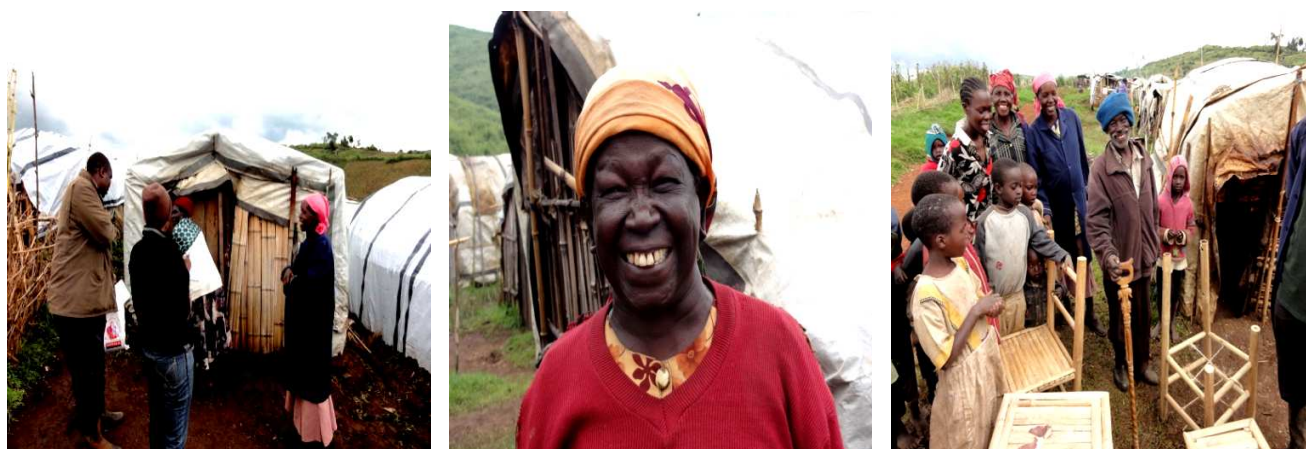


## Independent Evaluation

# Republic of Kenya

## Crafting a green future - bamboo in the curio and souvenir industry in Kenya



UNITED NATIONS

INDUSTRIAL DEVELOPMENT ORGANIZATION



**UNIDO EVALUATION GROUP**

**Independent Evaluation**

**KENYA**

**Crafting a green future – bamboo in the curio  
and souvenir industry of Kenya**

(UNIDO Project Number: TF/KEN/11/001)



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## Abbreviations and acronyms

AMC	Programme Approval and Monitoring Committee
CFC	Common Fund for Commodities
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
EABP	East Africa Bamboo Project
FGDs	Focus group discussions
GOJ	Government of Japan
GOK	Government of Kenya
INBAR	International Network for Bamboo and Rattan
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forest Service
KSh	Kenyan Shilling
IDP	Internally Displaced Person
PM	Project Manager
MDG	Millennium Development Goals
MFC	Mau Forest Complex
MSME	Micro Small and Medium Enterprises
MOFA	Ministry of Foreign Affairs of the Government of Japan
MF&W	Ministry of Forestry and Wildlife of Kenya
NDS	National Development Strategy
NPC	National Project Coordinator
PA	Project Assistant
PCA	Peace and Conflict Assessment
PMT	Project Management Team
PSC	Project Steering Committee
ToR	Terms of Reference
ToT	Training of Trainers
TPO	Technical Project Officer
UNIDO	United Nations Industrial Development Organization
UNHCR	Office of the United Nations High Commissioner for Refugees
UR	UNIDO Representative
USD	United States Dollars
VTC	Vocational Training Centre

# Glossary of evaluation related terms<sup>1</sup>

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be measured.
Effect	Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results based management) principles.
Outcomes	The likely or achieved short-term and medium-term effects of an intervention's outputs. Related terms: result, outputs, impacts, effect.
Outputs	The products, capital goods and services that result from a development intervention; may also include changes

<sup>1</sup> Based on a glossary prepared by OECD's DAC working party aid evaluation, May 2002

	resulting from the intervention that is relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations are linked to conclusions.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partner and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Results	The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention. Related terms: outcome, effect, impacts.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit the development intervention is undertaken.



# Executive Summary

## Introduction and background

An independent final evaluation has been conducted on the BamCraft Project “*Crafting a green future – bamboo in the curio and souvenir industry of Kenya*”. The was mandated by the Programme Approval and Monitoring Committee (AMC) decision of 10 December 2010.

Given the time and resources available, the evaluation method was predominantly a rapid qualitative assessment undertaken during a field mission between 13 March and 31 March 2012, though quantitative surveys and qualitative data continued to be collected immediately following the initial field mission. The main objectives of the final evaluation were to contribute both to future UNIDO cooperation with the Government of Kenya (GOK) and UNIDO’s institutional learning in short-term, post-crisis interventions. The evaluation team consisted of two independent consultants Ms. Angela Wauye (National Project Evaluator) and Mr. Andrew Young (International Project Evaluator).

The project was funded through a USD 1.5m grant provided by the Government of Japan (GOJ) under a ‘humanitarian, post-crisis’ umbrella and through a supplementary budget from the Ministry of Foreign Affairs (MOFA). This was part of an overall contribution of USD 9.8 million from the GOJ to respond to humanitarian crises in seven countries in Africa. The *note verbale* was issued from the Permanent Mission of Japan in Vienna on the 8 December 2010. The project commenced on the 15th March 2011 with UNIDO as the executing agency while the Government counterpart was the Kenya Forestry Research Institute (KEFRI) under the Ministry of Forestry and Wildlife (MF&W). Anticipated further funding has not yet transpired due principally to actions taken by one or two individuals from national counterpart agencies.

The overall goal of the project launched in March 2011 was to assist the GOK in its efforts to preserve the forests and their environment at the same time as aiming for sustainable social and economic development. Direct beneficiaries of the project included 475 youth (against an original target of 300) within the Internally Displaced Persons (IDP) camps of Kipkongor, Kurbanyat and Kapkembu who were evicted from the Mau Forest Complex (MFC) and 20 members of the host community of Olenguruone. Indirect beneficiaries of the project included the Kenya Forestry Research Institute (KEFRI), through building the institutions capacity for bamboo processing.

The project adopted an integrated agro-processing value chain approach, prioritising bamboo processing with a rural development focus. The project aimed to develop the bamboo processing industry to add value to bamboo and use it as a cash crop. This would be done through the marketable production of bamboo crafts to provide income and generate livelihoods for vulnerable rural communities (in this case IDPs).

On the supply side, the critical component for an efficient pro-poor intervention included the development of pre-processing bamboo. The project provided bamboo-processing equipment to the training centre of Karura and its substations of KEFRI located in Londiani in the Mau Forest Complex. This was undertaken in conjunction with extensive Training of Trainers (ToT) in the use of the equipment. Qualified technicians from KEFRI's Karura Forest Product Research Centre and the KEFRI Londiani Field Station were trained by international experts to carry out vocational training activities in the field. To maximise the development impact the project targeted the poor, focussing on IDPs, at the same time as addressing gender and environmental issues.

The training of IDP beneficiaries was conducted in the host community of Olenguruone with field assistants based and coordinating of training operations. The project provided vocational skills to the youth within the IDP camps on bamboo crafts, furniture and bamboo based construction, building on the long-standing woodcarving history in the country.

## Findings

Concerning **project identification and development**, the project fully considered previous interventions by UNIDO and KEFRI, and drew from the implementation experiences and the lessons learned from the 2006-2010 East Africa Bamboo Project (EABP). The EABP was referred to in the strategy and implementation arrangements of the BamCraft project document and the overall project approach was a continuation of an existing five-year partnership between UNIDO and KEFRI.

There is little indication that UNIDO considered **conflict sensitivity analysis** including stakeholder and target group analysis or risk analysis in the project formulation.

To attempt to develop the **value chain** where one did not yet exist, the project was set up with dual objectives. It addressed the urgent needs of creating environmentally sustainable income generation or *value addition* for IDPs, while

also aiming for *industrial transformation* by building up the capacity of a long-term service provider in training. Therefore, while the primary beneficiaries were IDPs, indirect beneficiaries comprised artisans and KEFRI staff. Establishing training workshops with the requisite machinery at KEFRI Karura and Londiani aimed to support long-term initiatives by KEFRI in training people to generate additional value from bamboo.

The **relevance** of the project is high. It is clearly in line with GOKs priorities towards environmental sustainability and socio economic development and is in line with UNIDO's thematic priorities. Additionally the project fits well with the donor's priorities.

The project builds on the strengths of Kenya's craft and woodcarving industry, which is one of the country's most important craft sectors in terms of both economic returns and self-employment opportunities. The Kenyan wood carving industry is estimated to directly employ over 60,000 people providing income for an estimated 300,000 dependents.<sup>2</sup>

With regard to **project management and coordination**, reporting lines were clearly illustrated in the project document. However, neither the partners in the form of the Government and KEFRI staff, nor the UNIDO Field Office and staff, exhibited a clear and unanimous view with regard to who had overall management responsibility for the project at the field level. With respect to the overall coordination of the project, it can be determined that management would have been strengthened by a Project Steering Committee and greater communication between UNIDO Vienna, KEFRI and the MF&W at the very outset of the project.

Given the limited timeframe of the intervention, the project's **efficiency** is assessed as good. Efficiency of the project was ensured by continuing the institutional partnerships established by the EABP and the provision of experienced technical advisors particularly at the senior management level.

Technical assistance (TA) provided was efficient though there were some concerns voiced by KEFRI regarding the limited duration of some TA and the applicability of some training.

Occasional delays when funds were not disbursed from UNIDO in time did have a minor reported impact on the training schedule and in one case, the quality of raw materials supplied. However, training of KEFRI staff and IDPs was relatively low cost and training of the latter involved the actual production of marketable

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<sup>2</sup> <http://www.traidcraft.co.uk>

goods, which added real value to their training as it had an immediate impact on income.

Despite disagreement regarding salary top ups for some nationally seconded staff, there is little indication that issues regarding lines of management and communication hampered the efficient implementation of activities against the one year work-plan.

Given the short duration of the project and the relative remoteness of the beneficiaries in the IDP camps, the **effectiveness** of the intervention can be assessed as high. With respect to the intended outcomes of the project, short term incomes did increase for both men and women. Currently about 25 – 30 per cent of beneficiaries are producing a range of bamboo crafts and these are being sold in craft markets in Nairobi, Nakuru Mombasa, Kisumu and Eldoret with support from UNIDO and KEFRI. There are reports from UNIDO and KEFRI that quality and quantity of products was an issue during the project and this resulted in a permanent marketing outlet not being rented.

The project has achieved or surpassed the majority of its outputs. The project has exceeded initial targets to train 300 beneficiaries by 58 per cent as 475 IDPs received training. The project also trained 20 participants from the host community as well as 8 KEFRI staff and 8 private sector trainers. The project has distributed 450 toolkits to beneficiaries. The indirect effect of the technical training is reported to be positive for the direct beneficiaries but the effectiveness of the project's reintegration and counselling activities are uncertain and difficult to measure considering their limited timeframes and the lack of any measurable indicators.

Bamboo processing equipment has been distributed to KEFRI, which has enhanced the institution's capacity to operate as a research and training centre for bamboo processing. The Vocational Training Centres (VTCs) in Karura and Londiani are already involved in bamboo preparation and in improving the quality of finished products of the IDPs.

The objective of providing equipment to KEFRI was twofold. First the creation of facilities for skills development aimed at immediate livelihood recovery, and secondly, the strengthening of institutional capacities that will contribute indirectly to social stabilisation and economic development.

The project has had an immediate short-term **impact** indicated by the verifiable increases in beneficiary incomes. In the short to medium term, the project has had a positive impact through the provision of a life skill for IDPs, the building of



capacity in a key East African VTC, and reduced environmental impact through the substitution of wood for bamboo. Finally, the project had the broadest intention of illustrating how value can be added to a common forest product.

The **sustainability** of the projects overall objective and outcomes for immediate beneficiaries (the IDPs) is by no means assured due principally to the short duration of the project, the lack of a developed market for products and uncertainty regarding further funding. However, long-term sustainability has been attempted for the indirect beneficiaries through the ToT program and by upgrading the technical facilities of KEFRI field stations with new machinery and equipment. This has increased KEFRI's capacity to transfer skills and techniques on processing bamboo products.

## **Conclusions**

BamCraft was ambitious and relatively complex for a small project and was implemented within a short period of one-year. During the period of its development and implementation there have been some problems. The LogFrame was poorly designed and limited the evaluability of the project. There were issues with respect to procurement and especially lines of communication and management. The latter resulted in industrial relations issues that were ultimately damaging to the project's continuation.

The intervention was in a sector of relevance to all project partners and particularly the beneficiaries. The context of serious forest degradation coupled with the immediate needs for income generation was well considered in the project formulation. Focus on the bamboo sector was relevant and effective. It fitted the immediate impact objective of the project and through KEFRI has a greater possibility of sustainability. Methods of implementation were cost effective through ToT and the 'training through production'.

The project worked within the areas of comparative advantage for UNIDO focusing on not only emergency employment type interventions, but also recovery and developmental type interventions. This was achieved within a limited funding and time framework. Due to its industrial development mandate, UNIDO was well positioned to consider engaging governmental and crisis-affected communities, as well as adopting private sector approaches. Project implementation was enhanced by building upon the established partnership between UNIDO the GOK and KEFRI. In BamCraft it was therefore feasible for humanitarian resources to fund productive development.

Value chain development formed an important focus of the project and the project managed to adopt an integrated agro-processing value chain approach in a sector and country where a developed value chain or private bamboo sector does not yet exist.

### **Main recommendations**

The following recommendations are made specifically to UNIDO.

- Risk analysis and conflict sensitivity should be mainstreamed into post-crisis project such as Bamcraft. Despite the post conflict context of the IDPs, there was no evidence of Peace and Conflict Assessments or conflict sensitivity analyses in the formulation of BamCraft. This is also in line with recommendations made by the UNIDO Evaluation Group's 2010 report: *UNIDO Post-crisis projects* (pp.49).
- The role of the private sector should be clearly articulated in similar craft skills projects. This is in conformity with UNIDO's core mandate and could help overcome reported concerns over market access.

The following recommendations are made jointly to UNIDO and the Government.

- Similar future livelihoods projects should be integrated into existing UN and GOK livelihood coordination activities in Kenya to help generate further awareness of BamCraft and its methodologies within the sector.
- Without losing the primary focus on IDPs, future post-crisis projects should expand more into the host community with a greater selection of beneficiaries outside the IDP camps in order to develop the IDPs' relationship and possible marketing opportunities with host communities.

Recommendations for the Government and KEFRI.

