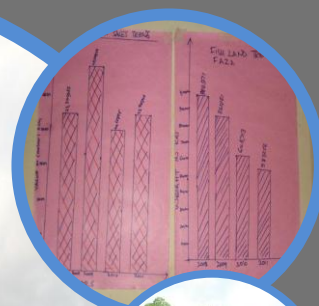


2011



LIVELIHOOD SUSTAINABILITY THROUGH RAISING  
COMMUNITY CAPACITY FOR FISHERIES/COASTAL  
MANAGEMENT IN LAMU ARCHIPELAGO, LAMU  
DISTRICT, KENYA

**RaCCCoM FINAL EVALUATION REPORT**





**LIVELIHOOD SUSTAINABILITY THROUGH RAISING COMMUNITY CAPACITY FOR  
FISHERIES/COASTAL MANAGEMENT (RaCCCoM) IN LAMU ARCHIPELAGO, LAMU  
DISTRICT, KENYA**

NORAD PROJECT NO.: GLO-05/312-8

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FINAL EVALUATION REPORT

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PREPARED BY

**NATURECOM GROUP**

John Kareko (Team Leader); Felicia Muriuki; Nyaga Kanyange

## TABLE OF CONTENTS

ABBREVIATIONS .....	v
ACKNOWLEDGEMENTS .....	vi
1. INTRODUCTION AND PURPOSE OF EVALUATION.....	1
1.1. Audience for and use of the evaluation .....	1
1.2. Objectives of the Evaluation.....	1
2. METHODOLOGY.....	2
2.1. Review of documents .....	2
2.2. Interviews .....	2
2.3. Stakeholders debriefing meeting .....	2
2.4. Data analysis.....	2
2.5. Evaluation rating.....	3
2.6. Composition of the Evaluation Team .....	3
3. PROJECT DESCRIPTION AND CONTEXT.....	3
3.1. Relevance and quality of project design.....	4
3.1.1. Relevance and strategic fit of project .....	4
3.1.2. Relevance of project to national policies and strategies .....	4
3.1.3. Relevance of project to local, regional and global conservation concerns .....	5
3.1.4. Relevance to the WWF framework.....	5
3.1.5. Alignment and cooperation with other donors, projects and programmes .....	5
3.1.6. Changes in the Logical Framework Analysis since project inception.....	5
3.1.7. Appropriateness of outputs and activities.....	6
3.1.8. Assessment of the project monitoring and evaluation framework .....	7
4. EFFECTIVENESS .....	8
4.1. Assessment of output achievement .....	8
4.2. Success and weaknesses of project .....	8
5. EFFICIENCY OF PLANNING AND IMPLEMENTATION.....	10

5.1.	Financial and project delivery assessment.....	10
5.2.	Procurement assessment .....	11
5.3.	Assessment of training provided .....	12
5.4.	Implementation of mid-term evaluation recommendations .....	12
5.5.	Effectiveness of management arrangements .....	12
5.6.	Staff performance and communication.....	13
6.	IMPACTS: PROGRESS TOWARDS PURPOSE AND GOALS.....	13
6.1.	Biodiversity conservation .....	13
6.2.	Socio-economic enhancement.....	14
6.3.	Capacity building for participatory planning and management .....	14
6.4.	Impacts on gender and youth.....	15
7.	SUSTAINABILITY AND REPLICABILITY OF PROJECT .....	16
8.	CONCLUSIONS.....	16
9.	RECOMMENDATIONS .....	17
10.	LESSONS LEARNED.....	20
11.	ANNEXES .....	22

## **LIST OF FIGURES**

Figure 1: Relative utilization (spending balances) of funds by year in the project period

## **LIST OF TABLES**

Table 1: Evaluation of project output achievement for the project period

Table 2: Financial assessment

## **LIST OF ANNEXES**

Annex I: Terms of Reference for the evaluation assignment

Annex II: Programme of the evaluation team and schedule of meetings

Annex III: List of the persons and groups interviewed

Annex IV: Evaluation Matrix

Annex V: Overall project rating

Annex VI: Changes in the Logical Framework Analysis (LFA)

Annex VII: Evaluation of project outputs achievements and Assumptions

Annex VIII: Mid-term evaluation key recommendations and the implementation status

Annex IX: List of key documents used in the documentation review

## **ABBREVIATIONS**

BMUs	Beach Management Units
CAS	Catch Analysis Survey
CBOs	Community Based Organizations
CDA	Coast Development Authority
CFMAs	Cooperative Fisheries Management Areas
CFMPs	Cooperative Fisheries Management Plans
CORDIO	Coastal Oceans Research and Development – Indian Ocean
CSOs	Civil Society Organizations
EAME	Eastern African Marine Ecoregion
ESARPO	Eastern and Southern Africa Regional Programme Office
FiD	Fisheries Department
GoK	Government of Kenya
IUCN	The World Conservation Union
KCDP	Kenya Coastal Development Programme
KCO	WWF Kenya Country Office
KES	Kenya Shilling
KFS	Kenya Forest Service
KMF	Kenya Marine Forum
KMFRI	Kenya Marine and Fisheries Research Institute
KMNR	Kiunga Marine National Reserve
KWS	Kenya Wildlife Service
LCC	Lamu County Council
LFA	Logical Frame Analysis
MPA	Marine Protected Area
NGOs	Non-Governmental Organizations
NOK	Norwegian Kronor
NORAD	Norwegian Development Cooperation
RaCCCoM	Raising Community Capacity for Coastal Management
PPMS	WWF Projects and Programmes Management Standards
WWF	World Wide Fund for Nature – the global conservation organization

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## **EXECUTIVE SUMMARY**

The overall goal of the project on Raising Community Capacity for Coastal Management (RaCCCoM) was to enhance livelihood sustainability through participatory planning and management of coastal fisheries resource utilization and conservation. The aim of the project was to enhance the capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya.

Several aspects of the implementation of the project on the ground were successful as evidenced by the level of awareness by the communities on conservation issues and management approaches and strategies developed for sustainable utilization of fisheries and coastal marine resources.

The project made a significant impact on livelihoods in the establishment of fishers' savings and cooperative societies in Faza, Kiunga and Kizingitini. This has helped fishers to start saving, thus enabling them access credit to improve and invest in fishing gears and crafts. The community capacity was enhanced through training in governance and management-enabling communities manage BMUs more effectively. Over 50,000 people representing 63% of an approximate total population of Lamu perceive significant benefits from fisheries resource management initiative, and an additional 1,700 fishers were targeted in the last five months of the project. This is above the 60% target by the project.

The project managed to build trust among fishers, Fisheries Department, Civil Society Organizations and other stakeholders and began entrenching a positive attitude toward co-management of fisheries and coastal/marine resources. In general, the communities were optimistic that BMU management approach was for the betterment of their livelihood, as they were able to take charge and control activities within their demarcated areas.

The evaluation team found Lamu communities to be well-versed with conservation issues and the need to adapt to changes in the coastal/marine systems over time. The communities visited by the evaluation team acknowledged the changes emanating from natural environmental changes and climate change, land use practices and development i.e. the proposed Lamu seaport. However, there a need for community preparedness to cope with these emerging changes, by seeking alternative livelihoods and diversification of fishing practices.

An overall assessment by the evaluation team was that the RaCCCoM project was successfully implemented, despite the few drawbacks, such as the slow disbursement of project funds and low uptake of capacity building initiatives due to low literacy levels which may have delayed implementation of some of the activities and slowed down progress such that extra effort was required to achieve desirable results in the stipulated project time.

However, there was little evidence of complete ownership of the project activities by communities, such that functioning of most activities of the project to a considerable degree depends on the RaCCCoM project support.

## **1. INTRODUCTION AND PURPOSE OF EVALUATION**

The main purpose of RaCCCoM final evaluation report is to provide WWF and project stakeholders with an independent assessment of the achievements of the project towards the projects' intended goal and the purpose stated in the Logical Framework Analysis (LFA). It is a reporting requirement for WWF-Norad projects that a final evaluation for a project is conducted at the end of the project. The aim of the final evaluation is to assess whether the project funds were efficiently and effectively utilized to deliver results. The evaluation aims to respond to the needs and interests of stakeholders through the provision of information that will facilitate their decision-making on the way forward once the project ends. This would inform the donors and provide justification for extension of funding or renewal of the project, given that by so doing it would add value to results attained through the project. The evaluation also provides an opportunity to partners and potential collaborators to evaluate how they can better support each other to make the project a success, and where possible enhance and improve on the results achieved by the project. The evaluation further helps to identify and inform the project managers and other implementing staff on what works or does not work well. This ensures that lessons learned from this evaluation are considered in the planning and implementation of other running and future projects thus contributing to improvements of the overall quality and effectiveness of the WWF work.

### **1.1. Audience for and use of the evaluation**

The evaluation targets a wide audience with the primary audience being the project management staff i.e. field office staff, field technical specialists, and WWF-KCO staff who are the implementers. The evaluation also targets a secondary audience, which includes the national constituents, project partners, donors, and the wider WWF fraternity that would benefit from the knowledge generated by the evaluation. The evaluation may be useful to the wider conservation and governing body which is not immediately involved in the project decision-making but has interest in general results of WWF's work.

### **1.2. Objectives of the Evaluation**

The Project ended in December 2011 and since its inception in 2006, the project has been implemented as a partnership between WWF and the Fisheries Department. This evaluation comes at the end of the project and its aim is to provide WWF and project stakeholders with an independent assessment of the achievements made by the project towards the purpose stated in the Logical Framework Analysis (LFA) and how the project achievements have contributed to the overall project goal of enhancing livelihood sustainability and conservation. The evaluation further aims at identifying how the impacts and outcomes that emerge from the project activities may be sustained.

The evaluation provides an assessment of the timeliness of disbursements, effective use of project financing, procurement and coordination among project team members, WWF Kenya Country Office (KCO), Eastern and Southern Africa Regional Programme Office (ESARPO) and Norwegian Agency for Development Cooperation (Norad) through WWF-Norway support. Factors that have impeded or accelerated the implementation of the project or any of its components, including actions taken and resolutions are highlighted. It also provides an assessment of the project performance in terms of progress towards achievement of results and factors affecting successful implementation. This evaluation also provides a documentation of lessons learned for future implementation of WWF projects in the region, guidelines for the improvement of programme designs and management.



## **2. METHODOLOGY**

The final project evaluation was conducted between 6<sup>th</sup> December and 30<sup>th</sup> December 2011 (16 days). The evaluation approach was determined by the terms of reference (Annex I) which were closely followed, through an itinerary (Annex II) discussed and agreed upon by the project managers and the consultants. As the purpose of this evaluation was to assess how well the project met its purpose, data collection focus was on the analysis of activities implemented and their outcomes and impacts, the perception of the project staff, resource users (stakeholders), and other agencies on the projects achievements, effectiveness and efficiency. Particular attention was paid to a participatory approach. This involved stakeholders and key agencies, and it involved carefully explaining the importance of listening to stakeholders' views, and ensuring that the purpose of the evaluation was not to judge the performance and, or fault individuals but to learn lessons for improving future projects for the wider WWF context. Information was retrieved from existing documentation of the project, discussions with focus groups with common interests, and other interested or affected agencies. Where possible, information collected was cross-checked between various sources and clarification sought among project staff to ascertain its veracity, although in some cases time was limiting.

### **2.1. Review of documents**

Key project documents that were reviewed and analysed, included Project Agreements, RaCCCoM Log-Frame Analysis, the Mid-term evaluation report, Work Plans, Technical Reports, and Financial Reports. Baseline information was extracted from the Norad Periodic Project Results Report (2006 – 2010) and the mid-term evaluation which was undertaken in April – June 2009. Where possible recommendations made in the mid-term evaluation report were used to evaluate subsequent actions.

### **2.2. Interviews**

Interviews were administered to seek opinions and perceptions of stakeholders and other interested and affected parties. The opinions and perceptions among the stakeholders vary widely; therefore to ensure that the interview method did not limit the stakeholder interactions and retain focus on the evaluation, semi-structured questionnaires were used as they provided opportunity for probing where necessary. Field visits were undertaken and short interviews conducted with key informants and focus groups involved in the RaCCCoM project. Key informants that were interviewed included the Provincial Fisheries Director Coast, and District Fisheries Officers Mombasa, and Lamu. Focus group interviews included stakeholders (Beach Management Units-BMUs, Fishers Cooperatives Societies, Civil Society Organizations-CSOs, and other related agencies. Information was gathered focused on the relevance, effectiveness, efficiency, impacts and sustainability of the RaCCCoM project. This was further used to provide an indication on how best the RaCCCoM project interrelated with other projects to identify potential areas for collaboration in the future.

### **2.3. Stakeholders debriefing meeting**

A stakeholders' debriefing meeting was conducted to get a general overview of stakeholders' perception on the overall effectiveness of the project. This workshop provided an opportunity for the stakeholders to discuss emerging issues, and best practices for future project improvement.

### **2.4. Data analysis**

Qualitative and quantitative data analyses were applied in the analysis of data. However, as this evaluation adopted a participatory approach, with the aim to seek views and opinions of

stakeholders and other agencies on the success of the project, qualitative data was of preference and thus, formed the basis of this report.

Qualitative data was analysed through coding. Semi-structured open-ended questions were summarised in Excel spreadsheets and coded to derive meaning, while quantitative data was extracted only when parameters and observations under investigation were implicitly quantifiable.

## 2.5. Evaluation rating

Performance rating was based on a four-point scale traditionally applied by WWF to rate activity performance as follows:

<b>High (H):</b>	the element was present with no shortcomings
<b>Good (G):</b>	the element was present with minor shortcomings
<b>Modest (M):</b>	the element was only present and there were significant shortcomings
<b>Low (L):</b>	the element was hardly or not at all present

## 2.6. Composition of the Evaluation Team

The evaluation was conducted by the Naturecom Group comprised of John Kareko (Lead consultant and Social-Ecological System Specialist), Felicia Muriuki (Environmental Management Specialist) and William Kanyange (Fisheries Specialist). One of the evaluators was a woman and this eased the contact with female respondents. It enabled the women to have separate sessions where women were comfortably able to open-up in raising their issues and concerns on the project.

## 3. PROJECT DESCRIPTION AND CONTEXT

The WWF Project on Enhancing Livelihood Sustainability through Raising Community Capacity for Fisheries/Coastal Management (RaCCCoM) has been funded by the Norwegian Agency for Development Cooperation (Norad) through WWF-Norway. The WWF-Kenya Country Office in Lamu, which has been in existence since 2007, has been responsible for the implementation of the project.

The Lamu area is characterized by unique terrestrial and marine habitats, resident and migratory species, and extensive mangrove forests, which make it a globally important conservation area. Despite its rich biodiversity, the management of the natural resources in the area has been characterized by weak capacity of the community and local government and other institutions to undertake fisheries and natural resource management. The effects of this has been loss of tourism related income, the loss of biodiversity in the coastal, mangrove and reef habitats, use of unsustainable fishery methods and weak enforcement of fisheries legislation. The root causes of this scenario has been low involvement of the community in resource management planning, poor knowledge of natural resource legislations, weak enforcement of fisheries and coastal laws, low capacity for fisheries and coastal management at the level of the local authorities, low levels of education and low access to government services amongst others.

