

# Drylands Development External Programme Review

## **AUTHORS:**

**Frans van Gerwen (team leader)**  
**Joost Nelen**  
**Mark Hopkins**  
**Ochieng Adimo**  
**Aboubacar Souley**  
**Nadine Bergmann (Research Assistant)**



# CONTENTS

|   |            |
|---|------------|
| <b>Executive Summary</b>  | <b>iii</b> |
| <b>1. The DryDev programme</b>                                  | <b>1</b>   |
| 1.1 Context, origin and rationale of DryDev                     | 1          |
| 1.2 DryDev Implementing partners                                | 2          |
| 1.3 Objectives and anticipated outcomes of DryDev               | 3          |
| 1.4 Institutional arrangements of the DryDev Programme          | 6          |
| 1.5 Overall DryDev Budget                                       | 7          |
| <b>2. DryDev External Programme Review</b>                      | <b>8</b>   |
| 2.1 Objectives and scope of review                              | 8          |
| 2.2 Review questions and evaluation matrix                      | 8          |
| <b>3. Review approach, methodology and steps</b>                | <b>9</b>   |
| 3.1 Approach  | 9          |
| 3.2 Methods and Instruments                                     | 9          |
| 3.3 Review steps  | 11         |
| <b>4. Main Findings</b>   | <b>12</b>  |
| 4.1 DryDev Programme level findings                             | 12         |
| 4.2 Main country level findings                                 | 22         |
| <b>5. Conclusions</b>   | <b>30</b>  |
| 5.1 Overall conclusions on DryDev implementation and results    | 30         |
| 5.2 On DryDev institutional arrangements                        | 32         |
| 5.3 On sub-catchment approach and sub-catchment level results   | 34         |
| 5.4 On Biophysical Work Packages (1-3)                          | 37         |
| 5.5 On Socio Economic WP's and learning and advocacy            | 39         |
| 5.6 On the frameworks and tools developed and applied in DryDev | 42         |
| <b>6. Recommendations</b>                                       | <b>47</b>  |

## ANNEXES

|         |   |
|---------|---|
| Annex 1 | Terms of Reference DryDev External Programme Review |
| Annex 2 | Evaluation matrix                                   |
| Annex 3 | List of People Interviewed                          |
| Annex 4 | List of documents consulted in inception phase      |
| Annex 5 | Budget and Expenditures DryDev 2013-2018            |
| Annex 6 | Reviewed Theory of Change DryDev                    |

## LIST OF FIGURES

|               |    |
|---------------|----|
| Figure 1..... | 5  |
| Figure 2..... | 5  |
| Figure 3..... | 19 |
| Figure 4..... | 20 |

## LIST OF TABLES

|              |    |
|--------------|----|
| Table 1..... | 2  |
| Table 2..... | 4  |
| Table 3..... | 10 |
| Table 4..... | 12 |
| Table 5..... | 14 |
| Table 6..... | 14 |
| Table 7..... | 16 |
| Table 8..... | 18 |



# ACRONYMS

|           |  |
|-----------|--|
| ACTN      | African Conservation Tillage Network                                       |
| ADRA      | Adventist Development and Relief Agency                                    |
| AMEPPE    | Malian Association for Public Education and Protection of the Environment  |
| AMEDD     | Malian Association for Awareness Raising and Sustainable Development       |
| AREN      | l'Association pour la Redynamisation de L'Élevage au Niger                 |
| CA        | Conservation Agriculture   |
| CAP       | Community Action Pan   |
| CBO       | Community Based Organization   |
| CDP       | Community Development Plan   |
| CIDP      | country Integrated Development Programme (Ethiopia)                        |
| CGIAR     | Consultative Group on International Agricultural Research                  |
| CNOP      | Coordination Nationale des Organisations Paysannes                         |
| CoFo      | Commissions Foncière   |
| CPF       | Confédération Paysanne du Faso   |
| CRESA     | Regional Centre of Special Teaching in Agriculture                         |
| DIP       | Detailed Implementation Plan   |
| GIS       | Geographical Information System  |
| GPS       | Global Positioning System  |
| DryDev    | Drylands Development Programme   |
| EOC/DICAC | Ethiopian Orthodox Church's Development & Inter-Church Aid Committee       |
| FAO       | Food and Agriculture Organization (of the United Nations)                  |
| FCFA      | Franc Communauté financière d'Afrique (Financial Community of Africa)      |
| FGD       | Focus Group Discussion   |
| FMNR      | Farmer Managed Natural Regeneration  |
| FO        | Farmer Organisation  |
| GIRE      | Gestion Intégrée des Ressources en Eau                                     |
| IFAD      | International Fund for Agricultural Development                            |
| IP        | Implementing Partner   |
| ICRAF     | International Centre for Agroforestry Research (World Agroforestry Centre) |
| ICRISAT   | International Crops Research Institute for the Semi-Arid Tropics           |
| ILRI      | International Livestock Research Institute                                 |
| IWRM      | Integrated Water Resources Management                                      |
| M&E       | Monitoring and Evaluation  |
| MER       | Micro Enterprise Rurale  |
| MFI       | Microfinance Institution   |
| MMD       | Mata Masu Dubara (indigenous women savings and loan groups in Niger)       |
| MoFA      | Ministry of Foreign Affairs (of the Netherlands)                           |
| NGO       | Non Governmental Organisation  |
| NLO       | National Lead Organization   |
| NRM       | Natural Resource Management  |
| NTFP      | Non-timber Forest Products   |
| OxC       | Options-by-Context   |
| PAC       | Programme Advisory Committee   |
| PDC       | Plan de Développement Communautaire  |

|        |   |
|--------|---|
| PDSC   | Programme de Développement Économique, Social et Culturel   |
| PG     | Producer Groups   |
| PIP    | Programme Implementation Plan   |
| PMEL   | Planning, Monitoring, and Evaluation and Learning   |
| PSNP   | Productive Safety Net Programme (Ethiopia)  |
| RAIL   | Local Initiatives Support Network   |
| REST   | Relief Society of Tigray  |
| RWH    | Rain Water Harvesting   |
| SACCOS | Savings and Credit Cooperative Societies  |
| SADI   | Systeme d'Approvisionnement Durable en Intrants   |
| SLM    | Sustainable Land Management   |
| SNV    | Netherlands Development Organization  |
| SWC    | Soil and Water Conservation   |
| ToC    | Theory of Change  |
| ToT    | Training of Trainers  |
| UGCPA  | Union des Sociétés Coopératives pour la Commercialisation des Produits<br>Agricoles de la Boucle du Mouhoun |
| VCD    | Value Chain Development   |
| VSLA   | Village Savings and Loan Association  |
| VSLG   | Village Savings and Loan Group  |
| WP     | Work Package  |
| WRA    | Water Resource Authority  |
| WRMA   | Water Resources Management Authority  |
| WRUA   | Water Resource User Association   |
| WV     | World Vision  |
| WVA    | World Vision Australia  |
| WVE    | World Vision Ethiopia   |
| WVK    | World Vision Kenya  |

# Executive Summary

The Drylands Development Programme (or 'DryDev') is a six-year multi-country initiative from August 2013 to July 2019. DryDev is funded by the Netherlands' Ministry of Foreign Affairs (MoFA). The World Agroforestry Centre (ICRAF) is the managing and coordinating agency of the programme, with five National Lead Organisations (NLOs) and 16 implementing partners (IPs) in five countries: Kenya, Ethiopia, Mali, Burkina Faso and Niger. The total budget of DryDev is approximately 56 Million USD of which 49.6 Million USD was provided by MoFA and the remaining funds coming from World Vision Australia (WVA) specifically for implementation of DryDev actions through its country offices in Kenya and Ethiopia.

The overall objective of DryDev is to support households in dryland communities in their transition from subsistence farming and emergency aid to sustainable rural development. This is achieved by increasing food and water security, enhancing market access, and strengthening the local economy for different categories of farmers. The programme was aiming at two types of impact: direct development impact among 227.000 farmers in dryland areas and wider policy impact through upscaling and replicating of successful experiences and results on the ground.

The programme implementation in the five countries was done in consortia of national NLOs and IPs, with a division of labour in different geographic locations and in eight different work packages (WPs).

In the first Semester of 2018, an external programme review of DryDev was commissioned by MoFA. The external review is considering the relevance, efficiency and effectiveness of the DryDev programme and perspectives for sustainability and potential for upscaling, as the full DryDev implementation is still in a rather early phase.

The external review was conducted by a team of six international consultants, with substantial fieldwork in all five DryDev countries during the period April – June 2018.

Main findings and conclusions of this external programme review are presented below.

DryDev has suffered from a slow start and extended inception period. During the first one-and-a-half years, ICRAF, NLOs and IPs were struggling with understanding the concepts and approaches of DryDev on drylands development, realisation of quick wins for farmers in drylands communities, sub-catchment approach, and corresponding task division between partners. Only in 2015, these unclarities were overcome by producing a clearer conceptual approach and Theory of Change in a DryDev inception report and Programme Implementation Plan for the period August 2015 – July 2018. The slow implementation rate in the first two years resulted in a no-cost extension of DryDev until July 2019. After 2015, challenges in coordination and implementation remained until well into 2017 in Burkina Faso and Niger. These factors have resulted in insufficient cost-efficient implementation of DryDev, even though efforts by the DryDev partners to accelerate implementation until the closing date are recognised.

DryDev was designed and set up as a development project, prioritising development investments on the ground among smallholder farmers. The fact that DryDev was managed and coordinated by ICRAF, a CGIAR research institute, caused some initial confusion on the balance and relation between development and research among IPs



and it took considerable time before all partners understood the DryDev set-up as a development programme and the roles of the different partners in it.

The focus of DryDev has been agriculture and agroforestry-related interventions and, to a lesser extent, livestock and other activities that are also part of livelihoods of smallholder farmers in dryland communities. More comprehensive rural development approaches for dryland communities can benefit from a broader range of research and innovation inputs that can be provided by tapping into the combined expertise of several institutes of the Consultative Group on International Agricultural Research (particularly of ICRAF, ICRISAT and ILRI) and also relevant national research institutes, with whom DryDev already cooperates on a regular basis. Development partners and stakeholders indicate that, although research was not strongly valued in the original DryDev design, this would be very a relevant complementary support to development interventions in dryland areas, catering for the diverse needs of the rural populations in these areas.

DryDev has adopted a sub-catchment approach to plan and implement its interventions in all countries. This approach is based on the recognition that catchment areas are often very large and geographically very extensive and thus not the best unit for planning and management of interventions. Sub-catchments as smaller and clearly delineated geographical and hydrological units within larger catchment areas provide a better scale for planning and management of interventions and in many countries in Africa (e.g. in Ethiopia and Kenya) are also used by government entities for water management related policies and interventions. This sub-catchment approach in DryDev was effective in the implementation of water and soil management interventions, but proved to be less relevant for on-farm production support and value chain development (VCD), and strengthening market linkages. Additionally, in West Africa, the sub-catchment approach was less relevant as a geographical planning, management and organisation mechanism in the light of other existing traditional communal structures of government entities at the national and sub-national level.

The organisational set-up of the DryDev implementation in country consortia of NLOs and IPs varied among the different countries. Moreover, tasks were divided based on different approaches and sets of related tasks and activities, both geographically and thematically. These sets were called Work Packages (WPs), and in DryDev these were used as a planning and task-division tool for the programme implementation. However, in practice the different WPs in DryDev have not always been used to guide this task division, and to identify and recruit the right competencies needed to implement these WPs.

In spite of the challenges mentioned above, this review clearly shows that DryDev has gathered much steam since mid- 2015, particularly in Ethiopia, Kenya and Mali. In Burkina Faso and Niger, acceleration of implementation only occurred from mid-2017 on. The amount of activities and outputs in all DryDev countries is large and a wide range of results could be verified in this review, particularly under WPs oriented at soil and water management at community and farm level, and at the level of agricultural production. DryDev results are highly appreciated by male and female smallholder farmers.

Though generally well appreciated, the investments in linking farmers to financial services and markets show mixed results. While in some crops and value chains substantial results and increased market access can be verified, in other crops, market development has not always been successful.

DryDev has reached male and female farmers roughly to the same extent and men and women express similar satisfaction with DryDev services and results. However, gender analysis and gender-specific approaches are not a structural and systematic feature of DryDev. This also applies for approaches on involving youth or poorer income strata of farmers. However, there is also variety between countries and some partners and in some countries partners have developed gender-specific and youth-targeted interventions.

DryDev partners have structurally and intensively worked with government departments, service providers and NGOs at the community and sub-national level. This has resulted in good perspectives for scaling up and replicating activities at this level. However, establishing links with policy development partners and government entities and service providers at the national level are still mainly at an emerging phase. This is also the case for linkages with national level producer or farmers organisations.

The main recommendations for the remaining period of DryDev implementation are:

1. All partners involved in DryDev are recommended to accelerate implementation in the final period to recover the lost time in the first years. Moreover, the partners should secure policy impact and prepare other partners to take over and continue DryDev interventions;
2. ICRAF and NLOs should develop and apply a more uniform reporting format for all reports, ensuring the same level of detail in reporting at country level. Specific instructions are needed to report on the number of beneficiaries of DryDev both annually and cumulatively. For the final impact assessment, specific outcome level indicators could be added to the rather generic and proxy indicators used in the baseline to obtain more insights on the direct DryDev effects.

And for possible follow-up or similar rural development programmes in drylands in the future:

3. In case MoFA wants to continue with a next phase of DryDev or other similar initiatives, it should develop a more comprehensive approach and specific focus on drylands, possibly focusing more on the Sahel region, allowing a combination of development and research interventions, and pooling the support of multiple relevant international research institutes for dryland areas, particularly ICRAF, ICRISAT and ILRI, as well as relevant national agricultural research institutes;
4. MoFA and managing and coordinating partners of follow-up DryDev programmes should develop a clear and simple implementation structure with a clearer task division and use of complementary competencies of different IPs;
5. The sub-catchment approach for interventions in dryland areas should be applied more flexibly, particularly in West Africa, where it is less well-linked with other sub-national government entities and planning and management mechanisms. While the sub-catchment approach is relevant for planning and implementation of biophysical interventions, it is much less relevant for other on-farm and production-oriented interventions, and in VCD and market linkages;
6. The sequencing of WPs in the DryDev approach can be improved by linking different interventions and allowing the combination of production orientation and market perspectives to identify relevant value chains and market development approaches. This was done more effectively in Ethiopia, which could be used as an example. ICRAF could consider a revision of its Theory of Change and the intervention logic to strengthen its sequencing approach;

7. ICRAF, the NLOs and IPs should invest more effort in complementing their excellent relations and policy influencing work at the community and sub-national level with more policy influencing at the national level and with umbrella farmers' organisations (FOs) to ensure a broader national perspective for upscaling and replication of successful DryDev experiences;
8. Although DryDev has ensured participation of women and youth, NLOs and IPs should develop more coherent and specific interventions to ensure that women and youth do not only participate in and benefit from DryDev, but also improve their position in the household and the community. This might require expanding specific choices for interventions in DryDev;
9. Similar to the approach regarding women and youth, DryDev has not developed a diversified approach to different income strata of farmers despite the fact that significant variation exists in dryland communities. To ensure that DryDev benefits also reach the poorer strata of farmers, different interventions and more specific approaches to reach these target groups are needed;
10. Partners in DryDev are recommended to introduce a more diverse approach on VCD and market access by not only focusing on urban and more formal markets. Traditional traders and local markets have always been important in dryland areas and should not be excluded from the economic development approach; and
11. As representatives of the target groups, apex FOs could be more strongly associated to the DryDev programme at two levels. Firstly, they could be more involved in policy influencing on agriculture, land, water, finance and/or markets in favour of smallholder farming households. Secondly, they can play a significant role in facilitating appropriate services to households in drylands and collaborate with state services and NGOs.

# 1. The DryDev programme

## 1.1 Introduction

This report is a programme review of the Drylands Development Programme, commissioned by the Netherlands' Ministry of Foreign Affairs (MoFA), (or 'DryDev'). The review covers the period from 2013 (start) until the beginning of 2018. The review focuses on aspects of relevance, effectiveness, efficiency and perspectives for sustainability of the program's interventions.

The first section provides an overview of DryDev, as described in the different reports by the contract partner, the International Centre for Agroforestry Research (ICRAF), National Lead Organisations (NLOs) and implementing organisations. Sections 2 and 3 introduce the review focus and questions, and describe the evaluation approach and methodology.

The review itself is treated in Section 4: Main Findings, and Section 5: Conclusions. The main recommendations of the review are presented in Section 6. Five reports on programme implementation in the five DryDev countries are included in the Volume II and these reports also provide country-specific conclusions and recommendations.

## 1.2 Context, origin and rationale of DryDev

The Drylands Development Programme (or 'DryDev') is a six-year multi-country initiative from August 2013 to July 2019. DryDev is funded by the Netherlands' Ministry of Foreign Affairs (MoFA). World Vision Australia (WVA) has provided an additional contribution to the programme for implementation of DryDev actions through its country offices in Kenya and Ethiopia. The World Agroforestry Centre (ICRAF) is the managing and coordinating agency of the programme, with NLOs and implementing partners in each of the five countries of implementation.

The Netherlands' MoFA took the initiative for the design of the DryDev programme, as it considered actions to develop sustainable agriculture and livelihoods in dryland areas of Africa as an important priority in its policies and programmes in Sub-Saharan Africa. The focus on the Sub-Sahara Dryland belt in East and West Africa and the choice of the five countries for implementation of the programme, at the stage of the original initiative was already pre-defined by MoFA. In 2013, MoFA approached several organisations to take the original DryDev programme concept as the base for the development of a programme proposal to be submitted for funding by MoFA. ICRAF expressed an interest to do so and designed the DryDev programme proposal in 2013, originally as a five-year programme.

DryDev was designed to provide relevant and contextually appropriate support to smallholder farmers residing in semi-arid lands and Sahel areas (or 'Drylands') of Burkina Faso, Mali, Niger, Ethiopia, and Kenya. Drylands make up 43% of the land area in Africa and are home to about 45% of its population, approximately 325 million people (ICRAF, DryDev Inception report 2015). These smallholder farmers play an important role in agriculture, livestock, and in trade, tourism, migration and environmental services (e.g. carbon sequestration by savannahs). Livestock keeping and agriculture, in spite of pressure on the environment and changing economic activities, are still the basis of the livelihoods of many, including women and youth. Communities of dryland farmers and

(agro-) pastoralists have a long history of exploiting the resources of their environment and of dealing with the environment, including cycles of floods and droughts. Households diversify produce and generally invest in livestock and several crops. Risk aversion and opportunity costs, as well as higher productivity and revenues, have an equal weight in farming decisions<sup>1</sup>.

The DryDev inception report observes that policymakers continue to have an ambiguous view on drylands. Policies want to support the communities and have consistently sought to modernise farmers’ and pastoralists’ communities. This has led to adapted inputs (e.g. for grains, pulses), dryland hydraulics (wells, water points) and successful conservation measures (anti-erosion, water harvesting, agroforestry). However, regularly, these policies have had adverse effects, such as the establishment of irrigation schemes in scarce water areas, privatisation of the commons, land acquisitions and ranches that have caused counter-productive damage, such as environmental degradation, and social exclusion.

Because of this ambiguity of governments and their agencies, and a lack of formal private sector investment, persistent high poverty rates are observed in drylands (ICRAF, DryDev Inception Report, 2015). There are still few (government) policies, investments or planning processes to support dryland communities’ own strategies. Nevertheless, this is gradually changing, particularly in Ethiopia and Kenya where government entities have adopted sub-catchment approaches for water management and soil improvement.

The DryDev programme seeks to give an impetus to interventions and policies that support more appropriate and effective development strategies for agriculture in drylands.

DryDev is based on the idea that households can be supported in their transition from subsistence farming and emergency aid to sustainable rural development. This is to be achieved by increasing food and water security, enhancing market access, and strengthening the local economy for different categories of farmers. The DryDev programme aimed to reach over 227,000 farmers across five countries in Eastern Africa (Ethiopia and Kenya) and the Sahel (Burkina Faso, Mali and Niger) in specific sub-catchment communities. The reach of DryDev to men and women is roughly equal.

### 1.3 DryDev Implementing partners

The DryDev integrated development programme was originally implemented by a consortium of five NLOs and 16 Implementing Partners (IPs) in selected dryland areas of Burkina Faso, Mali, Niger, Ethiopia, and Kenya. (DryDev PIP Document, 2015).

These partners are listed in Table 1.

Table 1 List of National Lead Organisations (NLOs) and Implementing Partners (IPs) per DryDev country.

| Country             | Lead country partner                       | Other implementing partners                        |
|---------------------|--|--|
| <b>Burkina Faso</b> | Reseau MARP<br>(replaced by ICRAF in 2017) | Netherlands Development Organisation SNV; Tree Aid |
| <b>Mali</b>         | Sahel Eco                                  | OXFAM; AMEDD; AMEPPE                               |

<sup>1</sup> Krätli, IIED, 2015, Valuing Variability: New perspectives on climate resilient drylands development ([www.iied.org/drylands-volatile-vibrant-under-valued](http://www.iied.org/drylands-volatile-vibrant-under-valued)) ; Nugteren and Le Côme, 2016, *Unleashing the Potential of Pastoralism to Develop West-Africa* ; Van Walsum et al, 2014, *From Vulnerability to Resilience: Agroecology for Sustainable Dryland Management* ; Gubbels, 2011, *Pathways to Resilience in the Sahel*.

|                 |                    |   |
|-----------------|--------------------|---|
| <b>Niger</b>    | Care International | KARKARA; AREN; RAIL (Oxfam, World Vision and CRESA left DryDev in 2017) |
| <b>Ethiopia</b> | World Vision       | EOC/DICAC; REST   |
| <b>Kenya</b>    | World Vision       | SNV; CARITAS; ADRA  |

With the changes in partners over time, DryDev at the time of this review is implemented by ICRAF, four NLOs and 13 IPs.

## 1.4 Objectives, anticipated outcomes and approach of DryDev

DryDev has been focusing on generating direct impact through its development interventions in dryland communities in specific sub-catchment areas. It is also aiming at indirect impact by influencing wider policy, learning and practice.

During the first phase of the DryDev Programme, often referred to as the ‘quick wins’ period, these two areas of impact were translated into three outcome areas with corresponding specific results and activities. In 2015, the DryDev programme underwent a significant redesign and restructuring, without touching these two impact areas, but introducing a much more specific planning and task division in producing outcomes and results, making use of complementary competencies of specific partners in different Work Packages (WPs).

The redesign of DryDev is formalised in two documents that were approved by MoFA in 2015: the DryDev Inception Report and the Consolidated Implementation Plan for the DryDev programme 2015-2018.

In these documents, it is explained that in order to produce the two types of impact mentioned above, DryDev seeks to support “sustained improvements in food and water security, livelihoods, and resilience, and the empowerment of women and disadvantaged farmers” (Inception report 2015). This is translated into six outcome areas, identified as follows:

- A. Increased water capture & soil conservation/fertility at sub-catchment & farm levels
- B. Increased production of profitable, climate-smart commodities & food crops
- C. Increased sales of targeted value chain commodities by male, female, and vulnerable farmers
- D. Improved local governance & farmer organization functioning
- E. Critical mass of development actors motivated, able, and resourced to support/directly implement evidenced options
- F. More supportive/appropriate policies & wider institutional environment conducive for wide uptake of evidence

Each outcome has a number of results (‘sub-outcomes’) to be reached by a set of eight specific WPs, as summarised in Table 2.

