

## Darwin Initiative Capability & Capacity: Final Report

To be completed with reference to the "Project Reporting Information Note":  
(<https://www.darwininitiative.org.uk/resources-for-projects/information-notes-learning-notes-briefing-papers-and-reviews/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

**Submission Deadline: no later than 3 months after agreed end date.**

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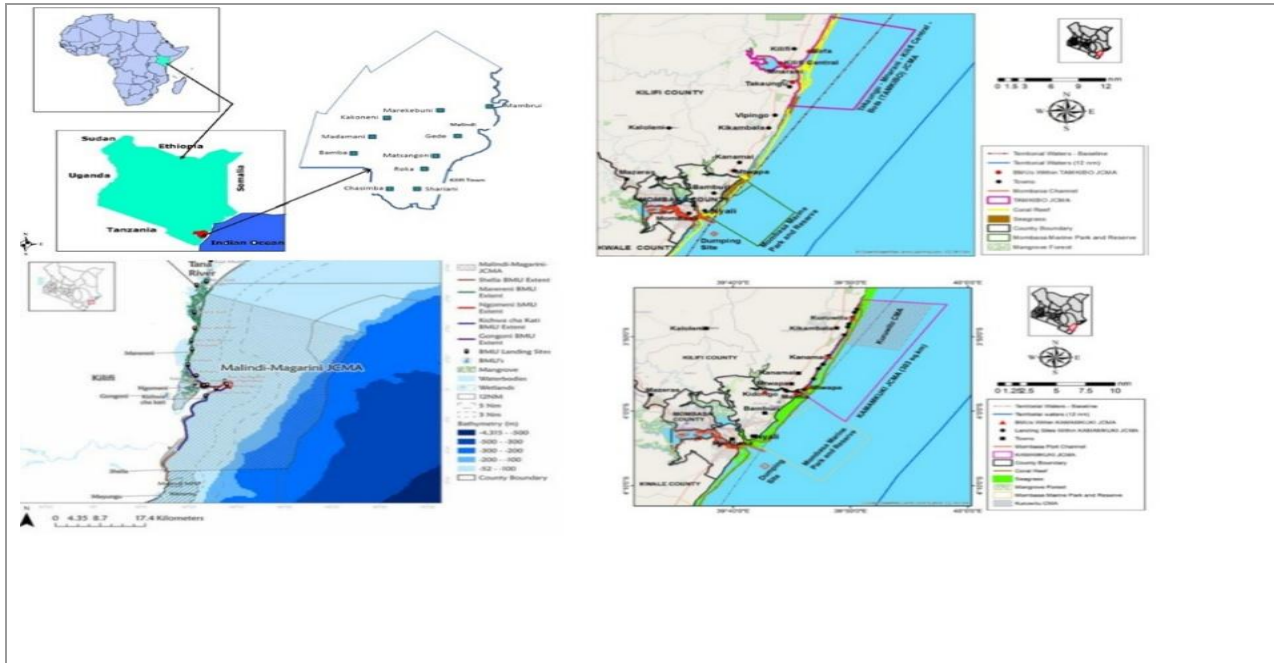
### Darwin Initiative Project Information

Project reference	DARCC050
Project title	Strengthening Kilifi county's Beach Management Units Network to improve co-management
Country(ies)	KENYA
Lead Partner	FAUNA & FLORA INTERNATIONAL
Project partner(s)	KILIFI BEACH MANAGEMENT UNIT NETWORK (KCBMU) AND KILIFI COUNTY DIRECTORATE OF FISHERIES (K-CDF)
Darwin Initiative grant value	£99,814.00
Start/end dates of project	01/04/2024/ 31/03/2025
Project Leader's name	MR LIONEL DISHON MURAGE
Project website/blog/social media	
Report author(s) and date	Mr Lionel D. Murage, Mr Remmy Safari & Ms Alice Mshai – 22 <sup>nd</sup> May, 2025

### 1 Project Summary

The project titled "Strengthening Kilifi County's Beach Management Units Network to Improve Co-Management" was implemented by the Oceans Alive Foundation, a Kilifi-based NGO, with support from the Darwin Initiative under its Capability and Capacity thematic area. Its main objective was to enhance the governance and institutional capacity of the Kilifi County Beach Management Unit Network (KCBMU-NW), thereby improving transparency, inclusivity, and community representation in fisheries management. The initiative focused on addressing critical capacity gaps within the newly formed KCBMU Network, which brings together 17 Beach Management Units (BMUs) along the Kilifi coastline. It aimed to improve internal governance systems by promoting equality, community participation in decision-making, accountability, and rule of law, while also addressing mechanisms for dispute resolution and benefit-sharing. Additionally, the project targeted institutional capacity in areas such as financial and administrative management, resource mobilization, policy development, strategic planning, monitoring and evaluation, and advocacy. Beyond institutional support, the project addressed urgent ecological and human development concerns. Kilifi's marine ecosystems i.e. coral reefs, mangroves, and seagrass beds, are under increasing pressure from overfishing, habitat loss, and climate change. These ecosystems sustain approximately 4,713 fishers and indirectly support around 17,000 people involved in marine value chains. Strengthening the BMU Network was therefore essential for the implementation of Joint Co-Management Area Plans (JCMAPs), which aim to ensure sustainable fisheries, protect marine biodiversity, and support poverty reduction through improved resource equity and livelihoods.

The need for the project emerged through a consultative process involving key stakeholders and a review of Kenya's legal and institutional frameworks for fisheries co-management. It also built upon groundwork laid by a prior IUCN Small Technical Grant, which helped formalize the BMU Network, define its jurisdiction, and draft its operational by-laws. Geographically, the project focused on Kilifi County, targeting the four recently established co-management zones: KAMAMKUKI, TAMAMKIBO, and Malindi-Magarini, collectively covering about 5,724 km<sup>2</sup> of inshore coastal waters. Project efforts centered on empowering the BMU Network to take a leading role in managing these marine areas in partnership with the County Government and other key stakeholders.



## 2 Project stakeholders/partners

The project was developed and executed through a collaborative, participatory approach involving key partners from inception through to implementation and final reporting. This approach was driven by local demand and shaped by consultations with communities and government stakeholders in Kilifi County.

Fauna & Flora (F&F) served as a formal partner, working closely with Oceans Alive (OA) to co-develop the project proposal and delineate roles based on their respective strengths. Their longstanding partnership was grounded in previous institutional capacity-building support provided by F&F to OA, including administrative system development and strategic planning.

During implementation, a sub-grant agreement clearly outlined responsibilities, with F&F leading governance-related components. This included conducting the SAGE (Strengthening Accountability, Governance and Engagement) assessment and designing strategies to increase the participation of marginalized groups in fisheries management. F&F also delivered tailored training, supported public awareness campaigns, and helped institutionalize the Kilifi BMU Network's oversight role. Both OA and F&F jointly contributed to technical and financial reporting, as well as project monitoring and evaluation.