- Relevant line ministries and national organisations need to take full responsibility for the management of any staff seconded to UN projects.
- For sustainability, business plans need to be developed for the use of bamboo pre-processing machinery in Karura and Londiani.

Regarding the thematic post-crisis evaluation of UNIDO:

- Assess whether pre-existing institutional relationships have been used to enhance longer-term project deliverables (as with BamCraft) and how short durations of funding are considered against longer term productive development needs.
- Assess whether LogFrames are evaluable and whether conflict sensitivity and 'do no harm' approaches have been considered during project preparation.

### **Lessons learned**

- In initially selecting possible areas for UNIDO intervention, overall effectiveness and delivery of outputs was enhanced by basing a short-term post-crisis project on pre-existing longer-term projects. This has proven to be especially relevant for BamCraft where implementation mechanisms remained consistent with existing long-term and relevant institutional relationships established under the EABP.
- UNIDO's centralised style of project management is not optimal when industrial relations issues arise at the country level.
- Provision of marketing outlets is important for the effectiveness and sustainability of craft skills development projects, especially when the beneficiaries are vulnerable IDPs with inadequate direct access to markets.



# 1.

## Introduction and background

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### 1.1. Introduction

Following confirmation of a USD 1.5 million contribution from the GOJ by *note verbale* of the 8 December 2010, the BamCraft Project “*Crafting a green future – bamboo in the curio and souvenir industry in Kenya*” commenced on 15 March 2011 for a period of one year. The overall goal of the project was to assist the Government of Kenya (GOK) in its efforts to preserve the forests and their environment at the same time as aiming for sustainable social and economic development and address the humanitarian crisis of IDPs. The project was based on the implementation experiences from the 2006-2010 East Africa Bamboo Project (EABP), and therefore benefitted from a pre-existing five-year partnership between UNIDO and KEFRI.

Intended outcomes of the project were that 300 internally displaced persons (IDPs) within the IDP camps of Kipkongor, Kurbanyat and Kapkembu would be trained to produce bamboo crafts and that craft markets would absorb their products. This would help provide income and generate rural livelihoods from a sustainable forest resource. At the same time, this would reduce the environmental impacts of unplanned and uncontrolled forest resource extraction.

Indirect beneficiaries of the project included KEFRI through building the institutions capacity for bamboo processing. Selected staff from KEFRI would receive training in bamboo processing and in turn use their skills through ToT of the direct beneficiaries. Mentoring would then be provided to the IDP graduates of the course. Bamboo processing equipment that was to be supplied through the project would also be used to benefit IDPs particularly by adding value to their products.

The evaluation of was mandated by the Programme Approval and Monitoring Committee (AMC) decision of 10 December 2010, and a field assessment mission was conducted over 13-31 March 2012. The main objectives of the final evaluation were to contribute both to future UNIDO cooperation with the Government of Kenya (GOK) and UNIDO’s institutional learning in short-term, post-crisis interventions.

## 1.2. Project context

The Mau Forests Complex (MFC) has been, and continues to be seriously degraded through irregular and unplanned settlements, as well as through uncontrolled and illegal forest resource extraction and conversion to agricultural production.<sup>3</sup> Through a series of forest excisions and encroachment, some 107,707 hectares representing approximately 25 per cent of the Mau Complex area has been converted to settlements and farmland. According to research by the World Agroforestry Centre (ICRAF), there are 200,000 charcoal producers operating in Kenya and half a million people involved in the charcoal trade who support 2.5 million dependents. The annual income from charcoal is approximately Ksh 32 billion (USD \$400 million).<sup>4</sup>

Yet the MFC remains the largest closed-canopy forest ecosystem in Kenya. The forest provides critical ecological benefits and services to the country in terms of water storage, river flow regulation, flood mitigation, recharge of groundwater, control of soil erosion and siltation, water purification, conservation of biodiversity and microclimate regulation. Through these ecological services, the MFC supports key economic sectors such as energy, tourism, agriculture and industry in the Rift Valley, Western and Nyanza provinces of Kenya.

In November 2009, the accelerating destruction of the MFC prompted the Government to evict people who had settled in the forest. The result of the evictions was the formation of 12 IDP camps in Olenguruone (two camps), Konoin (three camps) and Kuresoi (seven camps) administrative divisions. Official data regarding the number of persons and households in the 12 camps reported 4,521 households, with a total population of 19,400 evictees, bringing the average number of persons per household to 4.29. The ratio of children to adults in the camps was approximately 2:1.

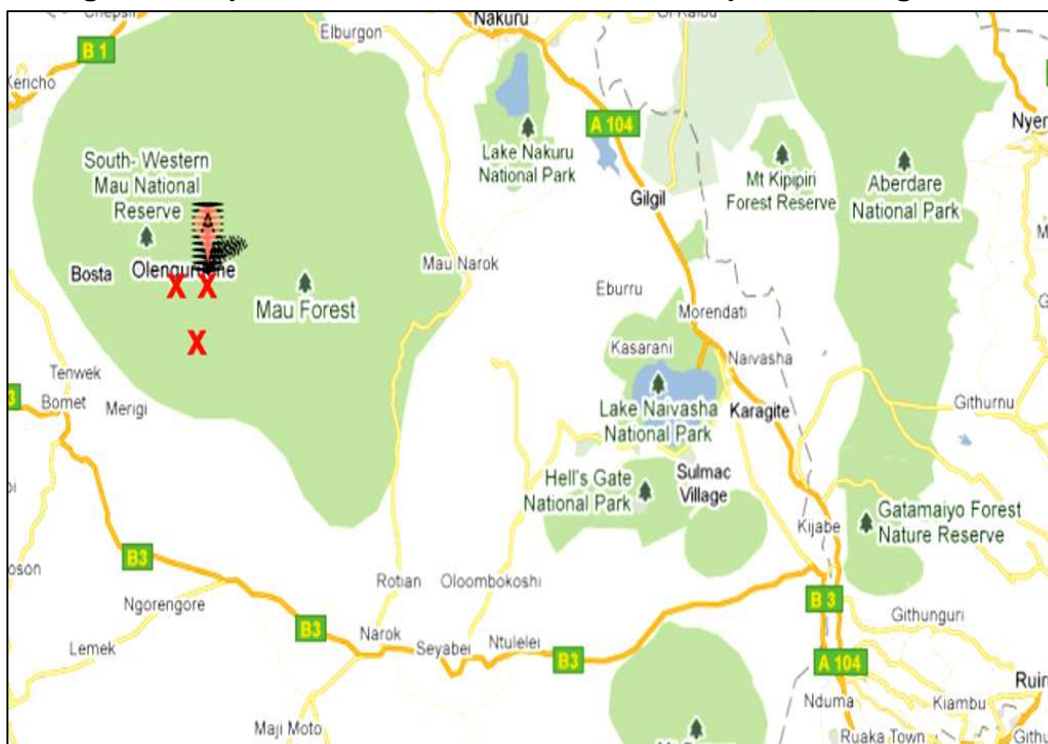
According to the IDPs, the relief food from Government was irregular and sometimes non-existent. This forced many of them to look for alternative means of survival, forcing children to work to contribute to family income. The IDPs and their children worked as manual labourers in tea farms next to the forest. The children only went to school whenever supplied with relief food. During the peak seasons for tea picking and maize harvesting, few attended school when casual work was available.

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<sup>3</sup> 2009 Report on the Prime Ministers Task Force on the conservation of the Mau Forests Complex.

<sup>4</sup> Mugo, F. and Ong, C. 2006. *Lessons of eastern Africa's unsustainable charcoal trade*. ICRAF Working Paper no. 20. Nairobi, Kenya. World Agroforestry Centre.

**Figure 1: Map of Mau forest, location of IDP camps and Olenguruone**



Bamboo is an essential component of Kenya's forest eco-system, which is a dominant feature of a significant portion of the country's landscape. Bamboo is an eco-friendly alternative to many wooden manufactured utensils in Kenya, and is a suitable alternative for firewood and charcoal production. *Yushania alpina* is the only species of native bamboo, and it grows naturally between the altitudes of 2,200m and 3,000m in the Mt Kenya, Aberdares, Mt Elgon and the Cherangani forest water catchment areas. It is estimated that bamboo forests once covered over 300,000 hectares, but at present only a third of this area remains.

Bamboo-sector development is a high priority focus for the MF&W, KEFRI, the Ministry of Environment and the Ministry of Agriculture. The goal of KEFRI is to support the GOK's vision for the socioeconomic transformation of Kenya by 2030 through scientific, technological and innovative approaches. KEFRI contributes to achieving the vision by developing technologies for sustainable development and utilisation of forest and related natural resources to enhance a clean and healthy environment (KEFRI: 2011, Goals and Strategic Objectives).

The bamboo craft sector in Kenya is still at a rudimentary level of development. Kenya has previous experience of technical cooperation related to bamboo with the International Network for Bamboo and Rattan (INBAR), the EABP, the International Development Research Centre (IDRC) and government employee training particularly in Asian countries such as China and India. Some of the

global approaches to bamboo sector development, which are being adopted by the Government of Kenya include:

- The conservation of wood forest and bamboo forest-diversity and preservation of Mau ecology and forest complex.
- The sustainable management and use of dedicated bamboo forests and bamboo re-growth areas to provide essential bamboo materials for traditional and commercial use in bamboo based industries, enterprises, handicraft sector and for bamboo trade and commerce.
- The promotion of bamboo cultivation in homestead, agro-forestry sector as a cash crop using improved high yielding bamboo species for income generation and supporting bamboo based enterprises and bamboo trade.<sup>5</sup>

A Presidential ban on cutting of bamboo in public natural forests is currently imposed to protect further depletion of the resource. The imposition of the ban has restricted the use of bamboo to some selected users and government institutions. However, an expanded forest policy, awaiting discussion by Parliament, focuses prominently on the role of non-timber forest produce and the development of small-scale forest enterprises. This is expected to spur growth in the development of the bamboo subsector especially at the primary stages of processing and on-farm planting.

The Kenyan economy is primarily agrarian with majority of farmers involved in subsistence farming and a minority in commercial agriculture. Being a multipurpose, eco-friendly crop that can grow throughout Kenya, bamboo needs to be managed and exploited for sustainable use. Bamboo, therefore, represents an untapped major resource in Kenya whose full ecological and economic potentials remain underutilized. Planned and sustainable utilisation of forests containing bamboo is feasible and could go a long way in providing self-employment and job opportunities to the rural population.<sup>6</sup>

## 1.3. Evaluation background

The BamCraft project finished on the 31 March 2012. The project had been funded by a USD 1.5 million contribution from the Government of Japan, and implemented by UNIDO. The duration of the project was for slightly over one year between the 16 March 2011 and the 31 March 2012 and the government counterpart was the Ministry of Forestry and Wildlife – Kenya Forestry Research Institute. The objective of the project was to provide alternative means of income

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<sup>5</sup> *Progress and Problems in Kenya's Implementation of International Commitments on Traditional Forest Related Knowledge and Related Issues*. Indigenous Information Network Nairobi (IIN – Kenya)

<sup>6</sup> Kigomo, B. *An Overview of Bamboo and Rattan Sector in Kenya*



for a minimum of 300 IDPs and its outcomes would be the production and sale of bamboo crafts. A final evaluation of BamCraft was mandated by the Programme Approval and Monitoring Committee (AMC) decision of 10 December 2010.

## **1.4. Evaluation purpose and scope**

To a broad extent, the UNIDO Evaluation Group, through the TOR, determined the objectives, purpose and scope of the evaluation. The main objectives of the final evaluation were to contribute to a) future UNIDO cooperation with the GOK, under any new financial commitment to the project and b) UNIDO's institutional learning in short-term, post-crisis interventions with a forward-looking approach. The latter would be part of a wider thematic evaluation of a set of Japanese funded post-crisis interventions, mainly in Africa. The evaluation was also to take full account of an earlier thematic evaluation of UNIDO's post-crisis interventions completed in 2010.

The final evaluation was undertaken between 13 March and 31 March 2012. It focussed on the manner of project identification and formulation, how relevant the project was to Kenya's crisis-to-development transition, the likely cost-effectiveness of the project design, project ownership, coordination and management, how efficiently the project was implemented, the projects effectiveness and its expected impact and sustainability. Finally, the evaluation was to consider recommendations for any future phases (See Annex 1 for the TOR).

## **1.5. Evaluation methodology**

The evaluation team consisted of two independent consultants Ms. Angela Wauye (National Project Evaluator) and Mr. Andrew Young (International Project Evaluator). Quality assurance support and guidance was provided by Mr. Massoud Hedeshi (UNIDO Evaluation Group). Figure 2 below, outlines the overall evaluation process.

The independent final evaluation based its findings on an extensive review of written documents as well as quantitative and qualitative data gathered from UNIDO headquarters and from Kenya, the location of the project. The field mission was undertaken over a period of 9 days between 23 and 30 March.

## ***i. Document Review***

The evaluation draws on information gathered by both the international and the national project evaluator. Background information was collected from a desktop review principally of project documents relating to BamCraft and the EABP. These included the project documents BamCraft “Crafting a green future – bamboo in the curio and souvenir industry in Kenya” and mid-term and final evaluations for the EABP in Kenya. Additional project documents included the project technical start up report and final project report written respectively by the project CTA and the PM. Training, marketing, progress and other reports of technical advisors for BamCraft were all reviewed. Broad ranging documents from the GOK were also reviewed, including KEFRI’s mandate, objectives, strategic plans, and research documents such as the Overview of the Bamboo and Rattan Sector in Kenya.

Previous UNIDO Evaluation Group publications were reviewed and proved very useful to the evaluation. These included the thematic review on Agribusiness/Agro Industry Development Interventions and the thematic review on UNIDO’s Post-crisis projects. The Independent Evaluation of UNIDO’s Integrated Programme for Ethiopia and the Independent Impact Evaluation of Skills for Peace and Income (SKIPI) were also useful.

## ***ii. Interviews with project partners***

The national and international evaluators interviewed representatives of the Donor, KEFRI, the MF&W, UNHCR, UNIDO and representatives of local government in Kenya. Two churches that had been the site of the IDP and host community training were also included in the evaluation. Selection of interviewees was assisted jointly by the UNIDO headquarters, the UNIDO field Office in Nairobi and by KEFRI. The list of people interviewed is included in Annex 3.

In order to involve the principal project partners in the project evaluation stage, data was gathered directly from the project beneficiaries from the IDP camps. Selection of the respondents within the IDP camps of Kurbanyat and Kapkembu focused on *all* the beneficiaries who were available and who had received training in either basic and or advanced courses or entrepreneurship training. One hundred and thirty four IDPs reported they had received basic training and 19 of these had undergone advanced training. Thirty-six IDPs had received entrepreneurship training.

Considering the limited time to prepare and undertake the final evaluation, it was considered sampling as large a number of beneficiaries as possible would negate the requirement to develop a random sampling methodology. The survey ultimately included 139 IDP trainees out of a possible 475, or 29 per cent of all BamCraft trainees. Given the limited timeframe, the selection was based on geographic representation as well as availability of IDPs at the time of evaluation.

