CHAIN ACTION PLAN (SIVCAP) COW MILK VALUE CHAIN : Nyamira County	December 2019
ASDSP / Nyamira County	COW MILK VALUE CHAIN CAPACITY BUILDING EXTENDED CONCEPT: Nyamira County	
ASDSP/Makueni	Strategic Integrated Value Chain Action Plan (SIVCAP) – Poultry Value Chain	2020
ASDSP / Makueni	Strategic Integrated Value Chain Action Plan (SIVCAP) – Mango Value Chain	2020
ASDSP / Makueni	Strategic Integrated Value Chain Action Plan (SIVCAP) – Green Gram Value Chain	2020
ASDSP / Makueni	Annual Report 2019-2020	2020
ASDSP / Kajiado	Strategic Integrated Value Chain Action Plan (SIVCAP) – Beef Value Chain	2020
ASDSP / Kajiado	Strategic Integrated Value Chain Action Plan (SIVCAP) – Cow Milk Value Chain	2020
ASDSP / Kajiado	Annual Report 2018-2019	2020

Author/ Organisation	Title	Date of Publication
ASDSP / Garissa	Beef value chains Extended Concept	2020
ASDSP / Garissa	Tomato value chain innovation proposal	2020
ASDSP /Garissa	Governance concept note	2020
ASDSP / Tana River	Strategic Integrated Value Chain Action Plan (SIVCAP) – Fish value-chain	2020
ASDSP / Tana River	County Integrated Development Plan (CIDP)	2020
ASDSP /Tana River	Strategic Integrated Value Chain Action Plan (SIVCAP) – Mango Value Chain	2020
NIRAS	Final Inception Report : Technical Assistance to ASDSP II	April 2019
NIRAS	An overview of the TA support to ASDSP II 2019–2020 - note	January 2021
NIRAS	Annual TA Report	August 2020
Ministry of Agriculture, Livestock and Fisheries and Cooperatives	Terms of Reference for Technical Assistance to ASDSP II 2017-2022	September 2018
Ministry of Agriculture, Livestock and Fisheries / County Govt. Tana River	MoU Re: Management of all Financial Resources of the ASDSP II 2017-2022	June 2018
Ministry of Agriculture, Livestock and Fisheries / County Govt. Garissa	MoU Re: Management of all Financial Resources of the ASDSP II 2017-2022	April 2018
ASDSP NSP	County Selection Matrix	Dec 2020
Republic of Kenya	Vision 2030 2nd Medium Term Plan--(MTP) 2013-2017 -- Agricultural Sector	2013
ASDSP	Programme Document- ASDSP II	April 2017
European Development Fund	ROM Report: Joint support by EU and Sweden towards the Agricultural Sector Transformation Process Sida component	March 2020

Annex 5 – List of interviewees

Name	Position	Organisation	Date of interview
Interviews at national level			
Duncan Marigi	Senior Programme Manager Agriculture & Rural Development	Embassy of Sweden/Sida	2/03/2021
Myra Bernadi		Delegation of the EU	1/03/2021
Mwangi Njuru	Programme Manager	Delegation of the EU	1/03/2021
Richard Ndegwa	National Programme Coordinator	ASDSP 11	24/02/2021
Japheth Kiara	TA Quality Assurance	NIRAS	19/02/2021
Mkael Segerros	TA Team Leader	NIRAS	19/02/2021
Calistus Wachana		Kenya Meteorological Department	22/02/2021
Albert Wangugu	CEO	Hand in Hand	23/02/2021
Francis Muthami	National Project Coordinator	Kenya Climate Smart Agricultural Programme	23/02/2021
Monica Olala	Business Development Specialist	ASDSP 11	24/02/2021
Rosemary Magambo	M&EC Specialist	ASDSP 11	24/02/2021
Benjamin Ndegwa	Environmental Resilience Officer	ASDSP 11	24/02/2021
Kiarie Wangeci	Extension, Research, Gender and Social Inclusion Specialist	ASDSP 11	24/02/2021
Rosemary Ndunge Mwanza	Value Chain Development Specialist	ASDSP 11	24/02/2021
Maren Bwana	Capacity and Institutional Development Specialist	ASDSP 11	24/02/2021
Aggrey Adul	Communication Officer	ASDSP 11	24/02/2021
Josephine Songa		RTI-KCDMS	25/02/2021