The Kilifi BMU Network, as the primary beneficiary, was fully engaged throughout the project. OA conducted consultations with the Network's executive committee to identify capacity gaps, aligning with input from the Kilifi County Government Directorate of Fisheries. During implementation, capacity-building efforts began with the Network's leadership and expanded to BMU representatives across sub-county and ward levels. Training topics included governance, advocacy, networking, and lobbying. The project also supported community sensitization to enhance the Network's visibility and role.

The Network actively participated in monitoring and evaluation, including a terminal evaluation involving all 17 BMUs. This ensured that project outcomes reflected grassroots perspectives and community realities.

The Kilifi County Directorate of Fisheries was another critical stakeholder. OA engaged the Directorate and sub-county fisheries officers during the planning phase to ensure the project addressed capacity needs related to the newly established Joint Co-Management Areas (JCMAs). Throughout implementation, the Directorate co-facilitated capacity assessments, contributed to training material development, and helped mobilize participants. They also played a key role in forming subcommittees focused on conflict resolution, financial management, and Monitoring, Control and Surveillance (MCS), as well as in evaluating JCMA-related outcomes.

In the final stages, Directorate staff from all four sub-counties joined evaluation activities, offering insights into the performance of each BMU. This joint effort ensured a comprehensive assessment, incorporating both community and government viewpoints.

The strong collaboration among all stakeholders anchored in shared goals, mutual accountability, and alignment with legal frameworks was fundamental to the project's success. OA and F&F's sub-grant agreement, approved by the Darwin Initiative, clarified leadership areas and funding adjustments. Each partner led in areas aligned with their expertise: F&F focused on governance using its SAGE model, while OA provided community-based implementation support.

Despite an initial delay in rolling out the SAGE component, the issue was resolved jointly, and the work was completed successfully in the project's later stages. The partnership remains active, with both organizations currently engaged in joint fundraising and ongoing awareness initiatives for Kilifi's fishing communities.

The project adhered to Kenya's Beach Management Unit Regulations, which define the roles of key actors in sustainable fisheries. Under this framework, the Kilifi BMU Network is recognized as a central player in policy advocacy, co-management planning, and stakeholder engagement. Its direct accountability to the County Fisheries Directorate further underscored the importance of institutional collaboration throughout the project.

### **3 Project Achievements**

#### **3.1 Outputs**

The project had the overall outcome to strengthen the governance and institutional capacity of the Network to enable it provide support to its member BMUs to deliver improved coastal/marine management enhancing community wellbeing across 265 km of coastline. The project outputs were

*1.0: Kilifi county BMU network has clear governance rules agreed by all its 17-constituting member BMUs, is operational and inclusive of vulnerable and marginalized groups' representatives*

*2.0: Kilifi county BMU network delivers training and share best practices to its member BMUs and relays their achievements in sustainable marine/coastal resource management*

*3.0: Kilifi county BMU network is an active platform monitoring the performance of its member BMUs, facilitating awareness raising campaigns to community members*

*4.0: Kilifi county's regulatory environment is improved, further enabling the BMU network to actively participate in cross-sectoral fora impacting marine/coastal resource use and management*

**Output 1: Governance and inclusion:** The first output aimed to ensure that the Kilifi County BMU Network (KCBMU-NW) had clear governance rules agreed by all 17-member BMUs and was inclusive of vulnerable and marginalized groups. At the project's inception, the baseline SAGE (Site Assessment for Governance and Equity) Assessment involving 39 stakeholders was conducted. SAGE assessment revealed gaps in governance practices, including low participation, lack of title deeds for landing sites, confusion over resource rights, and minimal accountability mechanisms. Most governance principles used in the SAGE assessment ie respect for resource rights and human rights of community members, respect for all relevant actors and their knowledge, values and institutions, effective participation of all relevant actors in decision making, transparency, information sharing and accountability for actions and inactions, fair and effective law enforcement,

effective mitigation of negative impacts on community members, achievement of conservation and other objectives and effective coordination and collaboration between actors, sectors and levels scored below the 2.0 cut-off mark.

In March 2025, a three-day governance training targeting the KCBMU-NW Executive Committee was conducted with the objectives of building awareness on BMU roles and responsibilities, promoting equitable participation, and supporting justice and accountability. The training was structured around three main equity dimensions:

- 1). Equity in Recognition – Respect for Rights and Knowledge: During the training, participants explored community resource and human rights within BMU governance frameworks with participants mapping actors and their knowledge systems. The training incorporated interactive role plays to practice recognizing diverse stakeholder rights and traditional ecological knowledge. Case studies were extensively used to demonstrate successful community rights protections successfully achieved elsewhere in the Country. At the end of the training session, participants drafted action plans to address gaps in rights recognition and to institutionalization of knowledge sharing.
- 2). Equity in Procedures – Transparency, Accountability, and Justice: During the training, participants covered aspects related to inclusive decision-making principles, transparency in leadership, and conflict resolution mechanisms. Participants analyzed case studies of BMU conflict resolution, engaged in group discussions on inclusive governance, and performed role plays illustrating accountability and fair enforcement. Practical modules were utilized to emphasize aspects related to access to justice through local structures and the importance of legal compliance in fisheries governance.
- 3). Equity in Distribution – Fair Benefits and Collaboration: During the training, participants discussed how fisheries benefits should be equitably shared and practiced participatory budgeting exercises as well as exploring sustainable economic alternatives (e.g., eco-tourism), risk mitigation tools, and approaches to balancing conservation and livelihoods. Various tools were provided to the trainees that they could use for forming partnerships and collaborative forums with government agencies and NGOs.

Following the training, the KCBMU-NW revised its 2025 workplan and budget to integrate strategic activities targeting the inclusion of marginalized community members and support for implementation of JCMA plans. These included awareness campaigns, community meetings, and resource mobilization for underrepresented BMUs. These actions directly aligned with project indicators, which required the formal development and adoption of governance rules and Standard Operating Procedures (SOPs), inclusion strategies for marginalized groups, and evidence of improved governance functions.

*Indicators Output 1.* Indicators were fully met while others such as development of governance procedures and their adoption unfortunately were not fulfilled. Key evidence in relation to the indicators met includes SAGE and training reports, revised governance documents, meeting minutes, updated workplans, and participant feedback forms.

Otherwise, no major unforeseen problems were encountered, and the key assumptions—such as stakeholder willingness to participate held true. Challenges identified were anticipated and mitigated through continuous stakeholder engagement.