Table 2 Overview of Work Packages (WPs) and sub-outcomes. Source: : ICRAF (2015) The Drylands Development Programme, DryDev inception report, p. 1.

| Work Package   | Sub-outcome  | Outcome   | Impact   |
|--|--|---|--|
| 1. <b>Sub-catchment level NRM</b>                            | Appropriate sub-catchment level NRM initiatives undertaken   | 1. Increased water capture & soil conservation/fertility at sub-catchment & farm levels                               | 1. Sustained improvements in food and water security, livelihoods, and resilience, and the empowerment of women and disadvantaged groups |
| 2. <b>On-farm water &amp; soil management</b>                | Improved & climate smart on-farm water & soil management practiced   |   |  |
| 3. <b>sAgricultural commodity production</b>                 | Improved, inclusive & climate-smart production options pursued   | 2. Increased production of profitable, climate-smart commodities & food crops   |  |
| 4. <b>Enhancing market access</b>                            | Increased participation of male, female and disadvantaged farmers in lucrative value chains                                      | 3. Increased sales of targeted value chain commodities by male, female, and vulnerable farmers                        |  |
| 5. <b>Financial services linking</b>                         | Increased numbers of famers linked to credit/financial services  |   |  |
| 6. <b>Local governance &amp; institutional strengthening</b> | Increased capacity of local duty-bearers and farmer organizations & 'duty fulfilment' pressure applied                           | 4. Improved local governance & farmer organization functioning  |  |
| 7. <b>Planning, M&amp;E, and scaling of learning</b>         | Key 'scaling stakeholders' identified, find evidence & learning credible and relevant, and actively promote their uptake         | 5. Critical mass of development actors motivated, able, and resourced to support/directly implement evidenced options | 2. Programmed outcomes and impacts scaled out to other dry land areas  |
| 8. <b>Policy analysis &amp; influencing</b>                  | Awareness raised and attitudes improved among key policy makers and other stakeholders, resulting in their taking desired action | 6. More supportive/appropriate policies & wider institutional environment conducive for wide uptake of evidence       |  |

The WPs were designed in such a way that each WP was linked with the implementation and results of other WPs. Therefore, WPs 1 and 2 were often implemented at the start of the DryDev interventions. Implementation of different WPs was originally conceived to be done by different implementing partners with specific competencies. However, throughout the DryDev implementation period, this originally planned task division was not followed in all countries (see section 4.1.1.).

At the time of revision of DryDev in 2015, the changes in the intervention strategy were also embedded in a set of two Theories of Change (ToCs; Figure 1 and Figure 2).



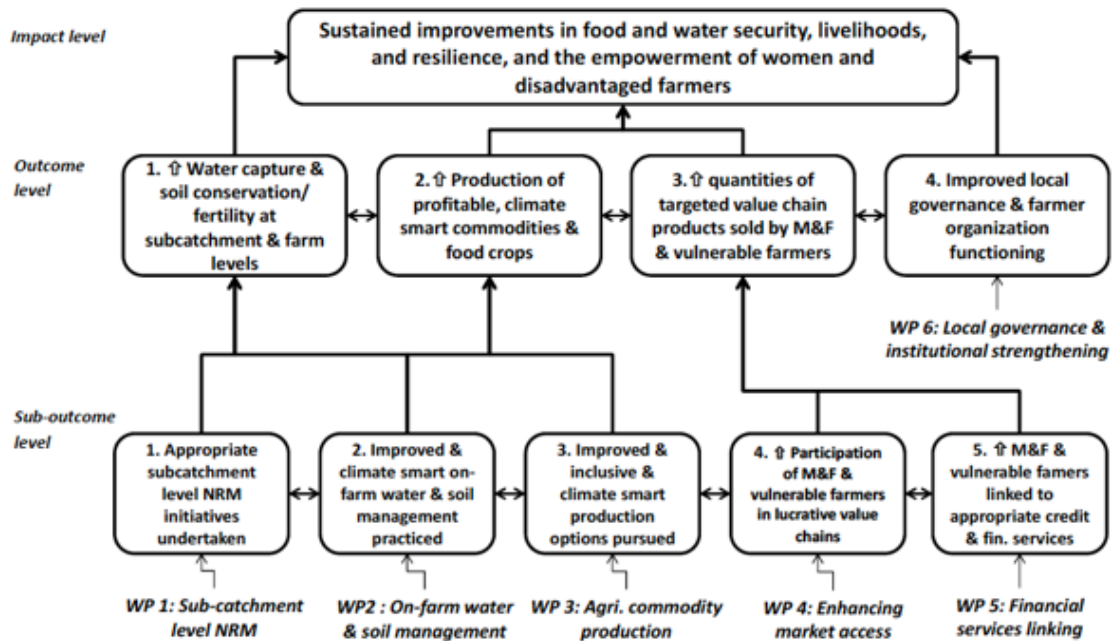


Figure 1 Overarching Theory of Change for DryDev’s direct work with farmers. Source: ICRAF (2015) The Drylands Development Programme, DryDev inception report, p. 9.

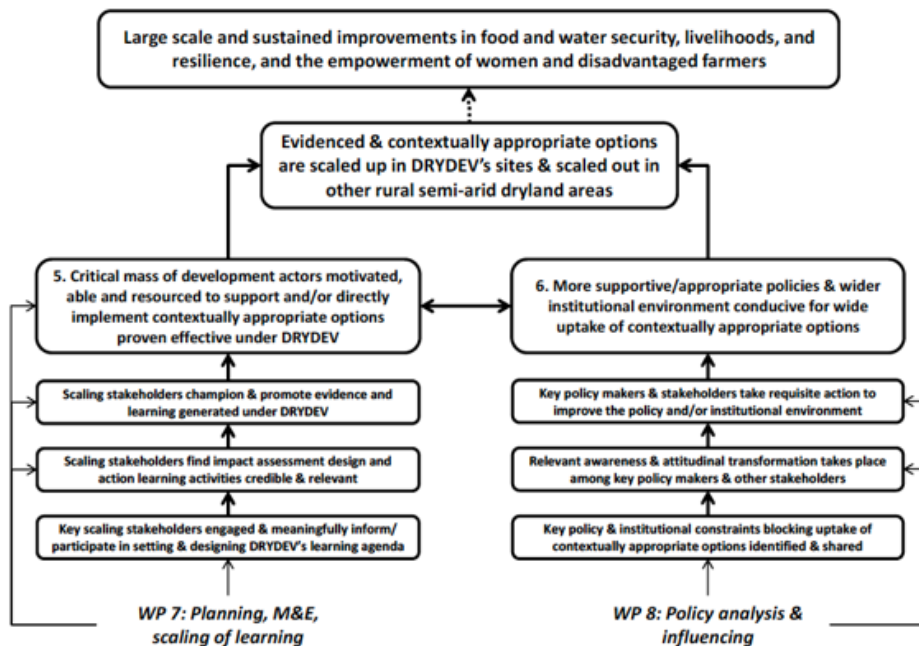


Figure 2 Overarching Theory of Change for DryDev’s scaling programme ‘Generated Evidence & Learning’. Source: : ICRAF (2015) The Drylands Development Programme, DryDev inception report, p. 11.

These ToCs illustrated how the different work packages were to be linked with each other and how they would contribute to two overall areas of DryDev impact: development impact on the ground in specific dryland locations, and overall impact in policy and programme development on drylands development at the national and international level.

The original focus of DryDev was on implementation of development interventions on the ground in dryland locations and MoFA had stressed that investments in development interventions to produce ‘quick wins’ on the ground were a crucial



element of design. Although ICRAF was a research institute, it was clearly stated that its role in research and technical assistance had to be strictly limited to supporting development interventions on the ground, while most resources were to be invested at the community level in dryland areas with smallholder farmers as the core group of beneficiaries.

In order to ensure the relevance of the DryDev programme for smallholder farmers at the community level it adopted a participatory planning with Community Action Plans (CAP) and 'option-by-context' (OxC) approach in order to come to tailor-made interventions in each of the outcome areas of the five countries.

DryDev subsequently applied seven scaling principles for its interventions: i) informed by co-learning; ii) contextually appropriate; iii) cost-effective and potentially scalable; iv) inclusive (for vulnerable households); v) environmentally and socially benign; vi) climate smart; and vii) sustainable (socially, institutionally, financially). These scaling principles were applied for further rolling out and replication of interventions in other communities in dryland areas.

## 1.5 Institutional arrangements of the DryDev Programme

The DryDev programme is managed and coordinated by ICRAF, which is the institution with the programme funding contracts with MoFA and WVA and accountable to these donors. The programme management and coordination was supported initially by a programme support group and after 2015 by a Programme Advisory Committee (PAC). These support structures were fundamental to advise ICRAF on programme development and implementation, and were composed of experts from the Netherlands and East and West Africa identified by MoFA and ICRAF.

ICRAF identified and established contracts with NLOs in each country. The NLO is accountable to ICRAF and represents the DryDev programme at national or policy levels. The NLOs at the national level established contracts with a number of implementing partners. The specific number of partners and task division varied across the different DryDev countries. In some cases, clear thematic responsibilities were identified, such as with Oxfam Mali and SNV Kenya who worked on value chain or market access activities in all the country sites. However, most of the task division was based on the different geographical areas where DryDev was implemented.

IPs reported to NLOs, which at their turn presented annual country reports to ICRAF. ICRAF developed annual overall reports for the DryDev programme. Joint quality monitoring missions, and joint planning missions were conducted by ICRAF and NLOs to prepare Detailed Implementation Plans (DIPs) and annual reports at the country level.

In addition to the contractual accountability structures and reporting lines, a number of additional coordination mechanisms were established:

- Regional Coordinating Committees (RCC): chaired by ICRAF, the RCC brings together the programme leaders in the NLOs (and IPs as may be required) of the countries in two regions – Sahel (Burkina Faso, Mali and Niger) and East Africa (Ethiopia and Kenya);
- Country Core Team, comprising the NLO secretariat, managers / focal persons from respective IPs, ICRAF country representatives and programme coordinators; and

- Country technical teams: this forum, which meets at least once every quarter, brings together the technical staff of the IPs involved in implementing DryDev in each country, as well as representatives from strategies institutions, such as government departments and other local bodies whose functions are relevant to the programme agenda.

## 1.6 Overall DryDev Budget

The original budget for programme implementation is 49.46 million US dollars (49,461,486 USD) provided by MoFA (DryDev programme proposal, 2013) for the period August 2013 to July 2018. An additional amount of 6.5 M USD was pledged by WVA for DryDev implementation in Kenya and Ethiopia. In 2017, ICRAF requested a no-cost extension of the programme until July 2019, extending the original five year period up to six years.

With the inception report and Programme Implementation Plan (PIP) of 2015, a new planning period was started in April 2015. In the period prior to April 1 2015, 10.5 M USD was spent, and a new budget of 38.2 M USD for the remaining new period of April 2015 – July 2019 was specified. For this remaining period, it was decided that 70% of this overall remaining budget (26.7 M. USD, excluding WVA funds) was to be allocated to programme delivery (i.e. interventions with its stakeholders and beneficiaries). The remaining 30% of the resources was designated for management, coordination, and M&E by ICRAF, the NLOs and the IPs.

The area of NRM receives 42% of the overall budget (under WP 1-2), followed by value chain development (VCD) with 21% (under WP 4-5), and agricultural production with 13% (under WP 3). The remaining 24% are oriented to interventions on governance and enabling policy environments (under WP 6-8)(DryDev PIP, 2015).

## 2. DryDev External Review

### 2.1 Objectives and scope of review

This research exercise is a programme review, commissioned by MoFA, of the DryDev programme implementation focusing on relevance, effectiveness, efficiency and perspectives for sustainability and scaling up of the programme's interventions. This review does not address aspects of impact as an impact assessment is foreseen for next year in the framework of the DryDev programme itself, and will be commissioned by ICRAF.

Now that DryDev had entered its final year of implementation (2018-2019), MoFA and ICRAF prepared a Terms of Reference (ToR) for this external programme review. The objectives of the review are fivefold:

1. To assess the **relevance** of institutional arrangements, design and approaches;
2. To review how **efficient** the programme's (financial and technical) resources have been translated into quality and appropriate support to the local stakeholder groups;
3. To review the programme's likely **effectiveness** in achieving its expected outcomes and impacts for different categories of smallholder farmers at the levels of interventions and of influencing policy and practices;
4. To assess the **sustainability** after closure of the programme; and
5. To make strategic and actionable **recommendations** in each of the four areas above (*relevance, efficiency, effectiveness, and sustainability*) to
  - A. enhance the existing programme as its implementation is being finalised and close out processes pursued; and
  - B. inform a potential second phase of the programme and/or similar integrated programmes of this nature in the African drylands.

### 2.2 Review questions and evaluation matrix

The ToR (see Annex 1) presents a combination of evaluation focus areas with evaluation criteria. The review aims to provide answers on specific evaluation criteria under each of these aspects. As presented above, the evaluation criteria are relevance, efficiency, effectiveness (perspectives for impact) and (signs of) sustainability.

The evaluation focus areas specified in the ToR are: a) Institutional set-up and arrangements; b) the Sub-catchment approach; c1) Technical: Biophysical WPs (1-3); c2) Technical: Socio-economic WPs (4, 5, 6, 7 and 8); and d) DryDev Frameworks & Tools.

The evaluation matrix was further elaborated during the inception phase of this review. Sub-questions were added and some questions were tailored to fit the timeframe and scope of the review. Sources of data and data collection tools were added. The evaluation matrix is included in Annex 2 of this report.

# 3. Review approach, methodology and steps

## 3.1 Approach

The approach of this programme review was based on the following principles:

- Participatory: the evaluators have interacted with DryDev donors, ICRAF and NLOs and IPs on planning and realisation of all research activities. Selection of sites was done in consultation with relevant partners involved, though the final decisions were taken by the evaluation team to ensure the independence of the research. At the start and end of field visits, short briefing and debriefing and validation sessions were organised. At the end of the research phase, separate sense-making sessions were organised with ICRAF and MoFA.
- Iterative: the evaluators have conducted research activities in a logical sequence, starting with an inception phase and central level interviews, followed by field visits in all DryDev countries. At the end of field visits, remaining gaps in the analysis were addressed by conducting additional interviews and desk research.
- Eye for accountability and learning: the evaluators have balanced the search for evidence for results and accountability with development of conclusions and lessons learned and corresponding recommendations in their research activities and reports. In the light of the short remaining implementation period of DryDev, most recommendations were developed for possible follow-up initiatives on DryDev, beyond its current remaining implementation period.
- Use of multi-disciplinary competencies in a team: the team is composed of members with specific expertise in drylands agriculture and rural development, VCD, and institutional development and capacity building.
- Eye for gender relations and gender-specific analysis: a gender expert was added to the team to ensure critical peer-review of the analysis and report on the quality of the gender analysis;
- Data triangulation was applied in research and analysis activities and multiple data sources were considered in the analysis and development of conclusions and recommendations.

## 3.2 Methods and Instruments

The review team has used a mixed-methods approach with a focus on qualitative research methods. The available budget and timeframe for this review did not allow for a quantitative and counterfactual analysis, or a rigorous comparative research outside the selected intervention locations. Therefore, external replication and spill-over effects were assessed from the internal DryDev programme perspective and not through conducting research in other communities in adjacent locations of DryDev interventions.

The following main methods and research instruments were applied:

- Desk study of:
  - Contextual developments (e.g., political, economic, environmental, social);
  - Progress against planning and of successes and bottlenecks encountered in programme implementation;

- Organisational performance in project planning, implementation, monitoring and evaluation;
- Quality of gender analysis and gender-responsive planning and implementation of DryDev;
- Planned and unplanned outputs and (preliminary) outcomes of DryDev interventions; and
- Relevance and quality of Theory of Change and intervention logic and task-division in DryDev implementation.
- Key Informant Interviews (KIIs) with different stakeholder groups:
  - At community level: local leaders, farmer’s organisation’s representatives, Community based Organisations (CBOs) and NGOs, local government institution representatives, traders and middlemen;
  - At sub-national political and economic hub level: focusing on VCD, service delivery to farmers, and policy developments;
  - At national level: Interviews with government institutions, traders, the DryDev IPs and NLOs, Netherlands’ embassies (if present); and
  - At global/continental level: ICRAF, PAC, and MoFA policy officers.
- Field visits to selected locations in all DryDev countries and at central ICRAF level:
  - Verification of outputs and outcomes at the location level under the biophysical WPs (1-3), against reporting documents;
  - KIIs at location level and in regional service and government hubs;
  - Focus Group Discussion (FGDs) with (male and female) beneficiary groups; and
  - Small survey to participants of FGD on DryDev effects and performance of implementing DryDev Partners.

The locations of fieldwork in this review were selected with the goal to get a good and representative coverage of those areas where DryDev interventions were implemented. In the case of Niger, due to security reasons, fieldwork was conducted by a national consultant only. In the other countries, fieldwork was done by small teams of two international consultants. The fieldwork locations are presented in Table 3.

Table 3 Overview of the fieldwork locations per country.

| Country             | Location                | Focus <sup>2</sup>                  |
|---------------------|-------------------------|-------------------------------------|
| <b>Ethiopia</b>     | Boset (Oromia)          | WP 1-6                              |
|                     | Adama (Oromia)          | Govt./Support/Trade hub             |
|                     | Kilte Awulaelo (Tigray) | WP 1-6                              |
|                     | Mekele (Tigray)         | Govt./Support/Trade hub             |
|                     | Addis Abeba             | National Support/IP’s/NLO           |
| <b>Kenya</b>        | Ngulini                 | WP 1-6                              |
|                     | Machakos                | Govt./Support/Trade hub             |
|                     | Masimba                 | WP 1-6                              |
|                     | Kitui                   | Govt./Support/Trade hub             |
|                     | Nairobi                 | National Support/IP’s/NLO/WP 7-8    |
| <b>Mali</b>         | Yorosso                 | WP 1-6                              |
|                     | Makoungo-Tominian       | WP 1-6                              |
|                     | Cinzana                 | WP 1-3                              |
|                     | Bamako                  | National Support/IP’s/NLO/WP 6, 7-8 |
| <b>Burkina Faso</b> | Ouahigouya              | WP 1-7                              |
|                     | Koudougou               | WP 1-6                              |

<sup>2</sup> WP: Work Package

|              |             |                                       |
|--------------|-------------|---------------------------------------|
|              | Arbollé     | WP 1-7                                |
|              | Ouagadougou | National Support/IP's/NLO/WP 7-8      |
| <b>Niger</b> | Aguië       | WP 1-7                                |
|              | Maradi      | WP 1, 4, 7-8, Govt./Support/Trade hub |
|              | Droum       | WP 1-7                                |

Data from desk study, KIIs and field visits (including Work Package checks, FGDs and surveys) were combined and crosschecked to respond to the evaluation questions from the evaluation matrix in the final programme review report.

### 3.3 Review steps

This external programme review was carried out in the period April – June 2018 and was done by a core team of four international researchers, complemented with a national researcher in Niger, and a research assistant for analysis of DryDev reporting data and a gender review of the report.

The review was carried out in four steps, each with its specific deliverable:

1. Inception phase (April 2018), ending with an inception report on May 3, 2018;
2. Research phase (May 2018), ending with briefing notes and validation sessions with ICRAF and MoFA on May 30 and June 5, 2018 respectively;
3. Draft report writing (June 2018), ending with the submission of the draft review report on June 14, 2018
4. Final report writing (June/July 2018), ending with the submission of the final review report on July 12, 2018.

## 4. Main Findings

### 4.1 DryDev Programme level findings

#### 4.1.1 Programme development and results

The Drylands Development Programme was initially designed as a five-year programme that started in August 2013 until July 2018. In 2017, a no-cost extension was requested until July 2019 bringing the total implementation period to six years. Analysis of planning and reporting documents show that the programme implementation can be categorised by clearly distinct periods, as illustrated in Table 4.

Table 4 Overview and description of the different implementation periods.

| Period                | Implementation phase  | Main characteristics of implementation and institutional arrangements   |
|-----------------------|---|---|
| <b>2013</b>           | Start up  | MoFA and ICRAF define and elaborate programme and select NLOs and IPs. WVA on board as co-funding agency.   |
| <b>2014</b>           | Quick wins  | ICRAF, NLOs and IPs responsible for programme implementation. Some confusion in division of tasks and responsibilities.<br>Programme Steering Committee with Support Group (strong role advisors MoFA). In practice, support group acted as steering committee.   |
| <b>2014/<br/>2015</b> | Inception and PIP development   | ICRAF, MoFA and WVA and NLOs and IPs worked on the development of an inception report for DryDev and a Programme Implementation Plan (PIP) (and annual PIPs). Activities were slowed down.<br>Partners worked on a ToC, and clearer division of tasks and responsibilities (see inception report and PIP).  |
| <b>2015/<br/>2018</b> | Full implementation in Ethiopia, Kenya and Mali. Delays and set-backs in Burkina Faso and Niger | Programme Advisory Committee (PAC)(i.e. advisors from North and South) to provide guidance and advice to ICRAF and NLOs in the implementation of the programme. The PAC met twice and produced comprehensive reports for the DryDev programmes.<br>NLOs and IPs implement actions as planned in Kenya, Ethiopia and Mali, accumulation of delays.   |
| <b>2017/<br/>2018</b> | Programme gathering steam in all DryDev countries (including Burkina Faso and Niger)            | Management arrangements and partner composition in Burkina Faso and Niger were applied. In Burkina Faso, the NLO was replaced by ICRAF and tasks were reshuffled between IPs. In Niger, three IPs left the programme and intervention areas were more focused with less partners and one new partner. While other countries were on speed in implementing the programme, Niger lagged behind with delays in planning and realisation, and in Burkina Faso implementation was minimal until the second semester of 2017. In 2018, the programme is up-speed in all DryDev countries. |

The early years of the DryDev programme can be characterised by a slow start up and delays in implementation caused by unclarity in design and conceptualisation of the programme and the division of tasks and roles by the different managing and implementing partners in the programme. The main factors that caused unclarity in this first phase of DryDev, mentioned and reported are:

- The original project proposal was not an initiative by ICRAF as a response to a call for proposals, but ICRAF had developed the DryDev programme proposal on request of MoFA following specifications of the ministry in terms of country focus and development orientation. The ownership of DryDev in the first stage of the programme was with both MoFA and ICRAF, and maybe even more with MoFA;
- The focus of DryDev on development interventions at the community level and the role of implementing partners and substantial development investments on the ground, while the programme was managed by an international CGIAR research institute with limited resources to bring in its core competency in the area of agroforestry research;
- The choice of DryDev countries in East and West Africa. None of the documents available provide a rationale for this choice of countries. Most people that do have some recollection, think that the five countries were predefined by MoFA at the start of the programme with a vision of inter-regional knowledge sharing and learning on drylands agriculture;
- Conceptualisation of drylands and delineation of intervention areas in the different countries causing significant variety in locations (and characteristics) and scope of the programme interventions in the different DryDev countries; and
- Unclarities in instructions on how to divide tasks between ICRAF, different NLOs and implementing partners, particularly with respect to geographic and thematic (e.g. VCD) complementarity.

Several key staff members that were involved at the start of DryDev have been replaced over time and particularly around the time of publication of the inception report mid-2015 changes in staffing at MoFA, ICRAF and NLO level, were applied. This has resulted in the loss of institutional memory of DryDev, particularly during the first ‘quick wins’ period of 2013 and 2014. The inception report and a corresponding new PIP, valid for the remaining DryDev period from mid-2015 to July 2018, was considered by many as the relaunch of the DryDev Programme. Most people that are currently involved in DryDev programme implementation do not refer back to the period before mid-2015.

The inception report and PIP developed by ICRAF and implementing partners can clearly be considered an attempt to take ownership of the programme, while in the preceding phase the ownership seemed to have been more with MoFA and key persons involved in the original programme identification by MoFA.

The institutional memory on the first years of programme implementation is quite limited, and the main activities and results are captured in the inception phase narrative report that covers the year of 2014. This period is also referred to as the ‘Quick Wins’ phase, which is a result of expectations of persons at MoFA and in the DryDev Support Group that stressed the importance of DryDev as a development programme in producing quick and significant effects on the ground and at the community level in the five DryDev countries.

The first phase of DryDev considered the following outcome areas under which specific interventions were implemented:

1. Improvement of Water and Food Security;
2. Commercialisation of the Rural Economy; and
3. Environment that enables increased water and food security and economic growth.

The outreach and main results of the ‘Quick Wins’ or inception phase in 2014, according to DryDev reporting, will be discussed in the following paragraph. Table 5 presents examples of typical outputs that were produced in the different DryDev countries, as summarised in the DryDev inception report of 2015.



