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The Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project

Mid-Term Review Report

Submitted to UNDP Kenya and WWF Kenya Country Office

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December 17, 2010

Acknowledgment

This Mid Term Review Report was prepared through consultation of key stakeholders involved in the formulation, management and implementation of the Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project funded by the Global Environment Facility (GEF) Medium Size Programme (MSP). This included interviews with people working in UNDP; World Wide Fund for Nature Eastern and Southern Africa Regional Programme Office (WWF ESARPO) and WWF Country Office; Kenya Forests Service (KFS); Kenya Wildlife Service (KWS); National Environmental Management Authority (NEMA); National Museums of Kenya (NMK); Ministry of Youth and Sport; Ministry of Livestock; Colubus Trust and Lafarge Ecosystems Services. Focused groups meetings were also held with Shimba Hills Community Forest Associations (SHICOFA) and its members; Lima Self Help Group; Kaya Kinondo Village Bank shareholders; members of Kaya Kinondo Ecotourism Project; Mrimadzo; Gogoni Community Forest Association (CFA) and Msambweni beekeepers. The information provided by these institutions and community groups is highly appreciated.

Last but not least, the logistical and technical support provided by WWF through John Salehe; Kiunga Kareko; Georgina Mbugua; and Elias Kimaru and UNDP through Dr. Christopher Gakahu and Loyce Okoth is acknowledged.

Executive Summary

The Kenya Coastal Forest Protected Area System four year Project started in October 2007. The project seeks to improve the efficacy and sustainability of coastal forest resources management within the Kwale Landscape which covers three new administrative Districts of Kwale, Kinango and Msambweni carved out of the former Kwale district at the Kenya Coast in 2008. The total protected area is 24,752 ha. Though small and fragmented, these protected areas are of critical importance to the country as they are situated at the centre of the country's tourism industry, the country's largest foreign exchange earner. They are important water catchment areas for the rivers and streams on which the local people depend on. Despite their importance, the forests are under great pressure from the surrounding population. The forests are a target for provision of wood fuel (charcoal and firewood), timber, mining, expansion of settlements and tourism development.

The project objective is that coastal forests of Kenya are conserved, managed and sustainably utilized through a participatory system that optimizes benefits for present and future generations at landscape scales. The project has two technical outcomes and a project management unit outcome; the first is a demonstration of innovative conservation methods in the Kwale District Forest Landscape, covering 12 Protected Areas of several categories. The second outcome is integration of Kwale Forest Landscape Restoration model as best practice into protected area policy and programmes in all coastal forest landscapes in Kenya. The management outcome is enabling of timely and efficient of project activities through effective project administration, M & E, and coordination.

The purpose of the mid-term project review is to identify potential project design problems, assess progress towards the achievement of the above objective, identify and document lessons learned and make recommendations regarding specific actions that might be taken to improve the project. This report provides background information about the project, findings and conclusions of the review, recommendations and lessons learned.

The project is implemented by the Kwale Management Team (KMT) which is comprised of the Kenya Forest Service (KFS), the Kenya Wildlife Service (KWS), National Museums of Kenya (NMK) and the Kenya Forest Research Institute (KEFRI). KEFRI is however not an active partner because they are not well represented at Kwale. WWF provides a a facilitation role and a secretariat. A Project Steering Committee (PSC) and a National Task Force (NTF) respectively provide policy and technical support. Implementation of this project has benefited from in kind contribution provided by the central government and co-funding provided by the private sector and Non Governmental Organisations (NGOs). By June 2010, GEF had contributed USD 559,972 out of the USD 800,000 budgeted for the project. By November 2010, the total grant provided as co-funding by WWF networks and the private sector is USD 485,000 while the total in-kind contribution by the central government and NGOs is USD 382,600. This co-funding started in 2004 with main input from WWF.

The project uses the project document log frame to monitor implementation. The log frame is used in work plans, Project Implementation Reviews (PIRs) and annual monitoring plans. Results of monitoring are often used to provide feedback on the project. The project uses the Management Effectiveness Tracking Tool (METT) to identify problems and threats in protected areas. UNDP Kenya Country office has been very effective in monitoring and periodically evaluating the performance of

this project particularly through field visits and interaction with project implementers and beneficiaries.

The project has progressed well in attainment of its overall objective. This has been made possible by working with partners who include; KFS, KWS, NMK, Camp Kenya, Lafarge Ecosystems Services, Colobus Trust, Kenya Forests Working Group (KFWG), Ministry of Youth and Sports, Ministry of Agriculture and Ministry of Livestock. The project has contributed to the decline of illegal forest activities, protection of forests through marking of boundaries, restoration of degraded sites through tree planting and gazettement of more Kayas at the Kwale Landscape. The project has also supported local community livelihood activities such as ecotourism; village banking; tree seedling nurseries; and processing, packaging and certifying of herbal and honey products. In many of these livelihood expansion activities, women are well represented; however, participation of youth was noted to be very low with exception of those directly targeting youths such as Shimba Hills Forest Guards Association (SHIFOGA). This has implication in continuity and sustainability of these initiatives. Some of the supported local community livelihood initiatives are facing a lot of challenges that have implications to their sustainability. Some of these challenges include illegal use of unregistered product trade marks by outsiders, low professional capacity and lack of marketing skills.

Another finding of the Review is that institutional capacity of KFS, NMK, KWS, National Environment Management Authority (NEMA) and local communities is very low in monitoring, Environmental Impact Assessment (EIA) process and Participatory Forest Management (PFM). The assumption at the project design level was that government capacity (especially on resources) was there. The situation is however different and these capacity is very low. The linkage between the Kwale Management Team and the provincial and conservancy level is also not strong. This has implications to replication of initiatives in other coastal landscapes at this level. Despite challenges beyond the control of WWF such as the 2007 and 2008 post election violence and government institutional staff changes, achievement of targets and outputs is on course and almost all outputs and outcomes will be achieved by end of the project. The overall rating of project implementation and progress in achievement of objectives is satisfactory.

The main recommendations are:

1. For consistency, institutional feedback and follow up of recommendations of meetings and emerging issues from the project, PSC and NTF government institutions should provide a contact staff person for the project. Follow up of actions requiring advocacy may be speeded up through participation of a NGO at NTF.
2. Since NEMA sits in the NTF, it should also be represented at KMT so that it is easy to respond and follow up on issues brought to the attention of NTF.
3. Lessons learnt from the Kwale Landscape Restoration project offers a platform from where KFS and KWS relationship at the national level can be strengthened and used to review the KWS/KFS Memorandum of Understanding (MoU) that enabled the two institutions to collaborate in biodiversity conservation.
4. There are many conservation actors in Kwale who are poorly coordinated. The project should initiate a forum for NGOs working in the area that would on regular basis meet to discuss development agenda for Kwale. At the provincial and conservancy level, bi-annual institutional meetings would facilitate the sharing of experiences and lessons learnt from the coastal landscapes and enhance replication of this project's initiatives elsewhere.
5. The application/use of METT should be institutionalised in KFS and replicated in other coastal landscapes with an aim of pushing for it application at the national level. For this to happen there is need to build the capacity of KFS and KWS at the regional (Coast) and National level.
6. The mid-term review recommends the undertaking of Landscape Outcome Assessment Method (LOAM) at the end of the project especially in Shimba Hills where it has been

previously undertaken. LOAM will show whether there are changes in livelihood in areas surrounding the forest.

7. Capacity building of KFS, NMK, KWS and local communities in monitoring, enforcement and PFM should be build.
8. To strengthen the relationship between CFA and KFS in monitoring of illegal activities, joint monitoring and capacity building on how it should be conducted is recommended.
9. To address the human wildlife conflicts at Shimba Hills which is a contributing factor to negative attitude by communities to KWS, there is need to establish community scouts to work with KWS drawing experiences from Transmara and Laikipia where they exist. KWS support in training of these scouts in monitoring at KWS Manyani training college is recommended.
10. There is need for the project to build NGO, Government and local community institutional awareness on mitigation and conditions set in approved EIAs so that they are able to monitor compliance. Currently this is lacking
11. This project has generated policy briefs on Kayas, law enforcement, effectiveness of EIAs, charcoal, conflicts in laws and policies and lesson learning. There is however need to also develop a lesson learning brief to inform policy on the implication of increasing administrative units from one district to three for the project and the proposed Kwale County Government drawing experiences from this project.
12. On community enterprises, the project should support community groups to patent the trade mark of their products and to address some of the current challenges faced by the groups. The project should also support the sharing of experiences between community groups within and without the landscape.
13. The project should further enhance private sector and micro enterprise NGOs/community partnerships that will enable local communities to improve their livelihoods.
14. To address the issue of participation of youth in project initiative's it is critical for the project to work closely with the Youth Conservation and Protection division established under the Ministry of the Youth and Sports in succession management.
15. The Kwale Landscape Restoration programme should embrace and take advantage of the new constitution since it offers local communities with an opportunity to exploit resources within their region by devolving forest management to the local level. The new land policy also provides an opportunity for land use planning in up-coming developments.

Details on the above recommendations are provided in section 5 of this report. The project provides a good model for forest landscape management that is now being replicated in three other coastal landscapes namely Arabuko Sokoke, Boni/Dodori and Tana River landscapes. One of the lessons learnt is that a partnership that incorporates government, NGOs, private sector and community is a good vehicle for delivery of forest landscape restoration project objectives. Transparency, government leadership/support, adequate legal backing, clear time-bound targets that are monitored regularly, capacity building and sharing of information are other attributes of a successful project.

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List of abbreviations and acronyms

CBD	Convention for Biodiversity
CBO	Community Based Organisation
CEAI	Coast East Africa Initiative
CEPF	Critical Ecosystem Partnership Fund
CFA	Community Forest Associations
CFCU	Coastal Forest Conservation Unit
CORDIA	Coastal Oceans Research & Development – Indian Ocean
CPAP	Country Programme Action Plan
DEC	District Environmental Committees
DFO	District Forest Officer
EACFE	Eastern Africa Coastal Forest Ecoregion
EAWLS	East African Wild Life Society
EMCA	Environmental Management and Coordination Act
FCC	Forest Conservation Committee
FD	Forest Department
FLR	Forest Landscape Restoration
GEF	Global Environment Facility
HS	Highly Satisfactory
HU	Highly Unsatisfactory
IBAs	Important Bird Areas
ICIPE	International Centre for Insect Physiology and Ecology
IGAs	Income Generating Activities
JFM	Joint Forest Management
KEFRI	Kenya Forestry Research Institute
KENVO	Kijabe Environment Volunteers
KFS	Kenya Forest Service
KFWG	Kenya Forests Working Group
KKV	Kazi Kwa Vijani
KNCFTF	Kenya National Coastal Forest Task Force
KP&LC	Kenya Power and Lighting Company
KWAP	Kwale Agricultural Project
KWS	Kenya Wildlife Service
LOAM	Landscape Output Assessment Method
M & E	Monitoring and Evaluation
ME&MR	Ministry of Environment and Mineral Resources
METT	Management Effectiveness Tracking Tool
MF&W	Ministry of Forestry and Wildlife
MoU	Memorandum of Understanding
MS	Marginally Satisfactory
MSP	Medium Size Proposal
MTR	Mid Term Review
MU	Marginally Unsatisfactory

NBSAP	National Biodiversity Strategy Action Plan
NEAP	National Environment Action Plan
NEMA	National Environment Management Authority
NGOs	Non Governmental Organizations
NMK	National Museums of Kenya
NTF	National Task Force
PAs	Protected Areas
PFM	Participatory Forest Management
PIRs	Project Implementation Reports
PSC	Project Steering Committee
S	Satisfactory
SHICOFA	Shimba Hills Community Forest Association
SHIFOGA	Shimba Hills Forest Guides Association
TAC	Technical Advisory Committee
TPR	Tri-Partite Review
U	Unsatisfactory
UNDP SGP	United Nations Development Programme Small Grants Programme
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WCK	Wildlife Clubs of Kenya
WWF ESARPO	World Wide Fund for Nature Eastern and Southern Africa Regional Programme Office
WWF	World Wide Fund for Nature

1.0 Introduction

1.1 Purpose of the Review

The mid-term project Review of the Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project is intended to identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other United Nations Development Programme (UNDP) / Global Environment Facility (GEF) projects, and to make recommendations regarding specific actions that might be taken to improve the project. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The mid-term Review provides the opportunity to assess early signs of the success or failure of the project and prompt necessary adjustments.

1.2 Key issues addressed

The mid-term Review focussed on the following key issues.

1.2.1 Project Conceptualization and Design

The review assessed the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. The review also included an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. Further, it also assessed the indicators defined for guiding implementation and measurement of achievement and whether relevant local experiences and lessons from other projects (e.g. same focal area) were incorporated into the project design.

On national ownership/drivenness, the review assessed the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focus on national environmental and development interests. The review looked at linkages established at the design stage between the project and other interventions within and outside the sector. Included also was an assessment on stakeholder participation and appropriateness of management arrangements in design and implementation stages. A critical component of the project is its replicability in other coastal landscapes as a result of sharing of lessons and experiences. In line with this, the review assessed ways in which lessons and experiences coming out of the project were/are to be replicated or scaled-up in the design and implementation of other projects.

1.2.2 Project implementation

On project implementation, the focus was on:

Institutional arrangements and linkages

The review assessed the institutional and management arrangements put in place during the project design and whether these were adhered to or modified during the implementation of the project. The effectiveness of the organizational/institutional arrangements for collaboration between the various institutions such as UNDP, World Wide Fund for Nature (WWF) and Kenya Forest Service (KFS) involved in project management and execution were also assessed. The assessment also identified partnership arrangements among partners in the execution of the project including public – private – community partnerships or others developed by the project with local, national and international entities and whether these partnerships are appropriate and effective in delivery of the project. Also identified were administrative, operational or technical constraints and innovations that influence the effective implementation of the project.

On capacity, the review looked at effectiveness of WWF in building capacity of implementing institutions and how it has influenced capacities of other institutions. Support provided by other government ministries and departments beyond those directly involved in the implementation and the extent of their support of the project was also assessed.

Management approach

The review also looked at how the project is managed and management problems and challenges encountered. It also focused on how the Management Effectiveness Tracking Tool (METT) and other monitoring tools were applied in project management. Other issues of concern were the technical capacity needs of the project and how they have been met during the project implementation. The effectiveness and efficiency of project management and supervision and roles of the various committees provided in the project were also evaluated. UNDP's effectiveness in supervision, and administrative and financial support was also assessed.

Stakeholder participation

This included assessments of the mechanisms for information dissemination to stakeholders in project implementation and the extent of stakeholder participation in management, emphasizing on the following:

- (i) The production and dissemination of information generated by the project including the potential role of public-private-community partnerships in the management of protected areas.
- (ii) Local resource users, Community Based Organisations (CBOs), government and Non Government Organisations (NGOs) participation in project implementation and

decision-making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.

- (iii) The range and quality of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have on project implementation.
- (iv) The degree of stakeholder and partner involvement in the various processes related to the outputs and outcome.
- (v) Synergies build to strengthen the project in delivery of its outputs by other participating organizations.

Monitoring of project progress

This included assessments of the following aspects related to monitoring:

- (i) The use of the logical framework as a monitoring tool during implementation and any changes made as a response to changing conditions and/or feedback from Monitoring and Evaluation (M & E) activities.
- (ii) Review of activities and indicators within the logical framework if the project made adjustments. Review of other elements of adaptive management such as comprehensive work plans routinely developed that reflect adaptive management and /or changes in management arrangements to enhance implementation.
- (iii) An assessment and analysis of the outputs: whether these are being achieved as per schedule and/or whether there is a need to modify or change some of these; reason for any shortfalls and whether there are any unexpected results.
- (iv) An assessment and analysis of the outcome: whether these are being achieved; reason for any shortfalls and whether there are any unexpected results.
- (v) An analysis of factors within and beyond WWF's control that are influencing performance and success of the project (including the strengths, weaknesses, opportunities and threats) in contributing to the realization of the outputs and outcomes;
- (vi) An analysis of whether the project's interventions can be credibly linked to achievement of the outcome, including the key outputs and assistance provided, both soft and hard;
- (vii) Technical capacities associated with the project and their role in project development, management and achievements.

The mid-term review also included an assessment as to whether there has been adequate periodic oversight of activities by WWF, UNDP and partners during implementation to establish the extent to which inputs, work schedules; and other required actions and outputs proceeded according to plan and whether action has been taken on the results of the monitoring oversight and evaluation reports.

1.2 3 Project relevance and sustainability

This included assessing the relevance of the project within the local, national, regional and global context. It also addressed the potential sustainability of results and strategies and replication of this initiative in other landscapes.

1.2 4 Financial planning, co-funding and cost effectiveness of the project

This included an assessment of:

- The actual project cost by objectives, outputs, activities
- The cost-effectiveness of achievements
- Financial management (including disbursement issues)
- Co-financing (tracking and verifying the level of actual co-financing)

1.2 5 Project Performance Rating

The review provided an overall rating on project implementation and achievements of results employing the six-point rating scale, Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU).

