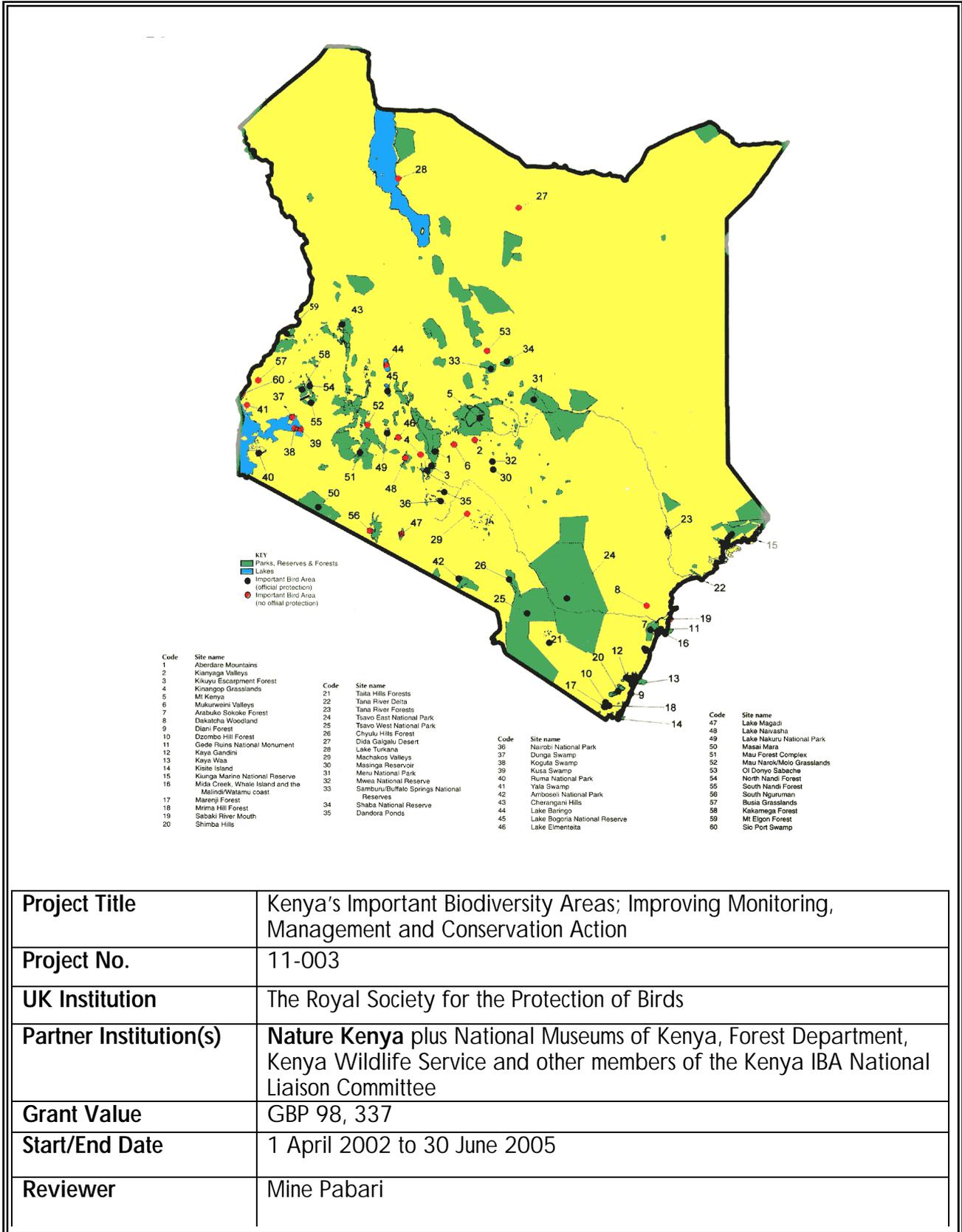


# End of Project Review & Forward Planning

March 2005



<b>Project Title</b>	Kenya's Important Biodiversity Areas; Improving Monitoring, Management and Conservation Action
<b>Project No.</b>	11-003
<b>UK Institution</b>	The Royal Society for the Protection of Birds
<b>Partner Institution(s)</b>	<b>Nature Kenya</b> plus National Museums of Kenya, Forest Department, Kenya Wildlife Service and other members of the Kenya IBA National Liaison Committee
<b>Grant Value</b>	GBP 98, 337
<b>Start/End Date</b>	1 April 2002 to 30 June 2005
<b>Reviewer</b>	Mine Pabari

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## Acronyms

ACC – African Conservation Centre

BCP – Biodiversity Support Programme

BMFs – Basic Monitoring Forms

CBD – Convention on Biodiversity

CBOs – Community Based Organisations

COP – Conference of the Parties

ELCI – Environment Liaison Committee

EU – European Union

FD – Forest Department

FoKP – Friends of Kinangop Plateau

GEF/UNDP – Global Environment Fund/United Nations Development Programme

IBAs – Important Bird Areas

KENVO – Kigabe Environment Volunteers

KFWG – Kenya Forest Working Group

KWS – Kenya Wildlife Service

MTR – Mid Term Review

NEMA – National Environment Management Authority

NGOs – Non-Governmental Organisations

NK – Nature Kenya

NLC – National Liaison Committee

PAC - Project Advisory Committee

PIT – Project Implementation Team

RSPB – Royal Society for the Protection of Birds (RSPB)

SBSTTA – Subsidiary Body on Scientific, Technical and Technological Advice

SSGs – Site Support Groups

ToRs – Terms of Reference

## Executive Summary

### Background

1. The end of project review & forward planning exercise took place from the 7th to 16th of March, 2005. The project review is primarily intended to provide an external perspective on project progress and make recommendations for the future of the project based on its achievements, setbacks encountered and lessons learned for the benefit of the UK and host country institutions, and the Darwin Initiative.
2. The project benefited from a Darwin initiative organised mid term review in early 2004, and the Terms of Reference (ToRs) (Annex One) for this end of project review acknowledged that the Mid Term Review effectively assessed progress to that point. Consequently, the ToRs and project team requested that this review focused on "higher level" changes in relation to impacts (as opposed to activities and outputs)<sup>1</sup>; how benefits attained so far can be secured and enhanced; and on the way forward
3. The project was initiated in April 2002 and is scheduled to end in June 2005. The project is funded by Darwin Initiative for the Survival of Species and led by the Royal Society for the Protection of Birds (RSPB), in collaboration with Nature Kenya (NK).
4. RSPB champions the conservation of birds and other biodiversity in the UK and worldwide, for wildlife, the environment and people, and works with bird and habitat conservation organisations in a global partnership called "BirdLife International", including NK in Kenya. NK, previously known as the East African Wildlife Society, is a long established non-profit membership Society that considers the conservation of Important Bird Areas (IBAs) as a key part of their conservation programme.
5. The goal of the project is "to assist countries rich in biodiversity but poor in resources with the conservation of biological diversity and implementation of the Biodiversity Convention". Indicators were revised following the recommendations of the Mid Term Review (MTR) to read, "IBA monitoring information synthesised and accessible, and incorporated in national reporting to international Conventions".<sup>2</sup>
6. The project purpose is 'improved monitoring, management and conservation action is taking place in Kenya's Important Biodiversity Areas'. The measurable indicators, also revised following the MTR, were identified as; "50 out of 60 IBAs in Kenya have baseline monitoring systems established and functioning"; and "Three sites demonstrably benefit from enhanced conservation measures as a result of information from monitoring".

