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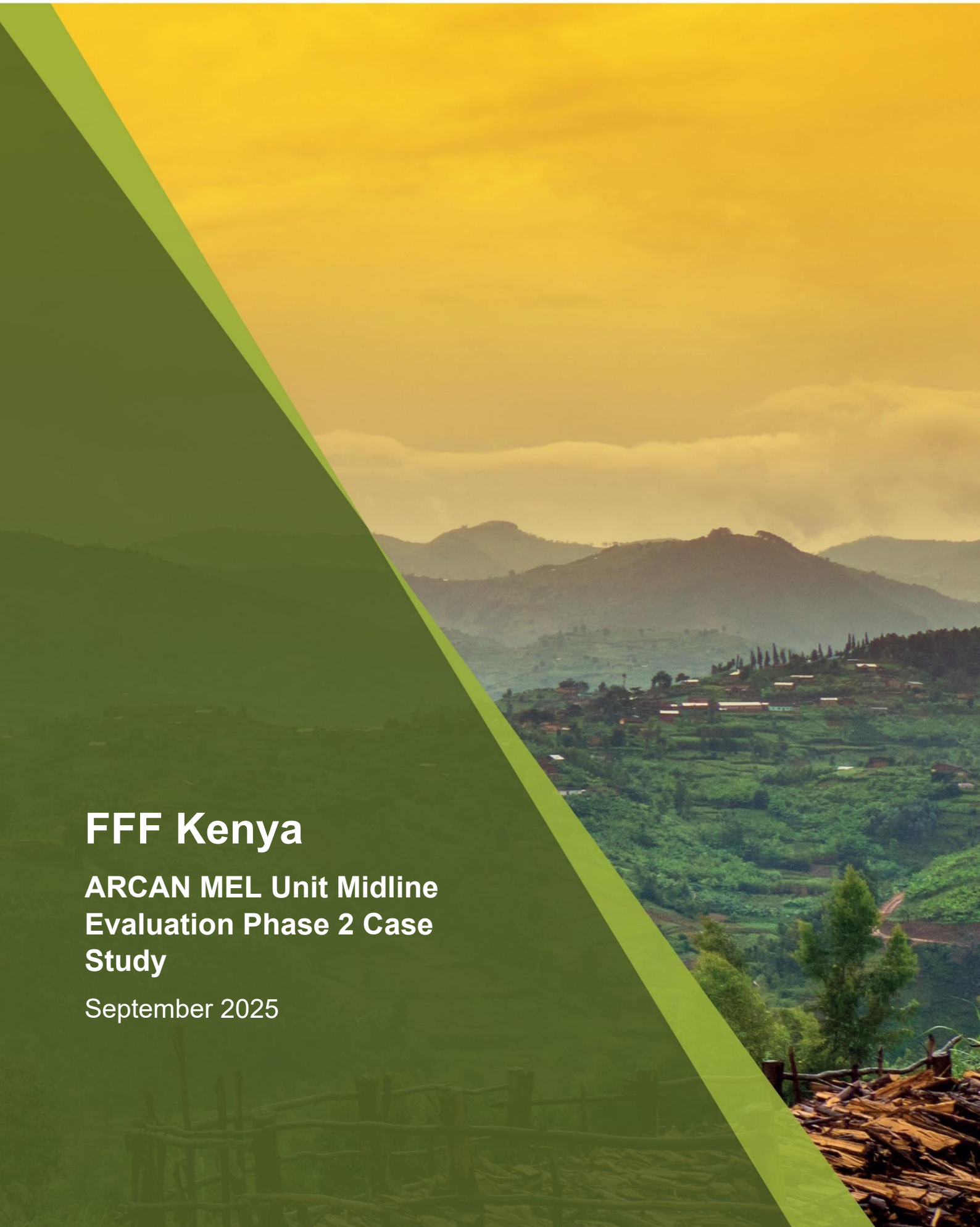

FFF Kenya

ARCAN MEL Unit Midline Evaluation Phase 2 Case Study

September 2025

Table of Contents

Acronym List:

Acronym	Definition
AfDB	African Development Bank
ARCAN	Africa Regional Climate and Nature Programme
BAMSCOS	Baringo Agricultural Marketing Services Cooperative Society Limited
CBO	Community-Based Organisation
CENAREMA	Centre for Natural Resources Management
CFA	Community Forest Association
CfP	Call for Proposal
CSR	Corporate Social Responsibility
DBG	Direct Beneficiary Grant
EAGC	East Africa Grain Council
EQ	Evaluation Question
EUDR	European Union Deforestation Regulation
FCDO	UK Foreign, Commonwealth and Development Office
FFF	Forest and Farm Facility
FKF	Friends of Karura Forest
FFPO	Forest and Farmer Producer Organisation
FGD	Field Group Discussion
GALS	Gender Action Learning System
GCF	Green Climate Fund
HWC	Human-Wildlife Conflict
IDRC	International Development Research Centre
IIED	International Institute of Environment and Development
IUCN	International Union for Conservation of Nature
KEFRI	The Kenya Forest Research Institute
KENAFF	Kenya National Farmers' Federation
KES	Kenyan shillings
KFS	Kenya Forest Service

KII	Key Informant Interview
LoA	Letter of Agreement
LOCCOG	Lake Ol'Bolossat Community Conservation Group
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
NEMA	Kenyan National Environment Management Authority
NRFA	Ngong Road Forest Association
NPFS	Nature-Positive Food System
NPK	Nitrogen (N), Phosphorus (P), and Potassium (K)
NTFP	Non-Timber Forest Products
OECD DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
PELIS	Kenyan Plantation Establishment and Livelihood Improvement Scheme
PWD	People With Disabilities
SACCO	Skyline Savings and Credit Cooperative
UN FAO	United Nations Food and Agriculture Organization
VfM	Value for Money
VSLA	Villages Savings and Loans Association
WTGRSA	Western Tree Growers Rural Sacco Association

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The case study was led by Ruth Malleson (Team Leader, International Researcher), with support from Stephen Mutimba (National Researcher) and Thomas Bowe (ARCAN MEL Nature Pillar Lead Analyst). The case study was supported logistically by FFF Kenya.

Executive Summary

The Forest and Farm Facility (FFF) is a partnership between FAO, IUCN, IIED and Agricord with support from eight donors including FCDO. It strengthens the organisations of Indigenous Peoples, forest communities and family smallholders to help secure their rights, build sustainable enterprises, and improve forest and land management. FFF operates in 15 countries globally, including 8 in Sub-Saharan Africa. This case study covering FFF's work in Kenya was carried out as part of phase 2 of the Midline Evaluation of FCDO's Africa Regional Climate and Nature (ARCAN) programme.

The case study reviews FFF's impact in scaling sustainable forest and farm producer organisation (FFPO) enterprises. Drawing on priorities identified during phase 1 of the ARCAN Midline Evaluation, specific areas of focus include: 1) Scalability and replicability of FFPO enterprises' effectiveness; 2) Sustainability of FFPO activities beyond donor finance; and 3) how FFPO enterprise work contributes to climate resilience and reforestation/preservation of forests. The case study was selected for its strong examples of enterprise development. Recognising the small sample of FFPOs visited, selected experience from FFF work in other regions in Sub-Saharan Africa and beyond was also examined. The team conducted interviews and focus group discussions with 96 in-country stakeholders and international FFF staff.

The case study findings show FFF's work in Kenya contributes principally to enterprise development, as well as land management and resilience, though gaps remain with insufficient evidence of FFF's work on mobilising private finance and growing sustainable agroecological enterprises.

Key Learnings

FFF Kenya has focused heavily on entrepreneurship compared to other outcome areas such as climate resilience, advocacy, or social services. This limits who benefits, but also the sustainability and scalability of the FFF interventions visited compared to FFF activities elsewhere. Visited examples do not provide evidence of the FFF approach being applied adequately/in full compared to other examples in FFF reporting and in the 2024 ARCAN MEL Unit field visit to FFF in Tanzania.[1] It is critical that FFF Kenya better follows the FFF approach with support from the centralised FFF team.

Although at an early stage, initial indications are that FFF interventions have been critical in increasing entrepreneurial activity in Kenya. This is carried out through FFF's business development and financial management training as well as training given to the groups in preparation for procuring their own service providers. This is particularly so for avocado, honey, coffee and dairy value chains. Supported organisations have increased production and membership, while also benefiting from non-monetised returns such as improved advocacy platforms and access to policymakers. FFF interventions have also been effective in strengthening resilience in Community Forest Associations (CFAs). Tree nurseries, beekeeping, honey processing, basket-making, eco-tourism ventures, and youth recycling projects have provided new livelihood opportunities for CFA members, with improved market access through FFF's organisational support.

Older men are benefiting from FFF interventions in Kenya relatively more than women, youth, and Indigenous Peoples. Firstly, this is because most of the main value chains of beneficiary FFPOs focus on products geared to export and regional markets which are traditionally dominated by men and relatively wealthy people. Secondly, data indicates that men comprise the majority of case study FFPO members and members benefiting from training given by FFF. These factors limit the opportunities for women to benefit from FFF interventions.

[1] ARCAN MEL Unit (2024)

FFF interventions have had limited effect in influencing institutional and societal change, critical for driving transformational change in Kenya. There is some evidence that FFPOs are trying to shift entrenched cultural norms in relation to land and cattle ownership. However, women and young people still largely have little active control over resources and decisions in the context of FFF interventions and the value chains FFF Kenya supports. More needs to be done to address the root causes of gender and age inequality, for example land ownership and access to capital and livestock. FFF Kenya cannot tackle these structural issues alone, but its advocacy efforts are not currently strategic enough to make headway in this regard.

FFF has increased the diversification of FFPO products across its programme, but this is less evident in Kenya compared to other regions. A key emphasis of the FFF programme is encouraging the diversification of FFPOs' value chains and not focussing solely on export crops (such as coffee and cocoa). FFF has successfully done this in Latin America and elsewhere in Africa. In Kenya there has been an emphasis on establishing tree nurseries to produce grafted fruit trees of high quality (avocado, mangoes etc.) beekeeping and some indigenous timbers. However, there appears to be far less focus on encouraging the diversification of FFPO value chains into indigenous crops and Non-Timber Forest Product (NTFP) value chains. Such support could have been a relatively easy and cost-effective step to increase resilience to climate change.

Climate resilience interventions have been largely limited to tree nursery establishment and tree planting, and it is too early to tell whether these activities will lead to forest restoration. Furthermore, planting trees is only the first step. The careful care and protection of planted trees over the first three to four years from drought, livestock and wild animal damage is key to their survival. Although FFF reports provide figures on the number of tree seedlings planted, it was largely not possible to obtain figures on where they have been planted and tree seedling survival rates, since monitoring by FFPOs was largely absent.

Learning visits have encouraged the broader uptake of activities undertaken by successful FFPOs. There are several examples of Kenyan FFPOs learning from each other and their broader networks through exchange visits, catalysing entrepreneurial activities. However, exchange visits appear to be less effective in relation to encouraging FFPOs to share and uptake agroecological, climate resilience practices and to expand advocacy groups and campaigns. There is an opportunity for Kenyan FFPOs to learn from their counterparts in other FFF countries in this regard.

There appears to be greater potential to develop collaborations between Kenyan FFPOs, NGOs and the private sector. There are a broad set of private and NGO actors, particularly in the agroecological space, that FFF Kenya do not appear to be aware of. Reducing siloes in this space would help to harmonise agroecological work, provide key learning and lessons-sharing and increase the likelihood of scalable and/or replicable models.

Value for Money (VfM) has been lower than expected for case study interventions in Kenya. Whilst costs appear to be reasonable, how FFF Kenya has applied the FFF approach raises questions in terms of the targeting of enterprises, additionality, ability to address barriers, and the optimality of the grant sizes. FFF interventions have been critical in increasing entrepreneurial activity in Kenya, but contributions to sustainability are limited and benefits have been restricted to a narrower group than expected. There appears to have been a lack of strategic thinking in terms of targeting enterprises that have a real need. In terms of resource allocation, it is unclear if the balance of breadth of grants versus depth was optimised.

Recommendations

1. **FFF Kenya should be more strategic in ensuring a strong focus on gender equality, social inclusion, agroecology, and value-chain diversification across grant design and delivery.** There needs to be more emphasis on selecting FFPOs involved in agroecological approaches which encourage diversification in farm and forest systems and forest-friendly value chains that are more inclusive. These should include value chains that women and youth are already involved in such as indigenous crops (sorghums and millets), beekeeping

and NTFP related value chains. FFF Kenya should remove the focus on value chains that perpetuate unsustainable food systems such as dairy, coffee, avocado, maize and wheat.

2. **FFF Kenya should adapt the Call for Proposal (CfP) selection process in Kenya, so it is more accessible and lays equal emphasis on addressing all four FFF outcomes**. Many of the case study FFPOs focus on cash crops, often for export, which may be effective in terms of income generation, but not necessarily inclusive. Women and relatively poor, landless people do not have access to inputs (lands, livestock, materials, tools). However, FFF Kenya can take inspiration from many of FFF's value chains in other countries which are forest/NTFP-based and do not require cooperative members to own farmland. These include turmeric-based agroforestry in Bungdal Community Forest, Nepal; organic compost production in Gambia; and biogas cooking fuel in Tanzania.

3. **FFF Kenya should ensure that robust monitoring and evaluation data is collected to allow for adaptive management**. This should be disaggregated by socio-economic status, gender, age, PWD status, ethnicity (to capture the degree to which Indigenous People benefit) and, ideally, wealth. Additionally, the definition of youth needs to be standardised across FFF. Currently, some 'youth groups' are composed of middle-aged men aged over 40. It is important that socio-economic groups (e.g. age cohorts) are clearly defined so that data are comparable. Monitoring of tree seedling survival rates is also essential to understand and learn from the successes and failures of tree planting. Participatory monitoring, evaluation and learning methods, involving FFPOs, could be used for monitoring all of the above.

4. **FFF Kenya and partners should focus more on supporting FFPOs to develop comprehensive agroforestry, forest and landscape restoration management plans to guide long term maintenance of planted trees.** This includes budgetary provisions for tree care professionals, equipment, training, research, and public education campaigns as well as monitoring tree survival rates. These plans will benefit FFPOs' incomes in the future through helping to ensure and sustain forest and agroforestry systems. This will in turn reduce soil erosion, improve soil fertility, and improve water management as well as contribute to the numerous other ecosystem services that trees provide.

5. **FFF Kenya and partners should also focus more on developing coherence and collaboration between organisations at different levels involved in landscape restoration, agroecology and policy advocacy.** More coordinated efforts and more focus on long term care of trees would increase efficiency and effectiveness. There also needs to be more focus on potential to foster collaborations between private organisations (and their CSR initiatives). FFF Kenya and partners should collaborate with NGOs such as Slowfoods that help to advocate for organic stalls on the county markets. Certification may help to reduce selling of non-organic products as organic at a premium price. FFF Kenya should also identify key policy areas to focus its advocacy efforts, such as the Kenyan government-subsidised NPK agrichemical fertiliser programme which conflicts with FFF activities.

6. **FFF should increase peer to peer learning, especially between Latin America, Kenya and other African countries.** Latin America was identified by FFF to have the most advanced agroecological activities being carried out by supported FFPOs. Kenyan FFPOs and Kenya FFF staff can learn from these more advanced activities as well as learning from sub-Saharan African FFPOs applying agrobiodiversity practices in a more familiar context. Learning visits/events should focus on agroecology and the importance of developing value chains linked to indigenous crops and forest related products. These are important not only for cash income, but for long term food security, rather than boom-and-bust cash crops (such as cocoa, coffee, avocados etc.). Learning should be directed as well to climate resilience interventions such as the production of organic fertilisers, rather than encouraging the over reliance on agrichemicals (such as NPK fertiliser).

