

Review of Australia's System for Land-based Emissions Estimation in Kenya (SLEEK)

MANAGEMENT RESPONSE

28 July 2016

Programme Overview

Programme Name	System for Land-based Emissions Estimation in Kenya (SLEEK)		
Investment Number	INK531		
Commencement Date	10/04/2013	Completion Date	31/12/2016
Total Australian \$	\$12,480,000		
Total other \$	None		
Delivery Organisation	Clinton Climate Initiative		
Implementing Partner(s)	The Australian Government through the Department of Foreign Affairs and Trade (formerly AusAID) and Department of the Environment ¹ (formerly Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education) and the Kenyan Government as the final custodian of the system.		
Country/Region	Kenya/Africa		
Primary Sector	Climate Change, Land Sector (Forest and Agriculture)		

Initial Programme Context and Objectives

The System for Land-based Emissions Estimation in Kenya (SLEEK) programme commenced as part of the Australian Government's commitment to the international 'Fast-start Climate Finance' mechanism. Australia provided A\$599 million over three Australian financial years (FY2010/11 – FY2012/13) to support a range of actions to reduce carbon emissions, enhance technology development and capacity building and help developing countries adapt to the effects of climate change.

The Department of the Environment (formerly Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education) was engaged by the Department of Foreign Affairs and Trade (formerly AusAID) to manage some of the climate change related aid projects due to the department's expertise in climate change mitigation and adaptation (especially in greenhouse gas estimates for the land sector) and project management experience. Many of these projects, including SLEEK, are still in operation. More information on Australia's contribution to Fast-start can be found at: <http://dfat.gov.au/international-relations/themes/climate-change/Pages/australias-fast-start-climate-finance.aspx>.

SLEEK's objective is to enable the measurement, reporting and verification (MRV) of greenhouse gas (GHG) emissions from the land sector in Kenya. It will support the Reducing Emissions from Deforestation and Forest Degradation (REDD+) readiness activities, reporting requirements to the United Nations Framework Convention on Climate Change (UNFCCC) and land-use planning and decision-making for improved agricultural productivity and food security in Kenya.

SLEEK will directly improve land-use planning and natural resource management to contribute to:

- sustainable economic development—through:

¹ As of 19 July 2016 Administrative Arrangements were amended and the relevant entity is now the Department of the Environment and Energy.

- improving food security via improved agricultural productivity, infrastructure, and access to markets;
- improving incomes, employment, and enterprise opportunities; and
- reducing the negative impacts of climate change and other environmental factors through both mitigation and adaptation activities.
- effective governance—through improving indicators of good governance, which include:
 - data transparency;
 - coordination between government agencies;
 - data access and mechanisms for participation in decision-making; and
 - mechanisms to hold government accountable for land-use decision-making.
- And indirectly laying the foundation for humanitarian improvements, including:
 - disaster response—through more effective preparedness and responses to disasters and crises;
 - saving lives—through better public health, accomplished by increasing access to safe water and sanitation (for example, through increased tree cover in the water towers); and
 - promoting opportunities for all—through empowering women to participate in the economy, leadership, and education.

Review Summary

Review Objective: To undertake a mid-term review of the System for Land-based Emissions Estimation in Kenya (SLEEK) programme funded by the Department of Foreign Affairs and Trade, managed by the Department of the Environment and implemented in-country by the Clinton Climate Initiative. In particular this review was undertaken to inform the Australian Government on the progress of the programme to date, and more importantly provide recommendations for the remainder of the programme to ensure the outcomes were achievable.

Review Completion Date: 31 October 2015

Review Team: The review was undertaken by GHD Pty Ltd comprising Phil Montgomery (Team Leader), Alison Baker (Monitoring and Evaluation Specialist) and Andrew Roy (Greenhouse Gas Specialist).

Review Context:

In April 2015, the Department of the Environment commissioned a mid-term review of the System for Land-based Emissions Estimation in Kenya (SLEEK) programme to assess progress and implement recommendations to improve the outcomes and outputs of the programme. This independent review is a requirement of the Department of Foreign Affairs and Trade, and the terms of reference were designed as part of the original program design.

The review team consulted widely throughout the review process with key stakeholders. After reviewing the Program Design Document (PDD) and programme reports, the Team Leader accompanied Department of the Environment representatives to the 8th SLEEK Quarterly Meeting in Kenya in April 2015. Following these meetings the Team Leader met with staff and consultants from the Clinton Climate Initiative, both US and Kenya based, members of the Government of Kenya involved with the implementation of the programme and the Australian High Commission in Nairobi. Following the in-country consultation, additional discussions with stakeholders were conducted by telephone.

The review considered the first two years of the SLEEK programme (April 2013 – April 2015).

Australian Government Response to the review report

The Australian Government welcomes the mid-term review of SLEEK. Australia is committed to improving the delivery and effectiveness of Australian aid, ensuring that there is efficient use of all development resources.

The review of the programme at the mid-way point of its implementation provided an opportune time to assess progress and identify any risks to achieving the outcomes. It also provided an opportunity to implement any additional arrangements to strengthen the programme's outputs.