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<sup>1</sup> For the purposes of this review; *outputs* refer to tangible products; and *impacts* to changes in capacity, behaviour and environmental and/or socio-economic conditions

<sup>2</sup> Mid Term Review. Kenya's Important Biodiversity Areas: Improving monitoring, management and conservation areas. April 2004. Alex Forbes, ECTF. 20pp

## Main Findings

### Relevance

7. All Governmental institutions consulted felt that the monitoring system was highly complementary and useful to their work. The Forest Department (FD) recognise the information generated by the system enables them to monitor significant changes in and threats to key habitats and is therefore an extremely practical and useful mechanism for prioritising FD activities in general, and particularly in developing participatory management plans. KWS believe that the project provides a model that can be built upon to assist them to better manage wildlife in the future and recommended that the system could be expanded to include other animals.
8. The project is felt to be highly relevant to national efforts to implement the Convention on Biodiversity (CBD). The Project collaborates closely with the CBD focal point within NEMA and contributes to the CBD Task Force.
9. Non Governmental Institutions consulted also regarded the IBA monitoring system as an important mechanism for generating information useful to their work and recommended that the links between them and the project continue to be strengthened in the future
10. While the majority of partners and beneficiaries consulted recognised that the project was highly relevant to conservation needs in the region, they also felt that in order to strengthen its potential to influence conservation action nationally and locally the project needs to explore ways in which it can better demonstrate the linkages between the environment, conservation and livelihoods.
11. The project was perceived as being less relevant to SSGs. A number of individuals interviewed pointed out that more effort was required to demonstrate the benefits of the monitoring system to the community groups involved; and the SSGs consulted felt that the information relayed back to them (through the Status & Trends report, 2004 and feedback workshops) did not adequately meet their information needs

### Impact

12. While impacts tend to be difficult to attribute to any one project/intervention, partners and beneficiaries consulted felt that the project had positively influenced and contributed to conservation actions and management and policy decisions in the region. A majority of the individuals consulted stated that the 2004 status report on Kenya's Important Bird Areas had been particularly effective in triggering conservation action, and had contributed to stimulating national level discussions on issues such as the "shamba system" and charcoal burning; as well as reducing encroachment and illegal activities (such as logging and cattle grazing) within IBA sites.
13. The project was also instrumental in assisting SSGs in Kinangop and Kenvo to focus interventions funded by DANIDA and the European Union (EU) through its Biodiversity Conservation Programmes (BCP) on alternative nature based enterprises. The interventions are aimed at securing an income base (through, for example, bee keeping and wool spinning) and reducing over-dependence on the Kinangop grasslands and Kereita Forest. Both SSGs felt that, once established, the interventions would have significant positive impact. Nature Kenya also recently purchased land at Kinangop where a resource centre and ecotourism activities are to be established.

14. The IBA monitoring system is perceived to add/have the potential to add considerable value to the existing monitoring programmes of participating institutions. Partners and beneficiaries consulted felt that the system is simple, user friendly and scientifically robust. However, it was also recognised that the trade off of having a simple system that anybody can use, is that the data being collected and analysed is also dependent on the capacity and willingness of individuals to collect, submit and analyse information that is valid and scientifically sound.
15. While tools and processes for data analysis have proved adequate to date, it is recognised that there is room for improvement. The synthesis of basic monitoring sheets is highly dependent on the capacity of the responsible individual; and the Excel worksheets were not designed for specific types of analysis and are currently cumbersome and difficult to use.
16. Individuals consulted felt that the project activities had been highly effective in raising awareness and capacity for the use of the IBA monitoring system. Many pointed out that prior to this project, the idea of monitoring birds was “not taken seriously” and it now is viewed as an important tool and model for monitoring environmental and habitat changes and therefore influencing conservation policy and action.
17. It was acknowledged that project activities have contributed to an increased recognition of the importance of monitoring and sharing of information at the national level; as well as of Kenya's capacity to contribute at the Global level. The monitoring system has been integrated within Kenya's Biodiversity Action plan and the project has effectively contributed to the implementation of the CBD through activities such as support to the Kenyan Delegation at COP7, participation on the CBD implementation committee and extensive contributions to the 2<sup>nd</sup> National report. Furthermore, NK participated as part of the Government delegation in the 10<sup>th</sup> meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) held in Bangkok, February 2005.
18. A number of individuals consulted indicated that the project has contributed to raising the profile of both NK and NMK as effective and important actors in conservation efforts in Kenya. The collaboration between the two institutions has been highly strategic in that it ensured that the project has established a sound technical base (NMK), as well as the mandate to translate technical information to conservation action (NK).
19. The NLC provides an effective forum for sharing of information and experiences between different institutions on their work in biodiversity conservation; and to some extent influencing action.

## Sustainability

20. The project has made significant attempts to ensure that the benefits realised to date will continue in the long term. A key factor behind the sustainability and success of this project has been the partnership approach between NK, NMK and RSPB. Other significant examples that contributed to promoting and strengthening a wider sense of ownership of the project include;
- Integrating the project in the IBA national programme;
  - Involving a diversity of institutions (such as KWS, FD, ELCI, KFWG, SSGs) in the design and implementation of the monitoring system (including the use of institutional logos on the monitoring forms, as recommended by the MTR). In some instances, participating organisations contributed in kind through staff time, the provision of vehicles etc. which provides an indication of commitment and ownership;
  - Involving institutions that play a key role in conservation in Kenya in the analysis and interpretation of data through the NLC strengthened ownership of the project findings and recommendations for conservation action; and
  - Including monitoring activities in a number of new and ongoing projects which further supports the continuation of monitoring, especially the involvement of SSGs.
21. While the capacity of participating institutions has been strengthened to some extent through training and implementation of the monitoring system, it is still felt to be inadequate to sustain monitoring activities in the long term.
22. In spite of the efforts described above, it is recognised that many of the institutions involved, particularly Government and community based organisations, continue require financial and technical support to sustain their involvement
23. The majority of the individuals interviewed felt that policy environment is supportive of the project, and will become more so over time. National policies are gradually recognising and enabling collaborative management (such as the draft Forest Bill) and there is a growing awareness of the importance of basing policy decisions on scientific data and information.

## Conclusions and Recommendations

24. Overall, this is an extremely good project. It has achieved significant impacts in a very short space of time, and in spite of a number of obstacles. Experiences captured through this review were used in developing the recommendations and lessons learnt outlined below. It is strongly suggested that, in the event funding is secured for a subsequent phase, project partners review the recommendations and develop an action plan detailing how they will response to those accepted as valid, relevant, and useful.

25. Recommendations for the future:

- Strengthen the involvement of project partners and beneficiaries in project planning, monitoring and decision making
- Identify incentives for monitoring to establish a more “demand driven” system
- Strengthen the monitoring system through improving mechanisms for validation, analysis and information sharing
- Provide further training for the PIT, other partners and beneficiaries in areas including: i) Participatory project management; ii) Training of trainers in IBA monitoring; and iii) Data analysis and interpretation
- Document and widely disseminate lessons learnt and best practice identified through project experience

## Lessons Learnt

26. Monitoring activities can be an extremely effective mechanism to raise awareness and build capacity for conservation. However, to maximise effectiveness and ensure sustainability, they should be incentive based and take into account the social, economic and political realities of those involved

27. Institutionalisation and integration requires time and effort. Processes need to be influenced and capacity strengthened at the institutional level, rather than the individual level

28. Participatory approaches can strengthen ownership and contribute to long term sustainability. However, meaningful participation requires full involvement of partners and beneficiaries in decision making processes from the onset

## 1 Introduction

### 1.1 Background

1. The end of project review & forward planning exercise took place from the 7th to 16th of March, 2005. The project review is primarily intended to provide an external perspective on project progress and make recommendations for the future of the project based on its achievements, setbacks encountered and lessons learned for the benefit of the UK and host country institutions, and the Darwin Initiative.
2. The project benefited from a Darwin initiative organised mid term review in early 2004, and the Terms of Reference (ToRs) for this end of project review acknowledged that the Mid Term Review effectively assessed progress to that point. Consequently, the ToRs and project team requested that this review focused on "higher level" changes in relation to impacts (as opposed to activities and outputs)<sup>3</sup>; how benefits attained so far can be secured and enhanced; and on the way forward.
3. The findings of the review presented in this report as follows; Section 2 provides a brief overview of the project's achievements to date; Section 3 discusses the main findings of the review; Section 4 provides recommendations on the way forward; Section 5 discusses key lessons arising from project experiences; and Section 6 the Annexes.