1.0 Introduction

FFF is a multi-donor trust fund, managed by the United Nations Food and Agriculture Organisation (UNFAO), the International Institute for Environment and Development (IIED), the International Union for Conservation of Nature (IUCN) and Agricord. FFF provides direct financial and technical support to forest and farmer producer organisations (FFPOs) to support climate resilient livelihoods and conserve forest landscapes. It works with Indigenous Peoples, forest communities and family smallholder farmers to secure their rights, organise their businesses, sustainably manage their forests and provide social and cultural services to the poor and marginalised.[2]

In April 2025 the ARCAN MEL Unit submitted Phase 1 of the ARCAN Midline Evaluation, which involved an extensive review of secondary evidence, including FFF programme documentation, and a broader thematic review of relevant global literature. The Midline Evaluation identified key evidence gaps within this literature, to be explored in phase 2 of the Midline. Of those gaps, the priority areas that FCDO wanted to explore further are listed below (in order of priority):

- Scalability and replicability of FFPO enterprises' effectiveness
- Sustainability of FFPO activities beyond donor finance
- Advocacy impact – exactly what laws and policies have changed as a result of FFPO advocacy work, and how does/will this impact upon forests and FFPOs' livelihoods?
- What are the results of FFPOs attending conferences/lesson learning events?

FFF identified Kenya as a country having the strongest examples of FFPOs to address the two highest priority evidence gaps above in one visit. Evidence from this work would also feed into ICF KPI 15 Transformational Change analysis.

1.1 FFF's Work in Kenya

FFF supports Kenya as it recognises that the agricultural sector contributes about 25% of the nation's GDP, accounting for over 65% of exports and 75% of total employment.[3] Yet at the same time, the expanding subsistence and commercial agriculture sector is a major driver of deforestation, with national tree cover declining 11% between 2011 and 2020. Kenya is aiming to reverse this trend as part of its Constitution and Vision 2030 policy and recognises FFPOs as key actors in helping to achieve this goal.[4]

FFF started its first phase in Kenya from 2014 to 2018, in two counties, Nakuru and Laikipia. Its second phase started in 2018 and is due to end in 2026. During its second phase it expanded to ten counties and Nairobi. FFF supports FFPOs who are 'registered groups', preferably cooperatives and community forest associations (CFAs). Community-based organisations (CBOs) and youth groups are also included as FFF is particularly interested in encouraging applications from women and youth groups through direct beneficiary grants (DBGs) and Letters of Agreement (LoAs). FFPOs are invited to submit applications, through an online portal, for financial support through

[2] MacQueen, D. (2022). The Forest and Farm Facility (FFF) approach: delivering climate-resilient landscapes and improved livelihoods. https://www.iied.org/21186iied
[3] Forest and Farm Facility. (2025a). Annexes of the Forest and Farm Facility Annual Report 2024.
[4] Ibid.

calls for proposals sent out by FAO. FFPOs selected are those that are innovative and have a clearly defined business idea. Support covers the following areas:

- A three-day preparatory training to identify key needs and to introduce FFPOs to the procurement process and guide them through reporting and the monitoring and learning framework
- Training on governance, gender mainstreaming
- Value chain analysis and supporting entrepreneurship
- Climate change resilience and food security

Additional support to FFPO grantees is provided by the Kenyan government and non-government organisations (NGOs), which in turn are supported by FFF through LoAs. FFPO grantees and other stakeholders visited are listed below and profiled in more detail in Annex 6, whilst Annex 7 provides a list of all interviewees.

- The Kuresoi South Avocado Farmers' Cooperative Society (FFPO supported by FFF DBG)
- The Tenges Farmers' Cooperative Society (FFPO supported by FFF DBG)
- Ng'arua Cereals Cooperative (FFPO supported by FFF DBG)
- Menengai Community Forest Association (CFA supported by FFF DBG)
- Hifadhi Farmers' Cooperative (FFPO supported by FFF DBG)
- Kenya Forest Service (KFS) (National government forestry service)
- Skyline Savings and Credit Cooperative (SACCO) Microfinance (A SACCO working with Tenges Farmers' Cooperative Society)
- Baringo Agricultural Marketing Services Cooperative Society Limited (BAMSCOS) (Umbrella Kenyan Dairy Cooperative)
- Lake Ol'Bolossat Community Conservation Group (LOCCOG) (supported by an FFF LoA)
- E4Impact (entrepreneurial advice NGO supported by an FFF LoA)
- Kenya National Farmers' Federation (KENAFF) (partner to FFF Kenya)
- Ngong Road Forest Association (NRFA) (Association supported by FFF)
- Centre for Natural Resources Management (CENAREMA) (an NGO that provides FFF-funded training workshops to FFPOs)
- WeEffect (NGO focussed on GESI and food security, partner to FFF Kenya)
- The Kenya Forest Research Institute (KEFRI) (Governmental research organisation, partner to FFF Kenya)
- The Cooperative University of Kenya (not a partner of FFF, providing an outside perspective of FFF)
- East Africa Grain Council (EAGC) (NGO representing those involved in the grain trade in Eastern Africa)

2.0 Approach and Methodology

2.1 Objectives of the Case Study

The objectives of the case study are to understand FFF's impact in relation to:

1) Scalability and replicability of FFPO enterprises' effectiveness,

2) Sustainability of FFPO activities beyond donor finance, and

3) How FFPO enterprise work contributes to climate resilience, forest restoration, reforestation and forest conservation.

4) Effectiveness and impact which contributes to Value for Money (VfM) and Transformational Change.

2.2 Case Study Evaluation Questions

To explore FCDO's priority evidence gaps for FFF, we developed specific case study evaluation questions (EQs), building on the existing ARCAN MEL evaluation framework (Annex 2). Each of the EQs below are supplemented by sub-EQs found in Annex 3.

- **How effective have the FFF interventions been in increasing entrepreneurial activity and resilience to climate change in the FFPOs?**
- **To what extent are interventions scalable and replicable?**
- **Are interventions sustainable beyond FFF support (technical and financial)?**
- **Are interventions cost-effective and relevant to the broader donor environment?**

These EQs allowed us to broadly explore the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria of relevance, coherence, effectiveness, efficiency impact and sustainability within the resources available for this case study. Annex 3 provides details on which case study EQs address which OECD DAC criteria – each EQ addresses multiple criteria. We present findings per EQ (see Section 3 below). The selected EQs also allowed us to consider how FFF Kenya have applied FFF's Approach, summarised by their theory of change (see Annex 5); likely contributions to transformative change; and to assess the VfM of visited FFF interventions in Kenya.

2.3 Research Design

We utilise a theory-based approach with contribution analysis and process tracing techniques to identify outcomes and impacts in the three focus areas and FFF's role in delivering these. We undertake a mixed method approach, including key informant interviews (KIIs) and focus groups discussions (FGDs) following a semi structured list of interview questions (Annex 9).

The fieldwork and interviews (both in-person and online) were carried out by Ruth Malleson (Team Leader, International Researcher), Stephen Mutimba (National Researcher) and Thomas Bowe (ARCAN MEL Nature Pillar Lead Analyst). Stephen focused on interviewing staff of key Kenyan organisations based in Nairobi, and Ruth focused on interviewing FFPO grantee members and relevant government staff in Kenya, selected by FFF Kenya staff. Ruth and Thomas also interviewed international FFF organisations through online interviews. We utilised

programme-level KIIs with FFF implementing organisations (UN FAO, IIED, IUCN)[5] to explore how reflective the findings from visited FFPOs are of FFF's broader work in Kenya, Sub-Saharan Africa and beyond.

2.3.1 Data Collection Methods

Sampling Strategy: Case study FFPOs were purposively selected by FFF Kenya staff out of the 40 on-going FFPOs supported by FFF, based on the following criteria:

- their success in terms of the priority areas identified above
- they are some of the best performing FFPOs in Kenya and had produced good results with relatively little funding
- their relatively easy access from Nairobi, since case study time was limited
- they provide a good range of FFPO enterprises that are reflective of the scale and maturity of the FFPOs that FFF Kenya supports, as well as key stakeholders involved in supporting and working with these FFPOs
- FFF recognises that these examples have some Kenya-specific aspects, but they also represent key principles that FFF are trying to share across all their FFPO work globally

Activity 1: Desk review. The ARCAN MEL Unit drew on documentation (including FFF annual reports, approach documents, learning briefs, project progress reporting as well as information from the internet – see the bibliography provided in Annex 4) to review existing evidence. Data collection tools were developed (e.g. semi-structured interview templates -see Annex 9) for each of the data collection activities below.

Activity 2: Primary data collection. Data collection comprised three key components:

1. The MEL Unit undertook a field visit to Kenya (see Annex 6 for details of the FFPOs and other interest groups visited/interviewed). This provided insights into how FFF's enterprise and agroforestry support works on the ground. It also provided the MEL Unit with opportunities to engage with key stakeholders, including FFF partners.
2. With FFF support, we identified key informants and undertook Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with 91 in-country FFF staff, FFPOs and beneficiaries during the case study visit.
3. Additionally, we undertook KIIs with five FFF staff beyond Kenya (virtually) to get their views on best practice, whether this applies in the African context (what are some of the barriers etc.), and how representative the case study examples/findings are of broader FFF work.

All interviews, in person and virtual followed our Ethics and Safeguarding Policy, including attaining verbal consent from all interviewees, ensuring anonymity, and protecting data collected. See Annex 11 for more details.

2.3.2 Data Analysis

An evidence review matrix (Annex 10) was utilised to analyse secondary evidence and interviews. Evidence from documents and interview notes was compiled against each case study sub-EQ. It was then possible to review and analyse all evidence against each EQ. This was done for each EQ, to allow for comparison of evidence across

[5] We reached out to Agricord but had no reply.

sub-EQs. The evidence review matrix was also used in identifying data gaps. Data gaps were prioritised in data collection as the case study developed to address these gaps as much as possible.

2.3.3 Limitations

- As mentioned above, FFPOs visited were selected by the FFF Kenya team, firstly, because they were judged to be some of the best performing FFPOs in Kenya and had produced good results with little funding, and secondly, because the FFPOs were relatively easy to get to from Nairobi. Easy access often contributes to success, since these FFPOs have relatively good access to markets, compared to other FFPOs located away from main roads and large settlements. It would have also been useful to visit some of the FFPOs that FFF is working with that have been less successful to learn from them about the challenges they've encountered.
- Attribution is a key challenge for this case study, since FFF interventions in Kenya often assist FFPOs who are, or have in the past been supported by other organisations, including governmental bodies and NGOs (see Section 3.4.3 below on complementary interventions). This makes the task of attributing change, effectiveness, scalability and replicability to one organisation challenging.
- The timing of this case study is also a limitation, since the majority of grants were started only in April 2024, it is too early to provide robust findings on effectiveness, scalability and replicability after just over a year's worth of implementation.
- A key challenge to understanding who and who are not benefitting from FFPOs interventions is the absence of data disaggregated by gender, age, people with disabilities (PWD), and Indigenous Peoples. FFPOs who benefited from the grants have been asked to provide 'verifiable indicators' for example 'capacity needs assessment report produced' and to report to UN FAO using the indicators and learning questions that form part of the FFF monitoring and learning framework. However, in most cases these monitoring and learning frameworks have not yet been completed. Such data would have greatly enriched and strengthened the findings of this report.
- In relation to training attendance data, much of the FFF reporting does not disaggregate 'youths' into young women and young men. Furthermore, the term 'youth' is interpreted quite ambiguously and there appears to be no clear definition according to age. Observations during field interviews indicate that some middle-aged men appear to be grouped as 'youth'. It is thus hard to tell how many young men and women are benefiting from FFF training interventions.

The interviews with global FFF staff were used to mitigate against some of these limiting factors. These interviews were a key source of data to understand how reflective our findings from the case study visit were of broader FFF work in Kenya and beyond, including where FFF has supported projects for a longer time. Beyond interviews, the case study team also shared a draft of this report with the FFF Global and Kenya teams, before presenting findings and recommendations. Comments in the meeting and on the draft from FFF were used to validate findings and recommendations. See Annex 12 for more information on the Use and Influence Plan.

This case study also builds upon Phase 1 of the Midline Evaluation, where a significant review of secondary data including FFF reporting was undertaken to understand FFF's progress in Kenya and beyond.

3.0 Findings

3.1 How effective have the FFF interventions been in increasing entrepreneurial activity and resilience to climate change?

More progress has been made towards FFF's Outcome 2 on increased entrepreneurship, access to markets and finance in comparison with other expected outcomes.

FFF's four expected outcomes are:

- Outcome 1: More inclusive governance and cross-sectorial processes leading to enabling policies;
- Outcome 2: increased entrepreneurship, access to markets and finance through an equitable value chain and business development services within FFPOs;
- Outcome 3: Improved delivery of landscape-scale mitigation, adaptation and resilience for climate change through improved environmental technical knowledge, direct engagement of FFPOs and integration with inclusive livelihood approaches; and
- Outcome 4: Improved and equitable access to social and cultural services.[6]

Reasons for this possibly relate to the Call for Proposal (CfP) process. Firstly, although a key criterion used to select FFPOs in the CfP process was that applications must clearly address at least three of the FFF outcomes, FFF Kenya staff identified how FFPOs that had greater potential to address FFF Outcome 2 were selected, rather than FFPOs that were focusing more on the other three Outcomes. This meant that FFPOs that benefitted from FFF grants were generally ones that were involved in already profitable value chains including dairy, coffee and, avocados. The FFPO enterprises that were visited as part of this case study were already established prior to FFF support, with significant revenues already being achieved – see Annex 5. Secondly, because the CfP submission process was done electronically, this meant that FFPOs that were relatively more digitally literate were more likely to apply than less digitally literate FFPOs.

There is evidence that case study FFPOs are assuming more responsibility for enterprise development and, to a lesser extent, forest management. However, there is less evidence that FFPOs are assuming greater responsibility over agroecological practices, resilience to climate change, and advocacy efforts. Discussions with FFPO members evidenced how FFPOs are becoming less reliant on external expertise and resources, with decision-making shifting to FFPOs in relation to enterprise development and, to a lesser extent, forest management. However, there is less evidence that they are becoming less reliant on external expertise and resources in relation to agroecology and landscape scale mitigation, adaptation and resilience to climate change (Outcome 3). This is partly because most of the value chains selected provide fewer incentives to diversify production and encourage food systems stability. There also appears to have been limited support for Outcome 3 interventions, for example by encouraging beneficiary FFPOs to practice agroforestry.

Although at an early stage, initial indications are that FFF interventions have been instrumental in increasing entrepreneurial activity. This has been carried out through FFF's business development and financial management training as well as the training given to the groups in preparation for procuring their own service providers. This is particularly so for avocado, honey, coffee and dairy value chains. WeEffect's[7] monitoring systems

[6] Annex 5 showcases how FFF's outcome areas relate to its broader Approach, as part of the FFF Theory of Change.
[7] WeEffect is an NGO focussed on strengthening smallholder farmers' capacity. See Annex 6 for more details.

show that supported organisations have increased production and membership, while also benefiting from non-monetised returns such as improved advocacy platforms and access to policymakers. This was reflected by most members of FFPOs interviewed. The Centre for Natural Resources Management (CENAREMA)[8] observed that FFF has been effective in strengthening FFPOs by linking technical expertise to community-driven initiatives, citing entrepreneurial ventures such as honey production in Turkana that replaced charcoal burning, and expansion of tree nurseries.

Tenges Farmers' Cooperative Society was one of the most outstanding FFPOs visited, since it had managed to turn itself into a profit-making cooperative over the last two years, with input from FFF. Interviewees highlighted how connections which Tenges had made with SACCO Skyline and the Baringo Agricultural Marketing Services Cooperative Society Limited (BAMSCOS), a Kenyan dairy cooperative, are leading to increased access to markets and finance through more equitable value chains, especially dairy. FFF staff pointed to FFF's business development and financial management training as having great potential to strengthen and scale up other NTFP related FFPOs. However, the financial management and entrepreneurial capacity levels of some FFPOs may be relatively limited compared to Tenges Farmers' Cooperative Society members.

