



FINAL REPORT

END-TERM (FINAL) EVALUATION OF STRENGTHENING ENVIRONMENTAL CIVIL SOCIETY ENGAGEMENT FOR IMPROVED NATURAL RESOURCE GOVERNANCE IN KENYA, 2011-2014

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Acronyms

BMU	Beach Management Unit
CANCO	Community Action for Nature Conservation
CBO	Community Based Organization
CFA	Community Forest Association
CSCSP	Civil Society Capacity Strengthening Programme
CSO	Civil Society Organization
EAWLS	East African Wild Life Society
EMCA	Environmental Management and Coordination Act
ETE	End-Term Evaluation
FAN	Forest Action Network
GEO	General Environmental Objective
JICOFA	Jilore Community Forest Association
LAMCOT	Lamu Conservation Trust
KFS	Kenya Forest Service
KMF	Kenya Marine Forum
KFWG	Kenya Forests Working Group
LFA	Logical Framework Analysis
M & E	Monitoring and Evaluation
MTR	Mid-Term Review
NECSA-K	National Environment Civil Society Alliance of Kenya
NGO	Non Governmental Organization
NK	Nature Kenya
NLC	National Land Commission
NMK	National Museums of Kenya
PDO	Project Development Objective
TDCN	Tana Delta Conservation Network
WCK	Wildlife Clubs of Kenya
WWF- KCO	World Wide Fund for Nature - Kenya Country Office
YETs	Young Environmental Trainees

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Executive Summary

In this End-Term Evaluation (ETE) report, the term “Project” refers to Strengthening Environmental Civil Society Engagement for Improved Natural Resource Governance in Kenya. It is one of the projects that have been implemented by WWF-Kenya under the CSCS Programme. Similarly, “Partner Organizations” stand for collaborating organizations¹ through which the WWF-Kenya implemented the project. The project focused on advocacy capacity building of stakeholders to enable them influence natural resource policies and also effectively participate in sustainable co-management of their natural resources.

The ETE adopted a multi-sectoral descriptive survey design and embraced an inclusive participatory approach, particularly in planning and in data collection. The descriptive survey design was preferred because it allows for a description of the existing status of a situation in comparison with past and future status, with respect to improvement of the situation or otherwise.

From the analysis of the findings, it can be stated that the project has had conspicuous impacts both at the national and the community level. For example, the NECSA-K - an alliance of Civil Societies in Kenya engaged in natural resource management that was established by the project, is recognized by the Kenyan government as a key stakeholder and a vital resource on natural resource policy issues. The government actively seeks the input of the alliance into draft laws while the Commission for the Implementation of the Constitution (CIC) seeks its comments before they approve natural resource related policies or bills.

At the community level, the project established County Natural Resources Networks, facilitated formation and strengthening of other CSOs/CBOs and built their advocacy capacity. These local organizations are now empowered to demand sustainable utilization of their natural resources. To mention a few, they successfully effected application of appropriate fishing methods in the territorial waters at the coast; have been able to stop inappropriate utilization of their fertile land – unsuitable agricultural practices and mining; have been able to block non-transparent processes leading to exploitation of Oil and Gas and other minerals; and have been able to demand for co-management to forests. All these impacts are attributed to the advocacy capacity building by the project.

As a result of its success, it is recommended that the project be implemented in other parts of the country to empower other local communities advocate for co-management of their natural resources and also demand for their equitable share of the exploitation of the same.

In view of the success and effectiveness of NECSA-K locally, the WWF-Kenya should consider influencing establishment of a regional alliance - based on of NECSA-K and its mechanisms – as a forum/force for East African local communities to advocate for streamlining regulations for exploitation of Oil and Gas and other minerals.

In conclusion, it could be stated without any reservation that this was a well executed project that has achieved the purpose for which it was implemented.

¹ Nature Kenya (NK); Community Action for Nature Conservation (CANCO); the East African Wildlife Society which hosts Kenya Forestry Working Group (KFWG) and; Kenya Wildlife Conservation Forum (KWCF); Wildlife Clubs of Kenya (WCK) and the Forest Action Network (FAN)

1.0 Introduction, Goal, Purpose and Expected Outputs of the Project

1.1 Introduction

The “Strengthening Environmental Civil Society Engagement for Improved Natural Resource Governance” project is one of the projects that were implemented by the WWF-Kenya under its “Civil Society Capacity Strengthening Programme (CSCSP)”. The project was meant to contribute towards the provision of an enabling environment for the achievement of conservation goals nationally and more specifically, in WWF conservation priority places in Kenya with special focus on the coastal region of Kenya (Kwale, Malindi, Lamu and Tana Delta). The conceptualization and the design of the project were guided by the outcome of a situation analysis, in relation to natural resource management, which was conducted among CBOs and CSOs in Kwale, Malindi, Lamu and Tana Delta. The project also relied on the feedback from the implementation of a Three (3) year pilot project (2008-2010) that preceded it.

1.2 Goal and Purpose

The goal of the project was to attain sustainably managed natural resources supported by good policies and strong CSO participation in Kenya and its purpose was to increase CSOs participation in policy influence and engagement by the end of the project in order to ensure environmental considerations in development activities. Consequently, the implementation of the project was focused on:

- i) Strengthening individual environmental civil society organizations and networks as change agents in advocating and influencing environmental policy formulation and implementation for better natural resource management and governance;
- ii) Enhancing value and impact of existing WWF projects in Kenya; and
- iii) Providing support to environmental Civil Society Organizations including Non Governmental Organizations (NGO); Community Based Organizations (CBOs), Associations as well as civil society networks/ forums/alliances.

1.3 Project Outputs as per the Log Frame

Based on the project LF the expected outputs of this project were indicated to be that:

- i. By 2014, the advocacy and lobbying capacity of at least 15 CSOs and one local level forum would have been built to engage, influence decisions and demand transparency and accountability in the management of coastal natural resources;
- ii. By 2013, the governance structures of local level CSOs would have been strengthened through institutional capacity building and technical support;
- iii. By 2014, at least 2 natural resource groups would have been formed and or strengthened in their capacity to engage in co-management of natural resources; and

- iv. By 2014, the National CSO alliance would be engaging in collective advocacy and influencing the formulation of new natural resource legislations towards sustainable management of natural resources in Kenya.

1.4 Project Information and Background

This section addresses the source of funding of the project, the personnel involved in its administration at WWF-Norway and WWF-Kenya and justification for the project.

1.4.1 Project Information

Table 1: Summary of project Information

Project Name	Strengthening Environmental Civil Society engagement for improved natural resource governance in Kenya"
Project Location	Kenya
Project reference numbers:	KE0868.01 (WWF International)
Project budget- (Figures according to contract signed in 2011)	NOKS 1,200,000 (2011) NOKS 1,692,590 (2012) NOKS 1,754,407 (2013) NOKS 1,243,544 (2014)
Donor(s)/ funding sources	NORAD (Norwegian Agency for Development Cooperation), through WWF Norway
Contact persons	WWF-Norway: - Project Coordinator: Melissa de Kock, mdekock@wwf.no - Project Supervisor: Andrew Fitzgibbon, afitzgibbon@wwf.no - Administrator: Zanete Andersone-Lilley zandersonelilley@wwf.no WWF-KCO: - Programme Manager: Peter Muigai, Pmuigai@wwfkenya.org - Dr. Jared Bosire – Conservation Manager: Jbosire@wwfkenya.org - Project Supervisor: Mohamed Awer, mawer@wwfkenya.org - Administrator: Lawrence Otieno, lotieno@wwfkenya.org
Start Date: January 2011	Expected End Date: December 2014

1.4.2 Project Background

The project was implemented with support from NORAD as a continuation of a previous 3 years (2008-2010) project phase. The initial phase was anchored within the Environmental Movements in the South (EMIS). EMIS was considered a wider strategy for supporting environmental civil society movements in Africa, Asia, Latin America and Oceania and was supported by a membership organization driven by WWF-Norway; The Development Fund; and The Rainforest Foundation.

1.4.3 Justification

The conceptualization and design of the project were based on the outcome of the situation analysis which was conducted in 2011 targeting communities in the project locations. The findings of the study had revealed that communities in the project locations and their civil society organizations (CSO/CBOs) lacked capacity to play a role in influencing decisions on the choice of economic development projects meant to benefit them or offer tradeoffs. Moreover, they were found not have capacity to monitor/assess the impacts of development projects on their lives. This often resulted in weak participation and engagement of the communities in policy formulation and development thus affecting environmental resource governance in the long run. This called for the need to build a strong civil society base that advocates for community livelihood benefits and supports sustainable resource exploitation and development.

Moreover, the new Kenyan constitution proposes a number of revolutionary changes in environmental and natural resources management including a provision on levels of devolved governance to the counties. It provides for a review of the framework law environment among other legislations with bearing on the environment. Therefore, the CSOs engagement in the full implementation of the constitution and especially, the review of the environment legislation framework within the stipulated four (4) years is not only crucial but critical. It is expected that with a good framework law environment, community interests will be safeguarded and it will also serve as a good guide to legislation in other sectors. Therefore, the prevailing legal environment, coupled with the outcome of the situation analysis and the success of the first phase of this project, was the main drivers and gave impetus for the design and implementation of the second phase of the project.

Furthermore, at the time of the conceptualization of the project, Oil and Gas exploration had made tremendous strides in the country, especially at the coastal areas where the project was implemented. As stated earlier, the CSOs/CBOs and the general communities at project locations lacked the advocacy capacity to influence formulation and implementation of laws and regulations for Oil and Gas exploitation that would guarantee their equitable share of the income and also ensure the use of environmentally sustainable extractive procedures. The project was a viewed as the appropriate mitigation for this advocacy deficiency.

2.0 End-Term Evaluation Approach and Methodology

2.1 Evaluation Focus, Design and Rationale

2.1.1 Focus

In order to comprehensively address the objectives of the ETE stated in the preceding section, the evaluation study focused on the following issues:

- 1) The review of the project design and project implementation strategies against baseline situation obtaining in the project areas at the start of the project as presented in the Project Baseline Report;
- 2) The assessment of the impact of the project in terms of qualitative and quantitative achievements of the objectives on the bases of indicators stipulated in the Logical Framework at the time of project initiation and in the work plans;
- 3) The assessment of the project results - achieved outputs vis à vis the planned outputs - in terms of the effectiveness and the efficiency of implementation i.e. outputs achieved against inputs and budgetary outlay used;
- 4) The review of the logical framework matrix and the indicators to assess the extent to which they were appropriate for monitoring the project performance; and the extent to which the M&E data from regular project monitoring and the Mid-Term Review (MTR) were used by the project management; and
- 5) The study and documentation of lessons learned from the implementation of the project that could feed into WWF's future development initiatives in execution of its overall portfolio and the exist strategies put in place to ensure the sustainability of project achievements.

2.1.2 Design and Rationale

In line with the focus of the ETE described above, the evaluation of the project employed the descriptive survey design. It also employed an inclusive participatory approach particularly during the planning and data collection phases.

The descriptive survey design was found appropriate because it allows for a description of the existing status of a situation which essentially provides the basis for comparison with baseline status, with respect to improvement or otherwise. That is, the assessment was expected to establish the level of concrete achievements over the baseline status as captured in the project proposal document and set the benchmark for assessing the achievements for the implemented initiatives. In this regard, the improved capacity of stakeholders to sustainably managed natural resources supported by good policies and strong participation of key stakeholders of conservation in Kenya. The ultimate result of which is their increased engagement in advocacy work to influence policy as the project comes to an end. The survey design was also preferred because it enables the use of appropriate samples in a study to cover large project areas at a

lower cost, saving on time and yet yielding results that provide an informed general view of the existing situation.

2.2 Evaluation Approach

The methodology used for the ETE compared actual achievements against targets and was based on the findings and factual statements identified from review of relevant documents, namely; Logical Framework Analysis (LFA), Annual Work plans (AWP), semi-annual and annual Technical Progress Reports (TPR), quarterly and annual Financial Reports (FR) and other documents produced by the project. The evaluation was also based on visits to project areas where interviews and discussions including Focus Group Discussions (FGDs) were held with key stakeholders. Participation of stakeholders in the evaluation process was sought at all the feasible stages to factor in their opinions, expectations and vision about the contribution of the project towards the achievement of its objectives.