Table 5 Examples of key outputs in the DryDev inception phase (August 2013 – March 2015). Source: ICRAF (2015) The Drylands Development Programme, DryDev inception report; DryDev Inception Phase Quick Wins Achievement (Excel).

| Examples of Key Outputs by Original Programme Outcome    | Number of Farmers Reached |        |       |        |
|--|---------------------------|--------|-------|--------|
|  | Country                   | Female | Male  | Total  |
| <b>Outcome 1: Improved Food and Water Security</b>       |                           |        |       |        |
| Improved agricultural practices implemented              | Burkina                   | 981    | 1.377 | 2.358  |
| Viable Moringa trees planted and maintained by women     | Mali                      | 4.800  | 44    | 4.844  |
| Farmer to farmer training implemented in villages        | Niger                     | 140    | 637   | 777    |
| High value tree planted in homesteads and degraded land  | Ethiopia                  | 1.251  | 4.909 | 6.160  |
| Provision of certified drought-tolerant seed             | Kenya                     | 1.029  | 1.754 | 2.783  |
|  | Sub-total                 | 8.201  | 8.721 | 16.922 |
| <b>Outcome 2: Commercialization of the rural economy</b> |                           |        |       |        |
| Warehouses for crop storage rehabilitated                | Burkina                   | 167    | 158   | 325    |
| Rehabilitation of water points for market gardens        | Mali                      | 218    | 0     | 218    |
| Compost training carried out in villages                 | Niger                     | 140    | 637   | 777    |
| Micro-dam and percolation ponds constructed <sup>3</sup> | Ethiopia                  | 6.973  | 5.735 | 12.708 |
| Trade fairs held involving farmer groups                 | Kenya                     | 1.018  | 832   | 1.850  |
|  | Sub-total                 | 8.516  | 7.362 | 15.878 |
| <b>Outcome 3: Enabling environment</b>                   |                           |        |       |        |
| Inter-village exchange visits undertaken                 | Burkina                   | 1.279  | 1.471 | 2.750  |
| Participatory consultation workshops                     | Mali                      | 3.412  | 475   | 3.887  |
|  | Niger                     | 0      | 0     | 0      |
| Establishment and strengthening of farmers organisations | Ethiopia                  | 421    | 115   | 536    |
| Capacity assessments of farmers groups conducted         | Kenya                     | 2.429  | 1.018 | 3.447  |
|  | Sub-total                 | 7.541  | 3.079 | 10.620 |

During the first one-and-a-half years of the DryDev ‘Quick Wins’ phase, the programme had reached out to an estimated total of almost 37.000 farmers, roughly half men and half women (Table 6).

Table 6 Total reach of DryDev at the end of the inception phase (March 2015). : ICRAF (2015) The Drylands Development Programme, DryDev inception report.

| Country      | Female        | Male          | Total         | % women   |
|--------------|---------------|---------------|---------------|-----------|
| Burkina Faso | 3,493         | 4,398         | 7,891         | 44        |
| Ethiopia     | 4,334         | 6,780         | 11,114        | 39        |
| Kenya        | 2,540         | 1,064         | 3,604         | 70        |
| Mali         | 7,902         | 3,864         | 11,766        | 67        |
| Niger        | 1,372         | 1,054         | 2,426         | 57        |
| <b>Total</b> | <b>19,641</b> | <b>17,160</b> | <b>36,801</b> | <b>53</b> |

<sup>3</sup> Note by the evaluators: The quick-win example reported here is not clearly related to the second outcome area and in fact matches better with outcome area 1. Why it is reported under outcome area 2 is not explained, but it is possible that the effects on cash-crop production and, therefore, commercialisation of production were substantial and have been rather direct.

The outreach to farmers in this phase was clearly bigger in Mali and Ethiopia, followed by Burkina Faso. In Kenya and Niger, the outreach in this phase was much more limited. In Ethiopia and Burkina Faso, participation of women was significantly below average, while in Kenya and Mali it was significantly above average. These differences can be explained by cultural factors and land ownership of women in different DryDev countries. The interventions under both outcome areas covered an area of 87,257 ha and include the areas affected by construction of dams and ponds. The most important interventions were the provision of seeds and seedlings, and other agricultural inputs. Furthermore, water collection and storage investments, such as dams, ponds and water points, were built. Training was provided on a variety of subjects and support to strengthen farmer organisations was provided.

Although the first inception or 'Quick Wins' phase (August 2013- March 2015) report presents a considerable number of results, most of these results are at the activity and output level and can hardly be considered quick wins. A real win for a smallholder farmer participating in DryDev would require changes in production and productivity, food security situation of the household, or increased cash income through sales of agricultural produce. Such wins are never quick. No (quick) wins at the intermediate outcome level are reported. This can be explained by two important factors. Firstly, the inception phase report recognises challenges in implementation of DryDev caused by the slow start up of the programme and formation of the country consortia, recruitment of staff, and time needed to conduct preparatory activities, such as characterisation studies. As a result, time was too limited to produce substantial (quick) wins. Secondly, at the start of the DryDev programme, no baseline assessment was conducted to allow the assessments of the effects of the (quick) win interventions in this first phase of the programme. A baseline was only established in 2015.

The challenges reported in the inception phase report, were recognised by ICRAF and MoFA. As a result, in 2015, these partners agreed on the need to work on a fundamental and thorough redesign of the DryDev programme to overcome the challenges that were accumulated in the first one-and-a-half years of the programme, during which over 10 M USD was spent. Reports on this period mainly discussed activities and outputs and did not mention clear outcomes. Moreover, reporting was done without a clear planning and monitoring framework. The redesign of the DryDev programme materialised in a DryDev inception report and PIP for the period 2016-2018. The following significant clarifications and changes were introduced in the programme:

- A set of two ToCs was introduced to describe and explain the intervention logic of the programme aiming at two types of impact: a) impact on the ground among smallholder farmers in DryDev communities and b) policy impact at the higher level to allow rolling-out and replication of successful DryDev experiences. For each type of impact a separate ToC was designed, although both ToCs were strongly interlinked;
- The intervention logic was expanded from three basic outcome areas during the first phase to eight more specific work packages. Each WP also has a specific place and pathway in the ToC diagrams. The division of the work into a larger number of separate work packages was done to enable a more specific and detailed planning and task division among partners for each work package. ICRAF took responsibility of WPs 7 and 8 at the corporate level, while the NLOs were responsible for the same WPs at country level. In most cases, except for Niger, the NLOs responsibility was also combined with implementation of one or more of the remaining WPs. The IPs were usually responsible for the implementation of WPs 1-6 in specific geographic locations. In some case (i.e., SNV in Kenya, and Oxfam in Mali) specific partners were

responsible for WPs 4-6 (VCD and access to markets) in all geographic locations in a country;

- The characterisation studies conducted in the inception phase were used for selection of locations for biophysical works and crops, and economic activities for value chain development activities. A baseline study was completed only in September 2016, rather late considering the planned closing date of the project in July 2018 (later extended to 2019);
- Community Action Plans (CAPs) were developed for all locations to ensure that DryDev interventions were based on local needs and contexts. This was also integrated in the Options by Context (OxC) approach that was developed to ensure that specific development responses were provided to specific challenges.

The phase of full implementation of DryDev from 2016-2018 shows a variety of activities, outputs and outcomes. The lists of interventions cover hundreds of different and specific interventions at different locations and under different WPs. These activities are systematised and summarised in the country report, but the huge variety of actions make it difficult to obtain a quick and clear overview of what has been achieved in each country and under the different WPs.

Generally, the reports at country and DryDev overall level contain limited information on outcomes obtained in terms of changes in water retention, production increase, productivity increase and increased access to market. At the sub-outcome level, some data are available in reports from 2016 and 2017, and in the uptake survey published in 2018. It is expected that more substantial outcome level data can only be provided after the realisation of the impact assessment, expected in the final year of implementation of DryDev.

An estimate of the total accumulated reach of DryDev at the end of 2017 is provided in Table 7. Since implementation of DryDev has remained in the same intervention areas, the total reach in 2017 includes beneficiaries from previous years as well. However, based on the reports, it is impossible to provide a reliable estimate of the overlap in beneficiaries in these two periods.

Table 7 Estimated net total reach of farmers by DryDev at the end of 2017. Note: the total reach is estimated based on the reach reported under the activities within WP 1, because this WP had the broadest reach and the same estimate is used by ICRAF in its reports. Although, for Burkina Faso and Kenya, higher aggregate amounts were mentioned in the annual reports, we report the reach under WP 1. Source: ICRAF (2018) Draft DryDev country reports; update provided by ICRAF in July 2018.

| Country             | Female | Male   | Total   |
|---------------------|--------|--------|---------|
| <b>Burkina Faso</b> | 1,765  | 3,792  | 5,557   |
| <b>Mali</b>         | 17,225 | 19,439 | 36,664  |
| <b>Niger</b>        | 15,793 | 18,635 | 34,428  |
| <b>Ethiopia</b>     | 10,666 | 48,502 | 59,168  |
| <b>Kenya</b>        | 13,871 | 9,133  | 23,004  |
| <b>Total</b>        | 59,320 | 99,501 | 158,821 |

The total cumulative reach of DryDev at the end of 2017 amounts to a maximum of 158,821 farmers of which approximately 37% are women. The number for 2017 indicates a gradual increase compared to the cumulative reach of 2016 (108,134 farmers).

Similar to the inception phase, DryDev had the largest outreach in Mali and Ethiopia, and the smallest outreach in Kenya and, in particular, Burkina Faso. In Ethiopia and Burkina Faso, participation of men was considerably higher than participation of women with 18% and 32% female beneficiaries, respectively. On the other hand, in Kenya, the majority of the participants were women (60%). In Mali and Niger, women beneficiaries reached 47% and 46%, respectively.

During the fieldwork in the different countries, the activities, results and preliminary outcomes of DryDev were verified and discussed with beneficiaries and stakeholders. The activities conducted under WPs 1 and 2 were subjected to site inspections. The results of this fieldwork at the country level are presented in section 4.2 and Volume II of this report.

The most important and aggregate findings can be summarised as follows:

- The review team has inspected works and interventions realised under WPs 1 and 2 and found them generally relevant and of good quality. Moreover, reach and impact of these works at the community level, in terms of improvements in soil and water conditions, could be verified. Male and female beneficiaries showed high satisfaction with the relevance and quality of the investments under WPs 1 and 2. The same accounts for WP 3. However, it has to be noticed that in all countries most measures under WP 1-3 already existed, and some were applied for decades; others were abandoned. DryDev has opted to build on and improve existing technologies and management practices;
- During the interviews and FGDs with beneficiary groups, most beneficiaries furthermore mentioned that they have secured or increased production of key crops, and, maybe even more important, that they have diversified their crops with (fruit) trees and vegetables and, thus, have improved their food security situation at the family level, thereby benefiting male, female and young household members. The findings in this review are based only on farmers' data provision and could not be cross-checked with other data, because these were not available in project reporting or other secondary data sources. The impact assessment survey of next year will be needed to further substantiate these preliminary findings;
- Beneficiary interviews and FGDs also confirmed that small farmers have been able to make use of market opportunities more effectively and obtain better prices for products because of storage and agro-processing activities. This can be witnessed in increased sales and prices of onions, green grams, fruits and tree products. Particularly women report these benefits. However, the degree of relevance of VCD differs per country, per location (see conclusions and country reports). Respondents also indicated that the effect on household economy and monetary benefits are less pronounced, because these depend on a variety of external factors and influences;
- External stakeholders met during the field work, all indicate that cooperation relations with DryDev and its implementing actors are excellent. Cooperation is intensive and particularly technical assistance and agricultural extension services of the government and/or NGOs and private sector companies are mobilised through cooperation with local and regional government agricultural and forestry service institutions. In Ethiopia, the DryDev sub-catchment approach fits well in government policies. Mali and Niger contribute to institutional development by reinforcing specialised land commissions that are covered by rural development policies;
- The DryDev interventions are well embedded in local communities. This embedding or collaboration is not unanimous for decentralised, local government institutions. In the three Sahel countries "Commune" councils and administration are well informed, but it is hard to say to which extent they are actively involved in DryDev planning and

implementation, while their mandate is to conduct or sanction activities under WP 1, 2 and 4.

#### 4.1.2 Analysis of budget and expenditures:

The overall budget of the DryDev programme was 49.46 million US dollars (49,461,486 USD) provided by MoFA. In addition, WVA has provided a financial contribution to the programme implementation in Kenya and Ethiopia coordinated by World Vision Kenya and Ethiopia. Of that contribution pledged by WVA, amounting to 6.5 M USD in total, until the end of 2017, approximately 2.8 M USD (1.6 M USD in Kenya and 1.2 M in Ethiopia) were disbursed. The financial contribution and expenditures of WVA resources are not included in the further analysis of budget and expenditures in this section.

The financial reporting format on DryDev has changed after the initial phase of inception from August 2013 to March 2015. Because of the differences in reporting formats over time, the analysis of budget and expenditures at the level of specific country level expenditures had to be slightly adjusted to allow an analysis of the entire DryDev implementation period. The fact that the financial reporting periods and also breakdown of figures between different components and countries show significant differences before and after March 2015, poses some challenges for the analysis in this section.

The analysis below is based on an overview of budget and expenditures that is provided in Annex 5 of this report and it only includes the funding provided by MoFA, as the WVA pledged funds were not included in the DryDev reports to MoFA.

The development of the budget and expenditures is summarised in Table 8:

Table 8 Development of DryDev budget and expenditures (in USD) from August 2013 to December 2017.

Note: in 2015, an amount of 923,851 USD was pledged by WVA for DryDev Kenya and Ethiopia. This amount was originally included in the DryDev budget, but is excluded in this table. Source: ICRAF (2013-2017) DryDev financial reports.

| Aug 2013 – Mar 2015 |            | Apr – Dec 2015 |           | 2016           |           | 2017           |           | Total          |            |
|---------------------|------------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|------------|
| Budget              | Exp.       | Budget         | Exp.      | Budget         | Exp.      | Budget         | Exp.      | Budget         | Exp.       |
| 14,486,830          | 10,488,642 | 9,991,934      | 4,009,806 | 12,452,616     | 8,680,098 | 11,779,971     | 9,635,027 | 48,711,352     | 32,813,563 |
| Depletion rate      | 72%        | Depletion rate | 40%       | Depletion rate | 70%       | Depletion rate | 82%       | Depletion rate | 67%        |

From the original overall budget approved by MoFA, an amount of 750,000 USD is not re-budgeted. In the financial report on 2017, the overall budget presented is 48.7 M USD. The development of expenditures compared to this new overall budget shows that, at the end of 2017, 67% of the budget was depleted after 4 years and 5 months of implementation and with 1 year and 7 months to go until the end of the programme. With the approval of the no-cost extension of the programme by MoFA, DryDev is now expected to reach close to or full budget-depletion at the end of the implementation period. This is considered likely because of the considerable increase of expenditures in 2016 and particularly 2017.

Expenditures have been particularly low in the year of 2015, which was the year in which the DryDev was redesigned and restarted with the inception report of 2015 and the PIP for the remaining programme implementation period.

The analysis of expenditures in the different DryDev countries is found in Figure 3.

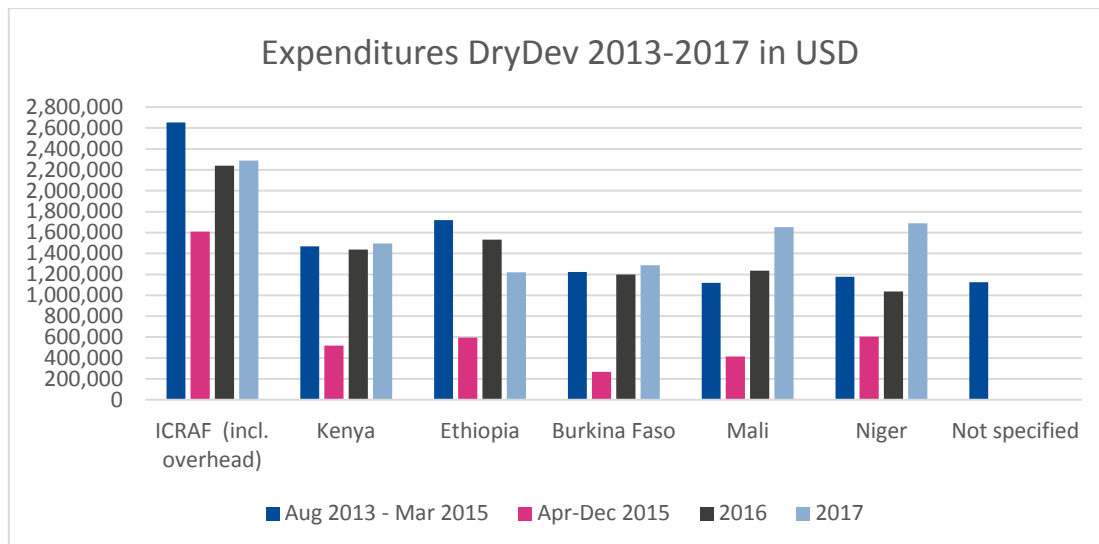


Figure 3 DryDev expenditures at central and country level in the period August 2013 to December 2017. Note: country level expenditures include both programme management and coordination costs, and implementation costs. Source: ICRAF (2013-2017) DryDev financial reports.

Figure 3 shows that the expenditures in Ethiopia (5.07 M USD) and in Kenya (in total 4.92 M USD) are considerably higher than in Niger (4.51 M USD) and Mali (4.42 M USD). Burkina Faso shows the lowest expenditures with 3.98 M USD. In the first reporting period of the DryDev programme (August 2013 – April 2015), programme implementation expenditures done by ICRAF were not allocated to different countries but presented for the entire DryDev programme. This explains the fact that a significant amount of 1.12 M USD cannot be allocated to specific countries and, therefore, is presented as not-specified in Table 8.

Figure 3 clearly shows the decrease in expenditures in 2015 which has occurred in all DryDev countries to more or less the same extent. Also, for all countries, the picking up of expenditures from 2016 onwards can be roughly identified as a pattern.

Expenditures effectuated at central level by ICRAF include programme management and coordination costs, next to an 8% overhead fee for ICRAF. The 2% CGIAR administrative fee that was budgeted in the programme has not been included in the expenditures as the amounts are deducted by World Bank directly and the balance forwarded to ICRAF.

Figure 3 shows that central level costs incurred by ICRAF in DryDev have been considerable throughout the implementation period.

Detailed expenditure analysis (see Annex 5) and Figure 4 show that staffing, administration and operational costs of ICRAF, NLOs and IPs throughout the entire programme duration have amounted to approximately 43% on average. Over the same period, programme coordination costs of ICRAF amounted to 2% and overhead expenditures at ICRAF level amounted to 7% on average. At country level, the percentage of staffing, administration and operational expenditures of NLOs and IPs has varied from 43% in Kenya to 31% in Ethiopia, with 32% in Mali, 38% in Niger, and 40% in Burkina Faso.

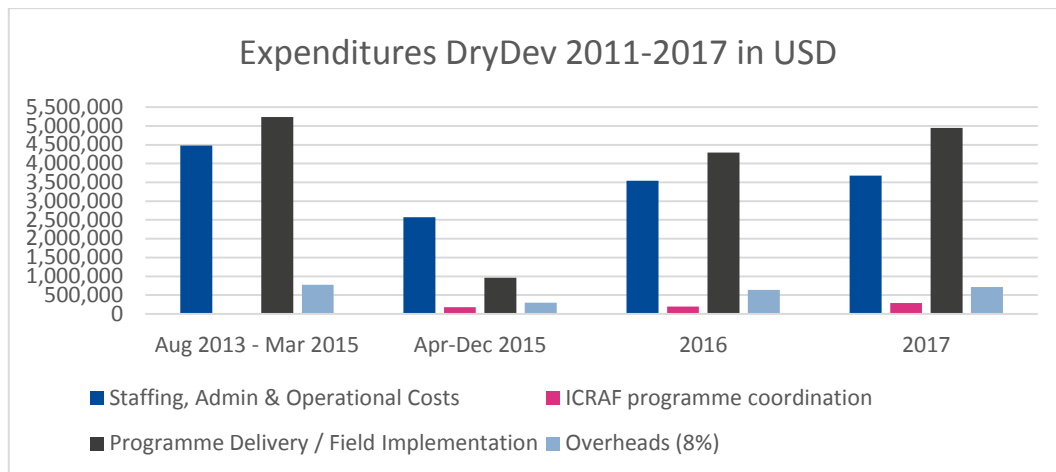


Figure 4 DryDev expenditures per cost category in the period August 2013 to December 2017. Source: ICRAF (2013-2017) DryDev financial reports.

Although the percentages of staffing, administration and operational costs are considerable, it should be noted that these staffing costs also include technical assistance for project implementation on the ground. Most of the staff of NLOs and IPs has been involved in programme implementation on the ground to a considerable extent. This also applies to ICRAF’s staffing costs, though this is to a significant smaller extent.

Particularly in the inception year of 2015, it is seen that staffing, administration, operations, coordination and overhead costs have been very high in comparison to direct implementation costs on the ground with these costs covering 76% of the expenditures and only 24% spent in the field. As discussed earlier, it should be recognised that staffing costs include technical assistance for implementation on the ground. Nevertheless, this percentage is still a clear indicator of low efficiency of programme implementation in this particular period.

For the entire DryDev implementation period (August 2013 – December 2017) the average percentage of programme delivery expenditures in the field is 47%. This is considerably lower than the target of 70% set for expenditures in the field.

In the first reporting period of DryDev until March 2015, ICRAF’s programme coordination costs were not reported separately but were included under staffing, administration and operational costs thereby explaining the relative high amount of these costs in the first period.

This analysis of budget and expenditures also shows that DryDev programme implementation has been rather slow, particularly in the year of 2015, when total expenditures dropped to approximately half the level of the expenditures in the previous year. From 2016 onwards, the programme implementation has clearly picked up in most countries, and total expenditures increased annually until above 9.6 M USD in 2017 with an average of 47% spending in the field.

#### 4.1.3 M&E and reporting

ICRAF, NLOs and IPs have produced a wealth of reports and documentation on the implementation of the DryDev programme. The most important M&E information on DryDev has been captured in the following documents:



- The Programme Implementation Plan (PIP);
- Annual Detailed Implementation Plans (DIPs) at DryDev and country level;
- Annual Country Reports;
- Annual DryDev Reports;
- The DryDev Baseline Survey Report (September 2016);
- Characterisation Studies and a Synthesis document of these studies;
- Reports of Planned Comparison Studies (PCSs);
- Programme Advisory Committee Reports (2016 and 2017) and management responses to these reports;
- Community Action Plan Reports; and
- Study on Uptake of DryDev technologies, practices and approaches (April 2018).

An analysis of the annual country reports of the past three years (2015-2017) shows that DryDev interventions have been well spread over the different countries and WPs, as well as over time. In all country reports, activities are reported under each of the 8 outcome areas and corresponding WPs, but the coverage of interventions differs per DryDev country, illustrating that programming and activities in the different countries are context based.

Besides, the country reports show that interventions in the DryDev programme have usually started under the biophysical WPs 1 and 2, and that activities under agricultural productivity (WP 3) and value chain and market access (WP 4) were added over time. M&E, and learning and exchange activities (WP7) have been significant throughout the entire period of implementation. Replication and lobby and advocacy activities have gradually become more important.

The DryDev country annual reports are detailed and provide good information on activities and immediate outputs under the different WPs of the programme. However, at the same time, these reports provide limited information on outcomes and limited effort is done to aggregate and systematise information. This makes it difficult to see the development of the overall programme in terms of trends and developments. This also makes it difficult to assess what has been the overall reach of the programme in terms of beneficiaries as these are listed under many different activities and in many cases are double counted since the same beneficiaries benefit from multiple activities. The Burkina Faso country reports only show numbers of participants in specific activities. Only the Ethiopia report has provided information on the cumulative amount of unique DryDev beneficiaries. In terms of insights provided on gender inclusiveness of the programme, the DryDev country annual reports provide limited information, as the activities reported make a distinction between male and female participation numbers but don't elaborate on this or the subsequent outcomes of this participation.

Analysis of all programme documentation shows that activities, although organised under the same WPs, were different in all DryDev countries and in specific locations in these countries. This is a result of the demand-driven and farmer-led bottom-up approach of DryDev. The OxC and CAPs presented specific needs and areas of interventions in specific locations. The biophysical WPs show significant variation across different location, and the same applies for crops and value chains that have been developed in the DryDev programme. Only a few of these crops were more widely distributed, such as green grams and fruit trees in East Africa, sorghum and trees in West Africa, and poultry in all countries. Also, animal fattening was an activity that could be observed in all countries. This was not a specific activity targeted by DryDev, although it was supported by, for example, promoting financial services or fodder production for animal fattening.