The introduction of the RaCCCoM project into the Lamu area was aimed at addressing these natural resource management weaknesses. The project sought to strengthen the capacity of coastal communities, local authorities and other relevant stakeholders to carry out sustainable fisheries management in the Lamu Archipelago, a key Marine Ecoregion. The overall goal of the project was to “*enhance livelihood sustainability through participatory planning and management of coastal resource utilization and conservation*”. The purpose of the project has been “*to strengthen the capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya*”.

### **3.1. Relevance and quality of project design**

#### **3.1.1. Relevance and strategic fit of project**

Participatory planning and management of coastal fisheries resources utilization and conservation is vital if livelihood of local fishers in Lamu Archipelago and the wider Lamu seascape is to be sustained. Conservation in the Lamu seascape has previously been viewed as the responsibility of the statutory agencies and NGOs, with the Fisheries Department and Kenya Wildlife Service being custodians of Kenya fisheries resources, and wildlife respectively. With limited and dwindling resources, the government falls thin on adequate enforcement officers and the little available resources are better allocated to technical advice than enforcement. Co-management through participatory planning, management, and decision-making process remains one way that compliance, self-policing and, a sense of local ownership of fisheries and marine/coastal resources can be instilled into communities. This is to reverse the perception by communities that natural resources belong to the government and its agencies.

Preparedness to social, developmental, and environmental change over time especially with the global climate change is necessary if communities are to adjust and adapt to environmental disturbances and change. It is the evaluation team’s view, which is supported by the views of the majority of persons and groups interviewed, that the project goal and purpose was, and remains relevant, and thus support structures and processes that lead to social learning and co-management cannot be overemphasized.

#### **3.1.2. Relevance of project to national policies and strategies**

The RaCCCoM project was considered as timely by the Kenya Government, and especially the Ministry of Fisheries. The RaCCCoM project came into existence when the Kenyan Government, through the Oceans and Fisheries Policy, the Fisheries Act (Cap 378) of 1989 and Regulations (1991) provided for policy and legal framework for establishing and developing fisher based management frameworks (Beach Management Units) to support the sustainable use and management of fisheries resources through co-management. This is in conformity with the Kenyan focus on Vision 2030. The relevance of the project to local, district and provincial levels was evident from the discussions with the Provincial Fisheries Director, Provincial and District Fisheries Officers in both Mombasa and Lamu. They had positive remarks about the project’s achievements especially in supporting the development process for BMUs, with a request for the project to be renewed and extended to the south coast to cover the entire coastal region.

### **3.1.3. Relevance of project to local, regional and global conservation concerns**

The global trend on the enhancement of livelihood through sustainable use and management of natural resources cannot be overemphasized especially in the Lamu area, which is characterized by a unique habitat rich in biodiversity, extensive mangrove forests and provides habitats for migratory fisheries species. On a national level, the RaCCCoM project plays a key role as a contributor to the establishment of BMUs, which are recognized in the Fisheries Act Cap 378 (BMU regulations 2007) as the basic unit of fisheries governance at the community level. The project has supported the establishment of BMUs by focusing on building community capacity for fisheries management.

This project contributes to the implementation of World Summit on Sustainable Development plans as it aims to enhance the management of natural resources using sustainable and integrated approaches in a biodiversity rich area. The Kenya government has committed to the achievement of the Millennium Development Goals. Ensuring environmental sustainability is recognized as one of the key goals and this is a key focus of this project.

### **3.1.4. Relevance to the WWF framework**

WWF is one of the World's largest conservation organizations and it has been supporting coastal and marine management efforts in the region since 1989. WWF projects have a core strategy of working with local communities and government to promote the sustainable utilization of natural resources. This approach is replicated in the RaCCCoM project, which applies lessons learned concerning the rights of communities to a livelihood and recognizes that demands to harvest natural resources can be compatible with biodiversity conservation.

### **3.1.5. Alignment and cooperation with other donors, projects and programmes**

The evaluation team noted the close working relationship between RaCCCoM with other programmes and donors. Other partner programmes within the Lamu seascape complemented a number of projects activities and logistics; these include cost and time-sharing with WWF- US and KWS at Kiunga Marine National Reserve Area (KMNR). KMNR fisheries issues are being addressed through smaller grants from the Global Conservation Program and the Reproductive Health Component of USAID. These two grants address the issues of monitoring of catch and gear usage, surveillance, coral reef and fisheries surveys, health matters as well as water and sanitation.

### **3.1.6. Changes in the Logical Framework Analysis since project inception**

The analysis of the original RaCCCoM project LFA for 2006 and the latest LFA for 2010 show no significant changes to the original LFA. However, numerous changes in the output key indicators are noted as presented in Table 1 & 2 (Annex VI). The change of key indicators was found necessary to enable feasible measurement of achievements for respective outputs to fit within the local context. This was expected owing to the fact that the project was adopted from a similar project in Tanzania.

The evaluation team also found out that some of the output activities had to be combined, or otherwise implemented concurrently for feasible outcomes to be achieved. This in part, was due to low literacy and education levels of the local communities. It is therefore noted that some activities took longer to implement than had been expected from the original LFA, i.e. sensitization on the need for BMUs, development of by-laws and regulations, training on marine resource management, and developing a social learning environment. Social learning in such fisher communities is a slow process. Thus, realizing learning levels that

enable the community to make collaborative decisions, and take collective action that translate to a transformation to a collaborative organizational behaviour. Realization of such a transformation requires an investment in time and effort.

A major change in the project LFA framework was the expansion of RaCCCoM project into the Tana Delta area in a pilot basis. This was mainly to address spill over issues that affected the Lamu archipelago, to replicate the success and approaches from the Lamu archipelago and to promote co-management of fisheries resource in the fragile biodiversity rich Tana delta habitats.

### **3.1.7. Appropriateness of outputs and activities**

The purpose of the project has been *“to strengthen the capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya”*. This contributed to the greater goal of the project, which was to *“enhance livelihood sustainability through participatory planning and management of coastal resource utilization and conservation”*.

The project goal was to be achieved through implementation of seven outputs, which are underpinned by some key activities. The outputs and activities mainly address building capacities of local communities, Lamu District staff to implement joint management (co-management). This was to be achieved through creation of a shared understanding on the need and importance of conserving coastal/marine resources; establishing and strengthening local level community driven institutions responsible for fisheries co-management such as Beach Management Units (BMUs), Collaborative Fisheries Management Areas (CFMAs), and to introduce a participatory data collection approach to create an understanding on the importance to monitor trends in fisheries resources at both local and seascape level.

Achievement of each output is evaluated against set indicators and targets: (i) Fisheries Management Plans put in place in at least six CFMAs; (ii) significant reduction of destructive fishing practices within the six CFMAs; (iii) regular meetings being held by eight BMUs; (iv) a district level forum to bring fisheries stakeholders together at community, district, provincial and national level; (v) at least an increase by 10% in budgets allocated by Fisheries Department for district co-management, and; (vi) finally establishment of revenue mechanisms for communities fisheries by the 4<sup>th</sup> year of the project.

The evaluation team found outputs and activities to be appropriate in meeting RaCCCoM project goal. However, the project outputs and activities were relatively ambitious for Lamu Archipelago fishers' community. The rapid change for this fishers community is likely to shock the community, and likely to be interpreted as a disturbance of long-term cultural practices, and further seen to create a gap and memory loss of the cultural routines and memory. Understanding how the Lamu Archipelago fishers' community learn would be an asset to RaCCCoM project. Much effort was required to sensitize the community, and prepare the community to appreciate the need to organize themselves in a manner that would add value to their fishing activities while conserving and protecting their natural resources from over-exploitation, destructive utilization and harvesting methods.

The RaCCCoM project concentrated much of its efforts in creating awareness on the importance and need for co-management, need for sustainable utilization and conservation of a wide range of species and natural resources, exposure on how other fishers in other parts of Kenya organize and manage their fisheries in a sustainable manner while improving

their livelihoods. The creation of awareness was followed by creation of BMUs, development of by-laws and regulations for their operationalization and recognition, mapping of landing sites accompanied by development of social support systems and structures, capacity (training) and creation of networks. The evaluation team considered these initial outputs and activities important in building a firm foundation for BMUs development and internalization. Although on one hand the evaluation team had a general perception that RaCCCoM project was slow in achieving its outputs, on the other hand this slowness can be viewed from a positive perspective as a learning opportunity by stakeholders and project executives to reflect and learn from past challenges.

### **3.1.8. Assessment of the project monitoring and evaluation framework**

The evaluation team noted that RaCCCoM project has an internal monitoring and evaluation system. Monitoring and evaluation are best undertaken at three levels, progress monitoring, internal activity monitoring, and impact monitoring. Progress monitoring, which assesses progress on achieving outputs and progress on activities against set indicators, was evidenced to have been conducted against the LFA at annual and semi-annual bases since the project inception. The LFA had detailed indicators, which were reviewed and evaluated each year since the inception of the project. Internal activity monitoring was evident, although it should be noted that a monitoring and evaluation framework was only generated in the last phase of the project. The LFA had activities with corresponding indicators, however there was no systematic recording of the progress of the programme over the project period. The evaluators noted that despite having the annual and semi-annual reports, it was difficult to garner information on how the project progressed over time. Missing from the monitoring and evaluation framework was a framework for measuring the projects' impacts. Specific parameters that defined a measure for impacts that emerged from the project activities were missing. For example, it was not categorically defined what a 5% increase in material style of life as an indicator in coastal households would entail. While this should have been assumed to have been captured in the socio-economic survey of the Lamu seascape, the report was not explicit in this area.

The evaluation team also noted that output indicators did not clearly relate and/or directly translate into achievement of the all aspects of the project goal in the anticipated project period. This was mainly because the indicators focused on project activity results and no indicators focused on the impacts of the project. For example, the project indicators did not indicate how the enhancement of the fishers' livelihood by the project would be measured. In terms of time, the indicators overlooked the low literacy level of the communities within the Lamu seascape. Thus the slow and long learning curve, which would affect sequential implementation of the project activities and achievement of the project impacts. For example, it would take some time for the fishers to relate and internalize the importance of fisheries data collection, use the level of information acquired and knowledge gained on resource conservation at a planning level, and further visualize how these processes would translate to enhancement of their livelihood. Participation in meetings, attendance in training session may not translate into a participatory planning approach and capacity building although it may offer opportunity for interaction.

Increase in catch per unit effort may be translated as enhanced livelihood, but may not necessarily due to better fishing practices or improved status of coastal/marine resources. This is well articulated in Faza in the socio-economic survey – technical report (2009). The socio-economic survey report indicates that the total fish landing had an incremental trend from 2004 to 2008. This may not translate to improved status of the coast/marine resources status or the use of good practice, as reports indicate that despite the fishers having

benefited from the gear exchange programme, according to FiD the use of beach seine in this area was of high preference to artisanal fishers. This was attributed to religious and cultural beliefs that God created natural resources to be exploited by man, and is naturally replenished to provide for man, as well as the cultural belief that fish came from rains.

#### **4. EFFECTIVENESS**

Evaluation of the effectiveness of the project assesses the extent to which the projects' outputs were achieved, the contributions of stakeholders, and constraints encountered towards the achievement of project purpose and results.

##### **4.1. Assessment of output achievement**

Outputs were assessed on how well the project activities were implemented, and their contribution towards achievement of the projects purpose and goal. Table 1 provides a score of this assessment of the projects' LFA parameters. The key questions that guided the assessment are provided in Annex IV, and brief explanations on the achievement of outputs and the assessment of the underlying assumptions and risks is provided in Annex VII.

##### **4.2. Success and weaknesses of project**

RaCCCoM project has achieved some remarkable results and impacts but with reservations. RaCCCoM will be remembered for is the building trust among fishers and FiD. The change of attitude by fishers from viewing FiD as fisheries law enforcers to partners in management of fisheries and coastal/marine resources is a remarkable achievement towards sustainable fisheries and coastal/marine resource conservation. At national policy level, the government has institutionalized BMUs guidelines and by-laws, thus giving communities a mandate to protect and manage fisheries and coastal marine resources and a platform to participate in decision-making at policy level. The formation, demarcation, registration and development of BMUs have brought order in the use and management of fisheries and coastal/marine resources. This has broadened the area under protection within the Lamu seascape since the by-laws serve to protect areas within BMU boundaries. The BMUs have installed order in the way fisheries resources are managed, protected and organized. Introduction of BMUs has largely contributed to reduction of illegal fishing. According to FiD, through RaCCCoM gear exchange programme, 50 illegal gears were recovered from fishers, over 300 fishers in the Lamu seascape have benefited from the gear credit facility, and thus increased use of right gear. According to 2008 FiD report, over 430 fishing vessels were registered in the project period. In addition to co-management joint patrols and self-policing by communities, all legal fishers in each BMU are in the process of being issued with identity cards for ease of identification and also to indicate the fishers authorized to fish in designated fishing grounds.

The data collection by fishers has served to influence policies at local level by guiding in the formulation of management measures, which includes zoning fishing grounds, short and long-term closure to allow fish stock recovery when fish catches are low and open grounds for fishing when the stocks recover.

**Table 1: Evaluation of project output achievement for the project period**

LFA Outputs	Observations by evaluation team	Evaluation			
		H	G	M	L
<b>Output 1:</b> Fishery areas and the human relationships with the natural resources within them understood adequately for planning purposes.	The evaluation team noted that the persons and focus groups interviewed were quite well conversant with marine conservation issues, and the need for co-management approach in the management of marine resources.				
<b>Output 2:</b> Lamu District capacity to engage in fisheries co-management strengthened.	The interagency collaboration has been strengthened and this has enhanced working relations between Fisheries Department and WWF.				
<b>Output 3:</b> Community institutions responsible for fisheries co-management established and/or strengthened.	Although the establishment of fisher co-operatives societies was not part of the initial project proposal, they have been strengthened where they exist. New cooperatives have been formed where they were absent.  One weakness was that capacity building for BMUs focused only on the executives. This led to a loss of institutional memory when these officials left the management of their BMU.				
<b>Output 4:</b> Collaborative fisheries management plans (CFMPs) developed for 6 collaborative fisheries management areas (CFMAs) and implementation initiated by year 3.	Only two management plans have been developed from the initial target of 6 and implementation is pending.  The gear exchange programme has not been effective though the fishermen appreciate the concept and its goals.				
<b>Output 5:</b> Capacity of community fisheries co-management institutions (including BMUs) to collaborate in data collection and to apply fisheries information in decision-making strengthened.	The low literacy levels hinder the dissemination of information gained through the training of BMU officials and members.  Feedback sessions, which are designed to communicate findings of the data collected, have been few or non-existent.				
<b>Output 6:</b> Capacity strengthened within civil society organizations (CSOs) to engage in lobbying & advocacy on fisheries management issues.	The evaluators noted that fishermen are not always available to attend meetings as they are unwilling to trade off daily earnings to attend feedback meetings,				
<b>Output 7:</b> Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within EAME.	It was observed that the low literacy level amongst the fisher community hinders the effectiveness of the use of newsletters for the dissemination of information.				

**Note:** H = High; G = Good; M = Modest; L = Low



The BMUs and fishers' cooperative savings and credit societies have initiated mechanisms for collecting revenue and savings from fish landing sales. A good indicator towards BMUs and fishers cooperative societies' self-sustaining capacity, with the exception of Faza, Kizingitini and Kiunga BMUs which have accumulated significant savings (KSh. 2.8 and 1.6 Million, and 300,000 respectively), the other 24 BMUs are at infant stage.