2.3 Target Population and Sample

Through the project, WWF Kenya supported the work of environmental Civil Society Organizations (CSOs) including Non-Governmental Organizations (NGOs); Community Based Organizations (CBOs), Associations as well as civil society networks/forums/alliances. Specifically, the project supported five (5) local CSOs namely; East African Wildlife Society, Forests Action Network, Nature Kenya, Wildlife Clubs of Kenya and Community Action for Nature Conservation (CANCO), with each CSO carrying out different advocacy activities depending on their thematic priorities. In addition, 2 county level networks: Kwale County Natural Resource Network; and Kilifi County Natural Resource Network, were supported to engage in policy formulation and implementation in their respective counties. At the national level, National Environment Civil Society Alliance of Kenya (NECSA-K) was supported to engage in advocacy work which included its engagement in the processes of formulation of policy and laws pertaining to natural resource management and environmental conservation. These organizations, together with the respective grassroots CBOs with whom they collaborate, constituted the population for the study. Therefore, the population from which data and information were gathered in order to adequately address the objectives of the study included key stakeholders and players in the project areas.

The sample design and sample size were agreed upon by the consultants in collaboration with the project staff. The sample thus selected, comprised all the five (5) CSOs that were supported by the project and representatives of purposively selected CBOs falling under the respective CSOs. These are shown in the Annex iii.

The sampling techniques used to identify the participants to represent of the selected CBOs in the study were systematic, purposive and snowball.

2.4 Data Collection Techniques and Tools

The evaluation team reviewed the relevant documents outlined section 2.2 above which informed them in the development of guides they used in conducting document review, key informant interviews/discussions and Focus Group Discussion (FGD). The study tools thus developed by

the consultants were moderated by the project team to improve their appropriateness before they were used in the field for data collection.

The overall approach to the evaluation was participatory in that it involved the project management team not only in planning and peer review of the data collection tools, but also in actual field work during data collection. It also involved key stakeholder organizations represented by CSOs and their respective collaborating CBOs. The overall plan used in data collection is captured in Annex iv.

2.5 Data Analysis

Data gathered from various stakeholders at different project sites using the techniques and tools described above were collated, analyzed, and systematically interpreted. The analyses and interpretation focused on the key issues of the evaluation. A large amount of qualitative data emerged from interviews/discussions, FGDs and review of relevant documents. Finally, the evaluation findings were summarized to indicate levels of achievements in terms of outputs, outcomes and impacts and evaluated using the criteria of relevance, efficiency, effectiveness and sustainability. The evaluation also highlighted the challenges experienced, lessons learnt, conclusions and recommendations.

3.0 Findings of the Evaluation

This section discusses the findings of the evaluation. These are focused on the implementation strategy and management structure; the relevance; effectiveness; efficiency and the impacts of the Project. The discussion seeks to provide the evidence that the implementation of the project achieved its main goal that translates into “Provision of an enabling environment for the achievement of conservation goals nationally and more specifically, in WWF conservation priority places in Kenya”. In this respect, the focus was on the coastal region of Kenya (Kwale, Malindi, Lamu and Tana Delta).

3.1 Implementation Strategy and Management Structure

The findings of the evaluation revealed that the project employed a two-tier project design for its implementation. This is depicted in figure. In other words, the WWF-Kenya strategically opted to work with CSOs (first-tier) engaged in advocacy work targeting natural resource management and environmental conservation. The CSOs in turn implemented the project through selected CBOs (second-tier) with which they had common thematic and operational interests from amongst those in their areas of operation. The strategy was meant to improve on the economic use of resources in running the project i.e. finance, time and human resources. It was reasoned out that the strategy would minimize on the time spent by the project staff as a result of delegating some activities to the partner Organizations. The time thus saved would be channeled to other project activities. The arrangement also was meant to reduce the cost of managing the project as a result of reduced travel and field expenses by the project staff. Similarly, the funds saved by employing this strategy would be used to enhance other planned activities. Moreover, the design is such that it would require a lean WWF-KCO staff to implement the project. The core project implementation team comprised Programme Manager, Assistant Project Coordinator and an Administrator.

The project was implemented through five (5) partner CSOs which support a total of fifty four (54) nature based CBOs. The partner organizations are namely; NK, CANCO and the KFWG - all of which operate in Tana Delta, Lamu and Malindi areas; WCK in Malindi and the FAN in Lamu. All the organizations work in various environmental thematic areas ranging from; species conservation, youth empowerment in conservation to environmental rights and governance initiatives. The other partners involved in this project area are the Kwale County Natural Resource Network (Kwale CNRN) and the Kilifi County Natural Resource Network (Kilifi CNRN). All the Partner Organizations cited above were funded by and worked directly with WWF-Kenya project office in their advocacy activities with the exception of Kilifi-CNRN which is supported through WWF-Kenya representative in Kwale. Then there is the NECSA-K, whose mission is to advocate for good environmental governance through collective action that contributes towards ensuring equitable socio-economic and environmental sustainability in Kenya. At the moment, the WWF-Kenya hosts and directly funds the advocacy activities of the alliance. Its activities are also managed by the project management staff with the guidance of the NECSA-K steering committee headed by 2 co-chairs and draws representatives across the key sectors. The implementation structure described here is presented schematically in Figure 1 below.

Diagrammatic Representation of the Two-tier Project Implementation Strategy

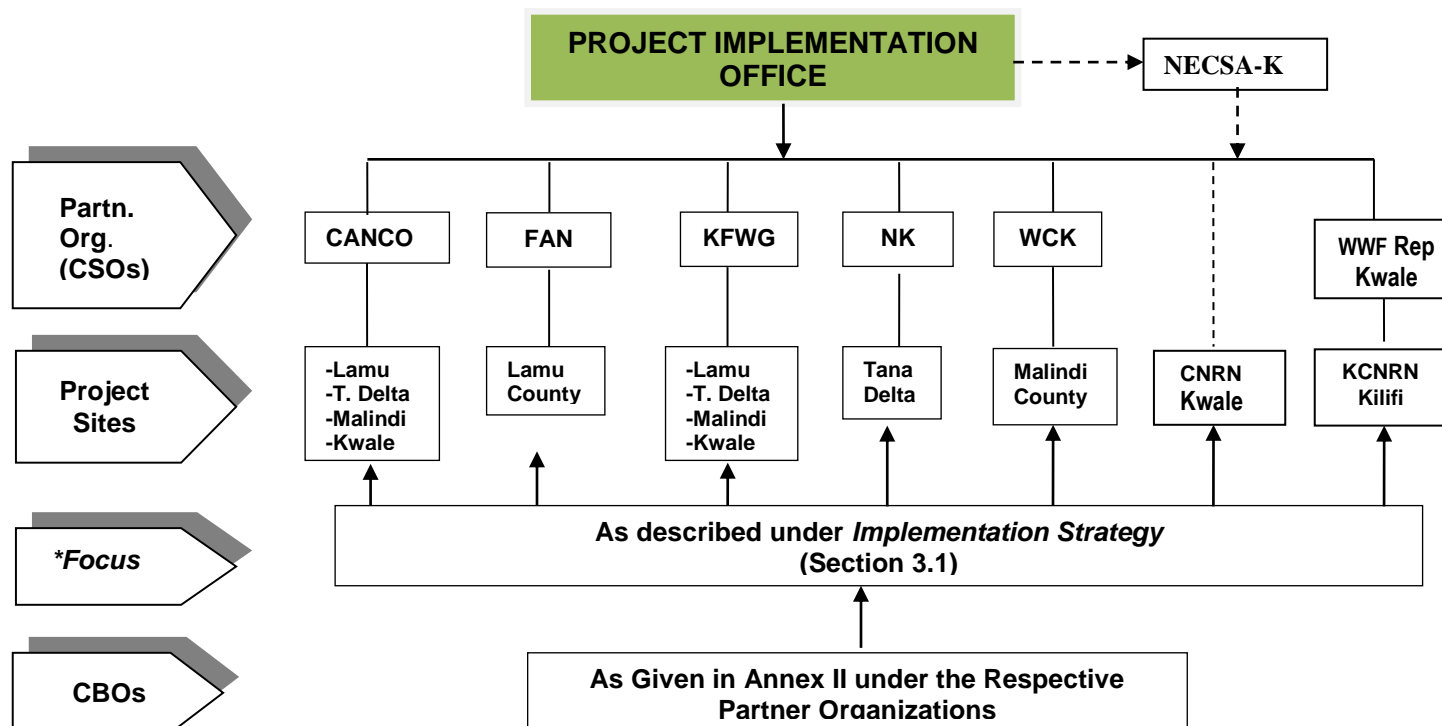


Figure 1: Diagrammatic Representation of project Implementation Strategy

(Modified from the Mid-Term Report, Dec. 2012)

Partn. Org. = Partner Organization

Focus describes the different thematic areas specifically defined by the project in which the various partner Organizations are engaged at the projects sites. The synergistic effects of the various project activities conducted under the different thematic areas are envisaged to contribute towards achieving the goal of the project. The thematic areas have been described under Implementation Strategy (Section 4.3**).*

As described elsewhere in this document (**Section 3.1**), the 2-tier project implementation strategy was meant to improve on efficiency and economy of resources used in running the project

The project implementation strategy of working through the respective partner CSOs to promote advocacy among the communities focused on the following:

- a. Working through FAN, the project aimed to build the capacity of Kenya Marine Forum and other 7 Community Based Organizations in Lamu County with respect to understanding the environmental legislations and rights as per the natural resource legislations; strengthening of the media advocacy capacity of the CSOs; and establishing and strengthening governance structures of the CSOs.
- b. Working through the WCK in Malindi the project sought to enhance knowledge, attitudes and skills on environmental advocacy for change the youth. It also supported inexperienced environment or Natural Resources University graduates to acquire skills in environmental advocacy.
- c. Working under the umbrella of the KFWG in Lamu and Malindi, the project intended to enhance the protection, sustainable management and conservation of the coastline forests through building the capacity of at least seven (7) established Community Forest Associations (CFAs) in Ozi, Gongoni, Boni, Dakatcha, SHICOFA and Gilore.
- d. Partnership with CANCO focused on strengthening the institutional capacity of CSOs for Oil and Gas and Fisheries exploration advocacy alliance involving a total membership of at least 50 CBOs in Lamu, Tana Delta and Malindi. The institutional capacity building was meant to empower these specific CSOs to be able to effectively engage with the government and oil exploration companies with the aim of influencing the promotion of responsible development and better governance of the emerging Oil and Gas sector. CANCO also hosts the Kenya Oil and Gas Working Group (KOGWG).
- e. Partnership with NK was intended to enhance the level of awareness within local communities on the importance of sustainable management of natural resources in Tana Delta. It was also meant to create awareness among policy makers on the impacts of inadequacies of the EIA procedures and propose remedial measures. Ultimately, the project was to promote dialogue on Tana Delta conservation and resource management issues among the stakeholders.
- f. Partnership with Kwale-CNRN, whose formation was supported by the project to promote sustainable management and utilization of Kwale County Natural resources through advocacy and partnership with the national and county government. This partnership also included the Kilifi-CNRN which is supported by WWF-Kenya through its representative in Kwale.
- g. Engagement with the NECSA-K had a nationwide focus on the promotion of advocacy for national resource management and environmental conservation. These include advocacy and influencing policy on natural resource governance, environmental and natural resource management knowledge, and institutional capacity strengthening of the member CSOs. The NECSA-K is recognized and has been empowered to effectively engage with the Constitution Implementation Commission (CIC) in the constitutional formulation and implementation processes in an effort to influence the formulation of natural resource management and environmental conservation laws that promote equity and sustainability.

- h. The project worked in collaboration with the WWF's coastal Kenya-Marine project and the state department of fisheries to build the capacities of BMUs.

3.1.1 The Effect of the Implementation Strategy

The strategy was found to be an efficient way of implementing a project involving such a widely spread beneficiaries, i.e. the coastal communities in several counties spreading from Kwale to Lamu. The appropriate and efficient CSOs strategically selected for the project enabled a lean staff to implement such a huge project and still achieve the intended and objective with the available funding, which the partner organizations described as limited. The strategy made it possible that all the set targets planned for the project were achieved (discussed under Section 3.3.1), thus creating advocacy empowered CSOs/CBOs at the project sites, which are effectively engaging with the county and national governments for sustainable management of their natural resources supported by good policies.