Narrative reporting in several cases present assumptions on how certain activity and outputs are likely leading to outcomes. For example, a statement is made that training on cooperative development enhanced farmer organisations' competitiveness, but no evidence is given of the improved competitiveness of that organisation.

The fact that DryDev reports have produced only limited information on outcomes can be explained by the fact that the period of fully-fledged implementation period is still limited. Only at the end of the programme, with the planned final impact assessment exercise more substantial information on the DryDev outcomes can be realistically expected.

## 4.2 Main country level findings

This section contains the main findings of the country level field work in this external programme review. See Volume II, for more detail in the specific country reports.

### 4.2.1 Kenya

The DryDev programme in Kenya has shown clear progress and results so far, especially since the 2015 programme revision. The implementing consortium (ICRAF, NLO, and IPs) in Kenya has worked well and has secured good support of external partners. County government entities provide good policy and technical support to implementation of the programme in the three counties selected. Targeted farmers and other community members are now adopting various technologies promoted by DryDev.

While institutional arrangements were effective in bringing different partners with different competencies together, there is still a need to include other organisations with knowledge and regional presence in other areas of interest to the programme, such as livestock, dryland agriculture, and pest and diseases.

External partners' participation in the programme from planning, implementation and, monitoring and evaluation in the implementation areas have strengthened perspectives for sustainability and enhanced the possibility of scaling up approaches used in DryDev at the local and regional level, but less at national level.

The sub-catchment approach generally worked well in addressing targeted locations with specific dryland challenges, although sometimes this approach was challenged by private land owners who, for example, could block entry for works on riparian areas. Water Resource Users' Associations provided a useful entry point for DryDev interventions. However, sometimes their coverage and membership did not fully match with the specific sub-catchments targeted by DryDev.

The DryDev approach usually took the improvement of NRM as an entry point for its interventions and then proceeded to agricultural production. This was considered relevant and effective by farmers and they indicated that these interventions have supported an increase in their yields. NRM is essential for improving natural resources-linked livelihoods of vulnerable people. The sequence of implementing WPs 1-3 through first improving conditions (soil and water) for production ensures sustainability of food production. However, it does not necessarily ensure effective reach of markets.

The choice of value chains of pulses, chicken, goat, mango and honey are relevant for the dryland locations. The selected crops and activities are efficient in water use and, therefore, effective in addressing production constraints of water shortage. The value chains, however, are not yet sufficiently diversified for sustainability and more research

and support is needed to ensure that production quality, quantity and cost-price can meet market expectations (e.g., in indigenous poultry).

In linking farmers to financial service providing institutions, considerations on risk mitigation strategies and actions of farmers (through capacity building, insurances, and tripartite contracts) have been limited.

DryDev Kenya did not yet engage intensively with national institutions and umbrella organisations, such as the Ministry of Industrialization and Enterprise Development, and agricultural cooperatives. The programme's policy lobbying and advocacy efforts mainly took place at community and county level. At this level, IPs are involved in seminars and workshops geared towards looking at ways of including the DryDev approaches in the County Integrated Development Plans (CIDP) and policies. It is recognised that these local level lobby and advocacy efforts are a necessary preparatory phase for later engagement of national institutions and organisations.

Capital-intensive interventions at sub-catchment level, such as the establishment of sand dams, gabions and terraces, are being taken up and taken over by the county governments in other sub-catchments, because such interventions are already historically applied in the region. In this uptake and replication, specific DryDev approaches and innovation are taken into account. For example, in Kitui County policy provisions were made that all water projects must use solar energy to improve environmental sustainability of water provision.

Efforts made to ensure that women and other vulnerable population members are reached and benefited from the programme interventions, were successful. However, not all efforts have provided specific tailored support for women, particularly in post-harvest value addition, agro-processing, and trade.

The core values of DryDev regarding integrated responses, a bottom-up (farmer-led) approach, and leveraging on strategic partnerships was adhered to and has worked well to increase ownership and sustainability of DryDev interventions at farmer, community and county government level.

#### **4.2.2 Ethiopia**

DryDev in Ethiopia can be considered quite successful with large areas of degraded land rehabilitated in sub-catchment areas. The initiatives in the dryland locations have contributed to increased resource, crop and livestock production. Also, access to inputs, markets and credit is enhanced and the DryDev beneficiaries indicated that their livelihoods and household incomes increased. In some communities covered by DryDev, households reports that, as a result of DryDev support, they have achieved clear improvements in their food security situation and income, and are no longer in need of support from the Productive Safety Net Programme (PSNP) of the government.

Women have been empowered by the project, by training them on NRM and area closure and subsequent income-generating activities in communal lands. Also, women have been empowered in some areas where value chain commodities, such as dairy and piglet rearing, overwhelmingly benefit women. This has improved the status of women and led to women investing surplus income in income-generating activities, such as poultry, piglet and fruit trees. At the same time, the introduction of a savings culture has been greatly appreciated by women and this ability to create and manage wealth has given them more bargaining power within the family, and has contributed to increased school attendance of children.

In addition, there is evidence that DryDev interventions are being taken up by surrounding communities and are being promoted by local governments in other areas. DryDev beneficiaries, both men and women, are currently increasingly acting like commercial farmers. Some of the farmers are currently taking up insurances against crop losses. This is a new agricultural finance practice among DryDev target groups.

It is the linking in the WPs of sustainable land management interventions with market access, VCD, and access to finance and credit, that sets DryDev apart from other agricultural support projects. The holistic approach on sub-catchments areas has been key for the DryDev success in Ethiopia as this approach is also embraced by the Government of Ethiopia. The embedding of DryDev interventions in government policies and strategies in Ethiopia is a unique feature among all DryDev countries and in Africa as a whole, and it is not to be expected that it can be easily replicated elsewhere.

At the policy level, there is a keen interest in the DryDev approach and a conference has been proposed later in 2018 to highlight the successful linkage of natural resource development and management and improved market access, a feature of DryDev.

Particularly pertinent in hilly areas, DryDev has built upon and strengthened traditional practices, such as treatment of non-agricultural land by the community for community benefit (and often mainly for women and youth) by area closure and NRM. The DryDev interventions have supported and diversified existing measures to rehabilitate land and re-establish its ecosystem functions. Moreover, the interventions have improved perspectives for income generation through fattening livestock, cut and carry fodder, and apiculture.

The integrated community planning process (i.e. visioning, OxC and CAPs) has resulted in beneficiaries feeling ownership of the planning process and interventions. Training in implementing Sustainable Land Management (SLM) and Soil and Water Conservation (SWC) practices in WPs 1 and 2 has helped to build community spirit. As a result, farmers are confident to manage their sub-watershed and surrounding areas, and this has strengthened the sustainability of the interventions.

Scaling-up of land management initiatives from targeted watersheds to neighbouring areas has historically been a problem in Ethiopia largely due to the failure to link land rehabilitation and increased productivity to market access. Initial results of DryDev show some, but still emerging, evidence of scaling-up from target sub-watersheds to neighbouring areas.

There is little evidence of disadvantaged groups being specifically targeted by DryDev, although women, youth, disabled people and religious leaders are all represented in the community watershed management teams. Through DryDev, some communities are helping disadvantaged groups by setting aside some of their savings as a social fund and by buying improved seeds for those who cannot afford them.

### **4.2.3 Mali**

DryDev in Mali has shown substantial progress and results, particularly since the 2015 revision. The implementing consortium (ICRAF, NLO Sahel Eco and IPs) in Mali has worked well and has been collaborating with state services and other NGOs. Areas in Bandiagara-Bankass and, more recently, in northern Tominian are affected by violent conflicts which hamper project implementation.

Mali has a long history of soil and water conservation measures (WP 1, 2) and extension services (WP 3), still visible in the fields and practised by farmers, on which DryDev has

based its interventions. WPs 1-3 are certainly appropriate, but, although farmers are consulted in DryDev planning, they might not always be sufficiently farmer-driven or farmer-led. A challenge is to obtain a stronger focus on specific locations and achieve more sequential steps in linking all WPs.

Infrastructures, such as dams and ponds, are appreciated, and investments in horticulture were effective. DryDev has given a boost to rehabilitate perimeters. Women now grow vegetables and fruits for family consumption and for sale at nearby markets, improving food security at the family level and increased cash income for women (often spent on education of children). Rapid composting, improved seeds, and micro-dosage of fertilizer are well received. At the same time, these examples illustrate that DryDev does not have a strong strategy to target individual farming households, although most elements of WP 2 and 3 require interventions and services at this level to better support tailor-made farm plans (as promoted by “family farm management systems”).

The socio-economic interventions of WP 4 to 6 are relevant. Small economic activities, “warrantage”, and cooperatives in combination with savings groups resonate well amongst farmers’ groups, especially amongst women. There has been a unilateral effort on primarily working on structuring of cooperatives and savings groups (VSLG), putting ‘structure before (market) strategy’. They may not always be appropriate to achieve the intended objectives in market-oriented development. The DryDev programme in Mali is introducing elements of a combined VCD and local economic development approach by working on storage, better conditioning, processing and village stores for inputs.

While institutional support to local management committees and (land) commissions has started and is promising, other institutional embedding still raises questions. The sub-catchment committees (and local ‘GIRE’ committees) might not be viable, because they do not relate clearly to so-called ‘local water committees’ (“comités locaux de l’eau”) which Mali has foreseen in its policies. At the policy level, DryDev has not yet embedded its interventions sufficiently in decentralisation policies. As communes have the mandate to design, plan and monitor part of DryDev’s interventions, such embedding, for example in Communal Development Plans (PDESC), can be strengthened.

DryDev has put impressive efforts in (re-)strengthening local farmers’ cooperatives and associations, although collaboration with national umbrella Farmers’ Organisations (FO) as l’Association des Organisations professionnelles paysannes (AOPP), Coordination Nationale des Organisations Paysannes (CNOP), or cotton-grain associations is still limited. As these FO can play a role in exit strategies (in the transfer of functions or responsibilities), more intensive working relations with these organisations are needed.

The sub-catchment unit makes sense for WP 1 and 2 regarding technical terms. However, the sub-catchment division is not a determining geographic entity for DryDev in Mali. People do not particularly feel part of a sub-catchment area (or “sous-bassin versant”), but more of their communities’ “terroir”, or the “territoire” of their commune. The rangelands and livestock corridors follow transhumance routes which have little to do with catchment areas as confined geographic areas. This is confirmed by WP 8 in which the Mali DryDev programme’s lobbying and advocacy successfully influenced the Land Act (2017) which takes terroirs and “territoires” as geographic entities. Moreover, the sub-catchment approach is not very relevant to WPs 4, 5 and 6 which follow markets and social organisation structures.

Efforts are made by DryDev IPs to ensure that women and the vulnerable are reached and will benefit from the programme. However, DryDev Mali does not exploit its rich

data base of different (farming) household typologies. If it did, DryDev Mali could design interventions that are better adapted to the different needs and interests of women and vulnerable households. DryDev Mali has a “promotion feminine” focusing on participation rather than a gender approach focusing on gender transformation.

#### 4.2.4 Burkina Faso

DryDev Burkina Faso has had to address serious organisational obstacles, but when it had finally resolved them, only in the second half of 2017, it has shown progress and results in a remarkable short period. The original implementing country consortium (the NLO Réseau MARP, and the IPs Tree Aid and SNV) has never worked. Réseau MARP hardly involved the IPs, and did not deliver the expected results. After long consultations, ICRAF decided to stop the collaboration with Réseau MARP in 2017 and install a temporary ICRAF coordination team. Since then, DryDev Burkina Faso has been collaborating well with state services and other NGOs.

Although the WPs 1-3 are appropriate, it is unclear to what degree farmers have effectively appropriated the techniques and practices, as most interventions have only recently been introduced in the past one-and-a-half years. DryDev has given a boost to rehabilitate horticulture perimeters. Moreover, women now grow vegetables and fruits for family consumption and for sale at nearby markets. As a result, DryDev has improved food security and access to cash income, as women were only involved in vegetable and fruit growing and sale to a lower extent before the programme.

The most important innovations of WPs 1 and 2 are the initiation of the hedgerows, on-farm water-retention in small basins, and certain techniques of processing agricultural and forestry products. Most other ‘innovations’ are activities or practices that were known to the community prior to DryDev implementation. Therefore, it would be more accurate to conclude that DryDev has supported management and organisation of existing individual and collective cultural practices.

Composting (in combination with Zaï or “demi-lunes”), improved seeds, and fertilisers (e.g., micro-dosage) are well received. Burkina Faso has promising examples of ‘sustainable input delivery systems’ (“Système d’Approvisionnement Durable en Intrants - SADI”), including a test of yield assurances, and of cooperatives for agricultural equipment and crop insurance. Nevertheless, DryDev Burkina Faso still needs more services or systems that work on more tailor-made farm plans (as promoted by “family farm management systems” in which SNV has a long track record).

While institutional support to local management committees of infrastructures has started, the institutional embedding of the sub-catchment management committees raises questions. The sub-catchment management committees do not relate clearly to so-called existing water committees which Burkina Faso has foreseen in its policies. Moreover, DryDev Burkina Faso has not yet embedded its interventions in decentralisation policies and sub-catchment management committees are not sufficiently linked to other existing local structures. Changing their status from “committee” into an association does not necessarily improve their position in the institutional environment. Communal authorities and local administration (“*préfets*”) are informed and know DryDev well. However, this support and recognition alone is not enough as communes have the mandate to design, plan and monitor part of DryDev’s interventions, the collaboration can be intensified. DryDev’s community planning can be linked to the Communal Development Plans (“PDC”).

The socio-economic interventions of WPs 4-6 are relevant. Small economic activities, “warrantage”, local cooperatives and savings groups respond well to the needs of farmers’ groups, especially of women. Efforts have been made to structure chains with mixed results. The outcomes of the poultry platforms, the ‘rural enterprises’ (“MER”), and the processing of grains and pulses are unclear in terms of structuring and access to markets. More promising market dynamics arise regarding shea nuts and mangos. The value chain approach has to be complemented by a more open local economic development approach, which fits better in the context of local dryland economies. SNV has already introduced elements of such an approach by working on storage, better conditioning, and input delivery (“SADI”).

DryDev has put efforts in (re-)strengthening local farmers’ cooperatives and associations. However, it does not (yet) collaborate with umbrella FOs, such as la Confédération Paysanne du Faso (CPF), or Union des Sociétés Coopératives pour la Commercialisation des Produits Agricoles de la Boucle du Mouhoun (UGCPA). As these FOs can play a role in exit strategies (in the transfer of functions or responsibilities), it is advisable to set up working relationships with these FOs.

The sub-catchment unit (“sous-bassin versant”) makes technically sense, but not institutionally nor socially. The activities in Burkina Faso are initially defined along sub-catchment lines. Some sub-catchments are found within a communal territory, whereas others are spread over two communes. Although the distinction of sub-catchment units makes sense for the soil and water conservation activities under WP 1 and 2, for other activities, this unit is artificial. This can also be seen in the fact that communities put the notion of sub-catchments aside as soon as they can. They do not feel part of a sub-catchment area, but more of their communities’ terroir or the “territoire” of their commune. Moreover, WP 4, 5 and 6 follow markets and social organisation structures. This is confirmed by WP 8 in which the Burkina Faso DryDev programme’s lobbying and advocacy targets Land Act (2014) and forestry policies, which takes terroirs and “territoires” as geographic entities.

Although efforts are made to ensure that women and the vulnerable are reached and will benefit, these efforts are not based on an analysis of household situations and needs. Similarly to the case of Mali, if it did, DryDev Burkina Faso could design interventions that are better adapted to the different needs and interests of vulnerable households. DryDev has more a “promotion feminine” (participation) than a gender approach (transformation). The core values of DryDev of integrated responses, and bottom-up approach were respected and have worked to increase sustainability of DryDev interventions at farmer level and in communities.

#### 4.2.5 Niger

DryDev in Niger has had to address organisational obstacles, but when it had resolved them in 2017 it has shown progress and results in a short period. The implementing consortium (ICRAF, NLO CARE Int., and the IPs) in Niger has not functioned until 2017; three organisations left the consortium in 2017 and ICRAF and CARE decided to terminate the programme in one of the locations. The implementation challenges have produced a diverse set of DryDev results. In some areas and WPs progress can be observed, whereas in other areas and WPs delays can be seen. DryDev Niger has been collaborating well with state services and other NGOs.

The WPs 1-3 are appropriate. Investments in infrastructures as dams, ponds/basins are well appreciated. DryDev has financed them, while villages have contributed by delivering labour and basic material (e.g., sand, gravel, stones). In addition, training and



support for para-veterinary workers, women processors of agricultural and forestry products, equipment cooperatives (“CUMATs”), and agricultural dealers are levers on which the project has worked.

In 2017, DryDev also helped to restore pastures and cattle corridors in the five communes. There are examples of poultry and goat rearing, and some experience of integrated poultry-fish farming. The density of actions for livestock is still low compared to agriculture/horticulture, although DryDev is improving in this area as well. The latter is of particular importance in the cultural and economic context of Niger.

DryDev’s strongest innovations are the introduction of para-veterinary agents, certain techniques of processing agricultural and forestry products, the initiation of the hedgerows, and on-farm water retention in basins. Many of these innovations were already known by the community prior to the DryDev implementation, but were not applied at a larger scale. Similarly to other countries, this illustrates that DryDev builds on existing knowledge and practices, and helps farmers and communities to better exploit and replicate existing individual and collective agricultural practices by enriching these practices with new insights and tools.

DryDev contributed to the establishment and strengthening of several NRM bodies. Beside land commissions (“Commissions Foncières”), various local management committees for natural regeneration/forestry, tree nurseries, water points, horticulture perimeters (“périmètres maraîchers”), rangelands, etc. can be identified. Niger highlights the systematisation of “Gayya” as a mobilisation and community engagement strategy. However, it is for the moment difficult to foresee a constant dynamism around processing units of forest or agricultural products.

WP 4 and 5 have progressed timidly. In other words, the WPs are more in a preparation phase than in full implementation. Until now, most attention has been given to structuring of village groups into professional (e.g., cooperatives) and inter-professional organisations created around one commodity or a group of commodities. DryDev has encouraged savings and loans groups (VSLG or “MMD” in Niger) of which 98% are women. Similar to Mali, the starting point appears that these (women) saving and loan groups are the most suitable structures for farmers’ and processors’ participation in strengthening of value chains. It is, however, too soon to draw conclusions on their dynamics, their relevance, their performance, and in what way they respond to market demands.

The strategy to structure value chains under “inter-professions” is part of the formalisation vision, putting ‘structure before (market) strategy’. This strategy may not always deliver adequate responses to reach intended objectives in market-oriented development, as they are not primarily market driven, but structure driven. The value chain approach has to be complemented by a more open local economic development approach, which fits better in the context of local dryland economies. DryDev Niger already shows elements of this approach by working on storage, conditioning, input delivery, and low-cost information systems with two companies.

Innovation Platforms are one of the motors of DryDev in Niger. It is a main point of contact for DryDev. Information is channelled through the platforms, and feedback is centralised on these platforms. The Innovation Platform set-up is a new innovation, but it still has to be seen if and how these platforms can function without substantial support from DryDev.

Several questions remain about the composition and embedding of Innovation Platforms. Although this farmer-led platform may work well at village level, it can be questioned how farmers can lead a structure at a higher (e. g., communal) level where political authorities and technical services are present as well.

The discussions on Innovation Platforms indicate that they should be linked more strongly to existing local government institutions, possibly as a sort of specialised commission of a Commune Council. A platform has its own action plan, but it is not linked to existing Communal Development Plans (“PDC”), which are the formal documents to conduct activities at community level. Nevertheless, there remains sufficient reason to work on Innovation Platforms and to discover their real place at commune level. As local governments (communes) have difficulties in securing their place as development agency, the platforms can help to give an impetus to the communal development tasks as a proper platform or commission that gives voice to users’ groups from villages.

Umbrella FOs l’Association pour la Redynamisation de Lélevage au Niger (AREN) and Mooriben are directly involved in DryDev as implementers/service deliverers, but do not play a role (yet) as representative organisations of farmers. Therefore, the question remains how FOs in Niger can have a stronger place in taking ownership of DryDev and continue its actions after the end of the programme.

The sub-catchment unit (or “sous-bassin versant”) makes technically sense for WP 1 and 2. Similarly to Mali and Burkina, the sub-catchment division is not a determining geographic entity for DryDev in Niger. Most interventions in Niger started in 2015 when the Communes and the Land Commissions CoFos defined the geographic units. As a result, DryDev Niger built interventions around Innovation Platforms that start at village terroirs and end at Communal level. Moreover, WPs 4, 5 and 6 do not follow a sub-catchment approach, but focus on markets and social organisation structures. The sub-catchment division seems a heritage of the first years of DryDev (2013-2014), where it has been promoted by external actors. The “Code Rural” is better embedded as a management and planning structure in Niger than the “Code de l’Eau” (Integrated Water Resource Management, IWRM), which is only at its beginning stage in Niger.



## 5. Conclusions

The first sub-section of this chapter presents overall conclusions that cannot be related to specific headings in the evaluation matrix. The following sub-sections follow the headings in the evaluation matrix. For reference, the evaluation matrix is included in Annex 2 of this report.

### 5.1 Overall conclusions on DryDev implementation and results

Since the start of DryDev in August 2013, implementation of the programme has been very slow, reaching only 67% of budget depletion at the end of 2017. In that same year, the programme implementation period was extended with one more year until July 2019. In the first years of the programme, too much time and resources were lost by ICRAF, NLOs and IPs in trying to develop a good and effective task division in the programme between the different partners. A good and effective task division and the development of a more robust implementation plan only materialised mid-2015 after almost two years of programme implementation. In the first half of 2015, DryDev's implementation was interrupted while preparing this implementation plan. Until mid-2015, over 10 M USD was spent. However, over this first period, only a limited amount of effects and results on the ground were reported due to the coordination challenges discussed earlier, and because of the fact that in this first period no clear planning, monitoring and evaluation framework existed against which reporting could be done.

At the time of this review, DryDev succeeded in spending 47% of the DryDev expenditures on the ground and to the benefit of farmers in communities (as prescribed in the DryDev strategy). Niger and particularly Burkina Faso performed more poorly because, in these country programmes, implementation only gathered steam from mid-2017 onwards. Until mid-2017, a large amount of resources remained at the level of coordinating and IPs. Although MoFA and ICRAF took corrective measures in Burkina Faso and Niger, these measures have been slow and were only effectuated in 2017.

Nevertheless, a positive conclusion is that, at the time of this external review in 2018, DryDev has finally gathered steam in all five countries and some of the time lost in the past is now being recovered. For example, Burkina Faso shows remarkable progress in a short period, and the same applies for Niger. With the pace of the current implementation, it is likely that DryDev will reach full or close-to-full budget realisation at the end of the programme. However, it will not meet the original requirement of 70% of funds-disbursement in project implementation on the ground.

The results obtained on the ground under the different WPs, as could be observed in programme reporting and field visits, are well-developed and distributed regarding the different bio-physical WPs, while the results regarding the socio-economic WPs are mixed depending on locations, sectors and economic activities. Beneficiary groups met during the field work in all countries generally express high satisfaction with the programme interventions and services. They also indicate that production conditions and productivity have increased. However, on the economic returns and income level, the farmers generally express a slightly lower satisfaction indicating that improved production conditions, increased production capacity, and improved access to markets

does not automatically translate into improved standard of living of households in dryland communities.

Improving living standards is dependent on more variables. First of all, especially women indicate that accessing clean drinking water, health and education facilities – literacy rates are still low in the Sahel – in spite of some improvement, is still a challenge. Secondly, while increased production and productivity might lead to more monetary income in terms of trade, dryland communities do not necessarily improve to the same extent. Diversification and seasonality of revenues are equally determining the level of income. Referring to the inception report, the question should not necessarily be how farmers will get better access to markets (in the transition “from subsistence farming ... into sustainable rural development”), but more on how farmers take advantage of markets in which they already operate for decades.