Weaknesses in the project implementation oriented in the delays in implementing the projects activities, mainly because disbursement of funds to the field often delayed, resulting to short timelines for activities implementation. The high turnover of project managers in some way compromised the quality of project delivery, continuity in project activities, and consistency in project monitoring and evaluation. Feedback mechanisms for lessons learned were hampered by logistical challenges in terms of time, resources (high cost in BMUs visitation), cultural and religious barriers which were not on set addressed or overlooked in the project design.

## 5. EFFICIENCY OF PLANNING AND IMPLEMENTATION

Efficiency of planning and implementation focussed on the projects' efficiency in resource use to deliver results. Allocation and utilization of resources reflecting on financial spending, procurement process, and human resources.

### 5.1. Financial and project delivery assessment

The project started in 2007 and has been running for 5 years with a total budget of NOKs 7,422,159 as indicated in the table below. A comparison with the budgetary allocation at the start of the RaCCCoM project in 2007 to December 2011 shows that approximately 91% of the disbursed financing to the field station was utilized (Table 2), constituting 59% of the project budget.

**Table 2: Financial assessment of project funds disbursement and expenditures in the project field office (rounded figures)**

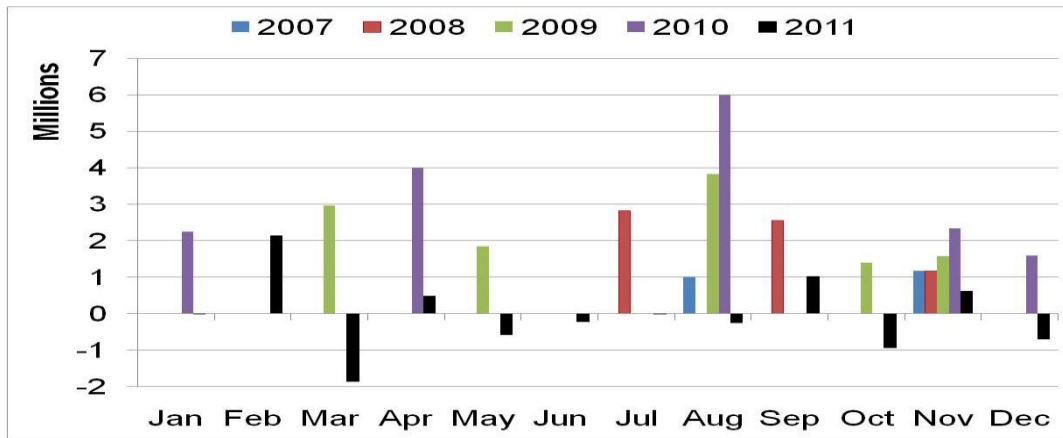
YEAR	Projected Amount NOK	Equivalent KES	Disbursed Amount KES	%Disbursed	Expenditure KES	%Disbursement Expenditure	Balance KES
2007	1,283,726	14,120,986	2,176,018	15%	0	0%	2,176,018
2008	1,363,682	15,000,502	6,547,788	44%	6,066,179	93%	481,608
2009	1,250,001	13,750,011	11,617,526	84%	8,571,792	74%	3,045,733
2010	2,146,625	23,612,875	16,174,198	68%	17,414,136	108%	-1,239,937
2011	1,378,125	15,159,375	11,934,285	79%	12,230,216	102%	-295,930
<b>TOTAL</b>	<b>7,422,159</b>	<b>81,643,749</b>	<b>48,449,816</b>	<b>59%</b>	<b>44,282,325</b>	<b>91%</b>	<b>4,167,491</b>

Exchange rate: 1NOK = 11 KSh

Utilization of 59% of the total project is presumable that approximately 41% of the project was not achieved in a manner of the project design and planning. Under spending in the years 2008 and 2009 was attributed to sharing of staff time with other grants (WWF Netherlands and WWF US) in Kiunga project, and also due to cancellation of some activities due to post-election violence and delay of fund disbursement. The over-expenditure experienced in the years 2010 and 2011 was largely due to fuel price increase raising travel

cost, and local running on the regular project implementation activities. A rush to complete some of the project activities before the project end cannot be overlooked as contributing to overspending.

Assuming that disbursement and utilization of resources reflect on the project progress, Figure 1 shows field office cash flow in the project period. Figure 1 clearly indicates that for most of the project period, the project operated without funds. Only 18 months of the entire project time are indicated to have had funds to carry out project activities, the rest of the months the project had zero or close to zero balance, with a negative balance in six of the 12 months of year 2011. The inconsistencies in disbursement of funds to a larger degree reflect on the efficiency and effectiveness of the project implementation. Activities are rushed when funds are available to compensate for time lost, and to secure funding for oncoming activities. Delays in disbursement of funds are widely reported in the course of this evaluation and has also been clearly cited in several reports including the mid-term evaluation report as a cause of delay in implementation of project activities.



**Figure 1: Relative utilization (spending balances) of funds by year in the project period (figures rounded in KES)**

The evaluation of project financing based on available information shows that the projected financing was not accessed and this could have had implications on the slow execution of project activities. Despite, the delays, the funds disbursed were well utilised, the project team were also able to integrate project activities with other ongoing programmes through staff time-sharing and co-management through resource sharing to keep the project activities in progress.

The evaluation team observed that RaCCCoM project was occasioned with regular delays in financial disbursement. This did not work well in building trust and confidence with the community on the project efficacy, staff capacity and effectiveness, and in continuous effort to change fishers’ behaviour, the gaps experienced affected results in many aspects of the project.

**5.2. Procurement assessment**

The evaluation showed that items that were planned for procurement were procured for the project and partner agencies (FiD, KWS), BMUs, CFMA. However, the project staff indicated that that though well intended, the project procurement process was too lengthy, and more

often than not defeated the purpose, and especially when the communities and other parties had to wait for too long for their promises to be fulfilled. In collaboration with CSOs, RaCCCoM project was able to provide and distribute purchased items to fishers and CFMA, this served to strengthen the fishers' confidence in CSOs, however, the evaluation team noted that there was need to develop a clear joint RaCCCoM and CSOs distribution procedure to ensure that this undertaking builds towards meeting the project objectives and purpose. For example, in the donation of a boat engine to Kiweni CFMA, it was not clear to the community and the relevant BMUs at the time of this evaluation whether a boat engine had been donated by the project, and on what basis it was provided. Until the final evaluation, many BMU members were not aware of the donation of an out boat engine. The disclosure of a post-procurement plan (who funded, and reasons for doing so, and to what benefits to fishers and resources) to members of the community is also an important step to ensure collective ownership of the process by all parties, and for accountability purposes. The cost of operation in implementing the projects' activities and cost of procurement increased in the course of the project implementation due to the escalating fuel prices in the second half of the project. Cost of patrols, monitoring visits, possible meetings and commodities necessitated downwards readjustment of project activities, and caused delays in procuring.

### **5.3. Assessment of training provided**

Capacity building in the form of training was the backbone of RaCCCoM project. It formed a basis for institutional strengthening, building of governance structures, and development of BMU by-laws. The trainings included leadership, management of coastal resources, awareness, exposure and site visit, advocacy, minutes writing, bookkeeping, monitoring and data collection. The training mainly focused on District capacity building for co-management, BMU and CSO Executive Committees, in the various management skills and knowledge. Majority of the focus groups interviewed requested for more training in the areas of entrepreneurship and proposal writing. Need for more exchange visits was expressed, citing exchange visits as an eye opener on benefits and running of BMUs, the challenges other BMUs are facing, and what effective BMUs can achieve. Other lessons learned from exchange visits is the effective and sustainable utilization of fisheries resources by adding value to fisheries resources and organized marketing as opposed to striving for more catch to increase profits.

### **5.4. Implementation of mid-term evaluation recommendations**

A mid-term evaluation was conducted between April and June 2009. The mid-term evaluation made a number of recommendations to fast track the implementation of RaCCCoM project activities to achieve its goal and objectives in the remaining period of the project life cycle. In the remaining part of the project's life cycle, the gaps identified in the mid-term evaluation, to a large extent, formed the baseline for project progress. The key recommendations are summarized in Annex VIII.

### **5.5. Effectiveness of management arrangements**

The evaluation of the effectiveness of management arrangements focused on the extent to which management capacities and arrangements put in place supported the achievement of results.

## **5.6. Staff performance and communication**

The current project staff is qualified for their jobs and tasks. Although it was not possible to evaluate the internal interrelation and interaction of WWF staff involved in RaCCCoM project there was a sense of good working relationship. However, two items remained clear throughout our evaluation period, there was an explicit strong relationship between RaCCCoM project staff and Fisheries Department officers, their interactions stood out very clearly that they had good working relationship. The majority of stakeholders visited praised the RaCCCoM staff and referred to them as dedicated, patient, hard working and interacted well with the community. The evaluation team observed that notwithstanding the cordial relationship that existed between RaCCCoM staff and KWS staff, the linkage between KWS and the community, and especially Kiuyu community, needs to be strengthened for co-management in the Kiunga marine reserve area to be effective.

Communication efficiency between the field, WWF head office and the donor was cited to have adversely affected the delivery, performance and outcome of the RaCCCoM project. It was noted that there was a dire need to make the communication between the field office and the WWF head office in Nairobi more efficient than its current state for projects to run efficiently and effectively.

## **6. IMPACTS: PROGRESS TOWARDS PURPOSE AND GOALS**

The main goal of RaCCCoM project was to enhance livelihood sustainability through participatory planning and management of coastal fisheries resource utilization and conservation. This was to be achieved through strengthening capacities of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu seascape. In assessing the impacts of RaCCCoM project, the evaluation team seek to appraise whether the project realised its goals and purpose.

### **6.1. Biodiversity conservation**

The number of people who perceive significant benefit from fisheries resource management initiatives has increased tremendously in various aspects, owing to RaCCCoM project and its partners' effort towards sustainable fisheries and marine resource conservation. Based on project technical progress report by May 2011, over 50,000 people representing 63% of an approximate total population of 80,000 for Lamu perceive significant benefits from fisheries resource management initiative, and an additional 1,700 fishers were targeted in the last five months of the project. This is above the 60% target by the project. The evaluation team noted that in the 10 BMUs visited, the persons and focus group interviewed were quite well conversant with conservation issues, and the need for co-management approach in the management of natural resources to sustain their fishery livelihood. In Kiunga, communities have shifted from consumption of turtles as a delicacy and dugong oil for women's hair treatment, a change of behaviour that has seen a recovery in turtle population. There was a general indication by communities of improvement and recovery of fish stocks (owing to protection of breeding habitats by communities), and other marine life, a recent sighting of a dugong calf in Kiunga was a sign of dugong come back in the region. The communities associated these changes with the conservation effort brought about by RaCCCoM project and partner programmes. The evaluation team found Lamu communities to be well versed with the need to adapt to changes in the coast/marine systems over time, with the changes emanating from natural environmental changes and climate change, land use practices and development i.e. the proposed Lamu seaport. However, there a need for

community preparedness to cope with emerging changes, by seeking alternative livelihood and diversification of fishing practices. The community was eager to know the effect of the port development to the fisheries resources and their livelihood.

Trends in Lobster catches in the Kenyan coast has been on the decline (Kenya Country Report 2011 on Fisheries status), however in collaboration with Fisheries Department and CORDIO, RaCCCoM has supported in the development of a Management Plan for Lobster fisheries. The lobster management plan aims at enhancing lobster fisheries and conservation of marine resources, and provides further guidance on ways of avoiding over exploitation and proposes strategies that provide opportunities for Lobster MSC certification in an attempt to make shellfishery more economically viable. The draft Lobster fishery sustainability paper has been completed. Kiunga and Amu BMUs reported increased catches and release of gravid lobsters 'kamba wa mayai'. The increase in spawning lobsters was associated to use of sustainable methods of fishing and protection of their breeding sites and habitats, this is an indication of recovery potential for lobster populations.

In general the communities were optimistic that the BMU management approach, although not much change had been realised in terms of coastal marine resource recovery, it is for the betterment of their livelihood, as they were able to take charge and control use and activities within their demarcated areas.

## **6.2. Socio-economic enhancement**

Approximately 80% of Lamu livelihood depends on fisheries and coastal/marine resources, with a 20% small-scale farming-taking place between the months of April and August when there is low fishing due to rough southern monsoon.

A general increase (no specific figures provided by fishers and fisheries officers on the increase) in fish catch was reported in Kiunga, Kiwayu, Faza, Kizingitini, Pate, and Amu BMUs, thus an increase in income for local communities. The increase in catches was associated to a reduced competition between local and 'foreign' fishers visiting the different BMUs fishing grounds from other fishing grounds. Enforcement of BMU by-laws and demarcation of BMU fishing grounds has enabled the control of fishing grounds. Fishers are restricted, with foreign fishers having to pay a levy to fish within the BMU demarcated areas. In such a situation, foreign fishers are obliged to abide with host BMUs' fishing regulations. An increase in catches due to recovery of fish stocks from sustainable management and fishing methods may be realised over-time with continued monitoring and documentation.

The formation of fishers savings and cooperative societies in Faza, Kiunga and Kizingitini has helped fishers to start saving, thus enabling them access credit to improve and invest into their fishing gears and crafts. Access to credit by itself is an enhancement of livelihood of the local communities, which previously had no access to credit from the existing financial services in the region. All other seven BMUs visited by the evaluation team did not have savings and credit societies but indicated interest in starting them, considering the executives had undergone training on financial management. Trickle effects on savings are being felt as some community members have benefited with money for school fees and payment of hospital bills.

## **6.3. Capacity building for participatory planning and management**

The main purpose for this project was to build capacity for communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management through participatory planning. The community capacity has also been enhanced through training in

various governance and management training, such that the communities are able to manage BMUs by themselves, with limited technical advice from FiD, WWF and partners. Twenty-four BMUs executives have been trained on co-management concept, leadership, financial management and bookkeeping, data collection, GPS, basic underwater monitoring and research. Twenty-three government officials have benefited from trainings in co-management concept, data collection and analysis, two personnel one from fisheries department, and the other from KWS trained in GIS. Capacity for Civil Society Organizations (CSOs) has been enhanced through training in advocacy and leadership skills.

In addition, BMUs have been trained in data collection and monitoring. Nine of the 10 BMUs visited by the evaluation team were collecting fish catch data, although consistency was required, as BMUs that did not have designated data collectors had fishers collecting data, thus a loss in fishing time. The BMUs have not attained a level where they are able to finance for data collection yet. The FiD has benefited from data collected by BMUs. Fisheries officers collect data from BMUs for analysis on monthly bases, and a feedback given periodically whenever time and resources allows. The BMUs are yet to attain a level where they can confidently analyze and interpret the data by themselves.

Capacity of communities, local authorities and stakeholders has been enhanced through provision of equipment, and the FiD received computers and laptops to assist in data collection and analysis. CSOs received computers to develop advocacy materials, with one CSO being assisted to set an office.

#### **6.4. Impacts on gender and youth**

The evaluation team observed gender issues in majority of the project activities. Both men and women participated in decision-making process and were represented in most meetings, capacity building trainings, exposure and exchange visits. Women also served in the executive committees of BMUs. In the 10 BMUs visited, women dominated the secretary and treasurer's positions. This gave women an opportunity to participate in decision-making process towards the management of the fisheries resources. It was noted that the chairperson position in all BMUs was a man's domain.