**Output 2: Institutional and management capacity strengthening.** The second output aimed to strengthen the institutional and management capacity of the Kilifi County Beach Management Unit Network (KCBMU-NW), enabling it to serve as a platform for disseminating sustainable resource management practices and best practices to its member BMUs. At baseline, findings from the July 2024 Organizational Capacity Assessment (OCA) revealed critical weaknesses across six areas: governance and legal structure, management, sustainable fisheries resources management, financial management, sustainability, and conflict management.

Key challenges included unclear network registration status, limited member awareness of roles and governance frameworks, absence of structured planning or monitoring systems, poor enforcement capacity, and inadequate financial systems. The OCA was conducted through a participatory workshop involving executive committee members, sub-county and ward representatives, as well

as Kilifi County Fisheries Department and Oceans Alive Foundation. A literature review and field assessment were also conducted.

Based on the OCA findings, tailored capacity-building interventions were implemented. A two-phase, eight-day training programme was held in October 2024, attended by 43 members (11 females and 32 males) representing county, sub-county, and ward levels. The training covered all six focus areas from the OCA:

- 1). Governance and legal structure: Topics covered included the BMU Network mandate, structure, legal foundation, formation and registration procedures, and the roles of various committee members. Participants were oriented on procedures for developing and amending BMU Network bylaws to ensure consistency with regulations.
- 2). Network management: Covered election processes for committee and sub-committee members, and the responsibilities of various leadership roles. The training also emphasized transparency, member engagement, and strategic planning.
- 3). Sustainable fisheries resource management: The training introduced concepts of co-management and the legal framework for fisheries management in Kenya. Additional topics covered included the development and implementation of Joint Co-Management Area (JCMA) plans and the role of BMUs in fisheries monitoring.
- 4). Financial management: Participants covered aspects related to BMU financial management cycle, sources of funds, allowable expenditure areas, and budgeting. Participants also received training on using financial and asset management tools, including recording and reporting manuals.
- 5). Sustainability: Participants learned strategies for networking and forming partnerships, resource mobilization, and long-term funding diversification. In addition, a key aspect related to donor dependency and its attendant negative consequences when funding ends were emphasized.
- 6). Conflict Management: Topics covered included principles and processes of conflict resolution, types of conflicts within BMUs, and use of bylaws in dispute settlement. Participants were also taken through real scenarios to simulate resolution processes.

The training employed a combination of lectures, group discussions, case study analysis, and role-playing exercises. Content handouts were provided to reinforce learning and facilitate application at local BMU levels. The sessions encouraged interactive learning and peer exchange.

By the end of the training, several outcomes had been realized: updated BMU Network bylaws aligned with JCMA plans, a revised network organogram with clarified roles and representation, a 2025 workplan and budget, and the establishment of a conflict resolution sub-committee. These actions collectively improved the operational capability of the KCBMU-NW to support its member BMUs.

*Indicators Output 2:* The project fully met the indicators of success. The institutional capacity needs were identified and documented in the OCA report. Training modules based on the OCA findings were developed and delivered. Nine individual trainers (including four women) were trained and later reported application of acquired skills within their respective BMUs. Evidence includes the OCA report, participant lists, training modules, evaluation forms, and updated operational documents.

While challenges such as varying education levels among BMU members and limited prior exposure to structured training were encountered, they were addressed through simplified training materials, translation to Swahili, and inclusive facilitation techniques. These approaches ensured equitable participation and understanding.

**Output 3: Performance monitoring and community awareness.** The third output focused on transforming the Kilifi County BMU Network (KCBMU-NW) into an active platform capable of monitoring the performance of its 17 member BMUs while conducting awareness campaigns on sustainable marine and coastal resource management. At the start of the project, there was no standardized reporting mechanism to consolidate network-level information or to systematically document and monitor member BMUs' activities.

To address this gap, a draft BMU reporting system was developed collaboratively by Oceans Alive Foundation, the Kilifi Department of Fisheries, and the KCBMU-NW. The objective was to enable

structured documentation, improve transparency, promote accountability, and support informed decision-making. The system sort to align with the existing Fisheries Beach Management Unit Regulations and operationalized across four tiers BMU, Ward, Sub- County, and County levels.

Key features of the reporting system included:

- Defined reporting levels: Secretaries at each network level were designated as responsible for report preparation and validation.
- Standardized reporting templates: These included sections for financials, co-management activities, conflict management, and partnerships.
- Monthly, quarterly, and annual timelines: Reports were required at regular intervals and subject to internal review mechanisms.
- Review and feedback mechanisms: Reports were reviewed by the Executive Committee with feedback loops and periodic audits incorporated.
- The standardized reporting templates sort to capture specific data:
- Financial: Income sources (e.g., levies, donations), expenditures (e.g., patrols, travel), and resource mobilization.
- Co-management Activities: Date, nature of activity, gender-disaggregated participants, and outcomes.
- Conflict Resolution: Types of conflicts, resolutions, and mitigation strategies.
- Collaborations: Partner names, projects supported, and results achieved.

Templates and guidance documents were developed and validated through stakeholder consultations before adoption. The reporting system is expected to significantly improve data consistency and enabled informed planning and tracking of BMU performance. As the system was developed in the 3rd quarter of the project, adoption and implementation is currently on-going and it's expected that the Network Executive Committee will monitor implementation with technical support from Kilifi Department of Fisheries and OA.

In addition to system development, the project funded and supported at least four targeted awareness campaigns, reaching an estimated 1700 community members across the 17 BMUs. These campaigns were designed to increase understanding of the benefits and practices associated with local marine and coastal resource management.

Key campaign activities included:

- Distribution of promotional and educational materials including posters, t-shirts, and a 2025 awareness calendar.
- Public events and community meetings to share information about BMU initiatives, co-management responsibilities, and conservation goals.
- Development of a dedicated project webpage within the Oceans Alive website to provide updates and resources.

The campaigns were inclusive, with efforts made to ensure women's participation and contributions from youth and marginalized groups.

*Indicators for Output 3:* Indicators were fully achieved. A functional reporting system is now active and used by the KCBMU-NW; awareness campaigns reached the intended target population; and 75% of BMU members surveyed reported improved understanding and alignment with local management objectives.

Supporting evidence includes the finalized reporting templates, campaign reports, attendance lists, photos from awareness activities, KAP survey results, and the live project webpage. Challenges such as low initial engagement and unfamiliarity with reporting procedures were anticipated and addressed through hands-on training, continuous technical support, and simplified tools.

Output 4: Enabling policy and regulatory engagement. The fourth output sought to improve the regulatory environment in Kilifi County, enabling the KCBMU Network to actively and effectively participate in cross-sectoral decision-making forums on marine and coastal resource use. At baseline, participation by the BMU Network in county-level policy and governance discussions was limited, unstructured, and often informal. The project identified this gap during the initial SAGE and

OCA assessments, which highlighted weak advocacy capacity, inadequate understanding of public policy processes, and fragmented communication.