Women and disadvantaged farmers (or vulnerable groups) are mentioned as target groups at impact level. While women’s participation is generally visible in most DryDev interventions, this is less the case in case of disadvantaged farmers as most interventions are generic and do not distinguish between farmer categories. In other words, the interventions might be favourable for some target groups, but possibly not for other poorer income strata of farmers and, for example, landless women, who need other types of support interventions. In general, poor farming families undertake in several agricultural and non-agricultural activities, and, in order to improve their livelihoods, promoting higher crop productivity may be not always be the most appropriate. Thus, generic approaches focusing on communities do not always provide such specific answers for different target group categories.

The field research in this review, in spite of the challenges mentioned above, also show some clearly positive effects of DryDev interventions. Generally, women express high satisfaction with the programme, particularly when technological innovations decrease physical work-burden and improves access to water, although distance of plots and water points in some cases still remains a challenge. Water for agriculture is core to the interventions of DryDev and DryDev interventions have improved access of women and families to water. However, proper treatment of water for domestic use is not always considered by these interventions. Participation of women in DryDev interventions, through training and technical assistance, also has led to improved status and bargaining power of women in households. Also, youth is addressed in the programme and it is seen that technological innovation is important for them to remain (or become) attracted to agriculture. However, DryDev should be aware of its focus on agricultural production as drylands are by definition areas that are characterised by high mobility of people, especially young people. Farming is not the only, and in some cases not the main, source of revenues. Diversity and mobility of the population is a starting point for development interventions. Pastoralism and livestock keeping are of secondary importance in DryDev, while in most other dryland development programs (agro-) pastoralism has a central place.

DryDev reporting on the programme activities and results is largely done at the input and output level and to a lesser extent at the outcome level. The 2017 reports are gradually presenting more sub-outcomes. The limited attention to outcomes is mainly due to two main reasons: a) the full implementation of DryDev activities has started in the second Semester of the 2015 and it is thus difficult to already report meaningful outcomes; and b) the monitoring and reporting systems, indicators and practices in DryDev are not fully appropriate for outcome level monitoring. In a separate and comprehensive uptake survey conducted in November 2017, more sub-outcomes and

outcomes were presented for the first time, and the planned impact evaluation will revisit the original outcome indicators identified for the entire DryDev programme implementation period.

The ToCs of the DryDev programme were separated for interventions on the ground and the overall M&E and learning, and advocacy and policy influencing impact of the programme. The review of the ToCs done during the inception and the research phase show that it might be possible to develop one overall and more integrated ToC for the entire programme. The policy impact in the second ToC can be linked more closely to the interventions on the ground and build upon the results obtained in pilots and knowledge that has been built throughout the implementation on the ground. Consequently, the sequential relation of all WPs can be better illustrated in one overall ToC. An attempt to review the ToC is presented in Annex 6 of this report and could be considered for a future phase of DryDev or other follow-up programmes.

## 5.2 On DryDev institutional arrangements

### Relevance

This review shows that the overall management and coordination of DryDev by an international research institute as ICRAF might not have been the most logical set-up for DryDev. This is particularly the case when considering that DryDev was originally set up as primarily a development intervention project with a limited role for research support. As a result, the research capacity of ICRAF has been used only to a limited extent (possibly slightly more in East Africa because of the location of the ICRAF headquarters). ICRAF was 'pushed' in a role of funds-disburser to national consortia of IPs. The opportunity of research in development, action research and applied research, though much desired and appreciated by IPs, has not sufficiently materialised in the DryDev implementation. An additional aspect is that for research capacity to be relevant for drylands contexts and challenges, the approach should not only include agro-forestry expertise of ICRAF, but should equally draw upon expertise in seeds and crops for semi-arid regions of International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and livestock development of International Livestock Research Institute (ILRI).

The current set-up of DryDev risks to under-represent the three West-African countries in the overall 'five countries in two regions' composition of the programme, with central supervision by ICRAF, based in English-speaking East Africa. The three French-speaking West African countries have not benefitted as much as the East African countries from proximity management support and availability of technical assistance that takes into account the specific context and needs of the Sahel countries and specific research knowledge and expertise relevant to this region. With this set-up as a given, ICRAF has tried to develop a mechanism for closer regional coordination and support to the programme in West Africa. However, as resources for management and administration were limited, the programme support in West Africa was more limited. Nevertheless, ICRAF has also provided staff and scientists to support programme implementation on the ground and, more recently, it has established a three-staff coordination team for DryDev to replace the previous NLO in Burkina Faso. The coordination and management challenges that have occurred in Burkina Faso and in Niger were adequately addressed by ICRAF (in Niger together with CARE Int.), although the provision of final solutions has taken considerable time thereby particularly causing delays in implementation in Burkina Faso.

## Efficiency

The criteria and methodology of partner selection at the country level at the start of DryDev have not been fully clear and at present recollection of how and why choices were made is incomplete. During the first years of the programme, all partners in the programmes have struggled to understand their specific role and function in the programme, and to build constructive and effective working relations to implement the programme. This has taken a long time and in 2015 it was needed to redesign DryDev and divide the tasks of partners in more clearly defined WPs. After this important change in the programme, in some cases task divisions have again shifted from a functional and competency-based task division into a geographic task division. Although the changes have gradually allowed a more timely and efficient programme implementation on the ground, complementary, synergy and cooperation between different partners was not always realised sufficiently.

## Effectiveness

The management and coordination arrangements (with NLOs and IPs) in the different DryDev countries have been different and have shifted over time. The arrangement of NLOs acting as 'primus inter pares' among implementing partners in four of the DryDev countries (i.e. Burkina Faso, Kenya, Ethiopia, and Mali), combining implementation in specific regions and/or WPs with overall country level coordination and monitoring and control (i.e. reporting) is not the best mechanism for quality assurance of the programme interventions. This is because NLOs are doing internal monitoring and quality control of their own implementation in combination with external control of implementation by others. In Niger, the arrangement was different in the first years of DryDev implementation where the NLO was focusing on coordination and not on implementation. However, also in Niger, the NLO gradually moved more into implementation. Coordination problems have occurred particularly in Burkina Faso, where the involvement of the NLO was discontinued, and in Niger, where three IPs left the DryDev consortium and were replaced by CARE and a cooperation agreement with a technical assistance provider. The fact that problems occurred under the different coordination modalities shows that there is not one possible model to avoid coordination challenges. The country consortium arrangements have not been developed in a uniform way and not along clear lines thereby leaving room for confusion regarding power and hierarchical lines and this has led to conflicts in some of the DryDev countries. There is an intrinsic tension between being partner in a team, while at the same time being sub-contractor to a lead organisation. Additionally, capacity constraints and difficulties in relationship management among NLOs and IPs have contributed to these coordination and management difficulties.

To some extent, the struggles have remained limited because DryDev has other mechanisms for coordination and exchanges, such as the country core teams, country technical teams and regional coordinating committees, joint quality monitoring missions, and other more incidental exchange mechanisms. These mechanisms have contributed to more collective ownership and coordination by the three different layers in the programme: IPs, NLOs and ICRAF.

During the implementation of DryDev, the evaluators have seen exchange activities and mechanisms within and between countries. Regional review and reflection meetings have taken place in both regions in 2016, and a DryDev overall review and reflection meeting has taken place in Ethiopia in August 2017. Joint quality monitoring activities that are led by ICRAF and NLOs also bring partners together in joint reflection and exchange. In spite of these mechanisms for exchange, cooperation between partners has remained limited during project implementation on the ground, particularly in those

countries where the IPs have opted for a geographic task division, taking on board the implementation of all WPs in specific locations.

DryDev's NLOs and IPs have built excellent working relations on the ground with beneficiary groups and local level authorities and stakeholders at watershed, district (Woreda), county (department) or commune level. However, in most countries, linkages with national government institutions and policy development have remained limited, although concerted efforts have taken place in Ethiopia, Kenya and Mali. Most of these efforts are at the decentral level, reflecting the extent to which decentralisation of government structures has progressed in these countries. Some initiatives at the national level for coordination and cooperation can be observed, such as in the Billion Dollar Business Alliance (BDBA) in Kenya to upscale smallholder irrigation, the cooperation with national directorates for agricultural, water and forests and hydraulics in Mali, and the cooperation with national agencies for research and development in Mali and Burkina Faso. However, the uptake and replication of experiences on the ground and at decentral level could still be strengthened by more outreach and cooperation with national level governments, agencies, NGOs, as well as with umbrella/apex FOs; DryDev claims to be a "farmer-led programme", but this is not (yet) the case. Farmers are involved, their interest is taken into account, but farmers do not take the lead. Despite the fact that experienced umbrella/apex FOs exist in most countries, they do not have a leading position in DryDev.

### **Sustainability**

The experience with DryDev has brought significant changes in several of the coordinating bodies and partners of the programme. At the level of ICRAF, the taking on board of this development-oriented programme has influenced ICRAF's approach on research as ICRAF has moved towards more action-oriented research and research in development. ICRAF is currently implementing action research activities in the context of greening in Africa initiatives. Some of the partners, most notably CARE in Niger, have adopted elements of the DryDev approach in new programme proposals for other donors. Other partners have gradually established strong relations for cooperation with other government and non-government organisations to provide quality and relevant agricultural technical services for their beneficiary communities. IPs in DryDev have also valued research inputs in their own development programming and regularly indicate that it is a pity that the DryDev programme has not enabled ICRAF (and possibly other research service providers) to provide more support on the ground with relevant services. They indicated a wish to see more effort in the future to establish and nurture the development of research in development initiatives.

At the local and regional level, particularly in Ethiopia and in Kenya, the IPs have worked structurally with local and regional government institutes and service providers, to take over and embed services in their own programme. This has advanced furthest in Ethiopia where DryDev's sub-catchment approach is closely linked with the government's approach on watershed development. Further uptake, exchange and replication at national level still require longer term and persistent work on lobby and advocacy for policy and programme development at national level.

## **5.3 On sub-catchment approach and sub-catchment level results**

### **Relevance**

The sub-catchment or watershed approach is technically, but not always institutionally,

relevant to the programme countries regarding the implementation of WPs 1 and 2 of the programme. However, regarding the other WPs, the sub-catchment approach is hardly relevant as production, markets, cooperation and provision of services often follow other geographic and functional lines. In Ethiopia, the watershed approach of DryDev has been most relevant as the Ethiopian government has also adopted this approach in its watershed management approach. ICRAF has developed a strong approach on watershed management as it has mapped all watersheds in the Sahel thereby creating building blocks for future interventions, and is advocating for this approach not only in Ethiopia, but in all other DryDev countries. By advocating this approach, ICRAF is also promoting organisational development and operations along these lines. While this is certainly relevant in Ethiopia, this is less or not the case in other countries. Therefore, using watersheds and sub-catchments as building blocks for interventions and organisational structures runs the risk of building parallel, non-viable structures.

In Kenya, the sub-catchment approach is similar to the approach used by the Water Resources Authority (WRA) which is responsible for regulating the management and use of water resources. At the local level, the WRA works at catchment level through water resource users associations (WRUAs). Therefore, in Kenya, the sub-catchment approach has generally worked although there were areas with conflicts. The WRA noted that the sub-catchment approach was in conflict with the WRA catchment approach that uses the whole catchment as implementing unit through WRUAs. Since the sub-catchment approach left out some areas that were captured in other programmes/WRUAs, conflicts arose with some WRUA members who felt left out by DryDev. As an ecological unit, the WRA agreed that the approach was sustainable.

In West Africa, the sub-catchment approach makes to a certain degree sense in technical terms for WPs 1 and 2. However, the approach does hardly or not make sense for other WPs, because government, user groups, service providers and economic agents do not plan their interventions along (sub-)catchment lines; the sub-catchment is a territorial entity that is related to IWRM. In Mali, Burkina Faso and Niger, IWRM policies, including sub-catchment entities, are new and have hardly been articulated to existing land and water policies and to decentralised institutions that govern land and water resources. In the three West African countries, IWRM and sub-catchment show a logic, but they are not structural elements for the design of land and water interventions. Policies and institutions are defined in (village) “terroirs” and district (“commune”) “territoires”, which are the structural elements to design interventions. The West African countries have well-elaborated policies (e.g., Land Acts, Rural development laws, decentralisation policies) that favour DryDev’s interventions along these commonly agreed structural elements. As a result, the three country teams are already intervening along these lines in practice.

### **Efficiency**

As previously discussed, the fact that the implementing partners have opted more often for geographical task division of DryDev implementation instead of functional task division, the use of different and complementarity competencies of partners at the sub-watershed level has not always been optimised. Additionally, in cases where a functional task division was applied, the different WPs were not always sufficiently linked. Again, DryDev seems to have worked best in Ethiopia, where the sub-watersheds have been developed and adopted for both geographic and functional task division between government and partners, and among partners.



## Effectiveness

In the cases where sequencing of WPs has been applied, and partners have worked together by building upon each other's work, synergetic effects have been produced by DryDev. Not surprisingly, this was strongest in Ethiopia, although it has also happened in other countries. However, the synergetic effects are different for different crops and sectors. In some cases, producers were effectively linked with markets after interventions at production level, whereas in other cases establishment of market linkages have failed. The varying experiences of DryDev in establishing successful market linkages show that market development cannot succeed with looking at production potential only. To successfully establish market linkages, it is necessary to look at market demands for specific products need to be looked at. Also, looking at market potential without considering production opportunities does not lead to successful market entry. The evaluators have seen a strong land, water and production focus in DryDev agricultural activities which was not always combined with a strong market focus. This was particularly the case when no functional task division between IPs was applied, and IPs were working on all different WPs together. Furthermore, in locations where a specific focus on market development was applied, this focus was not always appropriate to successfully achieve market access in all relevant crops and sectors in the intervention areas (e.g., indigenous chicken in Kenya and sorghum biscuits in Burkina Faso, vis-à-vis more successful efforts in mango and in shea-nuts in the same countries). The challenges encountered in DryDev are not uncommon and can be identified in many other VCD projects and programmes.

The extent to which DryDev's interventions are sufficiently covering the targeted sub-catchments to generate the required landscape level effects vary from a high of 91% in Ethiopia to 66% in Kenya, 23% in Mali, and to a low of under 4% in Burkina Faso. Especially in Ethiopia and Kenya, where the sub-catchment concept has most validity, the 'treatment' of degraded communal land has been the most successful. A similar picture arises for on-farm interventions with around 78% of farmers in Ethiopia practicing on-site soil and water conservation and 84% practicing soil fertility measures. For Kenya, the reported percentage of on-farm interventions is 82%, whereas it is 88% for Mali.

Precautions are needed in comparing the countries. For instance, because of slight slopes, sub-catchments in the Sahel can cover several tens of km<sup>2</sup>, which are harder to cover than the hilly areas with small sub-catchments of Kenya and Ethiopia. The areas in West Africa, as well as those in Ethiopia and Kenya, have a long history of soil and water conservation measures and institutions which are not always based on the sub-catchments approach as applied in DryDev. In West Africa, these linkages have not been explored sufficiently. Another challenge in comparing effectiveness of DryDev in different regions is the fact that some of the DryDev intervention areas in the three Sahel countries are affected by violent conflicts. In these countries, this has hampered project implementation on the ground.

## Sustainability

The sub-catchment approach is adopted by the Ethiopian government for sustainable land and water management and the elements of the approach are also used by decentral government entities in Kenya. In West Africa, sub-catchments are not the basis for decentral planning and management and, therefore, challenges to ensure that the sub-catchment approach does not interfere and contradict other decentral planning methods and structures are bigger. The IPs, particularly CARE in Niger, have adopted elements of the DryDev approach in their planning of new projects. Other partners, such as World Vision in Kenya and Ethiopia, use their long-term area development plans that

are closely linked with districts and communities and typically remain in an area for about 15 years as a rationale for planning of interventions to increase perspectives for sustainability. These plans also include the partners' DryDev interventions, although not always in the most typical dryland locations. Other partners, such as SNV and Tree Aid, have developed approaches on VCD and forestry and agroforestry, respectively, with a focus on long-term sustainability.

As discussed earlier, the link between sub-catchment areas and WPs 3-6, however, is in-existent since organising principles in crop and animal production and value chain follow other geographic principles, such as (road) access to markets. Moreover, livestock corridors do not follow sub-catchments, but rangelands and water points spread over hundreds of kilometres. Therefore, the farm-level interventions and investments in production, post-harvest management and agro-processing, should follow a more flexible approach to present better perspectives for embedding in support and service structures and economic development dynamics.

## 5.4 On Biophysical Work Packages (1-3)

### Relevance

In general, the biophysical interventions carried out under WPs 1-3 were appropriate and contribute to protecting agricultural production systems. This has been particularly the case in East Africa, where the sub-catchments provide a more common reference for planning and implementation of biophysical soil and water management-related interventions. This has been less the case in the Sahel countries partially due to the unfavourable natural environment.

The selection of interventions was undertaken by the communities themselves through the planning process (i.e. characterisation studies, visioning, OxC and CAPs). Therefore, the interventions chosen had relevance to the particular areas. Although the approach was certainly participatory, it is too early to say if the communities feel ownership over the interventions, as it takes more than a series of well-conducted village diagnostics and technical offerings. This can only be assessed after the exit period of DryDev.

As for the design of biophysical interventions, the presence of previous initiatives and organisations on the ground has helped the implementation of DryDev, particularly in Mali, Kenya and Ethiopia, since the local government specialists have had exposure to similar programmes and have been trained in using the community-based participatory approaches.

### Efficiency

As far as could be ascertained, cost-efficiency was aided by working with the community and in many local communities in all DryDev countries beneficiaries were used to the concept of providing labour for communal works.

Working with local government structures, platforms, and technical and extension service providers in DryDev has been cost-efficient. The NLOs and IPs have contracted and mobilised sub-nationally available technical expertise of government institutions, extension services and micro-finance providers to support implementation of interventions in a cost-efficient way. In Niger, DryDev has promoted an efficient community mobilisation mechanism, "Gayya", as alternative for existing food-/cash for work programmes. Similarly, in other countries, community-based organisations of



farmers were involved in implementation of DryDev activities (e.g. building of dams, riverine area management) at low cost.

The organisation and institutional arrangements, where IPs were working in areas where they had established structures (offices, community networks, innovation platforms) made it easier to efficiently implement DryDev interventions at the local level.

### **Effectiveness**

The extent to which farmers are taking up DryDev promoted technologies varies from the high levels of Ethiopia where in, for instance, Jarso and Gursum 95% of targeted farmers have been reached, 71% of the targeted area has been covered, and 92% of farmers are now using the promoted techniques and practices, to much lower levels of adoption in the Sahel countries where the proposed interventions have been more scattered. This was observed in field visits and verified in FGDs and interviews.

There are clear signs that uptake is leading to positive results with all beneficiaries in programme location. However, evidence shows limited upscaling and replication in other locations, with the exception of Ethiopia, where there is evidence of scaling out from target sub-watersheds to neighbouring areas.

Targeted communities report that they now have the capacity to manage their communal lands and to get monetary benefits from them as well as protecting better their agricultural systems. One has to nuance these declarations, as they were also guided by expectations or speculations of a DryDev follow-up. In all countries, most sites have examples of former land and water management or extension programmes. The communities use and manage the commons since long decades. DryDev has the merits of building on and improving existing technologies and practices, and of re-dynamising collective action or management structures.

Many targeted farmers, both men and women, report increased yields that, when linked with improved direct marketing, has increased household incomes resulting in investments in alternative income sources and education. However, these income effects are less pronounced than the production and productivity effects. In the Sahel countries, particularly interventions such as rapid composting (in combination with SWC), micro-dosage, seed delivery, and support for market gardening, have been well received and are leading to improved food security and increased household wealth.

Most interventions are oriented at the community level where DryDev has achieved progress in all five countries, and often with remarkable speed in a short period. However, DryDev has invested less in directly contacting individual household or family levels where quite some biophysical practices have to be embedded (i.e. some biophysical measures are applied at family-owned lands and agricultural improvements (e.g., soil fertility management) have to be integrated in farm management). DryDev does not (yet) support institutionalised services or systems (e.g., extension, input delivery, family farm planning) that are oriented at farm household level.

### **Sustainability**

The sustainability of the interventions undertaken in WPs 1 and 2 can to some extent be observed in a change in attitude of farmers that are experiencing benefits of DryDev in terms of increased yields. Training in implementing SLM and SWC practices has supported building community spirit to manage sub-catchments and surrounding areas and this spirit strengthens sustainability.

In all DryDev countries, during many FGDs, targeted farmers, both male and female, confirmed that access to water and soil conditions have improved and that these conditions are favourable for production and productivity. DryDev's own reports and FDGs and surveys conducted in this programme review confirmed that indeed this has led to increases in crop production.

Sustainability of DryDev interventions is strengthened by good working relations and cooperation with external partners, such as local and regional governments, and service providers. This cooperation can particularly be seen at the local government level, but less at the sub-national level. In the Sahel, for instance, national and sub-national government entities are often not involved in the design, planning and monitoring of DryDev interventions, despite the fact that they often have the mandate for it.

Community participation is promoted by the bottom-up approach and involving the farmers in prioritising interventions in CAP. This contributes to sustainability of the interventions. The use of simple and accessible technologies enables the community to apply and sustain them without too much difficulty.

## 5.5 On Socio Economic Work Packages and learning and advocacy

### Relevance

DryDev has linked farmers to finance and supported savings and loan groups among farmers, particularly women, but the extent to which finance is effectively used for agricultural investments vis-à-vis trade and consumption needs to be subjected to further research. During the field visits, it was observed that microfinance and savings are often used for petty trade and consumption purposes and less for investments in water management and land improvement. Finance in agriculture is most often used for seeds and agricultural inputs, particularly when offered in a package, for example, as is done by SNV in Burkina Faso. Finance for warehousing is also encountered in several interventions, and it is highly valued by beneficiary groups, often women, as effects on increased income are significant. Nevertheless, warehousing receipts ("warrantage") show their limits in dryland areas as they only work under rigid (financial) management and by the grace of responsive (micro-)finance institutions.

With respect to investments on the farm in land improvement and water storage, beneficiaries, mainly men but sometimes also women, regularly mention that costs are very high, and that there is reluctance to invest. Investments in dams and other community level structures were regularly provided by DryDev, while the communities provided land and labour.

Finance for agro-processing activities and storage facilities are particularly relevant for women, as they participate more often in these activities. Initiatives for storage (e.g., onion and grains) and agro-processing activities (e.g., shea-nut in West Africa) have been implemented in most DryDev locations. Although finance for fattening of livestock or for brewing beverages (e.g., beer) is traditionally used, and, as these activities are mostly done by women, specially relevant for them, these activities have not been prioritised by DryDev.

VCD in DryDev seems to be more production driven than market driven. Most activities have focused on crop production and storage, reaching out mainly to traditional and informal traders. This is not a disqualification as these channels are absolutely relevant

options for typical dryland areas where market and state imperfections are more rule than exception. In cases where the programme was more ambitious, it was sometimes successful as, for example, in the cases with market access of onions and haricot beans in Ethiopia, and with mango sales to factories in Kenya. On the other hand, DryDev was less successful in the case of traditional poultry in Kenya. More specific, tailored and appropriate economic development interventions could have been developed in which, instead of value chains, local economic dynamics and household strategies are put at the centre of the intervention. Interventions could be more adapted to typical dryland contexts, going beyond chains of pre-selected commodities. DryDev could have covered a wider range of activities going from informal trade, improved storage and local food markets (very important for food security) to value addition of some commodities in more formal trade.

Livestock is important in dryland areas, and women play a significant role in, for example, poultry and fattening. While these activities are supported by investments in water management and storage, DryDev has not had a strong focus on livestock (except for poultry) as an important activity in drylands, which might have limited results for women. In other words, livestock is present as secondary choice within agricultural systems (i.e. association of agriculture and livestock), but not as primary choice which should have implied a stronger focus on (agro-)pastoralist livelihoods and livestock related (e.g. animal fattening) activities of women. With the long non-agricultural season in mind, a stronger focus on livestock might have increased the relevance of DryDev for drylands communities and particularly for women in these communities. As discussed earlier, the current bias on agriculture seems to be influenced by the choice of the sites in the five countries which are mostly old agricultural basins rather than (agro-)pastoralists' areas.