### 1.2 Project Overview

4. The project was initiated in April 2002 and is scheduled to end in June 2005. The project is funded by Darwin Initiative for the Survival of Species and led by the Royal Society for the Protection of Birds (RSPB), in collaboration with Nature Kenya (NK).
5. A Project Advisory Committee (PAC) is responsible for overall guidance on implementation, and monitoring and evaluation of project progress, while day to day project management is the responsibility of the Project Implementation Team (PIT).
6. RSPB champions the conservation of birds and other biodiversity in the UK and worldwide, for wildlife, the environment and people, and works with bird and habitat conservation organisations in a global partnership called "BirdLife International", including NK in Kenya. NK, previously known as the East African Wildlife Society, is a long established non-profit membership Society that considers the conservation of Important Bird Areas (IBAs) as a key part of their conservation programme.
7. This project builds on a ten country GEF/UNDP funded project which developed a draft generic monitoring system and build national and local constituencies for IBA conservation. The need for the project was identified during the development of the World Bird Data Base, at which time it became apparent that there was a significant shortage in skills and data; as well as an inadequate use of monitoring information for conservation decision making<sup>4</sup>.

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<sup>3</sup> For the purposes of this review; *outputs* refer to tangible products; and *impacts* to changes in capacity, behaviour and environmental and/or socio-economic conditions

<sup>4</sup> Application for funding submitted by the Royal Society for the Protection of Birds in partnership with Nature Kenya. October 2001

8. The goal of the project is “to assist countries rich in biodiversity but poor in resources with the conservation of biological diversity and implementation of the Biodiversity Convention”. Indicators were revised following the recommendations of the Mid Term Review (MTR) to read, “IBA monitoring information synthesised and accessible, and incorporated in national reporting to international Conventions”.<sup>5</sup>
9. The project purpose is ‘improved monitoring, management and conservation action is taking place in Kenya's Important Biodiversity Areas’. The measurable indicators, also revised following the MTR, were identified as; “50 out of 60 IBAs in Kenya have baseline monitoring systems established and functioning”; and “Three sites demonstrably benefit from enhanced conservation measures as a result of information from monitoring”.

### 1.3 Terms of Reference for the End of Project Review & Forward Planning

10. The primary aim of this project review is to “make recommendations for the future of the project based on its achievements, setbacks encountered and lessons learned” (refer to Terms of Reference, attached as Annex One). In particular, the review is to include recommendations on “follow-up activities that would assist to achieve long-term sustainability of project achievements”; and “include lessons learned that could inform on the overall execution of the Darwin Initiative and potentially be applied to future projects in Kenya or elsewhere”.
11. Issues reviewed include;
  - Relevance: With a focus on the links to CBD and the complementarity and coherence with other related programmes and activities at national or local levels; as well as the suitability of the data and its applicability to the key institutions with the mandate of driving conservation in Kenya
  - Impact: The extent to which the project outputs have been achieved and contribute to the overall project goal
  - Sustainability: The effectiveness of the measures put in place so far to ensure that the outcomes of the project at purpose level are likely to continue after the end of the project
  - The way forward: Recommendations for ensuring that the projects legacy and its outcomes are sustained in a way which Kenyan institutions can realistically support in the long term
12. Data for the review was collected through a review of project and related documentation; semi-structured interviews with institutional partner representatives; observation of a National Liaison Committee meeting (NLC); field visits to two Site Support Groups (SSGs); and a self-assessment workshop with project staff (refer to Annex Two for a list of documents and stakeholders consulted).
13. The review approach was one of facilitation. Consequently, the findings presented herein are based on the responses from partners and beneficiaries consulted during the review as opposed to the views of the reviewer.

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<sup>5</sup> Kenya's Important Biodiversity Areas: Improving Monitoring Management and Conservation Action. First Annual Report. Submitted by RSPB in partnership with Nature Kenya. April 2003-March 2004

## 2 Overview of Project Achievements to Date

### 2.1 Achievements in relation to the Project Logframe

14. The following table provides an overview of the project’s key achievements to date.

Project Summary	Measurable Indicators	Key Achievements to Date	Source
<b>Goal:</b> To assist countries rich in biodiversity but poor in resources with the conservation of biological diversity and implementation of the Biodiversity Convention	IBA monitoring information synthesised and accessible, and incorporated in national reporting to international Conventions	<ul style="list-style-type: none"> <li>IBA status and trends report 2004 used extensively in preparing the second National Report to the CBD</li> </ul>	Interviews with key partners & beneficiaries
<b>Purpose:</b> Improved monitoring, management and conservation action is taking place in Kenya’s Important Biodiversity Areas	<p>50 out of 60 IBAs in Kenya have baseline monitoring systems established and functioning</p> <p>Three sites demonstrably benefit from enhanced conservation measures as a result of information from monitoring</p>	<ul style="list-style-type: none"> <li>52 sites have baseline monitoring systems established</li> <li>78% returns on Basic Monitoring Forms (BMFs) in 2004</li> <li>Management plan for Kereita (Kikuyu) escarpment forest completed; site action plans for Dunga and Kikuyu expected to be ready by June 2005.</li> <li>“Shamba” system banned at affected IBAs; and encroachment and illegal activities (such as logging, charcoal burning) ignorantly reduced</li> <li>Private land purchased on Kinangop Plateau to protect mountain grasslands, the Sharpe’s longclaw <i>Macronyx sharpie</i>, and establish a resource centre and ecotourism activities</li> </ul>	<p>PIT Self Assessment</p> <p>IBA status &amp; trends report 2004</p> <p>PIT meeting minutes (Feb. 05)</p>

**End of Project Review & Forward Planning – Kenya’s Important Biodiversity Areas**

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Project Summary	Measurable Indicators	<u>Key Achievements to Date</u>	Source
<p><b>Output 1:</b> Project systems in place</p>	<p>Activities on schedule</p>	<ul style="list-style-type: none"> <li>▪ PIT and PAC established and meet regularly</li> <li>▪ Some PIT members trained in MS Access &amp; the use of the World Bird Database; and benefited from GIS orientation by Ian Fisher</li> <li>▪ Two annual reports submitted, third due end April</li> <li>▪ MTR conducted Feb. 2004 and recommendations responded to by project</li> <li>▪ Examples of project publicity; Visit by the British Minister of Environment, Sir Elliot Molley; Articles published in two Nature Kenya publications, RSPB and BirdLife Africa Magazine; flyer on the Darwin funded monitoring scheme produced and distributed at COP7; Msafiri article drafted; manuscripts for publication in journals in development by Leon Bennun, RM PAOC paper being prepared, and radio interviews with FM stations planned</li> <li>▪ Project monitored through PAC and NLC meetings. However, formal annual review meetings have not taken place</li> </ul>	<p>2<sup>nd</sup> Annual Progress Report                      PIT meeting minutes (Feb. 05)                      PIT self assessment</p>
<p><b>Output 2:</b> National site monitoring system established and covering all IBAs</p>	<p>Minimum monitoring requirements identified for all 60 IBAs</p> <p>High quality training programme for monitoring network produced by IBA officers</p> <p>Institutions and individuals identified and resourced to monitor all IBAs</p>	<ul style="list-style-type: none"> <li>▪ Monitoring requirements established for 52 sites</li> <li>▪ Monitoring Sub-Committee with representatives from key Govt. agencies, including FD and KWS established. Members of the committee act as the institutional focal points for monitoring activities and assist to coordinate basic monitoring</li> </ul>	<p>PIT self assessment                      MTR report                      PIT meeting minutes (Feb. 05)</p>