FFF interventions have been effective in expanding entrepreneurial activities and strengthening resilience in CFAs. Tree nurseries, beekeeping, honey processing, basket-making, eco-tourism ventures, and youth recycling projects have provided new livelihood opportunities according to Ngong Road Forest Association (NRFA) members, with improved market access through FFF's organisational support. Members believe NRFA is better organised after the capacity building in terms of management, whilst governance policies have trickled down to user groups. There is a better relationship with the community, and interviewees felt their needs are captured in the management plans. As a result, there is increased income from sale of seedlings and employment of youths as well as better tools for beekeeping, such as the provision of Langstroth beehives.[9]

There was less evidence of progress in relation to Outcomes 1, 3 and 4, largely because changes for these outcome areas take relatively more time. Climate resilience interventions have been largely limited to tree nursery establishment and tree planting, and it is too early to tell whether these activities will lead to forest restoration and farm diversification. There was some evidence of landscape scale benefits in terms of mitigation, adaptation and resilience to climate change reported by interviewees from Hifadhi Farmers' Cooperative Society, Menengai CFA and Lake Ol'Bolossat Community Conservation Group (LOCCOG). For instance, respondents from Hifadhi Farmers' Cooperative commented that local rainfall had improved, soil erosion had reduced, and soil quality had improved since they had started planting trees on farms and restoring the Eburu forest. However, these changes cannot be attributed to FFF's interventions only, since other organisations, such as RhinoArk have supported communities in this area for many years.

Menengai CFA members point to FFF interventions having increased the knowledge of ecotourism (through FFF trainings) and the need for different approaches for different clients among members. Formerly the forest was managed by the Kenya Forest Service (KFS) alone. FFF support and the development of the participatory forest management plan has meant that forest users (grazers, firewood collectors, ecotourism operators) are now involved. More emphasis on a landscape approach was also noted among interviewees. However, these results cannot be attributed to FFF alone, since other organisations (such as Wageningen and Egerton universities) have been supporting interventions relating to landscape scale approaches. Feedback from those interviewed indicates

[8] CENAREMA provides a national forum for experts to provide agricultural and sustainable resource management services. See Annex 6 for more details.
[9] Langstroth beehives are vertical modular beehives, recognised globally as the modern global standard for apiculture, used by 75% of beekeepers globally see https://honestbeeltd.com/faqs/what-is-the-global-prevalence-of-the-langstroth-hive).

that training on good governance, record keeping and business development has contributed to improved entrepreneurial activity (increasing yields, profits, increasing membership).

3.1.1 Who are and who are not benefiting from FFF interventions and why? Are all FFPO members engaged and skilled adequately?

Older men are benefiting from FFF interventions relatively more than women, youth, and Indigenous Peoples. Firstly, this is because the majority of the main value chains of beneficiary FFPOs focus on products geared to export and regional markets (such as coffee, avocados, dairy). These are traditionally dominated by men and relatively wealthy people. Secondly, data indicates that the majority of case study FFPO members and people benefiting from training given by FFF are men rather than women. These factors limit the opportunities for women to benefit from FFF interventions. It is important to note that the FFF Phase II Final Evaluation report highlights that out of 67 FFPO enterprises supported in Kenya, 31 are women-led, ten are led by youth, and four by Indigenous groups. However, we could not visit these enterprises during the case study visit, and do not have data on beneficiaries.

In Kenya, many of the value chains that FFF interventions focus on are those in which older men, rather than women, young people and Indigenous Peoples are traditionally engaged. Some of these value chains (e.g. coffee, dairy, cereals and avocado) require producers to own farmland and, in the case of dairy, their own cattle. The majority of agricultural land and cattle in Kenya is owned by men, which means that men are highly likely to benefit the most from these value chains with more opportunities to add value and market these products. Women, youth and Indigenous Peoples, customarily, have far more limited access to land, which puts them at a disadvantage in relation to coffee, dairy and avocado value chains.[10] Interviewees noted that there are single (unmarried) women who would like to grow avocados but cannot as they do not have access to land, whilst there are some young people (including young women) who are registered cooperative members who have been given small parcels of land by their fathers and are growing avocados.

FFPO beneficiaries indicate that most of the income generated from dairy, coffee and avocados often ends up in men's accounts rather than women's. This means that women are benefiting less from income generated from these products compared to men. For example, in discussions with members of Kuresoi South Avocado cooperative, one member pointed out that tea picking was an important source of income for many cooperative members. Although both women and men (husbands and wives) were involved in picking tea, all the income generated from tea picking went to the men's accounts. If more widespread, this would mean that women would have limited access to capital to diversify their income generating activities.

FFF support has strengthened some women's and young peoples' ability to voice their needs and concerns. Interviewees suggest that where FFF has introduced village savings and loans associations (VSLAs), these have created opportunities for women to diversify their income generating activities (into poultry production for example) and encouraged women to join cooperatives. In relation to engagement and empowerment, interviews with Tenges Farmers' Cooperative and Ng'arua Cooperatives indicate that FFF training has encouraged women and young people to become more involved in cooperative management, contribute to the decisions that concern them directly and encourage other women to become members. Ng'arua Cooperative interviewees mentioned that some women members store relatively small amounts of maize for home consumption use in the Cooperative's secure storage facility to prevent their husbands from taking the maize without their permission to

[10] For instance, despite 96% of Kenya's rural women population working on farms, only 6% of the women in Kenya hold a title to land (Kenya: extreme inequality in numbers | Oxfam International)

sell it. Interviewees also indicated that Gender Action Learning (GALs) training given by FFF encouraged two women to stand for election and become active board members of Ng'arua Cereals Cooperative.

The majority of Indigenous Peoples, including pastoralists are largely excluded from the majority of FFPO value chains, the key exception is beekeeping. The exclusion of pastoralists was apparent in some of the FFPOs visited, even though they customarily use forests and wildlands for grazing livestock, particularly during droughts. For example, in the case of Lake Ol'Bolossat, interviewees highlighted how pastoralists customarily use the grazing lands surrounding the lake, particularly during droughts; but they are not included as a user group in LOCCOG. FFF Kenya indicated that there were plans to include pastoralists in the future. Currently however, no FFPOs selected are from arid or semi-arid lands where pastoralists dominate.

There was some evidence from the FFPOs visited that a limited number of young men and women are benefiting through employment with cooperatives as drivers, tree nursery workers and security guards. The Kenya National Farmers' Federation's (KENAFF) perception is that FFF youth-focused nursery management has created employment and commercial opportunities for young people. Additionally, honey and eco-tourism value chains do not necessarily require producers to have access to agricultural land. However, beekeeping does require some inputs (eg. hives and smokers) which can be costly. Menengai CFA members said there needs to be more GALs training because many men still believed that only men should be beekeepers. This is linked to customary harvesting of honey at night and women, by custom, cannot be in the forest at night. Despite this, interviews with Hifadhi cooperative and Menengai CFA suggest FFF interventions have led to increasing numbers of women involved in beekeeping.

There is also some evidence that young people are benefiting from ecotourism value chains. Leaders of the Menengai CFA described how the CFA has purposively set out to involve and engage young people in eco-tourism. In the past, young people were excluded from eco-tourism, tree nurseries and beekeeping activities but now about 80% of people involved in eco-tourism activities are young people. Youth from Menengai CFA on an exchange visit learned that members of Karura CFA were from the local community and that eco-tourism jobs provided a source of income.

Data on case study FFPO membership and attendance at FFF trainings indicate that in most cases men dominate FFPO membership and have benefited more from training compared to women. In most cases male members dominate, for example 71% and 60% of members of Kuresoi and Tenges Cooperatives respectively are men. There are, however, exceptions. For example, Menengai CFA has 67% adult women's membership. Figures for the case study FFPOs indicate that out of the total number of 2585 FFPO members, 1173 (45%) are adult women and 1412 (55%) are adult men. Figures for PWD and 'youth' are incomplete, however for the available disaggregated data 59 (32%) are young women and 125 (68%) are young men. Of the 1346 adult women and men who attended training, 555 (41%) were women and 791 (59%) were men. In relation to disaggregated figures for 'youth', a total of 78 young people were trained of which 19 (24%) were young women and 59 (76%) were young men. Data on people with disabilities is very limited. 20 PWD attended training sessions, which accounts for 0.01% of the total people who attended training.

3.1.2 To what extent do FFF interventions contribute to forest restoration and afforestation?

There was mixed evidence on contributions to forest restoration and afforestation. In the case of some FFPOs visited, the link between FFF interventions and forest restoration appeared quite tenuous, for example in the case of Tenges Farmers' Cooperative and Kuresoi South Avocado Cooperative. In other cases, particularly in relation to FFF's support for CFAs and LOCCOG, there was more evidence that FFF are contributing to forest

restoration. However, the extent to which forest restoration interventions can be attributed to FFF alone is unclear, because a number of other organisations are often involved in supporting these FFPOs.

LOCCOG, Hifadhi Cooperative, Menengai CFA and NRFA activities are clearly linked and contributing to forest restoration, but FFF's attribution is unclear. In NRFA, interviewees described how rehabilitation activities, such as clearing lantana (an alien invasive weed species) on 10 hectares near Kibera and planting indigenous and exotic species, have restored degraded land, improved microclimates, and opened pathways to future carbon market opportunities. However, it is unclear to what extent the effects can be attributed to FFF interventions, because there is support from other funders across the landscapes visited. Furthermore, most of the FFPOs visited had only just started to establish tree nurseries. Asked about trees that were going to be planted, common answers from FFPO members were fruit trees, especially avocado, coffee seedlings, passion fruit and tree tomato. Asked whether they were going to plant indigenous tree species, interviewees mentioned they are planning to plant *Prunus Africana* (African cherry) *Juniperus procera* (African pencil cedar), *Dombeya torrida*, *Allophylus abyssinicus* and *Acacia spp*.

The introduction of fruit trees and indigenous forest trees, replacing dominant exotics like *Eucalyptus spp.,* is likely to support forest conservation and restoration in the long run. However, planting such trees is only the first step. The careful care and protection of planted trees over the first three to four years from drought, livestock and wild animal damage is key to their survival. Although FFF reports provide figures on the number of tree seedlings planted, it was largely not possible to obtain figures on where they have been planted (e.g. whether on farms or in community forests) and tree seedling survival rates, since monitoring by FFPOs was largely absent.

Introducing forest friendly income generating activities (beekeeping and eco-tourism) may contribute to forest restoration and forest conservation in the long run. KENAFF's perception is that FFF interventions since 2020 have restored degraded landscapes and built resilience by encouraging farmers to dedicate land to mixed tree planting. The introduction of beekeeping not only provides alternative income sources but also supports forest restoration and conservation. For the Hifadhi Cooperative, according to FFF staff, Eburu forest used to have frequent fires but now there appear to be fewer because there are bee hives. People do not want to destroy the forest because if they do, they will destroy the bees. However, without consensus across user groups and clear incentives, it cannot be assumed that the introduction of forest-friendly income generating activities will replace those (such as charcoal production) that drive deforestation and forest degradation.

3.1.3 To what extent do FFF interventions contribute to resilience to climate change?

FFPOs interviewed indicated that the climate has become increasingly unreliable and FFF has provided guidance on how to respond to varying extents. FFPO members described how there has been an increase in droughts resulting in a lack of water for farming as the majority of farming is rainfed agriculture. Droughts and adverse weather conditions have exacerbated pests such as locusts and diseases. Tenges Farmers' Cooperative Society interviewees noted that rainfall was become increasing unreliable, and this was affecting grass production. FFF training addressed the issue of grass/hay/silage use during dry spells when grass and other forage species were in short supply. Kuresoi South Avocado Cooperative interviewees noted that the frequency of hailstorms was increasing which had led to damage to avocado fruit. However, no practices had been suggested to farmers on how to ameliorate hailstorm damage to avocados.

Interviewees indicated that they had been given some advice on diversification into other value chains, such as passion fruit, sheep farming (to graze between the avocado trees) and training on growing traditional vegetables in kitchen gardens, intercropping French beans in avocado plantations and the benefits of using manure. Ng'arua

cereals cooperative interviewees did not mention any specific interventions from FFF training to address climatic unreliability.

There is limited evidence regarding the degree of practical application of interventions for landscape scale mitigation, adaptation and resilience to climate change. KENAFF's perception is that FFF interventions since 2020 have built resilience by encouraging farmers to dedicate land to mixed tree planting. WeEffect staff said that FFF interventions have promoted agricultural diversification, particularly in beekeeping and avocado production, generating new income streams while supporting climate resilience. There is evidence that diversification has led to increased resilience to some extent, such as the Hifadhi Cooperative, where an increase in beekeeping has led to increased pollination of crops and increase in yields (e.g. maize). However, there appeared to have been little emphasis on the importance of agricultural and forest related diversification in relation to food security, resilience and adaptation to climate change. For example, there was little mention by interviewees of the importance of growing more nutritious indigenous cereals (sorghums, millets); African Indigenous vegetables, such as slender leaf (*Crotalaria brevidens);*[11] and NTFPs for food security, household use and income generation.[12]

Some FFPO leaders described how they have managed to develop micro-insurance, from pooled FFPO members' contributions. This ensures members have some form of social protection for resilience in times of risk. Micro-insurance provides a cushion to smallholder farmers/forest producers from unforeseen risks and uncertainties including the effect of climate change, according to CENAREMA. Whilst crop insurance was mentioned during FFF training, farmers in Ng'arua and Tenges were not convinced of its value.

3.1.4 What are the reasons behind any success/ any barriers – including autonomous developments and contextual factors (i.e. not driven by FFF) – are these context-specific?

KIIs indicate that a key reason for the success of case study FFPOs is the choice of value chains which are already profitable. These value chains include dairy, timber, cereals (maize and wheat) and coffee. E4IMPACT[13] attributes FFF success to the deliberate selection of enterprises that were highly motivated. This made implementation of action plans smooth and impactful. FFF interventions produced immediate results, such as increased visibility, stronger market presence, and new partnerships. Key partnerships were also recognised to enable successful implementation. For example, the Kenya Forest Research Institute (KEFRI) has not been a primary implementer of FFF but has collaborated closely with UN FAO on related initiatives in commercial forestry, investment financing, and policy development. Its role has been especially important in facilitating the establishment of tree nurseries and access to high-quality seed, providing technical backing for sustainable forestry enterprises.

Enabling government policy facilitates and supports FFF interventions. The Climate Change Act 2021 empowers local communities to adapt to climate change by providing guidance on local risk and vulnerability plans and assessment and action plans.[14] The 2023-2027 National Climate Change Action Plan (NCCAP is a five year strategy that implements climate change policy, and the Nationally Determined Contribution, which promotes climate smart practices, soil conservation, the use of organic fertiliser and clean energy (replacing fuelwood with clean, renewable alternatives). County governments are also giving funds to groups for tree planting, however,

[11] For more information see Abel et al. (2019). The African Indigenous Vegetables Value Chain Governance in Kenya. Studies in Agricultural Economics 121 (41-52)
[12] For further information on NTFPs of Kenya see Oriwo et al. Assessing Key Non-wood Forest Products in Kenya: Insights from Conservation and Sustainable Development. American Journal of Agriculture and Forestry 2025, Vol 13 No.3
[13] E4Impact is a social change organization that supports the start-up and growth of new businesses in Africa. See Annex 6 for more details.
[14] Hermans et al. (2024). Nature positive food system map for Menengai Forest Reserve, Kenya (No. WCDI-24-386). Wageningen Centre for Development Innovation. https://edepot.wur.nl/678139

there is insufficient focus on tree survival compared to tree planting.[15] In terms of gender, the Government requires that at least a third of cooperative members must be women, but that it is not mandatory to include youth. Additionally, county governments provide support for agriculture through extension services. National authorities have climate champions in each department (waste management, climate adaptation, natural resource management, national water authority, national environmental authority).[16]

However, other government policies conflict with FFF aims. Inconsistent government support hindering policy integration and implementation was identified as a key challenge in FFF's 2024 Annual Report.[17] Since 2023, interviewees note how the Kenyan government-subsidised NPK agrichemical fertiliser programme is by-passing cooperative agri-stores, reducing their profits and encourages farmers to use more inorganic agrichemical fertilisers. Runoff from agrichemicals exacerbates water pollution, leads to soil acidification and increased CO2 emissions.[18] Interviewees also identified how the requirement for one-day logging permits and costly timber movement permits depresses the Kenyan timber market and discourages people from planting timber trees as woodlots or as part of agroforestry systems on farms. Additionally, the Nakuru County Department of Agriculture reported that government funding for nature restoration and conservation agriculture has decreased due to other priorities and flagship programmes such as dairy, avocado and pyrethrum. There does not appear to be any FFF advocacy work directly linked to addressing these challenges.