1.3 Methodology of the Review

The review involved the use of the following methodology:

Review of documents: Some of the documents reviewed are presented in Annex 1

Interviews: Interviews were conducted with persons from lead institutions such as WWF, UNDP, KFS, Kenya Wildlife Service (KWS), National Museums of Kenya (NMK), NGOs and private sector representatives. In addition, focused group meetings were organised with local community groups implementing components of this project. A full list of stakeholder interviewed is presented in Annex 3.

Field Visits: The consultant identified the sites to be visited during the review. Annex 4 presents the itinerary of these visits that took place between 26th and 30th October 2010.

Analysis of data and meetings on findings and recommendations: The consultant analysed the data generated by the project including that of financing, income generated by livelihood activities and gender participation in these activities. NTF and PSC meetings were organised on 6th and 7th December 2010 respectively where the findings and recommendations of the review were presented and feedback provided.

1.4 Structure of the review

The review was structured in a way that enabled all the issues identified in section 1.2 to be captured. The first activity to be undertaken was review of project documents and compilation of a scoping report. A questionnaire was prepared well in advance of the interviews. This questionnaire presented in Annex 6 was customised according to category of stakeholder being interviewed.

2.0 The project and its development context

2.1 Project implementation and its duration

The Kenya Coastal Forest Protected Area System Project is a four year project that started on 16th August 2007 when the project document was signed. The project seeks to improve the efficacy and sustainability of coastal forest management within the Kwale Landscape. The project uses a landscape approach where landscape is defined invariably to include an area of land containing a mosaic of patches or landscape elements or a heterogeneous land area composed of a cluster of interacting ecosystems that is repeated in similar form throughout. The actual funding of activities by GEF started in March 2008 when the first disbursement of funds was received. However, the project activities have been on-going since 2004 with pre-financing by WWF and other co-funding sources. The project is implemented by three government institutions namely KFS, KWS and NMK.

2.2 Problems that the project seek to address

The Kwale landscape is located on the southern most part of the Kenyan coast, adjacent to the international border with Tanzania. The boundaries of the *Kwale landscape* directly correlate with the three new administrative Districts of Kwale, Kinango and Msambweni carved out of the larger former Kwale district. The landscape covers an area of 8,260 km² and has a population of over 550,000 people. The total protected area is 24,752 ha, with Shimba Hills being the single biggest forest block with 19,260 ha. Though small and fragmented, these forest blocks are of critical importance to the country as they are situated at the centre of the country's tourism industry, its largest foreign exchange earner. They are important water catchment areas for the rivers and streams on which the local people in the coastal areas depend on. They provide the basis for a number of different forms and scales of economic activity, which provides food for national and international consumption.

The landscape is extremely diverse; notably for plant and animal endemism. Despite their importance, the forests are under great pressure from the surrounding population, majority of who are living below the poverty line and rely heavily on the forests for daily subsistence. The forests are a target for clearing by small –scale farmers, for provision of wood fuel (charcoal and firewood) as well as timber extraction. Kwale forests are also facing threats from major cities like Mombasa for supply of timber, firewood, charcoal and water. Other threats include; uncontrolled fires, mining, expansion of settlements and private development.

The project focuses on building institutional capacities to manage Forest Protected Areas through a Participatory Forest Management (PFM) system involving local communities, government institutions and private stakeholders. The project addresses conservation needs at the landscape level, bringing together the varied institutional players and stakeholders responsible for forest management (Government at central and district level, through wildlife, forestry, agriculture and community sectors, as well as private sector, civil society and communities). The project capitalizes on the new opportunities offered by the Forests

Act 2005, which emphasize the need for public-private sector partnerships and community involvement in the management of Forest Protected Areas.



Map of the Kwale Forest Landscape

2.3 Immediate and development objectives of the project

The goal of the project is that Kenya’s Forest Protected Area System is based on best practice landscape scale management. The project objective is that coastal forests of Kenya are conserved, managed and sustainably utilized through a participatory system that optimizes benefits for present and future generations at landscape scales.

The project has four areas of focus:

- a. **Afforestation and re-forestation:** This includes development of protected forest blocks management plans; and, restoration and rehabilitation activities in degraded sites within the landscape.
- b. **Livelihood component:** This include establishment of sustainable alternative livelihood options.

- c. **Forest law enforcement and governance:** Support for gazettement and protection of protected areas and farmlands is provided.
- d. **Partnerships and institutional support:** The project addresses institutional resource gaps, technical capacity enhancement and establishes linkages for effective project implementation.

Effective PFM systems and traditional forest management practices are also important components of this project.

2.4 Results expected

The project has two technical outcomes and a project management unit outcome; the first is a demonstration of innovative conservation methods in the Kwale District Forest Landscape, covering 12 Protected Areas of several categories. This includes one National Reserve, several Forest Reserves, Community Sacred Groves or Kayas, a privately owned forest, and two ungazetted Kaya forests. The second outcome is integration of Kwale Forest Landscape Restoration model as best practice into protected area policy and programmes in all coastal forest landscapes in Kenya. The management outcome is enabling of timely and efficient of project activities through effective project administration, M & E, and coordination.

3.0 Findings and Conclusions

3.1 Project formulation/Design

3.1.1 Country Ownership/Drivenness

This project is part of the larger WWF Eastern Africa Coastal Region Ecoregion programme now referred to as Coastal East Africa Initiative (CEAI) which has been on-going since early 2000s. The initial design of the project (2002) was that it could cover the Tanzania and Kenya coastal landscapes. This was however scaled to Kenya coastal landscape and at the end to the Kwale landscape following intensive discussions by stakeholders. There were many justifiable reasons on why Kwale was selected. These included the following:

- a) Kwale had high biodiversity and high threats.
- b) There was minimal external support to conservation of Kwale forests.
- c) There were more information and conservation gaps.
- d) Most of the forests were small, fragmented and almost forgotten.
- e) Compared to the northern coastal landscapes, Kwale was more secure. The northern coastal landscapes were insecure due to the fighting in the neighbouring Somalia.
- f) Government institutions were well presented and strong on the ground.
- g) Kwale landscape was easy to access since there was good road infrastructure.

This project is helping the country to address different threats and management challenges in protected areas in Kwale and offers an opportunity for the country to use lessons learnt in other protected areas. Out of the Government recognition that participatory governance arrangements involving local communities and the private sector will be necessary to change the status quo, and in particular, give communities a utilitarian incentive for conservation, partnerships established under this project are enabling the government to achieve the Forests Act 2005 and Vision 2030. The design of the project ensured that strong linkages and working relationships are established with key government ministries such as Ministry of Agriculture, Ministry of Livestock and Ministry of Water. These working relationships are enabling the project to support the implementation of policies, programmes, strategies and development frameworks of these institutions.

The project design heavily benefited from previous conservation experiences and lessons from the Coastal Forest Conservation Unit (CFCU) supported by WWF/DFID, the Arabuko Sokoke Forest United States Agency for International Development (USAID) supported project and the Shimba Hills GTZ supported initiative. For example, it was the Arabuko Sokoke Forest Management Team that informed the formation of the Kwale Management Team. The Participatory Rural Appraisal (PRAs) undertaken during the inception of the GTZ Shimba Hills Project especially on livelihood were taken over by this project.

Financial contribution by various partners during the project formulation stage (2002 – 2007) such as those from WWF networks, Ford Foundation, Lafarge Ecosystems Services and

Critical Environment Partnership Fund (CEPF) and in-kind contribution by the government were taken as co-funding funds. These co-funding heavily contributed to the laying of the foundation for this project.

3.1.2 Implementation Approach

The approach used in the implementation of the project follows the one designed at the project formulation stage. UNDP is the GEF Implementing Agency for the project and UNDP Kenya Country Office is the responsible institution. The Executing Agency is WWF KCO-Kenya country Office. The project is administered under the overall framework of the Coast East Africa Initiative (CEAI) of WWF-ESARPO. This project was designed to be implemented through a Project Steering Committee (PSC) and the National Task Force (NTF). PSC membership is comprised of the Ministry of Forestry and Wildlife (MFW) and its agencies namely KFS and KWS, Ministry of Environment and Mineral Resources (ME&MR), National Environment Management Authority (NEMA), UN Desk Officer within Ministry of Finance, representative of the Forest Conservation Committee (FCC), District Forest Officer (DFO) Kwale District, UNDP Kenya and WWF-ESARPO. PSC is a policy level decision-making organ for the implementation of the project and meets before the Tri-Partite Review (TPR) to identify issues that the TPR can advise on for effective project implementation. The PSC as envisaged at project formulation has been meeting twice per year. The TPR is an institutional arrangement under GEF where representatives of government such as line ministry, funding partners such as UNDP and the implementing institution such as an NGO or private sector agency meet and discuss the progress of the project. As spelt in the project document, it meets annually. Being the topmost organ that oversees implementation of the project at policy level, PSC ensures that the project delivers on set outputs, accounts for the resources and ensures that the implementation of the project adheres to the policies of the parties involved, including government, partners and UNDP. The PSC is informed by the technical sub-committee, the NTF which is responsible for delivery of outcomes and monitoring in terms of technical, financial and management aspects. NTF is also responsible for coordination and implementation of project activities. Like the PSC and as envisaged in the project formulation, NTF also meets twice per year and conducts sites visits each time it meets. The other duties performed by the PSC since the project kicked off is receiving of project reports and documents, making recommendations and approving budgets and work plans. The NTF acts as the technical arm of the PSC, to which the three key agencies (KFS, KWS and NMK), including community representation (through Forest Conservation Committee - FCC, Coast Conservancy) are members. Coordination and linkage between government institutions and WWF in Kwale is addressed through the formation of the Kwale Project Management Team consisting of KFS, KWS and NMK. This team meets quarterly to plan, monitor and evaluate progress in their annual workplan and related plans. These agencies also sit in NTF and attend and contribute to PSC meetings of the project.

A Coastal Forest Programme Coordinator (based in Mombasa) and a Project Executant (based in Kwale) are responsible for the overall project coordination, implementation and routine reporting. Project activities are undertaken by relevant governmental, non-governmental and inter-governmental agencies and where appropriate, by the private sector. Figure 1 below provides the organogram of the project management.

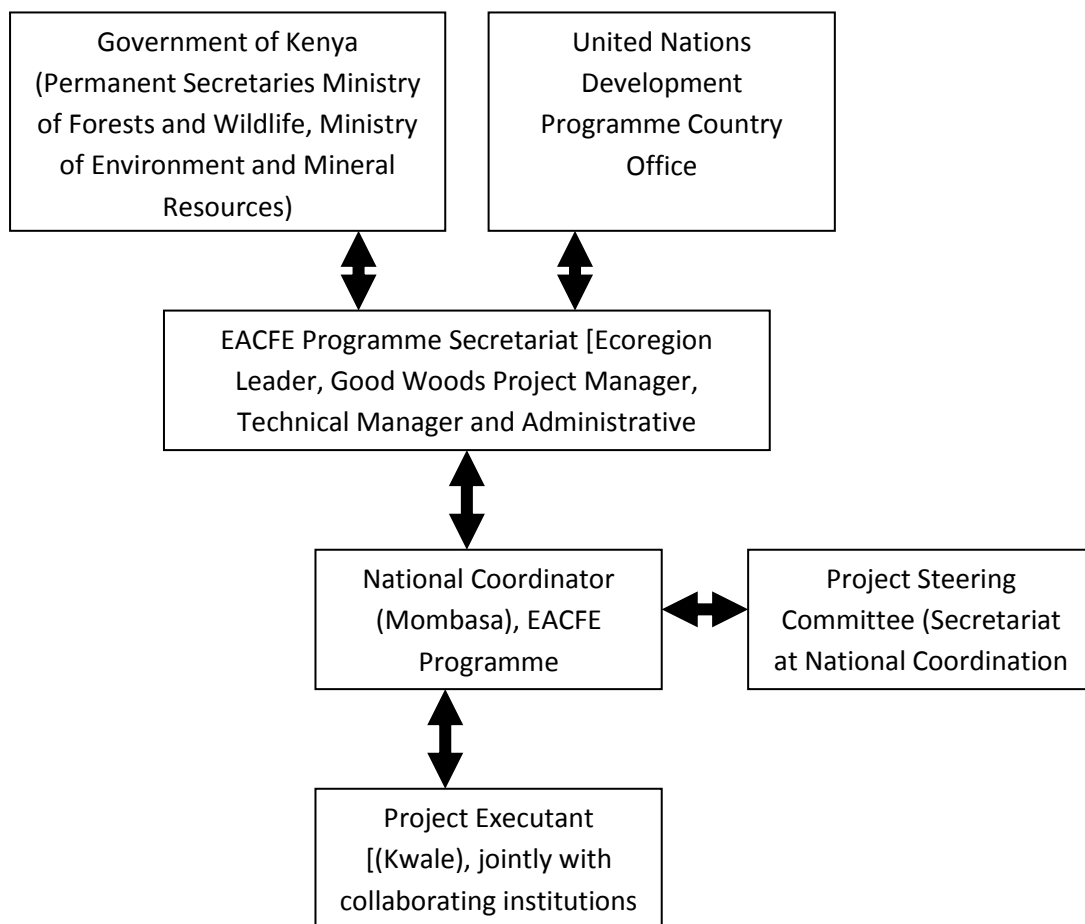


Figure 1: Organogram of the project management

3.1.3 Stakeholder participation

The project was developed through an extensive consultation process that involved key stakeholders in the Kenyan forest sector, including representatives from government institutions (KWS, NMK, Forest Department – now KFS, Kenya Forestry Research Institute - KEFRI), NGOs, UNDP, GEF and local communities. The consultation process started in February 2002 at a regional stakeholder’s workshop in Nairobi. This was the first step in building an Ecoregion strategy for coastal forest conservation and involved stakeholders from Kenya, Tanzania and Mozambique. The workshop led to the formation of the Kenya National Coastal Forest Task Force (NCFTF). Thereafter, the Kenya’s NCFTF met on several occasions, and participated in two wider stakeholder meetings in Mombasa, leading to the development of a GEF project document. Following further consultations with GEF, it was decided to focus the proposal on the Kwale forests, and in two local level meetings at Kwale in April 2004 the log frame for the project document was developed. These two meetings involved stakeholders from the private sector (Lafarge Ecosystems Services), communities, KWS, Forest Department (FD), NMK, KEFRI and UNDP CO. To a large extent, the logical

framework and the different project components and activities proposed to achieve the objective were very appropriate, viable and responded to institutional, legal and regulatory settings of the project. However, there was time lapse between the time when the project was designed (2002 – 2005) and when it was actually implemented (2007). Because of this time lapse, some of the things prioritised by the project during the design stage changed over time. Charcoal for example was not a major priority issue during the project design but was a priority issue of concern when the project kicked off. However some of these issues were addressed during the project inception workshop held in May 2008.

The planning process was modelled on that followed at Arabuko-Sokoke and involved a series of thematic workshops leading to a draft plan for the four coastal landscapes. Though the UNDP GEF funded project started in 2007, Piloting of Forest Landscape Restoration (FLR) initiatives started in 2003 with co-funding from the Ford Foundation and the Critical Ecosystem Partnership Fund (CEPF). This funding supported the formulation of the GEF project.

3.1.4 Replication and Scaling up Approach

One of the outcomes of this project was scaling up and its replicability in other coastal landscapes. The idea of starting small at Kwale and using experiences and lessons learnt to expand to the three other coastal landscapes namely Boni Dodori, Tana River and Arabuko Sokoke landscapes was a good approach for replication of the project and its scaling up at Kwale.

3.1.5 Cost effectiveness of achieving results

The project was designed in a way that results could be achieved cost effectively. This has been achieved by the carrying out of activities in one localised area, Kwale Landscape (as opposed to extending project activities to all the coastal landscapes) and through co-funding by donors, government and community. Innovative ways are also being used to achieve this. For example, similar or closely related activities are carried out at the same time without compromising the outputs and outcomes.

3.1.6 Embracing the New Constitution

Though not by design, devolvement of responsibilities, activities/actions at local level in Kwale Landscape, now Kwale County under the New Constitution, is one way that this project can be said to have embraced the New Constitution. There is therefore a need to re-align activities of this project with the New Constitution especially to the provisions on land that may be used to address land grabbing in Kaya Ukunda and mining in Mrima Hills. The CFA should also use the constitution provisions to enhance environmental governance and access to environmental services and benefits. Clarity on the implications of the New Constitution to natural resource management will be clear once the relevant legislations are

re-aligned with the New Constitution. This is currently on-going for the forestry and wildlife legislations.