**End of Project Review & Forward Planning – Kenya’s Important Biodiversity Areas**

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Project Summary	Measurable Indicators	Key Achievements to Date	Source
<p><b>Output 3:</b> Detailed monitoring carried out at key IBAs feeds into improved management planning</p>	<p>Priority sites for detailed monitoring identified</p> <p>Protocols for all main habitats produced and agreed</p> <p>Six training courses undertaken for network, including Government field staff</p> <p>Agreed annual monitoring programmes implemented by SSGs and Government field staff at six key sites</p> <p>Action plans incorporating baseline monitoring data produced and adopted for six key IBAs</p>	<ul style="list-style-type: none"> <li>▪ Detailed monitoring fairly well established in four sites – Kinangop Grasslands, Kikuyu Escarpment Forest, Mukurwe-ini Valleys, Lake Victoria and to a less extent at the Arabuko Sokoke Forest IBAs</li> <li>▪ Six courses undertaken with 5 groups, covering 6 IBAs. Training courses included;               <ul style="list-style-type: none"> <li>○ One Training of Trainers conducted aimed at equipping a total of 23 members of key government agencies, SSGs and participating NGOs with ToT skills</li> <li>○ Two courses on the principles of species and habitat monitoring for Kenya’s IBAs were held during which approx. 56 Govt. officials, SSGs members and participating NGOs were trained</li> <li>○ Training in site level monitoring at the five priority IBA sites, involving approx 100 people from local CBOs, SSG members, local administration, KWS and FD field staff</li> </ul> </li> <li>▪ BCP and DANIDA funded two refresher training courses at Kikuyu Escarpment and Kinangop plateau in 2004</li> <li>▪ Management plan for Kereita (Kikuyu) escarpment forest completed; site action plans for Dunga and Kikuyu expected to be ready by June 2005.</li> </ul>	<p>MTR</p> <p>PIT Self Assessment</p> <p>PIT meeting minutes (Feb. 05)</p> <p>Second annual progress report</p>

**End of Project Review & Forward Planning – Kenya’s Important Biodiversity Areas**

Project Summary	Measurable Indicators	Key Achievements to Date	Source
<p><b>Output 4:</b> Effective feedback loops established between monitoring and national conservation action &amp; reporting</p>	<p>Coordination established for data compilation, quality control, synthesis and reporting</p> <p>IBA database populated with time-series data</p> <p>Monitoring Committee of IBA National Liaison Committee develops effective work programme</p> <p>Annual IBA status report produced and widely circulated</p>	<ul style="list-style-type: none"> <li>▪ Data collected through members of the Monitoring Sub Committee and analysed at by NMK Research Fellows</li> <li>▪ Feedback on results from detailed monitoring provided to three SSGs; the Lake Victoria Sunset Birders; Kijabe Environment Volunteers (KENVO); and the Friends of Kinangop Plateau (FoKP)</li> <li>▪ IBA status report 2004 produced and launched at a high level seminar in May 2004 and widely distributed through the NLC a</li> </ul>	<p>Feedback reports</p> <p>2<sup>nd</sup> Annual Progress Report</p>
<p><b>Output 5:</b> Conservation interventions made as a result of threats or opportunities identified by monitoring</p>	<p>Nature Kenya and other NLC organisations make interventions based on monitoring data at five sites</p> <p>Three managing agencies adopt changes in site actions as a result of monitoring data</p>	<ul style="list-style-type: none"> <li>▪ Management plan for Kereita (Kikuyu) escarpment forest completed; site action plans for Dunga and Kikuyu expected to be ready by June 2005.</li> <li>▪ “Shamba” system banned at affected IBAs; and encroachment and illegal activities (such as logging, charcoal burning) ignorantly reduced</li> <li>▪ Private land purchased on Kinangop Plateau to protect mountain grasslands, the Sharpe’s longclaw <i>Macronyx sharpie</i>, and establish a resource centre and ecotourism activities</li> <li>▪ FD has incorporated monitoring programme in its annual work plan, but not budgeted for it; KWS plans to incorporate it after the decentralisation process currently underway</li> </ul>	<p>PIT Self Assessment</p> <p>PIT meeting minutes (Feb. 05)</p>
<p><b>Output 6:</b> Mechanisms identified and capacity build to sustain the collection and use of practical monitoring information in the longer term</p>	<p>Funding programme in place for continuing programme of monitoring at end of year three</p>	<ul style="list-style-type: none"> <li>▪ EU and DANIDA funded programmes at Kinangop and Kikuyu and USAID funded programme at Arabuko Sokoke have monitoring programmes;</li> <li>▪ Funding through DANIDA &amp; EU (BCP) at Kinangop and Kikuyu assisted to establish income generating activities and strengthen SSGs</li> </ul>	<p>2<sup>nd</sup> Annual Progress Report</p>

## 3 Main Findings

### 3.1 Relevance

15. All Governmental institutions consulted felt that the monitoring system was highly complementary and useful to their work. The Forest Department (FD) recognise the information generated by the system enables them to monitor significant changes in and threats to key habitats and is therefore an extremely practical and useful mechanism for prioritising FD activities in general, and particularly in developing participatory management plans. KWS believe that the project provides a model that can be built upon to assist them to better manage wildlife in the future and recommended that the system could be expanded to include other animals.
16. The project is felt to be highly relevant to national efforts to implement the Convention on Biodiversity (CBD). The Project collaborates closely with the CBD focal point within NEMA and contributes to the CBD Task Force.
17. Non Governmental Institutions consulted also regarded the IBA monitoring system as an important mechanism for generating information useful to their work and recommended that the links between them and the project continue to be strengthened in the future. Examples include;
  - The Environment Liaison Committee (ELCI) that has played an active role in strengthening the capacity of civil society to contribute to the CBD;
  - BirdLife International, who felt that the experiences and lessons learnt from project could contribute greatly to promoting and strengthening IBA monitoring programmes in other parts of Africa and recommended that the lessons and best practices are documented and distributed widely;
  - The African Conservation Centre (ACC) that is interested in participating in the monitoring system as they felt that there was potential for synergy between the project and their conservation activities, particularly in Amboseli and Magadi; and
  - The Kenya Forest Working Group (KFWG) that has been able to use the information to lobby for conservation action.
18. While the majority of partners and beneficiaries consulted recognised that the project was highly relevant to conservation needs in the region, they also felt that in order to strengthen its potential to influence conservation action nationally and locally the project needs to explore ways in which it can better demonstrate the linkages between the environment, conservation and livelihoods.
19. The project was perceived as being less relevant to SSGs. A number of individuals interviewed pointed out that more effort was required to demonstrate the benefits of the monitoring system to the community groups involved; and the SSGs consulted felt that the information relayed back to them (through the Status & Trends report, 2004 and feedback workshops) did not adequately meet their information needs.