3.2 The Relevance of the Project

The section discusses the nationally and locally prevailing conditions that necessitated the implementation of the project at the Kenyan coast with the goal of contributing towards creation of an enabling environment for biodiversity conservation. The discussion focuses on the following:

- i) Situational Analysis of the Biodiversity Conservation in Project Area and advocacy capacity of the respective civil societies in the area.
- ii) Devolution of governance and resource management
- iii) Socio-economy of the project areas

3.2.1 Situational Analysis of the Biodiversity Conservation in the Project Areas

The situational analysis conducted by the WWF-Kenya revealed that at the inception of the project, major environmental threats existed at the specific project areas. These threats persisted and others emerged during the life span of the project. The threats include the Oil and Gas exploration, the LAPSSET and the depletion of mangroves

At the start of the project, Oil and Gas exploration activities were taking place in all the coastal project sites i.e. Lamu, Kwale, Malindi and Tana Delta. According to the CANCO's technical report (1st May -15th December 2011), the communities in these project sites had limited knowledge of the process of Oil and Gas exploration and the adverse effects it would have on the environment. They were also not aware of the laws governing the exploration of Oil and Gas in Kenya and their knowledge on Environmental Management and Coordination Act (EMCA) was limited.

In addition to this, is the implementation of the planned government infrastructural development initiatives in Lamu, including the Lamu Port-Southern Sudan-Ethiopia Transport (LAPSSET) Corridor, a key flagship project of the Kenya Vision 2030 endeavour. Envisaged in the LAPSSET is a modern port at Lamu, an oil refinery, a railway line to Juba in southern Sudan with a branch line to Ethiopia, an oil pipeline linking Lamu with the oil fields of southern Sudan, a super highway connecting to Ethiopia and Sudan, an international airport and several resort cities and towns within Kenya. This project will place a huge demand on the public land; interfere with historical sites, mangrove forest and marine and terrestrial biodiversity.

It is mentioned above that the report by CANCO (December 2011) revealed an absence of knowledge on environmental issues among the communities in the project areas. This needed to be addressed in order to empower them to undertake advocacy activities. The project was found very appropriate for this purpose.

Moreover, the fact that coastal lands are held under the government trust means that they are more likely to be used with little regard to the concerns of or consultation with the local communities. Such acts are certainly bound to disenfranchise the local communities by endangering their livelihoods and thereby antagonizing them. This situation which prevailed in the project areas was encouraged by lack of strong and effective advocacy by community based organizations, which consequently defined the need for and determines the entry point of the project in the Malindi, Tana Delta, Kwale and Lamu counties. The project needed to focus on:

- i) Creating an enabling environment for the conservation of the mangrove and coastal forest through advocacy and capacity development. Specifically, the project sought to complement existing national efforts of enhancing forest conservation by advocating for conservation of forests, supporting the operationalization of the Forest Act 2005.
- ii) Building the capacity of local community organizations to address the issues associated with increased population and business interests that have resulted in the scramble for land for construction and other developments. The scramble for land is a threat to peace and political stability, public beaches, and forests conservation. Some of the prominent infrastructural developments that are planned for construction include: the construction of a new port, a railway line and an oil pipe line to Southern Sudan. At the same time the local population is living in abject poverty, completely unaware of their rights to a clean and healthy environment and a fair share of benefits (Situational Analysis Report).
- iii) Building the capacity of the affected communities to understand the negative and positive impacts emanating from the implementation of the planned government infrastructural development initiatives in Lamu especially the LAPSSSET and its demand for a huge public land and potential negative impacts on the natural environment. There was therefore, a need for a sustained advocacy and awareness capacity building of the communities to enable them effectively address the challenges and their concerns on prudent and equitable utilization of the natural resources.

In the Tana Delta the situation features a scramble for resources in the delta by private developers and large scale investors. The developers have shown little or no regard to the local residents' land rights and ecological integrity of the delta. According to Nature Kenya (Project Report, 2011), no authority had tried to assess the combined environmental impacts of all the projects that had been proposed. The proposed projects included: the G4 Industries - a UK based company - was proposing to acquire a parcel of land measuring about 29,000ha in the Tana Delta grow oil seed crops; a Canadian firm - Bedford Biofuels – had received NEMA's approval to plant *Jatropha* within the Delta starting with 10,000ha as a pilot project. All this happened without the participation and consent of the local stakeholders of the ecosystem. This scenario puts the future of Tana Delta communities at risk due to their inability to understand the real sources of their problems. It also places the integrity of the biodiversity in jeopardy and thereby breeds internal strife among the communities.

3.2.2 Devolution of governance and resource management

The new constitutional dispensation envisaged that the control of natural resources would be managed by the national government and the county governments at varying levels of responsibility. In other words, the exploitation of Oil and Gas, conservation of Wetlands, conservation of coastal ecosystem and Marine resources, Integrated Water Resource and Catchment Management, Environmental Health and Sanitation, Wildlife conservation, *inter alia* are resources that require joint management from the national and county level with closer attention from the county level. The rationale, upon which the management and sharing of such natural resources among the Counties and communities is based, needs to be understood and appreciated at the local levels. The communities require the capacity to effectively participate in the management of the natural resources by acquiring knowledge, skills and attitudes to enable them understand and undertake their roles and responsibilities in ensuring sustainable

management of resources within the local areas. It was therefore, appropriate for the project to focus on building the capacity of the communities in this respect

3.2.3 Social and economic context

The socio-economic development / wellbeing of the communities in the project areas would depend on their capacity to effectively advocate and demand for equitable share of the exploitation and sustainable management of the natural resources. Previous investment proposals had failed to factor in the interests and livelihoods of the communities in their development. This was largely because the communities did not have the capacity to engage the government and the investors concerning the economic benefits and environmental conservation concerns. Moreover, the scramble for the diminishing land resource compounded by increasing population of residents generates social insecurity and undermines national harmony. This had clearly been demonstrated in the perennial clashes between the two dominant agricultural and pastoral communities (Orma and Pokomo) in the Tana Delta. The communities needed to have the capacity to effectively participate in decisions concerning the use of their land. Appropriate capacity building was required as mitigation for this situation.

3.2.4 Status of the Capacity of Local Communities to Advocate for their Rights at the End of the Project.

The above described prevailing conditions at the inception of the project required appropriate capacity building of the CSOs/CBOs and other community members. The capacity building was to enable them comprehend the laws and regulations concerning management of their natural resources. This was intended to empower the local CBOs and other community members in the project areas to demand co-management of their natural resources and equitable share of their (natural resources) exploitation.

Progress Reports of all the five (5) CSOs - project partners – revealed that appropriate advocacy capacity building to enable the communities at the project areas advocate for participation in co-management of their natural resources was undertaken. This was corroborated by the representatives of the respective CBOs and other members at the grassroots (Annex viii) during individual interviews and FDGs. It was apparent that the capacity building was effective. This is supported by the reported/ documented project achievements and from interviews and discussions. Due to the advocacy capacity building, CBOs and Networks formed by the project are now able to influence decisions concerning the use of their land. For example, just to mention a few, the Kwale-CNRN and KCFCF were able to effect cancellation of mining license of Cortec Mining limited. The company wanted to engage in development projects in environmentally sensitive areas. The CBOs discovered that the processes leading to acquisition of the license were not proper and also the company and the county government had exploited the communities' lack of knowledge concerning the negative impacts of the project.

The secretary of the Kwale-CNRN said “the company promised the communities goodies that the project would bring and bought the land very cheaply without informing them about the negative aspects of the project. When we heard of this we went to the county government office, asked for the EIA Report and reviewed it. We found it very defective. We therefore, asked the Cabinet Secretary of Mining to effect its cancellation and it was done”.

Moreover, the Oil and Gas Networks of Garsen, Kipini and Malindi have now the capacity to interpret legislations guiding Oil and Gas development and also comprehend and analyze EIAs. The Networks have been empowered to be able to engage with the government and the companies to demand for their rights. This is corroborated by an official of one of the Networks.

The Chairlady of the Kipini Oil and Gas Network said “Now any company that intends to engage in any development activity relating to natural resource in our areas must engage with the Network”.

From the above, it could be concluded that the advocacy capacity building that was implemented by the project as the result of the prevailing conditions regarding natural resource management - as revealed by the situational analysis - was relevant. It could also be concluded that the advocacy capacity building has contributed towards creating an enabling environment for biodiversity conservation. This is because the advocacy capacity building has enabled the communities to be co-managers of their natural resources on which they depend for their livelihood. They are therefore, acting as “Watchdogs” and making sure that the valuable source of their livelihood is sustainably managed.

3.3 Effectiveness of the Project

This section discusses the effectiveness of the project. In other words, it seeks to bring out the consequence /outcomes of the implementation that ultimately contribute towards achieving the goal of the project. For this purpose, the discussion focuses on the following:

- 1) The Log frame analysis of the achievements made under each output at the end of the project;
- 2) Sufficiency of resources availed for projects implementation;
- 3) Perception of stakeholders on the impact of the project so far; and
- 4) Outstanding achievements of the project/ success stories.

3.3.1 The Log frame analysis of the achievements made under each output

This sub-section presents the achievements at the end of the project compared with the set targets (Project Outcome Indicators) at the inception of the project. This comparison is made for the Project Purpose and the four (4) outputs. The achievements have been rated as; under achieved (<100%); achieved (100%); or over achieved (>100%). Some achievements have been rated using “Performance Index”. For this purpose, the evaluation has adopted the performance index used by the “CSCSP Baseline Survey, 2011”. The evaluation has assessed; governance (institutional structures supporting advocacy), management and financial practices on a scale of one to six (1-6) where the following represent the baseline index: 1 = Needs urgent attention; 2 = Needs major improvement; 3 = Needs improvement on a wide scale; 4 = Needs improvement on a limited scale; 5 = Acceptable, room for some improvement; and 6 = Acceptable, needs maintaining.

It is noteworthy, that an increase in baseline index for an outcome indicator represents some degree of achievement.

Achievements for the Project Purpose

The achievements under the project purpose are detailed in the Table 2a below. In a summary, all the targets set were accomplished and even more.

Table 2a: LFA Based Achievement Analysis of the Project Purpose

Project Goal: Sustainably managed natural resources supported by good policies and strong CSO participation in Kenya				
Goals and Objectives	Project target indicators	Baseline Status	Current Status/ End-Term achievements	Achievement Rating
<p><u>Purpose:</u> By 2014, CSOs participation and influence in policies, legislations & laws formulation is enhanced and CSOs engagement to ensure implementation of the policies, legislations or environmental consideration in development activities is increased</p>	1). 20 CSOs/ alliance members participate in at least 5 additional national policy formulation forums/ seminars/ debate	4 CSOs invited or participating in national policy /legislation. No policies formulation forums Jan 2011	<ul style="list-style-type: none"> - The alliance has over 42 members - Participated in reviews and submitted memos for 10 pieces of legislations and 4 NR policies 	Target Over achieved
	2). At least 2 examples of CSOs/alliance ideas/ views/positions included in new or revised policies, laws, legislations	No national policies or legislation incorporate CSO positions within the implementation of the new constitution Jan 2011 National constitution	<ul style="list-style-type: none"> About 7 issues incorporated in wildlife conservation and management Act 2013. More than 4 issues incorporated in wildlife security report 	100% achievement
	3). 7 more development activities/plans reviewed/improved incorporate CSO/alliance views	1 development plan in Naivasha incorporated CSO views Jan 2011	<ul style="list-style-type: none"> - Kwale County NRN was supported to participate in integrated County Management plan, - Lamu CSO forum participating in development of CIDP - KCNRN reviewed EIA report for a proposed mining project at Mrima Hills in Kwale, - KOGWG-reviewed EIA report for seismic surveys for block 10 (off shore exploration block in Lamu County) 	100% achievement
	4). At least 1 NRM additional Network formed and strengthened within the CEA	No NRM Network existing in the CEA Jan 2011 Naivasha forum/	<ul style="list-style-type: none"> - 3 Networks formed and strengthened - 1Network formed and at its nascent stage 	Over achievement of about 250%

The End-Term achievements for Output 1

The Table 2b presents the achievements at the end of the project compared with the set targets (Project target indicators) under output 1. It is evident from the table 2b below that indicator targets 3 was 100% achieved while target 3 was only about 40% achieved. The targets 1 and 2 have been rated at performance index 6.0. This is because, based on the Log frame analysis, these CSOs have the necessary infrastructure that enables them engage in advocacy an influence policies. In other words, they are at a level where they can maintain the standard or do better.