Name	Position	Organisation	Date of interview
John Kimani	National Project Coordinator	National Agricultural and Rural Inclusive Growth Project	25/02/2021
John Kimani	NPC	NARIGP	25/02/2021
Prof Hamadi Boga	Principal Secretary	Ministry of Agriculture Livestock Fisheries and Cooperatives (MoALF&C)	26/02/2021
Josephat Muhunyu	Agriculture Secretary	(MoALF&C)	25/02/2021
Josephine Mogeni	CEO	Council Of Governors	26/02/2021
Robert Kiteme	Agriculture sector desk	Council Of Governors	26/02/2021
Protus Khisa	Coordinator	(MoALF&C)	26/02/2021
Elizabeth Mwangangi	Deputy Coordinator/M&E	(MoALF&C)	26/02/2021
Susan Moywaywa	Policy Officer	(MoALF&C)	26/02/2021
Abukira Moses		IFAD	26/02/2021
Dr. Christopher Wanga	Co-Chair, Director Policy, SDL	(MoALF&C)	05/03/2021
Interviews at field level			
CPS Elgeyo Marakwet (5 respondents)	CPS	CPS	2/8/2021
CASSCOM Elgeyo Marakwet (10 respondents)	CASSCOM	CASSCOM	2/8/2021
Cow Milk Value Chain Platform Elgeyo Mrakawet (10 respondents)	Value Chain Actors	VCP	2/8/2021
Irish Potato Value Chain Platform Elgeyo Mrakawet (9 respondents)	Value Chain Actors	VCP	2/8/2021
Indigenous Chicken Value Chain Platform Elgeyo Marakwet (13 respondents)	Value Chain Actors	VCP	2/8/2021
Grace Kipkoech	Irish Potato Seed Producer	Light of Lelan	2/9/2021
Irish potato producers (13 respondents)	Committee and members	Cheptangis Women Group - Elgeyo Mrakwet	2/9/2021
Agnes Cheptoo	Irish Potato Producers and Marketer	Cheptangis Women Group - Elgeyo Mrakwet	2/9/2021
Seed and Irish potato producers (10 respondents)	Seed and Irish potato producers	Light of Kapkochur - Elgeyo Marakwet	2/9/2021
Grace Mutai	Irish Potato Seed Producer	Light of Kapkochur - Elgeyo Marakwet	2/9/2021

Name	Position	Organisation	Date of interview
Ward Coordinating Committee (9 respondents)	Committee, members and service providers	Chebororwa Ward Coordinating Committee - Elgeyo Marakwet	2/9/2021
Indigenous Chicken Producers (12 respondents)	Committee and members)	Jashana Group - Elgeyo Marakwet	2/9/2021
Purity Koech	Indigenous Chicken Producer	Testai Group - Elgeyo Marakwet	2/9/2021
Getrude K,	Ward Representative	County Government of Elgeyo Marakwet	2/9/2021
John Kimutai	Poultry Trader	Elgeyo Marakwet	2/9/2021
Dairy farmers (4 respondents)	Dairy producers	Individual producers	2/9/2021
Simon Kibor	EMCODAF Chairman	EMCODAF	2/9/2021
Dairy processors, transporters and traders (3 respondents)	Committee members	REMA Ariri Dairies	2/9/2021
John Kimtai	Chicken Trader	Elgeyo Marakwet	2/9/2021
Hosea Changweny	Ward Agriculture Officer	Department of Agriculture – Elgeyo Marakwet	2/9/2021
Moses Langat	WAO	Department of Agriculture – Elgeyo Marakwet	2/9/2021
Getrude Serem	Committee Member	EMC-H/A Metkei	2/9/2021
Gordon Ruto	Trainer	Chebara ATC	2/9/2021
Dairy transporters, aggregators and processors (5 respondents)	Dairy transporters, aggregators and processors	Metkei FCS - Elgeyo Marakwet	2/9/2021
CASSCOM Kakamega (7 respondents)	CASSCOM	CASSCOM	2/10/2021
CPS Kakamega (9 respondents)	CPS	CPS	2/10/2021
Ismael Makhoha	Agrodealer	Kakamega	2/10/2021
Maize Value Chain Platform Kakamega (9 respondents)	Value Chain Actors	VCP	2/10/2021
Poultry Value Chain Platform Kakamega (10 respondents)	Value Chain Actors	VCP	2/10/2021
Dairy Value Chain Platform Kakamega (9 respondents)	Value Chain Actors	VCP	2/10/2021
Dairy processors, traders, marketers and transporters (10 respondents)	Committee and members	Kakamega Dairy Cooperative	2/11/2021