Participation by youth (young women and men between ages 18-35yrs) in RaCCCoM project was not very noticeable creating concern of future survival and sustainability of project effort. Of the ten BMUs visited none had youth represented, only the CMFAs had youth represented, one as a manager, the rest as *Askaris* (law enforcers). The low participation by youths in was associated to youths not being in the limelight as fishers because to larger extent the youth serve as fishing crew and not as main fishers. The youth has however participated in BMU elections and have the right to contest and be elected in the executive. This was to large extent explained by cultural beliefs and norms, that the elderly lead the young. This can be overcome by creating a position of youth representation in the executive.

Although women are in the executive and benefit from capacity building of the executive, the tangible benefits of the project such as gears and boat engines target men. There is need for more tangible/visible benefits directed to women, Some of the benefits that women suggested would of help to them was the provision of 'malema' tradition fish traps (baskets) to enable them participate in shallow water fisheries, and provision of ice-making units to supply fishers with ice for cold storage purposes was cited. This would serve as a means of enhancing livelihood for communities and women in particular.

## **7. SUSTAINABILITY AND REPLICABILITY OF PROJECT**

Sustainability of the project initiatives and activities is promising and this is because of the conducive and timely political, legal, and social environment in existence. At policy level the government has institutionalized BMUs guidelines and by-laws, thus government support is guaranteed. However, with the exit of RaCCCoM, the process of strengthening institutions such as BMUs and CFMAs may slowdown. These institutions are at infant state and have not stabilized yet to be self-supporting, as currently their functioning is held together by the RaCCCoM project. The government support is not currently adequate to support and strengthen the 26 BMUs and two CFMAs instituted to a self-supporting level when the pressure on demand of resources would ease. Majority of the fishers' perception was that, to end the RaCCCoM project at this point and time would slow down BMU growth, and many of the BMUs may not withstand the challenges they currently have. BMUs are likely to be sustained and survive better when a co-existence between BMUs and Fishers cooperative societies is strengthened and streamlined.

So far, tangible benefits accrued to the communities have been low. Although RaCCCoM project has invested much in providing intangible benefits to the community through capacity building, the current benefits have not transformed to material benefits i.e. revenue generation. It is projected that over time CFMAs and BMUs will be self-supporting through revenue generation from fisheries resources and activities. However, by the time of this evaluation only one BMU (Faza) and one CFMA (Kiweni) had demonstrated consistent revenue generation. The Faza BMU in collaboration with Rasini fishers cooperative society have created a symbiotic relationship and interaction enabling them to invest in boat building and repair material (i.e. boat sail cloth) which are sold to fishers for some profit.

The evaluation team noted that no tangible project exit strategy exists, thus, there are no clear transitional directions, agreements (i.e. memorandum of understandings among partner organizations and agencies) and guidelines that would ensure adoption, adaption, support and progression of RaCCCoM project activities. Notwithstanding the current existing relationship among RaCCCoM, statutory agencies, CSOs, and the society at large, more linkages with other projects, government departments, and micro-credit institutions are essential if the project activities are to achieve a sustainable state.

## **8. CONCLUSIONS**

The finding of the final evaluation of WWF Project on Enhancing Livelihood Sustainability through Raising Community Capacity for Fisheries/Coastal Management (RaCCCoM) has, to a large extent, been successfully implemented. The validity of the project purpose to date cannot be disputed as being important for the Lamu Archipelago community. However, the evaluation team cannot with much confidence categorically indicate that the project goal was fully realised. Whereas the livelihood of the community is envisaged to have significantly improved, good practices in use of fisheries and coastal resources instituted, co-management clearly understood and mechanisms for its implementation initiated, attaining livelihood sustainability still remains a challenge.

It clearly evident that the presence of the RaCCCoM project and impact has been felt and witnessed in the Lamu Archipelago and the wider seascape. The evaluation team witnessed the governance and policy support the project had been given at local, district and provincial

levels. Short talks with the Provincial Director of Fisheries (PDF-Coast), the District Commissioner (DC-Lamu), District Fisheries Officer (DFO-Lamu), Division Officer (DO-Kiunga) and numerous Chiefs praised the achievement of the project in creating conservation awareness leading to change of attitude toward destructive fisheries and coastal resources practices, development of linkages among agencies and the various arms of government. At all these levels there was a general indication and need for project extension to fully attain its goal. Concerns and the need to focus and create awareness on the effect of the socio-economic situation of the fisher community and other fisheries and coastal resource dependants with the actualization of the proposed Lamu seaport were expressed.

RaCCCoM and implementing partners successfully raised the community capacity for fisheries and coastal management. This was achieved through creation of awareness, training and imparting skills on leadership, management and operational support. Establishment of fishers network at local, district, water body (Coast Province), and national level creates a forum for information dissemination, strength and opportunity to influence policy, negotiate fisheries and coastal resource value and market access.

Establishment of BMUs has fully been embraced at all levels, while the legal and institutional structures and processes are on course. However, the social processes that support the survival and functionality are yet to be realised. Linkages between BMUs and Cooperative societies need to be well defined and strengthened. The idea of the Village Cooperative Banks (VICOBA) such as in Tanzania is welcomed by many BMUs, but this is yet to be realised considering only one BMU has reached this milestone. Most BMUs are yet to establish their cooperative societies.

## 9. RECOMMENDATIONS

From the findings of this evaluation, the following recommendations are made to contribute to enhancement of livelihood sustainability through raising community capacity for fisheries and coastal resource management:

**Project design:** An adopted project should incorporate a 6-month inception period during which the project is properly defined and designed. At the same time, it would ensure that sufficient baseline information is collected and collated to better inform the definition of targets and results in conformity with WWF Projects and Programmes Management Standards (PPMS). This will enable adherence with reporting and communication procedures and processes of WWF project framework to ease project administration, monitoring and evaluation.

**Gender and youth:** The outcome of the projects outputs directly targeted men, and women felt left out because they only benefited indirectly from the project. At least some aspects of the project from design need to directly target women and youth. There was very little or no representation of youth in the BMU executive. As a leadership development and mentoring process, the central management of BMUs need to consider including youth in their executives. The open clause that any member can be elected into executive does not seem to work for the youth in majority of the BMUs.



**Capacity building:** Capacity building was key to success and sustainability of project outcomes. Capacity building had centred on BMU, CFMA and CSO executives. This did not augur well with transitions in BMU management with change of executives voted out or when their serving term came to an end. Loss of institutional memory deters continuity and progress of institutional growth, as the new executive committee members need to be trained to function. Use of the trained BMU executives to impart learned skills to the rest of BMU assembly and communities was not well received by communities. Communities attitude to local community trainers was negative, while out sourced trainers were positively received by the communities, a process that slowed the multiplier effect to capacity building and lessons learned feedback mechanisms. It is therefore necessary that structures and processes that ensure some of the trained executives are retained to oversee a smooth transition into new management are developed.

Scaling up capacity to the BMU assembly and the rest of communities should be enhanced. This will ensure support of BMU activities and compliance to BMU by-laws and other conservation requirements easing enforcement through co-management and joint patrols.

Training is a continuous process that should be maintained beyond the project lifecycle. If training is to be sustained, the project should aim at building the capacity of Fisheries Department (FiD) to gradually take up the training component as part of the department's daily/regular activities. As the Ministry and KCDP allocates some resources towards BMU trainings, this would ensure continuity and sustainability.

Data collection by BMUs is in place, though there has been some inconsistency in data collection, as in some areas not collected at all. Considering that the coastal marine environment is an open system, for data collected to be useful, harmonization of data collection is necessary in the entire coastal water body (entire Kenyan coastline) an effort that RaCCCoM may need to consider, if another phase of the project is to be undertaken.

**Information dissemination:** While information dissemination and awareness raising has successfully taken place within the project and amongst the BMU executives, more emphasis must be placed on information dissemination within the BMU assembly, the community within the BMU areas, and where possible be extended beyond the project area. Information dissemination and assimilation procedures and processes need to be established if social learning for transformation to collaborative behaviours in the sustainable use and management of fisheries and coastal resources is to take effect. The project needs to create a component to address trends in local, regional and global environmental and developmental changes and their effect on fisheries and coastal marine resources and the consequences to livelihoods. This can be achieved through empowerment of local CSOs to create awareness and advocacy on the anticipated changes over time i.e. climate change, development of Lamu seaport, oil exploration, and population increase. Adaptive management approaches would be highly welcome.

**Institutional:** The institutions built are still at their inception phase and require nurturing to stabilize in a way that they are able to run on their own. Efforts need to focus on strengthening the existing established institutions to improve on their performance in the areas of governance, co-management, defining and institutionalizing linkages between BMUs, Cooperative societies and micro-credit institutions for sustainability purposes. Thus technical support is required. To empower the BMUs and to promote their significance in the

society, activities and programmes that relate to fishers and fisheries resources i.e. gear exchange, whenever possible should be channelled through BMUs and local CSOs.

**Sustainability:** The evaluation team observed that the communities had low esteem and confidence. They have the perception and believe that they are able to succeed on their own, like other BMUs observed in their field/exchange visits in Kisumu and other areas. A showcase in the coastal area that such BMU concepts can be successful would go far in demonstrating that this is a promising way forward. The evaluation teams strongly recommend that the progressive Faza BMU be supported further to realize its full potential, and build a case that can be emulated by other BMUs. This should also serve as a training case for the coastal communities to demonstrate that self-sustaining BMUs can be actualized.

**Addressing livelihood:** Established institutions i.e. BMU, co-operative societies and micro-lending programmes must be transformed to reflect compatibility of livelihood and fisheries, and coastal/marine biodiversity conservation. A good showcase (demonstration BMU) should be selected within the Lamu seascape, and developed to serve as a demonstration case from which fishers can learn and serve as training base for other BMUs. This will serve to encourage and demonstrate to fishers how BMUs can directly and indirectly help to enhance their livelihood while conserving fisheries, coastal and marine resources by anchoring gains from BMUs and conservation to livelihood enhancement.

**Exit strategy:** Develop and strengthen linkages between RaCCCoM project's activities with existing, ongoing and incoming projects. A three-year extension of RaCCCoM project would enable an overlap transition for example of the RaCCCoM activities to incoming project such as recently launched World Bank funded Kenya Coast Development Project (KCDP). Under the KCDP, the Fisheries Department, which has been a strategic partner in the RaCCCoM project, will receive financing to undertake key initiatives in Fisheries management. This presents a good opportunity for RaCCCoM project, if extended, to contribute to the continued capacity building of BMUs and trainings such as entrepreneurship, business planning and proposal writing and other relevant training areas. Linkages of BMUs and cooperative societies with micro-finance and other established banking institutions should be further enhanced if fishers are to benefit from banking services. The linkages are also envisaged to encourage a saving practice among fishers.

**Monitoring and Evaluation:** Due to inadequate baseline information and absence of an inception period before the project commencement, it was intractable to develop and administer an effective Monitoring and Evaluation (M&E) framework. This was mainly because the project design and output indicators were adopted from a counterpart project in Tanzania. The challenge in developing a robust M&E is evident from the numerous changes of indicators over time. With inadequate baseline information at the commencement of the project, it is not surprising that an M&E framework for RaCCCoM project was generated in the last phase of the project. Monitoring systems that monitor and evaluate the projects process, the achievement of outcomes and impacts of the project would have been useful to monitor and evaluate whether the project is delivering required outputs as expected, for early warning, and adjustments taken where and when necessary. An effective M&E framework would arise from proper establishment of baselines, results/targets to be achieved through time and well-defined goals and objectives with robust indicators that are relevant in the project implementation locale. These were missing from the current project owing to weaknesses in design and defining stages for the project adoption.

**Donor support:** The evaluation team recommends that WWF-Norway/Norad supports RaCCCoM for at least three more years to consolidate the considerable gains achieved in the project period (2006-2011), as indicated and described in this evaluation report. This will allow the project activities to overlap with upcoming and other existing programmes for further enhancement and development.

## 10. LESSONS LEARNED

- Existing policy structures play a significant role in enhancing project interventions: The existence of the BMU policy framework enhanced the RaCCCoM project activities as it provided for clear institutional arrangements and entry points for engagement during the implementation of project activities. This brings about a well-coordinated effort across the various governance levels at community, local municipality, provincial and national level where possible. This will ensure that the government units, partners and collaborators act together and support each other towards a shared goal for livelihood development and biodiversity conservation. This is well demonstrated by the success in development of BMUs, which are supported by the central government national policy.
- Partnerships at different levels can enhance the effectiveness of fisheries management: The RaCCCoM project showed evidence of partnerships at the project management level, government level, community level and at the level of the civil society organizations. Inclusion of all these players in the project enhanced the networking and can be used as a stepping-stone for future interventions.
- Commitment by key partners involved in the implementation of a project is critical for project success: This helps to create a sense of ownership and adoption of relevant project activities to ensure effective delivery of the project activities and sustainability of relevant activities by the end of the project. This can be achieved by having all key partners involved directly in the implementation of the project signing off on the project brief and explicitly establishing their role during the project implementation and post project period. The project exit strategy should form an integral part of project design.
- Adoption of a pre-existing project design has implications on the roll out process: The adoption of the Tanzanian project design led to assumptions about the suitability of several interventions. The flexibility within the project to adapt the design to emerging issues and to change the output key indicators ensured that RaCCCoM could meet the challenges of the social and economic environment in Lamu.
- Co-management enhances conservation and fisheries management: The project increased the perception that conservation enhances the fishery as is evident from the gear exchange programme and the establishment of joint management teams.
- Livelihood and biodiversity conservation projects targeting fisheries resources will often introduce conservation measures that include prevention of destructive fishing and imposition of fish size limits: These measures often will cause a short-term shortfall or decrease in catches. Such projects require to include component of alternative sources of

livelihood when such situation occurs, these include advocacy on diversification on types of fisheries i.e. shellfisheries and aquaculture.

- Training and education in biodiversity conservation involves a change in behaviour targeting the community: For impacts to be realized, a community transformation needs to be realized through a social learning process for a collective decision-making and corrective action. This requires patience as it takes time, and requires careful-stepwise implementation, that may necessitate mutual adjustments when necessary to realize the desired results. RaCCCoM project did not have a clear feedback mechanism and information dissemination procedures that would promote social learning to promote collaborative behaviour among the wider community, which may not necessary, represent the BMU assembly or the executives.
- Projects that forge for behavioural and attitude change require continuity in memory accumulation. Memory loss and discontinuity could lead to disorientation in stepwise implementation of project activities missing the target behaviour: A high turnover in the project managers in the RaCCCoM project suffered from this continuity, with at least four changes of managers for a five-year project and this affected the quality of project delivery.
- Experience in this and similar project that involve livelihood and biodiversity conservation, often have a scientific input, especially in monitoring and evaluation, and design of the project concept: When such projects target areas dominated by communities with low literacy levels there is need to pay attention to the long learning curve and how it affects a project design and LFA timelines.
- Involvement of the communities in monitoring programme i.e. data collection enables the communities to conceptualize and internalize the need for regulatory measures that support conservation: Where possible integrating local conservation knowledge with modern science would play a key role in shortening the learning curve.