Aggressive marketing by agro-dealers means that changing farmers' attitudes and behaviours relating to the uptake of organic fertilisers is challenging. Agro-dealers (companies supplying farmers with seeds and agrichemicals - pesticides and fertilisers) have a vested interest in selling their products. Farmers are often persuaded to think more about short-term food security than food quality and health and safety issues. Chemical fertilisers and pesticides are promoted by agro-dealers and bought by farmers because they are more easily accessible and fast acting compared to organic fertilisers.[19] Interviewees suggest that organic fertilisers are promoted by the Nakuru county government, with projects providing evidence that the use of organic fertiliser had led to improved growth of maize and potato roots, which enabled them to withstand drought and increased yields. However, such projects reportedly focused on large farms and are not accessible to smallholder Menengai CFA farmers.

There are critical cultural barriers limiting the ability of women and youth from accessing benefits. Common barriers experienced by women interviewed include: the lack of decision-making power at the household, local and government levels; lack of rights to access and control crucial resources (land, finance, cattle); and limited time to carry out income generating activities, due to relatively greater responsibilities for household work, childcare and care of the elderly. There is still obvious discrimination resulting from embedded gender and social norms. Interviewees described how female youth or women are often seen as inferior and have limited influence on agricultural practices, although they carry out the majority of the farmwork.

3.1.5 What are the risks of FFF interventions?

Risks of FFF interventions relate to conflict between young and older cooperative members and increased workload for cooperative members. E4IMPACT reported that Ng'arua Cereals Cooperative, which is predominantly led by older leaders, faced uncomfortable discussions on integrating youth into leadership to adapt to changing dynamics. This initially risked straining established relationships but was mitigated through

[15] https://kippra.or.ke/from-tree-planting-to-tree-growing-a-paradigm-shift-towards-30-tree-cover/.
[16] Hermans et al. (2024)
[17] FFF. (2025b). Forest and Farm Facility Annual Report 2024. https://www.iied.org/22620g
[18] Yi Yang et al. (2024) Climate change exacerbates the environmental impacts of agriculture. Science Vol. 385. No. 6713. https://www.science.org/doi/10.1126/science.adn3747
[19] Hermans et al. (2024)

interventions like digital marketing and training on digital tools, which helped members appreciate the need for change. Furthermore, new nature positive agricultural practices tend to require time and space for information sharing and learning. The same interviewees described how communities are facing a trade-off between securing food for the day and spending time learning or teaching about new practices, such as organic farming. The dilemma is whether to go for the money, by working on the farm, or to go for the group and share knowledge and learning. Long-term time investment is needed, which may not be affordable for everyone.

3.2 To what extent are interventions scalable and replicable?

There are early signals of scalability, including opportunities to reach broader domestic and international markets, but limited indication of scaling in relation to agroecology and landscape restoration. Findings also indicate that the focus of the majority of case study FFPOs has been on value chains linked to international and regional markets. These are relatively cheap and easy to replicate in the short-term but are unsustainable in the long-term, since they exacerbate existing inequalities and reduce resilience to climate change.

3.2.1 Is there evidence of interventions being undertaken at a scale greater than originally planned/being replicated independently? Are the FFF interventions easy to adopt by FFPOs and (recognised to be) better than alternatives?

Overall, there is only limited evidence of interventions being undertaken at a scale greater than originally planned. Based on interviews and a review of FFPO documentation (see Annex 4), scaling is most obvious in relation to increasing volumes of original value chain products (avocados, coffee, dairy and honey value chains) and increasing numbers of members. Scaling in relation to the diversification of products is less apparent and there appears to be far greater potential to do this. Focusing on diversifying into indigenous crops and forest-related products that will lead to improved resilience to climate change and more stable food security and income generation is a key opportunity to build upon.

There is evidence that the volume of some FFPO value chain products is increasing, alongside membership. For example, Tenges Farmers' Cooperative has seen an increase in the volumes of production for milk and dairy as well as membership.[20] Changes in membership for Tenges Farmers' Cooperative, after receiving the FFF grant, rose from 746 to 1064, an increase of 318 (42% increase).[21] Since the FFF grant, coffee yields have increased from 10 tonnes to 12 tonnes and milk yields from 217,000 litres to 282,000 litres in 2024.[22] Kuresoi South Avocado Cooperative reported an increase in avocado yields, hectarage and revenues.[23] According to interviewees, KEFRI's technical input has reportedly enabled FFPOs to adopt scientifically grounded business cases for tree growing, integrating both commercial species (eucalyptus, cypress, pine) and indigenous trees such as *Melia volkensii* and Meru Oak. The Nyandarua CFA has since grown to over 200 farmers, developed bankable proposals, and accessed international financing, including support from German forestry associations, according to CFA members.

The quality of value chain products was identified as a challenge in FFF's latest annual report. However there is evidence that FFF interventions in Kenya have led to increasing conventional quality standards for some value chains, but not in relation to agroecological or organic related standards.[24] For example, Tenges Farmers'

[20] The Tenges Farmers' Cooperative Society Ltd. (2025). Progress Report.
[21] Ibid.
[22] Ibid.
[23] Kuresoi South Avocado Growers Farmers' Cooperative Society Ltd. (2025). Progress Report.
[24] FFF (2025b)

Cooperative members pointed out that the introduction of mobile and centralised coffee berry pulping equipment, through FFF support, has and will improve quality of coffee and save time in processing. A key intervention relating to quality has been FFF's emphasis on the importance of using certified seeds, seedlings and saplings. In the Kuresoi South Avocado Cooperative, some members reported having bought avocado trees from roadside tree nurseries, which sellers claimed had been grafted. However, the government assisted in providing certified avocado seedlings free of charge to every registered cooperative member. Ng'arua Cooperative members said FFF are supporting them to purchase a cereal grading machine that will reduce costs, time and improve quality of seeds sold, thus increasing profits.

According to KENAFF, there has been scaling up of FFF livelihood models of expanding tree nursery and bee-keeping initiatives nationally. This includes promoting the "15% land allocation" model as a best practice for resilience and livelihoods. KENAFF encourages FFPOs to set aside at least 15% of agricultural landholdings for farm forestry—framed as a climate-resilience, income, and ecosystem-services strategy (timber, fuelwood, fruit, fodder, shade, pollination services for adjacent crops). The model logic is that: 1) Nurseries create local supply and youth/women enterprise opportunities; 2) 15% on-farm trees create durable assets that stabilise micro-climate, diversify products (fruit, poles, fuelwood), and underpin beekeeping via forage and habitat; 3) Beekeeping adds relatively low-land-demand income that benefits directly from farm forestry. This 15% target is referenced in KENAFF updates and programme communications tied to regreening efforts.[25]

FFF has increased the diversification of FFPO products across its programme, emphasising NFTP related, agroforestry and forest friendly value chains, but this is less evident in Kenya compared to other regions. A key emphasis is encouraging the diversification of FFPOs' value chains and not focussing solely on common perennial crops (such as coffee and cocoa). As FFF reporting and interviews with programme staff suggest, FFF has successfully done this in Latin America, where FFPOs are diversifying into Amazonian fruits (such as Acai and wild cocoa) and in Madagascar where vanilla (an agroforest friendly export crop) is produced. In terms of Sub-Saharan Africa, there has been a focus on the wood value chain in Tanzania. However, reflecting on the Kenyan case studies, there appears to be far less focus on encouraging the diversification of FFPO value chains into indigenous crops and NTFP value chains mentioned in Section 3.1.3 above. There are some examples where FFPOs are planning to diversify products within their existing value chains. According to members, Kuresoi South Avocado cooperative has plans to expand into avocado oil production and avocado stones as animal feed. Menengai CFA members identified potential for broadening several tourism products, including developing an arboretum.

Learning visits have encouraged the broader uptake of activities undertaken by successful FFPOs. Kuresoi South Avocado Cooperative chose to visit Nandi Avocado Cooperative which has international market links. After the visit, Kuresoi members described how they have been encouraged to partner with Nandi Cooperative, who have secured a market link with the Netherlands. Tenges Farmers' Cooperative's connections with Bamusco Cooperative, an umbrella cooperative union for 22 dairy cooperatives, with about 16,000 members (11,000 and 5,000 women) has greatly catalysed entrepreneurial activities for Tenges Cooperative according to members. Exchange visits appear to be less effective in relation to encouraging FFPOs to share and uptake agroecological, climate resilience practices and to encourage FFPOs to expand advocacy groups and campaigns. There is little evidence of the FFF interventions visited influencing FFPOs elsewhere in Kenya or beyond. At the programme level, FFF are encouraging the spread of these practices through international events where FFPOs learn from peers, such as at the International Conference on Agrobiodiversity, held in Pokhara, Nepal in 2024.[26]

[25] https://farmforestry.kenaff.org/
[26] Visited FFPOs/CFAs did not attend this event, though others from Kenya did.

3.2.2 Have FFF advocacy efforts created a sufficient enabling environment to expand and replicate interventions eg. engaging relevant policymakers, landowners and supply chain actors?

FFF advocacy efforts have contributed to improved advocacy platforms and access to policymakers. There is some evidence that these efforts have created a sufficient enabling environment to expand and replicate agricultural value chain, tree nursery and tree planting interventions. However, there is little evidence that FFF advocacy efforts have contributed to transformative gender issues relating to land tenure, tree tenure and tenure in relation to perennial cash crops (coffee), cattle ownership.

The KENAFF–FAO partnership through FFF has proved effective in strengthening FFPOs in Kenya by combining advocacy, capacity building, and livelihood support. KENAFF's role as the "Farmers' Voice" has ensured farmer priorities influence agricultural policy while providing members with training, innovation, and digital platforms that expand visibility and market access. Its devolution programme explicitly targets county policy implementation by strengthening County Agriculture Sector Coordination Units.[27] Government counterparts formally recognise KENAFF as a delivery and engagement partner. KENAFF's approximately 2 million-farmer database is particularly useful for targeted services (e-vouchers, subsidies, sensitisation), signalling policy-level integration.[28] However, there is little evidence of FFPOs advocating in relation to agroecology, a key focus of the FFF approach, such as improving value chain governance of indigenous foods and NTFPs or discouraging central and county governments from promoting the use of agrichemicals (for example through distributing subsidised NPK chemical fertilisers centrally) and promoting the use of organic fertilisers.

3.3 Are interventions sustainable beyond FFF support?

3.3.1 Are the knowledge and skills required to use, adapt and scale the intervention embedded in FFPOs? Are they able to develop, access and use relevant tools, resources and finance sustainably?

Overall, whilst most of the case study FFPOs still rely heavily on short-term funding from FFF and other sources, there are early and interim signals that financial sustainability is beginning to be factored in by some case study FFPOs. For example, there are FFPO efforts to expand membership, strengthen links to buyers, strengthen access to finance through establishing VSLAs and linking with SACCOs, and integrate with regional and national cooperative governance systems.

KENAFF staff mentioned that FFPOs like Menengai and Namelok have begun to demonstrate financial credibility, unlocking access to credit and winning awards, such as Sigor's honey trophy. The enabling environment created by advocacy, media visibility, and county-level collaboration positions FFF interventions as sustainable, scalable, and impactful. Tenges Farmers' and Kuresoi Avocado cooperatives have made concrete steps to embed institutional and financial arrangements through their connections with other cooperatives working on the same value chains, strengthening relations with bulk buyers and developing VSLAs and SACCOs for members to access credit. However, there are still the issues of lack of inclusiveness and that these cooperatives are relying on the continued profitability of their key value chains (coffee, dairy, avocado). This is risky, due to the boom-and-bust nature of such enterprises. For instance, a reliance on coffee may be profitable in the short term,

[27] County-level mechanisms that translate policy into programs. kenaff.org
[28] https://www.kenyanews.go.ke/state-plans-to-leverage-kenaff-farmers-database/?utm_source=chatgpt.com

but is susceptible to lower future prices, or pests that become more prevalent due to climate change. This reaffirms the need to promote inclusiveness and diversification of products, rather than reliance on one value chain.

CFAs visited appear to have less financial resilience compared to cooperatives. According to interviewees, a recent concern for CFAs in Kenya is the news that Friends of Karura Forest (FKF) which successfully manages a thriving urban forest, are facing an unsure financial future. KFS has announced that it will introduce a new e-pay system, which adds an additional KSh 50 to Karura Forest entrance fees and will mean that all fees go straight to government coffers rather than a proportion going to FKF for upkeep of the forest.[29] However, LOCCOG had secured funding from other organisations (e.g. county government for a half marathon) and the East African Wildlife Society. LOCCOG leaders hope to make the half marathon an annual event, which might provide long term financing.

3.4 Are interventions cost-effective and relevant to the broader donor environment?

3.4.1 Are the interventions being delivered in an efficient and productive way, with speed, quality and low cost?

The below table highlights key findings per value for money (VfM) indicator for the FFPOs/CFAs visited. Further overviews of grant sizes, primary focus areas and high-level spending areas are provided in Annex 8.