Eighty IDPs were involved from Kurbanyat IDP camp and 59 from Kapkembu IDP camp. These included a total of 75 women and 64 men or a balanced gender ratio of 54/46, slightly in favour of women. In the survey sample, 73 per cent of the IDPs reported they had primary education and 17 per cent had a secondary education. Nobody had a post-secondary education.

### ***iii. Questionnaires***

Quantitative and qualitative data was gathered by the use of two questionnaires. The trainee questionnaire considered the overall goal of the project, the expected outcomes and the projects outputs. The questionnaire was purposefully kept simple and focused on whether training had been received, the quality of training, and whether trainees were producing and selling bamboo products. The questionnaire considered the baseline situation of the beneficiaries and the effectiveness of the project intervention by examining the effect on their income (See Annex D Questionnaires for IDPs).

IDPs were split into groups relating to the training they received and the questionnaires were coordinated by camp leaders, some of the IDPs themselves and the national evaluator. As well as IDPs, beneficiaries from the host community of Olenguruone had received training and three of these participated in the evaluation survey coordinated by the church at Kondamet.

To complement the questionnaire for direct beneficiaries, ToT and BamCraft project management also completed a separate questionnaire ranking the success of project outputs and activities. The responses were used to assess perceptions of the success of the projects principal outputs. The questionnaire was also particularly useful as a general guide for interviewing KEFRI and local project management both during focus group discussions (FGDs) and individual interviews (see Annex D Perceptions of Achievement: Questionnaire for KEFRI).

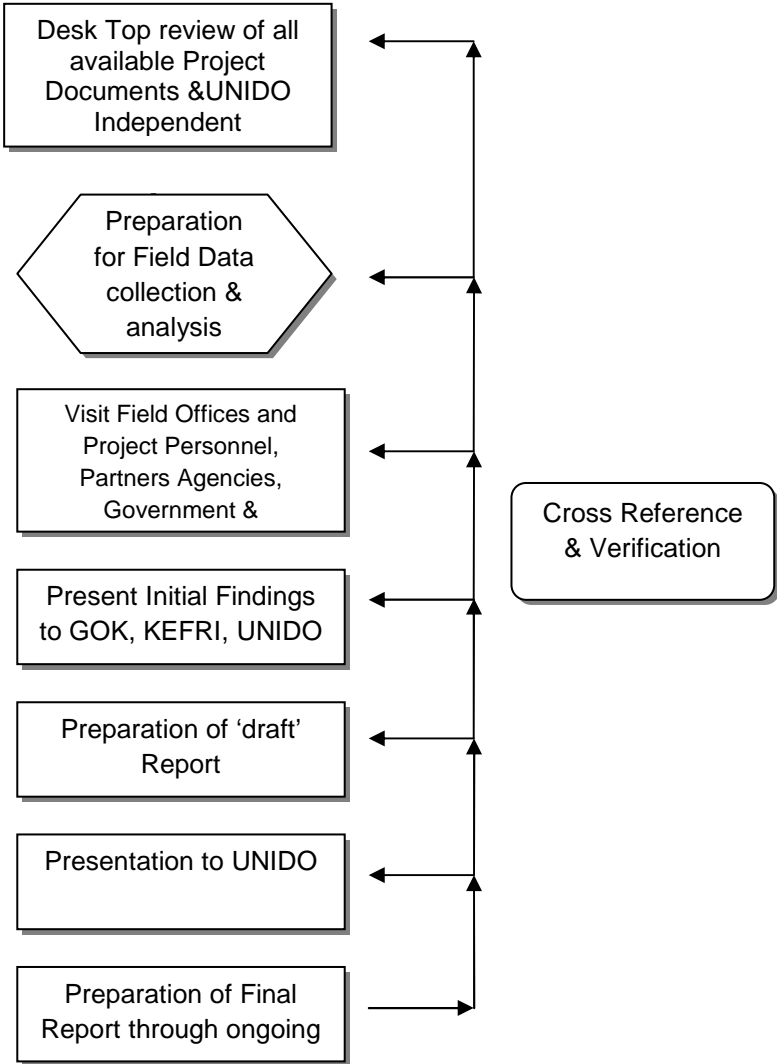
### ***iv. Qualitative Group Discussions***

Quantitative and qualitative data derived from the questionnaire survey of trainees was complemented with qualitative FGDs held at both IDP camps and at

Olunguruone. FGDs were held at Kurbanyat and Kapkembu IDP camps and were held around a predetermined series of general questions related particularly to the projects relevance, effectiveness, efficiency, impact and sustainability.

Both independent evaluators led the FGDs and questions were in English, with the national evaluator assisting in local translation where necessary. The FGD involved both male and female beneficiaries from the basic and advanced training courses and entrepreneurship courses. FGD were facilitated by camp leaders, the Location Chiefs and by the NPC of KEFRI for Kapkembu. Evaluators also undertook a tour of Kapkembu IDP camp to observe general living conditions of the IDPs and observe them at work producing bamboo handicrafts.

**Figure 2: Evaluation process**



## 2.

# Project Identification and Formulation

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## 2.1. Funding

As part of a total contribution of USD 9.8 million in 2010 to respond to humanitarian crises in seven countries in Africa, the GOJ provided a grant of USD 1.5m to the BamCraft project through the Supplementary Budget of the Ministry of Foreign Affairs (MOFA).

Although funds were provided by the donor for only one year and would be typically targeted at post-crisis (Track A) interventions<sup>7</sup>, the formulation of BamCraft project considered not only immediate income human security requirements of IDPs, but also the medium to long-term issues of institutional capacity building and environmental sustainability. UNIDO adapted to the donor conditions for short-term projects with a generally realistic plan.

The project was formulated to provide not only immediate stabilising income generation and employment (Track A), but to make some headway in local economic recovery (Track B) and sustainable employment generation (Track C). The existing institutional relationships between the GOK and UNIDO in the bamboo agro-industry sector enabled this.

## 2.2. Intervention logic

With respect to the Logframe, overall objectives and outcomes were generally not SMART, making the project difficult to evaluate. Indicators for outcomes were generally non-specific and throughout the Logframe indicators were not quantified, referring instead only to an indeterminate number which was neither specified nor measured against any baseline. The second major outcome of the project, for example simply stated that craft markets absorb bamboo products.

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<sup>7</sup> Track A, stabilising income generation and emergency employment. Track B local economic recovery and reintegration and Track C sustainable employment creation and decent work. From: UN (2009) *UN Policy for Post-conflict Employment Creation, Income Generation and Reintegration* pp.5.

Associated indicators did not specify the actual number or type of market linkages needed, nor the actual number or value of products to be sold.

According to the projects Logframe, (see Annex B) the projects overall goal was to provide an alternative means of income and livelihood generation for youth and other people evicted from the MFC. This would be delivered through practical skills training and reintegration and counselling activities as well as the assessment of skills requirements and market opportunities. Outputs of the project were that a VTC was operational and providing training in complement to reintegration and life counselling skills and that bamboo craft skills and market opportunities were identified. Outcomes of the project would therefore be the production of bamboo products by IDPs, with craft markets absorbing these products. It is notable that involvement of the private sector, which is part of UNIDO's core mandate, is not mentioned in the Logframe or the specific outputs and activities of the project.

Despite a rather weak Logframe, the intervention logic of BamCraft was straightforward and UNIDO operated from the outset in the area of its comparative advantage. The project did not start from scratch but utilised the existing institutional relationships established under the EABP. The approach tested during the EABP incorporated KEFRI as a national partner for implementation and involved senior KEFRI management in the project formulation and planning stage.

With respect to the training approach, substantial work had already been done in the areas of bamboo processing technology transfer to KEFRI, skills development for trainers and managers, building capacity of VTCs for sustainable supply of raw materials and the analysis of potential markets for bamboo products.

The project adopted an integrated agro-processing value chain approach. It prioritised non-food processing with a rural development focus. The value chain included primary bamboo producers and bamboo product producers who receive training coupled with capacity building of VTCs to sustain and impart knowledge and add further value by providing high quality inputs and finishing of outputs. Further, up the value chain, the project attempted to enhance product marketability and generate required benefits for producers. This was largely done through promotional exhibitions.<sup>8</sup>

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<sup>8</sup> See Thematic Review, *UNIDO Agri-business/Agro Industry Development Interventions* (UNIDO Evaluation Group)

## 2.3. BamCraft and the East Africa Bamboo Project (EABP)

The project was enhanced by experience gained during the EABP, which was implemented in Kenya and Ethiopia between 2006 and 2010. In preparing the BamCraft project document the institutional relationships (between UNIDO, KEFRI and the MF&W) and implementation methodology (rural training and institutional strengthening) were transferred to BamCraft.

The BamCraft project was not simply an extension of EABP but rather a logical next step towards the development of a local value chain for UNIDO and KEFRI. Anticipating increased demand in bamboo, the EABP had supported KEFRI in training farmers on how to grow the plant. BamCraft did not focus on the primary supply of bamboo, but on bamboo utilisation, processing and product manufacture.

There were issues with respect to the clarity of the managerial and institutional framework during implementation. UNIDO and KEFRI signed the project document in March 2011 specifying, KEFRI nominate and release, as contribution in-kind, selected national staff to participate in the project's activities and in-service or other training programmes.<sup>9</sup> According to UNIDO management, project budgets included USD 1,500 per month for a period of 12 months for the hiring of eight national consultants in case KEFRI could not mobilize its own staff.

Although these were not considered salary top-ups — which would have been cost-inefficient and disproportionate to salaries of other projects — some nationally seconded individuals mistook this for unpaid additional salaries. The issue regarding salary top ups was discussed during the formulation of BamCraft between the PM and the NPC, though according to KEFRI, it was not well communicated to KEFRI management. This was to be a significant cause of tension between UNIDO, KEFRI management and the KEFRI trainers during project implementation, and ultimately the actions of one or two individuals resulted in a strong possibility that further funding for a new phase might not materialise.

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<sup>9</sup> BamCraft Project Document *pp6*.

## 2.4. Conflict sensitivity

Employment is considered vital to short-term stability, reintegration, economic growth and sustainable peace in post-conflict situations. The 2009 *UN Policy for Post Conflict Employment Creation, Income Generation and Reintegration*, contributes to a United Nations wide approach to employment and reintegration, built around a set of common guiding principles. The policy aims to scale up and maximize the impact, coherence and efficiency of support provided to post-conflict countries. The UN policy emphasises the importance of conflict sensitive approaches such as ‘do no harm” and Peace and Conflict Assessments.

An independent report of the UNIDO Evaluation Group has stated the importance of referring to this policy and that conflict sensitivity should be mainstreamed into all UNIDO post-crisis interventions and as a minimum, “do no harm’ principles should be applied to all UNIDO post-crisis interventions.<sup>10</sup>

There is little indication that UNIDO considered conflict sensitivity analyses such as a Peace and Conflict Assessment (PCA) including stakeholder and target group analysis, despite the post-conflict position of the IDPs who have been dislocated by the 2007-8 post-election violence and by floods and droughts. This would have been particularly pertinent to BamCraft, which was a Track A style funded project, but which would work in the areas of comparative advantage of UNIDO (Track B and C).

## 2.5. Private sector involvement

Recognising the early developmental stages of the bamboo sector the project document did not directly target the private sector. The project document mentioned in its text that the participation of private sector organizations and artisans associations would be crucial during project implementation for sustainability. During implementation of the project in the absence of a developed value chain, BamCraft and KEFRI would operate as intermediaries for the products.

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<sup>10</sup> Thematic Evaluation, *UNIDO Post-crisis projects* (UNIDO: 2010)



## 2.6. Inception phase

At the outset of the project, the Chief Technical Advisor (CTA) investigated potential partnerships with other UN agencies in Nairobi. Despite initial contacts with UNICEF, UNHCR, UNESCO, and UN Women, no new project partnerships were developed.

A rapid rural assessment was undertaken at the beginning of BamCraft to confirm the location of bamboo resources, assess the living conditions of the IDPs and assess potential beneficiaries and their interest in training. This was followed up with a more detailed survey of camp beneficiaries and camp leaders in three IDP camps of Kipkongor, Kurbanyat and Kapkembu. Representatives of the local community (Oleguruone) and the camp leaders of the IDP camps were all consulted about the planning of training activities. Representatives of local churches of Konoin and Kondamet, where local trainings of IDPs were conducted, were also involved in planning.





## 3.

# Project Relevance

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## 3.1. Alignment to partners and beneficiaries

The relevance of BamCraft was high and was in line with UNIDO's thematic priorities of poverty reduction through productive activities, and promotion of environmental sustainability. The project falls well within the UNIDO priority area of rural entrepreneurship development, establishing locally pertinent cottage industries, common service facilities, and vocational training schemes. This essential recovery input forms a major part of UNIDO's involvement in post-crisis countries.<sup>11</sup>

Additionally, the project was strongly aligned to its principal partner KEFRI and the BamCraft project sought to address some of the following relevant national issues:

- Lack of capital to invest in bamboo processing machinery
- A poorly developed market for bamboo products
- Lack of modern skills for diversified utilization of bamboo
- Inadequate awareness of the potential of bamboo in the development of local communities<sup>12</sup>

As a forestry research centre KEFRI has a national mandate to undertake research, and generate and disseminate technologies for efficient processing, value addition and utilisation of wood and non-wood forest products. KEFRI is also mandated to work with vulnerable communities under their extension structure.

The project is highly relevant to the priorities and strategies of the GOK. It is aligned to the GOKs priorities towards environmental sustainability and socio economic development. The project falls clearly within the key sectors of

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<sup>11</sup> Service Module 4 (Private Sector Development) of UNIDO's Service Modules as given in the latest Corporate Strategy document

<sup>12</sup> Kigomo, B. An Overview Of Bamboo and Rattan Sector in Kenya (Kenya Forestry Research Institute: Undated)

environment and equity and poverty elimination under the social and economic pillars of the GOKs 2030 Vision. The vision also adopts science, technology and innovation (STI) as an implementation tool. The project is relevant to the GOKs concerns regarding degradation of the MFC and the need to create sustainable forest resource use. During the final evaluation, the MF&W specifically expressed its concerns over the negative impact that IDPs have on nearby forests.

The GOK has provided use of significant facilities for the installation of equipment and training, including classrooms workshops and office space for the Project Management Team (PMT) as specified in the work plan. Additionally the Kenyan Forest Services (KFS) occasionally provided free bamboo for training and provided permits for cutting bamboo when required for the Training of Trainers (ToT).

The project was also relevant to the donor as funding was provided under a post-crisis/humanitarian umbrella through a supplementary budget from the Japanese MOFA as a response to humanitarian crises in Africa. The intention was that employment training would be the focus of implementation. The funds were managed by UNIDO using a Trust Fund modality.