## 11. ANNEXES

### Annex I: Terms of Reference for the evaluation assignment

#### RACCCOM PROJECT EVALUATION TERMS OF REFERENCE FOR FINAL EVALUATION

##### BACKGROUND

Enhancing Livelihood Sustainability through Raising Community Capacity for Fisheries/Coastal Management (RaCCCoM) is a project funded by the Norwegian Agency for Development Cooperation (NORAD) and implemented by WWF-Kenya Country Office in the Lamu Archipelago (North East Kenya) since 2007 and ending in December 2011. The Lamu Archipelago is characterized by its extensive mangrove formation in delta, creeks and basins of which 160 km<sup>2</sup> is considered being in pristine or near-pristine condition. High fish production associated with the Somali current upwelling has positioned the archipelago as the most productive ecosystems in the Kenya coast. The upwelling is influenced by the southwest and northwest monsoon winds resulting in nutrient abundance throughout the year and hence high fish aggregations. The area has breeding populations of Olive Ridley, Hawksbill and Green sea turtle as well as Dugong. It is also the most northerly coral reefs in the region, with unique sea birds like roseate terns that sometimes make up a breeding colony of more than 10,000 birds, Osprey and Pelicans. Despite these natural riches, there are policy conflicts within regulatory government agencies: for example between Kenya Wildlife Service (KWS) and the Fisheries Department (FiD) over fishing rights in the marine reserves. There is also a general non-compliance of existing laws and regulations for both users of marine resources and the law enforcers.

As such, the goal of this project is to enhance livelihood sustainability through participatory planning and management of coastal fisheries resource utilization and conservation. Its main purpose is to strengthen the capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya. RaCCCoM has seven expected outputs namely:

- Fishery areas and the human relationships with the natural resources within them understood adequately for planning purposes.
- Lamu District (now Lamu County) capacities to engage in fisheries co-management strengthened. Community institutions responsible for fisheries co-management established and/or strengthened.
- Collaborative fisheries management plans (CFMPs) developed for the collaborative fisheries management areas (CFMAs) and implementation initiated.
- Capacity of community fisheries co-management institutions (including BMUs) to collaborate in data collection and to apply fisheries information in decision-making strengthened.
- Capacity strengthened within civil society organisations (CSOs) to engage in lobbying & advocacy on fisheries management issues.
- Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within EAME.

The project started in 2007 and has been running for 5 years with a total budget of NOKs

7,422,159 as indicated in the table below. The project activities have been integrated with the district development planning system, which has in turn contributed to the national strategy for economic recovery, wealth and employment creation as well as ensuring sustainable utilization of marine resources.

YEAR	Period	Amount NOK
2007	January to December	1,283,726
2008	January to December	1,363,682
2009	January to December	1,250,001
2010	January to December	2,146,625
2011	January to December	1,378,125
<b>TOTAL</b>		<b>7,422,159</b>

A mid-term review of the project was conducted in May 2009 and concluded that the first half of the project implementation achieved positive results by empowering Government agencies (FiD, Lamu County Council, and other government technical ministries), Beach Management Units and fishermen's cooperatives to be more actively involved in fisheries management and increase compliance with regulations while increasing benefits flows. The Mid-review also generated a set of key recommendations to improve project efficiency, which needs to be reviewed by this evaluation.

### **Stakeholder Classification**

Stakeholders for this project can be classified onto the following broad categories:

**Users and beneficiaries of the Natural Resources:** These include artisanal natural resource user groups (farmers, fisher folks, etc.), commercial fisheries and coastal business companies, Civil Society and Welfare groupings

**Stakeholders responsible for the natural Resource** including coastal communities through their Village decision-making bodies, District Council, Economics and Environment Committee, District Environment Committee, District Commissioners, Member of Parliament (MP), Ministry of Fisheries Development, Civil Society and Welfare groupings

**Stakeholders with specific interests in the problems** such as artisanal natural resource user groups (farmers, fisher folks, etc.), District Council, Economics and Environment Committee, District Environmental Board, DCs, MPs, Migrant fisher folks

**Stakeholders with most knowledge or power and are most capable of dealing with the problems** including artisanal natural resource user groups (farmers, fisher folks, etc.), District Council Environment Management Committee, District Environmental Board, DCs, MPs, Researchers and research organisations at national and international levels, Universities, line ministries.

## **PURPOSE AND OBJECTIVE**

An evaluation is required at end of the project period for the Livelihood Sustainability through Raising Community Capacity for Fisheries/Coastal Management (RaCCCoM) project as per WWF reporting requirements for NORAD projects. The main objective of this final evaluation is to provide WWF and project stakeholders with an independent assessment of the achievements made by the project towards the purpose stated in the Logical Framework Analysis (LFA), how this has contributed to the overall project goal of enhancing livelihood sustainability and conservation, and identify the impact of the project and ways that this may be sustained. The specific objectives of the final evaluation also include:

- assess that funds have been used effectively and efficiently to deliver results;
- improve future programme design and management;
- record and share lessons to influence relevant policies;
- account to local stakeholders for the programme's achievements;
- enable WWF to evaluate the performance of the project as a whole, making sure the overall portfolio has increased accountability and responsiveness.

## **SCOPE AND FOCUS**

The final evaluation will include aspects such as appropriateness and relevance of design, compliance with the work and financial plan with budget allocation, timeliness of disbursements, procurement and coordination among project team members and respective head office support. Any issue or factor that has impeded or accelerated the implementation of the project or any of its components, including actions taken and resolutions made should be highlighted. It will also assess the project performance in terms of progress towards achievement of results and factors affecting successful implementation and achievement of results.

To achieve the above objective, the final evaluation is to address the following:

- Assess the relevance of project objectives to the national development objectives and priorities, WWF areas of interest and the needs of beneficiaries. Hence recommend means of incorporating those priorities;
- Review of the project concept and design with respect to the clarity of the addressed problems by the project and soundness of the approaches adopted by the project to solve these problems;
- Study and assess the results and impacts of the project in terms of qualitative and quantitative achievement of the objectives and indicators agreed to at the time of project initiation and work plan;
- Assess implementation of key recommendations made by the Mid-term review in May 2009
- Assess the performance of the project in terms of timeliness, quality, quantity and cost effectiveness of the activities undertaken including project procurement: both experts and equipment, training programs, etc;

- Review of the LFA and the indicators to assess their appropriateness for monitoring the project performance and suggest methods and indicators to monitor post-project impacts;
- Analyse and evaluate reasons for success, and shortfall if any, in project activities and its implementation;
- Review the relationship of various stakeholders and partners who are critical for the success of the project and for sustaining the changes the project endeavours to bring;
- Assess the prospects of the sustainability of the project outcomes and benefits and recommend measures for its further improvement;
- Record and analyze the lessons learnt from the implementation of the project and recommend strategies to improve future programme design and management as well as related policies.

## **METHODOLOGY**

The methodology used will compare actual progress against targets and will be based on the findings and factual statements identified from review of relevant documents i.e. project proposal, Logical Framework Analysis (LFA), Annual Workplan (AWP), Key Performance Indicators (KPI), semi-annual and annual Technical Progress Reports (TPR), quarterly and annual Financial Reports (FR) and other documents and reports reviewed and produced by the project (Mid-term review report). The review will also be based on a site visit and interviews and discussions with key stakeholders. Participation of stakeholders in the review should be maintained at all the times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives.

## **OUTPUTS AND DELIVERABLES**

The consultant shall provide WWF Kenya Country Office, WWF-Norway project Advisor and/or other project partners with the following documents:

- A PowerPoint presenting the methodology used for the evaluation and initial findings (not to exceed 10 slides) by 12<sup>th</sup> December 2011;
- A digital copy in MS word format using Arial font 11 (Not in Acrobat) of a draft final evaluation report (main text excluding summary and annexe not to exceed 20 pages) as per the template provided by WWF Office by 14<sup>th</sup> December 2011;
- A digital copy in MS word format using Arial font 11 (Not in Acrobat) of a final evaluation report (main text excluding summary and annexe not to exceed 20 pages) as per the report template provided by WWF Office by 20<sup>th</sup> December 2011.

## **REQUIREMENTS OF THE EVALUATOR**

- Qualifications & Experience of the consultant include:
- Masters degree in Natural Resource Management, social sciences or related field
- 10 years of experience in Natural Resource Management, Policy or related field with relevant experience in project and programme evaluation
- Must be fluent in English (written and oral) and preferably conversant with Swahili
- Good knowledge of the geographical area



- Computer literate (Microsoft: Word, Excel, Access, PowerPoint, Publisher)

## **IMPLEMENTATION ARRANGEMENTS**

The consultant should work towards timely submission of the final evaluation report. The consultant will be contracted by WWF-Kenya Country Office in consultation with WWF-Norway. The WWF-Kenya Country Office shall arrange for the consultant all-necessary site visits and meetings in the project sites according to the TOR. WWF-Kenya will also arrange logistics for the mission including hotel reservation and transportation during the mission.

## **TIME FRAME/DURATION**

The final evaluation review will be carried out through a period of 16 working days in November-December 2011.

The total duration will be 16 working days with the following breakdown:

- 2 working days for reading relevant documents upon receipt from WWF;
- 9 working days on the field (including Mombasa and Lamu);
- 5 working days home-based for drafting and finalizing the evaluation report

## **MODE OF APPLICATION**

Interested candidates should send their applications including a detailed resume and application letter/proposed methodology to the Country Director, WWF-KCO, Mr. Mohamed Awer (MAwer@wwf.panda.org) before 21<sup>st</sup> November 2011. In case a firm is applying for this position, it should send the resume of the main consultant as well as the resume of additional evaluators. However, only the resume of the main consultant will be assessed in the selection process.

## Annex II: Programme of the evaluation team and schedule of meetings

The evaluation will took 16 days (spread between 6<sup>th</sup>-30<sup>th</sup> December. The meetings undertaken are shown in the table below:

Activity	Days	Tentative Dates	Location	Whom to meet and responsible
Document review and Briefing of Key Staff, Development of Evaluation design and data collection tools (questionnaires, interview guidelines etc.)	2	9 <sup>th</sup> & 13 <sup>th</sup> Dec	Mombasa	<b>John</b> , Felicia & Kanyange (Consultants)
Field Research and Interviews	1	14 <sup>th</sup> Dec	Mombasa	<b>John</b> , Felicia & Kanyange
Continuous Data Analysis		14 <sup>th</sup> Dec	Lamu	<b>Onyango and Komu</b> to schedule meetings with key informants
		15 <sup>th</sup> Dec 1.00pm	Arrival Manda airport	<b>Abdalla</b> Consultants
		15 <sup>th</sup> Dec 2.00 pm	Lamu DCs office and Fisheries office	DC, DFO, Cooperative officer, Nassir, <b>Onyango</b> , Consultants
		15 <sup>th</sup> Dec 5.00 pm	Travel to Mkokoni by boat	Komu, Onyango, Nassir, Cooperative officer, <b>Abdalla</b> , Ali salim, Consultants
		16 <sup>th</sup> Dec 8.00 am	Kiunga	DO Kiunga, BMU, Kiunga coop society, Onyango, Komu, Coop officer, Nassir, 2 KWS staff, <b>Joel</b> , Consultants
		16 <sup>th</sup> 2.00 pm	Mkokoni WWF education centre	KWS warden, Onyango, Komu, Cooperative officer, <b>Joel</b> , Consultants
		16 <sup>th</sup> 4.00 pm	Kiwayu Island	BMU officials, Onyango, Nassir, Komu, Coop officer, <b>Joel</b> , Ali salim, Consultants
		16 <sup>th</sup> Dec 6.00 pm	Faza	<b>Onyango</b> , Nassir, Komu, Coop officer, Consultants
		17 <sup>th</sup> 8.00 am	Faza RFCS hall	BMU officials, Cooperative officials <b>Onyango</b> , Nassir, Komu, Coop officer, Ali salim, Consultants
		17 <sup>th</sup> 2.00 pm	Kizingitini Fisheries office	BMU officials, Cooperative officials <b>Onyango</b> , Nassir, Komu, Coop officer,

Activity	Days	Tentative Dates	Location	Whom to meet and responsible
				Ali salim, Consultants
		17 <sup>th</sup> 6.00 pm	Faza	<b>Onyango</b> , Nassir, Komu, Coop officer, Ali salim, Consultants
		18 <sup>th</sup> 8.00 am	Pate/Mtangawanda	BMU officials <b>Onyango</b> , Nassir, Komu, Coop officer, Ali salim, Consultants
		18 <sup>th</sup> 2.00 pm	Kiweni Community protected area	LaMCoT, <b>Onyango</b> , Nassir, Komu, Coop officer, Ali salim, Consultants
		18 <sup>th</sup> 4.00 pm	Lamu town/WWF shela offices	<b>Onyango</b> , Nassir, Komu, Coop officer, Ali salim
		19 <sup>th</sup> 8.am	DFOs office Lamu	BMU officials, officials <b>Onyango</b> , Nassir, Komu, Coop officer, Ali salim, Consultants
		19 <sup>th</sup> 2.00 pm	Mpeketoni- Ndambwe and Lake Kenyatta BMU sites	BMU officials, officials <b>Onyango</b> , Nassir, Komu, Yusuf, Ali
		20 <sup>th</sup> 8.00 am	Lake Moa and Lake Witu	BMU officials, officials <b>Onyango</b> , Nassir, Komu, Yusuf, Consultants
		20 <sup>th</sup> 6.00 pm	Lamu Town	<b>Abdalla</b> , Onyango, Nassir, Yusuf, Ali, Consultants
	1	21 <sup>st</sup> Dec	Workshop – Lamu	LEPAK, KMF, LaMCoT, KIBODO, NCMFC, NEMA, DFO, DCO, Chairmen BMU networks (3), Onyango, Nassir, DC (Principle chief), <b>Consultants</b>
		21 <sup>st</sup> 5.00 pm	Manda Island-Departure	John and his team, <b>Abdalla</b> Ali
Preparation of Final Report	4	22 <sup>nd</sup> -25 <sup>th</sup> Dec	Mombasa	<b>John</b> , Felicia &Kanyange
Submission of Final Report for Comments		25 <sup>th</sup> December		John
Incorporation of Comments in the Final Evaluation Report	1	26 <sup>th</sup> -30 <sup>th</sup> Dec	Mombasa	John

**Annex III: List of the persons and groups interviewed****Administration**

Stephen Ikua District Commissioner, Lamu

DO Kiunga

**RaCCCoM Project Staff**

Nassir Amiyo Marine Projects' Manager

Kiunga Kareko Programme Coordinator, Coastal Kenya Programme (CKP)

Fred Okongo Finance and Administration Manager, Coastal Kenya Programme

Joseph Onyango Fisheries Officer, Coastal Kenya Programme, Lamu

**Fisheries Department**

Nicholas M. Ntheketha Provincial Director of Fisheries, Coast

Mwaka S. Barabara Provincial Fisheries Officer, PDF's Office

Elizabeth Mueni Provincial Fisheries Officer, PDF's Office

Simon Komu Senior District Fisheries Officer, Lamu

Ali Mohosin Fisheries Officer, Lamu

**Beach Management Units (BMUs) and Cooperative Societies**

	<b>Name</b>	<b>Group</b>	<b>Designation</b>
<b>Kiunga BMU/Co-op Society</b>	Ahmed Shebwana	BMU	Chairman
	LaliKombo	BMU	V. Chair
	Baraka Nassir	BMU	Treasurer
	Omar Mjaaid	BMU	Member
	TimaSheeomar	Cowry Shell	Data Collector
	SomorJamaa	Cowry Shell	Member
	IssaTiti	Cooperative	Chairman
	AboudBaut	Cooperative	Secretary
	Umi Mbwarahaji	Cooperative	Member
	Hassan Abdalla	BMU	V. Secretary
	Ahmed A. Combo	FiD	Officer
	Athman Lali	WWF	Data Collector
<b>Kiwayu BMU</b>	Mohamed Ali	BMU	Chairman