### 3.2 Impact

20. While impacts tend to be difficult to attribute to any one project/intervention, partners and beneficiaries consulted felt that the project had positively influenced and contributed to conservation actions and management and policy decisions in the region. A majority of the individuals consulted stated that the 2004 status report on Kenya's Important Bird Areas<sup>i</sup> had been particularly effective in triggering conservation action, and had contributed to stimulating national level discussions on issues such as the "shamba system" and charcoal burning; as well as reducing encroachment and illegal activities (such as logging and cattle grazing) within IBA sites.
21. The project was also instrumental in assisting SSGs in Kinangop and Kenvo to focus interventions funded by DANIDA and the European Union (EU) through its Biodiversity Conservation Programmes (BCP) on alternative nature based enterprises. The interventions are aimed at securing an income base (through, for example, bee keeping and wool spinning) and reducing over-dependence on the Kinangop grasslands and Kereita Forest. Both SSGs felt that, once established, the interventions would have significant positive impact. Nature Kenya also recently purchased land at Kinangop where a resource centre and ecotourism activities are to be established.
22. As discussed under the section on Relevance, the IBA monitoring system is perceived to add/have the potential to add considerable value to the existing monitoring programmes of participating institutions. Partners and beneficiaries consulted felt that the system is simple, user friendly and scientifically robust. However, it was also recognised that the trade off of having a simple system that anybody can use, is that the data being collected and analysed is also dependent on the capacity and willingness of individuals to collect, submit and analyse information that is valid and scientifically sound.
23. Data from the basic monitoring system is carried out through a synthesis and compilation of the data sheets and other relevant sources of information (such as newspaper clippings). Analysis of data from the detailed monitoring systems is carried out through the use of Excel worksheets and with technical support and input from the Royal Society for the Protection of Birds (RSPB). Reports are validated by circulating them to members of the Kenyan IBA National Liaison Committee (NLC). While this has proved adequate to date, it is recognised that there is room for improvement. The synthesis of basic monitoring sheets is highly dependent on the capacity of the responsible individual; and the Excel worksheets were not designed for specific types of analysis and are currently cumbersome and difficult to use.
24. Individuals consulted felt that the project activities had been highly effective in raising awareness and capacity for the use of the IBA monitoring system. Many pointed out that prior to this project, the idea of monitoring birds was "not taken seriously" and it now is viewed as an important tool and model for monitoring environmental and habitat changes and therefore influencing conservation policy and action.
25. It was acknowledged that project activities have contributed to an increased recognition of the importance of monitoring and sharing of information at the national level; as well as of Kenya's capacity to contribute at the Global level. The monitoring system has been integrated within Kenya's Biodiversity Action plan and the project has effectively contributed to the implementation of the CBD through activities such as support to the Kenyan Delegation at COP7, participation on the CBD implementation committee and extensive contributions to

the 2<sup>nd</sup> National report. Furthermore, NK participated as part of the Government delegation in the 10<sup>th</sup> meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) held in Bangkok, February 2005. Of key significance was their contribution to agenda no. 2 on "Indicators – Strategic issues for evaluating progress in or supporting implementation of the Strategic Plan, during which Birdlife International and partners were recognised as key sources of data on changes in the status of threatened species; and the Director of NK, Paul Matiku, gave a presentation on the role of IBAs in conserving broader biodiversity.

26. A number of individuals consulted indicated that the project has contributed to raising the profile of both NK and NMK as effective and important actors in conservation efforts in Kenya. The collaboration between the two institutions has been highly strategic in that it ensured that the project has established a sound technical base (NMK), as well as the mandate to translate technical information to conservation action (NK).
27. The NLC provides an effective forum for sharing of information and experiences between different institutions on their work in biodiversity conservation; and to some extent influencing action. However, it was also recognised that the ability of the NLC to influence action is dependent on the level of the individuals that attend the meetings. Individuals that are not managers find it harder to convey relevant information and influence activities within their own institutions.
28. Engaging governmental and community based organisations has had both positive and negative impacts;
  - In the example of the Kikuyu, it has positively influenced the relationship between governmental and community based organisations through providing them with the opportunity to work together, and therefore their ability to achieve common conservation goals; while
  - A few of the individuals interviewed reported incidences in other areas<sup>6</sup> where communities were afraid to provide information on threats in a particular area to the FD/KWS as they were afraid of being "targeted". While the latter institutions are making efforts to strengthen their relationship with communities, there is still a fairly common perception that they are "law enforcers". Individual interviewed pointed out the need for the project to recognise this as a potential risk and identify opportunities/actions required to mitigate this risk.

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<sup>6</sup> Individuals interviewed did not say which areas were affected

### 3.3 Sustainability

29. The project has made significant attempts to ensure that the benefits realised to date will continue in the long term. A key factor behind the sustainability and success of this project has been the partnership approach between NK, NMK and RSPB. While RSPB has been highly instrumental in providing technical advice and has played a key role in the quality and effectiveness of project outputs; the fact that NK has had overall responsibility for project management, in partnership with NMK, has ensured that the project is well embedded within their institutional frameworks. Other significant examples that contributed to promoting and strengthening a wider sense of ownership of the project include;
- Integrating the project in the IBA national programme;
  - Involving a diversity of institutions (such as KWS, FD, ELCI, KFWG, SSGs) in the design and implementation of the monitoring system (including the use of institutional logos on the monitoring forms, as recommended by the MTR). In some instances, participating organisations contributed in kind through staff time, the provision of vehicles etc. which provides an indication of commitment and ownership;
  - Involving institutions that play a key role in conservation in Kenya in the analysis and interpretation of data through the NLC strengthened ownership of the project findings and recommendations for conservation action; and
  - Including monitoring activities in a number of new and ongoing projects which further supports the continuation of monitoring, especially the involvement of SSGs.
30. While the capacity of participating institutions has been strengthened to some extent through training and implementation of the monitoring system, it is still felt to be inadequate to sustain monitoring activities in the long term. This is largely due to staff changes and restructuring within institutions (such as KWS). Furthermore, it was felt that the ToTs conducted with the intention of establishing a sustainable resource base for capacity building in the future could have been more effective if the trainers were used in subsequent trainings.
31. In spite of the efforts described under bullet point 29, it is recognised that many of the institutions involved, particularly Government and community based organisations, continue require financial and technical support to sustain their involvement. For example, a number of the individuals interviewed pointed out that the completion and submission of data monitoring sheets was still dependent on the provision of financial support, regular follow up visits and training workshops. Additionally, NLC members are reimbursed for costs related to their participation in meetings and the sustainability of this is questionable. It was felt that these examples may reflect that the monitoring system is not adequately institutionalised and owned by participating institutions (of particular concern was KWS, FD, NEMA, and the SSGs) and efforts should be made to address this in the future.
32. The majority of the individuals interviewed felt that policy environment is supportive of the project, and will become more so over time. National policies are gradually recognising and enabling collaborative management (such as the draft Forest Bill) and there is a growing awareness of the importance of basing policy decisions on scientific data and information.

## 4 Conclusions and Recommendations

Overall, this is an extremely good project. It has achieved significant impacts in a very short space of time, and in spite of a number of obstacles. This in itself signifies strong commitment at all levels, and that project outcomes are relevant locally and nationally. The project has also established a foundation on which measures for sustainability can be built, including institutional partnerships, capacity and the willingness of local communities and national actors. Through its experiences, a number of lessons have been learnt which should be used both to strengthen future implementation (especially with regards to sustainability), and to inform other relevant initiatives regionally and globally. Experiences captured through this review were used in developing the recommendations that follow in this section and lessons learnt in Section 5. It is strongly suggested that, in the event funding is secured for a subsequent phase, project partners review the recommendations and develop an action plan detailing how they will response to those accepted as valid, relevant, and useful.