Name	Position	Organisation	Date of interview
Dairy aggregators (10 respondents)	Committee and members	Ibokholo Dairy CBO	2/11/2021
Maize producers (11 respondents)	Committee and members	Mumias North Maize Producers	2/11/2021
Maize producers, aggregators and processors (10 respondents)	Committee and members	Isukha Central Maize Producers	2/11/2021
Bilha Mukhoya	Poultry Producer	Kakamega	2/11/2021
Wellington Bakhoya	Dairy Producer	Kakamega	2/11/2021
Audwem Shida	Poultry Transporter	Kakamega	2/11/2021
Indigenous Poultry Producer (10 respondents)	Committee and members	Shibeye Self Help Group	2/11/2021
Dairy producers (7 respondents)	Dairy farmer	Dairy Farmer - Kakamega	2/11/2021
Dairy transporters (6 respondents)	Dairy Value Chain-Transporters	Kakamega	2/11/2021
CPS Siaya (11 respondents)	CPS	CPS	2/12/2021
CASSCOM Siaya (10 respondents)	CASSCOM	CASSCOM	2/12/2021
Mango Value Chain Platform Siaya (11 respondents)	Value Chain Actors	VCP	2/12/2021
Fish Value Chain Platform Siaya (13 respondents)	Value Chain Actors	VCP	2/12/2021
Indigenous Value Chain Platform Siaya (9 respondents)	Value Chain Actors	VCP	2/12/2021
Alfred Omondi	Feed and Hatchery	Siaya	12/02/2021
Bernard Muruka	Fish Monger	Siaya	12/02/2021
David Oluoch	Input - Fingerlings	Siaya	12/02/2021
Josephine Atieno Munga	Poultry processor and trader	Siaya	2/12/2021
Dorothy Awino Awinga	Mango Processor	Siaya	2/12/2021
Millicent Ochieng	Fruits Trader	Siaya	2/12/2021
Mango seedlings group (11 respondents)	Committee and members	Hafife Mango Seedlings Group	2/13/2021
Fish and fingerling producer (8 respondents)	Farm owner, workers and group members	Mwang Fish Farm	2/13/2021
Fish producer (8 respondents)	Farm owner and group members	Polo Fish Farm and Group	2/13/2021