	<b>Name</b>	<b>Group</b>	<b>Designation</b>
	Mohamed Mwalim	BMU	Exec Committee
	Mohamed Shehe	BMU	V. Chair
	Mohamed Hamisi	BMU	Member
	Mariam	BMU	Member
	Thima	BMU	Member
	Bwana Bwana	BMU	Secretary
<b>Faza BMU/Rasini Cooperative</b>			
	Yussuf Athman	BMU	District Chairman
	Fatma Said	Co-op	Ag. Manager
	Answar Amana	Co-op	Member
	Rimami Abdallah	BMU/Coop	V. Secretary
	Hassan Muhaji	Co-op	V. Chairman
	Mohamed Sharif	BMU	Member
	Mohamed Said	Co-op	Member
	Shahib Hussein	Fisheries	Assistant
	Mohamed Abdala	BMU/Coop	V. Secretary-Coop
	Leonard Njihia	Fisheries	Officer
	Hassan Jomu	BMU	Member
	Mwalim	Co-op	Treasurer
	Hadija Madi	BMU	Member
<b>Kizingitini BMU</b>			
	Bakari Bunu	BMU	Secretary
	Ali Salim	BMU	Member
	Umi Ahmed	BMU	Treasurer
	Maryam Mohamed	BMU	Member
	Rehema Bakari	BMU	Member
	Bwana Mbwamadi	BMU	Member
	Ali Hamzi	BMU	Member
	Haji Athman	Fish Coop	Treasurer
	Bunu Mwenyeali	Fish Coop	Secretary
	Misbahu Ali	FiD	Staff fisheries
	Shahib	FiD	Staff fisheries
	Leonard Njihia	FiD	Fisheries Assistant
	Athman Suleiman	Religious Leader	
	Ahmed Shallo	BMU	Member
	Omar Shamina	BMU	Member
	Kombo Amini	BMU	Member
	Kassim Shamina	BMU	Member
	Mohammed Said	Coop	Staff
<b>Mtangawanda BMU</b>			
	Mohamed Bwana Hamisi	BMU	Member
	Fuad Mbwana	BMU	Member

	Name	Group	Designation
	Mohamed Mbwana	BMU	Vice Chairman
	Mwaraheji Zizi	BMU	Member
	Malao Omar	BMU	Member
	Mohamed Ali Shebwana	BMU	Member
	Ahmed Mohamed	BMU	Member
	Mohamed Shebwana	BMU	Chairman
	Hussein Chuvo	BMU	Member
	Omar Shebwana	BMU	Executive Member
	Mohamed Athman Suleiman	FiD	Senior Fisheries Assistant, Lamu
<b>Pate BMU</b>	Abubakar Mohamed	BMU	Chairman
	Zena Athman	BMU	Vice Chairlady
	Ahmed Abdi	BMU	Member
	Bwana Wabwana Kombo	BMU	Member
	Kassim Bakari	BMU	Member
	Zena Abdallah	BMU	Secretary
	Abdallah Khalifa	BMU	Member
	Arkam Athman	BMU	Member
	Said Athman	BMU	Member
	Athman Mohamed Bakari	BMU	Treasurer
	Salim Fumo	BMU	Patrol
	Esha Mohamed Hamza	BMU	Member
	Hassan Athman	BMU	Patrol
	Sadi Twalib	BMU	Patrol
	Nuru Hamidu	BMU	Vice Secretary
	Athman Suleiman	FiD	Senior Fisheries Assistant, Lamu
	Mohammed Abdallah	Trader	Fish dealer
<b>Amu BMU</b>	Somo M. Somo	BMU	Chairman
	A. M Zubein	BMU	Member
	Esha Obo	BMU	Vice Secretary
	Sae Said	BMU	Vice Chairman
	Shekuwe Hemed	BMU	Member
	Obo Athmani	BMU	Executive Committee
	Ali Mohisin	FiD	Fisheries Officer, Lamu
<b>Lake Kenyatta BMU</b>	Akinyi Ogola	BMU	Treasurer/Networking
	Milicent Akoth	BMU	Executive Committee
	Pamela Ouma	BMU	Member
	Rose Ngunda	BMU	Vice Chairlady
	James Otieno	BMU	Member

	Name	Group	Designation
	Samuel Musyoka	BMU	Chairman
	Patrick Osonga	BMU	Secretary
	Kennedy Otieno	BMU	Ex-Chairman
	Joseph Ouma	BMU	Executive Committee
	Duncan Odhiambo	BMU	Assistant Secretary
	Kasoso	FiD	Senior Fisheries Officer, Lamu
<b>Ndambwe BMU</b>	Jafwa Ali Mohamed	BMU	Chairman
	Said Hussein	BMU	Secretary
	Abdulahi Yusuf	BMU	Assistant Chairman
	Yusuf Ali	BMU	Member
	Omar	BMU	Member
	Sharif	BMU	Member
	Fatma	BMU	Member
	Omar Ali	BMU	Member
	Kasoso	FiD	Senior Assistant Fisheries Officer, Lamu
<b>Lake Moa BMU</b>	Moses Jaoko	BMU	Chairperson
	Mohamed Maalim	BMU	Vice chairman
	Yonah Mika	BMU	Member
	Duncan Odhiambo	BMU	Member
	Karen Odek	BMU	Member
	Bernard Anyange	BMU	Member
	Richard Odawa	BMU	Member
	Komara Kaso	BMU	Secretary
	Joseph Songoro	FiD	Senior assistant Fisheries Officer, Lamu
<b>North Coast Fishermen and Conservation</b>	Shaib Shekue		Chairman
	Ali Said		Treasurer
<b>Debriefing Meeting for CSOs</b>	Salim Mohamed	Lamu Marine Conservation Trust	Chairman
	Somo M. Somo	BMU	Chairman, Amu BMU networks
	Ali Shee Shebwana	KNR	KWS/KNR
	Mohamed Athman	Kenya Marine Forum	Chairman
	J. Onyango	FiD	Fisheries/WWF officer
	Ali Mohosin	FiD	Fisheries Officer, Lamu

## Annex IV: Evaluation Matrix

Issues	Key Questions	Specific Research Questions	Data Sources	Methods/ Tools	(Indicators)
<b>Design</b>	<ul style="list-style-type: none"> <li>Does the project address a relevant need for the stakeholders?</li> <li>Were baseline conditions evaluated at the beginning of the project?</li> <li>Was the project design clear, logical and coherent?</li> <li>Are the project objectives consistent with WWF and other Partners' priorities? What about at local, national and international levels?</li> </ul>	<ul style="list-style-type: none"> <li>How was the project designed?</li> <li>What benefits have you (stakeholder, BMU or Cooperative) enjoyed from the project?</li> <li>What are the project's successes?</li> <li>What conservation measures have they been sensitized on?</li> <li>How has the data collected been used?</li> </ul>	<ul style="list-style-type: none"> <li>Logical Framework Analysis</li> <li>Socio-Economic study report</li> <li>Final Report of Awareness, Knowledge and Understanding survey</li> </ul>	<p>Interviews</p> <p>Literature Review – Problem Tree, LFAs, Annual Reports etc</p>	<ul style="list-style-type: none"> <li>Data collected</li> <li>Charts</li> <li>Minutes of meetings</li> <li>No. of Trainings</li> </ul> <p>Enhanced livelihood sustainability – participatory planning (Cowrie &amp; Lobster Management Plans developed); Natural Resource utilization and conservation – trainings raised awareness and BMUs formed and governance systems developing Saving culture being cultivated – Development of Sacco (Faza)</p>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>Were project objective(s) well understood and achievable?</li> <li>Were planned project objectives and outcomes relevant and realistic to the situation on the ground?</li> <li>Were objectives prioritized?</li> <li>Was there gender disparity?</li> </ul>	<ul style="list-style-type: none"> <li>Did the project sufficiently meet its planned objectives?</li> <li>Have the quantity and quality of the outputs produced so far been satisfactory?</li> <li>Do the benefits accrue equally to men and women?</li> </ul>	WWF Implementing Staff Partners – FiD, NGOs & CBOs Stakeholders – BMU and Fisher Cooperative members	Literature Review including LFA Reports – Annual, Mid-Term Interviews	<p>Level of achievement of planned objectives</p> <p>Level of awareness created on Natural Resource Management</p>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>Does project governance facilitate good results and efficient delivery?</li> <li>Did the actions in the project achieve the desired results?</li> <li>Did the results achieved justify the cost?</li> <li>How effective is communication between Project Implementers</li> </ul>	<ul style="list-style-type: none"> <li>Was project funding received in a timely manner?</li> <li>Were the project activities carried out as planned?</li> <li>What challenges were faced?</li> </ul>	Budgets and Financial Reports	Document Review Interviews with Implementation Partner(s) and other stakeholders	<p>Perceived need for the project and resultant effect</p> <p>Communication channels</p>



Issues	Key Questions	Specific Research Questions	Data Sources	Methods/ Tools	(Indicators)
	(National, Local), Partners,				
<b>Impact</b>	Were Management structures and capacity sufficient to support achievement of the projects' results?	<ul style="list-style-type: none"> <li>• How has the project been able to change behaviour of community members in fisheries resource management?</li> <li>• Is the capacity for co-management being developed</li> </ul>	BMU and Fisher Cooperative members WWF Implementing Partners Fisheries Department – Staff Final Report of Awareness, Knowledge and Understanding survey	Interviews with Stakeholders	Awareness, Knowledge and Understanding of various issues including Fisheries, Natural resource management; Governance (improved fish catch and value addition, use of im/proper fishing gear)
<b>Sustainability</b>	Are the results of the project durable? Can the project be scaled up or replicated? Was the project duration sufficient to meet targeted objectives?	<ul style="list-style-type: none"> <li>• What measures are you putting in place to make sure you continue this project whether or not donors and other partners are involved?</li> <li>• Can this project be replicated elsewhere? If yes, how should it be improved?</li> <li>• Has some land been delineated as a landing site and development of the BMU? How will this be developed?</li> </ul>	BMU and Fisher Cooperative members WWF Implementing Partners Fisheries Department - Staff	Document Review Interviews Observation	Diversification of activities Awareness of the benefits accrued from the Project and commitment to continue with or without RaCCCoM Developing networks with other BMUs, Partners etc Forum for discussion establishing  Collection of Revenue by BMUs
<b>(Other key issues as necessary) Lessons Learnt</b>	Challenges and opportunities encountered and how they impacted on the project	<ul style="list-style-type: none"> <li>• What lessons have you learnt from this project?</li> <li>• What things have hindered or slowed down achievements of the projects</li> <li>• How should these be lessons learnt be communicated to others and change similar projects in the future?</li> </ul>	Field Visits Documentation	Document Review Interviews with Stakeholders Observation	Creation of governance structure(s) and fora to co-manage the natural resources

## Annex V: Overall project rating

Table I: Overall project target achievement (2006-2011)

	Indicators & standards	Achievement against standards	Comments	Evaluation			
				H	G	M	L
1.	Fisheries Management Plans put in place in at least 6 CFMAs.	1 CFMA (Kiweni) out of 6.	Has a monitoring plan.				
2.	Significant reduction of destructive fishing practices within the 6 CFMAs.	1 CFMA destructive fishing practice within CFMA have reduced drastically with BMUs.	Beach seining practice still entrenched at Faza (religious & cultural believes).				
3.	Regular meetings being held by community fisheries groups within 8 BMUs.	More than 8 BMUs meet.	The meetings are not regular as stipulated in BMU regulations and are generally not well attended by BMU, members/assembly.				
4.	A District level forum established to bring together fisheries stakeholders at community, district and provincial/national level.	Local, District, Regional & National Networks for fishers established.	Governance structures and interactions between RaCCCoM& partners at district, provincial & national levels.				
5.	At least 10% increase in budgets allocated by FiD for district fisheries co-management by year 3.	The contribution is far above 10%.	The government has been very supportive to BMU process, a total of 26 BMU put in place.				
6.	Revenue generating mechanisms established for community fisheries management groups by end of year 4.	1 BMU (Faza) community bank established.	Other BMUs collect/raise money through: member registration fees, fish landing fees, co-operative shares.				
7.	Communications and relations between the communities and the conservation authorities and NGOs are active and fruitful.	Communication procedures, timeliness & adequacy need be put in place and improved.	<b>When &amp; Who?</b> Effective ways of communicating to fishers need to be devised. Timings are critical in fishers' community.				

Note: \* **H** = High; **G** = Good; **M** = Modest; **L** = Low

## Annex VI: Changes in the Logical Framework Analysis (LFA)

Table I: Changes in the LFA between the project initiation in 2006 and 2010

Intervention Logic 2006	Intervention Logic 2010	Observed Change
<b>Goal:</b> Livelihood sustainability enhanced through participatory planning and management of coastal fisheries resource utilization and conservation.	<b>Goal:</b> Livelihood sustainability enhanced through participatory planning and management of coastal fisheries resource utilization and conservation.	No change in goal statement. <u>Indicators increased from four to five.</u>
<b>Purpose:</b> The capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya strengthened.	<b>Purpose:</b> The capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya strengthened.	No change in purpose statement. <u>Indicators increased from seven to ten.</u>
<b>Output 1:</b> Fishery areas and the human relationships with the natural resources within them understood adequately for planning purposes.	<b>Output 1:</b> Fishery areas and the human relationships with the natural resources within them understood adequately for planning purposes.	No change in output statement. <u>Indicators increased from four to seven.</u>
<b>Output 2:</b> Lamu District capacity to engage in fisheries co-management strengthened.	<b>Output 2:</b> Lamu District capacity to engage in fisheries co-management strengthened.	No change in output statement. <u>Indicators decreased from five to four.</u>
<b>Output 3:</b> Community institutions responsible for fisheries co-management established and/or strengthened.	<b>Output 3:</b> Community institutions responsible for fisheries co-management established and/or strengthened.	No change in output statement. <u>Indicators changed from two to seven.</u>
<b>Output 4:</b> Collaborative fisheries management plans (CFMPs) developed for x collaborative fisheries management areas (CFMAs) and implementation initiated by year 3	<b>Output 4:</b> Participatory development and implementation of Fishery Specific Management, and development plans by Beach management units (BMUs) and Fisheries department by end of year.	Output statement rephrased. <u>Indicators increased from four to eight.</u>
<b>Output 5:</b> Capacity of community fisheries co-management institutions (including BMUs) to collaborate in data collection and to apply fisheries information in decision-making strengthened.	<b>Output 5:</b> Capacity of community fisheries co-management institutions (including BMUs) to collaborate in data collection and to apply fisheries information in decision-making strengthened.	No change in output statement. <u>Indicators increased from four to seven.</u>
<b>Output 6:</b> Capacity strengthened within civil society organizations (CSOs) to engage in lobbying & advocacy on fisheries management issues.	<b>Output 6:</b> Capacity strengthened within civil society organizations (CSOs) to engage in lobbying & advocacy on fisheries management issues.	No change in output statement. <u>Indicators increased from two to four.</u>
<b>Output 7:</b> Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within EAME.	<b>Output 7:</b> Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within Coastal East Africa Initiative.	No change in output statement. <u>Indicators increased from two to three.</u>