## **3.2. Alternative livelihoods and forest conservation**

The area of Mau was a relevant choice for project intervention. The region of Mau includes the largest closed-canopy forest in Kenya and has been subject to considerable environmental degradation through the conversion of about 25 per cent of the forest area to settlement and farmlands. The situation was aggravated by the post-election violence and local environmental issues such as floods and drought, which resulted in large numbers of people settling in the forest and engaging in illegal forest-product extraction.

Large numbers of IDPs have now been evicted from the forest complex and are living in IDP camps without a regular source of income, while they await resettlement. The project was highly relevant as it was raising awareness of environmental sustainability and substituting illegal agro-forest activities for legal income generating activities using a common and replenishable forest product.

There was unanimous positive feedback about the relevance of the project from not only the direct beneficiaries in the IDP camps and the offices of KEFRI, but from host communities, church organisations and local and central government

as well. The project has also received positive full-page press coverage in the main national newspapers in Kenya.<sup>13</sup>

### **3.3. Bamboo value chain development**

BamCraft had a relevant focus on bamboo Value Chain Development (VCD) from small-scale producers (IDPs) at the micro level, to Institutional Strengthening of VTCs (KEFRI) at the meso level. FGD and individual discussions with the trainers highlighted the relevance of their training and the relevance of the machinery provided to KEFRI as this added value to bamboo products by processing raw materials into laminated bamboo boards for use in furniture construction by the IDPs. Additionally they reported that the machinery at Karura could also be used to further refine products.

The methodology of project implementation was also considered to be of particular relevance by the GOK and project beneficiaries. The project was making use of existing environmental forest resources, in this case bamboo, as an alternative to wood, and beneficiaries were substituting wood for bamboo, primarily as a production material but also as a source of charcoal. Of particular relevance was the fact that the project not only provided training but also provided the means to implement the trainings in the form of toolkits.

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<sup>13</sup> See <http://www.bamcraft.com/news>



## 4.

# Project Coordination and Management

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## 4.1. Project management

BamCraft was run by a Project Management Team (PMT) situated in Vienna Austria, Nairobi Kenya and at KEFRI offices in Muguga, Karura and Londiani. In terms of financial administration and coordination the project was executed by UNIDO under the overall guidance of a Project Manager (PM) based in Vienna Headquarters.

A non-resident Chief Technical Advisor (CTA) guided the overall project implementation, planning and budgeting in the field with regular visits to the project. The CTA operated under the supervision of the PM, though the PM was changed half way through the project. The CTA operated in conjunction with the UNIDO Field Office and the National Project Coordinator (NPC) though the involvement of the Field Office was reportedly minimal. The NPC who was KEFRI staff and seconded to UNIDO, took responsibility for the supervision of day-to-day project implementation.

**Table 1: PMT support staff**

Role	Organisation	Gender
Adviser for Market Development (2)	International Consultant (UNIDO)	F & M
Bamboo Processing and Training Specialist	International Consultant (UNIDO)	M
Product Design specialist	International Consultant (UNIDO)	F
Technical Project Officer	National Staff (UNIDO)	F
Administrative Assistant	National Staff (UNIDO)	F
Field Assistant	National Staff (UNIDO)	M
8 Trainers	National Staff KEFRI	M
2 Drivers	National Staff UNIDO	M

The PMT also consisted of the following national and international members fully employed by UNIDO, seconded from KEFRI or directly employed by KEFRI.

The advisor on market development (AMD) handled market assessments, networking and promotion activities. A Project Assistant (PA) based in the UNIDO Field Office in Nairobi followed up on financial and administrative matters.

Concerning management, while lines of reporting were described in the project proposal, they were not always adhered to or understood during implementation. Confusion regarding overall management and ownership was evident from interviews with KEFRI trainers. It was reported during FGD that they no longer considered that they had been simply seconded from KEFRI and that they saw themselves as UNIDO staff. They also indicated BamCraft was a 'standalone' project of UNIDO. This complicated their relationship with UNIDO management when trainers considered that a budget line (intended for external consultants) was their outstanding unpaid salary.

Responses to who owned the project ranged from UNIDO to KEFRI to the beneficiaries themselves. This sometimes led to an unclear chain of command that, according to KEFRI, could have been clarified by a Project Steering Committee (PSC) that would also have strengthened national ownership.

## **4.2. Coordination**

It was reported that the CTA initially made contact with UN agencies who could act as potential partners when the project was seeking funds under the United Nations Trust Fund for Human Security. Various contacts were made with UNICEF, UNWOMEN and UNESCO<sup>14</sup>. Apart from continuing the existing partnerships already established in the EABP, there was no evidence that the project attempted to fully coordinate with other UN agencies focussed on the livelihoods sector. The KEFRI trainers at Karura and Londiani further confirmed a relative weakness in coordinating with, or linking to other development agencies.

## **4.3. Reporting, monitoring and evaluation**

Regular monitoring was conducted on all training activities for both ToT and IDP training activities. Additionally, regular marketing development and training reports were produced together with some occasional ad hoc reports such as the *Brief Report on Social Issues*.

The CTA produced a technical report on project start up activities as well as a final report and an end of project technical report. Quarterly Project Reports from

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<sup>14</sup> From the final internal report of BamCraft



KEFRI to UNIDO or from UNIDO to the donor were not produced, as these were not required under project agreements for either the donor or UNIDO. The CTA compiled reports prepared by the project team.

In addition to the regular monitoring of the beneficiaries training outputs, a detailed M&E analysis to assess post-training productivity was undertaken by the project team. The analysis looked at the situation of the beneficiaries in the IDP camps and used indicators of production such as skills, product quality levels, number/quantities, sales and outlets. The report tabulated the types of products being produced by a random sample of 90 beneficiaries and assessed the number of goods that had been sold, the revenue gained and whether items were unsold or in use by the household.

Notably, the M&E system of the project did not examine the effects of the projects activities with regard to the reintegration and counselling outputs of the project.



## 5.

# Efficiency of Implementation

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## 5.1. Introduction

Efficiency of the project is rated as good. Efficiency was enhanced by reference to and building on, the previous experience of implementation of the EABP in the project identification and formulation stage (See Chapter 2). There was wide scale agreement between the beneficiaries, the GOK, KEFRI and UNIDO that the project's approach represented the most efficient use of given resources. This was especially due to the selection of beneficiaries who were living on the outskirts of the Mau forest but adjacent to a sustainable alternative to wood, in this case bamboo.

It is relevant to note that, while the beneficiaries were living next to the supply of raw material (bamboo), they were not necessarily living near the demand for its processed products. Major markets like Nairobi, Nakuru, Mombasa, Kisumu and Eldoret were a significant distance away and local markets were underdeveloped. The project did not anticipate that IDPs could be linked to markets without the direct and continued intervention of the BamCraft project itself.

The project was designed to provide an alternative means of livelihood and income generation through cost effective training. The ToT methodology used for skills training had a multiplier effect as international experts' trained KEFRI staff who would in turn transfer their new skills and knowledge to the target groups. The ToT was designed to contribute to the overall success of the project and lay out a foundation for sustainability. KEFRI trainers also indicated the cost effectiveness of the project as it focussed on readily available raw materials and the training itself resulted in the direct beneficiaries producing goods that were sold in markets. The money earned was then transferred back to the beneficiaries.

## 5.2. Cost of outputs

The actual cost of training appears quite low. 622 graduates received training for a total cost of USD 280,923. This included 475 basic trainings, 40 advanced trainings and 96 beneficiaries who received entrepreneurship training. The USD 280,923 includes the provision of 475 toolkits worth USD 225 each. The average cost for training one beneficiary (including the toolkits) was therefore USD 452. The total cost also included ToT trainings, without which it would not have been possible to train people in the field. Each participant in the training also received an allowance of Ksh 400 per day for a total of 10 days. The amount of the allowance was based on the previous EABP. Each KEFRI trainer received a per diem of Ksh 3,500 during the field activities, which was in line with KEFRI payments. The amount was later adjusted to Ksh 4,500.

An agreement between UNIDO and KEFRI to pay KEFRI trainers Daily Subsistence Allowances (DSAs) when engaging in training in the field resulted in additional payments of USD 21,750. KEFRI trainers were also paid an extra USD 1,500 per month for two and a half months. However (as discussed in Chapter 4), the expectation of KEFRI trainers that they were entitled to 12 months' salary top-up caused significant management difficulties between UNIDO, KEFRI management and the KEFRI trainers. The payments of salary top-ups or the period for which they were to be paid was not determined in consultation with the UNIDO field office in Nairobi and KEFRI.

Despite possible inefficiencies resulting from disagreement over salary top-ups, there is little evidence that this seriously impeded any of the immediate outputs of the project. UNIDO and KEFRI exceeded the targets established in the project document. KEFRI trained significantly greater beneficiaries than initially anticipated and UNIDO disbursed the majority of finances required in a timely and efficient manner. Despite the difficulty in accessing IDP camps, the project's original target of providing basic technical training for bamboo product making to 300 young IDPs, was exceeded by 58 per cent, with 475 individuals graduating.

## 5.3. Inputs

Generally, Technical Assistance (TA) was assessed as efficient and relevant; this is evident in the overall achievements of the project. Work plan schedules were adhered to and project activities moved very much on schedule until end September 2011 when the target of training 300 beneficiaries in Mau was reached. There were sufficient field visits and international consultants visited Mau to provide advice and recommendations. There was also a full monitoring

exercise conducted in December 2011 to observe, assess and evaluate the achievements, efficiency, effectiveness, relevance, impact and sustainability of the training programme with respect to production.

Given the short time frame between the confirmation of funds and commencement of implementation of BamCraft, UNIDO provided a generally high quality of experienced technical assistance (experts) and training. This was confirmed by PM, the CTA and in the majority, by KEFRI. Experienced international consultants were selected and local staff involved in the previous Eastern Africa Bamboo Project (EABP) were hired. In general, the technical aspects of assistance met the needs of the project and was reported by the CTA to be of the highest calibre in the majority of cases.

On the negative side, KEFRI trainers did indicate that technical assistance had not been entirely efficient due principally to the limited duration of stay of the advisors. This was confirmed by the CTA who indicated that the length of contracts was largely limited by the one-year duration of the project. This was particularly pertinent to the design workshops. As with the beneficiaries, trainers felt that further training would be beneficial.

## **5.4. Procurement**

With respect to procurement, basic equipment for training was provided early in the project. In the first month of the project, professional toolkits for KEFRI trainers, as well as basic toolkits for graduates of IDP training courses were identified. Additional power tools were also selected for use during the ToT courses. In addition to these materials, the IDP camps and training sites in Olenguruone were supplied with diverse materials such as workbenches, weaving benches, basic trough made of metal drums for treating bamboo, and racks for storing bamboo. There were a few minor delays of some activities caused by delays in receiving money from the Field office. This had a reported impact on the training schedule and the quality of raw materials supplied for training in one instance when insufficiently dry bamboo had to be processed.

Although basic equipment for training IDPs was procured early in the project, more advanced machinery (required for the production of laminated bamboo panels used as a base for furniture production, and woven bamboo blinds used in the production of bamboo mats and blinds) did not arrive until near the end of the project. Consequently, IDPs could not benefit from processed materials such as splits, slivers, boards or woven material, which could be transformed into higher value goods until late in the project.

Delays were reported between December 2011 and January 2012 due to problems in clearing (and getting tax exemptions) of machines that arrived in Mombasa. Machinery for the KEFRI Industrial Bamboo Processing & Training Centre did not arrive until the 16 of January 2012 when it could be installed and tested by the project technical advisors. Installation was not finalised until the 28 of January 2012 when the workshop at Karura became operational.

## 6.

# Effectiveness and Project Results

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In terms of effectiveness of the project, field data was collected from the KEFRI trainers and the IDPs. Quantitative survey data were triangulated with information obtained through focussed group discussions and client interviews as well as the project's main monitoring and evaluation survey reports. The main points of analysis were the quality of inputs with regard to training and toolkits and the results of the training and whether it had generated employment opportunities and income (See Logframe Annex B and Table 2 below).

There were four main categories of beneficiaries in the BamCraft Project.

- a) The primary beneficiaries of the project included the 475 beneficiaries selected for training. These included IDPs and members of the host community at Olenguruone.
- b) The secondary clients consisted of the KEFRI staff selected for the ToT component and 8 private sector artisans trained during ToTs.
- c) With a view to sustainability of the project and technology and skills transfer, the third beneficiary of the project was the institution of KEFRI.
- d) The final group of beneficiaries was indirect beneficiaries including the total population of IDPs and nearby host communities who have seen how bamboo can be used for commercial purposes in an environmentally sustainable manner.

As Table 2 below indicates, two of the three project outputs were delivered while the 'reintegration and counselling activities' output fell short of the mark.

**Table 2: Project achievements measured against the Logical Framework**

Results	Means of Verification/Project Activity	Progress
<b>Objective</b>		
Alternative means of income and livelihood generation for youth and other people evicted from the Mau Forest Complex.	Income Generation	30% of the project beneficiaries are supplementing income through the sale of bamboo products.
<b>Outcomes</b>		
Beneficiaries produce bamboo crafts	Bamboo Craft Production	549 bamboo products produced by Kurbanyat, Kapkembu, and Kipkongor IDP camps
Crafts markets absorb bamboo products	Product Sales	257 bamboo products (46 per cent) sold from IDP camps Number of market Linkages are not determined
<b>Outputs</b>		
Bamboo craft skills, market opportunities identified and products diversified	Bamboo Design Workshops	Two Design workshops conducted on 11–18 April and 11–27 July 2011
	Market Studies	Market studies undertaken. Ad hoc market opportunities identified
Vocational skills training centre for bamboo products operational and trainings conducted	ToT workshops	8 KEFRI staff and 8 private sector participants participated in expert workshops on Product design, bamboo preservation, round pole bamboo carpentry, finishing techniques for bamboo products, production of industrial products (laminated boards, and woven blinds) 2011: 300 beneficiaries trained from Kurbanyat, Kapkembu, and Kipkongor IDP camps, including 20 beneficiaries from host community of Olenguruone. 2012 Feb-March); Additional training for 175 new IDP beneficiaries
	Basic Technical Vocational Training in bamboo	2011: 40 beneficiaries (graduates of Basic technical training) received training.
	Advanced Technical Vocational Training in	
Reintegration and counselling activities (life skills training complementary to technical training)	Entrepreneurship training	96 beneficiaries from IDP camps and Olenguruone received training
	Social counselling	KAP meetings undertaken, no follow up due to time constraints
	Graduate mentorship	Generally integrated into other activities
	Meeting companies to generate employment for IDPs	17 companies contacted: few offers by companies to provide direct employment of IDPs
<b>Main Activity Clusters</b>		
Assessments of skills requirements and market opportunities	Beneficiary surveys, skills requirements and selection	Beneficiary surveys, skills requirements and selection completed
	Development of Market	No definitive market linkages created Retailers and traders contacted and Products and product information distributed to promote business
Technology transfer	Distribution of Basic toolkits	450 toolkits distributed to each graduate of basic technical training
	Establishment of Training workshop with bamboo machinery	Advanced machine workshop for processing bamboo products at KEFRI Karura and pre-processing machine workshop established at KEFRI Londiani
	Dissemination of Technical Information	5 Training Manuals developed by Experts and printed for distribution
Conduct practical skills training and provide reintegration and counselling	Practical Skills Training	219 Practical Skills Training courses undertaken in in Handicraft, Furniture and Low cost Bamboo construction Basic KAP only
	KAP ACSM	



## 6.1. Beneficiaries selection

To ensure effective fund utilisation given limited resources and the potential number of deserving candidate's selection of beneficiaries was rigorous. An initial rapid rural assessment undertaken between 22 to 26 March confirmed the availability of bamboo resources for selected project sites. A qualitative assessment of the living conditions in the IDP camps was undertaken and was supplemented by a survey of beneficiaries in order to determine interest.