Name	Position	Organisation	Date of interview
Poultry incubators	Committee and members	Siaya Poultry Incubators Association	2/13/2021
Fred Adede	Poultry feed supplier and hatchery services	Siaya Poultry Incubators Association	2/13/2021
CPS Nyandarua (6 respondents)	CPS	CPS	2/16/2021
CASSCOM Nyandarua (9 respondents)	CASSCOM	CASSCOM	2/16/2021
Dairy Value Chain Platform (6 respondents)	Value Chain Actors	VCP	2/16/2021
Irish potato Value Chain Platform (5 respondents)	Value Chain Actors	VCP	2/16/2021
Fish Value Chain Platform (12 respondents)	Value Chain Actors	VCP	2/16/2021
Dairy transporters, aggregators, traders and processors (2 respondents)	Committee and staff members	Tulaga FCS - Nyandarua	2/17/2021
Dairy transporters, aggregators, traders and processors (3 respondents)	Committee and staff members	Miharati FCS - Nyandarua	2/17/2021
Fish producers (12 respondents)	members	Kamande Fish Farmers - Nyandarua	2/17/2021
Irish potato producers (7 repospondents)	Leaders and members	Tunza Afia	2/17/2021
Fish producers (5 repondents)	Leaders and members	Gathanga Dam fish producers	2/17/2021
Dairy processors and traders (3 repondents)	Committee and staff member	Olkalou Dairy Cooperative	
Abeid Said Abeid	ASDSP Coordinator – Tana River	CPS	08/02/2021
CPS Tana River (7 respondents)	CPS Tana River	CPS	08/02/2021
CASSCOM Tana River County (15 respondents)	CASSCOM	CASSCOM	08/02/2021
Sarah Mayo	German Agro Action	Other Programmes	08/02/2021
Value Chain Platform- Beef (19 respondents)	Beef Value Chain Actors (Producers, Traders, Processors, Transporters)	Beef value-chain	09/02/2021
Value Chain Platform- Mango (20 respondents)	Mango Value Chain Actors (Producers, Traders, Processors, Transporters)	Mango value-chain	09/02/2021

Name	Position	Organisation	Date of interview
Value Chain Platform- Fish (16 respondents)	Fish Value Chain Actors (Fishermen, Aggregators, Boat Owners, Wholesale Traders, Women Fish Sellers)	Fish Value Chain	09/02/2021
Mrs. Mwanajuma Hiribae	CECM- Agriculture, Livestock, Fisheries	County Government of Tana River	09/02/2021
Nasir Mohamed	Kipini Integrated Community Enterprises (KICE)	CASSCOM	09/02/2021
Jashon Ondong	Department of Fisheries	Service Provider	09/02/2021
Ali Salim	Kipitini Beach Management Unit	Service Provider	09/02/2021
Mariam Said	Muungano Fish Women Group	Fish Value Chain	09/02/2021
Saida Azad	Tuna Women Group Kipini	Fish Value Chain	09/02/2021
Mr Salim Deye	Mango Trader	Mango Value Chain	09/02/2021
Mr Buya	Chief Officer Livestock	Beef Value Chain	09/02/2021
Dr Haret Hambe	ASDSP Coordinator – Garissa County	CPS	10/02/2021
CPS Garissa (7 respondents)	CPS Garissa	CPS	10/02/2021
CASSCOM Garissa County (12 respondents)	CASSCOM	CASSCOM	10/02/2021
Value Chain Platform- Beef (11 respondents)	Beef Value Chain Actors (Producers, Traders, , Transporters)	Beef value-chain	10/02/2021
Value Chain Platform- Camel Milk (10 respondents)	Camel Milk Value Chain Actors (Producers, Traders, Processors, Transporters)	Camel Milk value-chain	10/02/2021
Value Chain Platform- Tomato (9 respondents)	Tomato Value Chain Actors (Fishermen, Aggregators, Boat Owners, Wholesale Traders, Women Fish Sellers)	Tomato Value Chain	10/02/2021