Table 2b: LFA Based Achievement Analysis for Output 1

Goals and Objectives	Project target indicators	Baseline Status	Current Status/ End-Term achievements	Achievement Rating
Output 1: By 2014 the advocacy and lobbying capacity of at least 15 CSOs and one local level forum have been built to engage, influence decisions and demand transparency and accountability in the management of coastal natural resources	1. 15 local level target CSOs showing improvement to at least moderate level on the advocacy index or reaching a certain level of expertise on the index	Low on advocacy index May 2011	30 local level CSOs in Kwale, Kilifi and Tana Delta have management structures in place and are effectively participating in policy influence and advocacy	Advocacy Index of about 6.0
	2. At least 14 CSOs advocacy capacity index improve to at least 4.2 Check	14 CSO's with average index of 3.9 requiring improvement on wide scale in May 2011 Capacity Assessment Survey	Currently, the 42 fully signed CSOs which constitute the NECSA-K are well versed in advocacy and are effectively engaging with national government in policy formulation through the alliance.	Advocacy Index of about 6.0
	3. At least 20 CSOs in at least 2 more CSO forums participating and influencing decisions at regional/county forum in fisheries or forestry sectors	At least 1 Oil and Gas CSOs working group active and focusing on coastal Oil and Gas CSOs issues	- Kwale and Kilifi Networks have over 30 CSOs participating in policy influence and advocacy. - Lamu county CSO forum initiated	100% achievement
	4. At least 10 CSOs taking a common position in at least 1 CSO forum at regional level	No members influencing decisions at regional forum Jan 2011.	Regional forums initiated with CSOs representing 4 counties but have not taken a common stand yet	About 40% achieved

Achievements for Output 2

This output sought for strengthened institutional and governance structures of local level CSOs by 2013 through institutional and technical support. Table 2c presents the details of achievements made against the set targets. It is evident in the table below that target indicator 1 was rated at the performance index 6.0, while targets 2 and 3 were rated at index 5.5 each. The set targets for activities 4 and 5 were over achieved by about 72% and 160% respectively

Table 2c: LFA Based Achievement Analysis for Output 2

Goals and Objectives	Project target indicators	Baseline Status	Current Status/ End-Term achievements	Achievement Rating
Output 2: By 2013, the institutional and governance structures of local level CSOs to have been strengthened through institutional and technical support	1. 7 CSOs reporting Improved management practice to at least 3.5	Management Practice index at 2.75 May 2011	30 local level CSOs in Kwale, Kilifi and Tana Delta have well established management structures in place. The CSOs of Kwale under the umbrella of the K-CNRN are attracting funding from other sources	Management Practice index of 6.0
	2. 7 CSOs reporting improved financial management skills from Baseline Index of 3 to at least 5 on average	Average baseline index of 3 on Financial Mgt skills May 2011	-26 CSOs (BMUs) trained on books of accounts and 12 sets of books distributed to them and using them	Financial management index of 5.5
	3. 7 CSO partners at the local level reporting good governance at the Baseline Index of at least 5.5	Average Baseline index of 5 on good governance practice May 2011	12 local CSOs in Lamu reviewed their vision and mission statement	Good governance Index of 5.5
	4. 7 local level CSOs have revised or have new constitutions that meet ideals of good governance as per the requirements of the registrar and or social services laws	No CSOs have reviewed constitutions at Jan 2011	12 CSOs in Lamu reviewed their vision and mission statement in June 2013	About 72% over achievement
	5. At least 10 BMUs have and using recommended financial books of accounts CSO,	1 BMUs in Faza have and using financial books appropriately	- 26 BMUs trained on books of accounts - 12 sets of books distributed to them and using them.	About 160% over achievement

Achievements for Output 3

Under this output it was envisaged that by 2014 natural resource groups would have been formed or the capacity strengthened to engage in advocacy and co-management in the forestry, water and fisheries. The details of achievements made under set targets are presented in Table 2d.

It is evident from the Table 2d that apart from the set target 1s for, which was 100% achieved, all the other three (3) set targets were over achieved

Table 2d: LFA Based Achievement Analysis for Output 3

Goals and Objectives	Project target indicators	Baseline Status	Current Status/ End-Term achievements	Achievement Rating
Output 3: By 2014, form and or strengthen the capacity of natural resource groups to engage in advocacy and co-management in the forestry, water, fisheries	1. Three (3) CFAs formed and strengthened	1 CFA in Jilore, Dec 2010	3CFAs with certificate (Gogoni, Gazi and Shimba Hills) and co-managing with KFS	100% achievement
	2. 5 Natural resource user groups (CFAs and BMUs joining regional advocacy networks and coalition	No BMUs or CFAs in any regional networks or forums, Jan 2011	10 NR User Groups considered	Over achievement of 100%
	3. At least 2 BMUs ² /CFA ³ s/ are in co-management and incorporate management plans for benefit sharing with the government	No CFA or BMU any co-management plans, Jan 2011	- 1 CFA-Gede forests launched Management agreement plan and are executing the agreement - 3 BMUs ⁱ effectively engaging in co- management	Over achievement of 25%
	4. At least 6 BMUs management committees have reduced conflict due to better understanding of roles and responsibilities	All BMUs have new management committees, July 2011	26 BMUs have management committees in place. However, governance is a challenge for some	Way above the set target.

² Beach Management Unit

³ Community Forest Association

Achievements for Output 4

Under this Output, it was envisaged that at end of the project the NECSA-K would be strengthened and continues engaging in collective advocacy and influencing the formulation of new natural resource legislation. The details of achievements made under each activity are presented in Table 2e.

It can be deduced from the Table 2e below that all the set targets under output 4 were all over achieved.

Table 2e: LFA Based Achievement Analysis for Output 4

Goals and Objectives	Project target indicators	Baseline Status	Current Status/ End-Term achievements	Achievement Rating
Output 4: By 2014, the National CSO alliance strengthened and continues engaging in collective advocacy and influencing the formulation of new natural resource legislation.	1. 10 more cases of media advocacy spots or features by the CSO alliance and its members	19 media spots or features by the alliance and its members Jan 2011	- 4 stories produced in print media - 2 in TV highlighting issues in extractive industries ⁱⁱ - 2 stories concerning community views on community land bill ⁱⁱⁱ produced - Stories on CSO stand on mining bills featured in print media	140% overachievement
	2. At least 2 advocacy strategy materials developed by alliance	No advocacy strategy documents developed by the alliance Jan 2011	- NECSA-K's advocacy strategy developed and adopted by the members - Kwale-CNRN& KOGWG developed and adopted a strategic plan	100% over achievement
	3. At least 10 members actively taking part in the CSO alliance planning and implementation advocacy activities.	No fully signed up alliance members Jan 2011	Members have increased to 42 fully signed members	320% over achievement
	4. At least 10 CSOs adopting and implementing the CSOs Alliance strategies and plans	No members have signed engagement guidelines, Jan 2011	CANCO,FAN,KFWG, WCK and KWCF; sub-contracted partners implementing the 3 themes of the alliance focus	Over achievement of about 100%

	5. At least 3 institutions in government or private sector actively engaging with the alliance on key natural resource issues	No institution engaging the alliance Jan 2011	5 Institutions: CIC, Ministry of water, environment and NR, Parliamentary committee on Natural Resources, Ministry of Mining and Strathmore Governance centre engaging with the alliance to contribute to policy and legislative processes and have reviewed and submitted memos on mining and water bills to the parliamentary committee on environment and natural resources	Over achievement of about 67%
	6. 2 local level Networks established and strengthened	2 Networks in Naivasha and Yala established and strengthened Dec 2010	- Kwale and Kilifi Networks have been strengthened - BMU Network strengthened - Lamu Network initiated	Over achievement of about 100%.
	7. At least 20 members of CSO alliance sign the engagement guidelines at the national level (Output level)	No members signed the engagement guidelines and principles Jan 2011	- 19 national organizations signed - 50 members have signed the engagement guidelines - More than 10 CSOs participate in alliance meetings	The target was over achieved
	8. At least 2 more case evidence of change of public policies/ legislation/ decision consistent CSO/alliance advocacy	3 cases in Nairobi - KFWG Naivasha- CEPAD and Lamu with KMF, Dec 2010	- KWCF and others won a court case against Kenya National Highways Authority and NEMA and stopped the construction of the southern by pass that was to encroach on 4km ² of Nairobi national park. - Some recommendation concerning wildlife conservation and management taken into account. - National wetland policy and ICZM adopted by the government incorporated the comments by CSOs - Recommendations proposed by the alliance on wildlife security incorporated in the report by the taskforce - The cabinet minister for mining cancels some mining licenses citing CSO concerns	There was over achievement of 200%
	9. At least 2 Plans/strategies developed and published for the national alliance	No plans/strategies for the alliance Jan 2011	- 5 years strategic plan developed for the alliance and adopted - Advocacy strategy developed	100% achievement

	10. At least 2 public awareness material developed for the Alliance	No awareness materials developed Jan 2011	<ul style="list-style-type: none"> - Katiba na mazingira - Coastal counties and forests at glance - Facts on the Nairobi southern by-pass - Forest bill fact sheet - Environmental awareness materials developed by WCK - Fact sheet for NECSA K developed - CANCO developed 5 sets of IEC materials on oil and gas and used them to create awareness to the communities as well as county legislators in Lamu, Tana Delta and Malindi. - Nature Kenya produced materials for land use planning 	Over achievement of 300%
	11. Lessons on CSO and alliance engagement on constitution formulation and implementation documented and shared	No lessons on CSO engagement on constitution developed and shared Jan 2011	<ul style="list-style-type: none"> - 2 Annual CSO conference proceedings developed - A third CSO conference on NRM at county level in Kenya was organized. The proceedings are yet to be documented and shared (by the time of this evaluation) 	Over achievement of about 100%.

From the above log frame analysis, it can be deduced that the implementation of the project has been effective; it has built all the building blocks necessary for achieving the goal of the project. The project has been able to establish a NRM alliance with 42 members under its umbrella and it is actively influencing laws and legislations on natural resources in Kenya. The project has established County Natural Resource Networks, CSOs/CBOs and capacity built them on advocacy to enable them co-manage their natural resources sustainably. All this have gelled into achieving the goal of the project. Moreover, from the log frame analysis, it is evident that, the CSOs/CBOs have been rated on governance, advocacy and management practices and financial management at the performance index of 5.5 to 6.0. This means that they have the capacity now to advocate, manage their respective organizations and seek for alternative funding. In other words, they the project has placed them in a position that will enable their continued existence at the exit of the project.

3.3.2 Sufficiency of resources availed to Partner Organisations for projects implementation

For four (4) years – 2011 to 2014 - the WWF-Kenya provided funding and appropriate capacity building to their Partner Organizations. The funding was meant to enable the project partners to provide advocacy capacity building to local communities at the Kenya Coast (Table 3). It was envisaged that the capacity building would strengthen Environmental Civil Societies and local communities' engagement for improved natural resource governance in Kenya. This section discusses how effective the funds provided was able to contribute towards achieving the goal of the project.

Table 3: Partner Organizations, CSOs/CBOs and Scope of Activities

Project Partner	No. of supported CSOs /CBOs	Project Site	Project Funded
CANCO	- 3 CSOs - At least 50 CBOs	Lamu, Tana Delta and Malindi	Strengthening institutional capacity of the 3 site-specific nascent CSOs for oil and gas advocacy alliance involving a total membership of at least 50 CBOs in Lamu, Tana Delta and Malindi
FAN	7 CBOs	Lamu	Building the capacity of 7 CBOs in Lamu County to understand the environmental legislations and rights as per the natural resource legislations strengthen media advocacy capacity of the CSOs and build and strengthen governance structures of the CSOs.
EAWLS (KFWG)	7 CFAs	Lamu and Malindi	Enhancing protection, sustainable management and conservation of the coastline forests through KFWG by supporting 7 CFAs namely; Ozi-, Gongoni-, Boni-, Dakatcha-, SHICOFA- and Gilore-CFA, in Lamu and Malindi
NK	TDCN*	Tana Delta	Enhance the level of awareness within local communities on the importance of sustainable management of natural resources in Tana Delta
WCK	6 Youth Groups	Malindi	Enhancing the youth knowledge, attitudes and skills on environmental advocacy for change and building capacity of environmental/ natural resources fresh graduates in environmental advocacy.
Kwale-CNRN		Kwale County	To Network and collaborate with other stakeholders relevant to the field of NRM issues
Kilifi-CNRN		Kilifi County	To Network and collaborate with other stakeholders relevant to the field of NRM issues

*Tana Delta Conservation Network (TDCN), an umbrella organization of 40 community groups drawn from 17 administrative Locations.