Table 1: Key VfM findings per indicator

VFM indicator	Finding	Assessment	Strength of evidence
Economy	Grants range from GBP 55k to GBP 22k. Average co-funding is GBP 1466 on top of the grant (5%). The total value of grants plus co-funding is GBP 214k. Cost per member ranges from USD 9 to USD 160.	No immediate concerns on economy. Good.	Strong
Efficiency	Some examples of good efficiency with direct funding to FFPOs without intermediaries. However, it is unclear if the call for proposals methodology was the best operational model. It is uncertain if the criteria for targeting the most relevant and appropriate FFPOs was optimally set, given that more established ones were selected, rather than those that are more marginalised. The online nature of the call for proposals is efficient but could be at the expense of reaching marginalised communities. This approach can be seen to be efficient, in that if FFF chooses more established FFPOs, these are relatively easy to work with compared to more marginalised ones that require more capacity building. Resultantly, there is a trade-off here with potentially greater	Some good signs, but improvements could be made.	Moderate

[29] https://nation.africa/kenya/news/activists-why-new-karura-e-pay-system-is-suspicious--5183562

	efficiency at the cost of equity and relevance, resulting in unclear VfM implications. There is evidence of collaboration and cross learning across FFPOs visited and outside the FFF programme, through exchange visits. There is limited evidence of collaboration with other funders and projects working with the same and similar FFPOs. The fieldwork team came across several examples where FFF was working in the same communities and FFPOs as other donors but with little evidence of collaboration, for example Menengai and Ng'arua Cereals Cooperative.		
Effectiveness	There is good evidence of entrepreneurial activity, access to markets and finance due to business development and finance training, increasing membership and yields. However, there is limited evidence on other outcomes (enabling policy, climate resilience, social protection).	Limited effectiveness.	Moderate
Equity	There is an absence of data, but the main beneficiaries appear to be older men – shaped by the choice of FFPOs but also broader societal norms. This is partly driven by the targeting methodology in calls for proposals at country level. There is evidence of the FFF approach being applied in Kenya empowering local communities to decide how to plan the activities, which is positive.	Limited equity.	Moderate
Sustainability	There is limited evidence beyond beliefs that training changed behaviours permanently. There are some examples of resilient and sustained financial management in FFPO cooperatives, increased enterprise revenues and examples of securing further funding from other organisations. There is limited evidence of replication, diversification of value chains into indigenous crops and trees, and sustained climate resilience.	Limited evidence so far of sustained changes.	Moderate
Relevance	Relevance in terms of VfM is indicated by resource allocation (allocatively efficiency), meeting needs identified upfront and additionality. Regarding resource allocation, the relatively small grant size was spread widely. It is arguable that a greater intensity of interventions with bigger grants to fewer FFPOs, correctly targeted, might have given rise to better results. In 2024, 63% of FFF's budget went directly to beneficiaries, which FFF argue represents good value for money compared to spending through intermediaries.[20] FFF staff admitted that this may not mean that all money is spent perfectly, but it is empowering to local communities to allow them to decide,	Overall limited. Some relevance in the design in addressing some enabling environment barriers, but additionality is questionable due to targeting and the presence of other funding. Risk and return	Moderate

	plan and own how they should improve their livelihoods and landscapes. This is important in relation to going the 'last mile' in terms of funding reaching the ground. In terms of needs and barriers identified upfront, there are cultural barriers regarding gender, power imbalance with agro dealers, a lack of access to organic fertilisers, a lack of access to finance, and a lack of market incentives. The findings of FFF addressing these barriers are mixed. It should be acknowledged however that FFF cannot tackle these issues alone, but a better identification of policy areas its advocacy efforts can target would help in this regard. In terms of additionality, this is unclear due to the choice of more established enterprises which arguably could have achieved success alone or gained funding elsewhere. Also, there appears to be similar funding in the market (see Section 3.4.3), so enterprises may have been funded in the counterfactual scenario.	appetite appears to have been low, contributing to limited results. Resources could have potentially been allocated more optimally with a different balance between breadth and depth.	
Cost effectiveness	Overall whilst costs appear to be reasonable, the case study examples have focussed on one outcome (2) area rather than applying the broader FFF approach which other examples have done effectively. Resultantly cost effectiveness (CE) overall is limited as it is not appropriate just to focus on outcome 2 as this undermines long term livelihood sustainability and resilience. There are some good, isolated examples of CE, e.g. airtime on community radio has led to national level exposure for FFPOs and attracting recognition from market actors. (Cost per radio programme: KES 30,000 (~USD 207 in KENAFF).[30] Additionally, networking events are considered a low-cost way to provide market recognition and capacity building for a large number of FFPO members.	Costs seem reasonable, no international consultants, effectiveness limited.	Moderate
VfM summary	Value for Money (VfM) has been lower than expected for case study interventions in Kenya. Whilst costs appear to be reasonable, how FFF Kenya has applied the FFF approach is questionable in terms of the targeting of enterprises, additionality and ability to address barriers. FFF interventions have been critical in increasing entrepreneurial activity in Kenya, but contributions to sustainability are limited and benefits have been restricted to a narrower group than expected. There appears to have been a lack of strategic thinking in terms of targeting enterprises that have a real need. In terms of resource allocation, it is unclear if the balance of breadth of grants	Overall value for money is satisfactory, with areas for improvement.	Moderate

[30] Kenya National Farmers' Federation (KENAFF). (2025). Interim Narrative Report.

versus depth was optimised. The relatively small grant size was spread widely; it is arguable that a greater intensity of interventions with bigger grants to fewer FFPOs, but correctly targeted, might have given rise to better results.

3.4.2 Is FFF support adequate?

FFF support is generally seen to be adequate in relation to the budget available. Whilst case study FFPOs indicated that FFF support has been very useful, they have many needs and FFF funds clearly cannot meet all of them. NRFA stated that resource gaps remain, with FFF funding inadequate to meet operational needs such as staffing, monitoring technology, and training. Menengai CFA members involved in eco-tourism said they need more training in relation to forest conservation, wildlife and tree identification, first aid, foreign languages and more exposure visits to capture more activities and add value. In this way, they would like to visit Njui Kini CFA, Castle Forest station, Mount Kenya and Arabukosit CFA.

3.4.3 Are interventions complementary to other relevant interventions?

Several FFF interventions build upon previous or existing projects. Members of the Hifadhi Farmers' Cooperative described how their work under FFF support builds on work done since 2015 with Rhino Ark conservation initiatives in partnership with the Kenyan Government (Kenya Wildlife Service). This includes the construction of a game proof electrified fence to address human-wildlife conflict.[31] LOCCOG members similarly described how their current work builds on funding from the East African Wildlife Society. Ng'arua Cooperative has been supported in the past by the East African Grain Council, the EU funded Technical Centre for Agricultural and Rural Cooperation (CTA) and FCDO (through UKAID) according to its members.

There is some evidence of FFPOs forming synergies with relevant partners beyond FFF support, however this is not necessarily attributable to FFF. Tenges Farmers' Cooperative Society is a member of BAMSCOS and has access to BAMSCOS's broad network. In February 2025, Agriterra[32] hosted BAMSCOS on a field visit to Ahmedabad, Gujarat, to examine high tech milk analysers and digital apps that can revolutionise quality-based milk payment systems in Kenya.[33] It remains to be seen whether Tenges Farmers' Cooperative Society will benefit from such systems. Menengai CFA is supported by the Wageningen University Nature-Positive Food System (NPFS) project, which assists the CFA to move towards a nature-positive food system.[34] Ng'arua Cooperative is currently being supported by the Shell Foundation, who have provided a PV-powered grinding mill. However, FFF staff were seemingly unaware of the NPFS and Shell Foundation funded projects and seemed hesitant to connect. This may reflect concerns regarding competition over the same funding.

There appears to be greater potential to develop collaborations between Kenyan FFPOs, NGOs and the private sector. There are a broad set of actors, particularly in the agroecological space in Kenya that FFF Kenya do not appear to be aware of, including Biovision, which disseminates information to farmers on organic farming and agroecology through magazines, radio, online platforms, extension services and face to face training. Another key stakeholder is Slowfoods, which connects organic markets in Nakuru and Nairobi, working with the Kenya Organic Agriculture Network to offer participatory guarantee systems. It advocates for premium prices, lobbies

[31] https://www.rhinoark.org/eburu-forest-ecosystem/
[32] Agriterra is an international non-profit organisation founded by the Dutch agricultural sector.
[33] https://www.agriterra.org/news/kenyan-dairy-co-ops-tap-indian-tech-for-fair-milk-payments
[34] Hermans et al. (2024)

with the government and organises events to showcase local foods.[35] Reducing siloes in this space would help to harmonise agroecological work, provide key learning and lesson-sharing and increase the likelihood of scalable and/or replicable models.

3.4.4 Has FFF supported access to other forms of finance?

FFF and its implementing partners have supported FFPOs in Kenya to pitch their enterprises to public and private investors, supporting access to finance. Through networking events and forums such as the G20-LRI, FFPOs have pitched to investors and established ongoing engagement for potential investments. E4Impact organises such events on behalf of FFPOs. At such an event in June 2025, Tenges Farmers' Cooperative attracted the Micro Enterprises Support Programme Trust, which is now in discussions to fund its nursery activities, which should accelerate coffee agroforestry production in the region.

Attracting FFF funding has allowed case study FFPOs to gain further attention from donors and government. For instance, FFF funded a green urban master plan for the management and rehabilitation of 10 ha of land under the NRFA. This plan was then presented to Kenyan bank I&M's foundation which now funds electric fencing, housing for park rangers and a borehole. Tenges Cooperative members described how they have been awarded another grant from UNFAO and participate in county government planning meetings. This enables advocating for key issues important to their operation, such as road repairs to ensure the safe and timely transport of milk. Namelok Women's Self-Help group in Laikipia received FFF grant funding in 2023 which led to the community allocating 12 acres of land, with the county government and MP providing further support for beehives. LOCCOG has attracted funds from World Resources Institute's Terra fund (2024 – 2029),[36] The Nature Conservancy (TNC) and the county government for agroforestry and landscape restoration, after national news coverage of Lake Ol'Bolossat drying up[37] and obtaining its FFF grant.

However, limited internal financing and restricted access to flexible funding remain challenges for FFPOs in Kenya. A lack of access to finance such as loans from banks (e.g. Equity, One Acre Fund) means there is little opportunity to invest in certified quality seeds or indigenous crops, biogas stoves or PV panels (cleaner, greener energy alternatives to firewood and charcoal) as well as tools to create added value.

4.0 Key Learnings

Evidence reviewed for this case study has highlighted a number of the key learnings which are pertinent for FCDO, FFF Kenya, and the global FFF team. These include:

FFF Kenya has focused heavily on entrepreneurship compared to other outcome areas such as climate resilience, advocacy, or social services. This limits who benefits, but also the sustainability and scalability of the FFF interventions visited compared to FFF activities elsewhere *(strong evidence).* Visited examples do not provide evidence of the FFF approach being applied adequately/in full compared to other examples discussed in FFF reporting and in the 2024 ARCAN MEL Unit field visit to FFF in Tanzania.[38] It is critical that FFF Kenya better follows the FFF approach with support from the centralised FFF team.

Although at an early stage, initial indications are that FFF interventions have been critical in increasing entrepreneurial activity in Kenya. This is carried out through FFF's business development and financial

[35] Hermans et al. (2024)
[36] https://www.wri.org/initiatives/african-forest-landscape-restoration-initiative-afr100
[37] https://nation.africa/kenya/news/dried-up-lake-olbolosat-leaves-a-trail-of-destroyed-livelihoods-4193702
[38] ARCAN MEL Unit (2024)

management training as well as the training given to the groups in preparation for procuring their own service providers *(moderate evidence).* This is particularly so for avocado, honey, coffee and dairy value chains. Supported organisations have increased production and membership, while also benefiting from non-monetised returns such as improved advocacy platforms and access to policymakers. FFF interventions have also been effective in strengthening resilience in CFAs. Tree nurseries, beekeeping, honey processing, basket-making, eco-tourism ventures, and youth recycling projects have provided new livelihood opportunities CFA members, with improved market access through FFF's organisational support.

Older men are benefiting from FFF interventions in Kenya relatively more than women, youth, and Indigenous Peoples *(strong evidence).* Firstly, this is because most of the main value chains of beneficiary FFPOs focus on products geared to export and regional markets which are traditionally dominated by men and relatively wealthy people. Secondly, data indicates that men comprise the majority of case study FFPO members and members benefiting from training given by FFF. These factors limit the opportunities for women to benefit from FFF interventions. Women, young people and Indigenous People are central to the shift to healthier, more sustainable, equitable and efficient food, farming and forestry systems and thus should take centre stage in value chains supported by FFF. It is important to note that the FFF Phase II Final Evaluation report highlights that out of 67 FFPO enterprises supported in Kenya, 31 are women-led, ten are led by youth, and four by Indigenous groups. However, we could not visit these enterprises during the case study visit, and do not have data on beneficiaries.

FFF interventions have had limited effect in influencing institutional and societal change, critical for driving transformational change in Kenya *(moderate evidence)*. There is some evidence that FFPOs are trying to shift entrenched cultural norms in relation to land and cattle ownership. However, women and young people still largely have little active control over resources and decisions in the context of FFF interventions and the value chains FFF Kenya supports. More needs to be done to address the root causes of gender and age inequality, for example land ownership and access to capital and livestock. FFF Kenya cannot tackle these structural issues alone, but its advocacy efforts are not currently strategic enough to make headway in this regard.

FFF has increased the diversification of FFPO products across its programme, but this is less evident in Kenya compared to other regions *(strong evidence).* A key emphasis of the FFF programme is encouraging the diversification of FFPOs' value chains and not focussing solely on export crops (such as coffee and cocoa). As FFF reporting and interviews with programme staff suggest, FFF has successfully done this in Latin America and elsewhere in Africa. Reflecting on the visited Kenyan interventions, whilst there has been an emphasis on establishing tree nurseries to produce grafted fruit trees of high quality (avocado, mangoes etc.) beekeeping and some indigenous timbers, there appears to be far less focus on encouraging the diversification of FFPO value chains into indigenous crops and Non-Timber Forest Product (NTFP) value chains. Such support could have been a relatively easy and cost-effective step to increase resilience to climate change.

Climate resilience interventions have been largely limited to tree nursery establishment and tree planting, and it is too early to tell whether these activities will lead to forest restoration *(moderate evidence)*. Furthermore, planting trees is only the first step. The careful care and protection of planted trees over the first three to four years from drought, livestock and wild animal damage is key to their survival. Although FFF reports provide figures on the number of tree seedlings planted, it was largely not possible to obtain basic figures on where they have been planted and tree seedling survival rates, since monitoring by FFPOs was largely absent.

Learning visits have encouraged the broader uptake of activities undertaken by successful FFPOs *(moderate evidence)*. There are several examples of Kenyan FFPOs learning from each other and their broader networks through exchange visits, catalysing entrepreneurial activities. However, exchange visits appear to be less effective in relation to encouraging FFPOs to share and uptake agroecological, climate resilience practices and to encourage FFPOs to expand advocacy groups and campaigns. There is an opportunity for Kenyan FFPOs to learn from their counterparts in other FFF countries in this regard.

There appears to be greater potential to develop collaborations between Kenyan FFPOs, NGOs and the private sector *(strong evidence)*. There are a broad set of private and NGO actors, particularly in the agroecological space, that FFF Kenya do not appear to be aware of. Reducing siloes in this space would help to harmonise agroecological work, provide key learning and lessons-sharing and increase the likelihood of scalable and/or replicable models.

Value for Money (VfM) has been lower than expected for case study interventions in Kenya *(moderate evidence).* Whilst costs appear to be reasonable, how FFF Kenya has applied the FFF approach raises questions in terms of the targeting of enterprises, additionality, ability to address barriers, and the optimality of the grant sizes. FFF interventions have been critical in increasing entrepreneurial activity in Kenya, but contributions to sustainability are limited and benefits have been restricted to a narrower group than expected. There appears to have been a lack of strategic thinking in terms of targeting enterprises that have a real need. In terms of resource allocation, it is unclear if the balance of breadth of grants versus depth was optimised.

5.0 Recommendations

The following recommendations provide consideration for better integrating the FFF approach within FFF Kenya**:**

1. **FFF Kenya should be more strategic in ensuring a strong focus on gender equality, social inclusion, agroecology, and value-chain diversification across grant design and delivery.** There needs to be more emphasis on selecting FFPOs involved in agroecological approaches which encourage diversification in farm and forest systems and forest-friendly value chains that are more inclusive. These should include value chains that women and youth are already involved in such as indigenous crops (sorghums and millets), beekeeping and NTFP related value chains. FFF Kenya should remove the focus on value chains that perpetuate unsustainable food systems such as dairy, coffee, avocado, maize and wheat.

2. **FFF Kenya should adapt the CfP selection process in Kenya so it is more accessible and lays equal emphasis on addressing all four FFF outcomes**. Many of the case study FFPOs focus on cash crops, often for export, which may be effective in terms of income generation, but not necessarily inclusive. Women and relatively poor, landless people do not have access to inputs (lands, livestock, materials, tools). However, FFF Kenya can take inspiration from many of FFF's value chains in other countries which are forest/NTFP-based and do not require cooperative members to own farmland. These include turmeric-based agroforestry in Bungdal Community Forest, Nepal; organic compost production in Gambia; and biogas cooking fuel in Tanzania.