**Recommendation One:** Strengthen the involvement of project partners & beneficiaries in project planning, monitoring and decision making

33. While the project has involved partners & beneficiaries in project planning, monitoring and decision making, it has done so largely through requesting inputs/comment on ideas or decisions already drafted (such as the project proposal for a subsequent phase); or through forums not specifically dedicated to this purpose (such as the NLC). It was felt that this approach has not been entirely effective with regards to both identifying strategic mechanisms for integration and establishing commitment and ownership. Furthermore, in the case of SSGs, there appeared to be very little understanding of the “bigger picture” with regards to what the project is intending to achieve and how. This may have contributed to reduced motivation for their participation<sup>7</sup>; and has resulted in some suspicion regarding the use of project resources (e.g. – “should we have received more equipment or not – how do we know?”). It is therefore recommended that the project considers adopting a more participatory approach to planning, monitoring and decision making. Practically, this could be achieved through;
- Convening a strategic planning meeting at the onset of implementation, in the event that funding for a subsequent phase is secured. The meeting should aim to deliberate and identify “measures for sustainability” in the long term, develop an action plan to implement these measures, and revisit and clearly define the assumptions being made. Furthermore, responsibilities for actions should be distributed amongst participating institutions (and not be limited to NK/NMK) with clear deadlines and reporting mechanisms. *Examples* of “measures for sustainability” include;
    - Mechanisms for building institutional capacity as opposed to individual capacity – such as through securing commitment from participating institutions to ensure that skills and knowledge acquired by individuals is shared with other relevant departments (through management and staff meetings, email, circulars etc)
    - Incorporating responsibilities for gathering data and submitting forms in individual ToRs

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<sup>7</sup> For example, through enhanced understanding of and appreciation for the contribution of data collected by the SSGs to national conservation efforts

- Increasing the use of local capacity and existing systems – such as trained trainers, local government meetings etc.
- Identifying key opportunities to engage senior managers from participating institutions
- Developing a participatory monitoring and evaluation action plan with outcome and impact indicators, “learning questions”, data collection methods, roles & responsibilities
- Identifying and planning for participatory forums for assessment of project progress & performance, critical reflection and learning, and work planning – such as annual review meetings, including all partners & beneficiaries as well as the PAC and PIT; and weekly staff meetings

Recommendation Two: Identify incentives for monitoring to establish a more “demand driven” system

34. Often, institutions take advantage of training or other opportunities being offered without really deciding what type of training or intervention is required to improve their own performance. In these instances, the intervention tends to be supply driven and is less likely to be integrated within the participating institution. It is recommended that the project seeks to develop a better understanding of the existing needs of participating institutions vis a vis the opportunities offered by the project; and identifies ways in which to contribute to the identified needs. This may involve;
- Conducting a needs assessment to better understand and identify the *information* needs of participating institutions and reviewing the monitoring system to identify ways in which these information needs can be met. The latter may require a review of both data collection and analysis tools and methods. However, it is important that this review begins with information needs as opposed to a review of the data collection forms. In other words, asking “*what questions do the participating individuals need answered?*” and “*How will information generated be used, and for what?*” prior to “*how can the data collection forms be amended to suit information needs?*”
  - Identifying ways in which participating institutions can be more involved in the analysis of data. For example, establishing a shared database which participating institutions can utilise to conduct their own analysis (see Recommendation 3 below)
  - Enhance direct benefits to SSGs – such as providing certificates to qualified guides; assisting to link them to bird watching tours; packaging information specific to site in a manner that may be used for activities such as awareness raising, mobilising the wider community and raising funds; and demonstrating the linkages between conservation action and livelihoods

**Recommendation Three:** Strengthen the monitoring system through improving mechanisms for validation, analysis and information sharing

35. In order to further strengthen the validity and continue to ensure that the monitoring system is scientifically robust, the project should explore sustainable mechanisms to ground truth data collected. This may include involving interns working with NMK, outposted researchers from KWS and increasing follow up visits to the field by PIT and partner organisations.
36. As discussed under point 23, the project may benefit greatly from the establishment of an appropriate information management system, and may benefit from the design of the World Bird Database. The information management system should be based on a clear understanding of information needs, as discussed under point 34.

**Recommendation Four:** Provide further training for the PIT, other partners and beneficiaries

37. It is recommended that the project considers allocating resources for additional training in areas including (but not limited to) the following:
- Participatory project management (including time management, monitoring and evaluation and participatory techniques)
  - Training of trainers in IBA monitoring
  - Data analysis and interpretation

**Recommendation Five:** Document and widely disseminate lessons learnt and best practice identified through project experiences

38. In order to promote project experiences, and contribute to replication in different areas, the project should document and widely disseminate lessons learnt experiences of the project and best practice for wider use. The following elements are useful to consider when documenting lessons learnt<sup>8</sup>;
- Defining lessons learnt – a lesson should include a “generalised principle that can be applied in other situations”.
  - Theme of “lesson learned”; Themes can include the core question(s) that the project asked itself due to a methodological innovation/problem encountered; or the key themes of the project
  - Assumptions & hypotheses; It is important to describe the original understanding of the theme/question and the understanding after the assumption was tested through project interventions. For example; *“we originally assumed that there was a demand/need for monitoring information; but now recognise that institutional needs must be clearly defined at the onset and incentives created to heighten the demand for monitoring information”*
  - Specific examples; Lessons should be supported by evidence – examples of how original assumptions/hypotheses were tested and the outcomes
39. The project may also consider developing an advocacy and awareness strategy, which will include identifying and defining target groups, communication materials and tools. The project may wish to consider involving environmental journalists, in addition to partner institutions, to assist with the development of the strategy.

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<sup>8</sup> From IFAD 2002. Managing for Impact in Rural Development: A Guide for Project M&E. IFAD, Rome

## 5 Lessons Learnt

A. Monitoring activities can be an extremely effective mechanism to raise awareness and build capacity for conservation. However, to be maximise effectiveness and ensure sustainability, they should be incentive based and take into account the social, economic and political realities of those involved.

40. The experiences of this project have shown that involving stakeholders in monitoring activities can result in raised awareness, motivation and capacity for conservation action (refer also to the findings of the MTR). However, engaging stakeholders is not a simple process and it takes considerable investment of time and effort to understand and ensure that the information generated meets their needs, and provides added value to their institutional programmes. Social, economic and political realities in which institutions operate tend to be linked institutional needs, and should therefore be taken into consideration when identifying incentives for participation (for example, community based organisations often require assistance with income generation).

B. Institutionalisation and integration requires time and effort. Processes need to be influenced and capacity strengthened at the institutional level, rather than the individual level

41. In situations where restructuring, changes in leadership and staff are relatively common – it is extremely important to try to influence institutional processes, rather than individuals. To do so, the involvement of senior managers is crucial as they are better placed to (for example) review ToRs for relevant positions; make adjustments to departmental/institutional work plans etc.

C. Participatory approaches can strengthen ownership and contribute to long term sustainability. However, meaningful participation requires involvement in decision making by partners and beneficiaries from the onset.