3.1.7 UNDP Comparative Advantage

Interventions under this project are anchored in UNDP's Country Programme Action Plan (CPAP) for Kenya. In the forestry sector, UNDP has provided a lot of support to the Government of Kenya and NGOs in formulation of strategies, policies and laws and in implementation of forestry programmes. UNDP supported the preparation of the forest conservation and management strategy (2003) and the recently enacted Forest Act of 2005 which is one of the laws that this project seeks to support in implementation. UNDP also supports the forestry sector reform process. UNDP Kenya also has a long history of providing technical assistance and support for capacity building for biodiversity conservation in Kenya which strengthens its oversight role in this project. UNDP was the implementing Agency of the GEF funded East Africa Biodiversity project and the on-going forest strategies and policies project implemented by the East African Wild Life Society (EAWLS). UNDP has a long term experience and good working relationship with governments across all sectors in over 160 countries that make it easy to share knowledge and experiences. UNDP also has a governance programme and an enterprise unit that are available to provide technical support to the project. In addition, financial management tools are also available. These are some of the reasons why UNDP had comparative advantage in the formulation and implementation of this project. Further, UNDP has a successful history of GEF projects including forest resource conservation projects through full sized projects and the GEF Small Grants Programme.

3.1.8 Linkages between the project and other sectors

The project design provided linkages between the project, communities, the private sector and government ministries. These linkages are important since forestry issues cannot be addressed in isolation of the other sectors. The project is therefore working with private sector and government Ministry of Agriculture, Ministry of Youth and Sports and Ministry of Livestock to deliver the livelihood and restoration components. The two deliver of these two components is also linked to vision 2030 and the Millennium Development Goals (MDGs). The former is embedded in aspects related to eradication of extreme poverty and hunger, actions for environmental stability and development of a global, national and local partnership for development.

3.1.9 Indicators and Targets

The project monitoring plan is executed by using the project's log frame designed during the formulation stage. The log frame provides the indicators and targets for outcomes and outputs. Since project inception, the PSC has approved three changes in the indicators and targets necessitated by feedback from monitoring. These include the replacement of

Important Bird Areas (IBAs) criteria for biodiversity monitoring with population of Colobus money. This was because the IBA data generated by Nature Kenya is aggregated for the entire coastal region and not specific for Kwale. The target to have training curricula in universities and colleges using the coastal forest conservation examples was also removed because it was beyond what the project could achieve within the four years. The indicator requiring listing of Kwale forests in UN global list of protected areas was also removed. This is because some of the coastal forests are already listed in the UN global list on protected areas. An example is the listing of Kayas in the World Heritage List in 2008.

3.1.10 Management Arrangements

The project is implemented by a strong district based team comprising of technical personnel from lead government agencies including KFS, KWS, NMK and communities organized into either CFAs or Community Based Organisations (CBOs). The involvement of private sector represented by Lafarge Ecosystems Services, Colobus Trust and Camp Kenya is a key element of management arrangements in this project. The coordination of project activities at the site is done by a WWF Project Executant and a National Coordinator based at Ukunda and Mombasa, respectively. The National Coordinator is the main facilitator for the implementation of the WWF funded activity in Kwale landscape to achieve the envisaged objective in time. The Executant supports the coordinator in all administrative, communication, technical and financial issues of the project. A Coordination Secretariat provides overall project guidance and monitoring from Nairobi. At policy level, a PSC comprising KFS, KWS, NMK, National Environment Management Authority (NEMA), International Centre for Insect Physiology and Ecology (ICIPE), UNDP and WWF provides guidance while NTF is the technical arm of the PSC.

During the project design, Kwale was one district. Kwale district has now been divided into 3 districts namely; Kwale, Msambweni and Kinango. This poses a challenge to implementation since the team now has to deal with three separate administration units and this is likely to affect project resources because of the increased government institutions established in each of the three districts.

3.2 Implementation

3.2.1 Project Execution and Implementation Modalities

The project is implemented through the PSC, NTF and KMT. PSC has been very effective in the implementation of the project by providing policy directions and approving annual work plans, budgets and appraising project reports. NTF has also been supportive. The two entities meet twice per year and are involved in field activities. NTF for example sets aside one day for field assessment. There is no staff consistency in attendance of PSC and NTF meetings. This may be because there is no designated officer responsible for projects in government institutions. Because of this, there is minimal follow up of recommended actions and feedback from officers especially when an urgent issue is brought to the attention of NTF. An example is the follow up of mining at Mrima Hills. There are certain issues especially those requiring advocacy that may require the follow up by NGOs who are not represented at NTF. However, the project has established linkages with NGOs such as the Kenya Forests Working Group (KFWG) and Nature Kenya.

The Kwale Management Team (KMT) has also been very effective in the implementation of project activities. It meets quarterly for planning and reporting and members interact quite regularly. KMT composition does not include the District Environment Officer (DEO). Though the DEO is responsible for co-ordination of environmental matters at the District, he is as a result of not being a member of KMT, not very conversant with activities of the project. He however benefits from briefs given at the District Environmental Committees (DECs). The establishment of KMT has immensely contributed to good working relationships between member institutions that, as a team, are able to address key emerging issues such as the previously proposed tank installation at Shimba Hills, developments in Kaya Chale and currently on proposed mining at Mrima forest.

3.2.2 Financial management and co-funding

Release of project funds: Though the project started in October 2007, the first funding came in March 2008. The use of electronic transfers has ensured that funds are received within 3 weeks upon request. Sometimes the delay in getting funds is attributed to getting clarifications on certain un-clear issues on a request between WWF, UNDP and GEF. WWF has however been able to respond to this by using co-funding funds to undertake activities that would not wait.

Activity budget lines: Fund allocation to some of the project activities has not been adequate especially in the detailed activity budgets. This was probably as a result of reduction of the initial funding from 1 M USD to 800,000 USD. Budget re-allocation accompanying this change may have contributed to reduction of budget lines. WWF has been able to overcome this problem by using the increased co-funding and implementing closely related activities at the same time without compromising achievements of outputs and outcomes.

Financial planning and accounting: Financial planning is done by KMT on quarterly basis while accounting by partners (who are provided with funds to carry out agreed upon activities) to WWF is done on monthly basis. However, there are expenses such as fuel that are paid by WWF directly to the supplier. Financial assessment shows that on quarterly basis between 35% and 38% of funds provided is used for management and the rest is used for implementation of activities.

Co-funding:

WWF has been monitoring and recording co-funding by various partners in GEF Project Implementation Reports (PIRs). The main ones include, WWF network, Lafarge Ecosystems Services – a subsidiary of Bamburi, Ford Foundation, USAID-NMK and Camp Kenya. Government institutions have also been providing additional in-kind support. Annex 5 shows co-financing and leveraged resources. To date, the total grant provided as co-funding by WWF and the private sector is USD 485,000 while the total in-kind contribution by the central government is USD 382,600. Some of the co-financing came on board before the start of the project and was approved by the co-financing institutions.

Lafarge Ecosystems Services: Lafarge Ecosystems Services has since 2002 continued to support conservation initiatives in Kwale Landscapes. Key activities supported include restoration and planting of *Casuarina* pp. as a buffer in Shimba Hills to mitigate human wildlife issues. By end of 2009, they had provided USD 75,600 as co-funds. Currently they are buying tree seedlings from local community groups such as LIMA Self Help Group for restoration of their 550 hectares of land in Kwale using the Shamba System. Some KSh 2.8 million shillings (equivalent to USD 35,000) was spent in purchasing tree seedlings in April/May 2010 rainy season.

Colobus Trust: Colobus Trust was one of the project's co-funding identified sources during the formulation of the project. Apart from USD 77,000 in-kind contribution, the Trust has not been able to co-fund some of the project's activities as envisaged because of inadequate sources of funds following the post election violence that affected tourism sector which through the hotel industry was a main source of funds to the Trust. Colobus Trust co-funding was to support research work that would inform the project. It was also to support community initiatives such as ecotourism. Prior to the 2007 post election violence, Colobus Trust was working with Kaya elders especially in Kaya Diani, Kaya Muhaka and Kaya Kinondo in protection of these sacred sites. The Trust also with support from Diani residents previously conducted an aerial survey that showed degraded forest areas. The Trust is also helping the establishment of corridors between key forest areas habitat for the Colobus monkeys. This can also be considered as co-financing of restoration. When the financial situation of the trust improves, the annual monkeys census undertaken by Colobus Trust will provide good data for monitoring the health of Kwale landscape forests especially now that this has been adopted as an indicator for monitoring.

National Museums of Kenya (NMK): NMK support to protection of Kaya is a key co-funding sources to the GEF project. NMK contribution by 2009 is reported to be USD 125,000. NMK has conducted research in many Kaya including Kaya Kinondo and Mrima Forest. Information generated by NMK's research helps inform the project.

Other sources: WWF networks co-funding by 2009 was USD 210,500, Ford Foundation USD 150,000 and Kenya Government in-kind contribution was USD 195,000. Other support has also come from Coastal Ecosystem Partnership Fund (CEPF) and UNDP Small Grants Programme (SGP).

Additional co-funding beyond the timeframe of the project: This GEF project has more co-finance coming in beyond the initial commitments. This funding is coming from: WWF new long term programme of Coastal East Africa Initiative covering Kenya, Tanzania and Mozambique; WWF Kenya country office through its new Kenya forestry programme; Government input to forestry including through the new Kazi Kwa Vijana programme; continued support by Lafarge Ecosystems Services; and, Camp Kenya.

3.2.3 Management and Landscape level monitoring

The Management Effectiveness Tracking Tool (METT) is a very useful tool to the project as helps to identify problems and threats. METT involves scoring of between 1 to 3 to 33

management questions/issues related to problems and threats at a site. METT has been undertaken twice (2004 when a baseline was established and in 2008). It will be undertaken again in November 2010. One of the outcomes of METT was to have the METT scores up by at least 50%. According to the 2008 analysis, they have gone up by 33% from the 2004 baseline figures. The assumption in the filling of the METT forms is that the forest manager and partners have information about the status of the sites. This is not often the case since some of the partners may not have visited a particular site for some time. The project also uses the Landscape Output Assessment Method (LOAM). LOAM looks at interaction of people with natural resources and how this is changing over time at a landscape. It deals with livelihood issues. Though LOAM is supposed to be conducted annually, it was only undertaken in Shimba Hills twice since 2006.

Monitoring is also done regularly jointly by partners. This is done by PSC, PIR, NTF and KMT meetings, field visits and through quarterly and annual reports. Following the M & E training of the project Executant at Kwale this year, an M & E template that provides for the sites to be visited, activity indicators, status and recommendations is now used. Information generated is then compared with the baseline.

Some of the main issues coming out of monitoring include:

- i) There is high expectation by CFAs on PFM. Some of these include over expectations to be derived from forests under PFM while also not factoring in the costs implications.
- ii) Illegal activities such as charcoal production can be addressed by addressing livelihood issues.
- iii) The rise in population of Colobus Monkeys from 22 in 2005 to 26 in 2009 in Kaya Diani forest and from 31 in 2001 and 40 in 2009 in Gogoni Forest is an indicator that the health of the forests has improved.
- iv) Monitoring has been helpful in identifying what is working and what is not and taking this into account during preparation of work plans.
- v) Institutional response to issues: The project has supported the key lead institutions (KFS, NMK and KFS) with facilities (tents, motor cycles, fuel etc) that has enabled them to respond to issues. This has contributed to reduced illegal activities and reduced human wildlife conflicts. However, human wildlife still remains a challenge at Shimba Hills and has resulted to tense relationship between KWS and local communities.
- vi) Monitoring of implementation of EIA licensed activities: Most of the NGOs, government and local community institutions have been commenting on EIA reports during the EIA process and left the implementation to the proponents. Once an EIA license is issued on an activity, there is therefore very little monitoring of the mitigation measures, conditions set out in the licence and environmental audits. This may result to environmental degradation or compromise environmental concerns if the development proponent failure to address the mitigation conditions given.
- vii) Monitoring of the implementation of the Forests Act 2005 especially rules and regulations on sustainable forest management have been helpful to the project PFM activities.

3.2.4 Management by UNDP Country Office

UNDP has provided management and technical support in the implementation of this project. At the start of the project, a stakeholders' workshop was held where UNDP provided guidance on the roles, support services and complementary responsibilities of UNDP and its staff vis-à-vis the project team. A detailed overview of UNDP-GEF reporting and M&E requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, as well as mid-term and final evaluations was also provided.

With overall oversight role on behalf of GEF, UNDP has been very effective in monitoring and periodically evaluating the performance of the project including through field visits and interaction with project implementers and beneficiaries. The project has been visited by senior UNDP and GEF staff that include; Jaime Cavelier (GEF, head office Washington), Alice Ruhweza (UNDP regional technical advisor), A. C. Chumo and Dr. Christopher Gakahu (UNDP Kenya Country Office), and UNDP finance and procurement team. UNDP has also been chairing TPR meetings, co-chairing PSC meetings and providing guidance throughout the project implementation through regular communication (e mails and telephones).

3.2.5 Coordination and Operational issues

The assumption at the project design level was that government capacity (especially on resources) was there. The situation is however different and these capacity is low and hampers implementation. Government operational budget for enforcement of laws and capacity building is for example not adequate. Quite often, when human resource capacity is build by the project, the staff are transferred. The project is implemented by NMK, KFS and KWS as partners. Since its inception, there has been high turnover in KFS and KWS. For, example, since the start, the project has worked with 4 KWS senior wardens and 4 DFOs (now Forest Zonal Managers) Currently three out of five foresters in the project area are new. These changes have affected the project since the changes often necessitate re-training and staff re-orientation. Education level at the local community level is very low and also affects the implementation. Getting a CFA representative at the Forest Conservation Committee (FCC) for example in 2008 was difficult since one of the requirements was attainment of form four secondary school level education.

Another challenge is the expanded government. At the start of the project, forestry was anchored in the Ministry of Environment and Natural Resources who were one of the three signatories of the project document. This has however changed and after the 2007 general elections, the ministry was split into two; Ministry of Environment and Mineral Resources and Ministry of Forests and Wildlife. This necessitated the need to bring the new ministry of forestry and wildlife into the PSC. There have also been other changes that include the creation of three districts out of Kwale. The project has however been able to adjust and re-align itself with these changes without any effects to the delivery of outcomes and outputs.

Other stakeholders involved in implementation of the project include Coastal Oceans Research & Development – Indian Ocean (CORDIA), Eco Ethics, East African Wild Life Society (EAWLS), Wildlife Clubs of Kenya (WCK), Kwale Agricultural Project (KWAP) that is supported by DANIDA, Ministry of Youth and Sport, Ministry of Agriculture, Provincial Administration, Judiciary and the Police. The main challenge in working with these institutions is coordination which is generally poor and results in duplication of efforts.

3.2.6 Overall rating on Project implementation

Table 1: Overall rating on project implementation

Project implementation component	Overall rating at Mid-Term Review	Comments
1. Project Execution and Implementation Modalities 2. Financial management and co-funding 3. Management and landscape level monitoring 4. Management by UNDP Country Office 5. Coordination and Operational issues	Satisfactory (S)	Despite challenges related to staff changes in partner organisations, delay in release of funds, restricted budget lines and low institutional capacity in application of METT, the achievements of project outputs, completion of activities and implementation pace have progressed very well. Support from the PSC and NTF and oversight by UNDP has been very useful throughout the implementation.

Note:

The following rating definitions have been used.

Highly Satisfactory (HS)	The project was managed in very effective and efficient manner in accordance with the work plan, schedule and budget. The project can be presented as “good practice”.
Satisfactory (S)	The project was managed in a reasonably effective and efficient manner, largely in accordance with the workplan, schedule and budget.
Marginally Satisfactory (MS)	The project was managed in an acceptable manner but not fully in accordance with the work plan, schedule and budget
Marginally Unsatisfactory (MU)	The project was managed in a marginally effective and responsive manner but not fully in accordance with the work plan, schedule and budget.
Unsatisfactory (U)	The project was managed in a less than effective manner due to internal or external factors and not in accordance with the work plan, schedule and budget.