### **Efficiency**

The provision of finance was operationalised in partnership with micro-finance providers. This has generally been efficient as these finance providers have embedded the financial services in their overall operations. In some cases, finance was provided in packages, which made it more attractive for farmers as the packages cover different needs. SNV Burkina Faso shows an interesting example of a package with seeds, fertiliser, and even crop insurance.

Market development activities in East Africa were generally applied in an efficient way by involving private sector actors and establishing direct linkages between target groups, and traders and buyers. However, in some cases the effects foreseen in terms of market access were very ambitious and not achieved (e.g., in indigenous poultry in Kenya). In the Sahel countries, most market-oriented activities are still in a preparatory stage. The countries give priority to structuring of cooperatives or inter-professional organisations, wherein they have made major achievements (dynamizing hundreds of cooperatives). It is too soon to assess how dynamic or efficient these cooperatives are.

In several communities, traditional and informal trade systems are well established and have been operating for centuries. These trade systems are efficient in terms of volume, lower (transaction) costs, and responsiveness. However, these systems get too little attention in market analyses of development programmes. The added value of DryDev in establishing and strengthening market linkages is relevant in cases of crops with a clear market potential, although the VCD approach needs to be linked and combined with other local economic (and market) development and food-security interventions.

## Effectiveness

Linking the actions in the different WPs of DryDev in an integrated approach has been limited, although in Ethiopia the integrated approach was developed more strongly. The fact that linking activities under different WPs was sometimes done in sequence, has caused interventions to focus more on production than markets. Some of the crops and products that were developed through production interventions in DryDev have not reached the markets or only did so for a short while.

More successful examples of establishing new or expanding existing market linkages exist in Kenya (e.g., for mango and green grams), and in Ethiopia (e.g., for haricot beans, onions, dairy products, and piglets). In West Africa, most options for market development and linkages are found in traditional and local markets, although there are some exceptions such as onion and shea-nuts, that can also reach markets farther away.

Although DryDev has provided access to finance services and market linkages, the effects of improved market access on monetary income and wealth at the household level are less obvious. In the interviews and surveys conducted during the field visits, most respondents indicated that they have experienced an improvement in their situation. More specifically, women have indicated that, because an increased monetary income, they are able to provide better food for the family and that children are able to go to school. However, most respondents, men and women, are more positive about changes in production conditions, provision of water and increased production than they are about changes in wealth and wellbeing of the household. Women particularly focus on water provision.

Most interventions in VCD have been confined to the communities in the sub-catchment areas of DryDev interventions, and effects on production and market access in the wider environment seem to have been limited. There are some examples of wider effects, such as the work done on the mango value chain in Kenya, where two industries are currently starting and expanding operations in Machakos county, reaching out to a large amount of farmers in the entire county and beyond.

## Sustainability

Formal and urban markets require constant quality and volume of produce which could not always be realised in DryDev. As a result, the sustainability of market linkages in DryDev was decreased. Less demanding local and informal markets can provide an alternative, but have not always been explored in DryDev. When production, productivity, and post-harvest and agro-processing conditions are fragile and weak, as the evaluators observed in some of the DryDev communities (and specific crops and sectors), it might make more sense to manage the level of ambition of economic development and not only target formal value chains. A well-chosen mix of formal and urban market-oriented value chains, and local market and traditional traders-oriented supply chains seems to be most appropriate in the DryDev communities context. Once value chains are established, running and profitable, private sector actors usually take ownership of it and this will strengthen sustainability.

Savings and loan groups, and self-help groups were established in all DryDev locations, as can be seen in many examples in the country reports in Volume II. These mechanisms are often functional and sustainable to address finance needs in trade and consumption. To some extent these mechanisms are also functional and sustainable to address finance needs in agricultural production, although larger scale investments and production require external inputs of micro-finance providers. DryDev provides access to micro-finance providers, but it is still too early to assess the extent to which this is sustainable.

since many of the micro finance arrangements are not yet up and running for longer periods of time. Nevertheless, there are some promising alternatives, such as the agricultural services and finance package (SADI) developed by SNV in Burkina Faso. This package provides crop insurance and storage facilities in addition to seeds and agricultural inputs, and technical assistance. Particularly the crop insurance element of the package might be interesting for drylands areas, especially when risks can be spread over larger groups and different regions. This scale, though, has not yet been achieved in DryDev.

## 5.6 On the frameworks and tools developed and applied in DryDev

### Relevance

An important characteristic of DryDev is that it provides technological and organisational/managerial innovations in its services by building upon previous experience and traditional knowledge, and adding new innovative elements to this. The approach has primarily been to 'enrich' traditional technologies rather than introducing new technologies, and by addressing innovations (again not 'new' but integrating new insights) in management and organisation (e.g., sub-catchment committees, women self-help groups, savings and loan groups, contracts with private sector service providers such as a mobile phone-company for service delivery or micro-finance providers with comprehensive packages of services including crop insurance). Therefore, innovation in DryDev is primarily a hybrid approach of combining traditional approaches with new insights which has been generally effective in most of the intervention areas.

DryDev has developed and applied needs-based and demand-driven approaches, such as CAPs and OxC approach and these approaches are appreciated by beneficiary groups and receive clear support from authorities and traditional leaders. Beneficiaries in FGDs and interviews confirm that the DryDev participatory and inclusive approach has made the programme relevant for them and their communities. Women and men have participated roughly to the same extent in DryDev interventions. Next to that, appreciation of both women and men of the possibility of their participation is similar. Despite needs-based and participatory approaches, DryDev to some extent remains solution-driven; options are known and promoted and farmers can choose the most adequate.

It is less clear if and to what extent the inclusive approach has also addressed other interest groups. Regularly, reference is made to youth and it is seen that youth is involved in many activities. Some of the technological innovations have had an impact on youth. In interviews, youth often stated that their interest in farming as a more easy and more profitable business has increased. However, no systematic data on these effects on youth are available yet. How different wealth strata and their specific needs are addressed in the participatory approaches was impossible to verify during the field research in this review, because time and resources were too limited to approach different wealth strata groups to learn about their specific opinions and appreciations. DryDev reporting documents provide limited information on differential needs and effects of the programme on different wealth strata.

In some situations, for example in Ekoukouala in Burkina Faso, the reviewers could observe specific needs and effects among women. In this context, women did not own land and, therefore, many of the interventions were not directly relevant to them. In

this situation two particular aspects of DryDev were singled out as relevant by women: (1) innovations in agricultural equipment to ease the physical burden of workload, as women did provide a lot labour on the plots of their men; and (2) support in agro-processing activities (e.g., shea butter and other tree crops, because these were accessible to women). Women also indicated that they were interested in support for livestock fattening, but except for poultry this was not a focus area in DryDev. These examples illustrate that participation in DryDev has clearly increased relevance of the programme for female beneficiary groups, but at the same time show that there is still room for improvement.

The approach on VCD in DryDev was more focused on linking farmers with formal and urban markets than on developing local economy and markets thereby focusing on local food security. The fieldwork in different countries has shown that the DryDev approach of linking local producers with formal and urban markets is not always the most relevant and appropriate approach for the fragile settings of drylands and the producers' distance from formal markets in these settings. In contrast, in these settings, traditional and informal traders and markets have been relevant for ages, and provide relevant and possibly more viable opportunities. By recognising the specific context of drylands communities and their remoteness from markets, it is required to have a tailor-made and diversified approach that combines local economic development and food security, and external market linkages for cash crops. To some extent this is already done in the characterisation studies conducted by ICRAF and partners, and in the development of CAPs. However, the results are not always and not sufficiently translated in a diversified and tailored market development approach for dryland communities. This likely explains that some interventions in VCD have been successful, while others have not been (sufficiently) successful.

The drylands concept in DryDev identifies drylands mainly based on criteria of rainfall (i.e. 400-800 mm of rainfall per annum). The DryDev programme looked much less along cultural and socio-economic characteristics of the drylands. However, the rainfall criterion has been applied flexibly. The programme in practice does not always take place in dryland areas but also in sub-humid areas under threat of becoming drylands. In East Africa, a stronger focus on drylands would be possible by looking for intervention areas outside highlands and moving more to Northeast Kenya and East Ethiopia. Such a shift would also increase possibilities for exchange between East and West Africa by having more comparable intervention areas.

The DryDev programme aims to provide integral and holistic solutions for drylands agriculture and agroforestry and related livelihoods improvement. Although DryDev does not exclude livestock and appropriate seeds, these sectors have not been the core of the interventions. The focus can be explained by the specific expertise of ICRAF in agroforestry and the choice of some partners, such as Tree Aid in Burkina. However, livelihoods development and economic empowerment appropriate to drylands climatological, cultural and socio-economic situations should also consider more robust approaches on livestock and appropriate seeds. These approaches could be provided by ILRI and ICRISAT. This will probably require a different set-up of a DryDev programme to enable working with a consortium of research partners with complementary competencies relevant to Drylands areas to support development interventions on the ground with significant and relevant research efforts.

While the DryDev programme was not conceived and designed as a research programme, and its focus was on development interventions on the ground, over time awareness of the possible added value of research in development at the level of



implementing partners has increased during the implementation of the programme. At the same time, the involvement of ICRAF in this development-oriented programme has also exposed ICRAF to more development-relevant research support and new research methods, such as action research. Although the process of bringing together these two worlds in the DryDev programme has caused significant confusion and delays in the first years of the programme, the two worlds are now more closely aligned and there is a mutual recognition of these different research and development competencies. The original design of DryDev has not allowed to further develop these complementary competencies and translate them into joint actions and more active research support by ICRAF (and research support in general). This is now felt quite much as a lost opportunity that should be recovered in case of a next phase or follow-up of the DryDev programme.

### **Efficiency**

The intervention locations in DryDev were very specific and showed a lot of variety. This combined with the needs and context-based approach of DryDev has caused that models and tools developed and applied were context specific. This has limited possibilities for rolling out approaches and replication to reach advantage of scale and to use previous experiences in specific other locations. While the context-based approach has certainly increased the relevance of DryDev, it has challenged efficiency. In its five years of existence and budget of 49 M USD (36 M USD spent thus far), the DryDev programme has reached out to a modest number of unique beneficiaries which is difficult to estimate exactly since beneficiaries benefit from multiple WPs. Based on specific country reports of 2017, and overall annual reports of the inception phase, 2015 and 2016, it is roughly estimated that DryDev has not reached more than 150.000 farmers in the five DryDev countries. This is a rather small number in relation to the overall budget of over 55 M (from MoFA and pledged funds of WVA).

The design and development of the overall DryDev approach and implementation, and the task division between partners in the DryDev programme have taken almost two full years. After this period, two of the five DryDev countries still faced problems in planning, coordination and task division until well into 2017. While not all problems can be attributed solely to problems in design and application of the DryDev approach and the development of WPs, the lack of conceptual clarity in the first phase of the programme, including the vision and approach on quick wins in this period, has had a clear adverse effect on efficiency in programme planning and implementation.

### **Effectiveness**

The application of specific and tailored tools and models in specific contexts (through the OxC approach and CAPs) has increased the effectiveness, particularly in the bio-physical WPs, because solutions were specific and tailored to beneficiaries. Nevertheless, the fact that tools and models are very specific also comes at a cost, because they are designed to fit and not generic. On the other hand, by linking farmers to finance and to markets the VCD interventions were more generic. However, as a result, these interventions did sometimes not sufficiently take into account specific contexts and specific sectors/crops/products chosen for market development.

At the DryDev implementation sites, the chosen approach was to work closely with government entities and other service providers to provide technical support in the bio-physical WPs. This has increased effectiveness as well as sustainability of approaches and tools because these services are well embedded in existing and continuing technical and extension services. Particularly in the case of Ethiopia and Kenya, where more local

and decentralised service delivery capacity exists, this approach has supported the effectiveness of technical and extension services.

Complementarity of competencies of partners (along the different WPs) was originally conceived in the design, but was not further explored and developed during the DryDev implementation. This was with exception of Kenya, where SNV has fulfilled a specific role in VCD in all DryDev locations, complementing other WPs implemented on the ground by other actors in specific locations). Particularly in West Africa, the task division among partners gradually became more based on a geographic distribution of interventions. This happened because of coordination challenges and costs of traveling between relatively remote areas. The decreased focus on complementary competencies of different partners in DryDev, each with the right expertise in order to together provide holistic and relevant solutions for Drylands, has limited the potential of DryDev to ensure a sequential approach from WPs 1-3 and 4-6, and thereby DryDev's effectiveness.

### **Sustainability**

Sustainability of approaches and models of DryDev is strongest in those contexts where the sub-catchment is also recognised and applied by other actors, particularly the government. It is, therefore, not surprising that the sustainability prospects are clearly stronger in Ethiopia than in other DryDev countries. More specifically, related to WPs 1 and 2, the sub-catchment approach and corresponding tools and models are more widely applicable and applied by other actors. However, this is not the case for the other WPs in DryDev.

The cooperation between DryDev implementing partners and local governance entities and decentralised technical and extension service providers has been strong in all DryDev countries and has contributed greatly to sustainability. The influence and feeding of national policies and programmes has not been at the core of the DryDev interventions. Moreover, WP 8 (on lobby and advocacy) has received limited attention, although lobby and advocacy was occasionally done in the field of forestry-related policy development in Burkina Faso. While presence, embedding and sustainability of DryDev actions and outputs at local community and sub-catchment level are very strong, more effort is needed at the national policy level.

The DryDev programme has had a clear effect on ICRAF in changing its approaches in research towards more applied research and action research, and ICRAF has increasingly been involved in action research projects in Africa. Also in terms of staff composition, ICRAF has gradually realised the importance of including socio-economic, and organisational and institutional competencies in its research teams to ensure that technological interventions and innovations can be effectively embedded in organisational structures and managerial entities.

DryDev has invested in creating management committees to ensure management and ownership of the interventions supported by the programme. This is a very important approach to strengthen ownership and sustainability of the interventions. In many cases, these management committees are well-linked with and integrated in other traditional community management structures where water and land historically have been at the basis of organisation and management. However, in some situations, and particularly in West Africa, the organisation of management committees along sub-catchments interferes with other community and decentralised government structures thereby risking duplication of structures as well as exclusion of communities and people in communities that do not geographically belong to a specific sub-catchment area. In



these cases, more synergy of the DryDev promoted structures with traditional and formal decentral governance structure is required to ensure sustainability.

Financial service delivery and organising beneficiaries in self-help groups and associations by DryDev have been a strong, although not new, feature of DryDev interventions and in all financial and VCD interventions attention was given to these organisational aspects. This is an important guarantee for ownership and sustainability of the DryDev interventions.

## 6. Recommendations

For the remaining period of DryDev implementation until July 2019, the following recommendations apply:

1. The Netherlands' MoFA and ICRAF are recommended to develop and agree upon a plan for accelerated implementation of the DryDev programme until its end in September 2019 to compensate for the accumulated delays in implementation since the start of DryDev in August 2013. This plan should include the following components:
  - A. Development and publication of lessons learned at the country level and a systematisation of more general level lessons (at the level of the DryDev programme as a whole);
  - B. Establishment or further strengthening of contacts with national level government entities and provision of inputs in national policy and programme development towards Dryland areas to complement existing cooperation at the local level;
  - C. Development of exit strategies in most countries (except Ethiopia where exit strategies have already been developed) that include capacity development of local institutions or organisations to prepare them for taking over tasks and responsibilities; and transfer of tools and models to local governments and specialised commissions for land and/or water management, and to umbrella/apex FOs and (private) service deliverers;
  - D. Realisation of the planned impact assessment in the final year taking into account the additional insights obtained in the external programme review (i.e. differences in impact according wealth strata, women and youth, and impact at household, community levels, and at sub-catchment or decentral governance entities); and
  - E. More effort made to recover the lost institutional knowledge and project assets in Burkina Faso, after the exit of Réseau MARP from DryDev.
  
2. ICRAF and NLO are recommended to revise reporting instructions and formats considering the current diversity in contents and structure of the different annual DryDev reports at country level. More uniform reporting formats and instructions should be introduced for all reports, ensuring the same level of detail in reporting at country level. Specific instructions are needed to report on the number of beneficiaries of DryDev both annually and cumulatively. In the different countries, the NLOs and IPs should deal in a uniform way in counting beneficiaries of single and multiple DryDev interventions without introducing a complex system for tracking of individual beneficiaries. Also, more explanation is needed when presenting the numbers of beneficiaries. The annual reports on 2018 and 2019 should contain instructions for NLOs and IPs to more systematically report at the outcome level on specific expected results and impacts as specified in project plans. Additionally, regarding the impact assessment to be conducted in the final year of DryDev, ICRAF is recommended to add several DryDev-specific outcome level indicators to the rather generic and proxy indicators used in the baseline survey in order to obtain more in-depth insights of the direct effects of DryDev rather than only identifying changes at the community level that result from a multitude of factors and interventions.

For possible follow-up or similar rural development programmes in drylands in the future, further recommendations are presented below:

3. The Netherlands' MoFA is recommended to take a timely decision on its future plans and commitments for support to drylands' agricultural development. This decision should provide clear parameters to develop a comprehensive and well-focused programme and this will require clarifying choices on:
  - A. More comprehensive approaches on drylands, and further development of the concept of drylands not only based on climatological and rainfall conditions, but also on socio-economic and cultural conditions. This is needed to provide integral and holistic responses to livelihood and socio-economic development challenges in drylands communities. This includes not only agriculture and agroforestry but also livestock rearing, non-agricultural activities and migration, and risk management strategies;
  - B. One of the following options:
    - A. A coherent programme in East and West Africa requiring clearer and more comparable geographic interventions in East Africa (e.g., Northeast Kenya, East Ethiopia, Somalia (including Puntland and Somaliland) that allow more relevant exchange and cooperation initiatives between East and West;
    - B. Develop specific and separate East and West Africa programmes as the two regional contexts are quite different. The evolution of DryDev differs between the two regions, where Ethiopia and Kenya show apparently more dynamics, and more progress. This does not give an impetus to the three West African countries. Mali, Burkina Faso and Niger have similar contexts and challenges, they communicate in the same languages, and can exchange easily. A specific opportunity in East Africa is to look for synergies with the Sustainable Land Management Programme (SLMP) of the World Bank;
    - C. Expand the DryDev project in the Sahel region, in the three West African countries, and possibly surrounding countries (in the light of recent policy developments in the Dutch International Development Cooperation towards Africa); and
  - C. A clear choice on a development project or a research-in- development project to strengthen rural development in dryland areas. This review indicates that a project design with a clear input of (action and applied) research support to development interventions on the ground, preferably bringing together research expertise of national research institutes and three CGIAR institutes (i.e. ICRAF, ICRISAT and ILRI) would be most suited to provide the most relevant and useful research inputs. These inputs would mainly concern the current WPs 1-3. On the other hand, support to the current WPs 4- 6 would require identifying possible other institutes with a longer track record in research in socio-economic development.
4. In a new institutional set-up of a multi-country and multi-partner DryDev project, significant attention should be given by MoFA and contracting partners to develop a clear and uniform management and coordination structure with clear and singular reporting lines and monitoring and quality control. At country level, a steering or coordinating unit which represents all implementing partners would probably work better than a NLO to which other IPs are accountable. The institutional arrangements in a possible next generation of DryDev should also consider more effective means to ensure that different implementing partners at the country level can be functionally complementary to strengthen implementation by other

partners. A task division that only follows geographic intervention areas should be avoided. At the start of the project a more thorough assessment of the different necessary competencies, brought in by the different partners in different geographic intervention and thematic areas, is needed to ensure that knowledge and experience in DryDev is more effectively shared and used.

5. While the sub-catchment approach is relevant for WPs 1 and 2 in East-Africa, ICRAF, NLO and IPs should look into possibilities to link interventions in WPs 3-6 with other relevant decentral governance, service delivery and economic development structures. This is needed to ensure that the interventions in water and soil management, and improvement can be further followed up by interventions under other WPs. In East Africa, the sub-catchment provides better and more direct possibilities for such linkages than in West Africa. The sub-catchment approach has not or only been recently introduced in the Sahel, and has far less relevance compared to existing geographic units as local government territories (“territoires des collectivités”) and village “terroirs”. These entities are more social-culturally embedded and are covered by longer existing legislation and policies.
6. The linking and integration of interventions under the bio-physical WPs and the socio-economic WPs can be improved in the project design by MoFA and its contracting partners as well as in the project implementation by the NLOs and IPs. This will require that most interventions will build upon previous interventions and, at the same time, that interventions in the bio-physical sphere are informed by longer socio-economic ambitions of the DryDev programme. This might require a review of the ToC for the next phase of DryDev in which the different pathways are not only horizontally aligned but also better vertically linked on different levels in the ToC. A proposal for such a redesign is provided in Annex 6.
7. MoFA and future contracting partners in DryDev are required to invest more time and resources in knowledge generation, upscaling and replication of models, approaches and tools at the national and international policy level (Sahel, ECOWAS, EAC, AU) than currently the case. It is recommended to consider this by integrating WP 8 (lobby and advocacy) in WPs 1-6 and to also task all IPs to be involved in evidence-based lobby and advocacy, and policy development. This should be done more at the national level and with other national partners, such as farmers’ umbrella organisations. Increased involvement of the CGIAR research institutes in replicating and disseminating research activities and lessons to feed in at the policy levels towards the end of the current DryDev programme should be considered by MoFA and ICRAF in preparing the final year’s planning of DryDev until September 2019.
8. The gender approach and strategies in DryDev require more attention and effort in implementation, to move beyond women’s participation in the programme to more structural economic empowerment. Currently, DryDev applies more a ‘women’s promotion’ and participation focused approach instead of a gender-transformative approach. This will require opening up possibilities for interventions in other agricultural and productive areas than currently considered in DryDev (e.g., livestock fattening), and more attention to post-harvest activities and agro-processing from which women can benefit, particularly in those situations where women cannot own land. It will also need to emphasise on transforming power relations between men and women (e. g., in participation and decision making in commissions, organisations). A similar approach is needed for youth and other disadvantaged groups.
9. DryDev could better serve the lowest income strata or poor people which have been stated as target groups (“disadvantaged famers”) in the impact definition of DryDev. Currently, monitoring is taking place to determine the effects of interventions on poor people. This is a more passive way of involving them. DryDev could also look more actively at designing

agricultural and non-agricultural interventions that better fit the livelihoods of poor people and might be different from appropriate interventions for wealthier groups.

10. ICRAF, NLOs and IPs (particularly those working on the socio-economic WPs) are recommended to design and develop a more appropriate and diverse approach on VCD for dryland communities' target groups. VCD can be one element in a wider local economic development approach. Such an approach requires to recognise that traditional agricultural and livestock markets in dryland areas have been functional and profitable for many years and are still motors of the local economies despite the fact that producer conditions in these traditional and informal markets can still be improved (as, for example, is already done by storage facilities and finance). At the same time, other products and sectors might benefit from an approach and strategy directed at formal as well as more remote markets. This will require specific approaches in which VCD should be more strongly driven by market access opportunities instead of production opportunities.
11. As representatives of the target groups, umbrella/ apex FOs could be stronger associated to the DryDev program at two levels. Firstly, NLOs and IPs should involve these organisations more in influencing of policies (on agriculture, land, water, finance and/or market) in favour of farming households (WP 8). Secondly, they can play a significant role in facilitating appropriate services to households in drylands and collaborate with state services and NGOs. In West-Africa, the NLOs and IPs should consider providing more support to institutionalised (and farmer-led) services or systems (e.g., extension, input delivery, farm planning) that are oriented at farming household level, since most interventions in West Africa are currently oriented at community level. In the three Sahel countries, such systems exist since the 1990s (e.g., "conseils à l'exploitation familiale" or family farm management systems).

# ANNEXES

# **ANNEX 1    Terms of Reference DryDev External Programme Review**

## ANNEX 1: Terms of Reference DryDev External Programme Review

### Summary

The Drylands Development Programme (DryDev) is a six-year initiative (August 2013 to July 2019) funded by the Ministry of Foreign Affairs (MoFA) of the Netherlands, with a substantial contribution from World Vision Australia (WVA). With the World Agroforestry Centre (ICRAF) as the overall implementing agency, this integrated development programme is being implemented by a consortium of five National Lead Organizations (NLOs) and 13<sup>4</sup> Implementation Partners (IPs) in selected dryland areas of Burkina Faso, Mali, Niger, Ethiopia, and Kenya. It is seeking to meaningfully contribute to the realization of a vision where households residing in such areas have transitioned from subsistence farming and emergency aid to sustainable rural development.