Table II: Additional indicators reflected in LFA changes

Output	Indicators	
<p><b>Goal:</b></p> <p>The capacity of communities, local authorities and other relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya strengthened.</p>	<p>Original log framework (2006)</p>	<ul style="list-style-type: none"> <li>• Fisheries management plans and systems in place (integrated into village environment management plans) and authorised in at least two CFMAs. Four others in process.</li> <li>• Significant reduction in incidence of destructive fishing practices within two CFMAs by end Yr 5.</li> <li>• Regular meetings being held by community fisheries management groups within two CFMAs by end yr 3, four others in process.</li> <li>• Significant increase in monitoring and surveillance activities in CFMAs.</li> <li>• District level forum/s established to bring together fisheries stakeholders at community, District &amp; national level.</li> <li>• Revenue generating mechanisms established in community fisheries management groups by end Yr 4.</li> <li>• &gt; 10% increase in budget allocated by District/local authority to fisheries co-management by end of YR5.</li> </ul>
	<p>Additional indicators to original log framework</p>	<ul style="list-style-type: none"> <li>• Over 60% of coastal recourse users in Lamu district perceive significant benefit from fisheries resources management initiatives of RaCCCoM project.</li> <li>• Finfish and lobster catch landings increase by 10% by year 4.</li> <li>• The coral cover remains the same or increases by at least by 1% at important permanent monitoring sites by year 4.</li> <li>• Forty percent (40%) Increase in savings by fisher folk as more join and save through the fisher co-operative society by year 4.</li> <li>• Fifty percent (50%) annual increase in number of fisher folk adopting sustainable gear from the current 300 fisher folk.</li> </ul>
<p><b>Purpose:</b></p> <p>The capacity of communities, local authorities and other</p>	<p>Original log framework (2006)</p>	<ul style="list-style-type: none"> <li>• Fisheries management plans and systems in place (integrated into village environment management plans) and authorised in at least two CFMAs. Four others in process.</li> <li>• Significant reduction in incidence of destructive fishing practices within two CFMAs by end Yr 5.</li> </ul>

Output	Indicators	
relevant stakeholders to conduct sustainable fisheries management within the Lamu Archipelago in Kenya strengthened.		<ul style="list-style-type: none"> <li>• Regular meetings being held by community fisheries management groups within two CFMAs by end yr 3, four others in process.</li> <li>• Significant increase in monitoring and surveillance activities in CFMAs.</li> <li>• District level forum/s established to bring together fisheries stakeholders at community, District &amp; national level.</li> <li>• Revenue generating mechanisms established in community fisheries management groups by end Yr 4.</li> <li>• &gt; 10% increase in budget allocated by District/local authority to fisheries co-management by end of YR5.</li> </ul>
	Additional indicators to original log framework	<ul style="list-style-type: none"> <li>• At least 50% of BMUs and Co-operatives in Lamu district have management plans developed in participatory manner and verified by the fisheries department and relevant government agency (planning department).</li> <li>• At least 50% of verified management plans are implemented and supported</li> <li>• Two fisheries department staff are supported to attend/enrol in courses to enhance their skills/capacity in co-management.</li> <li>• At least 75% of BMUs in Lamu engaged in community resource policing (e.g. joint sea patrols).</li> <li>• Twenty percent (20%) increase in monitoring and surveillance activities by BMU.</li> <li>• Fifty percent (50%) reduction in use of illegal and unsustainable fishing gear.</li> <li>• At least one district level BMU forum conducted at each quarter.</li> <li>• At least two CSOs in Lamu are supported to attend/enrol in co-management or community mobilisation courses/training.</li> <li>• Incorporate at least three government agencies in the implementation of relevant co-management activities in Lamu district (L.C.C, Planning department, Social Services department and the co-operatives and marketing).</li> <li>• At least one BMU networking meetings/sessions every quarter.</li> </ul>
<b>Output 1:</b> Fishery areas and the human relationships with the natural	Original log framework (2006)	<ul style="list-style-type: none"> <li>• A participatory study (by literature review and field surveys) of the socio-economic characteristics of the human population and their dependency on natural resource (specifically coastal fishery resources) completed by the end of the first half-year.</li> <li>• A participatory fishery ground mapping survey in which details of the resources</li> </ul>

Output	Indicators	
resources within them understood adequately for planning purposes.		<p>and human interactions with them including access regimes, users, seasonality, gear and species catches will be completed and data analysed and available by the end of Year One.</p> <ul style="list-style-type: none"> <li>Fishing grounds and user socio-economic and organisational data is used for planning.</li> </ul>
	Additional indicators to original log framework	<ul style="list-style-type: none"> <li>At least 80% of the project area of under regular habitat monitoring.</li> <li>Number of participatory resource use maps produced.</li> <li>Number of publications, reports and news articles and presentations fully or partially using data collected by the project.</li> <li>At least 90% of BMUs, government agencies key staff are conversant with participatory GIS and are able to apply.</li> <li>At least 8 out of 10 BMUs are able produce a map of their fishing grounds and effort spatial distribution in a participatory manner.</li> <li>Number of groups/percentage of fisher folk trained on leadership/conflict management training.</li> </ul>
<b>Output 2:</b> Lamu District capacity to engage in fisheries co-management strengthened.	Original log framework (2006)	<ul style="list-style-type: none"> <li>A human capacity status and needs are understood and agreed within Year One.</li> <li>At least 6 District Fisheries Officers, Forest Officers, Environmental and Community development and other relevant staff and other have increased knowledge and skills in fisheries ecosystem and legal and policy issues and are using the information for facilitating the improvement of local fisheries management.</li> <li>At least 6 District Fisheries Officers, Forest Officers, Environmental and Community development and other relevant staff understand and are capable of applying fisheries co-management methodology within Sub-Locations and in super-Sub-Location (inter-Sub-Location) situations.</li> <li>District Fisheries Officers, Forest Officers, Environmental and Community development and other relevant staff are making 10% more numerous presentations of fisheries matters to district and national levels.</li> <li>30% more follow-ups to community surveillance support.</li> </ul>
	Additional	<ul style="list-style-type: none"> <li>At least 80% of all fisheries department staff in Lamu are conversant and able to</li> </ul>

Output	Indicators	
	indicators to original log framework	implement co-management initiatives. <ul style="list-style-type: none"> <li>• At least 60% of all fisher folk are conversant with BMU and support its activities.</li> <li>• At least 2 community meetings are conducted by CSOs on co-management every quarter.</li> <li>• At least 70% of KWS rangers in KMNR participate in Joint sea patrols in the project area in support of BMUs.</li> </ul>
<b>Output 3:</b> Community institutions responsible for fisheries co-management established and/or strengthened	Original log framework (2006)	<ul style="list-style-type: none"> <li>• At least six Sub-Location Governments (6 x 25 persons), three Location Development Committees (3 x 10 persons), six Sub-Location Environment Committees (6 x 10 persons), six Sub-Location Security Committees (6 x 8 persons) and 240 (6 x 40 persons) other individuals have increased their knowledge about fisheries laws and fisheries ecological phenomena and &gt; 30% are capable of applying that knowledge for Sub-Location level fisheries management.</li> <li>• Financial returns from the fishery resource to at least 2 Sub-Location government funds have increased by at least 10%.</li> </ul>
	Additional indicators to original log framework	<ul style="list-style-type: none"> <li>• At least 2 fisher groups mature in to functional BMUs and are registered by the Fisheries department.</li> <li>• All BMUs satisfy the stringent BMU monitoring and evaluation.</li> <li>• The reconstituted Joint Management Team passes/agrees on at least 2 requisite resource utilization and management agreements.</li> <li>• Number of BMUs and fisher co-operative undergoing financial Management training.</li> <li>• Number of independent compliance exercises conducted by BMUs Number of village based fisher folk groups assisted/trained.</li> <li>• Number of civil society organizations supported or strengthened.</li> <li>• Number of financial management plans developed by specific BMUs and ratified by Fisheries department and other relevant government agency. (L.C.C).</li> </ul>
<b>Output 4:</b> Participatory development and	Original log framework (2006)	<ul style="list-style-type: none"> <li>• Fisheries management plans and systems are developed and legally in at least x (not specified) collaborative fisheries management areas.</li> <li>• Legal recognition obtained for by-laws/regulations entailed within above plans.</li> </ul>

Output	Indicators	
implementation of Fishery Specific Management, and development plans by Beach management units (BMUs) and Fisheries department by end of year		<ul style="list-style-type: none"> <li>• Community members actively involved in fisheries related Monitoring, Control and Surveillance activities within the six CFMAs.</li> <li>• Gear exchange programme in place and 100xx fishers have received approved gear.</li> </ul>
	Additional indicators to original log framework	<ul style="list-style-type: none"> <li>• Number of fisheries management plans.</li> <li>• Harmonized fishery management plan for Lamu district.</li> <li>• At least 50% of fisher folk are using sustainable fishing gear.</li> <li>• At least half of registered BMUs in Lamu district have well delineated landing and fishing grounds.</li> <li>• At least 10 BMUs/fisher groups in Lamu district have developed management plans and ratified by fisheries department and planning department.</li> <li>• All key fisheries department , KWS and WWF staff are conversant with participatory/conservation GIS by the end of year 3</li> <li>• All BMUs have the capacity to effectively undertake participatory/conservation GIS.</li> <li>• At least 7 of the registered BMUs have legal titles for their fish landing sites.</li> </ul>
<b>Output 5:</b> Capacity of community fisheries co-management institutions (including BMUs) to collaborate in data collection and to apply fisheries information in decision-making strengthened.	Original log framework (2006)	<ul style="list-style-type: none"> <li>• The District fisheries database is functional, that is; receiving and entering, analysing and synthesising data each month. Interpreting and disseminating the data each half year.</li> <li>• At least four (4) District fisheries staff are capable of entering, analysing and interpreting fisheries data.</li> <li>• At least six Sub-Location government and relevant environment committees are capable of applying fisheries data for local management.</li> <li>• At least 12 Sub-Location level fisheries management entities are receiving relevant, understandable fisheries data at least twice per year.</li> </ul>
	Additional indicators to original log framework	<ul style="list-style-type: none"> <li>• Number of fishery data consumers (FiD, KPA, BMU, Co-op, KWS, L.C,C, EIA/NEMA, Tourism).</li> <li>• Number of uses for fisheries data (Development, revenue collection, investment, research, management).</li> </ul>



Output	Indicators	
		<ul style="list-style-type: none"> <li>• Increase project area under regular fisheries data collection to 90% by year 4</li> <li>• All BMUs and fisher co-operatives annually participate in refresher data collection training and review.</li> <li>• At least 90% of BMUs have adequate data collection and storage equipment by year 4.</li> <li>• Fisheries department has adequate data collection and storage equipment by end of year 4.</li> <li>• Number of fishery trends and status reports jointly developed.</li> </ul>
<p><b>Output 6:</b></p> <p>Capacity strengthened within civil society organisations (CSOs) to engage in lobbying &amp; advocacy on fisheries management issues.</p>	<p>Original log framework (2006)</p>	<ul style="list-style-type: none"> <li>• At least six communities within the six CFMAs have access to information and advices about civil society organisations.</li> <li>• Relevant CBOs based within the Lamu Archipelago are actively participating in fisheries management forums at community and district level.</li> </ul>
	<p>Additional indicators to original log framework</p>	<ul style="list-style-type: none"> <li>• Supported CSOs hold at least 2 fisher folk meetings per quarter.</li> <li>• All BMUs and fisher co-operatives have access to publicity materials, newsletter produced by CSOs.</li> <li>• At 70% of fisher folk are aware of CSOs roles and act as reference point for them.</li> <li>• CSOs advocates are invited to provide fisher folk perspectives in at least 80% of development and fisher folk forums in Lamu district and beyond.</li> </ul>
<p><b>Output 7:</b></p> <p>Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within Coastal East Africa Initiative</p>	<p>Original log framework (2006)</p>	<ul style="list-style-type: none"> <li>• At least two reports and four fact sheets published and circulated in Swahili, English and other EAME languages.</li> <li>• At least one Video/DVD on fisheries co-management produced in Swahili and subtitled in another appropriate language and disseminated to the EAME.</li> </ul>
	<p>Additional indicators to original log framework</p>	<ul style="list-style-type: none"> <li>• At least 60% of co-management lessons and best practices developed in the project implementation documented and shared with relevant government agencies to enhance co-management process.</li> <li>• 50% of project results be used to increase knowledge base in the region through papers, publicity materials, videos/filming.</li> <li>• Hold at least 2 general networking sessions for all BMUs and relevant stakeholders in Lamu district specifically to exchange experiences and network.</li> </ul>

## **Annex VII: Evaluation of project outputs achievements and Assumptions**

### **1. Outputs Assessment**

Evaluation of project outputs achievements reveals the following:

#### **Achievement of output 1:**

Fishery areas and the human relationships with the natural resources within them understood adequately for planning purposes

There has been active advocacy to the Lamu communities (6 communities) and the 26 Beach Management Units (BMUs) on the need to conserve fisheries and coastal/marine resources. This has been through joint effort of RaCCCoM project, government agencies, Civil Society Organizations (CSOs).

At the time of this evaluation, 26 BMUs were in place, with 24 BMUs having been trained in management skills and had developed Bylaws to guide in their management. There has been participatory GPS marking and mapping of fishing grounds by the 6 initial BMUs and maps of fishing grounds produced and disseminated to BMUs. The demarcation of fish landing sites has been done in 24 out of 26 BMUs, and issuance of title deeds for the landing sites is in progress, an issue the government through the Fisheries Department is keenly following up. The socio-economic study of the Lamu archipelago has been conducted and the report will be used by the stakeholders to enhance management of fishery resources.

#### **Achievement of output 2:**

Lamu District capacity to engage in fisheries co-management strengthened

This output involved capacity building of staff from the collaborating agencies to enhance their involvement in co-management activities. Initial meetings aimed at District capacity engagement in fisheries co-management did not take place in the start of project as planned, mainly because of a combination of factors, including late arrival of funds, post election violence and disagreements among village committees. However, this was mitigated by the EAME national steering committee taking the role of the advisory committee.

Twenty-three staff from the fisheries department and community development officers in Lamu district have been trained in fisheries, ecosystem management, legal and policy issues. The persons trained are using the information for facilitating the improvement of local fisheries management. These officers are also capable of applying fisheries co-management methodology within locations and sub-Locations. The different officers are able to make formal presentations of fisheries matters at the district level.

Additionally, government officers from Kenya Wildlife Service and Fisheries Department have been supported to undertake courses in co-management and enhance their skills in resource management. 1 Fishery and 1 KWS staff have been trained in GIS to help the mapping of fishery activities in these areas. Capacities were also build through provision of office equipment such as computers/laptops for project office and partners, and by facilitating management tasks such as providing vehicles/boats and fuel to promote co-management through meetings, joint research, trainings and patrols among other activities.