4.0 Results

4.1 Attainment of objectives

4.1.1 Achievement of project objectives against baseline information

The project objective of the Kwale Landscape Project is that coastal forests of Kenya are conserved, managed and sustainably utilized through a participatory system that optimizes benefits for present and future generations at landscape scales. The project has two technical outcomes and a project management unit outcome as shown below:

- a) Outcome 1: Landscape conservation of coastal forest resources successfully piloted in Kwale District with participation by all stakeholders, and resulting in improved status of key biodiversity values.
- b) Outcome 2: The Kwale Forest Landscape Conservation Model is successfully integrated as best practice into protected area policy and programmes in all coastal forest landscapes in Kenya.
- c) Outcome 3: Effective project administration, Monitoring and Evaluation (M&E), and coordination have enabled timely and efficient implementation of project activities

Prior to the implementation of the Project some of the key baseline that will help determine whether the project is contributing to achievement of the objective, outputs and outcomes as stated in the project document are:

- a) Implementation of the Forests Act 2007: The project was implemented at a time when the Forests Act 2007 had just been rolled out for implementation.
- b) Participatory Forest Management (PFM): No Landscape plans existed. None of the coastal forests in Kwale had by the time the project was implemented been under PFM though significant initiatives had been started, mostly in Shimba and Buda Forest Complex. By the project's inception only 1 KFS personnel was trained in PFM and none in Monitoring and Evaluation.
- c) Local community livelihoods: By the start of the project, it was hard to ascertain the collective impacts of the number of projects supporting community livelihoods in Kwale District and their sustainability.
- d) Management and Governance: The District Environmental Committees (DEC) system and Environmental Management and Coordination Act (EMCA) were ineffective in coordinating environmental matters and improving environmental management in Kwale.
- e) Funding for conservation: Over time, this has been inadequate and not sustained in Kwale.
- f) The traditional protection of Kayas: Over time, the cultural protection offered to Kayas through the Kaya elders and system of taboos and traditional rules has been on the decline.
- g) Monitoring: There was no biodiversity monitoring system in place. Management Effectiveness Tracking Tool (METT) scores were low at project implementation.
- h) Partnerships: Only 1 MoU existed between WWF and Lafarge Ecosystems Services.

- i) Documentation: Coastal Forest Protected Areas (PAs) by the project's start had not been documented in publications.
- j) Protection of ungazetted forests: There were no new sites gazetted for protection in the previous three years by 2007.
- k) Biodiversity monitoring: IBA species monitoring showed habitat loss in project sites.
- l) Lesson learning: There were few formal transmissions of, or use of, best practice in forest conservation within forest sector and landscapes. In addition, national training programmes in the country do not stress landscape or partnership process in curricula.

In addition, to above, the project was implemented at a time when the country was affected by the December 2007 post election violence. Kwale was one of the districts affected at the Coastal region. The project was also implemented at a time when the New Constitution had not been adopted. The New Constitution provides for devolved Government through the establishment of Counties.

The project has progressed well in attainment of its overall objective, outputs and outcomes. Table 2 below provide the actual achievements made by the project as verified during the mid-term review.

Table 2: Achievements of the project

Expected Outcomes and outputs	Description of indicators	Baseline indicator	Target by end of the project	Actual achievements by Mid Term Review
<p>Objective: Coastal forests of Kenya are conserved, managed and sustainably utilized through a participatory system that optimizes benefits for present and future generations at landscape scales.</p>	<p>1. At least 3 landscape-level participatory management plans developed and implemented across Kenya’s coastal forests. 2. Number of increased skilled personnel, functional systems and resources within Kenya Forest Service and other conservation partners / stakeholders has allowed greater management effectiveness 3. Number of sustainable benefits from the utilization of Kenya’s coastal forests diversified, documented and monitored.</p>	<p>1. No of Landscape-level management plans exist in Coastal Forest system. 2. No PFM processes in Kwale landscape Forests. 3. 1 KFS personnel trained in PFM and none in Monitoring and Evaluation 4. METT scores at low level; average of 43 points (Dec 2004) 5. A functional informal working partnership in place with KFS, KWS and NMK without formalized MOUs between the institutions. 1 MOU existing between WWF and Lafarge Ecosystems Services. 6. Coastal Forest Protected Areas (Pas) documentation exists but not well organized 7. Monitoring system is based on project document draft plan</p>	<p>1. Three pilot landscape forest management plans approved, with functional PFM plans, and under implementation. 2. Man-power training levels show 50% above baseline levels, in all cadres, and in local NGOs. 3. METT scores show 50% increase during project lifetime. 4. At least three partnership MOUs in place with private sector / cross-sectors. 5. Management systems in Kwale forest PAs well documented (at least 8 reports), and influencing other Coastal Forest areas. 6. Functional cost effective and participatory biodiversity and socio-economic monitoring system in place</p>	<p>(1) The Dzombo Forest Management plan was prepared and approved by both Director General of National Museums of Kenya (NMK) and Director of Kenya Forest Service. Kaya Kinondo forest management plan was prepared and submitted to NMK for approval while the one for Shimba Hills Forest Reserve and Kaya Muhaka are being finalized. (2) More than five community forest associations that include Kaya Kinondo Conservation Group, Kaya Muhaka Conservation Group, MRIMADZO , SHICOFA, Vijiki and Gogoni have been formed in line with Forests Act 2005. (3) Training on METT undertaken for 15 government staff and other partners. Additional training on PFM undertaken for KFS staff and members of CFAs and the Forest Conservation Committee. There has also been additional training on METT and training for Kaya Kinondo Ecotourism Project Manager on Project Planning and Management. Also training for Kaya Kinondo Village Bank Board members on loan management, data back up and outreach to the community has been undertaken. (4) Increment in METT scores against the baseline of 2004 by 33% from the baseline figures. (5) 3 MoUs in place. Facilitated renewal of private - public partnership between Camp Kenya international and the Kaya Muhaka</p>

				<p>community and Camp Kenya and the Mwaluganje Community. MOU between WWF ESARPO and KFS in place.</p> <p>(6) 9 reports produced; 1 report in draft form. Seven policy/project briefs produced (Sustainable charcoal production in Kwale FLR; SFM in Kwale FLR: Conflicts in policies, laws and institutional mandates; EIA in Kwale; Strategy for law enforcement, protection and governance; Working with local Miji Kenda communities for sustainable conservation of sacred forests; lessons from implementation and Biofuels). Two fact sheets (Buda forest complex and working partnership in conservation; Experience of WWF partnership with Camp Kenya) exist in draft form.</p>
<p>Outcome 1: Landscape conservation of coastal forest resources successfully piloted in Kwale District with participation by all stakeholders, and resulting in improved status of key biodiversity values.</p> <p>Outputs</p> <p>1.1 Improved management and conservation of the biodiversity of Kwale Forests achieved through awareness creation, monitoring, land use mapping, forest rehabilitation, management planning, gazettement and protection</p> <p>1.2 Institutional and local capacity built for better management and</p>	<p>1. At least 3 Landscape-level, participatory management plans developed and implemented for Kwale coastal forests.</p> <p>2. Area of gazetted forests remains stable or increases (through gazettement of unprotected sites) against 2005 baseline.</p> <p>3. Biodiversity monitoring data demonstrating positive trends for globally threatened bird spp, using IBA criteria.</p>	<p>1. No landscape level participatory management plans in place</p> <p>2. No capacity available for the development of the plans</p> <p>3. No new forest sites gazetted in the past 3 years</p> <p>3. Coastal Forest Protected Areas are not on UN global list of PAs</p> <p>4. IBA species monitoring show habitat loss in project sites.</p>	<p>1. At least 3 landscape plans in place with functional PFM plans being implemented</p> <p>2. Capacity to develop the participatory forest management plans available within the landscape</p> <p>3. No net loss of natural forest, overall tree cover increase through restoration.</p> <p>4. Diversity and population of bird species show increased habitat trends – area of habitat stable / increasing in project lifetime.</p> <p>5. Forest restoration shows successful</p>	<p>(1) I Management plan approved, 1 ready for approval, 2 in draft form (see above)</p> <p>(2) Four PFM process have been initiated in Dzombo forest, Kaya Kinondo sacred forest, Shimba Hills and Kaya Muhaka.</p> <p>(3) More than five functional community forests associations have been established (see above),</p> <p>(4) Trained government staff involved in the development of management plans.</p> <p>(5) Trained 18 community members on participatory forest biodiversity monitoring techniques who are now involved in supporting monitoring activities.</p> <p>(6) KWS and KFS capacity to carry out law enforcement and farmland protection enhanced. KFS, KWS and NMK equipment and infrastructural capacity enhanced by purchase of motor cycles, GPS etc</p> <p>(7) Law enforcement by Senior Magistrates, Prosecutors, Police, KFS, KWS and NMK</p>

<p>conservation of Kwale Forests. 1.3 Existing and incoming policies and mechanisms for forest conservation, sustainable management and utilization are harmonized and communicated to relevant stakeholders. 1.4 Effective participatory forest management systems in place, embracing traditional forest management practices and government priorities. 1.5 Sustainable alternative livelihoods developed and supported leading to reduced pressure on forest resources</p>			<p>regeneration over at least 1,000 ha.</p>	<p>enhanced. Increased jail terms and penalties for forest/wildlife related offenders (fines of up to KSh 50,000 and jail term of 5 yrs) due to shared discussion on new forestry law that provides for these penalties combined with visits to destroyed forests by judicial officers. There has been reported a 70% reduction of illegal cases in Gogoni forest. (8) Boundary of 5 forest sites with over 3,500 ha (Kaya Diani, Gogoni, Chitsanze, Mrima & Marenje) have been secured through boundary alignment, clearing and replacement of lost beacons. Encroachment in Marenje forest have moved out. (9) A biodiversity conservation corridor established and planted with suitable trees species in local communities' farms between Mrima and Marenje forests. (10) Identification of environmentally-sensitive areas in Kwale by NEMA, KFS, KWS and NMK that will result to development of an environmental sensitivity map initiated. (11) Capacity building of Kaya elders to resolve conflicts and in enforcement of by-laws enhanced. (12) Replication of successful installation of energy saving stoves in Gogoni for Mrimadzo CFA around Dzombo Forest. (13) Kaya Kinodo Ecotourism Project and Kaya Kinondo village bank and Lima Community Group capacity to engage in Income Generating Activities (IGAs) enhanced. (14) Public awareness raised through barazas, meetings, local radio (especially on Kayas) and features such as in magazines. 15) Disaggregated data for bird species diversity and population for Eastern Africa</p>
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				Coastal Forests shows positive trend but not specific for Kwale forests. In addition, there is positive trend in the population of Colobus monkeys (<i>Colobus angolensis ssp. palliatus</i>) from 22 in 2005 to 26 in 2009 in Kaya Diani forest and from 31 in 2001 and 40 in Oct 2009 in Gogoni forest.
<p>Outcome 2: The Kwale FLR conservation model is integrated as best practice into protected area policy and programmes in all coastal forests landscapes in Kenya</p> <p>Outputs 2.1 Lessons learned from Kwale Forest Landscape Conservation Model fully documented and communicated to GoK forest management authorities. 2.2 Best practices from Kwale Forest Landscape Conservation Model are incorporated into future proposals and plans for conservation and management of Kenya's forests PA system.</p>	<p>1. Lessons learned from Kwale Forest Landscape Conservation Model fully documented and endorsed by GoK forest authorities. 2. Lessons learnt from Kwale Forest Landscape Conservation Model are incorporated into future proposals / plans for conservation of Kenya's coastal forest</p>	<p>1. Few formal transmissions of, or use of, best practice in forest conservation within forest sector and landscapes. 2. No lessons used in project proposals or plans for coastal forests of Kenya</p>	<p>1. Annual fora discuss coastal forest conservation practice , documenting lessons learnt and best practice. Three main publications, issues captured in CD and Video. 2. Best practice feed into policy processes and are taken up in other coastal forest landscapes. 3. Lessons learned from Kwale FLR project are being used in developing project proposals and plans in coastal forests of Kenya</p>	<p>(1) Lessons learning policy briefs prepared and awaiting publication. (2) National task force meetings, cross visits and meetings of technical personnel from Kwale, Mombasa, Kilifi and Malindi shared best practices in conservation of coastal forests and related issues held. (4) Lessons learned are being applied in Arabuko-Sokoke forest landscape starting with setting up a local project management team like the one in Kwale. They have also been used in developing new proposals for Bobi-Dodori landscape in Lamu, Kenya Coast Development Project funded by World Bank and in development of UNDP-GEF full size project for Tanzania Coastal Forests. (5) Links established between the National Task Force, the Project Steering Committee (PSC) and the District Environmental Committees (DEC) and training of DECs (Msambweni) provided forums for sharing of lessons learnt. (6) Best practices recommendations communicated to other donors/NGOs/private companies through workshops and meetings, training, media and research studies.</p>
<p>Outcome 3: Effective project administration, M&E, and</p>	<p>1. Existence of project personnel. 2. Project effectively</p>			<p>(1) Project personnel recruited and in place. (2) M&E plan developed and in use. (3) Annual project management plans</p>

<p>coordination have enabled timely and efficient implementation of project activities.</p>	<p>implemented 3. Existence of a Project Steering Committee 4. Minutes of Annual PSC meetings</p>			<p>approved by the PSC and in use. (4) The Kwale project management team comprising of the KFS, KWS, NMK and WWF in place and meets regularly for project planning, monitoring and other project related issues. (5) Project staff and offices supported to effectively implement the project activities.</p>
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On the attainment of the objective, the mid-term observed the following.

4.1.2 Partnerships

Private sector/WWF partnerships: The project was required to deliver at least three signed partnerships with the private sector. Only two have so far been met. These are the Camp Kenya/WWF partnership and the Lafarge Ecosystems Services/WWF partnership.

NGO/WWF partnerships: An informal partnership established by the project between Colobus Trust and WWF exists. This is however weak and need strengthening. Previously, WWF has also worked with the Kenya Forests Working Group (KFWG) in advocating against developments in Kaya Chale and setting aside of forest land at Shimba Hills for construction of water tanks. This partnership helped to stop destruction of Kaya Chale and secured the Shimba Hills.

WWF/Government partnership: In addition to the three main government implementing partners (KFS, KWS and NMK), WWF also works with Ministry of Youth and Sport, Ministry of Agriculture and Ministry of Livestock. Ministry of Youth provides a good entry point to work with youth. Under the Kazi Kwa Vijani (KKV) and with technical support from this project, degraded land in Kaya Diani, Kaya Muhaka, Gogoni Forest, Buda Forest and Mrima Forest and in other public land has been undertaken. This type of partnership enables the ministry to buy seedlings from groups supported by this project. The youth are also trained in enterprise development. WWF also has a partnership with the Ministry of Livestock. The ministry provides technical services to beekeeping groups within the districts. The ministry plans to have all the groups come together and sell honey as a unit so that they have a bargaining power.

Private sector/government partnerships: These were not an output of the project during its design but have emerged as a result of the project and are enabling the project to achieve its objectives. For, example, a partnership exists between Lafarge Ecosystems Services and KFS. Under this partnership, joint community trainings are conducted on tree seedling nurseries and tree growing. This partnership is helping the project to achieve its restoration and livelihood outputs.

Private sector/local community partnerships: The project has facilitated the establishment of a partnership between Kaya Muhaka and Camp Kenya. It has also initiated another between Lima Self help Group and Sukuma Africa. Lima has also been linked with Lafarge Ecosystems Services who are now buying tree seedlings from the group. The Kaya Kinondo ecotourism project has been linked with seven beach hotels and also with the Kenya Association of Tour Operators (KATO).

UNDP/WWF Partnership: This partnership established by this project has enabled the project to benefit from UNDP technical support including from the UNDP enterprise development division. This partnership will help in the scaling up and replication of the project to other coastal landscapes.

4.1.3 Forest Restoration

The project has been able to contribute to restoration and rehabilitation of degradation sites within the Kwale landscape. This has been achieved by partnership with government institutions such as KFS and Ministry of Youth and Sports and with private sector such as Lafarge Ecosystems Services. The project helped to rehabilitate 25 hectares of degraded areas in Kaya Waa, Kaya Diani, Kaya Muhaka, Gogoni Forest, Buda and Kiruki Hills.

4.1.4 Forest Protection

Capacity building of law enforcement has also led to a decline in illegal activities. This is supported by reduced number of reported fires, level of vegetation disturbances, reduced number of cattle tracks in the forest and reduced number of new illegally cut stumps. The marking of boundaries of 5 forest sites with over 3,500 ha (Kaya Diani, Gogoni, Chitsanze, Mrima & Marenje), over 32 patrols held by KWS and KFS, protection of Marenje forest from encroachment and gazettement of Kayas such as Kaya Chitsanze has improved the conservation status of these forests and offered them with better protection. In addition, the project has enhanced law enforcement by senior magistrates, prosecutors, police, KWS and NMK through field visits and meetings. This has contributed to deterring increased jail terms and penalties to forest offenders.

4.1.5 Local communities livelihood enterprises

Some of the initiatives supported by the project and other partners such as Lima Self Help Group which has been supported to establish a tree nursery and process, package and certify their herbal products have significantly raised income for members. Lima Self Help Group currently earns KSh 20,000 per month from sale of herbal products and during this year April – May rainy season were able to get KSh 540,000 from sale of seedlings to Lafarge Ecosystems Services. Some of the members in Lima have bought land and are educating their children from this income once shared to members. The quality of products produced by Lima is well known. However, failure by the group to register the trade mark of these products has resulted to use of their un-registered trade mark by other groups in selling similar products produced elsewhere.