The survey was conducted at Kurbanyat, Kipkongor, & Kapkembu IDP camps and the most promising candidates from within the IDP camps were selected through detailed survey questionnaires focussed on whether the respondents had experience in crafts, especially bamboo and their willingness to be trained. Questionnaires also included their personal details and the socio-economic situations of the camps. Preliminary survey results indicated 58.8 per cent of potential beneficiaries had experience in basketry weaving or pottery and 9.9 per cent had experience in crafts skills as an artisan, carpenter or builder. Initially, demand was lower than expected, as IDPs were reportedly wary of unfulfilled promises from local and international organisations. By the time it was evident that training was actually going ahead, however, there were no further difficulties in selecting beneficiaries.

All the IDPs reported they had been farmers before dislocation. Now most of them were working as tea plantation workers receiving 100 Kenyan Shillings (Ksh) the equivalent of about USD 1 a day. A balanced gender distribution and a focus on youth between 15 and 35 years of age were primary criteria in the selection process.

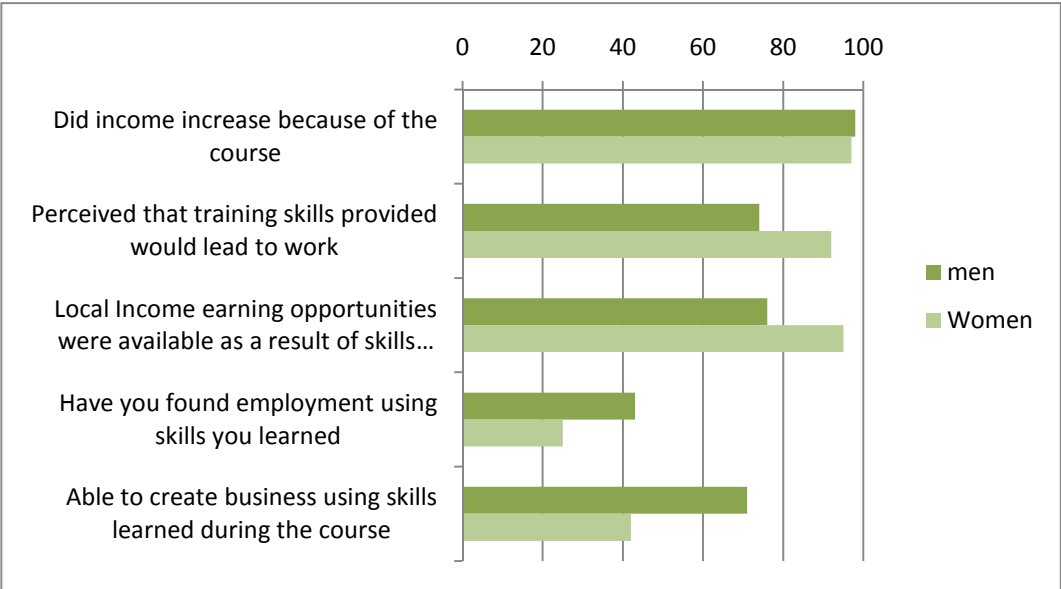
Twenty beneficiaries who were not IDPs, from the host community of Olenguruone town, were also selected for training based on their interest and the fact that they were already cultivating bamboo. The issue of sustainability was therefore considered as building bridges between IDPs and a host community in Olenguruone, where beneficiaries of the previous UNIDO EABP had been trained. This linkage with the host community provided an effective attempt towards achieving sustainability as far as it remained a free point of exchange for learning, training, and trade.

During FGD it was reported that, IDPs and the KEFRI trainers had some participation in the identification of critical problem areas during project implementation and actively supported the implementation of the project approach.

## 6.2. Income generation

The overall objective of the BamCraft project was the development of alternative means of income and livelihood generation. Beneficiaries had high expectations of the training with over 70 and 90 per cent of men and women respectively anticipating the training skills provided would lead to work (see Figure 3 below). Women also had a slightly higher anticipation that local earning income opportunities would be available upon training. Within the one-year of the project, however, less than half the men and a quarter of the women reported they had actually found employment as a result of the training and this work was reported to be in self-employment producing bamboo products.

**Figure 3: Post training situation (Per cent by gender)**



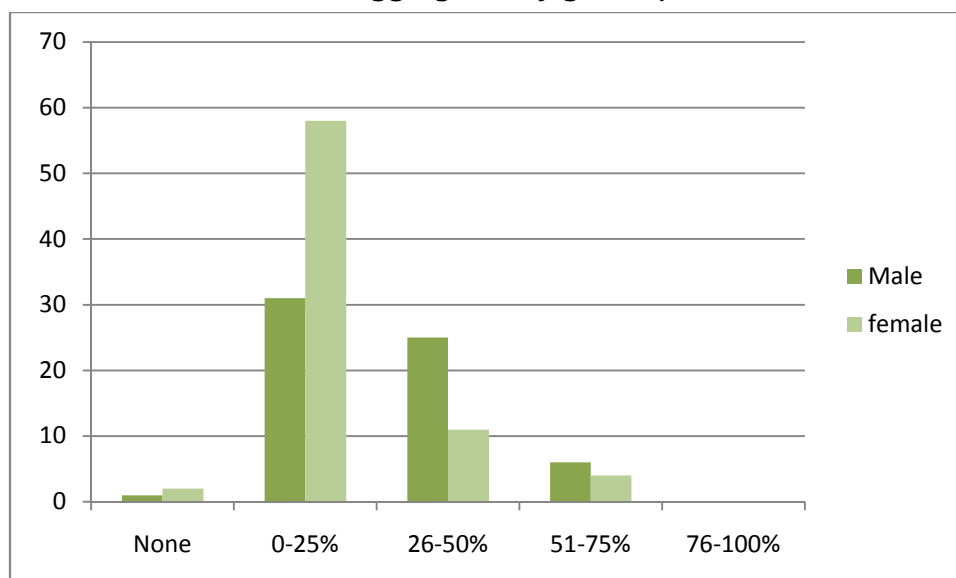
Ninety-eight per cent of all respondents reported their income had actually increased because of the course. Each trainee received 400 KSh (USD 5) for every day of training, and the training lasted 2 weeks. At the end of the training, successful candidates each received a ‘toolkit’, which was worth around USD 225. Despite the remunerative incentive, beneficiaries universally stated their motivation for undertaking the training was to gain skills and generate income through production.

Just over a quarter of the sample reported more than a 25 per cent increase in income since training. Of this percentage however there was a much higher ratio of women to men, at almost 2:1 (See Figure 4) suggesting lower initial employment for women. Greater numbers of men than women reported an

increase of income between 26-75%. This corroborated the projects own internal M&E which indicated that the majority of trained women were involved in lower value productive activities than their male counterparts. Thirty four per cent of those still in production were women but this amounted to only 7 per cent of all sales revenue. Clearly, popular products such as chapatti rollers made by the women were not generating as much revenue as furniture being made by men.

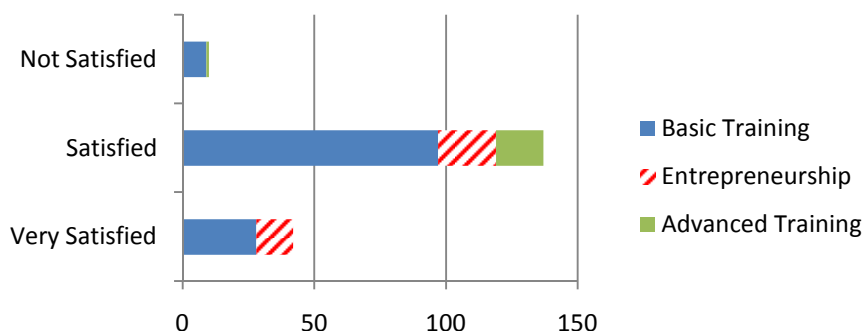
During FGDs, it was reported that neither men or women had found permanent formal employment because of the training provided or mentorship and meetings with local companies. Clearly, income being generated was solely from the sale of bamboo products derived directly from the training, or from post training when some beneficiaries continued to produce bamboo craft.

**Figure 4: Increased income because of training (Total responses disaggregated by gender)**



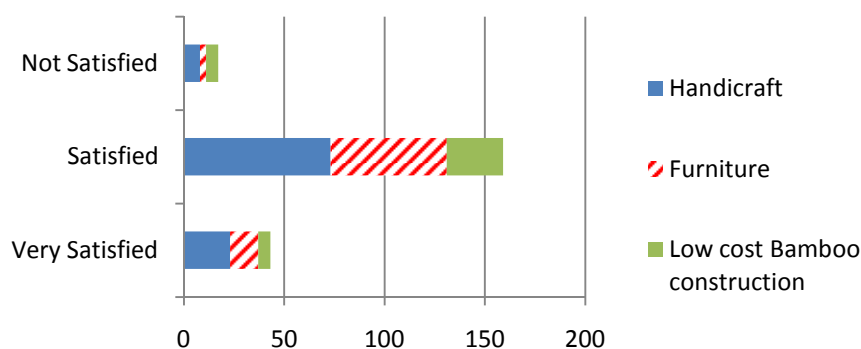
Despite consistent reports of income generated because of the project, virtually every respondent from Kurbanyat camp (both male and female) reported that they could not create a business with the skills learned as there was no ready market nearby. BamCraft’s own monitoring and evaluation revealed that 63 per cent and 29 per cent of products remained unsold at Kurbanyat and Kapkembu respectively. The projects M&E report also revealed that less than one third of all trainees were still in active production by December 2011. FGD with IDPs at both Kurbanyat and Kapkembu camps confirmed access to markets was a fundamental concern.

**Figure 5: Satisfaction with overall training provided (by total number of responses)**



There was strong satisfaction with respect to the training received with only 10 of the 189<sup>15</sup> participants being dissatisfied with the course they took, and this was equal across gender (see Figure 5). Respondents almost all stated they would like further training either at the advanced level for those that had taken basic training, or entrepreneurial training to help them sell their produce.

**Figure 6: Satisfaction with practical skills provided (by total number of responses)**



With respect to practical skills courses taken, the great majority of beneficiaries were either satisfied or very satisfied with all three modules (see Figure 6). The lowest level of satisfaction was reported for the low cost bamboo construction but

<sup>15</sup> Of the 139 respondents some had taken multiple courses

this was still very high at 83 per cent. The highest rate of satisfaction was with furniture production at 96 per cent satisfaction.

### **6.3. Private sector participation**

There was little evidence of private sector involvement in BamCraft. This was evident from review of the project documents and confirmed during interviews with UNIDO and KEFRI. Eight private sector participants were involved in design workshops and 17 companies were contacted with regards to directly employing IDPs under the reintegration output of the project. Additionally, retailers and traders were contacted and products distributed to promote business.

To involve developing artisans associations, 20 people from Olenguruone town, who were men and women with a strong interest in bamboo production and bamboo products making, were included in the training program. The recipients were known to cultivate bamboo on private land and were provided skills through the BamCraft training to produce bamboo products. The training provided to these beneficiaries was in addition to training already applied under the EABP and the intention was that these recipients would be instrumental in developing bamboo cottage industries.

The project set up bamboo design workshops to develop new products to potentially increase market access. Eight KEFRI staff and eight private sector participants had participated in expert workshops including product design, bamboo preservation, round pole bamboo carpentry, finishing techniques for bamboo products and production of industrial products.

It was reported during interviews with the CTA that design workshops had not been well received by the KEFRI trainers, but that the private sector participants had found them particularly useful. The effectiveness of the design workshops was also questioned by KEFRI trainers during the final evaluation.

### **6.4. Toolkits**

All except two of the 139 trainees in the evaluation survey sample reported they had received a toolkit. Of those that had received toolkits, 89 per cent reported the toolkits were of good quality. The remaining 11 per cent reported medium quality with not one respondent considering the toolkits were of poor quality. With respect to the usefulness of toolkits, 86 per cent said they were very useful to

their current work, while the remaining 14 per cent reported they were partially useful.

## **6.5. Reintegration and counseling activities**

A range of individual and group support was provided to address socio-economic issues, in conjunction with technical training on bamboo production. The effectiveness of the projects reintegration and social counselling activities appears to be limited predominately due to the limited time frames of courses and activities.

Additionally though there was a standalone report on social issues reported by the beneficiaries collated between May and July 2011, the effectiveness of reintegration and counselling activities did not form a part of the projects regular monitoring and evaluation. Indicators for measurement of reintegration were not developed.

Project specific activities that included increasing general employment opportunities and graduate mentorship also ranked the lowest according to the KEFRI trainers' perceptions of success of the project (See Annex D).

### ***i. Entrepreneurship training***

Entrepreneurship trainings were conducted by the technical project officer during the months of September and December 2011. A total of six 5-day training sessions were conducted to provide participants skills useful in starting a small business, basic numerical and bookkeeping skills micro-financing, and possible local funding opportunities for businesses start up. There was a relatively high ratio of participants from the host community.

For their part, the IDPs have not realised the full potential of their training, especially with respect to entrepreneurship and have not yet set up trading associations. By the end of the project, they have made limited progress towards independently accessing potential markets. Their most common concerns remain lack of physical access to local markets and limited market penetration due to the relatively high price of many products for nearby local markets.

## ***ii. Graduate mentorship***

Technical mentoring would have been crucial for business start-ups, as planned in the project document. In BamCraft it was reported however that during implementation of the project, graduate mentorship was not conducted as a separate activity, but was instead integrated into the other aspects of reintegration and counselling. Mentoring was reported as generally pointing out the non-technical aspects of teamwork, motivation, and generally maintaining the standard of their training and toolkits. There were no reports that KEFRI was involved in specific mentoring or follow up.