To address these issues, the project implemented an advocacy and negotiation capacity-building component in early 2025. This included a needs assessment, training workshops, and the development of a structured participation framework.

- 1). Needs Assessment: A tailored needs assessment was undertaken, drawing on findings from the SAGE and OCA and using two specialized tools: the Organizational Networking Assessment (ONA) and the Advocacy Capacity Assessment (ACA). These tools covered areas such as:
  - Internal governance and decision-making
  - Member involvement and external communication
  - Financial sustainability and advocacy readiness
  - Representation, resource mobilization, and stakeholder engagement

The assessment was conducted in a two-day participatory workshop and informed the design of training modules.

Advocacy and negotiation training: Training was conducted for the Executive Committee of the KCBMU Network in February and March 2025. The training modules were organized into four dimensions:

- 1). Capacity building and empowerment: Covered leadership, professional values, teamwork, and institutional development.
- 2). The BMU Network as an organization and network: Focused on governance structures, internal cohesion, trust building, and effective communication.
- 3). Fisheries sector governance: Included overviews of legal instruments, decision-making processes at county/national levels, and the principles of good governance (transparency, participation, accountability).
- 4). Advocacy fundamentals: Addressed advocacy planning, credibility, stakeholder mapping, systems thinking, and use of ICT. A practical session enabled participants to draft advocacy action plans for their respective BMUs.

Participation framework development: A key output of the training was the development of a structured framework for BMU participation in fisheries governance. The framework detailed Kenya's public policy development process and outlined tools such as:

- Submission of memoranda and petitions
- Participation in public hearings and forums
- Development of position/discussion papers
- It also emphasized purposeful, inclusive, and transformative engagement by BMUs. Communication was highlighted as a crucial component of meaningful participation.

Practical engagement and results: By project end, the KCBMU Network had participated in at least four county-level consultative meetings involving key institutions such as the Department of Fisheries, Kenya Wildlife Service (KWS), Kenya Fisheries Service (KeFS), and KMFRI. BMU representatives were included in policy discussions, including development of the Kilifi County Fisheries Policy. At least three of these meetings resulted in incorporation of BMU Network positions into outcomes, particularly on issues such as sustainable fishing practices and gear regulations.

Evidence of achievement:

- Training reports and participant attendance lists (including 8 individuals, 3 women)
- Advocacy action plans developed during the workshops
- Meeting minutes from county-level consultations
- Drafted participation framework for BMU engagement

Indicators for Output 4. Indicators were fully achieved. The project equipped the BMU Network with the skills, structures, and confidence to effectively engage in cross-sectoral policy dialogues. The progress was made sustainable through institutionalization of advocacy strategies and inclusion of long-term planning in the Network's workplan.

Challenges such as initial low awareness and resource limitations were managed through targeted training, continuous mentoring, and the use of simple participatory tools. It is recommended that these advocacy efforts be sustained as a long-term program.

### **3.2 Outcome**

The overarching aim of the project was to strengthen the Kilifi County Beach Management Units Network (KCBMU-NW) so that it could more effectively support its member BMUs in the sustainable management of marine and coastal resources. In doing so, the project sought to contribute to the improved well-being of coastal communities along Kilifi County's 265 km shoreline.

Evidence from the project's endline monitoring and evaluation demonstrates that this outcome was largely achieved. The governance and institutional capacities of both the KCBMU Network and Oceans Alive (OA) were significantly enhanced, as confirmed by assessments conducted through the Strengthening Accountability, Governance and Engagement (SAGE) tool and the Organizational Capacity Assessment (OCA). The KCBMU Network's bylaws were reviewed and revised to align with the Joint Co-Management Area (JCMA) plans, and for the first time, the network developed an annual work plan and budget for 2025. The conflict management structure within the network became operational, with several cases of dispute resolution documented, signaling a shift toward more structured internal governance. In addition, advocacy and lobbying efforts commenced, with network representatives contributing to the drafting of the Kilifi County Fisheries Policy.

Capacity-building efforts were another central element of the project. Nine trainers (four women and five men) were trained in marine and coastal management and have since taken on active roles in cascading their knowledge through additional training sessions. Broader participation in the network's activities also increased, with 43 individuals (11 women and 32 men) engaged in network initiatives and county-level stakeholder consultations. These gains were further evidenced through training reports, evaluations, and participant assessments, which confirmed the application of newly acquired skills at the BMU level.

The project used clearly defined indicators and verification methods to track progress. The SAGE and OCA reports served as both baseline and endline tools to assess changes in organizational governance and capacity. Training session reports, including evaluations from Training of Trainers (ToT) programs and post-training assessments conducted in March 2025, confirmed knowledge uptake and utilization. Meeting records, attendance lists, and minutes validated increased member engagement and growing participation in policy forums and stakeholder consultations. The project also introduced a standardized reporting system to monitor network performance, further strengthening accountability and oversight.

Despite these achievements, not all planned components were fully realized. The implementation of some sustainable fisheries measures such as voluntary gear exchanges and the establishment of formal, structured decision-making frameworks are still underway. These delays were largely due to external factors, including the election of new BMU executive committees, constrained financial resources, competing priorities among stakeholders, and slow administrative processes at the government level. Many of these risks had been identified during the project planning phase. In response, the project team maintained continuous stakeholder consultations, developed phased advocacy action plans, and supported the initiation of voluntary fisheries closures within JCMAs to generate community momentum around sustainable management practices.

In conclusion, the project successfully met its intended outcome, as demonstrated by the indicators of success and supporting verification. The KCBMU Network has evolved into a more organized, inclusive, and capable body that is actively participating in marine governance, policy advocacy, and sustainable resource management. Although a few elements remain in progress, the structures and systems established through the project provide a strong foundation for continued growth and impact. The evidence supporting these achievements is well-documented through participatory assessments, updated governance documents, training evaluations, and records of stakeholder engagement.



### **3.3 Monitoring of assumptions**

Monitoring of assumptions was a key component of project implementation for the Kilifi County Beach Management Unit Network (KCBMU-NW) under the Darwin Initiative Capability and Capacity (C&C) project. The project employed an inclusive and proactive strategy to identify, track, and manage assumptions and risks—particularly those related to institutional cooperation, stakeholder engagement, and broader environmental or political influences.

Assumptions were continuously monitored using key diagnostic tools such as the Site Assessment for Governance and Equity (SAGE) and the Organizational Capacity Assessment (OCA), both of which provided critical baseline data. These assessments revealed several challenges that aligned with the assumptions outlined in the project's logical framework. These included low participation levels driven by limited awareness and a lack of incentives; weak stakeholder engagement and poor coordination between national and county government agencies; inadequate enforcement of fisheries regulations due to socio-political dynamics and insufficient surveillance; and ongoing confusion around ownership and access rights to landing sites.