The Australian Government notes the significant support and commitment that the Kenyan Government made to the implementation of SLEEK. The Australian Government welcomes the progress that has been made by the Kenyan Government in establishing governance arrangements and support structure for the implementation of SLEEK.

The Australian Government considers that the review provides a fair assessment of the strengths and weaknesses of the SLEEK programme. The review found SLEEK to be *very highly relevant* to both the Government of Kenya's and the Government of Australia's objectives. The review assessed the programme's effectiveness against two themes – development of technical products and capacity development goals. Both were deemed effective, the technical product development in particular. The Australian Government considers this to be a fair assessment, and agrees with the recommendation of a time extension to ensure capacity development effectiveness is achieved.

Efficiency was assessed operationally and from a financial reporting perspective. The review scored the programme as *highly efficient* operationally, which the Australian Government considers appropriate, particularly regarding stakeholder engagement and implementation issues. The Australian Government acknowledges the findings that improvements were necessary to financial reporting. While the previous reporting had been contractually compliant, the Department of the Environment and the Clinton Climate Initiative implemented more detailed and comprehensive financial reporting in response to the review findings.

The Australian Government acknowledges that the impact of the programme will be more significant when products are finalised and, more importantly, used in Kenya. Therefore the *adequate* rating against the Impact criteria is appropriate at this point in the program cycle. The potential significant impact of the programme's products is acknowledged in the review, and will be a key focus for the remainder of the programme.

The Sustainability measure of this aid programme is a priority of the Australian Government. Full Government of Kenya ownership of SLEEK is a key objective of the Government of Australia. At the conclusion of its contract with the Department of the Environment on 31 April 2016 CCI did not agree to a no-cost extension, but will continue to provide informal support. To ensure continued capacity development, the Department of the Environment has agreed with the Government of Kenya to enter into an arrangement for the ongoing management of the SLEEK Program Management Unit and scholarships, beyond the initial handover date of 1 May 2016. To facilitate these arrangements the Department of Foreign Affairs and Trade and the Department of the Environment will vary the terms of the Record of Understanding outlining SLEEK, extending its period from 31 December 2016 to 31 December 2018.

The Australian Government acknowledges the strong ratings against the following criteria: Gender Equality and Safeguards, Monitoring and Evaluation, and Analysis and Learning; and will ensure maintenance of current practices and adoption of recommendations from the review to ensure these criteria continue to improve.

The Australian Government agrees with the Risk Management rating and has taken steps to further improve the functional aspects of the programme's risk management, such as compulsory security briefing for all travel and updating the risk management plan. The variation to the Record of Understanding between the Department of Foreign Affairs and Trade and Department of the Environment will allow for agreement on new terms which explicitly remedy these issues.

The Australian Government welcomes the positive commentary relating to Innovation and Private Sector in the context of SLEEK. Whilst the priority for all parties working on SLEEK is to ensure that it meets its objectives within Kenya, the potential for extension of the programme concepts to other countries is recognised.

Australian Government Response to the recommendations

The Australian Government welcomes the recommendations of the Mid-term Review. Efforts to address each of the recommendations are ongoing, taking into account the end of CCI's formal involvement with SLEEK at the conclusion of its contract with the Department of the Environment.

Recommendation 1 [*Improve financial reporting*] was acknowledged and changes were implemented. The Department of the Environment and CCI agreed to revised financial reporting. These new arrangements provided more detailed financial reports that were compiled and submitted on a quarterly basis. Reports were signed by the Clinton Foundation Chief Financial Officer and the SLEEK Program Manager.

Recommendation 2 [*Formalise a fast-track Capacity Development Program*], Recommendation 3 [*Improve the process for tracking and reporting progress*] and Recommendation 4 [*Monitoring and evaluation to focus on what's working and what's not*] have been noted and are a key feature of the ongoing program. Recommendation 2 formed the basis of detailed discussions with the Government of Kenya. Future arrangements between the Government of Kenya, the Department of the Environment and the Department of Foreign Affairs and Trade will take into account Recommendation 3. The Australian Government agrees with Recommendation 5 [*Maintain support to the Documentation Specialist as a priority activity*] and notes the importance of the documentation process in relation to sustainability. Significant effort is being made to support and coordinate any requirements for specialist assistance.

The Australian Government agrees in principle with Recommendation 6 [*Limit the focus on developing Apps as part of SLEEK*]. With an already ambitious scope of work in the program design, it is important to concentrate efforts on existing requirements. However, the Government of Australia recognises the appeal and usefulness of applications (Apps) to the stakeholders working on SLEEK, particularly in ensuring relevance to Kenyan Government Ministries' broader work priorities and to facilitate engagement from across the Kenyan Government. The Australian Government recognises the importance of App development, therefore the Department of the Environment will consult with the Government of Kenya to ensure agencies' requirements and preferences for App development are taken into consideration.

With regard to Recommendation 7 [*Grant a no-cost extension of time*], a no-cost extension of time for SLEEK was raised by CCI prior to the review. The Australian Government agreed with the recommendation to consider the length of time necessary to ensure the outcomes are achieved. Although CCI is no longer contractually involved in SLEEK, the Department of the Environment has made arrangements for an appropriate time extension with the Government of Kenya during the handover phase of the program.