3. **FFF Kenya needs to ensure that robust monitoring and evaluation data is collected to allow for adaptive management**. This should be disaggregated by socio-economic status, gender, age, PWD status, ethnicity (to capture the degree to which Indigenous People benefit) and, ideally, wealth. Additionally, the definition of youth needs to be standardised across FFF. Currently, some 'youth groups' are composed of middle-aged men aged over 40. It is important that socio-economic groups, e.g. age cohorts are clearly defined so that data are comparable. Monitoring of tree seedling survival rates is also essential to understand and learn from the successes and failures of tree planting. Participatory monitoring, evaluation and learning methods, involving FFPOs, could be used for monitoring all of the above.

4. **FFF Kenya and partners should focus more on supporting FFPOs to develop comprehensive agroforestry, forest and landscape restoration management plans to guide long term maintenance of planted trees.** This includes budgetary provisions for tree care professionals, equipment, training, research, and public education campaigns as well as monitoring tree survival rates. These plans will benefit FFPOs'

incomes in the future through helping to ensure and sustain forest and agroforestry systems, which in turn will reduce soil erosion, improve soil fertility, improve water management as well as contribute to the numerous other ecosystem services that trees provide.

5. **FFF Kenya and partners should also focus more on developing coherence and collaboration between different organisations at different levels involved in landscape restoration, agroecology and policy advocacy.** More coordinated efforts and more focus on long term care of trees would increase efficiency and effectiveness. There also needs to be more focus on potential to foster collaborations between private organisations (and their CSR initiatives). FFF Kenya and partners should collaborate with NGOs such as Slowfoods that help to advocate for organic stalls on the county markets. Certification may help to reduce selling of non-organic products as organic at a premium price. FFF Kenya should also identify key policy areas to focus its advocacy efforts, such as the Kenyan government-subsidised NPK agrichemical fertiliser programme which conflicts with FFF activities.

6. **FFF should increase peer to peer learning, especially between Latin America, Kenya and other African countries.** Latin America was identified by FFF to have the most advanced agroecological activities being carried out by supported FFPOs. Kenyan FFPOs and Kenya FFF staff can learn from these more advanced activities as well as learning from sub-Saharan African FFPOs applying agrobiodiversity practices in a more familiar context. Learning visits/events should focus on agroecology and the importance of developing value chains linked to indigenous crops and forest related products. These are important not only for cash income, but for long term food security, rather than boom-and-bust cash crops (such as cocoa, coffee, avocados etc.). Learning should be directed as well to climate resilience interventions such as the production of organic fertilisers, rather than encouraging the over reliance on agrichemicals (such as NPK fertiliser).

Annex 1: Original ToR: Midline Phase 2 Case Study Concept Note: FFF (Kenya)

Background, scope and visit objectives

At the quarterly pillar meeting (4th April 2025) the ARCAN MEL Unit and FCDO discussed the key evidence gaps that were highlighted by phase 1 of the Midline Evaluation. Of those gaps, the priority gaps that FCDO would like to explore further are listed below (in order of priority):

- Scalability and replicability of FFPO enterprises' effectiveness
- Sustainability of FFPO activities beyond donor finance
- Advocacy impact – exactly what laws and policies have changed as a result of FFPO advocacy work, and how does/will this impact upon forests and FFPOs' livelihoods?
- What are the results of FFPOs attending conferences/lessons learning events

As FFF Phase 2 ends in 2026, and phase 3 funding is not guaranteed, some of the lessons resulting from addressing any of these gaps should be framed as to inform the next potential phase of FFF.

Following a call with FFF on 4th June 2025, FFF identified Kenya as having the strongest examples that allow us to address the *two highest priority evidence gaps* above in one visit. Evidence from this work would also feed into the KPI 15 analysis. In subsequent meetings, this list has been changed, as to fit within the logistics of the visit and to visit as many different FFPO enterprises and stakeholders as possible. These are summarised in Table 1 below.

Table 1. Overview of proposed stakeholders to visit in Kenya

Stakeholder group	Location	Overview
The Kuresoi South Avocado Farmers' Cooperative Society	Kuresoi	▶ Grown from 18 members to 350 with FFF support. ▶ Increasing productivity of their crops with a contractual arrangement with off taker for export market. ▶ Kuresoi also work to restore the Mau Forest.
The Tenges Farmers' Cooperative Society	Tenges	▶ Provides a particularly good 'best case example' of an FFPO enterprise in Africa, with a new, strong cooperative governance structure which, with FFF business development incubation, has allowed them to increase productivity and increase sales of coffee and milk in an environmentally sustainable manner. ▶ FFF highlighted the critical importance of the cooperative governance structure in attracting younger members – a factor that differentiates this FFPO from many others. ▶ The FFPO has accessed finance from broader institutions, is not reliant on grants, and is part of broader programmes including the AFR100. They

		export coffee to South Korea through the Baringo Coffee Union and are now seeking EU certification to allow them to access broader export markets. ▶ FFF also recognise this example to be like successful FFPO enterprises in other continents including South East Asia.
Ng'arua Cereals cooperative	Ng'arua	▶ A smaller scale enterprise focussed on selling cereal products on the domestic market. ▶ They are also linked to the World Food Programme and employ agroforestry practice and climate change resilience.
Menengai Community Forest Association	Nakuru	▶ Community forest association that undertakes forest restoration and conservation.
Sunripe Export Company	Naivasha	▶ Off taker of Avocado.
Hifadhi Farmers Coop	Naivasha	▶ A smaller scale enterprise focussed on selling honey products.
Kenya Forest Service	Nairobi	▶ National government forestry service.

These examples provide a good range of FFPO enterprise development that is reflective of the scale and maturity of the FFPOs that FFF supports. FFF recognise that these examples have some Kenya-specific aspects, but they also represent key principes that FFF are trying to share across all their FFPO work globally. Although we do not have a sample of "unsuccessful" FFPOs, we can use KIIs with FFF to explore how the selected FFPOs differ from others e.g. in growing FFPO cooperatives by reforming governance to bring in younger community members.

The external FAO final evaluation of FFF Phase 2 is likely to also use Kenya as one of their country visits, but in the 4 June meeting, FFF explained that they have many FFPOs for the FAO evaluation to choose from and it will be easy to ensure there is no duplication.

The objectives of the proposed visit are:

- Evaluate FFF's contribution: The case study will generate evidence to understand FFF's impact in scaling sustainable FFPO enterprises. Drawing on the priorities identified during phase 1, specific areas of focus include: 1) Scalability and replicability of FFPO enterprises' effectiveness, 2) Sustainability of FFPO activities beyond donor finance, and 3) how FFPO enterprise work contributes to climate resilience and reforestation/preservation of forests. A detailed case study evaluation matrix is provided in Annex 1.
- We are particularly interested in effectiveness and impact and expect that evidence gathered will contribute to our work on VfM and Transformational Change. Consequently, the report will focus on highlighting examples of sustained transformational change when appropriate.

Case study methodology

- **Overall approach**: We will use a theory-based approach with contribution analysis and process tracing techniques to identify impacts in the three focus areas and FFF's role in delivering these. The existing midline evaluation questions (EQs) provide a high-level guide but additional specific sub-EQs have been developed (Annex 1).
- **Activity 1: Desk review.** The ARCAN MEL Unit will draw on existing documentation (including FFF annual reports, approach documents, learning briefs, and project progress reporting) to review existing evidence and develop data collection tools (e.g. semi-structured interview templates for each of the data collection activities below).
- **Activity 2: Primary data collection.** Data collection will comprise three key components:
- The MEL Unit proposes to undertake a field visit to Kenya. This will provide insights into how FFF's enterprise and agroforestry support works on the ground. It will also provide the MEL Unit will further opportunities to engage with key stakeholders, including FFF partners.
- With FFF support, we will identify key informants and undertake key informant interviews (KIIs) with in-country FFF staff, FFPOs and beneficiaries during the case study visit.
- Additionally, we will undertake KIIs with FFF staff beyond Kenya (virtually) to get their views on best practice, whether this applies in the African context (what are some of the barriers etc.), and how representative the case study examples are of broader FFF work.

Deliverables:

- Following the visit, the ARCAN MEL Unit will prepare a report detailing key findings and lessons learnt in line with the case study objectives. The report will be a maximum of 20 pages with a three-page summary and annexes for additional details.
- A validation meeting will take place with FFF to discuss findings.
- The draft report will be submitted to FCDO three working weeks after completion of the visit and the validation discussion with FFF. In addition, a short presentation will be offered to FCDO to discuss key findings, lessons, and recommendations.
- The intended audience for the case study report is the FCDO and FFF. The exact dissemination strategy will be agreed with FCDO based on the findings, but the report may be shared more widely if deemed useful and appropriate.

Proposed next steps and timing

We set out below the necessary steps to proceed with this case study:

- (July/August) FFF have provided a draft itinerary for the field visit between 30/08/2025 and 08/09/2025. This is being finalised.
- (August) Review key documentation to support generation of KII topic guides. This will allow us to identify which of the evaluation questions (Annex 1) can be answered in the doc review, reducing the number of questions for KIIs. We are expecting to receive this requested documentation from FFF imminently.

- (August) Coordinate with FFF to set up virtual KIIs and KIIs for the country visit. We will work with Stephen Mutimba to set up KIIs with relevant stakeholders beyond FFF in Nairobi.
- (August/September) Interviews with FFF staff outside of Kenya (virtually) and KIIs with relevant stakeholders in Nairobi (virtual/in-person).
- (August/September) Conduct an in-country visit to the selected example sites.
- (August/September) Analysis and write up.

Teaming

We set out below the necessary steps to proceed with this case study:

- **Gil Yaron (ARCAN Evaluation Lead, 2 days):** Gil will oversee evaluation case study, ensuring alignment with the ARCAN evaluation approach and providing quality assurance on the case study report.
- **Ruth Malleson (Nature Sector Expert, 26 days):** Ruth is an Anthropologist, Agroforester and MEL Specialist. She will travel to Kenya to conduct the field trip. She will contribute thematic expertise, driving the preparation, data collection, and reporting phases.
- **Stephen Mutimba (National Consultant, 8 days):** Stephen is an experienced Kenyan development expert specialising in climate change and forestry. He will support the team in organising KIIs with key stakeholders in Kenya and contribute contextual insights to analysis and reporting.
- **Tom Bowe (Nature Pillar Lead Analyst, 17 days):** Tom will lead the visit, analysis and reporting logistics. He will be responsible for designing the KII guides and for setting up remote interviews and will contribute to the analysis and reporting.

Annex 2: ARCAN Evaluation Framework

Evaluation Questions and OECD-DAC Criteria	Criteria and supporting questions	Evaluation Activity/ MEL Product/Data Source	Analysis
Relevance To what extent are ARCAN programmes' delivery country-led (i.e., responding to local community and national priorities) and strengthening national or community leadership, capacity, and commitment (in what ways, for whom – with specific focus on the most vulnerable including women/girls and other excluded groups - and in what contexts)? [*EQ3*]	ARCAN delivery is informed by and responds to local community and national needs, policies and priorities including those specific to gender and social inclusion of the most vulnerable groups Programme delivery/design is sensitive and responsive to context, including: • ARCAN delivered in ways that is informed by and responds to (local and national) gendered needs and priorities, recognising differential starting points • ARCAN implementation builds and strengthens national/ community leadership, capacity and commitment • ARCAN adapts to changing needs and contexts • ARCAN implemented in ways that reflect needs of different social groups (most vulnerable including women/girls and other excluded groups), recognising different starting points on the basis of, inter alia, age, disability, indigeneity	**Evaluation Midline/ Endline:** ***Phase 1*** 1. Document analysis building on programme documents, annual reports etc, external evaluations; context-specific literature 2. Select KIIs with FCDO (remote) ***Phase 2*** 3. Continued document analysis 4. Select KIIs and FGDs (remote and in-country) i) Interviews with FCDO/ IPs (**process evaluation style questions**) ii) Interviews with key external stakeholders [NB relevance refers to beneficiary and stakeholder needs, relevance to context, relevance to UK govt priorities]	Thematic Analysis Context Analysis Contribution Analysis
Efficiency **1.** Are the ARCAN portfolio and programmes using resources efficiently and effectively to achieve their goals? [New overarching] *Key questions to help answer this EQ:* i. **What are the opportunities to enhance efficiency and cost effectiveness across the ARCAN portfolio? (midline) [EQ8]** ii. **What key lessons (positive and negative) have been learned from** ARCAN's **experience with regards to VfM that can inform the design and implementation of future portfolio programmes? (endline) [EQ10]**	• How do the returns on investment compare to the ones proposed in the Business Case (ARCAN)? For programmes: design/ economic appraisal? • To what extent, and how, have resources been efficiently allocated between work streams? • How do the different cost effectiveness data from different pillars/ programmes compare? • What are the processes of compiling VfM data in the pillars/ programmes? • Are there adaptive management examples that drive VfM in programmes? • For those IPs with existing VfM framework/ reporting: how does VfM fit in the wider delivery frameworks (s)? • What kind of mechanisms exist in programmes to control costs and/ or maximise benefits? To what extent is there commitment to consideration of equity goals alongside effectiveness and equity, and what trade-offs are made?	**Evaluation Midline/Endline**: 1. Financial reporting from IPs 2. KIIs: Interviews with IPs, FCDO (remote and in-country) **Evaluation: Portfolio VFM** **Deep Dive (Y2)** **Monitoring: Programme specific VFM case study;** Building on Results Framework/ ARCAN VfM framework/ AR	Cost effectiveness data analysis (VfM indicators, results, other CE study findings from pillars, etc) Analysis of VfM case study findings Cost efficiency analysis Qualitative assessment on lessons learned

	• Resource allocation processes/ mechanisms, including the extent to which equity is represented • Cost effectiveness indicators from ARCAN VfM Framework		
Effectiveness **2.** How and to what extent does ARCAN contribute to strengthening people's resilience, improving management of natural resources, and increasing access to renewable energy, for the most vulnerable to climate change? For whom – with specific focus on the most vulnerable including women/girls and other excluded groups -and in what contexts? [*EQ2*] *Key questions to help answer this EQ, plus potential deep dive focus (ii-iv)– selecting three deep dives.* i. **How effective was the ARCAN portfolio at mobilising additional and or more effective climate- and nature-related investment, for whom, and in what contexts? (All IPs except FFF)** ii. **How, and to what extent, has the ARCAN portfolio contributed to the improved management of natural resources (particularly sustainable land management), for whom, and in what contexts? (CAFI, FFF)** iii. **How, and to what extent, has the ARCAN portfolio contributed to strengthened resilience of populations to climate shocks, for whom and in what contexts? (WISER, CIWA, FFF, AAAP)** iv. **How, and to what extent, has the ARCAN portfolio facilitated greater access to clean energy, for whom, and in what contexts? (SRMI, SEFA)**	**Delivery of programmes under thematic pillars – relevant outcomes and pProgramme ICF KPI results:** • Number of people supported to better adapt to the effects of climate change (ICF KPI 1) • Number of people with improved access to clean energy (ICF KPI 2) • Number of people (disaggregated by key GESI groups) whose resilience has been improved (ICF KPI 4) • Volume of emissions reductions avoided/supported by ICF TA (ICF TA KPI 5) • Finance mobilised (£) for climate change purposes (ICF KPI 11 & 12) • Area under sustainable land management practices (ICF KPI 17) **Evidence for pathways to outcomes in the theory of change:** • Design and implementation of national and subnational plans, policies and strategies supported • Increase in no. of countries with regional, national, subnational (local) plans, policies, strategies, sectoral plans (energy, integration of climate, NRM etc) • Innovation approaches embraced [eg ARCAN contribution to greater availability of innovative approaches and technologies to deliver positive impacts on poverty and the environment in sectors such as energy, natural resource management, agriculture, and environmental degradation] • Capacity to access new and existing climate finance strengthened • New investment mobilised for Climate (amount and extent, influence of ARCAN on new and existing funding) • Improved natural resource management and protection including transboundary water • Increased sustainable land management • Improved availability and (capacity to) access and use of climate information	**Evaluation Midline/Endline (sub-Q 3i):** ***Phase 1*** 1. Document analysis building on programme documents, annual reports etc, external evaluations; context-specific literature 2. Select KIIs with FCDO (remote) ***Phase 2*** 3. Continued document analysis 4. Select KIIs and FGDs (remote and in-country case studies) i) Interviews with FCDO/ IPs (**process evaluation style questions**) ii) Interviews with key external stakeholders **Evaluation Deep Dives** in order to confidently demonstrate what FCDO/ARCAN has achieved in relation to **OUTCOME 1** in the theory of change. Are the pathways to desired changing working or not? How, for whom and in what context? **(sub-Q 3ii-iv)** Focus on socio-economic outcomes and impact: Who is expected to benefit? Has this been achieved? If so, how? If not, why not? What has been the contribution of ARCAN? Contribute to the global evidence base on what works and what doesn't work in building adaptation and resilience to CC. Suggested Deep Dives: 1) Energy; 2) Resilience; 3) Sustainable land management. 1. **Document analysis**: programme documents, annual reports, external evaluations; context-specific literature 2. **In-country and remote data collection, primary and secondary data:** KIIs and FGDs (in-country and remote) a) Interviews with FCDO/ IPs b) Interviews with key external stakeholders (at all institutional levels)	Case Study approaches to focus on evidence gaps in the ToC through deep dives (thematic and contribution analysis) Analysis of Monitoring data Analysis of independent evaluations of ARCAN programmes Meta-analysis and Synthesis (endline)