The project has supported the Kaya Kinondo Village Bank which is a very innovative way of banking. Established in 2003, the bank started with 16 loans, with a maximum loan of KSh 5,000. This has grown to 75 loans with a maximum of 150,000. Some of the challenges faced by the group include delays by some members to pay their loans, low educational level at management level, risks of losing money which is high, few facilities for keeping records and the size of the building which is small. Despite these problems, the bank is starting April this year able to pay salaries for its manager without further support by the WWF UNDP/GEF funded project. The future of the bank should be addressed because it is not considered a bank under the banking regulations.

The Kaya Kinondo Ecotourism project was started over 7 years ago. Currently, the project still pays part of the salary for the manager and does not generate enough income to stand on its own. There is however a lot of potential for the ecotourism at the site which seems not to have been tapped. The project is located in an area with many hotels and there is no similar cultural attraction nearby.

Another group supported by the project is Gogoni CFA which has been supported with five bee hives (to start with) and in tree seedling establishment. Most of the community groups around Gogoni Forest are members through 4 forest user groups. The forest neighbours land owned by Titanium Mining Company and Kwale International Sugar Company who are potential members of the CFA. One of the challenges faced by this CFA is on reporting illegal activities which is wrongly interpreted by the forest rangers to mean they are failing especially when done to his seniors. This has negatively affected the rangers /CFA relationship.

Mrimadzo is another CFA supported by the project in beekeeping (30 bee hives), tree nurseries, training and preparation of Dzombo Forest Management Plan which has been approved by KFS. The production of the honey is low while the demand is high. Msambweni beekeepers group is one of the members of the CFA. This group has been supported with production equipment which are currently highly under-utilised. Beekeeping potential in Msambweni District is however high. It is a new activity among the communities and has not been well taken up.

4.1.6 Gender integration/mainstreaming

WWF projects are guided by an internal WWF strategy on gender integration and mainstreaming approaches. The 2009 gender audit report for Kwale GEF MSP that presents gender representation in meetings, workshops and trainings show that women are over 30% represented in most meetings and activities apart from joint enforcement/patrols and METT. Women representation is however very high in income generating activities (58%). The project is greatly benefiting both men and women including capacity enhancement and empowerment for participatory forest management and in operating alternative sustainable livelihood options. This has been

through training in community participation in law enforcement, PFM, biodiversity conservation, monitoring and marketing of products. The gender audit report shows that about 2,400 people comprising of 1,107 women have attended various training. The project initiatives have created opportunities for many men and women through the alternatives livelihoods supported by the project with the aim of reducing pressure on forest resources. These include beekeeping for honey and other products, processing of aloe and neem herbal products and ecotourism projects. In most of the local community groups supported by this project, participation of youth is very minimal. This has implication in continuity and sustainability of these initiatives. However, youth is represented in Shimba Hills Forest Guides Association (SHIFOGA), one of the groups supported by the project and the government Kazi Kwa Vijana initiative that collaborates with the project. Youth is also limited in participating in Kaya elders activities because of the age limit.

4.1.7 Capacity building gaps

Monitoring: The use of METT is restricted to Kwale Landscape where KFS and KWS staff have been trained on its application. However, most of the trained personnel have since been transferred from Kwale and are not applying it elsewhere in their work. It has not been institutionalised at KFS and KWS meaning that most staff at the regional and headquarter offices are not knowledgeable in its application. This has implications in its replication in other landscapes.

NEMA: The project has build the institutional capacity of NEMA to play its coordination role at the local level. The District Environment Committees (DECs) has for example been assisted to conduct an environmental assessment at Kinango District and environmental assessment and mapping of environmental sensitive areas in Msambweni District has been planned for. However, this has not been done at the regional level. In the scaling up of this project, capacity building of NEMA at the regional level is needed because NEMA has now decentralized its operations at the regional level. For, example EIAs licences will now be given at the Coastal regional office.

A Technical Advisory Committee (TAC) under DEC has been established to provide NEMA with technical advisory services in review of EIA reports. It is comprised of various government ministries and departments. NEMA has been financially supporting TAC to hold meetings on EIA reports and conduct field visits. This support is no longer available. This has negatively affected the EIA process with the review being undertaken by the DEO who may not be technically knowledgeable in all specialities. This may comprise the EIA process and result in approval of technically not sound EIA reports.

Replication of Kwale landscapes in other coastal landscapes: Apart from NTF and PSC meetings, there are no forums at provincial and conservancy level for sharing of

experiences and lessons learnt, an aspect that is critical to replication of the project to other coastal landscapes.

The National Museums of Kenya (NMK): NMK inherited a problem in gazettement of Kayas, most of which was done in a hurry. Some of the gazetted Kayas were not surveyed and have no clear boundary resulting to increased conflicts.

Local communities: Most of the CFAs are new and therefore have low capacity in PFM. This is bound to slow the implementation of the PFM process. The project has however, contributed tremendously to capacity building of CFAs. Capacity has been build on PFM; beekeeping, tree nurseries management; and, ecotourism and enterprise development. Community groups visited during the review that included SHICOFA, Lima Self Help Group, Kaya Kinondo Ecotourism, Kaya Kinondo Village Bank, Msambweni beekeepers, Gogoni CFA and Mrimadzo CFA are good case study examples.

4.1.8 Achievements and progress of targets and outputs

Achievements and progress of targets and outputs to be attained by end of the project is on course. One of the project's targets was documentation of lessons learnt and best practices through publication of policy briefs and production of a coastal forest CD or Video. Reports and lesson learning policy briefs have been prepared and are in the pipeline of being published. The CD or video production is planned to take place the first quarter of 2011.

The output of PFM may not also be achieved to full functionality by the end of the project. This is attributed to slow implementation of the Forests Act and inadequate institutional capacity at KFS and CFA. For example, KFS has only been able to recruit its officers from the top (Director level) to the District Zonal Manager level. All other staff are on secondment from the Ministry of Forestry and Wildlife.

4.1.9 Projects impacts, sustainability and replicability

Impacts

Good progress on achievements of outputs and outcomes have been presented in table 2, section 4 of this report. These achievements are attributed to UNDP GEF MSP support, co-funding by different donors and government support. Some of the catalysts impacts of the project include;

- a. Kaya Kinondo Village Bank and Lima Self Help Group have enhanced livelihood of members.
- b. Forest encroachment at Buda Complex has reduced once the boundaries were marked.

- c. Project has influenced Kenya Calcium Company to use fossil fuel as opposed to charcoal in production. This has led to reduced felling of trees to supply charcoal to the company.
- d. Project has enabled groups such as Lima to realise that they need a patent for their products.
- e. Community groups have been trained in marketing, business skills etc as well as exposed them to markets.
- f. Members of Gogoni CFA have been motivated to engage in tree growing and beekeeping and cutting down of forest trees is reported to have reduced.
- g. There is a general awareness among communities on conservation.
- h. According to Lafarge Ecosystems Services, quality of tree seedlings in Kwale has improved and this is the reason why they are buying from groups within Kwale.
- i. Increased METT scores and increased number of Colobus monkeys in Gogoni forest is an indication that forest management has improved and the health status of the forests is improving.
- j. The replication of some of the project's initiatives as presented below is an indication that this project has a positive catalytic impacts in other coastal landscapes.

Sustainability of Project Initiatives

Some of the supported local community livelihood initiatives are facing a lot of challenges that have implications to their sustainability. Some of the observed challenges include:

Low production: Most of the groups have not attained production levels that would enable them to be fully sustainable and in absence of this would be left struggling after closure of the project. Msambweni beekeeping group is a case in point where the honey production facilities are underutilized.

Marketing of products: This is a challenge to most of the groups. These include marketing of honey by Msambweni Beekeeping Group, marketing of herbal products by LIMA and marketing of seedlings by Gogoni CFA and members of SHICOFA.

Group dynamics: Some of the good livelihood initiatives are driven by few people in particular groups and in their absence, the sustainability would be impacted upon.

High dependency level among the community: Some of the communities in the area have been dependant on outside help. This dependency affects the sustainability of projects such as Kaya Kinondo ecotourism.

Low income levels: Most of the local community groups supported have not been able to raise their level of income to a level where they can be sustainable. This has contributed to low morale among members. Chitsanze Falls Medicinal group, a member

of SHICOFA for example only realises earnings of 8,000 KSh per month from ecotourism and beekeeping. To ensure that they are sustainable in future the group is diversifying to other activities such as drip irrigation and water bottling.

To address some of the above challenges in order to ensure that the current initiatives supported by WWF are in future sustainable, WWF is linking community groups such as those involved in beekeeping with the Ministry of Livestock who provide technical advisory support in production and marketing, as well as linking them to private sector entities. It is also advocating for diversification of products by groups and an additional funding.

Replication

The lessons learnt from this project are being used to develop proposals for the other three coastal landscapes. These are Arabuko Sokoke, Boni/Dodori and Tana River landscapes. Using the Kwale experience, WWF has prepared a 3 years Boni Dodori Sustainable Forest Management Project that has just started and a 4 year UNDP-GEF full size project titled Extending the Coastal Forest Protected Area Subsystem in Tanzania that started in 2010. Lessons learnt have also been incorporated in other proposals done for Kwale landscape (i.e. proposal to Nokia for tree planting in Kinango and Msambweni, WWF Network proposal for Coastal East Africa Initiative and WWF proposal on REDD activities for selected coastal Kenya forests). WWF is also being consulted by different institutions in developments of projects using Kwale experience. For example, it was consulted during the preparation of the Coastal Development Project funded by the World Bank.

Some of the initiatives are being replicated in other coastal landscapes. These include the Kaya Kinondo Ecotourism which is being replicated in Kilifi (north coast) and Kaya Kinondo Village Bank which may soon be replicated at Lamu by fishermen and at Arabuko Sokoke Forest. Forest based initiatives such as beekeeping and herbal medicine have promoted PFM in all Community Forest Associations (CFAs) supported by this project. The five year “Miti Mingi Maisha Bora” programme of KFS that started in 2009 is expected to scale up some of the PFM activities and would therefore assist the project to achieve its scaling up objective.

Replication of this project will also be enhanced by the WWF secretariat in Mombasa that provides a mechanism to mainstream lessons into Kenyan coast. WWF Nairobi office is also being used to mainstream lessons nationally and in the region.

4.1.10 Contribution to upgrading skills of national staff

Since the project was implemented, project personnel at WWF involved in the implementation of this project has not changed. The staffs have been effective and

efficient in the administration, monitoring and coordination of project activities. This has enabled the project to achieve its third management outcome. Training of the Project Executant in M & E has enhanced his capacity in monitoring. As mentioned earlier following his training, WWF has designed a more comprehensive and easy to use monitoring tool that is currently in use. WWF overall intention to replicate this project to the other three coastal landscapes through lessons learnt and good practices will greatly benefit from the national staff upgrading of skills as a result of this project.

4.1.11 Factors beyond WWF control that affected the project's performance

Political interference and post election violence: The 2007 general election post election violence and the campaign period prior to the election diverted the attention of local communities to the project. The staff of key lead institutions were also not available during the post election violence and most activities had to be suspended. During the 2008, the Kwale landscape realized great increase in forest related crimes of illegal logging and charcoal production attributed to the low tourism. The above situation of low tourism levels as a result of the violence also impacted heavily on the community-based ecotourism initiatives in the region. Many were not operational for months hoping to open when the season improved, which did not change much towards the end of 2008. The situation has however normalised.

The recent (2010) by election in Kwale also diverted the attention of local communities to the political campaigns. Another challenge has been interference by the county councils in development projects, some of which they support despite negative environmental implications.

Frequent staff changes in partner organisations: The project has been affected by frequent staff changes within key government implementing partners. This has been frustrating especially when staff are changed after being trained. Currently, all the government staff from KFS and KWS are new. Poor handing over also compounds this problem further. In some cases, the support provided to the project new staff highly depends on the person's attitude. However, the key WWF project staff have remained the same since the project started.

4.1.12 Emerging issues

Some activities/issues that may require financial support have emerged during the implementation of this project. These include the following:

Charcoal Production: When the project was formulated, charcoal was not a key threat, but has now emerged to be a major problem in Kwale. Producers in Kwale are now

targeting other areas in the Coast region including Malindi, Kilifi and the drier parts of Kaloleni. Failure to address the charcoal issue will result to increased land degradation and will be counter-productive to the restoration initiative of the landscape initiative.

Large Scale tourism investment developments Kwale, being a coastal landscape with high investment opportunities and potential has attracted many development investors. By clearing vegetation, these developments threaten biodiversity in some of the intact forest areas.

Mining (artisan and large scale): Large scale mining at South Coast for limestone, titanium, iron ore, manganese ore, kaolin, silica, marble and lead is a threat to Kenya’s coastal forests. Several Kayas, Kambe and Kauma forests have been encroached by mining for lead and iron ore respectively. Currently parts of Mrima Forest are being destroyed as a result of exploration of the mining of Neodymium, a rare mineral.

Participatory Forest Management (PFM): This process is slow and expensive and a lot of support is needed. Development of forest management plans and their implementation may therefore not be achieved effectively by end of this project.

4.2 Rating of project progress towards achieving objectives

Table 3: Overall rating of project progress towards achieving objectives

Project objective	Overall rating at Mid-Term Review	Comments
The project objective of the Kwale Landscape Project is that coastal forests of Kenya are conserved, managed and sustainably utilised through a participatory system that optimises benefits for present and future generations at landscape scales.	Satisfactory (S)	It is good to note that despite the post election violence in 2007 and 2008 that slowed the implementation of most activities; frequent government staff changes; and increment in the number of districts from 1 to 3, the project has progressed well in attainment of the objective and the three project outcomes. The New Constitution will also not hamper the attainment of the objective. Strong partnerships established with private sector and government institutions and between private and community groups are helping the project to achieve its outcomes. However, there is need to address the current challenges being faced such as in marketing of products

		by community groups, integration of youth in current initiatives and capacity gaps in PFM, EIA processes and monitoring.
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Note: The scaling definition used in section 3.2.6 has been used in the above rating.

5.0 Recommendations

Recommendations have been classified into three categories; (1) corrective actions for the design, implementation, monitoring and review of the project; (2) actions to follow up or reinforce initial benefits from the project; and, (3) proposals for future directions underlying main objectives. They have further been presented under each of the project's document outputs for ease of implementation.

5.1 Corrective actions for the design, implementation, monitoring and review of the project

Output: Improved management and conservation of the biodiversity of Kwale Forests achieved through awareness creation, monitoring, land use mapping, forest rehabilitation, management planning, gazettement and protection

Forest management plan and management agreements

On forest management plans, the project should upon their approval move to the next stage of negotiating forest management agreements. This should now be done for the approved Dzombo Forest Management Plan.

Output: Institutional and local capacity built for better management and conservation of Kwale Forests.

I) Filling in Capacity Gaps

METT: METT is a very good tool in monitoring that can be replicated in other landscapes including the possibility of it being applied at the national level, the same way the monitoring of IBAs is done. Monitoring of IBAs is a joint venture of Nature Kenya and KFS at both the local level and at the national level. IBAs data from the District level is usually sent to the headquarters of Nature Kenya and KFS where analysis is done and annual reports jointly prepared and sent back to the district level. A similar approach can be used for METT.

The application/use of METT should be institutionalised in KFS and replicated in other Coastal landscapes with an aim of pushing for it application at the national level. For this to happen, there is need to build the capacity of KFS and KWS at the regional (Coast) and National level. This will enable the staff to appreciate the usefulness of METT and possibly use it as a tool to declare mismanaged forests provisional forests. The Forests Act 2005 has a provision that enables KFS to temporarily take over mismanaged forests for restoration. Though METT is applied in protected areas, it can easily be modified and used as a tool to gather information that can be used by KFS to declare particular forests

provisional forests once national standards are established. The use of METT can also be introduced in forestry training colleges such as in Londiani College and the Moi University forestry department.

The project has planned to undertake METT in November 2010. To make sure that the new KFS and KWS staff are conversant and score based on actual information, it is recommended that a refresher course or training followed by a field visit is undertaken prior to the actual scoring by partners.

The mid-term review recommends the undertaking of LOAM at the end of the project especially in Shimba Hills where it has been previously undertaken. LOAM will show whether there are changes in livelihood in areas surrounding the forest.

Monitoring by local communities: Capacity for forest management by communities is generally low. An earlier proposal to establish a community template for use by CFA should be taken up. This would add value to joint forest monitoring by CFAs and KFS.

PFM: The CFA and KFS capacity to implement PFM process is still low and requires support.

NEMA: Since the EIA process has been decentralized at the regional (coast) level, capacity of NEMA at this level on EIA process should be build. To pro-actively address environmental degradation brought by development, NEMA should be facilitated to undertake environmental mapping of environmental sensitive areas in the three newly created districts in Kwale namely, Kinango, Msambweni and Kwale.

Review of EIA reports: There is need to have a credible EIA review process that will ensure that environmental considerations are taken into account. This can only be assured by supporting/facilitating TAC to provide advisory roles in EIA review at Kwale. There is a need therefore to advocate for the revival of TAC. This will ensure that the achievements of this restoration project are not comprised by developments in the landscape.