42. Participation can occur at different levels, and in different ways. For example, developing a decision together is very different from requesting a partner/beneficiary to comment on a decision already made. With regards to ownership and commitment to a decision made, the former tends to be more effective than the later. Adopting a participatory approach requires skills and knowledge – the capacity to effectively use participatory tools and methods. It is often important to ensure that this capacity is in place, or built when implementing a monitoring system that involves a variety of stakeholders and requires

## 6 Annexes

### 6.1 Annex One: Terms of Reference for a review and forward plan for a Darwin Initiative funded Project

<b>Project Title</b>	<b>Kenya's Important Biodiversity Areas: Improving monitoring, management and conservation areas.</b>
<b>Project No.</b>	11-003
<b>Implementing Institutions</b>	Nature Kenya in collaboration with National Museums of Kenya, Forest department, Kenya Wildlife Service and others
<b>UK Institution</b>	The Royal Society for the Protection of Birds
<b>Grant Value</b>	GBP 193,080
<b>Start / End Date:</b>	01/04/02 to 31/06/05
<b>Reviewer</b>	

#### Background on this project

The Darwin Initiative seeks to help the safeguard of the World's biodiversity by drawing on UK biodiversity expertise to work with local partners in countries that are rich in biodiversity but poor in financial resources. Particular emphasis is placed on:

- Conserving biological diversity within the context of the Convention on Biological Diversity, including sustainable use and the fair and equitable sharing of benefits arising out of the utilisation of genetic resources;
- Improving collaboration with host country/ies and strengthening their capacity to carry forward Darwin funded initiatives;
- Enhancing the overall legacy of Darwin projects.

The Darwin Initiative supports projects led by UK institutions in partnership with host country institutions that support biodiversity conservation over a range of ecosystems and locations. Five priority areas for Darwin funding include:

- Institutional capacity building.
- Training
- Research
- Work to implement the Convention on Biological Diversity
- Environmental education and awareness

The primary aim of this project review is to make recommendations for the future of the project based on its achievement, setbacks encountered and lessons learned. It is intended that its achievements will continue, and it is hoped that specific funding might be provided towards enhancing its success and ensuring its legacy.

## Objectives of the Project review and forward plan

The project review is primarily intended to provide an external perspective on project progress and future direction for the benefit of the UK and host country institutions, and the Darwin Initiative.

The review should assess the progress, achievements and future direction of the Darwin project against the project logical framework, and the progress towards this outlined in the mid term review.

In particular, the project review shall also include recommendations on follow-up activities that would assist to achieve long-term sustainability of the project achievements. A logical framework exists for immediate future plans and this should be critically evaluated and an overall plan for future sustainability outlined.

The project review shall also include lessons learned that could inform on the overall execution of the Darwin Initiative, and potentially be applied to future projects in Kenya or elsewhere

The planned outputs of the project review shall be a concise Aide Memoir to be submitted and presented to the Project team at the end of the field mission, and a project review report.

The method of the project review shall be one of facilitation. Talking to key players in the project at various levels and prompting their views on future strategies and approaches. Thus most of the outcomes and answers should come from the team themselves based on their experiences rather than from the views of the reviewer.

## Project Background

The original project aimed to establish and co-ordinate an effective, sustainable monitoring system at 60 Important Biodiversity Areas (IBAs) throughout Kenya, track the status of the IBA network and feedback directly into improved site management, conservation action and national reporting. The purpose of the project is "Improved monitoring, management and conservation action is taking place in Kenya's Important Biodiversity Areas"

The outputs are:

1. *Project systems in place.*
2. National site monitoring system established and covering all IBAs.
3. *Detailed monitoring carried out at key IBAs feeds into improved management planning.*
4. *Effective feedback loops established between monitoring and national conservation action and reporting.*
5. *Conservation interventions made as a result of threats or opportunities identified by monitoring.*
6. Mechanisms identified and capacity built to sustain the collection and use of practical monitoring information in the longer term.

Nature Kenya considers the conservation of IBAs as a key part of their conservation programme to conserve birds and wider biodiversity. This current project is building

on the earlier successes in developing a functioning national network and some local initiatives to conserve these sites.

Government and non-Government organisations and institutions concerned with biodiversity conservation in Kenya have recognised the key importance of IBA monitoring for conservation planning, review and timely targeting of intervention efforts. Unfortunately, the capacity for monitoring in Kenya remained weak at the start of this project. This need was emphasised by the data gaps and skills shortages made apparent during development of the World Bird Database, which seeks to generate and maintain long term information about the status of the world's birds and the key sites that they inhabit. Outside of work by the Kenya Wildlife Service (KWS) monitoring team, what monitoring information existed was not being collated at the national level and seldom used to inform conservation decision making.

Nature Kenya therefore requested the Royal Society for the Protection of Birds for support in relevant training and technical support towards establishing this system. Partners have been trained in ecological survey, data management, management planning, project management, advocacy and training skills. They have trained and supported a network of local people and government field staff. Particular focus has been on priority sites where community-based Site Support Groups are established.

As of November 2004 project progress can be summarised as

- Monitoring forms have been completed on around 53 of the 60 sites and there seems reasonable optimism that this can be sustained at least for the coming years
- The value of the monitoring process seems to be increasingly recognised by the institutions involved at both HQ and field level, although frequent changes of personnel have hampered progress
- The first comprehensive annual status and trends report was produced in August 2004 and was effectively launched and well received. It seems to have made an effective input into the national reporting process to the CBD
- More detailed monitoring work is underway at 5 IBAs where local community site support groups are in place. These have required quite intensive training but are working well
- Progress with entering this information onto a usable database has been limited. Information is still mainly be used from paper copies. Nor has the data been effectively integrated with data collected about these sites by other managing agencies
- It is rather early to expect trends to emerge from the data but some preliminary analysis has been undertaken. Knowledge gleaned has been used in some conservation decision making, especially by Nature Kenya. Recent progress has been made in ensuring it can be fed into new and revised management plans as they are written.
- All project partners seem committed to the process of continuing with this work beyond Darwin funding, although some issues remain about exact institutional roles and where the resources can be found to ensure its maintenance.

The project benefited from a Darwin Initiative organised mid term review in early 2004 which effectively assessed progress up to that time and made a number of recommendations for achieving the project outputs in the most effective and timely manner. So while we wish this project review to assess the overall progress thus far, we are especially keen to focus on the way ahead and assess how the gains so far can be secured and enhanced.

## Issues to be Reviewed

The project review shall review project progress and future plans against the original logical framework, the logical framework for the future proposed project and through the following monitoring and review criteria.

The first phase was relatively well considered and documented and to a large degree the consultant should not seek to replicate this work. S/he will however wish to familiarise themselves with key project documentation and the findings of the MTR and comment upon the main aspects of these, as well as drawing any independent conclusions. This will be an essential precursor to reviewing future opportunities and making proposals for a sustainable way ahead.

## Phase 1 Project structure and achievements

**Relevance:** The extent to which the project purpose correctly addresses the identified problems and needs was ably assessed by the MTR. The consultant will want to familiarise themselves with the objectives of the project and may wish to briefly consider in particular the links to CBD and the complementarity and coherence with other related programmes and activities at national or local levels. Also the suitability of the data and its applicability to the key institutions with the mandate of driving conservation in Kenya i.e. KWS, FD, NEMA etc

**Impact:** To what extent the project purpose have been achieved and thus contributing to the overall project purpose

- Extent of the technical advances made by the project.
- Extent of institutional change within beneficiary institutions as a result of the project outputs and purpose.
- What value has been added to existing monitoring programmes of the managing institutions
- To what extent have the project and the monitoring process built local and national capacities to conserve biodiversity?
- To what extent has conservation of biological diversity benefited (or expected to benefit) from the achievements of the project, e.g. through use of the data in management and planning
- Where might changes be affected by the project based on experience and lessons learned contribute towards achieving a desired wider impact.
- Have there been, or expected to be, impacts on host country ability to implement the Convention on Biological Diversity.

## Phase 2 Project follow up and recommendations

This should form the majority of the discussion, conclusions and recommendations. The consultant will need to understand the aspirations of the key stakeholders as well as the national and international context in which the project is working, and the key opportunities for future work.