## ***iii. Social counselling***

Multiple social issues and challenges were raised in FGDs that broadly followed a Knowledge Attitudes and Practice survey (KAP). Participants were simply invited to identify their social problems and propose solutions. IDPs reported they lacked a regular source of food; there was a lack of work and access to medicine in the camps. Diseases were spreading due to lack of hygiene. Access to water infrastructure and education was poor. Shelter was poor and social issues such as family communal conflict, poor family planning with early pregnancies and drug misuse were reported. KAP survey data are usually used as a tool to help plan, implement and evaluate further advocacy, communication and social mobilization (ACSM) work. The KAP was limited by a lack of follow-up ACSM activities and the lack of detailed baseline and socio economic indicators.

## ***iv. Investigation of employment opportunities***

With respect to private sector involvement, seventeen companies were contacted through the course of the project but only two companies stated their willingness to possibly provide employment to IDPs, and one of those was for a single youth.

## **6.6. Marketing**

A main output of the project was to get bamboo processing businesses (engaging IDPs) up and running sustainably. The outcome was then the production of bamboo crafts and the generation of income as the overall objective according to UNIDO, it was not anticipated that the IDPs could be directly linked to markets beyond their immediate surrounding areas.

An initial market opportunity study to identify outlets for bamboo products such as curios and furniture was undertaken. In assessing their capacity to trade, the project considered availability of raw materials; start-up capital, access to markets and camp workspace. The study also explored the products with sales potential. Design and product development workshop were also initiated with the aim of upgrading existing designs and developing new ones to increase local market access.



In the absence of a developed value chain the project included a marketing component to attempt to link direct beneficiaries with intermediary groups. These included curio markets, craft shops, carpenters, furniture showrooms, supermarkets and handicraft cooperatives for national markets at Nairobi and Nakuru and for more local markets in Olenguruone, Kiptagich and Malindi. The project attempted the following to provide opportunities for BamCraft sales:

- Create linkages for sales in the most proximate market, namely Olenguruone town.
- Provide samples from IDPs for trial sales in crafts stores, and eventually furniture exhibitions and showrooms.
- Expose production activities of IDPs through press coverage, and encourage visits by traders to the IDP camps and to the training grounds in Olenguruone.
- Conduct exposition and promotional sales events to sell products and return all proceeds to the IDPs who produced the products.<sup>16</sup>

To kick start trading, short-term actions were undertaken that included providing samples of products for trial in markets stores and national exhibitions, ensuring press coverage and creating links with the local markets. The samples came from the IDPs and money made from sales was channelled back to them by KEFRI. According to the direct and indirect beneficiaries it was evident that promotional activities have been the most effective way of achieving market penetration.

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<sup>16</sup> Taken from the internal final report of BamCraft



Despite considerable numbers of visits to markets, shops, hotels showrooms and exhibition centres and positive press coverage, neither market penetration nor a clear supply chain has been established. The project did not create the clear market linkages that would be required for the outcome of absorption of bamboo products by markets.

One of the potential marketing strategies outlined in the project document was to rent a permanent marketing outlet. The idea of having an outlet shop was to create links with intermediate traders, craft shop owners and hotels who might be potential buyers of bamboo products. Plans for renting a permanent marketing outlet remained an issue at the end of the one-year project and this was due to inadequate quality, quantity and standardisation of bamboo goods. Products were not standardised for markets in Nairobi and product numbers needed to be increased to ensure sufficient quantities of stock were in place for potential bulk purchases.

## **6.7. Institutional strengthening of the selected Vocation Training Centre (KEFRI)**

One of the principal outputs of the BamCraft Project was that a vocational skills training centre for bamboo production becomes operational within KEFRI and that trainings have been conducted (See Table 2). The expectation was that KEFRI continue such training activities beyond the life of the project, and that at least 50-70 young people a year would continue to benefit from bamboo craft training.

### ***i. Training of Trainers (ToT)***

International technical advisors in the fields of bamboo processing and training, product design and marketing were utilised for training 8 KEFRI staff as well as 8 private sector trainees. A tailor-made training course was designed to add value to products from Kenya's indigenous highland bamboo species. The ToT included the following courses.

- Sustainable harvesting and bamboo preservation methods
- Product design (to stimulate the creation of designs particular and relevant to Kenya)
- Handicraft skills for baskets and other woven products

- Round pole bamboo carpentry and furniture production
- Laminated bamboo furniture production

The ToT also provided an introduction to the operation of all the machines and to the production of products. An advanced machinery workshop was undertaken for processing bamboo products at KEFRI Karura and the pre-processing machine workshop established at KEFRI Londiani. The participants were tested by International Advisors to operate the machines independently and the skills they learned were confirmed.

Due to the acquisition of machinery towards the end of the project, trainers were initially taught to train using hand tools. This knowledge was then imparted to the IDPs. When machinery became operational at KEFRI in January, IDPs were supplied with pre-processed materials such as splits, slivers, boards or woven material (made at KEFRI), which can be transformed into higher value goods.

#### ***ii. Provision of bamboo processing equipment to KEFRI***

As well as further training KEFRI technicians in bamboo crafts, substantial bamboo processing equipment needed to be provided to KEFRI with the objective of building KEFRI's capacity to act as a sustainable provider of training services. The procurement of equipment for KEFRI enabled value addition to IDP products and expanded KEFRI's capabilities in bamboo production and as a training and resource centre. It was reported there are good artisans in Kenya but they do not yet have the skills to create international quality goods out of bamboo<sup>17</sup>. Supporting manual production with machine-based production at KEFRI therefore allowed value to be added to the project.

Londiani is located close to the bamboo resources in Mau and the machines provided to Londiani were for the purpose of pre-processing bamboo. Londiani is now conducting both training on bamboo processing, and providing pre-processed bamboo strips for delivery to the training centre in Karura. It was not evident from interviews with KEFRI management and trainers, however, what exactly the long-term role of the pre-processing machinery would be in Londiani with respect to the IDPs.

It has been demonstrated that on the supply side, the critical component for an efficient high-value pro-poor industry includes pre-processing of bamboo near its source. Providing pre-processed strips to Karura serves as a model economic supply chain for future investors in the bamboo industry in Kenya as engaging communities in pre-processing is a good way to also ensure that the value chain

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<sup>17</sup> Interview with the MF&W

development is pro-poor. However it was confirmed by both UNIDO and KEFRI that a business plan is needed.

Five training manuals have been produced and are now being used by KEFRI. The manuals are based on course content provided by consultants, and illustrate the type of products and techniques covered during the training courses. The manuals provided guidelines on bamboo harvesting and preservation, processing of round pole bamboo, bamboo product designs, preparation of surfaces and finishing of bamboo products and finally, industrial products.<sup>18</sup>

The BamCraft guidelines were complementary to a series of manuals and guidelines produced under the previous EABP. These seven manuals illustrated techniques for growing bamboo and the wide range of potential bamboo products for interior design, woven mats and three dimensional bamboo products. Examples included furniture, baskets, tableware, and lampshades.



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<sup>18</sup> See [www.bamcraft.com](http://www.bamcraft.com)



# 7.

## Impact and Sustainability

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With respect to impact and sustainability, the evaluation considered both the direct training of IDPs and the capacity building of KEFRI, specifically the KEFRI Industrial Bamboo Processing & Training Centre at Karura and the decentralised technical facilities at Londiani. Although the project has not been implemented for long enough for an in-depth impact evaluation, social and environmental impacts are briefly considered. Due to its importance in VCD, marketing has been considered in depth.

### 7.1. Development of the VTC: KEFRI

The combination of training, the provision of machinery to KEFRI and the production of training manuals was intended to help make bamboo processing and value addition sustainable. The methodology of providing equipment to KEFRI so that trainers can implement their training and pass on their knowledge mirrors that of the approach used for IDPs. IDPs were also provided equipment with which they could put their training into practice.

According to both UNIDO and the GOK, KEFRI is now one of the more significant research and training centres for bamboo applications in Eastern Africa. The mandate of KEFRI is to conduct research in forestry; disseminate research findings and co-operate with other research bodies carrying out similar research. Yet it was evident from interviews with key KEFRI management that KEFRI retains some ambition to become a production as well as a research centre.

To become a full-fledged production centre KEFRI would need to compete in the market place and this would fundamentally alter its role. BamCraft equipment provided to KEFRI was clearly intended for the purpose of demonstration and training and would not be sufficient if KEFRI decides it wants to go into full production in a competitive marketplace.

Institutional capacity building and value chain development were one of the major objectives of the project. Machinery and training have been provided and were being used directly to benefit IDPs. KEFRI is now in a stronger position to

illustrate how bamboo can be used for production of marketable goods, thereby adding value to a common forest product.

With respect to the decentralized field station at Londiani, the potential for sustainability of technical facilities at Londiani is high as it is part of KEFRI and undertakes a wide range of research activities related to demonstration technologies for forest products in addition to Bamboo. However, in order to master the operation of the machines and produce higher quality products, KEFRI staff will have to undergo further training particularly in maintenance and calibration as well as product designing and finishing with competent experts which KEFRI prefers to be from Japan and China. As discussed in the previous Chapter it was reported that a business plan would also be needed for longer-term sustainability.

KEFRI is in the process of preparing a training program for Karura and Londiani aimed at both national and regional training. Any funds generated from the training will be used for machinery maintenance at both Londiani and Karura and to pay a competent qualified technician to provide general maintenance and machine calibration.

While the project had a significant short term impact on the development of the VTC, the cessation of funding to the project by the GOJ is likely to challenge the sustainability of IDP training as KEFRI made it clear, they will have to reduce the level of assistance provided to IDPs without continued support from the GOJ and UNIDO. KEFRI reports it will provide funds and continue training of IDPs beyond the project duration focussing particularly on IDPs that are resettled. This will be contingent on the development of appropriate business plans for the utilisation of equipment provided by the project, particularly the use of pre-processing machinery at Londiani for training of communities on bamboo harvesting and pre-processing. KEFRI indicated a guarantee of an end market for bamboo products, would allow them to charge a small amount for IDP training out of income generated. This could go some way to ensuring sustainability for the training element.

## **7.2. Vocational skills training**

Regarding the training provided to the IDPs the project had a significant direct impact. Focussed group discussions with IDPs, interviews with KEFRI and the Kenyan Government as well as quantitative data all confirmed this. Nearly 30 per cent of the 300 persons trained until December 2011 reported that they are generating income from selling bamboo products. Over 98 per cent of the

beneficiaries report that they are producing products for their own use in the IDP camps.

The project has provided income generation activities in the short term and life skills for the medium to long term. As there is currently a lack of urban opportunities for bamboo production, the skills imparted will be particularly useful if and when the IDPs are resettled in other areas as this non-farm activity can complement and add value to their traditional agricultural activities. Importantly, the project has not only added value to common forestry products but also increased awareness of bamboo and its industrial use.

Towards the end of the project, 90 trainees out of 300 were involved in an internal project assessment that examined indicators of production such as skills, product quality levels, numbers and quantities of goods produced and the sales and outlets available. The evaluation concluded that overall levels of idleness had reduced tremendously with beneficiaries actively involved in bamboo product manufacture and that hygiene levels had improved because of counselling services. The M&E report also concluded that the beneficiaries could do more to try to find local market outlets and form some basic form of trade association. In terms of sustainability there is a need for constructing basic storage areas for production materials such as dyes and glue. These production materials could be purchased from the proceeds of sales. The survey results indicate that the beneficiaries will continue to use their new skills to provide of supplementary income on top of their farming and other income generating activities.

### **7.3. Identification of marketing opportunities**

The most successful aspects of the project have been at the micro level e.g. the direct training activities of IDPs and the direct support to the VTC of KEFRI. It was anticipated by the end of the project, however, that concrete market opportunities for specific craft and souvenir related bamboo products, and links to the key market players would be established. However, limited permanent market linkages have been developed during the course of BamCraft.

This must be understood in the context of poorly developed market for bamboo products in Kenya. Specific measures to influence the market in order to engage Kenya in the bamboo value chain were actually beyond the scope and intention of the one-year intervention. This would have required the project to intervene at the level of national policy and the development of business and outreach plans for KEFRI.

With respect to the location of the beneficiaries and the available bamboo, neither are near the major markets. In order to address this, the KEFRI field station of Londiani is located relatively nearby and is pre-processing bamboo on behalf of the IDPs.

Craft fairs and exhibitions in Nairobi and Nakuru, as well as press releases have been used to highlight the national potential for the bamboo products made by the IDPs but there remain issues of sustainability especially with regard to market access. It is still not possible for IDPs to produce goods to order and this has resulted in some large potential orders being missed. Marketing opportunities were to be created by linking IDPs with intermediate traders, craft shop owners and hotels through a permanent marketing outlet. The quality and quantity of goods supplied was not sufficient for this.

## 7.4. Environmental impact

The project has had a positive environmental impact. By selecting the Mau Forest area, the project is working in one of the most vulnerable ecosystems in Kenya, one that has already been subject to serious human encroachment. According to the GOK, IDPs have seriously denuded valuable forest resources. The BamCraft project mitigated this process by educating IDPs on the value of bamboo as an economically viable and replenishable alternative resource to wood. Consequently, IDPs are cutting bamboo not forest and even using bamboo for charcoal production. Indirectly the trained IDPs are acting as “*ambassadors for bamboo*”<sup>19</sup> among the wider population of IDPs and local host communities.



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<sup>19</sup> According to the counterpart Ministry of Forestry and Wildlife



## 7.5. Social impact

The output of reintegration and counselling included multiple activities to complement the technical training. Meetings with graduates to improve mentorship, fostering group and cooperative building, and conducting meetings with local companies to increase employment opportunities were activities of the project. The direct impact of this output is difficult to define predominately due the LogFrame and the fact that social impact is notoriously difficult to measure.

Additionally it was not defined whether employment opportunities meant actual jobs in the formal sector or an increased capacity for self-employment.

Specific mentoring, which would support business start-up was not undertaken. Finally, the meaning of fostered group and cooperative building was not specified in the project document.



The direct impacts of reintegration activities were limited according to KEFRI Trainers and FGDs with the IDPs. Social counselling has been provided in addition to technical training. However, given the limited nature and timeframe of this intervention, coupled with the multitude of issues faced by the IDPs, the significance of the impact must be questionable.

There is no immediate evidence that fully fledged and formal employment opportunities (rather than ad hoc opportunities and individual initiatives) have increased as a result of UNIDO/KEFRI's meetings with local companies or that graduates of the training have received strong mentorship or fostered group and cooperative building.

The indirect social impact of technical training was reported to be significant. As well as improving technical skills for life and providing immediate income

generation opportunities, the location Chief indicated how the project had improved security and reduced crime. FGDs indicated that idleness in camps has reduced significantly, as most of the IDPs are occupied making products, even those who had not attended the trainings. It was reported that rather than sitting around waiting for government hand-outs the IDPs were now self-sufficient to a much greater degree. They were undertaking some productive activities and this was improving self-esteem and preparing them for reintegration into society. This has helped integration between the host and the IDP community.