These issues were not only anticipated but were also actively tracked through regular project review mechanisms. They were consistently discussed in monthly executive committee meetings and were addressed during end-of-project evaluations, as evidenced in SAGE and OCA reports and Network meeting records.

Throughout the project, the team demonstrated flexibility and responsiveness to shifts in critical assumptions. When participation by BMUs fell below expectations, the project introduced targeted capacity-building and awareness initiatives, including support for executive and assembly meetings of the Network. To counter governance challenges and low legal literacy among BMU representatives, governance training sessions were held, leading to the revision of the Network's bylaws and organizational structures.

In cases where engagement by national institutions was weak, the project facilitated structured county-level consultation meetings and supported the development of advocacy and lobbying frameworks with active BMU involvement. Recognizing the slow pace of policy development, the project further strengthened the Network's advocacy capabilities through needs assessments—specifically the Organizational Needs Assessment (ONA) and Advocacy Capacity Assessment (ACA)—and delivered focused training to improve policy engagement. These efforts also enabled the Network to participate meaningfully in the development of the Kilifi County Fisheries Policy.

In conclusion, the project remained diligent in monitoring assumptions throughout its duration. When critical conditions changed, the team responded with well-informed, adaptive measures grounded in participatory assessments and stakeholder consultations. The deliberate use of structured tools, combined with strategic training and realigned engagement strategies, helped mitigate risks and manage assumptions effectively. This proactive approach was instrumental in ensuring the successful implementation and impact of the project.

## **4 Contribution to Darwin Initiative Programme Objectives**

### **4.1 Project support to the Conventions or Treaties (e.g. CBD, Nagoya Protocol, ITPGRFA, CITES, Ramsar, CMS, UNFCCC)**

The project significantly advanced international and national environmental commitments, particularly:

**Convention on Biological Diversity (CBD):** Supported all three core objectives i.e. biodiversity conservation, sustainable use, and equitable benefit-sharing. It contributed to Post-2020 Global Biodiversity Framework Targets 1, 3, 10, and 21 through spatial planning, area-based conservation, sustainable use of biodiversity, and inclusive governance via strengthened JCMA (Joint Community Management Areas) capacities.

**Ramsar Convention on Wetlands:** While Kilifi County lacks designated Ramsar sites, the project promoted the wise use of mangrove and estuarine ecosystems. Enhanced community stewardship and BMU (Beach Management Unit) training are expected to reduce harmful practices in wetland habitats.

FAO Code of Conduct for Responsible Fisheries: Supported Articles 6 and 7 by promoting conservation of aquatic ecosystems, fishery resource sustainability, and stakeholder participation in policy processes. The project also established mechanisms for engaging legitimate fishery stakeholders.

Nairobi Convention: Strengthened co-management of marine ecosystems in line with WIO regional goals. It supported local implementation of the LBSA Protocol through awareness-raising and planning in JCMAs.

National Frameworks: Aligned with Kenya's NBSAP II (2019–2030) and the Fisheries Management and Development Act (Cap 378) by mainstreaming ecosystem governance, enhancing compliance and reporting, and improving co-management structures. JCMA plans and county-level consultations helped integrate local biodiversity priorities into broader policy frameworks.

#### Contribution to Darwin Initiative Objectives

The project delivered measurable outcomes aligned with key Darwin themes:

- Capacity building through tools like SAGE/OCA and targeted training.
- Evidence-based conservation via improved reporting systems and governance assessments.
- Community empowerment through inclusive governance and BMU involvement.
- Institutional sustainability via local policy participation, revised bylaws, and established frameworks.

#### Anticipated Outcomes and Impacts

- Transition from donor-led to community-led conservation, empowering BMUs.
- Stronger stakeholder networks and formal recognition of the BMU Network at ward, sub-county, and county levels.
- Active involvement in the development of Kilifi County's Fisheries Policy.
- High potential for replication in other coastal counties in Kenya.

#### Supporting Evidence

- JCMA Plans (Malindi-Magarini, TAMKIBO, and KAMAMKUKI) covering 2,122 km<sup>2</sup>, developed in collaboration with BMUs, support CBD-aligned area-based conservation.
- SAGE and OCA Reports identified governance gaps and tracked improvements, aligning with CBD Targets 3 and 21.
- Training Reports documented increased adoption of sustainable fishing and equity practices (Target 2).
- Revised BMU Workplans and Bylaws now incorporate conservation and inclusion, reinforcing sustainable use and benefit-sharing.

## **4.2 Project support to biodiversity conservation and poverty reduction**

#### Contribution to Biodiversity Conservation

The project though implemented over a 1 year period made significant contributions to biodiversity conservation at the local and county levels by addressing key governance, capacity, and coordination challenges that previously hindered effective marine/coastal resource management across Kilifi's 265 km coastline.

#### Short-Term Contributions (implementation period of the project)

- Strengthened governance for local management: Governance rules and SOPs were co-developed and adopted across all 17 BMUs, enhancing institutional clarity and compliance with biodiversity-friendly regulations.
- Standardized reporting system: A reporting system was introduced to enable regular documentation of activities, particularly on co-management, illegal fishing, conflicts, and collaborations, thereby allowing for informed and timely action on biodiversity threats.
- Awareness campaigns: Over 1,700 BMU assembly members and stakeholders were reached through sensitization campaigns that focused on sustainable fishing practices including CMAs and JCMAs.

- Increased BMU participation in marine management: Participation in fisheries management planning and JCMA implementation increased, with BMUs contributing to decisions on closures and gear restrictions, directly benefiting local marine ecosystems.
- Improved coordination with enforcement agencies: The project facilitated discussions and frameworks that encourage collaboration between BMUs and government agencies like Kenya Fisheries Service (KeFS) and County Fisheries Department to improve surveillance and enforcement.

#### Long-Term Contributions (Post-Project)

- Operational JCMA: The Network operational area covers the Kilifi's 3 JCMA's (Malindi-Magarini, TAMKIBO, KAMAMKUKI), which cover 2,122 km<sup>2</sup> of coastal waters. Effective co-management of these areas is expected to lead to healthier fish stocks, coral recovery, and restoration of degraded habitats.
- Replicable County-level model: Kilifi's BMU network serves as a county-level model that can be replicated in other coastal counties, with potential for national-scale impact on marine conservation.

#### Contribution to human development and poverty reduction

The project targeted community-based institutions (BMUs) that directly support the livelihoods of fishers and coastal communities, thereby advancing poverty reduction through capacity building, representation, and enabling income-generating marine resource use.