### **Achievement of output 3:**

#### **Community institutions responsible for fisheries co-management established and/or strengthened**

A total of 26 BMUs are currently classified as functional and are carrying out their mandates as stipulated in BMU regulations. Of these 24 BMUs have been officially registered by the Director of Fisheries and hence gazetted as legal entities responsible for the implementation of co-management initiatives. Slightly over 2,255 fisher folk from the various BMUs and other community members including women have increased their knowledge about fisheries laws and fisheries ecological phenomena. The BMUs members have been trained in development of BMU Bylaws and BMU management processes. There is also increased community involvement in the management of the Kiunga Marine National Reserve due to increased number of stakeholder representation in the joint management team. Additionally, there have been initiatives for BMUs to form co-operatives.

There has been an improvement in financial management by BMUs and the fishers' cooperatives as the secretaries and treasurers acquired skills on financial management and are able to apply these skills within their organizations.

In addition, 8 CSOs in Lamu have been supported by the project to facilitate in advocacy and dissemination of information to the community. The support given to CSOs included facilitation of meetings, development of advocacy and educational materials for school programmes, capacity building through trainings on advocacy, provision of computers and one CSO was facilitated by RaCCCoM project to set up an office in Lamu where fishers and the communities can present their issues and grievances.

### **Achievement of output 4:**

#### **Collaborative fisheries management plans (CFMPs) developed for two collaborative fisheries management areas (CFMAs) and implementation initiated by end of year 3**

The evaluation team observed that community members are actively involved in fisheries related Monitoring, Control and Surveillance activities within BMU areas and the CFMA. Only 1 CFMA (Kiweni -managed under 5 BMUs) of the targeted 6 CFMAs is in place. Targeted CFMAs and CFMPs were not made as more dialogue with BMUs and consultation with government was required, the period estimated in the project planning and budgeting were not sufficient to adequately complete the process. Sensitization of the community and awareness creation regarding the understanding and importance of CFMAs to the fisher folks and communities at large took precedence to CMFAs creation. For CFMAs to work the community have to accept and own them, However, RaCCCoM has managed to put in place a Cowry Shell Fishery Management Plan (2010). The project has also been supported in the development of an integrated management plan for Kiunga Marine National Reserve. In collaboration with Fisheries Department and Coastal Oceans Research and Development – Indian Ocean (CORDIO), RaCCCoM project has supported in the drafting of a Lobster Fisheries Management Plan-Lamu District (2010). In additional to management plans, the project steered a socio-economic survey and the development of a Lamu Atlas (mapping of Lamu seascape natural resources) as management support tools for Lamu seascape, to facilitate create awareness of the available resources within the Lamu seascape and in making informed decisions in matters appertaining natural resource use and management.

The fish-gear exchange programme has been used as a strategy to reduce the incidence of destructive fishing in selected areas of Lamu seascape. Out of the 100 targeted fishers, 50 fishers have benefited from the gear exchange programme. The gear revolving fund is gradually being embraced, although recovery of gear funds from the fishermen has been a challenge as only 1/3 of fishers advanced with the gear loan remit the funds as required, due to slow rate of remittance by fishers. 90% of the total revolving fund is still held up by fishers, and only 10% is available for revolving, this has created anxiety to fishers wishing to benefit from the fund.

#### **Achievement of output 5:**

##### **Capacity of community fisheries co-management institutions (including BMUs) to collaborate in data collection and to apply fisheries information in decision-making strengthened**

The District fisheries officers are more efficient, and they receive, analyze and synthesize fisheries data on a monthly basis. This data is disseminated regularly to the communities. The BMUs and their environment committees are involved in data collection. Data collection has been very successful in areas where the data collectors are paid by the RaCCCoM project. The ban in use of certain destructive fishing gears from specific fishing grounds have become more acceptable and no-catch zones have been delineated and are closely guarded by the fishers. Although the establishment of fisher co-operatives societies was not part of the initial project proposal, they have been strengthened where they exist. New fishers' cooperatives have been formed in some BMUs where they were initially absent, out of the 2 cooperative saving and credit societies that existed before the commencement of the programme, there are currently 4 functional cooperatives, and more are in the process of formulation.

To create a better understanding on fishers' issues and empower fishers to effectively contribute in decision-making processes, various education and publicity materials have been developed in the course of enhancing BMU capacity in Lamu district. These include translated BMU regulation into local language (Swahili), Resource maps, Workshop reports, lobby brief by CSOs and presentation to both fisher folk, donors and other stakeholders. Climate change witness video by BMU members have also been conducted.

Co-management and joint patrols between the communities, relevant government agencies and law enforcers (police) and other conservation partners have been conducted, though not so regularly in at least in the 6 pilot BMUs in Lamu. Through the efforts in joint patrols, the fisheries department has evidenced improved sizes of fish landed by fishers, an indication that the fishers are adapting sustainable fishing practices through use of right size fishing gear and methods, and a reduced level of illegal fishing.

#### **Achievement of output 6:**

##### **Capacity strengthened within civil society organizations (CSOs) to engage in lobbying and advocacy on fisheries management issues**

The project put into consideration the important role CSOs would play in the supporting the projects' activities by advocating for community support through creation of awareness and information flow and dissemination. At least 8 CSOs in Lamu have been trained in advocacy and have been supported financially by the project to raise awareness and disseminate information. Assessment of CSOs in Kipini and Tana Delta has been completed, but training has not taken effect yet. Of the eight CSOs trained in Lamu, three CSOs have been able to

produce their own brochures, which are circulated to anglers and other key stake holders including schools. RaCCCoM has supported production and distribution of 2000 copies of a quarterly fishermen bulletin “Mvuvi Asemaje” published in Swahili and Bajuni which is produced every two months by one of the CSOs (North Coast Fishermen and Marine Conservation Group). Through a CSO (Lamu Marine Conservation Trust), RaCCCoM has also supported local primary schools environmental education programmes by assisting in the development of education materials for environmental clubs, and by training teachers who oversee these programmes. Four schools are serving as pilot for this programme. The Kenya Marine Forum (KMF) a local fisher folk civil society has been assisted to set up office in Lamu and centralize its activities. This will provide a central place for fishermen to bring their grievance/complaints while instilling professionalism within the ranks of civil society organizations.

RaCCCoM project support by CSOs in advocacy has enabled creation of awareness on issues affecting the fisher folk, and in the creation of platform for dialogue, lobbying, and decision-making process at local level. Due to their community focus there is a strong bond that has developed between the fishers and the local CSOs. The close association between local officers and fishers, and locally based CSOs which have served to catalyze adoption of fisheries resource management option among fishers, and further supported engagement of local community to engage in local decision making, conflict resolution and in drawing home grown solutions to problems affecting the fisher community. This has been critical in quest for fisheries sustainability.

### **Achievement of output 7:**

#### **Lessons learned disseminated to relevant parties interested in fisheries co-management initiatives**

The dissemination of lessons learned was modest, whereas feedback workshops were presumed to serve this purpose. Considering the low level of literacy among fisher community in the project area, a more intensified, where possible community driven process feedback system would have served well to disseminate information to the communities. It has been a challenge for BMU Executive Committee to convince the community to attend feedback meetings called by one of their own but would be willing to attend these meetings when external persons (not from BMU executive i.e. government agencies, project staff, consultants) are giving feedbacks. Feedback mechanisms through CSOs have also not been effective, due to poor attendance of meetings. This is because fishers perceive time spent at *barazas* (meetings) as a loss of daily catches, thus losses of income for the day, finding an appropriate time to meet the fishers has also been a big challenge considering the diverse fishing timings for different fishers. Under these circumstances, only meetings that promise a financial compensation are well attended. Many of existing CSOs can hardly afford to compensate fishers. The bi-monthly Kiswahili newsletter that is produced provides an important outlet for information and learning, to those that can read, however it is limited to the number of fishers it can reach. Use of radio broadcast as a media for communication was suggested as a potentially effective means for communicating to fishers, as many fishers listen to radio even while on their fishing activities, however, the CSOs require support to effect broadcasting through radio.

## 2. Assessment of Assumptions and Risks

RaCCCoM project is underpinned by three main assumptions and risks and their status are analysed as follows:

### Assumption 1: Communities will take an active role in the project

**Status** - The adopted participatory process has engaged the community in project activities. The negativity associated to WWF with exclusive type of conservation approaches, due to WWF support of Kiunga Marine Reserve and the implication of WWF advocacy in the total ban of mangrove harvesting in 2001 seem to have gradually eroded from the local communities. In all the 10 BMUs and communities visited by the evaluation team, there was positive indication and response by communities on the role and work of WWF towards conserving the Lamu seascape in safeguarding the fisheries and natural resources. In addition, the project has changed the previous perception of FiD by the local communities as a hindrance to exploitation of fisheries and coastal/marine resources, but as a partner in use and management of the resources. This trust has made the communities have value in the role of FiD in the management of fisheries and coastal/marine resources. This is clearly demonstrated by the Amu BMU, which has their landing site located within the FiD office grounds. However, there was little evidence observed by the evaluation team on the sense of ownership by the communities of the project activities. The communities are still highly dependent on project support, indicating fear that end of RaCCCoM project could bring to a halt most of the on-going activities considering that most BMUs are at an infant stage.

### Assumption 2: Government will continue to be stable and committed to conservation as well as the immediate production in the fishery

**Status** - The government has been generally stable in the project area, the post election violence between January and March 2008 did not have significant effect on the project implementation. However, the current fight against Al-Shabaab by Kenyan Government in Somalia has to some extent affected the extreme northern area (Kiunga) of the project implementation where fishing activities have temporarily been banned, and are not accessible for security reasons. The high inflation of the Kenyan shilling has increased the cost of running and conducting business activities, thus, a high cost of procurement and implementation of project activities. There has been some low level political interference in gear distribution. The proposed development of Lamu port is a major concern to fishers as they anticipate a loss of livelihood and marine utilization areas (i.e. Kiweni), effects on reef, fish breeding nursery grounds and other fish habitats.

### Assumption 3: Wider seascape programme will enable for the baseline and final socio-economic and benthic surveys which this or other projects may not cover

**Status** - A socio-economic survey by RaCCCoM has been completed, this survey is also complemented by fisheries monitoring activities conducted by the FiD, the Livelihood survey (2009) conducted by IUCN/CORDIO for the wider Lamu seascape.

### Risk 1: The wider seascape programme will successfully establish and symbiotically exist with RaCCCoM

Opportunities for RaCCCoM to integrate with other programmes within the wider seascape existed, however, in the wider Lamu seascape, RaCCCoM was able to forge close working relationship with FiD. The delay in implementation of most of the project activities due to

delay in funds disbursement to the field office, created a rush in activities implementation and priority was given to implementation of key project outputs over other overarching activities. Opportunities exist for the projects' activities to get support and be prolonged by other programmes within the seascape i.e. the on-coming Kenya Coast Development Project (KCDP) could be of support in enhancing revenue-generating mechanism that RaCCCoM has partially initiated with the fisher community groups. An overlap of RaCCCoM project with such project as KCDP for between 2-3yrs would be necessary. The overlap would add value to RaCCCoM achievement, as this would be a big leap toward developing sustainable revenue generating mechanisms for the fisher communities.

**Risk 2: The fisheries management methods will have positive effects on reef, nursery and other fish habitats**

In the long run, it is expected that the fisheries management methods advocated by RaCCCoM will have some positive impact on the reef, nursery and fish habitats, although these impacts may not be actualized in the project period. Some of the activities of RaCCCoM that have led towards minimizing this risk are removal of destructive gear and encouragement of the use of non-destructive fishing gear through a gear exchange programme, co-management system which promotes self-policing and compliance, management planning through regulating use and exploitation of coastal and marine resources, closure and regulating fishing in various ground to allow for regeneration, breeding and spawning etc. diversification and alternative livelihood, lobster and shell fish fishery. In addition, preparing the young to embrace conservation from the young age through educational school programmes in the long run could be equally rewarding.

**Risk 3: No major natural phenomenon, e.g. bleaching event caused by climate extreme, occurs**

No such extreme major natural phenomenon took effect in the RaCCCoM project period, however, the project has played a role in preparing communities in adapting and coping with environmental uncertainties.

## Annex VIII: Mid-term evaluation key recommendations and their implementation status

**Table I: Mid-term evaluation key recommendations and their implementation**

	<b>Mid-term evaluation recommendation</b>	<b>Action taken</b>
1.	<ul style="list-style-type: none"> <li>• WWF-EARPO should improve their disbursement of funds to the field to curb delays in transfer of funds to the field.</li> <li>• Improve on communication between field office and EARPO.</li> <li>• Financial requests submitted in time before year end to give room for financial processing</li> </ul>	<ul style="list-style-type: none"> <li>• There was continued delay of disbursement of funds</li> <li>• Implemented</li> <li>• Implemented</li> </ul>
2.	<ul style="list-style-type: none"> <li>• Continue to develop more leadership and resource management capacity among local communities through provision of training to BMUs and Fishers Cooperative Society officials.</li> <li>• Fast track training on the remaining modules to address challenges of co-management, book-keeping and other aspects of financial management for sustainability of BMU operations.</li> <li>• Conduct awareness and sensitization seminars at local level for all BMU members on BMU regulations and new fisheries policy to increase compliance. Information should be passed in time for members to prepare to attend.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented</li> <li>• Implemented</li> <li>• Implemented</li> </ul>
3.	<ul style="list-style-type: none"> <li>• A need to improve implementation of gear exchange program to yield desired output and outcome in the two or three villages where illegal gear use is rampant before extending the programme to other villages.</li> <li>• Clear target owners of beach seines and their crew for exchange of beach seines for gillnet. Fishers should surrender beach seine gear to Fisheries Department.</li> <li>• Strengthen revolving fund through education and awareness; make the fund accessible to more fishers, and by developing functional and effective institutions and capacity for micro-credit initiatives to ensure sustainability of the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Gear exchange program integrated with another project (LAMELSON) within WWF</li> <li>• Implementation hindered by political interference</li> <li>• Implemented in some areas</li> </ul>
4.	<ul style="list-style-type: none"> <li>• RaCCCoM should invest more in the development of internal mechanisms for refinancing the project activities to ensure sustainability.</li> <li>• Strengthen existing collaboration between FiD, WWF, KWS, CSOs, BMUs, Fishers groups, Fishers Cooperative Society to promote delivery of project results and to facilitate sharing of resources and promote joint and co-management activities i.e. patrols.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial gap exists towards sustenance</li> <li>• Implemented</li> </ul>
5.	<ul style="list-style-type: none"> <li>• Increase support to village based micro-credit groups.</li> <li>• Set up a fish fund to support BMUs</li> <li>• Provide support to BMU district committee</li> <li>• Undertake a participatory mapping and delineation of landing sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented in some areas</li> <li>• Implemented in five BMUs involved in joint management of CFMA</li> <li>• Implemented</li> <li>• Implemented</li> </ul>



**Annex IX: List of key documents used in the documentation review**

- RaCCCoM Mid-term Evaluation Report 2009
- RaCCCoM Semi Annual Performance
- RaCCCoM report for WWF internal TPR
- RaCCCoM LFA and Results 2010
- Project Proposal Jan 2011 – Lamu main text 2010
- Problem Tree – TPR
- WWF RaCCCoM Problem Tree
- WWF Project Proposal Sept 2006
- WWF Lamu Annual Plan 2009 – LFA
- WWF Lamu Annual Plan 2008
- Revised New Project TPR
- RaCCCoM Semi Annual Project Report
- Technical Report (2009): The management capacity and socio-economic characteristic of the fisher communities in Lamu seascape