Interactions between beneficiaries from the host community of Oleguruone and the IDPs from the camps proved very beneficial during training. It cannot be assessed whether this relationship will survive in the longer-term. The location of the IDPs is not intended to be permanent and ultimately IDPs will be relocated. While some IDPs may move to nearby communities others will move to communities further away where they have family or possible income generation opportunities. A positive indicator of reintegration was the fact that some trainees came from the nearby communities and not from the camps.

## 8.

# Conclusions

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## 8.1. Relevance

From FGD with the beneficiaries and interviews with the MF&W, KEFRI and the donor, it became evident the project was particularly relevant to the priorities of the GOK, the thematic intervention priorities of UNIDO and particularly relevant to the beneficiaries at both the institutional and individual level. Due to its industrial development mandate, UNIDO was well positioned to engage with governmental and private sector institutions, as well as crisis-affected communities, to ensure that humanitarian resources were used to help stimulate the local economy. The combination of supply and demand side interventions through the complementarity and continuity between EABP and BamCraft generally added coherence to the project concept.

## 8.2. Efficiency

Efficiency of the project is assessed as good mainly because of the number of cost effective trainings that have been provided over the limited period of the project. However, delays in funding and procurement did affect the training schedule and the quality of raw materials supplied as discussed in Chapter 5.

One of the two principal outputs of BamCraft was that a VTC was operational with trainings being conducted. KEFRI trainers were the principal indirect beneficiaries and implementers of the ToT. The issue of salary top-ups for KEFRI trainers was not indefatigably clarified from the outset of the project. When additional top-ups were made for a period of two and a half months this was not undertaken in sufficient consultation with the GOK or the UNIDO field office in Nairobi. Although there is little indication this had a serious impact on the immediate outputs of the project there were negative longer term implications.

According to the Director of KEFRI, any future management would require a PSC and greater government ownership. If any new financial commitments are made to the project, the MF&W should centralise its involvement at the outset, clarify

institutional arrangements and assist in the management of national counterparts. This would not only improve management in the short term, but encourage sustainability and strengthen input into government policy initiatives for forest management perhaps using BamCraft as a model.

Decentralised decision-making, effective use of steering committees and effective use of the UNIDO field office in overall management are key areas for improvement as indicated in Chapters 4 and 5.

### **8.3. Effectiveness**

Due to the Logframe as discussed, it is difficult to quantify whether the anticipated outcomes and outputs of BamCraft succeeded. However measuring against the expected situation at the end of the project assistance, the following key outputs have been achieved.

The capacity of KEFRI to transfer skills and techniques as a training centre on processing bamboo products has been enhanced and the centre is now operational. Bamboo processing machinery has been installed at KEFRI, technical training has been provided and the machinery is already in use. KEFRI has benefitted through the upgrading of technical facilities in its field stations of Karura and Londiani. Additionally KEFRI trainers have received detailed and expert training from international advisors. To assist the KEFRI machinery users, instruct the GOK and provide information to interested parties, five training manuals have been developed by experts and printed for distribution.

Training of a willing group of beneficiaries used an environmentally sustainable resource, which intentionally minimised environmental impact. 475 trainings have been conducted. Practical vocational skills have been identified, technical training courses implemented, and 450 toolsets have been handed over to IDPs to facilitate micro-business start-ups. During the selection process the project attempted to focus its training on those who had some previous and relevant experience to bamboo craft making. This resulted in more motivated and committed trainees.

With respect to findings on the project outcomes, the project anticipated craft markets would absorb bamboo products. Only embryonic market linkages have been developed during the course of BamCraft principally due to the limited period of intervention. In order for alternative means of income to be provided and for craft markets to absorb bamboo products, market linkages need to be built through a more thorough analysis of product applicability to nearby markets. This is the critical outstanding aspect of local value chain development.

The effectiveness of the projects reintegration and counselling activities is not clear principally because reintegration and counselling activities did not form a part of the projects regular monitoring and evaluation. Additionally interventions were relatively limited in duration.

## **8.4. Sustainability and Impact**

Although it is early to judge, sustainability is not yet evident and the provision of support to the direct beneficiaries is threatened by the lack of new funding. It is unclear how the nascent supply chain for goods being produced by the IDPs can continue to exist independently of project assistance. However, the ToT program and new machinery for KEFRI has increased KEFRI's capacity to transfer skills and techniques on processing bamboo products and some IDPs and ToT will be supported beyond the life of the project.

BamCraft was itself linking IDP products to markets and an 'independent' market linkage given the limited time of the intervention has not replaced this. No permanent marketing outlet was rented and access to local markets remains difficult by foot, while main markets in Nairobi Nakuru Mombasa, Kisumu and Eldoret are too difficult for the IDPs to reach. Additionally, roads are not passable year round. Currently, KEFRI continues to support IDPs both to store their produce and to get goods to the market, but it has indicated that it will continue to require UNIDO's assistance in the longer-term.

The evaluation revealed positive social and environmental impacts reported by the beneficiaries and local authorities as an indirect result of the technical training. Direct impacts of reintegration and social counselling are difficult to assess due both to the limited time of the project and the lack of measurement of these interventions.

Considering the limited time since the end of the intervention a more thorough post-impact assessment would be required to assess the overall effect of the project.



## 9.

# Recommendations & Lessons Learned

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Per the requirements of the TOR, recommendations and lessons learned focus on UNIDO's cooperation with the GOK particularly in the context of any agreed follow-up project phase. Recommendations and lessons learned also consider the approach for a wider thematic evaluation of UNIDO's Japanese-funded post-crisis projects and take full account of previous thematic UNIDO evaluations.

The following recommendations are made specifically to UNIDO:

- Risk analysis and conflict sensitivity should be mainstreamed into post-crisis project such as Bamcraft. Despite the post conflict context of the IDPs, there was no evidence of Peace and Conflict Assessments or conflict sensitivity analyses in the formulation of BamCraft. This is also in line with recommendations made by the UNIDO Evaluation Group's 2010 report: *UNIDO Post-crisis projects* (pp.49).
- The role of the private sector should be clearly articulated in similar craft skills projects. This is in conformity with UNIDO's core mandate and could help overcome reported concerns over market access.

The following recommendations are made jointly to UNIDO and the Government:

- Similar future livelihoods projects should be integrated into existing UN and GOK livelihood coordination activities in Kenya to help generate further awareness of BamCraft and its methodologies within the sector.
- Without losing the primary focus on IDPs, future post-crisis projects should expand more into the host community with a greater selection of beneficiaries outside the IDP camps in order to develop the IDPs' relationship and possible marketing opportunities with host communities.

#### Recommendations for the Government and KEFRI:

- Relevant line ministries and national organisations need to take full responsibility for the management of any staff seconded to UN projects.
- For sustainability, business plans should be developed for the use of bamboo pre-processing machinery in Karura and Londiani.

#### Regarding the thematic post-crisis evaluation of UNIDO:

- Assess whether pre-existing institutional relationships have been used to enhance longer-term project deliverables (as with BamCraft) and how short durations of funding are considered against longer term productive development needs.
- Assess whether LogFrames are evaluable and whether conflict sensitivity and 'do no harm' approaches have been considered during project preparation.

## Lessons learned

- In initially selecting possible areas for UNIDO intervention, overall effectiveness and delivery of outputs was enhanced by basing a short-term post-crisis project on pre-existing longer-term projects. This has proven to be especially relevant for BamCraft where implementation mechanisms remained consistent with existing long-term and relevant institutional relationships established under the EABP.
- UNIDO's centralised style of project management is not optimal when industrial relations issues arise at the country level.
- Provision of marketing outlets is important for the effectiveness and sustainability of craft skills development projects, especially when the beneficiaries are vulnerable IDPs with inadequate direct access to markets.



# **ANNEX A: Terms of Reference**

## **Terms of Reference**

### **Independent Evaluation of the UNIDO Project:**

**TF/KEN/11/001**

**Budget: \$1,500,000**

**Period covered March 2011 – March 2012**

#### **1. Background and context**

The project was formulated as a response to a difficult period in Kenya's history when the overall stability of the country became fragile in the aftermath of the post-election violence in 2007/2008. This situation is further endangered by the droughts and food shortages hitting various regions in the country forcing internally displaced people (IDPs) to encroach some of the most important watersheds in the country like the Mau Forest Complex and convert forest land into agricultural areas. This has led to further environmental disasters and especially water shortages in urban centres.

The Mau Forest Complex is the largest closed-canopy forest ecosystem of Kenya. However, it has been, and continues to be seriously degraded through irregular and un-planned settlements, as well as through uncontrolled and illegal forest resource extraction and conversion to agricultural production.

The craft and woodcarving industry is one of the most important craft sectors in Kenya both in terms of economic returns (export value estimated at US \$20 million annually) and generation of self-employment opportunities (60,000 carvers and estimated 350,000 dependants).

The overall goal of the project launched in March/April 2011 was to assist the Government of Kenya in its efforts to preserve the forests and their environment at the same time as aiming for sustainable social and economic development.

The project set up training and production centres within substations of the Kenya Forest Research Institute (KEFRI) in the Mau Forest Complex. It provides

vocational skills to the youth within the IDP camps on bamboo crafts, furniture and bamboo based construction, building on the long-standing woodcarving history of the country.

The intended direct beneficiaries of the project were a minimum of 300 youth within the IDP camps and young people evicted from the Mau Forest Complex and living on the roadside. At the same time, capacity building efforts would be targeted at KEFRI.

Beyond the project's one-year duration, it was expected that KEFRI would continue such training activities, and that at least 50-70 young people would benefit from bamboo craft training per year in the future.

The project was prepared based on experience gained during the Eastern Africa Bamboo Project; the approach tested during this project incorporated KEFRI as a national partner for implementation reaching out to local bamboo farmers and communities and involved them directly in the project planning and implementation by means of participatory workshops and meetings. Counselling and mentorship activities will further strengthen the participatory capacity of the beneficiary groups.

The Project's results and main activities as well as success indicators and targets are given in the project document's Logframe, attached as Annex 2

## **2. Rationale and purpose**

The evaluation was mandated by the Programme Approval Committee decision of 10 December 2010, as part of a wider evaluation of 5 countries receiving Japanese TF contributions for post-crisis interventions. Moreover, the size of the project budget requires a mandatory final evaluation in line with established UNIDO evaluation practice.

The evaluation is to be conducted during the final month of project implementation, in March 2012.

The main objective of the thematic evaluation is to contribute to UNIDO's institutional learning in short-term, post-crisis interventions funded by the Japanese government in 2011-2 in Kenya, and also elsewhere. The project to be evaluated in Kenya is the first of these, and is therefore important for:

- a. Learning lessons in Kenya with a forward looking approach that can feed into future UNIDO cooperation with the Government; and
- b. Feeding into and helping to shape the approach for the wider thematic evaluation.

The evaluation exercise will therefore help UNIDO shape its overall strategy in post-crisis settings, and to further identify UNIDO's specific role and added value in supporting crisis-affected countries make the transition to rehabilitation, reconstruction and development.

The report will therefore be of interest to concerned UNIDO staff at HQ and the field, as well as UNIDO's Kenyan and Japanese counterparts.

In order to meet tight deadlines before the project's formal closure, the evaluation must be launched as the earliest opportunity in March and completed by 31 March 2012.

The stakeholders will be consulted in Vienna and in the field as part of the evaluation exercise, and their comments and feedback will be sought as part of the report finalization process.

The evaluation will take full account of an earlier thematic evaluation of UNIDO's post-crisis interventions completed in 2010.

### **3. Scope and focus**

The evaluation will be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the "UN Norms and Standards for Evaluation" and Evaluation Policies of UNIDO.<sup>20</sup>

The evaluation will attempt to determine as systematically and objectively as possible the relevance, efficiency, achievements (outputs, prospects for achieving expected outcomes and impact) and sustainability of the project. To this end, the evaluation will assess the achievements of the project against its key objectives, as set out in the project document and the inception report, including re-examination of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of the objectives.

The evaluation will be carried out through analyses of various sources of information, including desk analysis, survey data, and interviews with counterparts, beneficiaries, partner agencies, donor representatives, programme managers and through the cross-validation of data.

The evaluation team will consist of a national consultant and an international evaluator working under the guidance of the UNIDO evaluation manager in EVA/ODG.

The consultants will be expected to visit the project sites and to conduct interviews with various stakeholders in the field before the end of March 2012. Some of the key project sites to visit include:

- Training grounds in Olenguruone Town (Konoin Church and Kondamet) together with consultations the direct beneficiaries, camp leaders, and trainers.

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<sup>20</sup> All documents available from the websites of the UN Evaluation Group: <http://www.uneval.org/>

- At least one of the IDP camps (Kurbanyat, Kipkongor, & Kapkembu).
- Beneficiaries of the host community of Olenguruone.
- Machinery for processing bamboo installed at the KEFRI Karura Forest Products Centre (Nairobi) and at the KEFRI field station in Londiani.
- Demonstration activities planned for before project closure at KEFRI Karura
- Market development and sales promotion activities planned for the last week of March.

The evaluation will span the entire project/programme process from the beginning to the present, but will be limited in focus to major project activities and results given the time constraints. The evaluation will cover all specific geographic areas covered by the project, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts despite the short duration of the project. The evaluation will take full account of a previous thematic evaluation on UNIDO's post-crisis interventions and analyse the implementation of its recommendations, and suggest any adjustments based on factual findings and emerging lessons identified. The evaluation will therefore feed directly into the design of a planned thematic evaluation of UNIDO's Japanese-funded post-crisis projects, planned in 2012-13.

#### **4. Evaluation issues and key evaluation questions**

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties. It will address the following issues:

##### Project identification and formulation

- The extent to which a participatory project identification process was applied in selecting problem areas and counterparts requiring technical cooperation support;
- The extent to which lessons from earlier UNIDO projects in Kenya were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time;
- Relevance of the project to Kenya's crisis-to-development transition priorities and needs;
- Clarity and realism of the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability.
- Clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);

- Realism and clarity of external institutional relationships, and in the managerial and institutional as well as security framework for implementation and the work plan;
- Likely cost-effectiveness of the project design.

#### Project ownership

- The manner in which beneficiaries were selected, and the extent to which the project was formulated with the participation of the national counterparts and/or target beneficiaries;
- Whether the counterparts have been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach
- Counterpart contributions and other inputs have been received from the Government (including at the local level) as compared to the project document work plan.