Name	Position	Organisation	Date of interview
FGD Tawfiq Camel Milk (7 respondents)	Aggregator and Value Addition	Camel Milk Value Chain	11/02/2021
Mr Dubat Ali Amey	Chairperson CASSCOM	CASSCOM	10/02/2021
Bashir Muhumed	Coordinator KCSAP	Other programmes	10/02/2021
Abdinoor Dubow	Coordinator NDMA	Other Programmes	10/02/2021
Hawa Ali	Tawfiq Camel Milk Cooperative	Camel Milk Value Chain	10/02/2021
Ahmed Gedi	Naim Camel Milk Cooperative	Camel Milk Value Chain	10/02/2021
Issa Oyow	CECM Finance and Planning	County Government of Garissa	11/02/2021
Hon Mohamed Shale	CECM Agriculture and Livestock	County Government of Garissa	11/02/2021
Hassan Issa	Livestock Farmer	Beef Value Chain	11/02/2021
Abdikadir Amey	Trader	Beef Value Chain	11/02/2021
Adan Osman	Tomato Farmer	Tomato Value-Chain	11/02/2021
Adan Mohamed	Sidai	Input Supplier/ Service Provider	11/02/2021
Robert Kisyula	CECM Agriculture	Makueni County Government	15/02/2021
CPS Makueni (5 respondents)	CPS Makueni	CPS	15/02/2021
Value Chain Platform- Indigenous Poultry (7 respondents)	Indigenous Poultry Value Chain Actors (Processors, Producers, Aggregators)	Indigenous Poultry Value-chain	15/02/2021
Value Chain Platform- Mango (8 respondents)	Mango Value Chain Actors (Producers, Traders, Processors, Transporters)	Mango value-chain	15/02/2021
Value Chain Platform- Green Grams (6 respondents)	Green Grams Value Chain Actors (Producers, Seed Suppliers, Service Providers)	Green grams Value Chain	15/02/2021
Daniel Mutinda	ADSE	Service provider	15/02/2021
Fred Wakamba	NDMA	Other programmes	15/02/2021
Joseph Kiseve	Project Manager- NARIGP	Other programmes	15/02/2021

Name	Position	Organisation	Date of interview
Victor Kimeu	Makueni Green Grams Ltd	Aggregator- Green Grams Value Chain	16/02/2021
FGD- Kitise Poultry Producers Group (6 respondents)	Poultry Producers	Indigenous Poultry Value Chain	16/02/2021
Kitise Rural Development CBO (3 respondents)	Aggregators, input supplier and service provider	Green Grams Value Chain	16/02/2021
FGD- Ngemuloc Mango Group (12 respondents)	Producers and aggregators	Mango Value-Chain	16/02/2021
Mr Leakey Ritei	C.O. Livestock	County Government of Kajiado	17/02/2021
Hedwig Nenkari	ASDSP Coordinator – Kajiado	CPS	17/02/2021
CPS Kajiado (5 respondents)	CPS Kajiado	CPS	17/02/2021
Value Chain Platform- Cow Milk (11 respondents)	Cow Milk Value Chain Actors (Processors, Producers, Aggregators)	Cow Milk value-chain	17/02/2021
Value Chain Platform- Beef (7 respondents)	Beef Value Chain Actors (Producers, Traders, Processors, Transporters)	Beef value-chain	17/02/2021
Value Chain Platform- Tomato (8 respondents)	Tomato Value Chain Actors (Producers, Seed Suppliers, Service Providers)	Tomato Value Chain	17/02/2021
Joseph Gitonga	Oloolaiser Dairy- Aggregator and Processor	Cow Milk Value Chain	18/02/2021
Keekonyokie slaughterhouse (4 respondents)	Processor	Beef Value Chain	18/02/2021
Antonina Kandie	Simlaw Seeds	Input Provider	18/02/2021
Peninah Tombo	Farmer	Tomato	18/02/2021

Mid Term Evaluation of the Agricultural Sector Development Support Programme II

This report presents the findings, conclusions, lessons learned and recommendations from a midterm evaluation of the Agricultural Sector Development Support Programme II (ASDSP II), a five year programme supported by the Government of Sweden and European Union implemented in all 47 counties and at the national level in Kenya. Data collection consisted of field visits to 8 counties, coupled with interviews at the national level. The major theme of the evaluation is that the programme has a solid basis for its implementation, but has experienced significant delays. The programme is aligned and complementary to other initiatives in the sector and has demonstrated an acceptable level of effectiveness in the implementation of activities, but due to delays, a judgement on the achievement of outcomes, impact and sustainability is not possible. In terms of cross-cutting issues, the programme is designed and implemented in a gender sensitive way, there are efforts at engaging youth and vulnerable groups, and climate resilience has been factored into the selection of value-chains. The evaluation recommends a no-cost extension, along with other changes to improve implementation.

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