II) Field level activity monitoring

Joint forest monitoring: To address the negative relationship between Gogoni CFA, Mrimadzo and KFS rangers as a result of CFA reporting illegal activities, joint monitoring and capacity building on how it should be conducted is recommended.

Institutional response to issues: Human wildlife conflicts remain a challenge at Shimba Hills. There is need for the project to help KWS to respond faster to human wildlife issues. One possible way of doing this is establishment of community scouts to work with KWS drawing experiences from Transmara and Laikipia where they exist. KWS

support in training of these scouts in monitoring at KWS Manyani training college is recommended.

Monitoring of implementation of EIA licensed activities: Out of the recognition that some of the approved projects and developments by NEMA may fail to adhere to conditions set out in EIA licences, there is need for this project to monitor compliance and provide technical guidance to proprietors. Monitoring on compliance can be undertaken by NGOs and local community institutions if awareness on the mitigation and conditions spelt out in approved EIA reports and licenses is build.

Output: Effective participatory forest management systems in place, embracing traditional forest management practices and government priorities.

I) Project implementation structure

For consistency, institutional feedback and follow up of recommendations of meetings and emerging issues from the project, PSC and NTF member institutions should provide a contact staff person for the project. Follow up of actions requiring advocacy may be speeded up if some selected NGOs were also represented at NTF. Representation of nationally recognised NGOs such as Nature Kenya and KFWG should therefore be considered. In addition, at least one and a half days should be set aside for field monitoring of activities by NTF during their bi-annual meetings.

The Kwale Management Team (KMT) composition does not include the DEO. Since NEMA sits in the NTF, it should also be represented at KMT so that it is easy to respond and follow up on issues brought to the attention of NTF by the NTF. The continued KMT approach should be continued to enable the partners address the recent emerging issues such as developments in Kaya Ukunda, quarrying at Ng'ombeni and mining in Mrima Hills.

II) Stakeholder relationship and involvement in project implementation

Lessons learnt from the project offers a platform from where KFS and KWS relationship at the national level can be strengthened and used to review the KWS/KFS Memorandum of Understanding (MoU). KFS and NMK also need an MOU especially in management of Kayas

As noted earlier, there are many conservation actors in Kwale who are poorly coordinated. The project should initiate an environmental forum for NGOs working in the area who would on regular basis be discussing development agenda for Kwale.

Output: Lessons learned from Kwale Forest Landscape Conservation Model fully documented and communicated to GoK forest management authorities.

I) Replication of Kwale landscapes in other coastal landscapes

In light of the need to share experiences and lessons learnt from the project at the local level and ensure that these are used to replicate the Kwale initiative to other coastal landscapes such as Boni Dodori, Arabuko Sokoke and Tana River, there is need to strengthen KFS, KWS and NEMA at the provincial and conservancy level. This can be done by facilitating bi-annual stakeholders meetings for sharing of experiences and lessons learnt drawing participation from representatives of KFS, KWS and NEMA among other stakeholders from the three coastal landscapes.

II) Documentation of best practices

The policy briefs on Kayas, law enforcement, effectiveness of EIAs, charcoal, conflicts in laws and policies and lesson learning produced by this project should be published and disseminated. The project should also fast-track lesson learning through a CD or Video. In addition, lesson learnt should also be promoted in WWF and UNDP websites. There is also a need to develop a lesson learning brief to inform policy on the implication of increasing administrative units from one district to three for the project and the proposed Kwale County Government.

Output: Best practices from Kwale Forest Landscape Conservation Model are incorporated into future proposals and plans for conservation and management of Kenya's forests PA system.

Funding

One of the challenges of this project is funding for the scaling of project activities and their replication in other coastal landscapes. To fill in this gap, WWF and implementing partners should seek for funding opportunities from private sector that are now engaging in environmental conservation for their corporate social responsibility services and from many funding opportunities that have been established to address climate change.

5.2 Actions to follow up or reinforce initial benefits from the project

Output: Effective participatory forest management systems in place, embracing traditional forest management practices and government priorities.

Frequent staff changes in partner organisations

The project may not have control over changes in KFS and KWS staff. However, in case of transfers, the project should together with the out-going officer orientate/appraise the new staff about the project. This will enable the in-coming officer to start owning the project from the start. Proper institutional keeping of records will also assist in staff orientation. Further, the out-going staff should be encouraged to use the capacity gained from the project in areas where they are transferred to.

Output: Sustainable alternative livelihoods developed and supported leading to reduced pressure on forest resources

I) CFA and community enterprises

The project should also support Lima and other groups such as Msambweni beekeepers to patent the trade mark of their products. For Kaya Kinondo Village Bank to be sustainable there is need for the project to address the current challenges. These can be overcome by providing additional facilities for keeping bank records and expansion of the building. To address the risk of losing money, an insurance cover for the loans should be taken. For professionalism, the project should support engagement of a professional financial service analyst to look at the loans given, purposes and viabilities of what they are used for, risks involved and advice on how they can be handled.

Beekeeping is a new activity among community members in Msambweni District and has not taken off. Farmers are regularly facing challenges in harvesting, quality assurance, effects of drought and eating of honey by honey badger. A refresher course/training to address these challenges and problems is needed. One of the community members of Msambweni beekeeping who acts as their quality assurance can be supported to provide this training.

II) Partnerships

Partnerships facilitated by this project have enhanced conservation work at Kwale. The project should further facilitate partnerships that will enable local communities to improve their livelihoods. A partnership between Kaya Kinondo Ecotourism with surrounding hotels and Chale Island Paradise Hotel would significantly benefit the ecotourism project and help it to sustain itself beyond WWF/UNDP/GEF support. A

partnership between the Kenya Power and Lighting Company (KP&LC) (who has shown interests in buying seedlings from Gogoni CFA) should be facilitated. The project should also revive its partnership with lead advocacy institutions such as KFWG especially because of threat posed by developments in Kwale. With the new posting of a manager for the Colobus Trust who is keen to work with the project, WWF should actively engage the trust in its activities.

III) Sustainability of Livelihood initiatives

To be able to effectively utilise the honey production facilities at Msambweni, the farmers should be assisted to learn from existing honey production initiatives such as Kitui honey producers who have now almost penetrated the major supermarkets in the country. The District Livestock Production Officer of Msambweni District can help in gathering all the available information on how the farmers in Kitui are organised before a field visit to Kitui farmers is organised.

In order to be sustainable, some of the groups should be supported to diversify to other viable activities. This diversification should be guided by business planning. Kaya Kinondo Ecotourism Project can diversify and exhibit/sale many items at a commission to a variety of clients that include carving and traditional artefacts. The group can also provide camping facilities for birders. At the moment, the group tour guiding have relied/focused on local people who may not have the necessary expertise and hence a need to open tour guiding to people from outside the area. Marketing of the facility can be enhanced through private sector partnerships.

The project should support the sharing of experiences between community groups. Field visits and interactions with Lima community group would help other groups to be able to work as a team and be sustainable by not allowing for sharing of all money coming from sale of a particular product.

Partnerships between the groups and micro-enterprise NGOs and private sector and linkages to major market outlets via corporate social and environmental responsibility are also recommended.

The project should address group management issues including at the community board level in the remaining period and marketing of products to enable the supported organisations to be sustainable upon closure of the project.

The project should draw experiences from other areas in supporting CFAs within the Kwale Landscape. For example the project can engage the two potential members of Gogoni CFA (Titanium Mining Company and Kwale International Sugar Company) to consider joining membership.

To address the issue of participation of youth in project initiative's it is critical to integrate the youth through succession management. One way would be to integrate the youth in existing groups and enable them to embrace conservation through the division of Youth Conservation and Protection established under the Ministry of the Youth and Sports. The other way is to link the youth to other initiatives in the country that bring youth on board in conservation. Kijabe Environment Volunteers (KENVO) initiative in the conservation of the Aberdares Forest is a good example. Under this initiative, the youth have come together and established ecotourism activities and youth forest restoration programmes in the forest. It is a good example on how youth can contribute to biodiversity conservation and initiatives that improve their livelihoods.

5.3 Proposals for future directions underlying main objectives

This project may not be in a position to address all issues that have emerged. However, some linkages with other projects can be established to address them. Others will require development of new proposals or support from other institutions.

Charcoal production: With the gazettelement of the Charcoal Rules (2009) and the development of the proposed UNDP GEF project on charcoal, Kwale Landscape provides a good case study where lessons and experiences can be used to pilot the implementation of the Charcoal rules and regulation. With more areas being targeted in the coast, a strategic approach is needed to address degradation in Kwale and work with local community groups and private ranches to form Charcoal Producers Associations which is provided for in the charcoal rules.

IBA Kwale Coastal data: In absence of collection of specific IBA data for Kwale by Nature Kenya, it is recommended that the project takes on this role.

6.0 Lessons learned

Partnerships: This GEF funded project and the previous Government NGO partnership project for Biodiversity Action funded by GEF and implemented by Nature Kenya indicate that a partnership that incorporates government, NGOs, private sector and community is a good vehicle for delivery of forest landscape restoration project objectives.

Working with the Private Sector: Involvement of private sector in project activities improves value of services delivered and enhances sustainability of initiatives if well managed. One of the major lesson learned is that private sector can contribute greatly to success of community based enterprises by offering opportunities for sustainable markets. In Kwale, Camp Kenya and Lafarge Ecosystems Services provide openings for communities to market ecotourism, tree seedlings, honey, aloe and neem herbal products. The sustainable markets ensure that communities are assured of the markets for their nature based products and at a price that contributes to livelihood improvement/poverty reduction and promote better management of natural resources. Another lesson is that increased sharing of information, knowledge and feedback on appropriate conservation and livelihoods approaches leads to adaptive management. This is more apparent in working jointly with private sector in project implementation, monitoring and result delivery. The private sector brings in additional resources for conservation and community development.

Community initiatives: Community involvement through existing, organized community structures such as CBOs, producer groups and such other organized social groups in project implementation is cost-effective and a good way of ensuring ownership of the process and sustainability of project activities well beyond the funded phase.

Lesson learnt from Lima Self Help Group show that proceeds to group members should be based on member's contribution to a particular activity. Part of the proceeds from sale of products should be ploughed back to community group initiatives for sustainability. Money obtained from sale of herbal products by Lima is not shared out and is ploughed back to the business and some used for tree nurseries. Proceeds received by Kaya Muhaka on the other hand who sold tree seedlings to Lafarge Ecosystems Services following support of KSh 1.7m they received from CEPF to establish a nursery was shared out. Since then, this activity seems to have stopped.

Social local community networks can contribute significantly to cohesiveness of members and help them to address common issues. Shareholders of Kaya Kinondo Village Bank for example have been brought together by the existing social network.

It is important to incorporate livelihoods in conservation work as they motivate communities dependent on natural resources targeted for conservation to participate more meaningfully in conservation initiatives.

Transparency and accountability: Being transparent and accountable to partners and stakeholders in relation to the undertaking of project activities eases implementation of a forest restoration project. The Project team at WWF engages all stakeholders in decision-making during planning, implementation and monitoring and reporting of project activities.

Government support/ leadership: Government support is crucial for the successful implementation of a forest restoration project. The project is owned by key government partners at the project site and at national (policy) level.

Monitoring: Conservation work will succeed where there is adequate legal backing, clear time-bound targets that are monitored regularly and where adequate enabling resources are provided. This project has been implemented through a logical framework that was developed through participatory situational and stakeholder analyses that clearly identified targets that would be implemented and monitored.

Capacity building: Building the capacity of stakeholders involved in project implementation is important in ensuring success in achieving set objectives. Training of Forest/Game rangers for example has improved their engagement and given more confidence in handling of prosecution cases. Awareness creation among local communities on law and its enforcement has also greatly enhanced implementation.

Powerful interests: Powerful interests can undermine or support conservation initiatives. This is more likely to occur when this is targeted at the same resources that an initiative is trying to conserve. The project faced challenges with the attempted grabbing of Chale Island (an indigenous Kaya forest gazetted as a marine reserve and a national monument) by private developers. Similarly, the massive uprooting of indigenous vegetation for establishment of Kwale Sugar plantation goes against the interests of the project and environment in general.

Sharing of information: Sharing of experiences by Kaya elders and institutions involved in conservation of indigenous forests in Kenya, Tanzania and Mozambique with other stakeholders greatly adds value to conservation. A lot can be learnt from village banking, boundary tree planting and income generating activities being undertaken under the Project. Eco-friendly alternative livelihoods that support conservation has extremely enhanced conservation of Kayas.

Funding: Government funding to biodiversity conservation in Kwale and at the national level is inadequate. Resource mobilization through donor community such as the one

brought by this project has provided lead natural resource institutions such as KFS, NMK and KWS with additional funding.

Replicability of good practices: Successful piloting of good initiatives such as the ones implemented by this project at Kwale influences/encourages their up scaling and replication.

7.0 Existing Opportunities

The New Constitution

This UNDP GEF MSP funded project devolves responsibilities at local level in line with what is proposed by the New Constitution. The New Constitution creates two types of Governments; a devolved County Government and the Central National Government. The New Constitution therefore provides an opportunity for the project to engage the county government of Kwale in management of natural resources.

The New Land Policy

Developments in Kwale have not been guided by land use plans. The Government in 2009 enacted a New Land Policy which provides for land use planning. This policy therefore provides an opportunity for planning in up-coming developments. Some of the important provisions of the land policy include:

- a) The Government shall facilitate the provision of land and land use planning to enable the development of informal commercial activities in planned areas,
- b) To sustainably manage land based natural resources, the Government shall encourage preparation of participatory environmental action plans by communities and individuals living near environmentally sensitive areas to preserve cultural and socio-economic aspects,
- c) On ecosystem protection and management principles, the policy provides for development of comprehensive and integrated land use policy with regard to fragile areas that considers the needs of neighbouring communities and individuals in such areas,
- d) On sectoral and cross-sectoral land use, the policy provides that the Government facilitate an integrated and multi-sectoral approach to land use and encourages integrated land use planning through use of appropriate information technology and participatory process

Forest sector reforms

The on-going forest sector reforms though slow and the 2009 rules and regulations on sustainable forest management offers an opportunity to CFAs to be engaged by KFS in forest management through forest management agreements.

Project implementation

The project is implemented by a strong district based team comprising of technical personnel from lead government agencies including KFS, KWS, NMK and communities organized into various social groups. The involvement of private sector is a main feature of partnership in this project that also provides an opportunity to further achieve the project objectives.

Political goodwill

The project will benefit immensely from political goodwill at both national and local level. At the local level, the project is now part of the regular 5-year District Development Plans for Kwale, Kinango and Msambweni districts.

8.0 Conclusion

The Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project will be able to deliver all the envisaged outcomes by the end of 2011 apart from the PFM outcome which may not be accomplished in full . The project will however have created a good platform for PFM. The project also provides a good model for forest landscape management that is now being replicated in other coastal landscapes. It can also be replicated in other areas in Kenya. It demonstrates how transparency, government and political support, partnerships, community and private sector involvement, legal backing, capacity building, livelihood incentives are key enabling factors in attainment of conservation goals in a forest landscape focused project.