**Sustainability:** What is the effectiveness of the measures put in place so far to ensure outcomes of the project at purpose level are likely to continue after the end of the project. Guiding issues include:

- Extent of the ownership of the project purpose and achievements, and means for ensuring this ownership.
- Extent of the policy environment being in support of the project purpose and achievements.

- Extent of the current and potential for leveraging of actions by host institutions/partners including the SSGs?
- Review of the added-value to SSGs and their willingness to continue monitoring their respective sites
- Extent of the institution capacity of host country and beneficiary institutions to carry forward project outcomes post project support, at the level of scientific, technological and financial considerations
- Extent of the socio-economic and cultural factors being in support of project outcomes, and whether the project outcomes are well grounded.

**The way forward.** How can the project's legacy best be ensured and its effectiveness built in a way which Kenyan institutions can realistically support in the longer term.

Some guiding issues include:

- What aspects of the monitoring programme require modification or enhancement to optimise the potential for them to be effective conservation tools
- What are the aspirations of the stakeholder agencies for longer term monitoring
- What barriers prevent the effective use of this information in decision making and prevent the use of the scheme by other institutions
- Investigate what aspects of the existing monitoring scheme would require enhancement prior to wider replication, and how could this be achieved?
- What aspects of the necessary activities can be financed from within the institutions themselves and what components will require external support
- How can limited resources best be used to further enhance the effectiveness of the network

## Methodology

The project review shall be undertaken in close collaboration with the Darwin Team Leader and host country institutions.

The project consultant shall ensure that the project review is informed through consultative and participatory work sessions and semi-structured interviews with project team members, project beneficiaries and other project stakeholders.

The consultant should lead a facilitatory, self assessment process with key stakeholders to identify *inter alia*:

- Positive achievements / what worked well (and why),
- what didn't work well (and why),
- whether the project risks/assumptions changed since the original project launch
- Identify lessons learned for the future.

These discussions would be held with different stakeholders within the project, in particular:

- Members of agencies undertaking field monitoring and subject to project training
- Members of the SSGs undertaking detailed monitoring,
- Nature Kenya/ National Museums Project Implementation Team,
- Members of the Advisory Group
- Other HQ stakeholders from key agencies

A final stage would be to bring these groups together and draw out key findings and recommendations.

## Timetable

The project review shall be undertaken according to the following schedule:

- Preparation and review of documentation – 2 days
- Missions in Nairobi and designated field sites – 7 days
- Report preparation – 3 days

It is hoped to complete the review before the end of March 2005 with a final report available by end of April 2005.

## Reporting and Feedback

At the end of the field mission, the project review consultant shall submit and present a concise *Aide Memoir* of the project review to the Team Leader which highlights the main findings and recommendations emerging from the project review. The Aide Memoir need not be more than 4 pages in length.

No later than two weeks after the end of the field mission, the project review consultant shall submit a **draft report** to the Darwin Project Team Leader. Thereafter, the Team Leader, host country institution(s) shall have up to one week to submit comments to the project review consultant. The project review consultant shall finalise the project review report no later than one week after receiving comments on the draft report.

As a guide, the project review draft and final report should be no more than 20 pages (excluding annexes) and reflect the following outline.

- Executive Summary: A free-standing executive summary mainly on the key purpose and issues of the project review, outline the main analytical points and clearly indicate the main conclusions, lessons learned and recommendations. It should be short and no more than five pages.
- Main Text: The body of the report should follow the review criteria described above, describing the facts and interpreting them in accordance with key questions for the review.
- Conclusions and Recommendations according to project performance, impact and sustainability and suggestions for the way forward.
- Lesson learned that emerge from the project and its possible future programme and replication elsewhere
- Annexes should include:
  - The TORs for the project review
  - List of persons/organisation consulted
  - Documentation consulted
  - Other relevant annexes

## 6.2 Stakeholders Consulted & Documents Reviewed

### A. Stakeholders Consulted

Date/Time	Name	Organisation
<b>8<sup>th</sup> March</b>	Chairman & members	KENVO – Kigabe Environment Volunteers
<b>9<sup>th</sup> March</b>	Chairman & members	FoKP – Friends of Kinangop Plateau
<b>10<sup>th</sup> March</b>		
0945-1030	Dr. Julius Arimitwe	BirdLife International
1100-1200	Mr. Peter Simi	ELCI
1430-1530	Mr. Enoch Kanyanya	KFWG
<b>11<sup>th</sup> March</b>		
1000-1100	Mr. Jim Nyemu	African Conservation Centre
1130-1300	Simon Musila	NMK Research Fellow, Database, SSG Training & Reporting
1500-1600	Mr. Dr. Philip Muruthi	African Wildlife Foundation
<b>14<sup>th</sup> March</b>		
1000-1100	Dr. Helida Oyieke	National Museums of Kenya
1130-1230	Mr. Alex Lemarkoko	Forest Department
1430-1530	Dr. Richard Bagine	Kenya Wildlife Service
<b>15<sup>th</sup> March</b>		
0900-1000	Mr. Parkinson Ndonge	NEMA
<b>16<sup>th</sup> March</b>		
1400-1700	Anthony Kiragu – Conservation Programme Officer Joel Sicele – Site Interim Simon Musila – IBA Research Fellow Solomon Mwangi – Project Coordinator	PIT Members

**B. Project documents reviewed**

1. Bird and Habitat Monitoring Methods for Important Bird Areas in Kenya. Coursework Book. November 2002
  2. Ensuring legacy and conservation impact within Kenya's biodiversity monitoring network. An application for post project funding. Submitted by the Royal Society for the Protection of Birds. January 2005
  3. Kenya's Important Biodiversity Areas: Improving Monitoring Management & Conservation Action. An application for funding submitted by RSPB in partnership with Nature Kenya. October 2001
  4. Kenya's Important Biodiversity Areas: Improving Monitoring Management & Conservation Action. First Annual report. Submitted by RSPB in partnership with Nature Kenya. April 2002-March 2003
  5. Kenya's Important Biodiversity Areas: Improving Monitoring Management & Conservation Action. First Annual report. Submitted by RSPB in partnership with Nature Kenya. April 2003-March 2004
  6. Management planning workshop for Kenyan IBAs. October 2003
  7. Monitoring Important Bird Areas in Kenya. Forest monitoring training. Kikuyu Escarpment forest monitoring training reference book for the Kijabe Environment Volunteers (KENVO) Site Support Group. August 2003
  8. Monitoring Important Bird Areas in Kenya. Kakamega Forest Monitoring Training Coursework Book. November 2003
  9. Monitoring Important Bird Areas in Kenya. Kinangop Grasslands Monitoring Refresher Training. Proceedings of the Refresher Training. August 2003. Compiled by Wanyoike Wamiti & Anthony Kiragu
  10. Monitoring Important Bird Areas in Kenya. Mukurweini Valleys Monitoring Training Reference Book. August 2003
  11. Monitoring Important Bird Areas in Kenya. Proceedings of a Feedback Workshop for the Friends of Kinangop Plateau (FoKP) Focal Monitoring Representatives. Nairobi-Kenya. February 2004. Compiled by Simon N. Musila, IBA Research Fellow
  12. Monitoring Important Bird Areas in Kenya. Proceedings of a Feedback Workshop for the Lake Victoria Sunset Birders (LVSB) and Kijabe Environment Volunteers (KENVO) Monitoring Representatives. Nairobi-Kenya. March 2004. Compiled by Simon N. Musila, IBA Research Fellow
  13. Monitoring Important Bird Areas in Kenya. Proceedings of the Training of Trainers (ToT) Course. March 2003. Compiled by Wanyoike Wamiti. March 2003
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