	• Use of climate data to inform investment decisions, programme focus etc • Improved resilience capacities (including climate adaptation) • Improved availability and access to clean energy *For all areas: Effectiveness-related outcomes reflect gender equality and social inclusion* *Unintended results and alternative pathways* *Enablers and barriers ('mechanisms' of change), including: Political economy factors (incentives, interests, beliefs, power of partners and external actors); contextual factors (economic, social, political will and commitment; funding; conflict risk etc)* *'For whom?': ARCAN portfolio contributes to gender equality and social inclusion*	**Review and synthesis of upcoming IP independent evaluations:** (2023: CAFI, WISER, 2024: SEFA – assume available for midline. 2024: CIWA – assume available for endline. Annual: AAAP) **Endline Synthesis across deep dives and other primary and secondary data sources/evidence** **Building on Monitoring data.** The monitoring overarching question is '*to what extent are IPs delivering against programme outputs and outcomes'*. This contributes towards answering a foundational evaluative question: are the conditions in place for activities to lead to desired/intended outcomes for those expected to benefit? **1.** IP Monitoring Data/ Results Framework outcome data **2.** Monitoring visits reports: progress report of project level implementation against IP ToC and project specific stories of change on IP progress (co-developed with IPs) **3.** Programme-specific GESI and VfM case studies (in collaboration with IP)	
Impact **3.** How, and to what extent have the ARCAN portfolio and programmes catalysed transformational change (for whom – with specific focus on the most vulnerable including women/girls and other excluded groups - and in what contexts)? (endline) *Key questions to help answer this EQ:* **i. How and to what extent are ARCAN projects achieving (or where results not yet evident due to timeframes) likely to achieve transformational change? [KPI15]** **ii. Sustainability: How effectively do ARCAN programmes support sustainability of outcomes and impacts?**	4.i KPI15 Scorecard: likelihood of transformational change. Drivers, Mechanisms, Barriers/Enablers: • Political will and local ownership: need for the change is agreed locally and the process is locally owned and inclusive. • Capacity and capability can be equitably increased: countries and communities have the capacities and capabilities necessary to bring about the change; • Innovation: innovative technologies are equitably piloted, with the potential to demonstrate new ways of doing things, which could lead to wider and sustained change; • Evidence of effectiveness is shared: approaches which have proved successful in one location are made widely available and lessons on their usefulness are credible and shared widely; • Gender Equality and Social Inclusion: ARCAN programmes actively contribute to GESI by identifying and tackling barriers to gender inequality and social exclusion in formal institutions (e.g. policy) and informal institutions (practices) and working to transform power relations positively and support	**Evaluation Midline/Endline**: ***Phase 1*** 1. Document analysis building on programme documents, annual reports etc, external evaluations; context-specific literature 2. Select KIIs with FCDO (remote) ***Phase 2*** 3. Continued document analysis 4. Select KIIs and FGDs (remote and in-country) i) Interviews with FCDO/ IPs (**process evaluation style questions**) ii) Interviews with key external stakeholders **Building on and validating Monitoring Data:** M team working with IPs to track progress against key indicators including KPI15, and develop project-specific stories of change on IP progress (co-developed with IPs)	KPI15 scorecard analysis Thematic analysis of evaluation data Contribution Analysis Synthesis/ meta-analysis

	collective action by marginalised people where appropriate; • Leverage / create incentives for others to act: the costs of climate action are reduced to the point that acting on climate is a sensible decision for commercial firms, private individuals and governments. These cost reductions may need to be steep enough to overcome behavioural inertia; • Replicable: good ideas piloted by the ICF are replicated by others in the same country and more widely; • At scale: interventions (such as national, sectoral or regional programmes) that have sufficient reach to achieve institutional and policy reform, or drive down costs of technology deployment; ARCAN is tackling different levels of scale in concert. Equitable; recognising the reality of gender inequality and social exclusion, and ensuring that use of the approach is equitable and contributes to gender equality and social inclusion • Sustainable: change is likely to be sustained once ICF support ends. 4.ii ARCAN programmes' contribution to fostering (inclusive and equitable) enabling environment including: i) Capacities ii) Ownership iii) Political Will iv) Resources/ budgetary commitments of relevant stakeholders		
Coherence **4.** How and to what extent are ARCAN programmes contributing to complementarities, synergies, knowledge sharing and learning between within and beyond ARCAN, including through benefits from being more than the sum of their parts in the ARCAN portfolio? For whom – with specific focus on the most vulnerable including women/girls and other excluded groups – and in what contexts? [EQ6]	• Increased regional, national and local collaboration and partnerships due to ARCAN • Key stakeholders draw from evidence and learning generated by the programme to support improvements in programming; examples of adaptive management based on programme-level learning. Learning shared formally and informally within and across IPs and outside of ARCAN. Drawing on learning from other programmes/the knowledge and experience of stakeholders at all levels • Complementarities: ARCAN Activities, projects, or policy efforts build on the strengths and account for the limitations of each other. • Synergy: The interaction of two or more ARCAN programmes such that the overall result is greater than the sum of its parts. Examples that	**Evaluation Midline/Endline**: ***Phase 1*** 1. Document analysis building on programme documents, annual reports etc, external evaluations; context-specific literature 2. Select KIIs with FCDO (remote) ***Phase 2*** 3. Continued document analysis 4. Select KIIs and FGDs (remote and in-country) i) Interviews with FCDO/ IPs (**process evaluation style questions**) ii) Interviews with key external stakeholders	Thematic Analysis Contribution Analysis

	programmes deliver more outcomes and impacts than working in isolation including: e.g. reaching more people; mobilising more finance than targeted, or delivery greater analysis than planned (e.g WISER adding value to CIWA)	

Annex 3: Case Study Evaluation Questions

Evaluation Question	Sub-Questions	OECD DAC Criteria	Relevant Interviewee(s)	Key Sources for Document Review and data analysis considerations	Relevant TC Drivers and Mechanisms
1. How effective have the FFF interventions been in increasing entrepreneurial activity and resilience to climate change in the FFPOs?	Who are and who are not benefitting from FFF interventions and why? Who are and are not part of FFPOs and why? To what extent do FFF interventions contribute to forest restoration and afforestation? To what extent do FFF interventions contribute to resilience to climate change? What are the reasons behind any success/ any barriers – including autonomous developments and contextual factors (i.e. not driven by FFF)? What are the negative effects of FFF interventions, if any (e.g. increased workload)?	Effectiveness, Impact, Equity	FFPO members and non-members, local government staff, FFF staff	Systematic document Review; Technical analysis; Semi-structured interviews	Capacity and capability increased
2. To what extent are interventions scalable and replicable?	Are the FFF interventions easy to adopt by FFPOs and (recognised to be) better than alternatives? Is there evidence of interventions being undertaken at a scale greater than originally planned/being replicated independently? Is success dependent on highly context-specific factors? What barriers have caused stagnation? Have FFF advocacy efforts created a sufficient enabling environment to expand and replicate interventions eg. engaging relevant policymakers, landowners and supply chain actors? Who is/is not part of this enabling environment? How has the FFF Kenya experience influenced FFF elsewhere?	Effectiveness, Equity, Sustainability	FFPO members, FFF staff; other implementing organisations operating in this space	Systematic document Review; Technical analysis; Semi-structured interviews	Scalability, Create incentives for others to act, Replicability
3. Are interventions sustainable beyond FFF support (technical and financial)?	Are the knowledge and skills required to use, adapt and scale the intervention embedded in FFPOs? What is the extent to which FFPOs independently design, implement, manage, access and use climate resilient and forest-related tools, resources and finance sustainably at local, national and regional levels? Are all FFPO members engaged/skilled adequately?	Sustainability, Equity	FFPO members, FFF staff; other implementing organisations operating in this space	Systematic document Review; Technical analysis; Semi-structured interviews	Capacity and capability increased, Scalability, Create incentives for others to act
4. Are interventions cost-effective and relevant to the broader donor environment?	Are the interventions being delivered in an efficient and productive way, with speed, quality and low cost? Is FFF support adequate? Are interventions complementary to other relevant donor activities? Are there any synergies and/or coordination with other interventions? What is the return on FFF investment? Has FFF supported access to other forms of finance?	Efficiency, Relevance, Equity	FFPO members, FFF staff; other implementing organisations operating in this space	Systematic document Review; Technical analysis; Semi-structured interviews	

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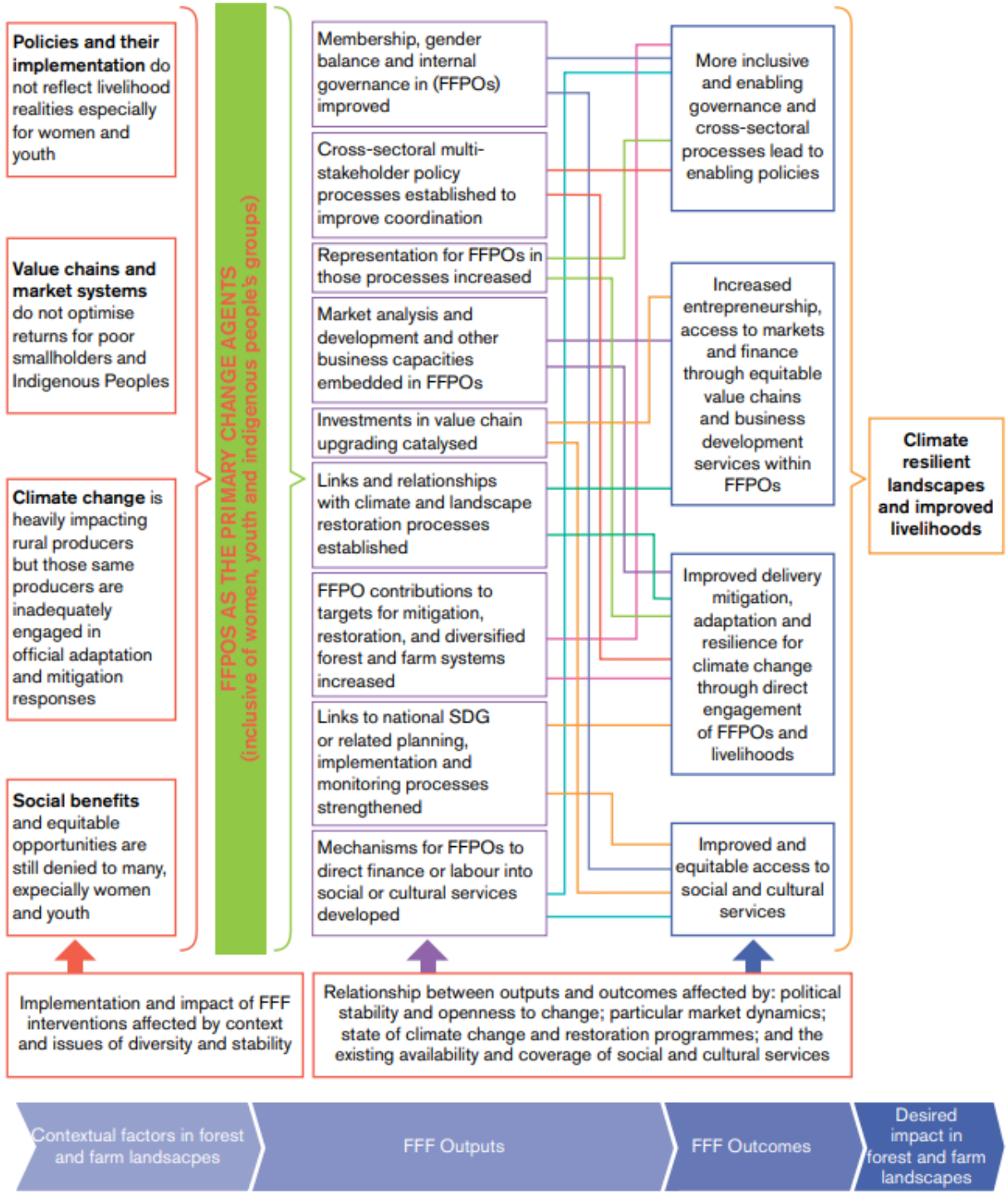
Annex 5: FFF Theory of Change



Annex 6: Organisations Visited/Interviewed in Kenya

Stakeholder group	Location	Overview
Kuresoi South Avocado Farmers' Cooperative Society	Kuresoi	▶ FFPO supported by FFF DBG ▶ Main products: Avocado ▶ Grown from 18 members to 350 with FFF support. ▶ Increasing productivity of their crops with a contractual arrangement with off taker for export market. ▶ Kuresoi also work to restore the Mau Forest.
Tenges Farmers' Cooperative Society	Tenges, Baringo	▶ FFPO supported by FFF DBG ▶ Main products: dairy and coffee ▶ 1,010 members in 2024 ▶ FFF Kenya believe this is a particularly good 'best case example' of an FFPO enterprise in Africa, with a new, strong cooperative governance structure which, with FFF business development incubation, has allowed them to increase productivity and increase sales of coffee and milk in an environmentally sustainable manner. ▶ FFF highlighted the critical importance of the cooperative governance structure in attracting younger members – a factor that differentiates this FFPO from many others. ▶ The FFPO has accessed finance from broader institutions, is not reliant on grants, and is part of broader programmes including the AFR100. They export coffee to South Korea through the Baringo Coffee Union and are now seeking EU certification to allow them to access broader export markets. ▶ FFF also recognise this example to be similar to successful FFPO enterprises in other continents including South East Asia.