Annex 1: List of documents reviewed

1. 2009 Annual Performance Report (APR)/
Project Implementation Review (PIR), Biodiversity, Reporting Period = 1 July
2008 to 30 June 2009
2. Annual project report for January – December 2009
3. Annual work plan for January – December 2008
4. Annual work plan for January – December 2010
5. Annual work plan; January – December 2009
6. Critical Ecosystem Partnership Fund. July 2003 (final draft). Ecosystem Profile:
Eastern Arc Mountains and East African Coastal Forest Mosaic Biodiversity
Hotspot. Nairobi, Kenya.
7. Draft Minutes of the EACFEP National Task Force – Kenya, Mombasa meeting,
Date: 7th Feb 2007 Venue: The Royal Court Hotel, Mombasa
8. Improved Conservation and Governance for Kenya Coastal Forest Protected Area
System Project PIR ANNEX 1: January – December 2008 Achievements
9. Improved Conservation and Governance for Kenya Coastal Forest Protected Area
System Project, Project Implementation Review, 2008
10. Kwale Project Gender Audit Report 2009
11. Kwale, GEF MSP, 2009 Project Implementation Report (PIR)
12. Minutes of National Task Force meeting (Nairobi, held in WWF EARPO Twiga
Room on Tuesday, 30th May 2006
13. Minutes of the 2008 Tripartite Review (TPR) Meeting Royal court hotel,
Mombasa 26th March 09
14. Minutes of the 2009 Tripartite Review (TPR) Meeting WWF-EARPO, Nairobi 30th
September 2009
15. Minutes of the EACFEP National Task Force – Kenya, Mombasa meeting, Date:
22nd Oct 2008
16. Minutes of the EACFEP National Task Force meeting, Date: 15th Nov 2005 Venue:
The Royal Court Hotel, Mombasa
17. Minutes of the first Project Steering Committee meeting 29th May 2008. Royal
Court Hotel, Mombasa
18. Minutes of the Second Project Steering Committee (PSC) Meeting 26th March
2009, Royal Court Hotel, Mombasa
19. Minutes of the Third Project Steering Committee (PSC) Meeting, 26th November
2009, Leopard Beach Hotel, Diani

20. Monitoring Plan for Improved Conservation and Governance for Kenya Coastal Forest Area System Project
21. Proceedings of the Inception workshop on Improved Conservation and Governance for Kenya Coastal Forests Project Royal Court Hotel, Mombasa 29th May 2008
22. Proceedings of the Meeting of Stakeholders of the Improved Conservation and Governance for Kenya Coastal Forests, Kwale Safari Beach Hotel, Diani, Kwale 04 October 2007
23. Project Implementation Review (PIR), January – December 2008
24. Project Implementation Review report for January – December 2008
25. Quarterly progress report, January – March 2008
26. Quarterly report for April – June 2009
27. Quarterly report for April – June 2009
28. Quarterly report for April – June 2010
29. Quarterly report for April - May 2010
30. Quarterly report for April to June 2010
31. Quarterly report for January – March 2010
32. Quarterly report for July – August 2010
33. Quarterly report for July – September 2009
34. Quarterly report for July – September 2009
35. Quarterly report for May – June 2010
36. Quarterly report for October – December 2009
37. Quarterly work plan for April – June 2008
38. Quarterly work plan for January – March 2010
39. Quarterly work plan for January to March 2009
40. Quarterly work plan for July – September 2009
41. Quarterly work plan for July – September 2010
42. Quarterly work plan for October – December 2009
43. UNDP Project Document for Improved Conservation and Governance for Kenya Coastal Forest Protected Area System: PIMS No. 2761: ATLAS AWARD No. 00046812: PROJECT ID No. 00055949

Annex 2: Terms of Reference for Mid-Term Review for the Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project

I. Introduction

The Government of the Republic of Kenya through WWF is implementing the Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project with support from Global Environment Facility (GEF) and the United Nations Development Programme (UNDP). This is a four year project 2008 – 2012. The main purpose of the project is to improve the efficacy and sustainability of management within one specific sub-set of the Protected Area system of Kenya, the reserves of the Coastal Forests, ranked amongst the most threatened of the global biodiversity hotspots. The project focuses on building institutional capacities to manage Forest Protected Areas through a joint forest management (JFM) system involving local communities and private stakeholders. The project addresses conservation needs at the landscape level, bringing together the varied institutional players responsible for forest management (Government at central and district level, through wildlife, forestry, agriculture and community sectors, as well as private sector, civil society and communities).

The goal of the project is that Kenya's Forest Protected Area System is based on best practice landscape scale management. The project objective is that Coastal forests of Kenya are conserved, managed and sustainably utilized through a participatory system that optimizes benefits for present and future generations at landscape scales.

The project has two technical outcomes and a project management unit outcome as shown below:

- 1) Outcome 1: Landscape conservation of coastal forest resources successfully piloted in Kwale District with participation by all stakeholders, and resulting in improved status of key biodiversity values.
- 2) Outcome 2: The Kwale Forest Landscape Conservation Model is successfully integrated as best practice into protected area policy and programmes in all coastal forest landscapes in Kenya.
- 3) Outcome 3: Effective project administration, M&E, and coordination have enabled timely and efficient implementation of project activities.

II. UNDP/GEF Monitoring and Evaluation (M & E) Policy

Project monitoring and review is in line with established UNDP and GEF procedures. In this regard, M&E has been, and will continue being, provided by the project team and the UNDP Kenya Country Office with support from UNDP/GEF, or by Independent Evaluators in the case of the Mid-Term and Terminal Evaluations. The Logical Framework Matrix provides performance and impact indicators for project implementation along with their corresponding means of verification. These have continuously been refined in consultation with the stakeholders to allow participatory monitoring and evaluation of the project. Day-to-day monitoring of the project has been the responsibility of the Project Team (The WWF Secretariat and Project Executant and National Coordinator) using the indicators from the Annual Work Plan. The project has, in addition, been monitored and periodically evaluated by UNDP in close collaboration with KFS, KWS, NMK and KEFRI and follow the guidelines established by UNDP-GEF through forums like the National Task Force (NTF), Project Steering Committee (PSC) and Tri Partite Review (TPR) meetings as well as PSC members structured field visits. Independent reviewers appointed by UNDP/GEF, Government and WWF are scheduled to provide mid-term and end-of-project evaluations. WWF has been preparing and submitting quarterly and annual project performance progress and evaluation reports, as required by UNDP. In addition an annual Tripartite Review (TPR) has been convened twice (including one extra-ordinary one to advice on improving the Project Implementation report, PIR) of the parties (Government, UNDP and WWF) involved in project to review progress. The project management has completed a Project Implementation Review (PIR) twice and submitted the same to UNDP KCO and the UNDP-GEF Regional Office at least two weeks prior to the TPR for review and comments.

Further, and in accordance with UNDP/GEF M&E policies and procedures, all projects with long implementation periods are required to conduct mid-term reviews. In addition to providing an independent in-depth review of implementation progress, this type of evaluation is responsive to GEF Council decisions on transparency and better access of information during implementation.

Mid-term reviews are intended to identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and to make recommendations regarding specific actions that might be taken to improve the project. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The mid-term review provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments.

It is in this regards that the Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project is undergoing the MTR around April – May 2010.

Objectives of the Review

The Improved Conservation and Governance for Kenya Coastal Forest Protected Area System Project has a duration of 4 years and, at the end of the second year of project implementation, as per project management requirement, a mid-term review should be conducted. This review is being initiated by the implementing institution, WWF as the executing agency in line with the NGO Execution Modalities and Paris Declaration principles for enhancement of national ownership.

The overall objective of the review is to identify strengths and weaknesses of the project implementation process, progress towards targeted outcomes and to reinforce what works well and reduce weaknesses.

The review will therefore focus, among other areas, on the following:

- (i) project progress made towards meeting set targets and indicators;
- (ii) review institutional and management arrangements of the project;
- (iii) undertake a stakeholder analysis, with a view to understanding the existing partnerships and working arrangements;
- (iv) assess/review the application of the Management Effectiveness Tracking Tool (METT, for GEF III);
- (v) Assess the monitoring capacity of WWF, collaborating partners (Kenya Forest Service, Kenya Wildlife Service and National Museums of Kenya), and the (local) communities in managing the project monitoring needs.

The main stakeholders of this review are the local communities, WWF, KFS, KWS, NMK, UNDP, GEF and the members of the Project Steering Committee.

III. Scope of the Review

The review will cover all activities supported by UNDP/GEF and, where appropriate, activities supported by the host institution, WWF. It will also cover activities that other collaborating partners are supporting as long as there is a direct correlation with these. The focus of this review will be on project performance as per set targets and indicators. In doing this the review will require a thorough analysis of the current institutional and management arrangements.

The review is expected to cover the following areas:

- ❖ An assessment of the adequacy of the project institutional and management arrangements.

- ❖ An assessment and analysis of the outputs: Whether these are being achieved as per schedule and/or whether there is a need to modify or change some of these; reason for any shortfalls and whether there are any unexpected results.
- ❖ An assessment and analysis of the outcomes: Whether these are being achieved; reason for any shortfalls and whether there are any unexpected results.
- ❖ An analysis of factors within and beyond WWF's control that are influencing performance and success of the project (including the strengths, weaknesses, opportunities and threats) in contributing to the realization of the outputs and outcomes;
- ❖ An analysis of whether the project's interventions can be credibly linked to achievement of the outcome, including the key outputs and assistance provided, both soft and hard;
- ❖ Whether the project's partnership strategy has been appropriate and effective including the range and quality of partnerships and collaboration developed with government, civil society, donors, the private sector and whether these have contributed to improved project delivery. The degree of stakeholder and partner involvement in the various processes related to the outputs and outcome. How can synergies be built with other projects within the sector?
- ❖ Whether livelihoods and gender issues are being adequately addressed in the interventions (as per scope) and have contributed to the achievement of the outcome; and if not, establish the reasons for not addressing the cross-cutting issues and suggest the appropriate remedial measures.

The components of the review follow:

1. Executive Summary

- Brief description of project
- Context and purpose of the review
- Main conclusions, recommendations and lessons learned

2. Introduction

- Purpose of the review
- Key issues addressed
- Methodology of the review
- Structure of the review

3. The Project(s) and its Development Context

- Project start and its duration
- Problems that the project seeks to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

4. Findings and Conclusions

In addition to a descriptive assessment, all criteria marked with an asterisk * should be rated in conformity with the GEF guidelines for reviews using the following divisions: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU).

4.1 Project Formulation:

Conceptualisation/Design: This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addresses the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g. same focal area) were incorporated into project design.

Country Ownership/Drivenness: Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environmental and development interests.

Stakeholder Participation: Assess information dissemination, consultation and stakeholder participation in design stages.

Replication Approach: Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled-up in the design and implementation of other projects (this is also related to actual practices undertaken during implementation).

Linkages between the project and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

4.2 Project Implementation:

Implementation Approach: This should include assessments of the following aspects:

(viii) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required. Also if the project adjusted certain activities and indicators within the logical framework should be reviewed against the original logical framework and assessed. Other elements of adaptive management such as comprehensive work plans routinely developed that reflect adaptive management and /or changes in management arrangements to enhance implementation.

(ix) An assessment of the adequacy of the project institutional and management arrangements.

- (x) An assessment and analysis of the outputs: whether these are being achieved as per schedule and/or whether there is a need to modify or change some of these; reason for any shortfalls and whether there are any unexpected results.
- (xi) An assessment and analysis of the outcome: whether these are being achieved; reason for any shortfalls and whether there are any unexpected results.
- (xii) An analysis of factors within and beyond WWF's control that are influencing performance and success of the project (including the strengths, weaknesses, opportunities and threats) in contributing to the realization of the outputs and outcomes;
- (xiii) An analysis of whether the project's interventions can be credibly linked to achievement of the outcome, including the key outputs and assistance provided, both soft and hard;
- (xiv) Whether the project's partnership strategy has been appropriate and effective including the range and quality of partnerships and collaboration developed with other ministries, civil society, donors, the private sector and whether these have contributed to improved project delivery. The degree of stakeholder and partner involvement in the various processes related to the outputs and outcome. How synergies can be built with other projects within the sector.
- (xv) Technical capacities associated with the project and their role in project development, management and achievements.

Specifically, the review report should assess the relevance of the project within the local, national, regional and global context. The potential sustainability of results should be addressed and strategies to improve this element suggested. The review report should also indicate how well the project has performed.

Monitoring and Review: Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal reviews have been held and whether action has been taken on the results of the monitoring oversight and evaluation reports.

Stakeholder Participation: This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:

- (ii) The production and dissemination of information generated by the project including the potential role of public-private-community partnerships in the management of protected areas.
- (iii) Local resource users, CBOs, government and NGOs participation in project implementation and decision-making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.
- (iv) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have on project implementation.

(v) Involvement of other ministries/ministry department in project implementation, the extent of their support of the project.

Financial Planning: Including an assessment of:

- The actual project cost by objectives, outputs, activities
- The cost-effectiveness of achievements
- Financial management (including disbursement issues)
- Co-financing (tracking and verifying the level of actual co-financing)

The review should provide an overall rating on project implementation employing the six-point rating scale, HS, S, MS, MU, U, HU (see guidelines attached).

4.3 Results

Attainment of Outcomes/Achievements of Objectives:* Include a description and rating of the extent to which the project's objectives were achieved using Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory ratings (U) and Highly Unsatisfactory (HS).

Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance has come to an end.

5. Recommendations

- Corrective actions for the design, implementation, monitoring and review of the project
- Actions to follow-up or reinforce benefits from the project
- Proposals for future directions underlining main objectives and in particular strategies and recommendations for exiting or scaling-down of the project as the partnerships are being developed

6. Lessons Learned

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

7. Review Report Annexes

- Review TORs
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results

IV. Outputs Expected from the Review

The MTR evaluators will be expected to produce:

- An review report, of approximately 40–50 pages, structured along the lines indicated in the Annex 2.

If there are any significant discrepancies between the impressions and findings of the review team and stakeholders these should be explained in an Annex attached to the final report.

- A Power Point Presentation (circa 20–30 slides) covering the key points of the MTE.

A draft of both of these should be submitted within two weeks of the end of data collection and meetings, and a final copy within a week of receiving written comments on the drafts.

The drafts and final versions of the products should be submitted to the Regional Representative of WWF Nairobi who will be responsible for circulating it to key stakeholders.

V. Methodology

The methodology to be used is presented below:

Documentation Review including, inter alia:

- Project Document;
- Project implementation reports (PIRs) for 2008 and 2009;
- METT Tools forms completed in (2004 and 2008);
- Project quarterly progress reports;
- NEX project audit reports;
- Minutes of Tripartite Review (TPR) and Project Steering Committee meetings;
- Combined Delivery Reports;
- Annual Workplans (2008, 2009, 2010);
- Inception Report;
- Consultancy reports.

Interviews

The consultants will liaise and gather information through meetings with the various stakeholders namely; Ministry of Forestry and Wildlife (MF&W), WWF, UNDP, Kenya Forest Service (KFS), Kenya Wildlife Service (KWS), National Museums of Kenya (NMK), NGOs and private sector representatives (Camp Kenya, Bamburi Cement Company Ltd., Colobus Trust) as well as beneficiaries and local communities in the project area.

Field Visits

The consultant will work with the project team to select randomly the sites to be visited out of the ones covered under the GEF funds.

Presentation of the Findings

The initial conclusions and recommendations will be presented to WWF, MF&W and UNDP who form the Tripartite Review.

VI. Review Team

The Mid-Term Review team will consist of two members: an International Consultant (Team Leader), and a local participatory natural resource management specialist with a strong M&E experience. The Team Leader will be responsible for the delivery, content and accuracy of the review. The local consultant will be responsible for assisting the Team Leader in the technical quality of the assessment and recommendations as well as contextualizing the MTR within the local dynamics both in the process and report.. The Team Leader will be responsible for the whole of the MTR. As such, the participatory natural resources management specialist will be involved throughout the MTR.

Profile of Reviewers

1. A Team Leader – an internationally respected international development specialist with experience in Eastern Africa with extensive work on forest management, economic use of natural resources, integrated planning, and project monitoring and evaluation, including UNDP/GEF projects. Fluency in English is essential.
2. A participatory natural resources management specialist –will be responsible for technical review and comments of the local aspects of the project and their effect on the overall project design, implementation and impact. The local consultant will have extensive experience in research, monitoring and evaluation, including analysis of logframes, especially those related to improvement of community livelihoods derived from natural resources. The candidate should be a Kenyan national.

VII. Implementation Arrangements

a) Management arrangements – The UNDP country office will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field visits, coordinate with WWF the hiring of the consultants and ensure the timely provision of per diems and travel arrangements within the country for the review team. These Terms of Reference follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF Regional Coordinating Unit, UNDP Country Office and WWF. These three parties will receive a draft of the final review report and provide comments on it prior to its completion.

b) The anticipated time frame for the review:-

Prior to in-country component:

- Desk review – 3 days

In-country

- Briefings (Project secretariat, UNDP Country office, WWF) – Nairobi– 2 days
- Discussions with WWF Coastal Forests, field team based in Mombasa and (Kwale) Ukunda– 1 day
- Discussion with partners and other stakeholders
- Field visits to project sites including forests management and protection sites, community income generating projects sites and interviews – 3 days
- Analysis against Project Document and preparation of draft findings – 3 days
- Presentation to Project Management Team in and key stakeholders in Kwale ½ day
- Presentation to WWF in Nairobi – 0.5 days

Within two weeks of the in-country component

- Preparation of draft final review report – 5 days

Within one week of comments on the draft

- Revision and finalization of review report – 1 day

VIII. Annex I: Review Report: Sample Outline

Executive summary

- Brief description of project
- Context and purpose of the review
- Main conclusions, recommendations and lessons learned

Introduction

- Purpose of the review
- Key issues addressed
- Methodology of the review
- Structure of the review

The project(s) and its development context

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

Findings and Conclusions

- Project formulation
- Implementation approach

- Country ownership/Drivenness
 - Stakeholder participation
 - Replication approach
 - Cost-effectiveness
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Indicators
 - Management arrangements
- Implementation
 - Financial Planning
 - Monitoring and review
 - Execution and implementation modalities
 - Management by the UNDP country office
 - Coordination and operational issues
 - Overall rating (six-point rating scale) on project implementation.
 - Results
 - Attainment of objectives
 - Sustainability
 - Contribution to upgrading skills of the national staff
 - Rating of project progress towards achieving objectives (on six-point rating scale).