With it entering its final year of full implementation, ICRAF and the MoFA of the Netherlands is seeking the services of an external consultancy team to carry out a review of the programme. The objectives of the review are:

- To assess the relevance of the programme's institutional arrangements and programmatic design and approaches.
- To review how efficiently the programme's resources (financial and technical) are being translated into quality and appropriate support to the participating smallholder farmers and other local stakeholder groups.
- To review the programme's likely effectiveness in achieving its expected outcomes and impacts for different categories of smallholder farmers, both in relation to its direct work in the targeted sub-catchments and its ambitions of influencing wider policy and practice.
- To assess the likelihood that any outcomes and impacts that will be achieved through the programme will be sustained following its closure.
- To make strategic and actionable recommendations in each of the four areas above (*relevance, efficiency, effectiveness, and sustainability*) to both (a) enhance the existing programme as its implementation is being finalized and close out processes pursued; and (b) inform a potential second phase of the programme and/or similar integrated programmes of this nature in the African drylands.

### Review Framework and Questions

Relevant background information on the DryDev programme can be found on its dedicated website (<https://drydev.org/>), with a key document being its [Inception Report](#). The framework of the review will follow the above Development Assistance Co-operation (DAC) [evaluation criteria](#)—*relevance, efficiency, effectiveness* (potential), and *sustainability* (likelihood). The DAC's impact criterion is not a focus of the review, as that will be carried out by an impact assessment exercise that will be undertaken in the final six months of the programme. In addition to these four criteria, the evaluation team will review the programme through four windows. Given that DryDev is being pursued by a rather unique consortium, including a CGIAR centre (ICRAF) as the overall implementing agency and 21 NGOs, the first is the Institutional Window. The second—the Sub-catchment Window—exists given DryDev's explicit focus on the sub-catchment as the primary unit of intervention, where an integrated programming approach is being followed. There are many specific technical interventions being undertaken within the programme's targeted sub-catchments, making the third the Technical Window. For purposes of ensuring that all interventions are adequately covered, the technical window has been split into (a) biophysical and

<sup>4</sup> At the start of DryDev there were 16 partners



(b) socio-economic. Finally, the programme has adopted several unique frameworks and tools, thereby leading to the Frameworks & Tools Window.

The following table presents the review’s key questions in a matrix that intersects these four windows with the four DAC criteria:

**Review Framework and Key Questions**

| Window/DAC Criteria  | Relevance   | Efficiency   | Effectiveness (potential)  | Sustainability (likelihood)   |
|----------------------|---|--|--|---|
| <i>Institutional</i> | Is the model of having ICRAF as the overall coordinating body with national lead NGOs working with other implementing partners sensible? Could other models have worked better? (e.g. did WVA involvement in E Africa enhance the programme quality?) How appropriate are the institutional models in each of the five countries vis-à-vis DryDev’s two Theories of Change (ToCs)? What institutional improvements could be taken up in future programmes of this nature? | To what extent are the roles and responsibilities at the various consortium levels clear, complementary, and efficiently and effectively followed? Are the overall programme, regional-level and country-level institutional arrangements leading to an efficient use of DryDev’s financial resources vis-à-vis other possible models? For both of the above, what can be improved now and what can we learned for the future? | To what extent is both the overall consortium model and the specific institutional arrangements in each country helping or hindering (a) the provision of quality and equitable support to farmers in the targeted catchments; and (b) the likelihood of wider policy and practice impact? What can be done to enhance DryDev’s institutional arrangements for better programmatic effectiveness now and what can be learned for the future? | To what extent and in what ways will each key consortium partner likely be positively impacted by their engagement in the programme, e.g. in terms of capacity, improved approaches, etc.? What has been done and what can be improved at the community, local administration, and sub- and national levels to ensure that relevant institutional arrangements are in place to sustain DryDev’s results and scale its impact? |
| <i>Sub-catchment</i> | Is DryDev’s focus on the sub-catchment as the unit of intervention with multiple reinforcing ‘work packages’ at various levels appropriate vis-à-vis other possible options? In what ways could the ‘model’ be strengthened? Are the socio-economic factors such as markets, value chains, institutional development and policy well integrated   | To what extent are the various interventions associated with DryDev’s work packages integrating and efficiently working alongside each other? What can countries realistically do now to enhance the interrelationships among the work packages and what relevant lessons are there for the future?  | How likely it is that significant synergy will be generated among the work packages at the sub-catchment levels to bring about synergistic effects? To what extent are DryDev’s interventions ‘saturating’ the targeted sub-catchments to generate the required landscape level effects? What can be done now to improve the roll-out of the   | Will the integrated sub-catchment approach likely to be pursued by the implementing partners and local stakeholders in the future? How likely is it that the interrelationships between the sub-catchment level and farm level work, coupled with financial services and market linkages, will continue? What can be done now and what can be learnt for the future?  |

| Window/DAC Criteria   | Relevance  | Efficiency   | Effectiveness (potential)   | Sustainability (likelihood)  |
|---|--|--|---|--|
|   | with the sub-catchment approach?   |  | integrated model and what relevant lessons are there for the future?  |  |
| <i>Technical: (a) Biophysical (Work Packages 1-3)</i>                 | Were the specific biophysical interventions carried out under the work packages 1 to 3 appropriate to achieve their intended objectives? Were sufficient efforts undertaken to inform their design? Is there anything that can be done now and what lessons are there for the future?    | To what extent have and are DryDev’s biophysical interventions, training, and the provision of support to farmers being carried out in a cost-efficient manner? What opportunities are there to enhance such efficiencies in the current programme what are the key lessons going forward?               | To what extent and at what scale are the targeted farmers taking up the technologies and practices that DryDev is promoting? Is there any clear signs or evidence that such uptake is leading to positive results and, if so, to what extent? What can be done to enhance such uptake and effectiveness both now and into the future?   | For the various biophysical innovations that have been promoted, what is the likelihood that they will continue to be practiced and the associated results sustained into the future? What can DryDev do better now to enhance their sustainability, and what relevant lessons are there for future?   |
| <i>Technical: (b) Socio-economic (Work Packages 4, 5, 6, 7 and 8)</i> | Were the specific socio-economic interventions carried out under the work packages 4 to 8 appropriate to achieve their intended objectives? Were sufficient efforts undertaken to inform their design? Is there anything that can be done now and what lessons are there for the future? | To what extent are DryDev’s interventions relating to markets, value chains, institutional development, up-scaling and policies being carried out in a cost-efficient manner? What opportunities are there to enhance such efficiencies in the current programme what are the key lessons going forward? | To what extent have DryDev’s socio-economic interventions interacted with and supported the biophysical interventions, and how are the farmers being targeted benefitting from these interactions? To what extent have these benefits spilled-over to none-target communities? To what extend and at what scale are targeted farmers making active use of new market opportunities, services and institutions? Is there any clear signs or evidence that these interactions are leading to positive results and, if so, to what extent? What can be done to | For the various socio-economic innovations that have been promoted, what is the likelihood that they will continue to be practiced and the associated results sustained into the future – (a) in target communities, (b) in non-target communities? What can DryDev do better now to enhance their sustainability, and what relevant lessons are there for future? |

| Window/DAC Criteria           | Relevance  | Efficiency   | Effectiveness (potential)  | Sustainability (likelihood)   |
|-------------------------------|--|--|--|---|
|                               |  |  | enhance the impacts and effectiveness of the socio-economic factors both now and into the future?<br>What can be done to improve the effectiveness of scaling up activities to ensure widescale dissemination and uptake of improved technologies?   |   |
| <i>Frameworks &amp; Tools</i> | To what extent have DryDev’s various frameworks and tools—PMEL framework, gender strategy, scaling principles, OxC approach, and planned comparisons—been relevant to the programme? Are there other relevant and useful frameworks and tools that may have been used in addition (or as alternative) to those mentioned above? Is there anything that can be done to enhance their relevance now, as well as going forward? | To what extent have the frameworks and tools been operationalized efficiently? Have the frameworks and tools affected—either positively or negatively—the overall efficiency of the programme vis-à-vis their expected benefits? What can be done to enhance such efficiency now and what are the lessons for going forward? | To what extent have the frameworks and tools been effectively operationalized? To what extent are they likely to affect—either positively or negatively—DryDev’s ability to achieve its expected outcomes and impacts associated with its two ToCs? What can be improved for the programme now and what can be learnt for future programmes? | To what extent will any of the frameworks and tools—either in whole or in part—be used in the future by ICRAF or any of the other consortium partners? To what extent has the adoption of the frameworks and tools influenced affected the sustainability of DryDev’s results, either positively or negatively? |

**Methods to be Used to Answer Review Questions**

ICRAF’s Head of Monitoring, Evaluation, and Impact Assessment will guide and oversee the overall direction of the consultancy in close consultation with the MoFA, the Netherlands.

The review will employ both documentation analysis and qualitative interviewing methods. It specifically will:

- Undertake a desk study and review of all relevant project documentation, including project documents, annual work-plans, project progress reports, annual project reports, reports of the project steering committee, and reports of the Project Advisory Committee.
- Carry out in-depth interviews with relevant ICRAF HQ staff, relevant in-country ICRAF staff, key World Vision Australia Staff, key secretariat staff of the National Lead Organization (NLO)

- involved in managing and implementing DryDev, and selected representatives (managers and field staff) from the other participating implementing partners in each of the five countries.
- Focus group discussions and in-depth interviews with project beneficiaries in each of the five participating countries, with at least three days of field visits in each country.
  - In-depth interviews with external project stakeholders, local authorities, technical services and other locally active NGO's or donor organisations (list of proposed stakeholders to be provided)
  - Field-based observations (using checklist)

### **Suggested Time Frame**

April - June 2018 for desk review and field work, with the final report expected by July 30, 2018.

### **Expected Deliverables**

The following deliverables are expected.

- An inception report, outlining the key scope of the work and intended work plan to impartially and comprehensively answer the above evaluation questions, submitted within five days of commencing the consultancy. The inception report should detail: proposed methods; proposed sources of data; data collection procedures; proposed schedule of tasks, activities and deliverables. The inception report will be discussed and agreed upon with all stakeholders.
- A draft comprehensive report that will inform all the key stakeholders namely ICRAF, MoFA of the Netherlands, World Vision Australia, National Lead Organizations (NLOs), Implementation Partners, Steering Committee, and the Programme Advisory Committee. The layout of the report will be a larger programme-wide perspective followed by a shorter section highlighting country-by-country specifics. ICRAF will provide consolidated comments within 14 days after the reception of the Draft Report.
- The Final Report (maximum of 25 pages excluding executive summary and annexes): This will be submitted seven days after receiving comments from ICRAF. The content and structure of the final analytical report with findings, recommendations and lessons learnt will be provided by the Consultant and approved by ICRAF.

### **Team requirements**

A team with a multicultural- and multidisciplinary set-up is required. Expertise in line with each of the above mentioned four windows should be provided for, namely:

- *Window 1 'Institutional'/Window 4 'Framework & Tools'*: Organisational development / M&E expertise
- *Window 2 'sub-catchment'*: Watershed / landscape management expertise, in semi-arid areas
- *Window 3a 'Technical (biophysical)'*: agronomical expertise, in semi-arid areas
- *Window 3b 'Technical (socioeconomic)'*: expertise on markets, value chains and / or institutional development

All international team members should have at least 20 years of field experiences in Africa, particularly in the Sahel and East Africa, and at least 5 years in programme/project evaluations; they should be fluent in both English and French. Within the team demonstrable expertise in Gender and Inclusion should be provided for.

In the Sahel, field visits by (international) experts will be subject to security considerations.

A maximum of € 100,000, excl. VAT, is available for this evaluation, based on field visits in 4 out of the 5 DryDev country programs.

## **ANNEX 2 Evaluation Matrix**

## ANNEX 2: Evaluation Matrix

| Window                                   | Questions per criteria   | Specific questions and indicators  | Sources of information  | Research methods  |
|--|--|--|---|---|
| <b>Institutional (ICRAF, NLO and IP)</b> | <p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>Is the model of having ICRAF as the overall coordinating body with national lead NGOs working with other implementing partners sensible?</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>To what extent are the roles and responsibilities at the various consortium levels clear, complementary, and efficiently and effectively followed?</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>To what extent is the overall consortium model in each country helping or hindering (a) the provision of quality and equitable support to farmers in the targeted catchments; and (b) the likelihood of wider policy and practice impact?</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>To what extent and in what ways will each key consortium partner likely be positively impacted by their engagement in the programme, e.g. in terms of capacity, improved approaches, etc.?</li> </ul> | <ul style="list-style-type: none"> <li>Choice of option among those considered for the coordination body for DryDev</li> <li>Appreciation of ICRAF as coordinating body by NLO's, IP's, beneficiary and stakeholder groups</li> <li>Rationale for identification and choice IP's and changes in set up and NLO's and IP's in DryDev</li> <li>Appropriateness of (changes in) task division and relevance and complementarity of competencies of partners to cover all work-packages</li> <li>How are DryDev interventions linked with other development actors and projects in dryland areas (including in livestock raising)</li> <li>Understanding and appreciation ToC's by NLO's &amp; IP's</li> <li>Existence of exit strategies</li> <li>Percentage of administration and management costs, staff costs and costs of interventions</li> <li>Examples and appreciation of benefits received by NLO's and IP's by participating in DryDev</li> </ul> | <ul style="list-style-type: none"> <li>DryDev plans and reports</li> <li>ICRAF, NLO's and IP</li> <li>Other relevant NGO's</li> <li>National &amp; regional leaders</li> </ul>  | <ul style="list-style-type: none"> <li>Desk-review</li> <li>KII's</li> <li>Policies and legislation</li> <li>Sense-making workshop</li> </ul> |
| <b>• Programme implementation:</b>       |  |  |   |   |
| <b>Cross-cutting (all WPs) aspects</b>   | <p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>How appropriate are the institutional models in each of the five countries vis-à-vis DryDev's two Theories of Change (ToCs)?</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>Are the overall programme, regional-level and country-level institutional arrangements leading to an efficient use of DryDev's financial resources vis-à-vis other possible models?</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>To what extent are the specific institutional arrangements in each country helping or hindering (a) the provision of quality and equitable support to farmers in the targeted catchments; and (b) the likelihood of wider policy and practice impact?</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>What has been done at the community, local</li> </ul>  | <ul style="list-style-type: none"> <li>Relevance ToC's at country, sub-catchment and value chain level</li> <li>Appropriateness of (changes in) functions and tasks division and relevance and complementarity of competencies (specialised knowledge and expertise) of partners to cover all work-packages</li> <li>Appreciation of DryDev partners task division by beneficiaries and stakeholders</li> <li>Coherence/Integral approach in biophysical and value chain interventions implemented by only one partner in specific locations vis-à-vis separate interventions by partners with specific expertise</li> <li>Reach out, consultation and participation practices of NLO's and IP's in DryDev interventions</li> <li>Distribution of more directly and more remotely involved beneficiary groups (and gender specific differences) in DryDev interventions</li> </ul>   | <ul style="list-style-type: none"> <li>DryDev plans and reports</li> <li>Local &amp; regional leaders</li> <li>Umbrella/ national farmers' organisations (esp. West-Africa)</li> <li>Service providers</li> <li>Govt. institutes at local, regional &amp; national level</li> </ul> | <ul style="list-style-type: none"> <li>Desk-review</li> <li>KII's</li> <li>Policies and legislation</li> <li>Sense-making workshop</li> </ul> |

| Window                                 | Questions per criteria   | Specific questions and indicators   | Sources of information   | Research methods   |
|--|--|---|--|--|
|  | administration, and sub- and national levels to ensure that relevant institutional arrangements are in place to sustain DryDev's results and scale its impact?   | <ul style="list-style-type: none"> <li>The extent to which DryDev interventions consider wider effects on families, farmer organisations, CBO's</li> <li>The learning and advocacy strategies and activities to support wider outreach and sub-catchment level impact</li> <li>Arrangements established at sub-catchment level to taken on and over DryDev's interventions/expertise and appreciation of these arrangements by local stakeholders and/or IP's</li> </ul>  |  |  |
| <b>Sub-catchment All work packages</b> | <p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>For WP 1, 2:</li> <li>Is DryDev's focus on the sub-catchment as the unit of intervention with multiple reinforcing 'work packages' at various levels appropriate vis-à-vis other possible options?</li> <li>For WP 3, 4, 5, 6, 8:</li> <li>Are the socio-economic factors such as markets, value chains, institutional development and policy well integrated with the sub-catchment approach?</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>To what extent are the various interventions associated with DryDev's work packages integrating and efficiently working alongside each other?</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>How likely is it that significant synergy will be generated among the work packages at the sub-catchment levels to bring about synergistic effects?</li> <li>To what extent are DryDev's interventions 'saturating' the targeted sub-catchments to generate the required landscape level effects?</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>Will the integrated sub-catchment approach likely to be pursued by the implementing partners and local stakeholders in the future?</li> <li>How likely is it that the interrelationships between the sub-catchment level and farm level work, coupled with financial services and market linkages, will continue?</li> </ul> | <ul style="list-style-type: none"> <li>Relevance of sub-catchment concept in East and West Africa and at country level and in IP practices</li> <li>To what extent have the communities felt 'ownership' of the sub-catchment and has this affected their degree of participation in its management and development</li> <li>Role of existing regulations and institutions/ agencies for NRM, for land and water management (at local and regional levels)</li> <li>Application of gender- and household analyses (typologies, HEA), resulting in interventions that protect women and vulnerable groups</li> <li>Scope/reach interventions at community, sub-catchment level and beyond (in value chains and market access)</li> <li>Mix of work-packages in different projects, sub-catchments, countries and partners</li> <li>Compatibility between territorial approach (WP 1, 2, 3) and VCD (WP 4, 5).</li> <li>Value chain characteristics within and beyond sub-catchment and degree of market-integration of crops in sub-catchment (comparative analysis selected crops)</li> <li>Presence and influence of policy and support institutions reaching out to sub-catchments &amp; farmers</li> <li>Which of the 7 scaling principles were applied and with what results</li> </ul> | <ul style="list-style-type: none"> <li>DryDev plans and reports</li> <li>(Secondary) data on production, productivity &amp; market access</li> <li>Beneficiary groups</li> <li>District-/Commune councils</li> <li>Public/local NRM institutions</li> <li>Research and knowledge institutes</li> <li>Local farmers' organisations (esp. West-Africa)</li> <li>Women associations</li> <li>Economic Agents</li> <li>Local &amp; regional leaders</li> <li>Service providers</li> <li>Govt. institutes at regional &amp; national level</li> </ul> | <ul style="list-style-type: none"> <li>Desk-review</li> <li>Policies and legislation</li> <li>Research documents</li> <li>KII's</li> <li>Production-market data analysis</li> <li>FGM's</li> </ul> |
| <b>Technical: Biophysical: WP</b>      | <p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>Were the specific biophysical interventions carried</li> </ul>  | <ul style="list-style-type: none"> <li>Which biophysical interventions worked well and which have not and are there any other interventions that could</li> </ul>   | <ul style="list-style-type: none"> <li>DryDev plans and reports</li> <li>(Secondary) data on</li> </ul>  | <ul style="list-style-type: none"> <li>Desk-review</li> <li>Research documents</li> </ul>  |

| Window  | Questions per criteria   | Specific questions and indicators   | Sources of information  | Research methods   |
|---|--|---|---|--|
| 1, 2, 3   | <p>out under the work packages 1 to 3 appropriate to achieve their intended objectives?</p> <ul style="list-style-type: none"> <li>Were sufficient efforts undertaken to inform their design?</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>To what extent have and are DryDev's biophysical interventions, training, and the provision of support to farmers being carried out in a cost-efficient manner?</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>To what extent and at what scale are the targeted farmers taking up the technologies and practices that DryDev is promoting?</li> <li>Are there any clear signs or evidence that such uptake is leading to positive results and, if so, to what extent?</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>For the various biophysical innovations that have been promoted, what is the likelihood that they will continue to be practiced and the associated results sustained into the future?</li> </ul> | <p>be considered</p> <ul style="list-style-type: none"> <li>Application of gender analysis and resulting tailored interventions for women, youth</li> <li>Application of typologies/HEA, resulting in tailored interventions for vulnerable groups</li> <li>Differences in access to instruments and services from DryDev among different target groups (women)</li> <li>Appreciation of specific target groups (women, youth) of interventions (instruments, services, results) in DryDev</li> <li>Cost-comparison of different similar interventions in different sub-catchments</li> <li>What technologies and practices are picked up and not by men and women and why</li> <li>Which technologies and practices have the highest perceived value by men and women (ranking)</li> <li>Effects of technologies and practices on production and productivity</li> <li>Products that have an impact on food security (production, stocks, dietary diversity) locally and regionally</li> </ul>                         | <p>production, productivity &amp; market access</p> <ul style="list-style-type: none"> <li>Beneficiary groups</li> <li>Research institutes</li> <li>Farmers' organisations (esp. West-Africa)</li> <li>Women associations</li> <li>Economic Agents</li> <li>Local &amp; regional leaders</li> <li>Service providers</li> <li>Govt. institutes at local, regional &amp; national level</li> </ul>                            | <ul style="list-style-type: none"> <li>KII's</li> <li>Production-market data analysis</li> <li>FGM's</li> </ul>  |
| <p><b>Technical: Socio-economic:</b><br/>WP 4, 5, 6, 7, 8</p> | <p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>Were the specific socio-economic interventions carried out under the work packages 4 to 8 appropriate to achieve their intended objectives?</li> <li>Were sufficient efforts undertaken to inform their design?</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>To what extent are DryDev's interventions relating to markets, value chains, institutional development, up-scaling and policies being carried out in a cost-efficient manner?</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>To what extent have DryDev's socio-economic interventions interacted with and supported the biophysical interventions, and how are the farmers being targeted benefitting from these interactions? To what extent have these benefits spilled-over to none-target communities <i>as far as can be observed/verified from the target community</i></li> </ul>   | <ul style="list-style-type: none"> <li>The number and kind of interventions in value-chains (from production to markets) and their cross-linkages</li> <li>The relevance of learning and advocacy efforts (7, 8) in relation to value chain interventions (4, 5, 6)</li> <li>Application of gender analysis and resulting tailored interventions for women, youth</li> <li>Application of typologies/HEA, resulting in tailored interventions for vulnerable groups</li> <li>Differences in access to instruments and services from DryDev among different target groups (women)</li> <li>Appreciation of specific target groups (women, youth) of interventions (instruments, services, results) in DryDev</li> <li>Cost-comparison of different similar interventions in different value chains</li> <li>What methods and practices in market access are picked up and not by men and women and why?</li> <li>Which technologies and practices have the highest perceived value by men and women (ranking)</li> </ul> | <ul style="list-style-type: none"> <li>DryDev plans and reports</li> <li>(Secondary) data on production, productivity &amp; market access</li> <li>Beneficiary groups</li> <li>Farmers' organisations (esp. West-Africa)</li> <li>Women associations</li> <li>Economic Agents</li> <li>Local &amp; regional leaders</li> <li>Service providers</li> <li>Govt. institutes at local, regional &amp; national level</li> </ul> | <ul style="list-style-type: none"> <li>Desk-review</li> <li>Research documents</li> <li>KII's</li> <li>Production-market data analysis</li> <li>FGM's</li> </ul> |