#### Short-term contributions

- Capacity building for 43 BMU representatives: These included 11 women and 32 men from the network's County, Sub-County and Ward levels, trained on governance, financial management, conflict resolution, and sustainable fishing, enhancing their ability to support BMU operations and improve livelihoods.
- Training of Trainers (ToTs): 9 individuals (4 women, 5 men) trained as ToTs who cascade knowledge to community members, increasing the capacity of BMUs to support income-generating activities and improve fishery compliance.
- Financial System Development: BMUs and the network were trained on financial literacy and supported with budget frameworks enabling better financial management, access to funding, and reduced resource mismanagement.

#### Long-term contributions

- Improved livelihood security: By implementing sustainable fishing measures and better governance, the project reduces resource depletion, ensuring long-term access to marine resources for 17 BMUs, directly impacting over 300 households (1,700 individuals assuming an average of 5 persons per household).
- Institutionalized advocacy and access to policy spaces: BMUs now have frameworks and skills to advocate for development resources, services, and enforcement from county and national governments, improving socio-economic inclusion.
- Network sustainability: The development of a long-term workplan and strategies for resource mobilization ensures BMU Network sustainability and community empowerment beyond the project lifecycle.

#### Potential for Scaling and Replication

- County-level model: Kilifi's BMU Network is the first fully operational county-level model in Kenya with governance tools, reporting systems, training modules, and advocacy structures in place. These can be scaled across Kenya's other coastal counties i.e. Kwale, Mombasa, Lamu, and Tana River.
- Cross-county collaboration potential: With county-level BMU networks in place, Kenya could establish a national BMU Network to amplify fisher community voices in national marine policy spaces and enhance regional collaboration under frameworks such as the Nairobi Convention.

- Alignment with global and national policies: The project aligns with the SDGs, CBD, and Kenya's Fisheries Act, ensuring that scaling the approach contributes to global and national biodiversity and development goals.

#### Summary of beneficiaries

- BMU Assembly Members: 1,700 individuals reached via awareness; 43 trained on governance and management capacity.
- Households (indirect beneficiaries): Estimated 300 households (~1,700 individuals) across 17 BMUs.
- Women and youth: Represented in trainings (approx. 35% female participation); equity strategy included.
- County government & agencies: Enhanced collaboration in enforcement, policy, and planning.
- General coastal population: Benefit from improved biodiversity and secure fisheries.

### 4.3 Gender equality and social inclusion

The project actively promoted gender equality and social inclusion (GESI) from design through implementation, monitoring, and evaluation. It aimed to ensure that individuals from all gender and social backgrounds achieved equitable outcomes, with special attention to historically marginalized and underrepresented groups, particularly women and youth.

#### Proactive measures for GESI integration

A mainstreaming approach was adopted from inception. GESI considerations were integrated into all project activities and evaluations.

The Site Assessment for Governance and Equity (SAGE) was used to analyze equity and participation across 17 BMUs. Out of 39 participants, representation included both male and female BMU assembly and executive members, NGOs, and government agencies.

SAGE findings identified systemic exclusion of women and youth in decision-making and limited rights awareness. Recommendations were made to sensitize BMU leaders and members on equitable rights and participation processes.

Trainings on governance (March 2025) and advocacy (February–March 2025) addressed inclusion of marginalized groups with gender-sensitive content and interactive sessions on rights recognition, equitable benefit sharing, and transparency in governance.

The Kilifi BMU Network bylaws were revised to improve inclusivity of women, youth, and vulnerable groups within committees and leadership structures.

#### Evidence of Engagement and Equitable Outcomes

The project achieved representation of 11 female participants among the 43 trained in the October 2024 governance and capacity building sessions (Training Report, Output 2.2). While below the one-third threshold, this marked significant progress compared to baseline participation.

Advocacy training and the development of the BMU participation framework emphasized meaningful participation for all members. This included tools for inclusive decision-making such as petitions, public forums, and structured dialogue (Output 4.2).

GESI strategies were incorporated into the 2025 Network workplan, including support for land ownership advocacy, conflict resolution, and BMU monitoring efforts that consider social and gender disparities.

#### Notable GESI achievements

- The Network's governance framework was reviewed and updated to promote gender balance and increase transparency (Output 1.3).
- Development and operationalization of a gender-sensitive reporting system helped track sex-disaggregated data and monitor participation (Output 3.1).
- Equity-focused training on participatory budgeting enabled diverse actors to contribute to equitable resource allocation (Output 1.3).

Overall, the project made substantive progress toward integrating GESI, using evidence-based strategies and inclusive training methodologies. Although participation disparities persist, foundational reforms such as by-laws revision, capacity building, and inclusive frameworks lay the groundwork for future improvements. Continued support is essential to sustain and expand gains in inclusive marine/coastal governance.

#### **4.4 Transfer of knowledge**

Though implemented over a limited period (1 year), the project made efforts to ensure that knowledge generated (both new insights and best practices adapted from Darwin Initiative resources) was transferred effectively to practitioners and policy makers, to promote application in real-world conservation and coastal management particularly in relation to the co-management contexts.

##### **Forms of Knowledge Transfer**

- *Training workshops and capacity building sessions:* Governance and advocacy trainings conducted in 2024–2025 targeted 43 BMU members and Network officials (Output 2.2, Output 4.2). These sessions integrated global best practices and localized them for the Kilifi County marine context, ensuring uptake by practitioners. Among the 43 trained BMU members included 9 Trainers of Trainers (ToTs) trained to continue the knowledge dissemination beyond the project cycle.
- *Development and dissemination of governance tools:* Revised bylaws, reporting formats, and organograms developed under the project have been adopted across 17 BMUs (Output 1.3, Output 3.1). These serve as living documents, guiding BMU operations and informing county-level marine resource strategies.
- *Print and visual media.* The project developed a Network website to share information with BMU members in accessible formats.

#### **4.5 Capacity building**

As the project was recently completed, OA is currently compiling the findings, including the outcomes, with the aim of highlighting the key achievements in future forums. These include the WIOMSA Symposium, scheduled to take place in September and October 2025.

### **5 Monitoring and evaluation**

There were no major changes recorded in the project design during the implementation period. The log frame and project structure as proposed at inception remained relevant and appropriate, allowing consistent delivery of project activities as initially planned.

The M&E system adopted at the start of the project proved to be both practical and useful throughout the life of the project. It facilitated regular tracking of activities, helped assess progress against key indicators, and provided actionable feedback to project partners and stakeholders.

The M&E tools included clearly defined indicators, means of verification, and timelines, ensuring alignment with project outputs and outcomes. Reports generated through the M&E system were instrumental in informing adaptive management and planning.

An internal evaluation was conducted at the end of the project period in March 2025. This evaluation used data collected through the M&E framework, including outputs from the SAGE and OCA assessments. No external evaluation was conducted.