First and foremost, it should be stated that our discussions with the project partners revealed that management of funds for the project was prudent. This was corroborated by our discussions and interviews with the CSOs/CBOs representatives at the project locations.

It is evident from the Table 3 that the each project partner supported numerous and widely spread CSOs/CBOs. During interviews and FDGs the respondents from the partner organizations and

their respective local representatives were unanimous that the funds were not sufficient to carry out the activities associated with that magnitude of advocacy required to create the awareness, instil the courage and impart the appropriate knowledge to the communities to enable them advocate for their rights. Some of the respondents from the project partners added that due to the widely spread CSOs/CBOs they supported, they had to stretch the allocated funds thin, and therefore, minimized the effectiveness of planned project activities.

Notwithstanding the reported limited funding by some stakeholders, the findings of the study showed that the funds availed had actually been able to support the advocacy capacity building to the degree which was envisaged (planned for) at the inception of the project. This is attested to by the fact that the CSOs/CBOs, who at the inception of the project were rated very low on governance, advocacy, management, and financial management performance indexes (very low to 3.5), received a high rating of index 5.5 to 6.0 at the end of the project. Such rating shows that the CSOs/CBOs received the necessary capacity building to serve the purpose for which the project was implemented. Additionally, analysis of the log frame shows that, with the funds availed for its implementation, the project was able to achieve all the indicator targets it wanted to achieve at the end of the project. Moreover, progress reports from project partners and discussions and interviews with CSO/CBO members revealed that the project has actually achieved its purpose by increasing CSOs participation in policy influence and engagement by the end of the project. In other words, the NECSA-K's is effectively engaging with the government and influencing natural resource policies and the CSOs/CBOs at the grassroots are advocating for co-management of their natural resources and demanding for equitable share the exploitation of the same.

3.3.3 Perception of stakeholders on the impact of the project so far.

All the grassroots stakeholders (Stakeholders Interviewed for the Study – Annex iii) interviewed in the study gave an overwhelming support for the project. They felt that the outcome of the project is the key to releasing them from the bondage of politicians, land-grabbers, developers, investors and historical injustices associated with land ownership. They also think that the advocacy capacity building has emboldened and armed them with the appropriate information to redress their historic land rights. However, their anticipated expediency in achieving the results is way beyond the reality.

In addition, during interviews and FGD discussions the communities and some of the Partner Organizations (Stakeholders Interviewed for the Study – Annex iii) opined that the project would have achieved more impact if its activities included some livelihood projects i.e. income generating activities. For example, some members of the WCK in Malindi were of the opinion that the establishment of waste processing in Malindi and run by relevant CBOs from the town to produce e. g. Brickets, fencing poles, etc for sale would ensure the sustainability of the CBOs and their advocacy activities; and the CFAs working with KFWG cited the inclusion of Beekeeping as a possible livelihood project. The rationale for the suggested inclusion of livelihood activities in the project is that the poverty level at the coast is among the highest in the country (CSCSP Baseline Survey, 2011 and Kenya Economic Report, 2013) and that many members of households who are struggling to put food on the table would be attracted to the advocacy project, when they are aware that through the livelihood activities in the project they would earn some income. This would give rise to increase and retention of community members

in the local CBOs/CSOs. As a result of this, more community members would receive the advocacy capacity building and thus spread the advocacy gains wider in the locations. However, the livelihood activities introduced another dimension not envisaged under this project.

3.3.4 Prominent Achievements/ Success Stories

This section focuses on some of the outstanding achievements, which describe the effectiveness of the project. This section mentions just a few of the achievements; more are discussed under Section 3.5 (Impacts)

i) The Success of the Project with Regard to constitution implementation process

One of the prominent achievements of the project was the formation of the National Environment Civil Society Alliance of Kenya (NECSA-K) and its engagement in advocacy around constitution implementation through input into the review of bills. The Alliance has won the recognition from policy makers and other stakeholders. It is effectively engaging with the Commission for the Implementation of the Constitution (CIC), Parliamentary Committee on Environment and Natural Resources and other stakeholders. The Alliance has been granted a number of opportunities to provide scrutiny of bills presented by government ministries by the commission before they were passed for approval by cabinet and parliament into law. Moreover, it (Alliance) was requested by CIC to provide support for public participation in terms of technical and financial support for civil society engagement in the Land and environment thematic areas of the constitution. The CIC on its part agreed to provide all the relevant legislation to the Alliance for civil society input in the process. The principle of public participation has been entrenched strongly in the constitution as a requirement for the formulation or arriving at any public policy decision. WWF and NECSA- K support and engagement in the process was captured in the CIC quarterly reports for 2011/2012 (www.cickenya.org).

More recently, NECSA-K reviewed 4 natural legislations (EMCA, water bill, mining bill community land bill) and 4 policy documents (ESD, ICZM, Environment, and national wetland policy) and submitted memoranda. It also reviewed the Wildlife Conservation and Management Act 2014.

ii) Media Coverage and advocacy

Media engagement by WWF-Kenya and partners Organizations has played a key role in influencing decision makers to respond to critical advocacy issues. For example, the documentary on Forest Microscope and the Tana Delta advocacy through the media led to quick response from the government agencies. Also through the forest Microscope documentaries increased security, patrol and action on forest poaching in the forest areas was enhanced in 2011. The local authority also initiated clean up exercises in the areas that were being used as dumping sites in Bulbul forest near Nairobi and also stopped the illegal construction of a radiation plant in a forest area which was under construction in contravention of the Forests Act 2005. Through Tana Delta advocacy, an inter-ministerial committee was formed to oversee the development of a master plan within the Tana Delta.

More media engagements of recent time can be accessed through the links provided below:

- i. www.youtube.com/watch?v=m1Rmne47Zw4,
- ii. <http://www.youtube.com/watch?v=alcnzGIJl4o&authuser=0>,
- iii. <http://www.standardmedia.co.ke/business/article/2000095810/stakeholders-blame-secrecy-clause-to-graft-in-kenya-mining-sector?pageNo=2>

iii) Pioneering formation of Natural resource County forums

The formation of County forums and the fact that the idea has been adopted by other organizations and replicated in other sites is a sign of recognition and value of the significance of the forums in advocacy. In this respect, the Coastal Kenya Forests Forum, Kwale natural resource forum and Narok County forums, have been established and are active. Moreover, the idea has been used by EAWLS to form other county forums.

3.4 Efficiency of the Project

This section discusses the efficiency of the project. For that purpose, the discussion focuses on implementation strategy - Capacity Building and Efficiency of Project Design

3.4.1 Implementation

Capacity Building

Appropriate capacity building was one of the inbuilt mechanisms of the project design and implementation for sharpening the capacity of players in the project (Project Staff, Project Partners and CSOs/CBOs at the grassroots). This was to enable the project achieve its objectives.

To begin with, the capacity of the project staff and some project partners was enhanced by undergoing appropriate courses. Then representatives from CSOs/CBOs at the grassroots underwent several training sessions to mold them into TOTs. These included the following. The project supported the Kwale County Natural Resource Network to build its capacity on advocacy and to engage with policy makers within the county. The project provided financial support for meeting costs associated with strategizing for advocacy, development of advocacy plans and preparation of memorandum on key issues, including comments and objections on the Environmental Impact Assessment Report on Mrima Hills niobium mining project in Kwale.

Through the project grant, KFWG carried out 4 capacity building forums targeting 120 community representatives from local level institutions (CBOs) and Foresters from Gede, Difaafa, Ngakiwo and Dida CFAs on governance, negotiations and advocacy as well as the forests regulation.

The efficiency of the capacity building of the project is depicted, first and foremost, by the selection of appropriate project partners and also their ability to impart appropriate advocacy knowledge to the CSOs/CBOs at the project sites. These have been efficient in several ways. For example, it is evident from the Log frame analysis that the local CSOs/CBOs that scored low in advocacy, governance, management and financial management practices on performance index (very low – 3.5) at the inception of the project, were well capacity built such that they could

attain index 5.5 – 6.0 at the end of the project. Moreover, the capacity building has made them very vocal and confident when advocating for their right to co-manage their natural resources.

3.4.3 Efficiency of Project Design

The project adopted a two (2)-tier project implementation model that contributed greatly towards improvement in the efficiency of management of the project. This is described in detail in Section 3.1, Figure 1. The efficiency of the implementation model is discussed under “**the Effect of the Implementation Strategy, Section 3.1.1**”

3.5 Impact of the Project

This section seeks to describe the numerous positive impacts which the project has elicited in the communities where it was implemented. Through literature review, discussions and interviews with the CSOs/CBOs, the evaluation team did not come across unfavourable remarks about the project.

NECSA-K

From the literature review and discussion with the project partners, it was established that before the formation of NECSA-K by the WWF-Kenya, Civil Societies in Kenya engaged in natural resource management were too weak and divided to influence any decision by the government concerning natural resource management. The advent of NECSA-K has changed the trend. The government now recognizes NECSA-K as a key stakeholder and a vital resource on natural resource policy issues. It actively seeks the input of the alliance into draft laws while the Commission for the Implementation of the Constitution (CIC) seeks its comments before they approve natural resource related policies or bills. The Alliance’s input in the constitution implementation is numerous. It include: i) the development of a memorandum on civil society position on the land and environmental chapters of the then draft constitution of Kenya. This chapter became part of the new constitution; reviewed 4 natural legislations (EMCA, water bill, mining bill community land bill) and four (4) policy documents (ESD, ICZM, Environment, and national wetland policy) and submitted memoranda. It also reviewed the Wildlife Conservation and Management Act 2014

KCNRN

In Kwale County, the KCNRN, in conjunction with the Kenya Coastal Forests Conservation Forum (KCFCF) continued to influence NRM decisions and related issues in Kwale County, Coastal region and nationally. The Network is effectively engaged with the county executive committee, the private sector as well the community on the management of natural resources. For example, as a result of EIA training the members were able to review and provided inputs on all EIA study reports for proposed development projects in environmentally sensitive areas. The team reviewed an ESIA report done by Cortec Mining ltd on the proposed processing plant and submitted concerns to NEMA. The submissions contained identified irregularities which among other factors, led to cancellation of Cortec Mining operating license by the Cabinet Secretary of Mining.

CANCO

CANCO facilitated the establishment of Garsen, Kipini and Malindi Oil and Gas Networks, capacity built them on legislations guiding Oil and Gas development, trained them to comprehend and analyze EIAs and the negative impacts of Seismic detonations. The Networks have been empowered to be able to engage with the government and the companies to demand for their rights.

At the moment any company which intends to engage in any development relating to natural resource in the mentioned areas must engage with the Networks. Moreover, local fishermen in Kipini and other coastal areas are compensated by fishing companies for any malpractice that has adverse effect on local fishing. During a FGD in Malindi, a representative of the BMU Network said that “These are some of the situations which no one could dream of before; they are now real due to the project”.

KFWG

KFWG has created awareness of forest legislation to the communities around Arabuko-Sokoke Forest in Kilifi County, particularly; awareness on the provisions of Forestry Act of 2005. The group also built the capacity of the communities on how to advocate for their rights for sustainable co-management of other natural resources. Prior to their engagement with the KFWG, the communities regarded KFS as enemies that never allowed them to access the goods and services of the Arabuko-Sokoke forest. However, through the engagement with the KFWG, the communities were able to establish the Gede CFA, which has allowed them to enjoy the full benefits of the Arabuko-Sokoke Forest. A representative from the Kilifi-CNRN said during a FGD that “The KFS is a now good friend of the community, no more an enemy. The two friends, KFS and adjacent dweller of Arabuko-Sokoke Forest, are co-managing the forest”.

The Arabuko Sokoke Forest Block is under threat for mineral explorations. There is fear that if the mineral deposits are viable for mining, the communities would lose access to the forest and the ecosystem services it provides. In a meeting with the Kilifi-CNRN management, the members present unanimous resolved that “Should this plan go on, the community is prepared to employ the advocacy knowledge gained to face the government and the company in court”.