| Window  | Questions per criteria   | Specific questions and indicators   | Sources of information   | Research methods   |
|---|--|---|--|--|
|   | <p><i>perspective</i>)?</p> <ul style="list-style-type: none"> <li>To what extent and at what scale are targeted farmers making active use of new market opportunities, services and institutions?</li> <li>Is there any clear signs or evidence that these interactions are leading to positive results and, if so, to what extent?</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>For the various socio-economic innovations that have been promoted, what is the likelihood that they will continue to be practiced and the associated results sustained into the future – (a) in target communities, (b) in non-target communities (<i>as far as can be observed/verified from the target community perspective</i>)?</li> </ul>   | <ul style="list-style-type: none"> <li>What are differences in crops and activities by men and women and what are differences in costs and economic returns</li> <li>What are specific barriers and bottlenecks for women (and other target groups)</li> <li>Emergence of new markets and market-linkages in specific crops (including access of man and women)</li> <li>Products and supply chains that have an impact on food security locally and regionally</li> <li>Products and value chains that have achieved larger scale and bigger markets locally, regionally and nationally</li> <li>Ranking of more and less successful value chain development initiatives and key success-factors</li> <li>The quality and reliability of new market linkages and price-stability as perceived by beneficiaries and stakeholders</li> <li>What are the prospects of continuing with the introduced practices with or without DryDev support</li> </ul>  |  |  |
| <p><b>Frameworks &amp; Tools</b><br/><b>All WPs</b></p> | <p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>To what extent have DryDev’s various frameworks and tools—PMEL framework, gender strategy, scaling principles, OxC approach, and planned comparisons—been relevant to the programme?</li> <li><i>Are there other relevant and useful frameworks and tools that were considered (but not applied) in addition (or as alternative) to those mentioned above?</i></li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>To what extent have the frameworks and tools been operationalized efficiently?</li> <li>Have the frameworks and tools affected—either positively or negatively—the overall efficiency of the programme vis-à-vis their expected benefits?</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>To what extent have the frameworks and tools been effectively operationalized?</li> <li>To what extent are they likely to affect—either positively or negatively—DryDev’s ability to achieve its expected outcomes and impacts associated with</li> </ul> | <ul style="list-style-type: none"> <li>What frameworks and tools were considered for DryDev and which ones were applied or not, and why (not)?</li> <li>Which frameworks and tools were appreciated by beneficiaries and stakeholders and why?</li> <li>Appropriateness assumptions in ToC to guide changes in design and re-planning of interventions (are there assumptions missing)</li> <li>Appropriateness and effects of (adaptations in) frameworks/ tools (particularly in OxC and gender strategy) based on context/needs analysis, consultation, during planning and implementation</li> <li>How and to what extent is gender integrated as a cross-cutting strategy in DryDev</li> <li>How and to what extent have the household typologies (wealth categories, HEA) been guiding in operational strategies?</li> <li>Evidence of use of frameworks and models in interventions on the ground</li> <li>Has gender strategy (and other frameworks or models) led to increased participation of women in DryDev interventions, decrease of burden and/or improved</li> </ul> | <ul style="list-style-type: none"> <li>DryDev plans and reports</li> <li>Beneficiary groups</li> <li>Research and knowledge institutes</li> <li>Local &amp; regional leaders</li> <li>Service providers</li> <li>Govt. institutes at local, regional &amp; national level</li> <li>ICRAF, NLO’s and IP</li> <li>Economic Agents</li> <li>Other relevant NGO’s and farmers’/ women organisations</li> </ul> | <ul style="list-style-type: none"> <li>Desk-review</li> <li>KII’s</li> <li>Research documents</li> <li>Production-market data analysis</li> <li>Sense-making workshop</li> </ul> |

| Window | Questions per criteria   | Specific questions and indicators   | Sources of information | Research methods |
|--------|--|---|------------------------|------------------|
|        | <p>its two ToCs?</p> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>To what extent will any of the frameworks and tools—either in whole or in part—be used in the future by ICRAF or any of the other consortium partners?</li> <li>To what extent has the adoption of the frameworks and tools influenced affected the sustainability of DryDev’s results, either positively or negatively?</li> </ul> | <p>benefits for women</p> <ul style="list-style-type: none"> <li>Successes and bottlenecks encountered in the application of frameworks and models</li> <li>Evidence of production and market access changes that can be directly related to the use of specific frameworks and tools</li> </ul> <p>For implementing partners:</p> <ul style="list-style-type: none"> <li>Appreciation of frameworks and tools by ICRAF, NLO’s and IP’s and their application in other projects and programmes of these partners</li> </ul> |                        |                  |

N.B. 1: Questions in *italics* were reformulated from the original matrix with evaluation questions and criteria

N.B. 2: Questions from the original matrix that refer to recommendations are deleted from this evaluation matrix (but will be considered in the lessons-learned and recommendations sections of the final evaluation report).

## **ANNEX 3 List of People Interviewed**

## **ANNEX 3: List of People Interviewed**

### **Participants Kick-off meeting at MoFA, 3 April 2018**

*Inclusive Green Growth Department:*

Jan Hijkoop, Senior Policy Officer Land, Water & Ecosystems;  
Monique Calon, Senior Policy Advisor;  
Ati van Der Honing, junior policy officer Water and Food Security

*Directorate International Research and Policy Evaluation (IOB):*

Pim de Beer, policy researcher

*Evaluation Team:*

Frans van Gerwen (team leader) and Joost Nelen

### **Participants Inception meeting with ICRAF and MoFA, 10 April 2018**

*ICRAF:*

Karl Hughes, Head of Impact Acceleration and Learning Team  
George Okwach, DryDev programme manager and Sahel regional coordinator  
Jonathan Muriuki, Kenya Country Representative  
Judith Oduol, M&E Specialist  
Patrice Savadogo, DryDev regional assistant-coordinator for West Africa

*Netherlands' Ministry of Foreign Affairs:*

Jan Hijkoop, Senior Policy Officer Land, Water & Ecosystems (only during the introduction)

*Evaluation Team:*

Frans van Gerwen (team leader), Joost Nelen, Mark Hopkins and Ochieng Adimo

### **Individual Interviews in the Netherlands and at DryDev overall programme level (April – July 2018)**

*Netherlands' Ministry of Foreign Affairs:*

Monique Calon, Senior Policy Advisor, Inclusive Green Growth Department, Netherlands Ministry of Foreign Affairs  
Jan Hijkoop, Senior Policy Officer Land, Water & Ecosystems, Food Security cluster at Inclusive Green Growth Department, Netherlands Ministry of Foreign Affairs

*ICRAF:*

Bernard Mulei, Country Programme Coordinator at World Vision Kenya, Kenya  
Assefa Tofu, Country Programme Coordinator at World Vision Ethiopia, Ethiopia  
Bianivo Mounkoro, Country Programme Coordinator at Sahel Eco), Mali

Salamatou Bagnou, Country Programme Coordinator at CARE Niger, Niger  
Stéphane Tuina, DryDev programme manager at SNV Burkina, Burkina Faso  
Patrice Savadogo, DryDev regional assistant-coordinator for West Africa

George Okwach, DryDev programme manager and Sahel regional coordinator  
Sola Phosiso, DryDev East Africa DryDev Programme coordinator  
Pauline Ahero, Finance Manager (Budgets and regions)  
Beine Ada, Senior Finance Officer  
Fidelis Katumo, Accounts Assistant CRPs and mega projects  
Ravi Prabhu, Deputy Director General Research  
Alex R. Oduao, Programme Officer, Water Management  
Maimbo M. Malesu, Programme Coordinator Water Management  
Jonathan Muiuki, Scientist and Country Representative Kenya  
Judith Odual, Agricultural Economist, Impact Acceleration Unit  
Hilda Kegode, Junior Scientist, Impact Acceleration Unit  
Lydia Nagula, Junior Scientist, Eastern And South Africa Region  
Anan Maria Paes Valencia, Social Scientist Gender

*Others:*

Noeke Ruiter, First Secretary, Embassy of the Kingdom of the Netherlands in Kenya  
Said Mkomwa, Executive Secretary, African Conservation Tillage Network (member DryDev PAC)  
Sumera Jabeen, Senior Advisor Evidence and Learning, Program Development, Field Impact, World Vision Australia (stationed in World Vision Kenya)  
James Anditri, Director of Programs Support, World Vision Kenya  
Ronald Ngetich, Associate Director Strategy 7 Programme effectiveness, World Vision Kenya (formerly Associate Director for DryDev)  
Kelly Were, Security Officer, World Vision Kenya  
Lucy Maarse, Senior International Livestock/Natural Resources Expert (member of DryDev PAC)  
Gerard Baltissen, Senior Advisor Decentralization and Governance, Natural Resource Management and Land Governance, KIT Royal Tropical Institute (member of DryDev PAC)  
Patrice Savadogo, DryDev regional assistant-coordinator for West Africa

**Fieldwork period (May – June 2018)**

All people interviewed at country level are listed in the annexes to the specific country reports in Volume II

**Debriefing and validation meeting with ICRAF May 30, 2018**

*ICRAF:*

Karl Hughes, Head of Impact Acceleration and Learning Team  
George Okwach, DryDev programme manager and Sahel regional coordinator  
Sola Phosiso, DryDev East Africa DryDev Programme coordinator

Maimbo Mabanga Malesu, Programme Coordinator Water Management  
Judith Oduol, M&E Specialist  
Kiris Hadgu, Ethiopia Country Representative  
Jonathan Muriuki, Kenya Country Representative  
Niguse Hagazi, National Faidherbia Consultant Ethiopia  
Patrice Savadogo, DryDev regional assistant-coordinator for West Africa  
Caroline Gathoni, DryDev administrative officer

*Evaluation Team:*

Frans van Gerwen (team leader), Joost Nelen, Mark Hopkins and Ochieng Adimo

**Debriefing and validation meeting with MoFA, June 5 2018**

*Inclusive Green Growth Department:*

Jan Hijkoop, Senior Policy Officer Land, Water & Ecosystems

*Evaluation Team:*

Frans van Gerwen (team leader) and Joost Nelen

## **ANNEX 4 List of documents consulted in inception phase**

## ANNEX 4: List of documents consulted in inception phase

- AD Associates, 2014, Review and Analysis of Policies Relating to Food Security and Commercialization of Rural Economy in Kitui, Makueni and Machakos
- AMMED, 2015, Rapport du visioning CAP dans les sous bassins de Kiffosso, Koumbia et Menamba
- AMMED, 2015, Rapport du visioning dans les cadre du Programme DryDev Mali, Region de Sikasso, Cercle de Yorosso
- Boureima, Zango, Reseau Marp, 2015, Rapport du processus CAP du Village de Bognam Foulbe
- Calon, Monique and Hijkoop, Jan, 2014. Back to Office Report Visit to ICRAF
- CARE Niger, 2016, 2017, 2018, DryDev Niger 2015, 2016 and 2017 (draft) Annual Reports
- CARE Niger et al., 2015, Summary of characterisation studies Niger.
- CARE Niger et al., 2015, Report Niger Community Action Planning for Options by Context 2015
- CeGoF/GAGF, 2017, Note de Politique sur la securisation fonciere des forets. Programme DryDev. Ed. 2017
- CeGoF/GAGF, 2017, Note de Politique sur la gouvernance forestiere. Programme DryDev. Ed. 2017
- CeGoF/GAGF, 2017, Note de Politique sur l'economique forestiere. Programme DryDev. Ed. 2017
- DGIS/MofA, 2013. Activity Appraisal Document of DryDev Programme
- Gubbels, 2011, Pathways to Resilience in the Sahel.
- ICRAF, 2013, A Regional Programme in the Sahel and Horn of Africa, Enhancing Food and Water Security for Rural Economic Development, A proposal submitted to DGIS, MoFA-Netherlands. Nairobi: ICRAF
- ICRAF, 2014. Annual Progress Report August-December 2013. Nairobi: ICRAF
- ICRAF, 2015. ICRAF Program Management Response to Support Group Report. Nairobi: ICRAF
- ICRAF, 2015. The DryDev programme; Inception Year Narrative Report. Nairobi: ICRAF
- ICRAF, 2015. The Drylands Development Programme (DRYDEV), Final Inception Report. Nairobi: ICRAF
- ICRAF, 2015. Consolidated Programme Implementation Plan (PIP) for the DryDev Programme. Nairobi: ICRAF
- ICRAF, 2015. Country Characterization Summary Reports
- ICRAF, 2015. DryDev financial report for August 2013 – March 2015. Nairobi: ICRAF



ICRAF, 2015, 2016, 2017 and 2018. Consolidated Detailed Programme Implementation Plan (DIP) for the DryDev Programme 2015, 2016, 2017 and 2018. Nairobi: ICRAF

ICRAF, 2016. The Drylands Development Programme (DRYDEV), Baseline Survey Report. Nairobi: ICRAF

ICRAF, 2016. DryDev financial report for April -December 2015. Nairobi: ICRAF

ICRAF, 2016, Report of the visit and compliance (Mali: March 7-10, 2016)

ICRAF, 2016, Report of the visit and compliance (Niger: April 4-8, 2016)

ICRAF, 2016, Partner Support and compliance visit report (Burkina Faso: April 11-15, 2016)

ICRAF, 2016, Report of the visit and compliance Mali, Burkina Faso and Niger (August 22 – September 2, 2016)

ICRAF, 2016, DryDev Narrative Report for 2015. Nairobi: ICRAF

ICRAF, 2017, DryDev Narrative Report for 2016. Nairobi: ICRAF

ICRAF, 2017. DryDev financial report for 2016. Nairobi: ICRAF

ICRAF, 2017, Using Household Methodologies to enhance women's participation in decision-making and control over benefits in the DryDev Programme in Kenya.

ICRAF, 2017, Using Household Methodologies to enhance women's participation in decision-making and control over benefits in the DryDev Programme in Ethiopia.

ICRAF, 2017, ICRAF Response to the 2016 Report of the Programme Advisory Committee (PAC)

ICRAF, 2017, Nairobi: Corporate Strategy 2017-2016. ICRAF

ICRAF, 2018. DryDev financial report for 2017 (Draft). Nairobi: ICRAF

ICRAF, 2018, Lists of Programme Interventions in Burkina Faso, Ethiopia, Kenya, Mali and Niger, (excel sheets)

ICRAF, no date, Gender Integration Guidelines for the Drylands development programme (draft)

ICRAF et al., 2018, DryDev Burkina Faso 2017 Annual Report 2017 (draft)

ICRAF et al. 2018, Programme Response to The Report of the 2017 Deliberations of the Programme Advisory Committee of the Drylands Development Programme (DryDev)

ICRAF Support Group, 2014. Progress report 1 November 2013- 18 September 2014 (draft)

ICRAF PAC, 2016, Report of the DRYDEV Project Advisory Committee (PAC)

ICRAF PAC, 2017, Report By The Programme Advisory Committee of the Drylands Development Programme (DryDev)

Krätli, IIED, 2015, Valuing Variability: New perspectives on climate resilient drylands development, in: ([www.iied.org/drylands-volatile-vibrant-under-valued](http://www.iied.org/drylands-volatile-vibrant-under-valued))

Lucas, Vincent, Boukar Ibrahim Maï and Abdoul Aziz, Hama Djibo, 2015, Identification des produits agropastoraux porteurs et analyse de leurs chaines de valeur dans les cinq communes d'intervention. JTS Niger.

Male Oumar, 2014, Rapprot Provisioire d'analyse des chaines de valeur et de leurs financements dans 12 communes des cercles de Koutiala, Yorosso, Segou, Tominian, Bandiagara et Bankass dans les regions de Sikasso, Segou et Mopti. Ministère du Republique du Mali

MoFA, 2018. ToR DryDev External Programme Review

Mounkoro Bianivo Sahel Eco, 2015, Rapport Atelier de renforcement de capacities des agents et de collecte de donnees pour le visioning/CAP aupres de communautes (atelier 9-19 Nov, 2015)

Nugteren and Le Côme, 2016, Unleashing the Potential of Pastoralism to Develop West-Africa

Obanyi Stella, Kathuli Peter and Kaburu, Fabian. 2015, Final Report on Agricultural practices and extension methods.

Judith Oduol J., Hughes K., Kegode H. and Binam J., 2018, Uptake of technologies, practices and approaches promoted by the Drylands Development Programme. Nairobi: ICRAF

Qomon Agencies, 2015, Characterization using Remote Sensing and GIS - Biophysical and Socio Economic Mapping of 6 sites for water harvesting and food security interventions in Kitui, Machakos and Makueni Counties

Reseau MARP et al. 2015, Summary of Characterization studies in Burkina Faso.

Reseau MARP et al. 2015, Etude dus l'interventairew et l'analyse des chaines de valeurs des produits agro-pastoraux et forestiers et leurs financements.

Reseau MARP et al. 2015, Rapport d'etude sur la Caracterisation biophysique et Socio-economique de la zone d'intervention du programme.

Reseau MARP et al. 2015, Rapport sur le processus de Planification Communautaire (CAP) dans le village de Loaga (Province du Bam)

Reseau MARP et. al. 2015, Processus Visionning du Village de Bonogam/ Commune de Kongoussie dans le cadre du programme DryDev au Burkina Faso (groupe 2)

Reseau MARP et. al. 2015, Rappoport du Groupe No 3 – Realisation du Visionning/CAP dans le Village de Sakou Foulbe dans la commune de Kongoussie Province du BAM, Burkina Faso

Reseau MARP et. al 2016, Rapport de formation des acteurs du programme DREYDEV sur le processus de Planification Communautaire (CAP)

Reseau MARP et al. 2016, Approche des Options par context du Village de Sakou

Reseau MARP et al., 2016, 2017, DryDev Burkina Faso 2015 and 2016 Annual Reports

Sahel Eco Mali et al. 2015. Synthesis of characterization study for Mali.

Sahel Eco Mali et al., 2016, Rapport du Processus CAP/Visioning des Sous Bassins de Kondala, Famougou et de Mouina

Sahel Eco Mali, 2016, Rapport de Synthèse du visioning/CAP

Sahel Eco Mali et al., 2016, 2017, 2018, DryDev Mali 2015, 2016 and 2017 (draft) Annual Reports

Sahel Eco Mali et al., 2017, Evaluate the survival rate and growth of planted fodder/fruit trees for degraded land restoration as a function of planting hole size

Sahel Eco Mali et al., no date, In-field water harvesting using contour bund with earth to cope with changing climate in semi-arid smallholder farming areas in Mali

Sanwidi Maurice, D. Parkouda Sibiri et Bouda Tasré. 2015, Etude sur l'analyse des politiques, des textes législatifs et réglementaires en lien avec la sécurité alimentaire et hydrique, l'économie rurale et l'accès au crédit et aux services financiers pour la promotion du développement économique rural. Rapport Final

Savadogo, Patrice, Catherine Ky-Dembele, Bayala Jules, 2018, Planting pit size and farmers management practices explained survival and growth of planted seedlings in contrasting land-use systems in Mali. Bamako. ICRAF

SNV Burkina Faso (no date). Présentation du Bassin Versant de Kyon

SNV Burkina Faso (no date). Présentation du Bassin Versant de Zogoré

SNV Kenya, 2015, Value Chain Analysis Report for: Cowpeas, Pigeon Peas, Green Grams and Mango

SNV Kenya, 2015, Financial Services Study Report

Sola P, Zerfu E, Coe R, Hughes K. 2017. Community visioning and action planning: guidelines for integrating the options by context approach. Nairobi: ICRAF.

Upward Bound Company Limited, 2014, Study on inclusiveness and gender mainstreaming in food security and commercialization of rural economy in Eastern Africa. Nairobi: ICRAF/WWA.

Van Walsum et al, 2014, From Vulnerability to Resilience: Agroecology for Sustainable Dryland Management ;

World Vision Ethiopia et al., 2015, Ethiopia-DryDev programme, Community Action Planning-Country Consolidated Report

World Vision Ethiopia et al., 2015. Final Report Characterization of food and water security and rural commercialization. National Summary

World Vision Ethiopia et al., 2016, 2017, 2018, DryDev Ethiopia 2015, 2016 and 2017 (draft) Annual Reports

World Vision Ethiopia et al., 2017, Tree Planting and FMNR Planned Comparisons Terminal Report

World Vision Kenya et al., 2016, 2017, 2018, DryDev Kenya 2015, 2016 and 2017 (draft) Annual Reports

World Vision Kenya et al., no date. DryDev Kenya – Gender Action Plan

YONAD Business Promotion and Consultancy, 2015. A summary value chain analysis report in selected six Woredas in Tigray and Oromia Regional States.

YONAD Business Promotion and Consultancy, 2015. Value chain analysis for selected commodities in three Woredas of Oromia Regional State. Final Report

YONAD Business Promotion and Consultancy, 2015. Value chain analysis for selected commodities in three Woredas of Tigray Regional State. Final Report

# **ANNEX 5: Budget and Expenditures DryDev 2013-2018**

## ANNEX 5: Budget and Expenditures DryDev 2013-2018

|  | Aug 2013 - Mar 2015 |                   | Apr-Dec 2015     |                  | 2016              |                  | 2017              |                  | Total             |
|--|---------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
|  | Budget              | Expenditures      | Budget           | Expenditures     | Budget            | Expenditures     | Budget            | Expenditures     | Budget            |
| <b>Staffing, Admin &amp; Operational Costs</b>   |                     |                   |                  |                  |                   |                  |                   |                  |                   |
| ICRAF  |                     | 1.876.800         | 1.250.795        | 1.136.773        | 1.365.697         | 1.399.049        | 1.245.376         | 1.282.084        | 3.861.869         |
| Kenya  | 574.936             | 572.781           | 474.628          | 402.409          | 593.602           | 568.100          | 598.728           | 575.590          | 2.241.894         |
| Ethiopia   | 442.885             | 415.833           | 416.592          | 247.648          | 491.235           | 474.541          | 515.551           | 442.785          | 1.866.263         |
| Burkina  | 537.000             | 471.223           | 404.759          | 176.880          | 437.712           | 381.902          | 474.465           | 561.126          | 1.853.937         |
| Mali   | 572.250             | 509.770           | 382.885          | 228.286          | 429.930           | 339.537          | 473.936           | 355.232          | 1.859.002         |
| Niger  | 506.375             | 508.791           | 355.117          | 380.614          | 466.416           | 382.338          | 491.039           | 462.011          | 1.818.947         |
| Not specified in country level reporting         | 3.727.427           | 120.405           |                  |                  |                   |                  |                   |                  | 3.727.427         |
| <b>ICRAF programme coordination</b>              |                     |                   | 488.340          | 174.788          | 263.600           | 198.746          | 372.071           | 292.940          | 1.124.011         |
| <b>Programme Delivery / Field Implementation</b> |                     |                   |                  |                  |                   |                  |                   |                  |                   |
| ICRAF (only Aug 2013-Mar 2015)                   |                     | 859.239           |                  |                  |                   |                  |                   |                  | 0                 |
| Kenya  | 1.557.033           | 896.784           | 1.012.871        | 115.485          | 1.355.150         | 867.997          | 1.205.022         | 920.428          | 5.130.076         |
| Ethiopia   | 1.291.615           | 1.304.573         | 1.039.657        | 347.425          | 1.205.116         | 1.058.719        | 959.452           | 778.175          | 4.495.840         |
| Burkina  | 1.454.192           | 753.316           | 1.051.491        | 91.267           | 1.777.998         | 818.157          | 1.528.212         | 727.575          | 5.811.892         |
| Mali   | 1.537.250           | 608.650           | 1.104.615        | 186.055          | 1.833.441         | 895.439          | 1.458.958         | 1.297.743        | 5.934.264         |
| Niger  | 1.045.938           | 668.182           | 1.088.633        | 225.154          | 1.084.220         | 652.603          | 1.370.701         | 1.225.632        | 4.589.492         |
| Not specified in country level reporting         | -96.184             | 145.349           |                  |                  |                   |                  |                   |                  | -96.184           |
| <b>Overheads (8%)</b>                            | 1.052.058           | 776.936           | 725.631          | 297.023          | 904.329           | 642.970          | 855.481           | 713.706          | 3.537.499         |
| <b>CGIAR CSP (2%)</b>                            | 284.055             | 0                 | 195.920          | 0                | 244.169           | 0                | 230.980           | 0                | 955.124           |
| <b>Overall Total</b>                             | <b>14.486.830</b>   | <b>10.488.632</b> | <b>9.991.934</b> | <b>4.009.806</b> | <b>12.452.616</b> | <b>8.680.098</b> | <b>11.779.972</b> | <b>9.635.027</b> | <b>48.711.353</b> |
| ICRAF overall financial report                   | 14.486.830          | 10.488.632        | 10.915.785       | 4.009.806        | 12.452.616        | 8.680.098        | 11.779.971        | 9.635.027        | 49.635.203        |
| Difference (WVA pledged budget to DryDev)        | 0                   | 0                 | -923.851         | 0                | 0                 | 0                | 0                 | 0                | -923.850          |

# **ANNEX 6    Reviewed Theory of Change DryDev**



## ANNEX 6: Reviewed Theory of Change DryDev