#### Project coordination and management

- The extent to which the national management and overall field coordination mechanisms of the project have been efficient and effective;
- An assessment of crisis context-specific measures devised and put in place by UNIDO and the project managers, and related recommendations and lessons;
- The UNIDO-based management, coordination, quality control and input delivery mechanisms have been efficient and effective;
- Monitoring and self-evaluation has been carried out effectively, based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
- Changes in planning documents during implementation have been approved and documented;
- Coordination envisaged with any other development cooperation programmes in the country has been realized and benefits achieved.
- Synergy benefits can be found in relation to other UNIDO and UN activities in the country.
- The effect of and lessons from the institutional set-up on project implementation.

#### Efficiency of Implementation

Efficiency and adequacy of project implementation including: availability of funds as compared with budget for both the donor and national component; the quality and timeliness of input delivery by both UNIDO (expertise, training, equipment, methodologies, etc.) and the Government as compared to the work plan(s); managerial and work efficiency; implementation difficulties; adequacy of monitoring and reporting; the extent of national support and commitment and the quality and quantity of administrative and technical support by UNIDO.

Assessment of whether the project approach represented the best use of given resources for achieving the planned objectives.

### Effectiveness and Project Results

Full and systematic assessment of outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives);

The relevance of the outputs produced and how the target beneficiaries use the outputs, with particular attention to gender aspects as well as capacity development plans and outcomes; as part of the outcomes, which have occurred or which are likely to happen through utilization of outputs.

### Prospects for achieving the expected impact and sustainability:

Prospects for achieving the desired outcomes and impact and prospects for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This, inter alia, should include an assessment of local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project – and how these relate to and build on earlier UNIDO projects - on the bamboo sector in Kenya.

Specifically, the project's stated expectation that KEFRI would continue training beyond the end of the project period should be assessed to gauge what plans are in place for use and maintenance of the technical training centres at Karura and Londiani over the short, medium, and long term.

The likely impact that the project will have on the beneficiaries (displaced people) and the development of the entire bamboo value chain.

### Recommendations for the next phase, or replication elsewhere (if applicable)

Recommendations should include consideration of project sustainability, particularly with regard to the promotion of bamboo-based businesses, marketing of bamboo products and the development of the entire bamboo value chain.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the Government and/or UNIDO to safeguard a transition to sustainable development in the context of a planned follow-up project phase, also funded by Japan.

The mission will draw attention to any lessons of general interest in post-crisis settings, and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

## **5. Special considerations**

Due to strong time constraints for this exercise, the evaluators will concentrate on the core issues of interest rather than details of activities, and will receive proactive support from the project management team (UNIDO HQ and field) and the Evaluation Group (HQ) throughout the exercise. This will ensure that all key substantive issues will be identified in a participative manner at the start of the exercise (mission to Vienna), that the project management team will provide solid logistical and administrative support for the field mission expected during the latter part of March.

The evaluators will use a mix of document reviews, interviews, field visits and any local surveys needed for verifying relevant facts. The approach will be a forward-looking one with a close eye on the thematic evaluation.

## **6. Time schedule and deliverables/outputs**

The evaluation is scheduled to be launched and completed as early as possible in March 2012, and the first draft report is to be completed by the end of March.

### Draft Timetable

Activity	Work days (International evaluator)	Work days (National Evaluator)	Deliverable
Desk study of project documents & relevant reports on the context	2	2	Methodology, questionnaires and mission plan completed
Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report	1	2	
Visit Vienna for preparatory meetings	2	0	
Finalise mission plan and appointments and ensure logistical support in place	0	3	
Conduct field assessment	8	8	Presentation on preliminary findings
Detailed analysis of assessment results and follow-up surveys	2	2	
presentation of preliminary findings in Vienna	1	0	
Preparation of first draft evaluation report & submission for UNIDO feedback	2	2	First draft Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	1	1	Second draft Report
Finalization of report upon receipt of stakeholders' feedback and final presentation in Vienna	1	0	Final draft Report
<b>Total</b>	<b>20</b>	<b>20</b>	



## **CONSULTATIONS**

The mission will maintain close liaison with the representatives of other UN agencies, UNIDO and the concerned national agencies, as well as with national and international project staff. Although the mission should feel free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitments on behalf of the Government, the donor, or UNIDO.

### **Deliverables**

All following deliverables are expected in electronic format:

1. Final evaluation report
2. Initial and final survey reports
3. Draft evaluation report
4. Draft survey questionnaire(s)
5. Copies of all completed survey questionnaires
6. Inception report
7. HQ presentations

The evaluation report must follow the structure given in Annex 1. The executive summary, recommendations and lessons learned shall be an important part of the presentations to be prepared for debriefing session in Vienna.

Draft reports submitted to UNIDO Evaluation Group are shared with the corresponding Programme or Project Officer(s) for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

One copy of all survey interview reports and a copy of all completed survey questionnaires must also be shared with UNIDO. The evaluation will be subject to quality assessments by UNIDO Evaluation Group. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report qua

## ANNEX B: Project Logical Framework

Results	Indicators	Means of verification	Assumptions & Risks
<b>Objective</b>			
Alternative means of income and livelihood generation for youth and other people evicted from the Mau Forest Complex.	Income generated by means of bamboo products	Reports of beneficiaries and marketing partners (to be monitored by KEFRI)	Overall political situation in Kenya remains stable
<b>Outcomes</b>			
Beneficiaries produce bamboo crafts	# of people involved in bamboo crafts and % of household income generated through this activity	Reports of beneficiaries (to be monitored by KEFRI)	Bamboo products are developed according to the demand of the market
Crafts markets absorb bamboo products	# of marketing linkages created and # of products and value sold	Reports of beneficiaries and marketing partners (to be monitored by KEFRI)	Tourism market remains stable
<b>Outputs</b>			
Bamboo craft skills, market opportunities identified and products diversified	# of products developed # of market opportunities/ linkages	Technical Reports	Craft traders not interested
Vocational skills training centre for bamboo products operational and trainings conducted	Equipment operational Trainers/KEFRI staff operate equipment Toolkits used by beneficiaries	Technical Reports Minutes of meetings	Brain drain of KEFRI staff
Reintegration and counselling activities (life skills training complementary to technical training)	Meetings with individuals/groups, employers conducted # of groups/associations created and supported		
<b>Main Activity Clusters</b>			
-Assessments of skills requirements and market opportunities	# of potential beneficiaries and market outlets / traders interviewed	Study Reports	Low absorption capacity of beneficiaries

-Technology transfer	Equipment and toolkits procured and distributed	Procurement list	Selection of appropriate technology
-Conduct practical skills training and provide reintegration and counselling	# of trainers trained # of trainings conducted # of graduates	Training reports	Trainers are skilled to conduct relevant practical skills training

## ANNEX C: List of individuals interviewed

Name	Position
<b>VIENNA</b>	
Juergen Hierold	Industrial Development Officer UNIDO. Former Project Manager BamCraft
Victor Brias	Chief Technical Advisor, BamCraft
Frank Hartwich	Project Manager, BamCraft
Massoud Hedeshi	Evaluation Officer, UNIDO Evaluation Group
Peter Loewe	Senior Evaluation Officer, UNIDO Evaluation Group
Taizo Nishikawa	Deputy to the Director General, UNIDO
Jesse Ojober	Rural Entrepreneurship, Development and Human Security Unit
Noriko Takahashi	Industrial Development Officer, UNIDO
Tsuyoshi Yamamoto	Minister/ Permanent Mission of Japan
Sakurako Nishi	First Secretary, Permanent Mission of Japan
Ukur Yatani	Ambassador/ Permanent Mission of the Republic of Kenya
<b>KENYA</b>	
M.A.M. Wa Mwachi	Permanent Secretary, Ministry Of Forestry and Wildlife
Gideon Gathaara	Conservation Secretary, Ministry Of Forestry and Wildlife
Abel Mbilinyi	Deputy Representative UNHCR
Dr. Ben Chikamai	Director, Kenya Forestry Research Institute (KEFRI)
Gordon Sigu	National Project Coordinator, BamCraft
Lars Ola Altera	UNIDO Representative, for Kenya and Eritrea
Kazuhiro Miyaki	First Secretary/ Deputy Permanent Representative to UN-Habitat,
Esther Kori	Project Assistant, BamCraft
Erick Asiago	Advisor on Market Development, BamCraft

Paul Mitei	Field Assistant KEFRI
Jacqueline. Kegode	Office of the UNIDO Representative For Kenya and Eritrea
Millicent Amimo	Assistant Technical Project Officer, BamCraft
Peter Nyabuti	District Forest Officer, Karura District
David Busienet	Chief Tinet Location
Jonathon Kimetto	Chief Kiptagich Location
Samson Mogiri	Senior Bamboo Trainer, BamCraft, Karura
Charls Gaitan	Senior Bamboo Trainer, BamCraft, Karura
Lucas Kargor	Artisan Bamboo Trainer, BamCraft, Karura
Joram Mbinga	Principal Research Scientist KEFRI, BamCraft, Londiani
James Maina	Research Officer, BamCraft, Londiani
Dickson Onono	Laboratory Technician, BamCraft, Londiani
Charles Kiptoo	BamCraft Trainer , BamCraft, Londiani
Peter Odwe	BamCraft Trainer , BamCraft, Londiani
Joseph Tonui	Church Elder
Reverend Yegon	Church Elder
Geoffrey Mutai	Assistant Pastor BamCraft trainee (host community)
Bernard Tonnui	BamCraft trainee (host community)
Joash Kirui	BamCraft trainee (host community)

# ANNEX D: Questionnaires for IDPs

**THIS QUESTIONNAIRE IS ONLY FOR THOSE PEOPLE WHO TOOK THE UNIDO TRAINING COURSES**

**PLEASE TICK THE BOXES THAT ARE CORRECT FOR YOU**

Information about You			
How old are you?			
Are you male or female?	Male	<input type="checkbox"/> male	<input type="checkbox"/>
What is your place of origin?			
Where do you live now?			
Level of education	<input type="checkbox"/>	No formal education	
	<input type="checkbox"/>	Primary School (3 - 6 years)	
	<input type="checkbox"/>	Intermediate (7 - 9 years)	
	<input type="checkbox"/>	Secondary School (12 years)	
	<input type="checkbox"/>	Post-Secondary Education	
	<input type="checkbox"/>	Vocational or other training?	
About Your Situation before the UNIDO Training			
If you are an Internally Displaced Person, were you employed where you lived previously?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
What was your occupation/job?			
If you were self-employed, what was your occupation/job?			
Where you currently live, did you have a job before you took the UNIDO training?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
About Your Experience with the Training			
0. What motivated you to take the training?			
1. What course did you take?			
Basic training (handicraft, furniture & low cost bamboo construction)			
Entrepreneurship (e.g. marketing )			
Advanced training (handicraft, furniture & low cost bamboo construction)			
2. Were you satisfied with the course you took			
PLEASE ONLY TICK THE BOXES FOR THE COURSE YOU ACTUALLY TOOK			
	<input type="checkbox"/>	Very Satisfied	<input type="checkbox"/>
	<input type="checkbox"/>	Satisfied	<input type="checkbox"/>
	<input type="checkbox"/>	Not Satisfied	<input type="checkbox"/>

Basic training (handicraft, furniture & low cost bamboo construction)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entrepreneurship (e.g. marketing )	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced training (handicraft, furniture & low cost bamboo construction)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Were you satisfied with the practical skills that were taught on the course PLEASE ONLY TICK THE BOXES FOR THE PRACTICAL SKILLS YOU WERE TAUGHT			
	Very Satisfied	Satisfied	Not Satisfied
Handicraft Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Furniture Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low cost bamboo construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Did you create your business with the skills you learned in the training? Explain.			
5. When you completed the course, did you believe that you had the skills needed to find work?			
	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
<b>About Your Situation after the Training</b>			
6. Are there jobs or income earning opportunities where you live for the skills that you learned during the course?			
	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
7. Have you found employment using the skills you learned during the training?			
	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
8. Has the training improved the quality of the skills that you learned during the course?			
	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
9. Have you been able to create your business using the skills you learned during the training?			
	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
10. Did you receive a tool kit from UNIDO?			
	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
11. If you received a tool kit, what do you think of the quality of the toolkit?			
	Good quality	<input type="checkbox"/>	
	Medium quality	<input type="checkbox"/>	
	Poor quality	<input type="checkbox"/>	
12. How useful do you think the toolkit is to your current job?			
	Very useful	<input type="checkbox"/>	
	Partially useful	<input type="checkbox"/>	
	Not useful at all	<input type="checkbox"/>	
13. Did your income increase because of the course			
	Yes	<input type="checkbox"/>	
	No	<input type="checkbox"/>	
14. If yes, by about how much more?			
	<input type="checkbox"/>	0-25% more than before	
	<input type="checkbox"/>	26-50% more than before	
	<input type="checkbox"/>	51-75% more than before	
	<input type="checkbox"/>	76-100% more than before	

Are there any other comments you would like to make?

## Perceptions of Achievement: Questionnaire for KEFRI

Output Activity	Description	Rated 1-10, Where 10 is the Highest Achievement
<b>Output 1.</b>	Bamboo craft skills, market opportunities identified and products diversified.	<b>9</b>
Activity 1.1	Procurement of Project Vehicles to allow for mobility during assessments	<b>8.5</b>
Activity 1.2	Conduct assessments to identify bamboo craft skills for (self) employment for male and female youth	<b>8.7</b>
Activity 1.3	Conduct market opportunity study to identify bamboo product outlets (crafts, furniture, construction etc.)	<b>6.5</b>
Activity 1.4	Set up bamboo product design workshops to upgrade existing designs and develop new ones to increase local market access	<b>7.3</b>
Activity 1.5	Rent a marketing outlet for products and promotion	<b>5.8</b>
<b>Output 2</b>	Vocational skills training centres for bamboo products operational	<b>9.2</b>
Activity 2.1	Validate bamboo training and marketing centre, procure and install equipment for training and production incl. office (KEFRI Nairobi and Londiani)	<b>9.7</b>
Activity 2.2	Provide training of trainers for 8 trainers and prepare 5 training manuals and course outlines	<b>8.5</b>
Activity 2.3	Identify tools for graduate toolkits and start-up packages and procure	<b>9.8</b>
Activity 2.4	Commence with practical skills training courses focusing on practical bamboo training for handicraft, furniture, low cost bamboo construction for a minimum of 300 male and female young people	<b>10</b>
Activity 2.5	Conduct regular monitoring of training progress	<b>9</b>
<b>Output 3</b>	Reintegration and counselling activities	<b>7.2</b>
Activity 3.1	Provide social counselling, functional adult literacy and basic numeric training	<b>7.2</b>
Activity 3.2	Provide basic entrepreneurship training	<b>8.5</b>
Activity 3.3	Conduct meetings with graduates to provide mentorship in their search for employment opportunities and foster group and cooperative building	<b>4.5</b>
Activity 3.4	Conduct meetings with local companies to increase number of employment opportunities	<b>2.7</b>



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