Nature Kenya

Nature Kenya’s contribution towards achieving the goal of this project was to raise awareness within communities in the Tana Delta on environment and advocacy. The group also capacity built the communities in sustainable livelihood management, tree planting and pest management. The group unified the local CSOs under an umbrella platform, Tana Delta Conservation Network, to coordinate activities and speak with one voice. As a result of their work, community has improved fish stocks as well as their farm yields. This is due to capacity building on improved fishing and farming methods. It has also enhanced Water and soil management.

Moreover, the advocacy efforts of the communities and the Nature Kenya successfully stopped the misuse of the Delta natural resources by international developers. For example, the G4 Industries, a UK based company, was going to grow oil seed crops on a piece of land measuring about 29,000ha in the Tana Delta; and the Canadian Bedford Biofuels had received NEMA’s

approval to plant *Jatropha* within the Delta starting with 10,000ha as a pilot project. These had taken place with total disregard to the concerns of the communities

FAN

The network engaged with the Kenya Marine Forum in Lamu on policy and governance to enable the communities hold authorities accountable for upholding and developing laws that promote environmental protection. They also provided information and communication materials that enabled communities and CSOs to understand their roles and responsibilities regarding legislation, so that they can advocate for improved policies on environmental protection. FAN formed the Mifta Natural Resource Management Network in Lamu to undertake advocacy for their rights. One of their primary tools is the media. A radio show called “Voices of Change” provides information on environmental issues, and enables callers to engage in the discussion.

As a result, the community no longer waits for the county government to initiate environmental activities. They now take the first steps in tree planting to protect their water sources as well as in garbage clean-ups. They have also engaged National Environment Management Authority (NEMA) on the Lamu Port. On learning of their rights to engage in the process, they demanded a copy of the EIA report.

WCK

The project provided support to WCK to build the capacity of the youth in Malindi to create awareness on creation of healthy environment, natural resources conservation and sustainable development. Their trainees include unemployed school leavers and university graduates. The group also works with BMUs, the Malindi Youth Environmental Network which is made up of 12 member groups and other groups. In addition, WCK also trains communities on alternative livelihoods, undertakes beach clean ups and tree planting in schools and villages.

The head of the organization reported that “Before the project, indiscriminate garbage dumping, both in the town and at seashore, was a huge problem for the Malindi Town Council. The use of inappropriate fishing nets was depleting fish population and impoverishing the local fish industry”. A youth group member added that “The Marafa forest and the mangroves were experiencing a serious degradation but the awareness created by the WCK has changed the trend. The youth groups are collecting the wastes, turning some into briquettes and promoting proper garbage dumping and waste collection. In an effort to beautify Malindi town, the group plants trees and flowers in and around the town”. A BMU Network member present confidently said that now “Mechanism has been put in place to ensure that appropriate Fishing nets are used”. It was explained that a BMU official accompanies a fishing boat and ensures that the appropriate fishing net is being used.

KWCF

The Kenya Wildlife Conservation Forum, through partnership with other organizations, was able to win the court case against the Kenya National Highways Authority (KeNHA) and NEMA regarding the proposed encroachment of Nairobi National Park where Nairobi Southern By-pass was to pass through. The national environment Tribunal ordered the proponents to stop the project through the park; hence, safeguarding natural resources and government gazetted land. As a result, that part of the Nairobi National Park is now safe.

Moreover, it was a unanimous opinion of the respondents that the project could not have come at a better time. This is in reference to Oil and Gas exploration, the huge LAPSET Corridor project and other development projects going on at the coastal region. In course of a FGD the members present were unanimous about the fact that, before this project the communities could not have a say concerning the use of the land for such developments, but now they sit in forums with the County and national government forums to discuss and express their concern about the sustainable use of their natural resources. Some members present at the above mentioned meeting enthusiastically said in unison *“we can even stop project development if the developers are not transparent”*

3.6 Sustainability

This section discusses sustainability of the impacts achieved by the project after its exit.

- i. The function of NESCA-K is a strong indicator of sustainability. This platform promotes maximum collective benefit to its members, promoting equitable society, economic and environment sustainability and advocating for environmental policies through collective action. Moreover, the need to “speak with one voice” has been strengthened in the constitution of Kenya 2010 which identifies public participation as a national value and principle of governance. In other words, the NESCA-K is in the position to take up backstopping duties of all its members when the project exits. The evaluation team was made to understand by some CSO members of the alliance that budgetary requirements of the alliance is being considered when individual members are raising funds for their activities. This funding mechanism would enable the alliance cater for its financial obligations and thus be able to carry out the backstopping activities effectively
- ii. The project emphasized capacity building in imparting knowledge, advocacy (i.e. For basic rights, environmental management, natural resource management and land rights) and sensitization of the communities on the importance of education. The advocacy knowledge thus gained is enabling respective CSOs/CBOs continue with the project and even broaden its scope to other corners of their counties and other sectors and also increase the chances of their good work being replicated elsewhere. The evaluation team found that some the CSOs/CBOs are already successfully raising funds to carry on with their advocacy activities. Others are writing and sending out proposals for funding which, with some effort backed by direction from the alliance, should also succeed in raising funds for continuation of the advocacy activities.
- iii. Production and distribution of essential by-laws – by the Partner Organizations and even the CBOs themselves - governing the administration of local CBOs ensured that these grassroots organizations carry out legitimate advocacy activities. This will continue even after the exit of the project’s support. As explained above, CBOs are raising funds to cater for financial obligations that come with the continuous implementation of advocacy activities.
- iv. The Partner Organizations included in the project were selected from those that operate in various projects sites. Moreover, the CBOs, which the Partner Organization worked with, are still engaged with the Partner Organization in other advocacy projects funded by

different donors. Therefore, their (Partner Organization) capacity building still continues influencing advocacy activities in the project sites even after the exit of project.

- v. The CBOs selected for the project were made up of indigenous members of the communities in the project sites and therefore, their acquired knowledge and skills in advocacy will continue to influence other community members after the project.
- vi. It was informed by some of the respondents in the Counties – Kwale, Kilifi and Malindi – that the project encouraged corporation/collaboration between the CBOs and their respective country governments, other funding Institutions and the private sector. The respondents also informed that, a good number of members from some of the CBOs and Networks have been voted into influential positions in the respective County governments. This strategy has made it possible for some of the CBOs to receive funding, consultancy contracts and advocacy platform to enable continuation of advocacy activities.
- vii. The Partner Organizations and the CBOs in the project received capacity building in fund raising for project activities. With this kind of knowledge and skills, it is envisaged that they will be able to solicit for funds from other funding sources for their advocacy activities after the project.

3.7 Replicability of Project Activities

This section highlights some activities of the project that warrant replication.

- i. The 2-tier implementation strategy is a novel concept. It is a good model for a project that targets grassroots beneficiaries who are widely spread and are far away from the project staff. It saves on time and resources – both human and financial. This makes it worth adopting for other projects.
- ii. The establishment of NECSA-K is a novel idea. It could be adopted as a system for sustainable management of individual natural resources and their products. The formation and the functions of NECSA-K have been described in several sections in this report.
- iii. The county government of Lamu requested FAN – a project partner - to build the capacity of the communities in the county on advocacy to enable them demand for their rights to co-manage their natural resources and on resource mobilization. This is an indication of recognition of way the project successfully built advocacy capacity of other coastal communities. It is also an indication that the capacity building can be replicated in other communities in the country for the same purpose.
- iv. It is usually very difficult for local communities to form a common front to confront a powerful authority. The difficulty is exacerbated when they are far apart. The project circumvented this complex situation by initiating the formation of County Natural resource network in Kwale to give the widely spread communities a strong unified voice for advocacy. The concept is a novel one that was replicated in other counties by the

project. Similar initiatives were started in 3 other counties by other stakeholders - Samburu, Laikipia and Nakuru (by EAWLS and ACTS!)

3.8 Lessons Learnt

- i) Collaboration of CBOs with county governments and the appropriate private sectors, through county forums, in project implementation strengthens and makes it easier to implement the projects and is a viable exit strategy too. This was demonstrated in Kwale. It was reported during a FG discussion that the network usually invited officials during advocacy meetings and were allowed to address the communities on matters concerning them. By this collaboration, the network could secure places for advocacy meetings from the county officials with ease. It was also reported during the FG discussion that the county government funded some activities of the Network. This made it easier for the Network to implement its activities and also further its activities through financial facilitation.
- ii) Due to the sensitivity and other continuously unfolding challenges associated with natural resource use, planning for advocacy project to empower communities who have been deprived of their rights to their natural resource needs to be holistic - self-sustaining and self-regulating. This was found to have been demonstrated by this project. By positioning the empowered NECSA-K as resource centre for continuous advocacy and backstopping for members, the advocacy gains will be able to withstand unfolding challenges.
- iii) Appropriate advocacy capacity building is paramount to development and sustainable natural resource management, especially for local communities who have been subdued due to historical injustices and lack of appropriate knowledge to fight for their rights. Capacity to advocate and lobby creates confidence and thus emboldens communities demand for their rights and guards against misappropriation of their resources. This was an observation made by the evaluation team during interviews and discussions with the representatives of local CBOs/CSOs. The representatives exuded confidence and passion when discussing advocating for co-management of and demand for equitable share of exploitation of their natural resources.
- iv) Advocacy is a continuous process because the passage of time and human development comes with new challenges and issues that require continuous, fresh advocacy approaches and methodologies. All through the discussion and interview sessions with the communities at the project sites, the members expressed some degree of concern that the advocacy gains could back track. This is because some developers are employing some unemployed youths to speak against the advocacy capacity building. However, the members added that they have taken this concern as a challenge and are therefore more determined to seek alternative funding and appropriate collaborations to continue with the advocacy capacity building as a counter mechanism for the threat.

3.9 Conclusions and Overall Assessment

3.9.1 Conclusions

From the analysis of the field observations made and interviews and discussion held with the respondents, the following conclusions can be drawn:

The impact of the project is profound. This has been discussed in detail under Section 3.5 (Impacts of the project). It suffices to state here that, the communities at the grassroots are engaging national and county government officials and developers with confidence and relevant facts in matters concerning their natural resources. There are instances where local communities have been able to stop a multi-national project which they find incompatible with the environment (Kwale-CNRN).

The project design was relevant to the objectives. Focusing on strengthening of civil society organizations (CSOs) has provided an avenue of ensuring sustainability of the project, through equipping the grassroots community members with skills and expertise to organize and manage their groups, seek alternative funding, collaborate with appropriate private sector, and effectively advocate for their rights, especially on co-management of the natural resources.

Creation of awareness on constitutional rights touching on participation in decision making and entitlement to co-management of their natural resources has changed the prevailing trends, and encouraged conservation as communities take control through participation in decision making on development activities on their natural resources.

Some of the respondents were of the opinion that the project would have had more impact if the advocacy efforts were coupled with physical infrastructure projects such as water dams, tree nurseries and other livelihood projects. Accordingly, such projects would stabilize sustainability of the advocacy gains. However, a different school of thought holds that advocacy projects are sustainable on their own, and do not require physical infrastructure projects to enhance their sustainability/impact.

Increasing the project scope to reach other communities in the interior areas of counties was viewed as a necessary improvement on the project across board. All the respondents concur that the projects would achieve their mandate better if the budgets were increased to accommodate a larger target.

3.9.1 Overall Assessment of the Project

It would not be an overestimation to rate the performance of the project excellent. In a nutshell, this is because its conceptualization was very relevant for the prevailing conditions at the project areas and the management was effectively and efficiently carried out. The following elaborates on this assertion.

The situational analysis revealed the environmental threats which Oil and Gas exploration, the LAPSET project, unsustainable fishing activities and acquisition of large portions of land for unsustainable agriculture posed to the coastal marine and terrestrial biodiversity and the socio-economic wellbeing of the communities. The situational analysis also showed that the coastal

CSOs/CBOs lacked the capacity to advocate for sustainable co-management of their natural resources. The project intervened, organized the communities into CSOs/CBOs, and gave them the appropriate advocacy capacity building to enable them advocate for their rights. The CSOs/CBOs are now empowered and are now co- managing their natural resources and also demanding their equitable share of its exploitation

The project adopted an efficient 2-tier implementation strategy to build advocacy capacity of the CSOs/CBOs. It was found appropriate for a project that dealt with a multitude of community stakeholders that were widely spread over the vast coastal area. Inherent difficulties which the wide spatial spread of stakeholders could come with was taken care of by selection of competent project partners already engaged in advocacy activities at the project sites through who the project staff in Nairobi delegated activities to the stakeholders at the community level. The design first and foremost, allowed a very lean project management staff to efficiently manage the project from the WWF-Kenya in Nairobi. It also improved on efficiency of time management and economy of resources used in running the project. The consultants consider the strategy efficient and it is worth replicating elsewhere, especially for projects which involve a multitude of stakeholders who are widely spread and far away from project implementer.