Ng'arua Cereals and Produce Cooperative Society	Ng'arua, Laikipia	▶ FFPO supported by FFF DBG ▶ A smaller scale enterprise focussed on bulking and selling cereal products and farm inputs on the domestic market. ▶ They are also linked to the World Food Programme and employ agroforestry practice and climate change resilience.
Menengai Community Forest Association	Nakuru	▶ CFA supported by FFF DBG ▶ Main products: ecotourism, honey and tree seedlings ▶ 480 members in 2024 ▶ Undertakes forest restoration and conservation. Supported by KENAFF
Hifadhi Farmers' Cooperative Society Ltd.	Naivasha	▶ FFPO supported by FFF DBG ▶ A smaller scale enterprise focussed on beekeeping and selling honey products and safeguarding neighbouring Eburu forest ▶ 561 members in 2024
Kenya Forest Service (KFS)	Nairobi	▶ National government forestry service.
Skyline Savings and Credit Cooperative (SACCO) Microfinance	Baringo	▶ A SACCO working with Tenges Farmers' Cooperative Society
Baringo Agricultural Marketing Services Cooperative Society Limited (BAMSCOS)	Baringo	▶ Umbrella Kenyan Dairy Cooperative, Tenges Farmers' Cooperative Society is a member of BAMSCOS.
Lake Ol'Bolossat Community Conservation Group (LOCCOG)	Lake Ol'Bolossat, Nyandaura	▶ Supported by FFF LoA ▶ Main products: ecotourism, tree seedlings and farm produce

		▶ Lake Ol'Bolossat Community Conservation Group (LOCCG) was established as the overall body bringing together the different stakeholders involved in conservation of Lake Ol'Bolossat to have a coordinated approach to its conservation.
E4Impact	Nairobi	▶ Supported by FFF LoA ▶ E4Impact is a social change organization that supports the start-up and growth of new businesses in Africa through MBAs, entrepreneurship programs, business accelerators and economic development projects. It was launched in 2010 as initiative of ALTIS – Università Cattolica del Sacro Cuore and in 2015 it became a Foundation thanks to the support of some leading Italian companies.
Kenya National Farmers' Federation (KENAFF)	Nairobi	▶ Partner with FFF Kenya ▶ The Kenya National Farmers' Federation (KENAFF) is the apex, umbrella farmers' organization in Kenya; also known as the National Farmers' Organization (NFO). It was founded in 1946 in Nakuru as the Kenya National Farmers Union (KNFU). KENAFF is a non-political, not-for-profit and democratic membership-based organization. The federation's core mandate is to represent, articulate, promote and protect the interests of Kenyan farmers? through lobbying, advocacy, policy action and farmer empowerment.
Ngong Road Forest Association (NRFA)	Nairobi	▶ CFA supported by FFF ▶ Main products: conservation and ecotourism ▶ Community forest association bringing together different community associations which had managed the Ngong Road Forest separately prior to 2005.
Centre for Natural Resources Management (CENAREMA)	Nairobi	▶ CENAREMA is an NGO that offers a forum for experts to provide services (including FFF-funded training workshops to FFPOs) in the area of Agroforestry, environmental conservation and natural resources management. Community.
WeEffect	Nairobi	▶ Partner to FFF Kenya ▶ NGO strengthening the capacity of smallholder farmers to realise empowered, resilient, gender responsive partner organisations (POs) in Kenya, Tanzania and Uganda.

The Kenya Forest Research Institute (KEFRI)	Nairobi	▶ Partner to FFF Kenya ▶ Governmental organisation undertaking research and provides technologies and information for sustainable management, conservation and development of forests and allied natural resources
The Cooperative University of Kenya	Nairobi	▶ Not a partner of FFF, providing an outside perspective of FFF ▶ Chartered Public University in the Republic of Kenya
East Africa Grain Council (EAGC)	Nairobi	▶ An NGO representing those involved in the grain trade in Eastern Africa. EAGC members can be grain traders, farmers or processors. All cereals traded in the region are covered, such as maize, wheat, rice, barley, sorghum, and millet. The Council is a not-for-profit company limited by guarantee, and works closely with donors and research Institutions

Annex 7: List of Interviewees

Organisation	Number of interviewees
BAMSCOS	4
CENAREMA	1
Cooperative University of Kenya	2
E4Impact	2
East Africa Grain Council	3
FFF Kenya	2
IIED	2
IUCN	2
KENAFF	4
Kenya Forestry Research Institute	1
Kenyan Forestry Service	1
Kenyan Government	1
KFS	1
Kuresoi South Avocado Cooperative	9
LOCCOG	15
Menengai CFA	15
Ng'arua Cereals Cooperative	9
Ngong Road CFA	2
Skyline SACCO	1
Tenges Farmers' Cooperative	13
UN FAO, Kenya	4
UN FAO, Rome	1
WeEffect	1
Total	**96**

Annex 8: VfM Overview of DBG and LoA Beneficiaries Visited

Overview of DBGs and LoAs visited

Organisation	Total Value of grant + co-funding (KES)	Duration	Members/ Beneficiaries	Grant per Member (USD)
LOCCOG	5,120,000	12 months	4,000+ (45 groups)	9
KENAFF	9,601,645	12 months	N/A	
Menengai CFA	4,261,370	Until Mar 2025	719 members	40
Kuresoi Avocado	6,505,000	Until Mar 2026	250 members	160
Ng'arua Cereals	4,219,880	Until Mar 2025	Not specified	n/a
Tenges Coffee	4,004,800	Until Mar 2025	825 members	32
Hifadhi CFA	3,916,620	Until Dec 2024	682 members	39
Total	**37,630,315**		**2476 members**	

Average cost per member is USD 50, with an average number of members per grant of 619.

Primary Focus Areas

Value Chain	Organisations	% of total investment	Investment Approach
Coffee	Tenges Coffee	11%	Processing equipment, quality improvement, certification
Avocado	Kuresoi Avocado	17%	Collection centers, cold storage, export standards
Honey	Menengai CFA, Hifadhi CFA	21%	Beehives, processing equipment, marketing
Cereals	Ng'arua Cereals	11%	Drying, storage, input supply business
Environmental	LOCCOG	14%	Restoration, ecotourism, youth employment

Farm Forestry Market Information System (FFMIS)	KENAFF	26%	Use of ICT tools and Communication for Development to enhance productivity, advocacy, and marketing

Beneficiary spending areas

Organisation	Equipment Investment % of Total Grant	Capacity Building and Training Investment % Total of Grant
Kuresoi Avocado	66%	15%
Ng'arua Cereals	49%	23%
Tenges Coffee	42%	28%
Menengai CFA	22%	27%
Hifadhi CFA	21%	21%
LOCCOG	12%	77%
KENAFF	16%	21%

Annex 9: Fieldwork/Interview Write up Template

Instructions for use: summarise key findings from fieldwork/documents/interviews under each sub evaluation question below (those labelled a, b, etc.), referencing each finding (by type of stakeholder, which organisation they represent, any info on social background) and suggesting your confidence in the strength of each finding – low, medium, high. Also note down any links to Gender, Equality, Disability and Social Inclusion (GEDSI) and thoughts on (potential for) transformational change in terms of increased capability and capacities; creating incentives for others to act (enabling environment); replication of effective models and scaling successful models.

1. ***How effective have the FFF interventions been in increasing entrepreneurial activity and resilience to climate change in the FFPOs?***
    a. *Who are and who are not benefitting from FFF interventions and why?*

    b. *Who are and are not part of FFPOs and why?*

    c. *To what extent do FFF interventions contribute to forest restoration and afforestation?*

    d. *To what extent do FFF interventions contribute to resilience to climate change?*

    e. *What are the reasons behind any success/ any barriers – including autonomous developments and contextual factors (i.e. not driven by FFF)?*

    f. *What are the negative effects of FFF interventions, if any (e.g. increased workload)?*

2. ***To what extent are interventions scalable and replicable?***
    a. *Are the FFF interventions easy to adopt by FFPOs and (recognised to be) better than alternatives?*

    b. *Is there evidence of interventions being undertaken at a scale greater than originally planned/being replicated independently?*

    c. *Is success dependent on highly context-specific factors?*

d. *What barriers have caused stagnation? Have FFF advocacy efforts created a sufficient enabling environment to expand and replicate interventions eg. engaging relevant policymakers, landowners and supply chain actors?*

e. *Who is/is not part of this enabling environment?*

f. *How has the FFF Kenya experience influenced FFF elsewhere?*

3. ***Are interventions sustainable beyond FFF support (technical and financial)?***
   a. *Are the knowledge and skills required to use, adapt and scale the intervention embedded in FFPOs?*

   b. *What is the extent to which FFPOs independently design, implement, manage, access and use climate resilient and forest-related tools, resources and finance sustainably at local, national and regional levels?*

   c. *Are all FFPO members engaged/skilled adequately?*

4. ***Are interventions cost-effective and relevant to the broader donor environment?***
   a. *Are the interventions being delivered in an efficient and productive way, with speed, quality and low cost?*

   b. *Is FFF support adequate?*

   c. *Are interventions complementary to other relevant donor activities?*

   d. *Are there any synergies and/or coordination with other interventions?*

   e. *What is the return on FFF investment?*

   f. *Has FFF supported access to other forms of finance?*

5. ***Any other findings to note?***

Annex 10: Evidence Review Matrix Template

			EQ 1: How effective have the FFF interventions been in increasing entrepreneurial activity and resilience to climate change in the FFPOs?						EQ2:To what extent are interventions scalable and replicable?				EQ3: Are interventions sustainable beyond FFF support (technical and financial)?		EQ4: Are interventions cost-effective and relevant to the broader donor environment?				
Reviewer	Authors	Document/ Interview stakeholder Type	Who are and are not benefitting and why?	Entrepreneurship	Forest restoration/conservation	Climate change resilience	Reasons behind success - contextual/drivers /inhibiting factors	Negative effects	Recognition by FFPOs/stakeholders	Scalability	Replication	Enabling environment and advocacy (drivers and inhibiting factors)	Evidence of sustained capacity building - of whom?	FFPO independent work	Cost effectiveness/return on investment	Adequacy of FFF support	Complimentarities/synergies with other programmes	Access to broader finance	Anything else?

Annex 11: Ethics and Safeguarding

The approach has drawn upon key FCDO guidance in the document 'DFID ethical guidance for research, evaluation and monitoring activities[39]' (published in May 2019) and further guidance including: the FCDO Principles for Digital Development, the Social Research Association Research Ethics Guidance, OECD Quality Standards for Development Evaluation, United Nations Evaluation Group Ethical Guidelines, and the Integrating Human Rights and Gender Equality in Evaluation Guidelines. It has also adhered to the FCDO's Leave No One Behind commitments, the International Development (Gender Equality) Act 2014, the UK Disability Inclusion Strategy, and the UK's broader international commitments such as the Washington Principles. Furthermore, Ecorys is a member of the FCDO-supported Safeguarding Leads Network and is a signatory to the pledge to the private sector to collectively improve practice on safeguarding. All team members have been briefed on the relevant ethical and inclusion procedures for ARCAN.

Our primary data collection has included KIIs with project stakeholders – those directly engaged by ARCAN including programme MEL and research managers, FCDO pillar leads, implementing partners and downstream partners, and external stakeholders. For selected IP country case studies, where relevant we have conducted interviews or focus groups with intended beneficiaries of ARCAN programmes. We have reviewed fieldwork plans for ethical considerations and mitigated any risks, as well as ensuring compliance with the GDPR.

In person or virtual, our KIIs have all adhered to the following requirements:

- **Verbal consent will be required for interviews**: Informed consent has been sought from all informants. Information has included explaining to potential respondents the purpose and nature of the evaluation. An information note script has been read aloud before each KII/focus group discussion, covering the nature and purpose of the evaluation and explaining the approach to anonymity, confidentiality, and data protection. Respondents have not been obliged to participate, and this has been communicated to IPs and other organisations supporting the recruitment of respondents. We have ensured informed consent is obtained from all individuals before commencing interviews.
- **Anonymity**: The key ethical issue for the evaluation is protecting and managing the confidentiality of stakeholders. All engagement with stakeholders, including providing information related to the evaluation, has been done in a way that respects individuals and their confidentiality. No individuals have been identified by name in the report or in a way that would allow them to be identified from contextual information.
- **Data protection**: Data will be stored in accordance with Ecorys' Data Protection Policies. As a registered data controller with the Information Commissioner's Officer (Z5564761), Ecorys has a designated Data Protection Officer who is responsible for protecting data in line with General Data Protection Regulation (GDPR). Ecorys applies rigorous GDPR-compliant processes to ensure that all staff and participants are aware of how and why personal data are collected, used, and stored, and how long they will be retained for, and to ensure that data are collected only for valid purposes and kept only for as long as necessary.

Safeguarding

Safeguarding procedures for the ARCAN MEL contract are based on FCDO guidance, particularly the advice given in Enhanced Due Diligence: Safeguarding for external partners, and Ecorys' and Altai's Codes of Conduct. If it is

[39] Thorley, L., & Henrion, E. (2019). DFID ethical guidance for research, evaluation and monitoring activities. Prepared for the UK Department for International Development.

decided that the evaluation will invite participation from potentially vulnerable individuals, the ARCAN MEL safeguarding procedures are intended to provide an appropriate and sufficient framework that ensures the wellbeing of those involved in the evaluation, including participants and potential participants, as well as members of the evaluation team. ARCAN MEL Fieldwork Plans have been submitted along with our evaluation protocol to an internal ethics review panel, where required.

Key principles of our safeguarding approach include:

- **Protection and privacy of participants**: Methodological checks ensure participants cannot be identified with their responses or in any of the reports. This extends to all participants and to all topics, not just sensitive issues. Data collection takes place in private, and all data will be securely and appropriately stored – any physical data will remain with the researcher until it can be placed in secure storage; electronic data will be password protected. Sensitive personal data, for example gender, age, ethnicity, disability, religion will not be collected.
- **Informed consent**: Oral informed consent, obtained at the outset of KIIs, will empower participants to make informed decisions about engaging in the study by providing:
  - clear explanations of the aims and objectives of the study
  - potential risks associated with participation
  - clarity around voluntary participation and the right to withdraw from the evaluation
  - processes around any safeguarding issues including the role and contact details of the Designated Safeguarding Officers (DSOs)
- **Partnership**: It is our intention that the evaluation serves to further establish good relationships with stakeholders. They have been and will be consulted and informed about all evaluation activities. This is intended to promote acceptance of the evaluation across the IPs and DPs, and identify any emerging ethical or safeguarding issues.
- **Prompt investigation of issues**: DSOs at Ecorys and Altai will act in the event of any safeguarding issues being raised. The specific process to be taken in the event of safeguarding issues being raised are outlined in the Project Implementation Manual. We acknowledge that participants who wish to raise safeguarding issues may in principle be reluctant to notify the ARCAN MEL team, and so we will provide contact information for Ecorys DSOs who are not part of the core team and can rather act at 'arm's length' from the project.
- **Training:** All researchers/data collection staff attend training that addresses safeguarding and whistleblowing procedures. This covers handling disclosures, reporting allegations, confidentiality, and codes of practice and behaviour.

Ethical Approval

The ARCAN MEL Unit observes all guidelines and rules relating to the conduct of research and evaluation in the countries selected for in-country data collection. We seek ethical approval (or exemption as appropriate) for all primary data collection by writing formally to the relevant authorities in the relevant jurisdictions, where required. A study protocol describing the design and data collection, analysis, participant confidentiality and consent, and the study tools is submitted for review and approval as required. If ethical approval is required, formal responses from the relevant authorities approving data collection activities are a prerequisite for the evaluation data collection to proceed.

ARCAN MEL also abides with Ecorys internal policy guiding the conduct of research and evaluation.

Any proposals to carry out research with potentially vulnerable individuals require internal ethical approval. The evaluation protocol is in that case submitted to an internal ethics review panel for review and approval. The members of the ethics panel have independence from each project that they scrutinise. This enables them to put the participants at the centre of their review. The ethics panel reviews the protocol and provides feedback on the approach. The total process for internal and external ethical review exemption is expected to take around 2 – 4 weeks.

Annex 12: Use and Influence Plan

The first draft of this report was shared with the FFF Global and Kenya teams ahead of a presentation of the key findings and recommendations of the case study in February 2026. Following this presentation and subsequent feedback from FFF, the authors made small changes to any factual inaccuracies and adapted recommendations to fully account for the different roles and responsibilities of the FFF global and in-country teams. It was noted that the case study presented similar findings to that of the broader UN FAO-led Final Evaluation of FFF Phase II. A final version of the case study was then shared with the FFF and FCDO. Findings and recommendations will be considered as FFF plan for Phase III, whilst the case study will be shared more broadly as FFF and FCDO see fit.