The internal evaluation confirmed significant improvements across several core areas of the project:

- Governance structures were strengthened, including updates to the Network's bylaws and organogram.
- Training efforts increased the capacity of 43 individuals (including 11 women), with notable engagement in regular meetings and community awareness efforts.

- Advocacy efforts led to active participation of the KCBMU network in policy discussions, including contributions to a forthcoming Kilifi County Fisheries Policy.
- A standardized BMU reporting system was developed and implemented, improving monitoring and accountability.
- Awareness campaigns reached over 1,700 stakeholders, enhancing support for local marine/coastal management objectives.

These findings were valuable for informing final project deliverables and highlighted areas for continued support and scaling.

## **6 Actions taken in response to Annual Report reviews**

No annual review by the Donor have been undertaken in regard to the project

## **7 Lessons learnt**

What worked well

- Participatory Assessments (SAGE and OCA) enabled tailored and informed capacity-building interventions.
- Training of Trainers (ToT) approach promoted sustainability and broader knowledge dissemination.
- Development of standardized monitoring and reporting tools improved accountability.
- Capacity-building in advocacy enhanced policy engagement and stakeholder inclusion.

What didn't work well

- Weak enforcement due to limited surveillance resources and social reluctance to report violations.
- Inadequate financial management systems and limited literacy among BMU executives.

What would be done differently next time

- Institutionalize M&E roles and build capacity from project inception.
- Develop and train on financial systems early in the project.
- Expand training and advocacy beyond leadership to include broader BMU membership.

Recommendations for similar projects

- Utilize participatory tools like SAGE and OCA to root interventions in stakeholder realities.
- Integrate gender and social inclusion holistically across the project.
- Provide sustained and iterative training and mentorship.
- Invest in digital tools to enhance real-time reporting and feedback.
- Design with sustainability in mind, including policy alignment and financial viability.

Key lessons learned

From an administrative standpoint, it is imperative to establish clearly defined roles and responsibilities for all project partners at the inception stage to ensure effective coordination and accountability.

In terms of management, the regular convening of coordination meetings, coupled with systematic documentation of decisions, fosters mutual trust and enhances the project's responsiveness to emerging issues. Technically, the design and delivery of training interventions should be context-specific, integrating traditional knowledge systems and local languages to ensure cultural relevance and greater impact.

With respect to monitoring and evaluation, the implementation of a well-structured and participatory framework is essential for ensuring transparency, promoting continuous learning, and enabling evidence-based course correction throughout the project duration.

## **8 Risk Management**

In the final year of project implementation, a few previously unanticipated risks emerged, highlighting the evolving complexity of managing collaborative management initiatives. One notable challenge was the limited financial management capacity of the Network and its members BMUs. This posed a risk to resource accountability and transparency, potentially undermining trust and the long-term sustainability of the network's operations.

Another critical issue was political interference in conflict resolution processes. In several instances, political actors exerted undue influence over the handling of internal disputes, compromising the neutrality and effectiveness of governance mechanisms within the network. Such interference not only disrupted fair decision-making but also threatened the legitimacy of the network's leadership structures.

In response to these emerging risks, the project adopted several adaptive strategies aimed at strengthening institutional resilience and safeguarding project outcomes. To address financial governance concerns, a standardized and multi-tiered reporting system was introduced. This system enhanced transparency, ensured consistency in data collection, and supported more effective oversight across all levels of the BMU network.

Additionally, to mitigate the effects of political interference and improve stakeholder engagement, the project facilitated regular joint meetings and consultations. These forums promoted open communication, fostered alignment between community actors and different levels of government, and reinforced collective ownership of the project's objectives.

Together, these adaptive measures contributed to a more robust governance environment, enhancing the project's ability to respond to dynamic risks while maintaining progress toward its intended outcomes.

## **9 Sustainability and legacy**

The Kilifi BMU Network project has significantly elevated the profile of Beach Management Units (BMUs) within Kilifi County, both as governance structures and as key stakeholders in coastal and marine resource management. There is clear evidence of growing interest and capacity among stakeholders as a result of the project's interventions. Over 40 individuals, including women and youth, have received structured training and now actively participate in governance and community-based marine management.

BMU representatives are currently participating in the formulation of a new county fisheries policy which underscores the institutional recognition and increased credibility the network has earned.

Regular executive committee meetings and the operationalization of conflict resolution mechanisms further illustrate the network's enhanced functionality and leadership capacity.

The project has laid a solid foundation to ensure that the built capacity and capability are maintained in-country beyond the project period. A core strategy was the Training of Trainers (ToT) model, which empowers trained BMU leaders to pass on their knowledge to peers and local groups. This approach promotes continuity and decentralization of capacity building.

The sustainable benefits as originally envisioned at the project's outset remain valid and relevant. Strengthened governance, increased community participation, and improved stewardship of marine resources continue to be central outcomes. While no fundamental changes have been made to the intended benefits, certain approaches have been adapted based on implementation experience.

For example, the project placed increased emphasis on stakeholder advocacy and policy engagement, responding to emerging needs and opportunities at the county level. These adjustments have improved the project's strategic alignment with local development objectives and increased its resilience.

Socially, the project has promoted inclusive governance by institutionalizing gender and marginalized group representation. From an ecological perspective, the project has supported the implementation of fisheries management measures, including closed seasons and gear restrictions, particularly within Joint Co-Management Areas (JCMAs). Technically, the establishment of capacity-

building frameworks, data reporting systems, and stakeholder advocacy mechanisms has positioned the network for sustained impact and continued evolution.

In summary, the Kilifi BMU Network project has not only delivered immediate results but has also created the conditions necessary for long-term sustainability.

## **10 Darwin Initiative identity**

Throughout the duration of the project, deliberate efforts were made to publicise and promote the Darwin Initiative as the principal funding entity. The Darwin Initiative logo was prominently displayed on all project-related materials, including training manuals, reports, banners, calendars, T-shirts, posters, and during awareness campaigns.

The logo was also featured on the project section of the Oceans Alive Foundation website, alongside recognition of the UK Government's financial support.

In addition, the UK Government's contribution was explicitly acknowledged in all public communications, training sessions, and community engagements. Project stakeholders, including local government officials, community members, and partners, were made aware that the support was made possible through Darwin Initiative funding from the UK Government.

This recognition was critical in building credibility and reinforcing the international support behind the project's objectives.

The Darwin Initiative-funded project was implemented as a distinct and standalone initiative with clearly defined goals, outputs, and outcomes. While implemented in partnership with other stakeholders, the activities and impact attributable to Darwin Initiative support were clearly delineated, allowing for targeted monitoring and reporting. The visibility of the initiative was maintained as separate from broader conservation programs, ensuring a strong and independent project identity.