The process of the advocacy capacity building was also very effective. The project selected competent project partners who contributed effectively in imparting advocacy knowledge to the CSOs/CBOs. This is shown by the fact that at the end of the project all set targets for capacity building had been fully accomplished. This is evident from the log frame analysis.

From the achievements of the project implementation, it could be stated that the funds availed for the project was adequate enough to enable it achieve the goal and purpose of the project. As stated earlier, all the targets set for advocacy capacity building were all achieved (log frame analysis). By the capacity building, CSOs/CBOs have acquired the knowledge and confidence to participate in influencing natural resource management policies

The impacts of the project are numerous. Just to name a few, the NECSA-K has been recognized as a vital key stakeholder and a vital resource on natural resource policy issues by the government and the Commission for the Implementation of the Constitution (CIC). County Networks in Kwale, Garsen, Kipini, Malindi and Tana Delta demand and scrutinize EIA reports for any prospective development in their respective counties. Communities in have established a Gede CFA which has enabled them co-manage Arabuko-Sokoke forest. All these were not possible before the advent of the project

In conclusion it could be stated that the project has established the necessary organizational structures which have made it achieve its goal and purpose. In other words, the project has established the NECSA-K which has the national focus on promotion of advocacy for natural resource management and environmental conservation. These include advocacy and influencing policy on natural resource governance, environmental and natural resource management knowledge, and institutional capacity strengthening of the member CSOs. Furthermore, local CSOs/CBOs have also been empowered in advocacy to such an extent that they are engaging with their respective county governments in sustainable co-management of the natural resources. With these functioning organizational structures in place, the project has contributed greatly towards provision of an enabling environment for the achievement of conservation goals

nationally and more specifically, in WWF conservation priority places in Kenya with special focus on the coastal region of Kenya (Kwale, Malindi, Lamu and Tana Delta).

4.0 Recommendations

As a result of its success, it is recommended that the project be implemented in other parts of the country to empower other local communities advocate for co-management of their natural resources and also demand for their equitable share of the exploitation of the same.

In view of the success and effectiveness of NECSA-K locally, the WWF-Kenya should consider influencing establishment of a regional alliance - based on of NECSA-K and its mechanisms – as a forum/force for East African local communities to advocate for streamlining laws and regulations for exploitation of Oil and Gas and other minerals.

WWF-KCO should consider expanding the scope of such a project to cover other areas outside the coastal belt and the Rift Valley as the conditions in these areas that necessitated the implementation of the advocacy project are also experienced/ obtainable in other parts of the Country. Such other areas would benefit from the experience already gained at the coast. The expansion of the project would, of course, demand an increase in funding.

WWF-KCO should consider a long-term commitment to advocacy capacity building in order to have real impacts on the community. As observed, the unfolding political and environmental events and also due to the fact that the limited funding allowed only limited scope of communities to be accessed, there is a need for longer project durations to enable communities internalize advocacy and other to be reached to enable effective awareness.

It is clearly understood and accepted that the project was purely on advocacy. However, some respondents (members of implementing agencies), were of the idea that the project would better achieve its purpose if the advocacy campaigns were coupled/backed with physical infrastructure projects such as livelihood activities to give it a more holistic meaning and wider scope of relevance. Due to very minimal livelihood resources available to them, local communities are more adapted to projects which they see would fulfill the much needed day to day livelihood requirements. Hence, the WWF-KCO could consider introducing some livelihood projects in future advocacy projects.

ANNEXES

ANNEX I

List of References and Documents Reviewed

1. Relevant Project Documents
Including Project Films:
 - Youth in Environment Advocacy – 2 Films (Wildlife Clubs of Kenya)
 - A Cry for Mau (Wildlife Clubs of Kenya)
 - Threats on Kenya’s Coastal Forests (KFWG)
 - Forests Microscope (KFWG)
2. The Constitution of Kenya, 2010
3. The Agriculture Act, CAP 318
4. The Environmental Management and Coordination Act, 1999
5. The Forests Act, 2005
6. The Land Policy, 2009
7. The National Water Services Strategy (Kenya)
8. The Water Act, 2002,
9. Rehabilitation of the Mau Forest Ecosystem. Government of Kenya. 2009.
10. Changes in Forest cover in Kenya’s Five “Water Towers”, 2000-2007. DRSRS.
11. National Water Policy, 2002
12. The Water Resources Management Act, 2009
13. The Water Supply and Sanitation Act, 2009
14. The water resources management (water abstraction and use) regulations, 2009
15. The Millennium Ecosystem Assessment, UNO. 2005.
16. Halting Degradation of Natural Resources: Is there a role for rural communities, FAO 1996.
17. The Millennium Ecosystem Assessment, UNO. 2005.
18. FAO PESIL, 2010

ANNEX II

Indicators for assessing Performance Index adopted from “CSCSP Baseline Survey, 2011”

The scores range from index one to six (1-6)

- 1 = Needs urgent attention
- 2 = Needs major improvement
- 3 = Needs improvement on a wide scale
- 4 = Needs improvement on a limited scale
- 5 = Acceptable, room for some improvement
- 6 = Acceptable, needs maintaining

For a performance to score an index of six (6), the following conditions should have been fulfilled:

Governance

The group should be duly registered with the District Social Services and has representation that is well spread out in terms of gender. It also have good recruitment efforts and procedures with an effective board democratically elected. The group should have well articulated vision, mission and strategic plan detailing clear plans of action for short, mid and long term goals.

Management Practices

Management practices that score an index of 6.0 should demonstrate the following: Accounting procedures and policies should be well established as well as record keeping, filing and documentation to ensure that planning and monitoring of activities are up to date. In addition, human resource management should be well developed and staffing should adequately reflect gender balance.

Financial Management

The financial management practices that score an index of 6.0 should demonstrate well established/transparent accounting systems, financial controls and a bank account. It should also demonstrate clear plans and systems to increase revenues and ensure cost recovery from their projects. In addition, there should be good documentation and record keeping, budgeting and fundraising mechanisms.

ANNEX III:

Stakeholders Interviewed for the Study

No	Name of Organization	Personnel Visited	Method of Data collection	Location
Nairobi				
1	CSCSP Implementing Group	Peter Muigai Jackson Kiplagat Mohamed Sumaya	Group Discussion	Nairobi
2	Forest Action Network (FAN)	Dr. D. Walubengo Karen Nakesa Alfred Asengi	Group Discussion	Nairobi
3	Community Action Group (CANCO)	Hadley. Becha	Interview	Nairobi
4	Nature Kenya	Joan Gichuki	Interview	Nairobi
5	Kenya Forest Working Group	Jackson Bambo	Interview	
6	Kenya Wildlife Conservation Group	Celine Achieng Daniel Kipkoech	Interview	Nairobi
Coast				
1	Kwale County Natural Resources Network	Elias Kimaru Mohamed Ali Zainabu A. Salim Alex Maina Lear Ngerere Mwanahawa Salim Matani Abdulrahman	FGD and Interview	Kwale
2	Wildlife Clubs of Kenya (WCK)	Maryam <u>Jenneby</u> Ali Abdallah Gilbert Ayugi Asuri Kaingu Kapombe	Interview	Malindi
3	Kilifi County Natural Resource Network (KCNRN)	Lawrence Chiro Goodluck Mbagu Blessigton C. Maghanga	FGD	Kilifi
4	Tana Delta Conservation Network	Jillo Kokani Zainabu Gobu Wako	FGD	Malindi
5	Tana Delta Oil and Gas Network	Joyce Ayako Stephen Kombe	FGD	Malindi
6	BMU Network – Malindi	Salim Ali	Interview	Malindi
7	Lamu Group: -WWF'S Kenya Marine Forum -BMU -Youth Group - MIFTAR -Fisheries	Ali Bin Suo Bakari Muhammed Athman Faiz Fankupi Hindu Salim Komu (Director Fisheries)	FGD “ “ “ Interview	

ANNEX IV:

Data Collection Matrix

Date collection matrix serves as a template that directs the development of research tools and selection of appropriate documents (literature for the necessary for the assignment).

No.	Evaluation Issue	Data/ information Needed	Source(s) of Data	Method of Data Collection	Data Collection Tool
1	Relevance and Quality of Project Design	<ul style="list-style-type: none"> - The goal, purpose and specific objective of the project, their relevance in responding to conservation, socio-economic and other issues - Any changes in the project design and why - Importance of project intervention with respect to WWF's global conservation programme and to regional and national conservation priorities, policies and strategies - Project implementation strategies adopted and their appropriateness - Adopted project monitoring system, indicators, design and suitability - Assumptions and estimation of risks - Evidence of project ownership amongst stakeholders - Linkage of project with Donor and Govt. projects and programmes in the project areas 	<ul style="list-style-type: none"> - WWF Regional Strategic Plan - Country Action Plan - Baseline survey - Original Project Proposal Document - Internal Review Reports, - End of the Year Reports, - Progress Reports - Mid-Term Review Report - Project team - Key stakeholders and beneficiary 	<ul style="list-style-type: none"> - Review of documents - Interviews - Focus group discussion (FGD) 	<ul style="list-style-type: none"> - Document review guides - Interview guides - FGD guides
2	Effectiveness (Achievement of purpose)	<ul style="list-style-type: none"> - Project monitoring data - Achievements/ Outputs under each project activity - Conservation and socio-economic achievements accruing from the project - Documentation and communication of project monitoring data - Any failed aspects of the projects and 	<ul style="list-style-type: none"> - Project internal monitoring data records - Progress reports - Key stakeholders - Project team 	<ul style="list-style-type: none"> - Review of documents - Interviews - Focus group discussions 	<ul style="list-style-type: none"> - Interview guides - FGD guides - Document review guides

		<ul style="list-style-type: none"> reasons - Stakeholders views on the achievement of the project - Evidence of the contribution of the project in policy advocacy and capacity building among stakeholders in NRM 			
3	Efficiency of Planning, Implementation and Management. a. Financial b. Implementa-tion c. Management	<p>A. Financial:</p> <ul style="list-style-type: none"> - Adequacy and timeliness of funds transfer from Donor to WWF-KCO and to the project - Efficient utilization of funds within the project for planned activities - <p>B. Implementation:</p> <ul style="list-style-type: none"> - Proportion of planned annual activities for the period 2011-2014 that have been satisfactorily completed - Collection and storage of internal monitoring data as per plan and its use to inform subsequent plans - Changes that have occurred during the period of project implementation, pro-active adaptation to these changes and lessons learnt - Capacity building activities undertaken and their targets - Success stories or failures <p>C. Management Factors:</p> <ul style="list-style-type: none"> - Capacity gaps experienced by the project - Evaluation of Staff performance - Working relationship within the project team and with partners/stakeholders and donors - Quality, effectiveness and efficiency of internal and external communication 	<ul style="list-style-type: none"> - Financial/accounting records - Audit and inventory records/reports - - Project's LFA - Progress reports - Project team - Key stakeholders - Capacity building/ training reports, seminars, visits, tours and or exchange programmes - - Project implementation team - Project Manager - Stakeholders - Personnel records - Staff appraisal records 	<ul style="list-style-type: none"> - Review of records - - Interviews - Discussions - Review of document - - Interviews - Discussions - Focus group discussions - Document review 	<ul style="list-style-type: none"> - Interview guides - FGD guides - Document review guide