Recommendations

- Corrective actions for the design, implementation, monitoring and review of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

Lessons learned

- Best and worst practices in addressing issues relating to relevance, performance and success

Annexes

- TORs
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results
- Co-financing and Leveraged Resources (see Annex 6)

Annex 3: List of persons interviewed

A) Partner Institutions and Collaborators

Name of the person	Institution	Position
Dr. Christopher Gakahu	UNDP Kenya Country Office	Assistant Country Director
Hewson Kabugi	Ministry of Forestry and Wildlife	Director of conservation (Forests)
Emilio Mugo	KFS	Senior Deputy Director
Dedan Nderitu	KFS	Head of Conservancy (Coast)
Samson Njihia	KFS	Head of Natural Forest Programme and chair of NTF and sometimes attends PSC
Gilbert Imbwaga	KFS	Kwale Zonal Manager
Godrefy Makhoha	KFS	Deputy Coastal Head of Conservancy
Dr. Charles Musyoki	KWS	Member of NTF and PSC and head of species programme (KWS)
Isaac Mugo	KWS	Senior Warden
Simon Gitau	KWS	Assistant Director
Bernard Ochieng	KWS	Kwale research scientist
Jane Wambui	KWS	Forestry coordinator
Dr. K. I. Ondimu	NEMA	Director
Bakali Mangale	NEMA	DEO Mombasa (previously DEO Kwale)
James Kamula	NEMA	Senior marine officer, Coast
Njirani Chigula	NEMA	Kwale DEO
Neema Suya	NEMA	-
Loyce Okoth	UNDP	Programme Assistant
John Salehe	WWF ESARPO	Regional forestry advisor
Kareko Kiunga	WWF ESARPO	National Forest Manager
Georginah Mbugua	WWF ESARPO	National Coastal Forest Coordinator
Elias Kimaru	WWF ESARPO	Project Executant
Dishon Murage	EAWLS	Marine Programme coordinator
Sabina Baer	Lafarge Ecosystems Services	Chief Operating Officer
Matano Abdulrahman	NMK	NMK Curator
Keith Thompson	Manager	Colobus Trust
Awdrea Donaldeon	-	Colobus Trust
Evanson Githingi	Ministry of Youth and Sport	Acting Provincial Director of Youth

Kisaka Mwakidimi	Ministry of Livestock	District Livestock production Officer
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B) Focused group meetings

1) Members of Shimba Hills Community Forest Association (SHICOFA)

Name	Organisation/user group	Position
Nyamawi Mwandia	PETMAZULMAUME	Chairperson
Michael Katiku	MIMM	Secretary
Hamisi Salim Nzilla	SHICOFA	Chairman
Mwarabu S. Mwakulumah	SHICOFA	Coordinator
Mwanakombo Mkoo	Vitendo	Secretary
Abdalla J Mwadondo	Mwangunga elders	Chairperson
Amina Adalla	SHICOFA	Treasurer
Rukia Rashid	Mazindu	Member
Siti Naaman	Chitsanze	Secretary
Meswaleh Abdallah	SHICOFA	Secretary
Sueiman Gasamb	KIMAMBANI	Secretary
Mwanicli O Abdalla	Mazumaluwe	Member
Ali Abdallah M	PETMAZULMAUME	Member
Amina S Podepore	LIMA	Member

2) Lima Self Help Group

Name	Group
Said Mwadzenjero	Lima Self Help Group
Nchalika Juma	Lima Self Help Group
Nkuri Said	Lima Self Help Group
Lipi Said	Lima Self Help Group
Chritine Nguli	Lima Self Help Group
Halima Omar	Lima Self Help Group
Mwanakombo Kasim	Lima Self Help Group
Mesalim Bakar	Lima Self Help Group

3) Kaya Kinondo Village Banking

Name	Organisation	Position
Mohammed A Budzo	KFSA	Auditor
Mwanakombo Mwalimu	KFSA	Shareholder
Mohammed Musa Mwasharuti	KFSA	Shareholder
Fatuma Salimu	KFSA	Shareholder
Sururu K Lagiza	KFSA	Chairman

Zainab Ahmed Salim	KFSA	Manager
Mishi Hamisi Chikoko	KFSA	Board member
Tabu Omar Nadrua	KFSA	Board member
Mwamnyeto Juma Salim	KFSA	Board member
Mwanatao Rashid	KFSA	Board member

4) Kaya Kinondo Ecotourism Project

Name	Organisation	Position
Hemed Abdalla	KKEP	Member
Sudi Bakari	KKEP	Member
Mohammed Said	KKEP	Chairman
Binj-Ali	KKEP	Guide
Mwanamkasi Omari	KKEP	Receptionist
Sanaa Suleiman	KKEP	Secretary
Juma Harry	KKEP	Security officer
Bakari Abdalla	KKEP	Guide

5) Gogoni CFA

Name	Organisation	Position
Geoffrey Ngure	Gogoni CFA	Chairman
Malcom R Mkutano	Gogoni CFA	Member
Yuhura Kassim	Gogoni CFA	Member
Fatuma Hamisi	Gogoni CFA	Member
Juma Ali Mwakinyezi	Vumbu S.H.G	Chairman

6) Mrimadzo CFA

Name	Organisation	Position
Gabriel Rumba	Mrimadzo CFA	Secretary
Joel Kamau	Mrimadzo CFA	Treasurer
Juma Kassim	Mrimadzo CFA	Assistant Chairman
Shee Kassim	Mrimadzo CFA	Chairman
Nassir Bege	Mrimadzo CFA	-
Sineno Mohammed	Mrimadzo CFA	Assistant secretary
Mbwana Nyuki	MBA	Member
Rev Canon Elijah K Ramtu	MBA	Chairman
Simeon Mwanyumba	MBA	Technical advisor
Jackson Mulinge	DACOFA	Secretary
Chimwel Ndegwa	DACOFA	Member
Umazi Tsuma	DACOFA	Treasurer
Joseph Mbuo	DACOFA	Chairman

Annex 4: Final Field Visit Programme (26th – 30th October 2010)

Date	Time	Activity	Venue
Tuesday 26 th October	Evening	Travel to Mombasa	
Wednesday 27 th October	8.30 – 9.30	De-briefing meeting with WWF / Collection of project documents	WWF MSA
	9.30 – 10.45	Meeting with Head of Conservancy	KFS
	11.00 – 11.45	Meeting with NEMA	NEMA
	12.00 – 12.45	Meeting with KWS	KWS
	12:45 -1:45	lunch	
	1.45 – 2:45	Meeting with NMK	WWF MSA
	3:15-4:00	Meeting with Bamburi	BAMBURI
	4.00 -	Travel to Diani/review of documents	
Thursday 28 th October	8.30 – 10:00	Meeting with NMK, KFS & KWS	KFS Kwale
	10:10-10:45	Meeting with NEMA	
	11:00-12:00	Focused group meeting with Shimba Hills Community Forest Association Group	SHIFOGA Kwale
	12:15-1:00	Focused group meeting with Lima self help group	LIMA
	1:00 – 2:00	Travel to Kinondo and Lunch	
	2:00 -3:00	Meeting with Kaya Kinodo Village Bank	KK VILLAGE BANK
	3:30-4:30	Meeting with Kaya Kinondo Ecotourism group	KK ECO-TOURISM CENTRE
Friday 29 th October	8:30-9:00	Meeting with Camp Kenya	Camp Kenya
	9:15-9:45	Meeting with Colobus Trust	Colobus Trust
	10:15 – 12:00	Meeting with other government stakeholders (Ministry of Youth and Ministry of Agriculture / LIVESTOCK	Msambweni
	12:20-1:20	Meeting with Gogoni CFA	Gogoni
	1:20-2:30	Lunch and travel to Mrima	
	2:45-3:45	Meeting with MRIMADZO CFA	Mrima
	4:15-4:45	Wrap up meeting	

Annex 5: Questionnaire used

The following issues and questions will be relevant to the review.

Project Performance in Relations to Objectives and Goal

1. The quality and usefulness of delivered outputs and the likelihood that the project will achieve all the planned outputs
2. The quality of participation and consultation with multiple stakeholders

Project formulation

1. How was this project formulated?
2. Who was involved and why?
3. How were the projects problems and sites identified and prioritized?
4. To what extent did the project consult stakeholders in the formulation of the project?
5. How did the project ensure that other relevant local experiences, lessons learnt were taken into account during the project designing stage?
6. What are the national, sectoral and development priorities does the project seek to address?
7. How did the project design address the replication of lessons and experiences coming out of the project or their scaling up?

Institutional arrangements and linkages

1. What institutional and management arrangements were put in place in the implementation of the project during the project design?
2. Were they adhered to or modified during the implementation of the project?
3. How effective are the organizational/institutional arrangements for collaboration between the various agencies and institutions (UNDP, WWF, KFS) involved in project management and execution?
4. Is the PSC, NTF and Kwale Forest Management Team providing effective guidance to the project?
5. Is the PSC and NTF effective in providing the project with strategic policy and technical support?
6. Identify partnership arrangements among partners in the execution of the project including public – private – community partnerships or others developed by the project with local, national and international entities.
7. Are these partnership arrangements appropriate and effective in delivery of the project?
8. Which partnership arrangements worked and why?, which failed and why? What were their shortcomings?

9. Are there any administrative, operational or technical constraints that influence the effective implementation of the project?
10. Is a WWF building capacity effective? Whose capacity is most influenced by the project and which capacities?
11. Identify the support of other government ministries and departments in project implementation.
12. Which lessons learnt were learnt in existing institutional arrangements?

Management Approach

1. How is the project managed?
2. Identify project management problems and challenges encountered.
3. How was the Management Effectiveness Tracking Tool (METT) used in project management?
4. What other tools were used?
5. How were these tools effective in project management?
6. What are the technical capacity needs of the project and why have they been met? Identify technical capacity gaps.
7. What is the effectiveness and efficiency of project management and supervision and how do you view the role of the various committees?
8. What would have been done better to improve project management?
9. How effective is WWF's Knowledge Management approach? Which elements of the knowledge management approach are most effective and which are less effective?
10. Does UNDP provide effective supervision, and administrative and financial support?

Stakeholder analysis and participation

1. Which stakeholders were improved in the designing of the project?
2. Who are the stakeholders to the project? What are their stakes and how do they relate to the ongoing work of the project? What is the quality and extent of stakeholder participation?
3. Identify the main roles and responsibilities of the stakeholders?
4. Identify the weaknesses and strengths of the stakeholders?
5. To what degree were you involved in the implementation of the project?
6. What kind of synergies should be build to strengthen the project?
7. Identify lessons learned in working with different institutions.
8. How are stakeholders involved in project management including in decision making?
9. How is information being disseminated to stakeholders?

Project implementation Approach

1. Which other institutions apart from the one mentioned in the institutional arrangements are also involved in conservation activities in project sites targeted by this project?
2. How did the project involve them in its activities, or tap their synergies?
3. What worked with these organizations and what did not? Identify reasons why?
4. Identify the main strengths and weaknesses of working with these organizations?

5. How appropriate and effective is WWF's implementation approach?
6. How is WWF transformation changes affecting the project in delivering of outputs and outcomes?
7. Does the Core Activities in the Annual Work Plan ensure that all project outcomes are appropriately addressed?
8. How effective is the capacity building element of the Core Activity? What control is there over advocacy outputs?
9. What are the strengths and weaknesses of the current implementation approach of the project?
10. How are the experiences coming out of the project being replicated elsewhere or scaled up?

Project performance

1. Identify the project set targets and outputs.
2. Identify the targets indicators.
3. What are the key targets and outputs that have so far been met?
4. What are key indicators to show that they have been met?
5. Identify the key targets and outputs that should have been met by now but they have not been met? Give reasons.
6. Identify the modalities that have been put in place to ensure that all targets and outputs are met by end of the project.
7. What are the main challenges in meeting targets/outputs and what is being or should be done to address them?
8. What are the main projects threats in realization of the outputs and outcomes?
9. Are there unexpected results not envisaged by this project that may be realized?
10. How useful are they to the realization of the overall goal of this project?
11. Identify the main outcomes of the project so far?
12. What are the project's intervention measures that can be credibly be linked to these outcomes?
13. Identify outcomes that should have been realized now and reasons why they have not.
14. Which factors within WWF are influencing performance of this project?
15. Which factors beyond WWF's control could be said to be influencing performance of this project? 2007 post election violence, New Constitution, Slow paced forest sector reforms, etc.
16. What implication will the New Constitution have on realization of the projects outputs?
17. Which opportunities does the New Constitution offer to the realization of the projects outputs and outcomes?
18. Which other opportunities are there to be taken advantage of to realize the projects outputs and outcomes?
19. How has the implementation ensured that it informs planning, funding (Treasury) and contributes to achievement of vision 2030

Monitoring of Project progress

1. How did the project monitor progress towards objectives and planned results?
2. How was the logical framework used in project monitoring and project implementation?
3. How is the project progressing towards its stated objectives? How relevant are the log frame indicators for measuring this progress and success and which Indicators are more appropriate and which are not?
4. Were there changes made in the project logical framework as a result of feedback from monitoring?
5. How appropriate is the project logical framework? Does it need to be updated?
6. What sorts of impact indicators are monitored?
7. What systems could be developed to allow more systematic monitoring of Indicators and how can these systems be effectively used to ensure project quality?
8. How can such a system be mainstreamed into the projects development?
9. Was there capacity gaps need among key institutions involved in project monitoring? E.g., WWF, KFS, KWS, NMK and local communities?
10. Identify the main issues that came out of the monitoring?
11. How were they resolved/addressed by the project?
12. Were there actions that could not be taken because of the way the project had been designed?
13. What can WWF do to improve on delivery of outputs and activities?
14. What is the quality and usefulness of the project outputs produced so far in relation to its expected results?
15. How feasible and effective is the work plan for implementing the various components of the project?
16. How effective is METT or LTT in monitoring and what are the current cores?

Financial management and project cost - effectiveness

1. Were funds allocated to different project components adequate?
2. Are there activities that have emerged which had not been planned for during the project design that if not taken care of have implications to achievement of the project?
3. Identify the major financial gaps?
4. Were the results achieved on a cost effective way?
5. What better ways are there of achieving the same results at a lower cost in the same time frame?
6. Are funds disbursed on time?
7. Is financial planning carried out effectively?
8. Are the planned budgets for each of the project components realistic?
9. Are there organizations who have been co-funding some activities and has WWF been tracking/verifying such funding?
10. To what extent has WWF been able to leverage additional funding so far and what more needs to be done to improve this?

11. What have been the achievements and constraints in terms of accessing co financing?

Project impacts, sustainability and replicability

1. What impacts have so far been achieved as a result of project implementation?
2. Is it likely or possible that impacts are being had that cannot be monitored? Is this lack of visibility remediable?
3. At which level should the project be sustainable? Which activities, which capacities, which impacts? How is this being addressed and what more can be done to ensure that relevant elements of the project are sustained in the future?
4. Is management of the project sustainable? If not at which level should it be and how is this being addressed.
5. Does the project have the potential to be replicated based on implementation progress, either in terms of expansion or replication in the country? Is WWF doing enough to ensure this replication?

Gender integration and livelihood issues

1. To what extent was gender integrated in the project implementation and to what extent can it be said to have contributed to the achievement of the outcome?
2. What are the main gender issues in the projects?
3. Which livelihood issues have been addressed by this project

Annex 6 Co-financing and Leveraged Resources

A. CO-FINANCING

Co financing (Type/ Source)	IA own Financing (mill US\$)		Multi-lateral Agencies (Non-GEF) (mill US\$)		Bi-laterals Donors (mill US\$)		Central Government (mill US\$)		Local Government (mill US\$)		Private Sector (mill US\$)		NGOs (mill US\$)		Other Sources* (mill US\$)		Total Financing (mill US\$)		Total Disbursemen t (mill US\$)	
	Propo sed	Act ual	Propo sed	Act ual	Propo sed	Actu al	Propo sed	Actu al	Propo sed	Act ual	Propo sed	Actu al	Propo sed	Actu al	Propo sed	Act ual	Propo sed	Act ual	Propo sed	Act ual
Grant					850,0 00	275,0 00					200,0 00	110,6 00	900,0 00	210,5 00						
Credits																				
Loans																				
Equity																				
In-kind							250,0 00	195,0 00			100,0 00	77,00 0								
Non- grant Instrume nts*																				
Other Types*																				

TOTAL					850,0 00	275,0 00	250,0 00	195,0 00			300,0 00	187,6 00	900,0 00	210,5 00						
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- “Proposed” co-financing refers to co-financing proposed at CEO endorsement.
- Please describe “Non-grant Instruments” (such as guarantees, contingent grants, etc):

- Please explain “Other Types of Co-financing”: _____
- Please explain “Other Sources of Co-financing”: _____

Projects that have not realized expected co-financing levels must provide explanations. Please describe in 50 words the resources the project has leveraged since inception and indicate how these resources are contributing to the project’s global environmental objective.