4	Impact	<ul style="list-style-type: none"> - Evidence of biodiversity conservation and Water resources management as a result of the project - Project fulfillment of partner expectations - Evidence of changes on the role of civil society - Evidence of changes on policy, legal and institutional frameworks relating to sustainable NRM 	<ul style="list-style-type: none"> - Project team - Project manager - Stakeholders - Government policy and legal documents 	<ul style="list-style-type: none"> - Interviews - Discussions - Focus group discussions - Document review 	<ul style="list-style-type: none"> - Interview guides - FGD guides - Document review guides
5	Project Sustainability Strategy: a. Sustainability b. Replicability/Expansion	A. Sustainability <ul style="list-style-type: none"> - Development of clear exit strategies to ensure continuity of project activities and conservation gains. - The status of the prevailing social, legal and political environment and its ability to support sustainability of the project achievements - Level of project ownership among the stakeholders - Establishment of linkages between the project and private sector and government institutions. B. Replicability/Expansion <ul style="list-style-type: none"> - Evidence of organizations/ communities that have shown interest in copying, up-scaling or replicating project activities beyond the project area. 	<ul style="list-style-type: none"> - Project manager - Project team - Stakeholders - Progress Reports 	<ul style="list-style-type: none"> - Interviews - Discussions - Focus group discussions - Document review 	<ul style="list-style-type: none"> - Interview guides - FGD guides - Document review guides
6	Lessons Learnt	<ul style="list-style-type: none"> - Exceptional experiences that the project has provided (e.g. Case studies, success stories, best practices, worse practices and avoidable failures) 	<ul style="list-style-type: none"> - Project manager - Project team - Stakeholders - Progress Reports 	<ul style="list-style-type: none"> - Interviews - Discussions - Focus group discussions - Document review 	<ul style="list-style-type: none"> - Interview guides - FGD guides - Discussion guides - Document review guides

ANNEX V

PROJECT PROPOSAL AND BASELINE SURVEY REVIEW GUIDES

Project Proposal

1. Project goals, purpose and specific objectives
2. Existing priority conservation advocacy needs and level of participation of Civil Society organizations at the inception of the intervention and the project's response to them
3. The importance of the intervention within the scope of WWF's Global Conservation Programme, its regional and national conservation priorities, policies and strategies
4. The rationale of the project implementation strategies adopted visa vis the project goals and purposes
5. The project monitoring system in place and its suitability for selected performance indicators
6. Linkage/alignment of project with other donor or Government projects and programmes in the project areas to avoid duplication of efforts, to tap synergy and to enhance sustainability
7. Possible conservation achievements likely to accrue from capacity building and support of Civil Society Organizations
8. The impact the project is likely to have on:
 - (a) People in the project area, (With reference to women, poverty, equality, governance, etc);
 - (b) Stakeholders' expectations and levels of fulfilment;
 - (c) The role of civil society organizations in advocacy for sustainable NRM; and
 - (d) Participation of civil society organization in formulation of policy, legal and institutional frameworks relating to sustainable natural resource management;
9. Exit strategies in place to ensure continuity of project activities and conservation gains;

Baseline survey report

1. Importance of project intervention with respect to WWF's global conservation programme and to regional and national conservation priorities, policies and strategies
2. Prevailing capacity of CSOs, CBOs and NGOs in influencing environmental policies and legal framework formulation
3. Existing collaboration and networking of environmental issues and action between CSOs, CBOs and NGOs and relevant Government ministries
4. Existing/emerging socio-political development that influence participation of citizens in environmental policy development
5. The existence of other organizations implementing similar activities in the project areas

General Finding on Implementation

1. Conformity of project implementation activities with the LFA
2. The emergence of major changes within the duration of the project
3. The level of project ownership among the stakeholders and satisfaction of their expectations

4. Achievements of expected results within the duration of the project at the time MTR (in quantitative terms)
5. Projected conservation advocacy achievements that may result from completion of the project
6. Failed aspects of the project, reasons for it and remedial actions taken
7. Qualitative assessment of the achievement of the project by the various stakeholders
8. Implementation:
 - Proportion of activities in the work plan completed by the time of MTR;
 - Monitoring and utilization of feedback;
 - Response of project implementation to changes in adaptive and proactive manner; and
 - Feedback of lessons learnt into the learning process
9. Management factors:
 - Capacity gaps (human resource, skills, etc);
 - Performance of project staff;
 - Team work among the project team, partners, stakeholders and Donors; and
 - Quality of internal and external communication

Sustainability and Replicability

1. Exit strategies in place to ensure continuity of project activities and conservation advocacy gains;
2. The conduciveness of prevailing social, legal and political environment favourable to continuity of project activities and overall sustainability and replicability
3. Establishment of linkages between the project and private sector and government institutions.

Lessons Learnt

1. Exceptional experiences that need highlighting e.g. Case-studies, stories, best practice, worst practices, avoidable failures, etc;
2. Lessons learned and the best practices derived from the project;
3. Method of sharing/ disseminating lessons learnt and best practices;
4. Documented failures/shortcomings in project performance and justifications
5. Post-project key strategic options i.e. exit strategy, scale down, replication, scale up, continuation or extension with justification, purpose and expected outputs
6. Evidence of organizations/partners /communities that have shown interest in copying, up-scaling or replicating project activities beyond the immediate project area

ANNEX VI

INTERVIEW GUIDE FOR THE PROJECT TEAM

Description of Interview Procedure

The envisaged approach is that of a facilitated Self-Review process, in which all of the parties involved, will learn as much as possible from the process. As indicated earlier, we anticipate a participatory approach requiring active involvement of the WWF officers in the MTR. We therefore, see the role of the consultants as that of facilitators for the Review, leading the Review, teasing out not the so obvious responses, asking the right questions and helping the WWF staff with the analysis whenever needed.

1. Start-up meeting:

Consultants will initially ask the staff to write down in general terms:

- Approximately 10 originally anticipated results of the project;
- How many of these were achieved;
- Factors contributing to their achievements; and
- Factors hindering the achievement of those not attained.

The consultants and staff members will discuss the above outcomes further. From this initial assessment, very preliminary conclusions will be drawn. The conclusions will then serve as beacons for conducting the MTR. *Expected time input: Entire staff – approx ½ day.*

2. The consultant checks understanding by staff of objectives of the MTR, and provides clarification if needed. Furthermore, the consultant discusses the various questions to be answered and discusses with the staff where information about these questions can be found.
3. The project staff draws up list of information sources – such as project documents, annual reports, mid-term reviews, interviews. Consultant checks if the list is exhaustive and tallies with the consultant's list; whether all necessary information sources, gaps and discrepancies have been identified and discusses these with the staff. Eventually a complete list of information sources is identified. *This will later lead into Interviews with individual key informants selected from among project staff by the consultants. Consultant eventually combines sources to one complete list.*
4. In conducting the interview individual interviews the consultants will keep in mind the principles of *Appreciative Inquiry*. This is particularly in narrating success stories whereby story telling serves in this type of inquiry and also in programme reporting. This will feed into the output described as 'success stories'. These success stories can both describe successes or can simply be telling examples of the workings of the project. The success stories will be interwoven whenever appropriate in the MTR report. *Individual interviews by consultant with staff members.*

Interview Guide on General Project Issues

1. What are the project goal, purpose and specific objectives?
2. Which priority conservation advocacy needs regarding effective participation of Civil Societies existed in the project areas to necessitate the project intervention?
3. Have there been any changes in the project design and why?
4. To what extent do you think the design of the project was appropriate in addressing the prevailing situations in the project areas at the inception of the project?
5. Have there been any major changes in environmental and development legal framework, which influenced the project within its expired duration?
6. To what extent does the intervention fall within the scope of WWF's Global Conservation Programme, its regional and national conservation priorities, policies and strategies?
7. Are the implementation strategies as specified in the LFA appropriate for achieving the project objectives, purpose, and goals?
8. To what extent has the design and indicators for the adopted project monitoring system proved effective in monitoring progress of the project?
9. To what extent have the assumptions and estimated risks influenced the project implementation?
10. The level of project ownership among the stakeholders and satisfaction of expectations
11. Linkage/alignment of project with other donor or Government projects and programmes in the project areas
12. Achievements/ outputs under each project activity and estimation of future progress in the absence of any encumbrances
13. Projected conservation advocacy achievements that may result from completion of the project
14. Failed aspects of the project, reasons for it and remedial measures
15. Qualitative assessment of the achievement of the project by the various stakeholders
16. Contribution of the project in capacity building in advocacy for sustainable NRM among CSOs, CBOs and NGOs

Planning, Implementation and Management

1. Proportion of planned project activities for the period 2011-12 that has been satisfactorily completed
2. Use of monitoring data to inform subsequent plans
3. Changes that have occurred during the period of project implementation, pro-active adaptation to these changes and lessons learnt
4. Capacity building activities and their targets
5. Success stories or failures for documentation
6. Challenges experienced so far
7. To what extent do you think the design of the project was appropriate in addressing the prevailing situations in the project areas at the inception of the project?
8. Are there any activities of the implemented part of the project that you feel could have been implemented differently for better results?

Management Factors:

1. Capacity gaps experienced by the project
2. Review of Staff performance and turnover
3. Working relationship within the project team and with partners, stakeholders and donors
4. Quality, effectiveness and efficiency of internal and external communication

Impact

1. Emerging and projected participation of the Civil Society in biodiversity conservation and natural resources management as a result of the project
2. Project fulfillment of partner expectations to-date
3. Emerging changes on the role of civil society
4. Emerging changes on policy, legal and institutional frameworks relating to sustainable NRM

Sustainability

1. Exit strategies in place to ensure continuity of project activities and linkage to relevant private sector and Government institutions that nurture continuous acquisition of renewed knowledge within the framework of conservation and sustainable NRM
2. Are the prevailing social, legal and political environmental conditions favourable to sustainability and replicability?
3. Prevailing indicators that spell out the likelihood of continuation of initiated civil society participation in policy formulation relating to conservation and sustainable NRM
4. Key challenges to sustainability of project activities and conservation gains

Replicability:

1. Exceptional experiences that need highlighting e.g. Case-studies, stories, best practice, worst practices, avoidable failures etc.
2. Lessons learned and the best practices derived from the project.
3. Method of sharing/ disseminating lessons learnt and best practices.
4. General performance and achievements
5. Contribution to national, regional and global, WWF Conservation goals, socio-economic contributions and explanations and justifications for any deviations from LFA.

Lessons Learnt

1. Evidence of efforts made and successes in recruiting organization /communities for the uptake of the project activities beyond the project area
2. Evidence of self-sustaining replication

Interview Guides For Stakeholders and Partners (including relevant Govt. Ministries/Officials)

1. What are the project goal, purpose and specific objectives?
2. Which priority conservation advocacy needs regarding effective participation of Civil Societies existed in the project areas to necessitate the project intervention?
3. Have there been any changes in the project design and why?
4. To what extent do you think the design of the project was appropriate in addressing the prevailing situations in the project areas at the inception of the project?

Implementation

1. What has been your role in the implementation of the project?
2. The level of project ownership among the stakeholders and satisfaction of expectations
3. What role do you (your organization) envisage to continue playing at the end of the project
4. Achievements of expected results
5. Projected conservation advocacy achievements that may result from completion of the project
6. Failed aspects of the project and reasons for it
7. Qualitative assessment of the achievement of the project by the various stakeholders
8. Success stories for documentation
9. Are there any specific activities that you feel would have improved the outcome of project implementation if included in the project activities or carried out differently?

Management Factors

1. Working relationship within the project team and with partners, stakeholders and donors
2. Quality, effectiveness and efficiency of internal and external communication
3. Appropriateness of capacity building activities and their targets

Finance

1. Adequacy and timeliness of funds transfer to project
2. Efficient utilization of funds within the project for planned activities

Impact

1. Emerging and projected participation of the Civil Society in biodiversity conservation and natural resources management as a result of the project
2. Project fulfillment of partner expectations to-date
3. Emerging changes on the role of civil society
4. Emerging changes on policy, legal and institutional frameworks relating to sustainable NRM
5. Contribution of the project in capacity building in advocacy for sustainable NRM among CSOs, CBOs and NGOs

Sustainability:

1. Exit strategies in place to ensure continuity of project activities and linkage to relevant private sector and Government institutions that nurture continuous acquisition of renewed knowledge within the framework of conservation and sustainable NRM
 2. Are the prevailing social, legal and political environmental conditions favourable to sustainability and replicability?
 3. Prevailing indicators that spell out the likelihood of continuation of initiated civil society participation in policy formulation relating to conservation and sustainable NRM
 4. Key challenges to sustainability of project activities and conservation gains
 5. Evidence of efforts made and successes in recruiting organization/communities for the uptake of the project activities beyond the project area.
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