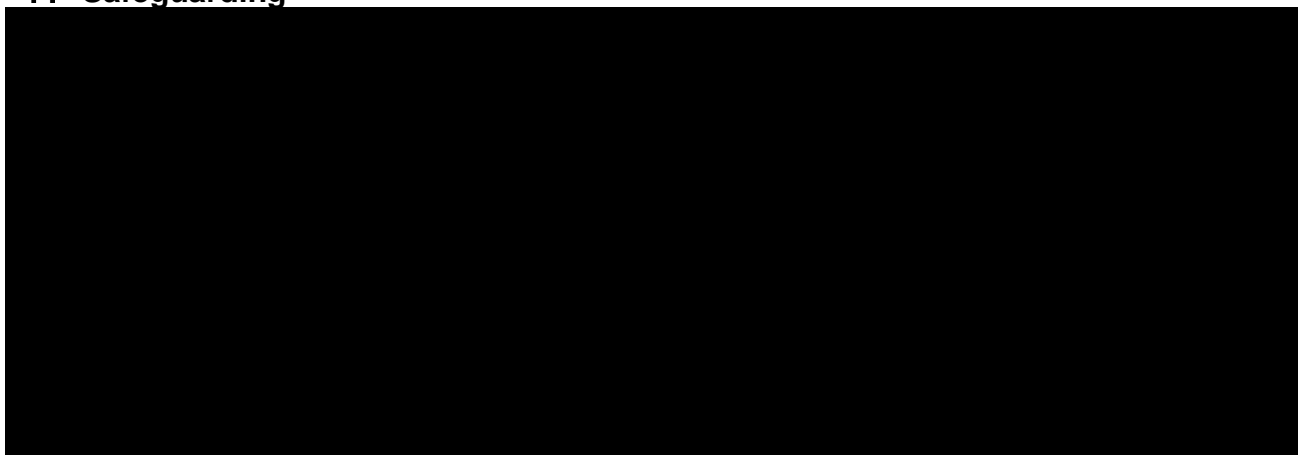
However, the outcomes achieved in the project are clearly aligned with OA strategy as well as the JCMA Plan in respect to each of the 3 JCMAs within the County.

Awareness of the Darwin Initiative has grown within Kilifi County and among relevant stakeholders as a result of the project. Fisheries officials, BMU leaders, civil society actors, and members of the local communities have become increasingly familiar with the Initiative's role in supporting biodiversity and capacity-building efforts. However, recognition remains concentrated among those directly involved in environmental governance and coastal management.

The project maintained an active online presence through the Oceans Alive Foundation's digital platforms. While project-related updates were shared through these channels, there is an opportunity to further strengthen linkages with the Darwin Initiative and Biodiversity Challenge Funds' official social media accounts.

Going forward, greater alignment and cross-promotion can enhance visibility and broaden the reach of project achievements.

## **11 Safeguarding**





## 12 Finance and administration

### 12.1 Project expenditure

Complete the expenditure table below, providing a breakdown of salaries, capital items and explanations of 'Other' costs. If the budget was changed since the project started, please clarify the main differences. **Explain in full** any significant variation in expenditure where this is +/- 10% of the approved budget lines.

Project spend (indicative since last Annual Report)	2024/2025 Grant (£)	2024/2025 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
<b>TOTAL</b>	99814	99814		

Staff employed (Name and position)	Cost (£)
Lionel D. Murage – Project Lead	
Alice Mshai – Project Manager	
John D. Balarin – Technical Advisor	
Remmy Safari – Fisheries Manager	
Roselyne Kibogo – Fisheries Officer	
Anthony Macharia – Communications Manager	
Vincent Mwangi – Finance Manager	
Sara Sidi – Office Manager	
Lenice Ojwang – F&F Marine Manager	
Ann Komen – F&F Technical Specialist Livelihoods	
Tanguy Nicolas – F&F Technical Specialist Marine	
Christine Macharia – Finance Officer	
<b>TOTAL</b>	

Capital items – description	Capital items – cost (£)
Epson Ecotank Printer	
HP Probook 440 Laptop	

<b>TOTAL</b>	
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Other items – description	Other items – cost (£)
Printing of calendars & T-shirts	
Website development	
Publication of OCA and SAGE materials	
<b>TOTAL</b>	

## 12.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
Defra – Darwin Initiative Capability & Capacity	
<b>TOTAL</b>	
<b>TOTAL</b>	

## 12.3 Value for Money

The project “Strengthening Kilifi County’s Beach Management Units Network to Improve Co-Management” demonstrated good value for money through effective use of resources, efficient delivery, and impactful outcomes.

Implemented within its original £99,814 budget with zero overspending, the project maximized available funds by leveraging local networks and minimizing overheads. It achieved all key outputs, including the development of governance rules for 17 BMUs, training of nine Trainers of Trainers, creation of a standardized performance monitoring system, and community awareness campaigns that reached over 1,700 people.

Training materials were tailored for inclusivity, ensuring broad understanding and participation. The project’s effectiveness is evidenced by strengthened governance, increased policy engagement, such as contributions to the Kilifi County Fisheries Policy and institutionalization of conflict resolution and advocacy structures. It also embedded gender and social inclusion throughout. Aligned with both international and national policy frameworks, the project established a foundation for long-term sustainability. Its outcomes are well documented, showcasing significant progress in marine resource governance.

## 13 OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes

I agree for the Biodiversity Challenge Funds Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here).

Please also include *at least* one engaging image, video or graphic\*\* that you consent to be used alongside the above text in Defra communications material. Please ensure that:

## Annex 1 Project's original (or most recently approved) indicators of success, including indicators, means of verification and assumptions.

Note: Insert your full indicators of success. If your indicators of success have changed since your application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert the indicators of success.

Project summary	SMART Indicators	Means of verification
<b>Outcome:</b> Strengthened governance and training capacity enable KCBMU network to provide support to its 17 member-BMUs to deliver improved coastal/marine management, enhancing community wellbeing across 265km of coastline	0.1. DI-A03. By EoP 2 local organisations (KCBMU network and OA) have improved governance as well as institutional and management capability and capacity further enabling its member-BMUs to implement coastal/marine management as a result of project. 0.2. DI-A05. By EoP 9 trainers (4 women, 5 men) members of the KCBMU network are trained, and are reporting to have delivered further training in marine/coastal management (to BMUs in Kilifi county) by the end of the project. 0.3. DI-B05. 43 people (11 women, 32 men) with increased participation in KCBMU network regular meetings and engagements, including into Kilifi County marine/coastal-related topics stakeholder consultations by EoP	0.1. Organisational Capacity and Assessment (OCA) report before trainings' start and repeat at EoP. 0.2. Short report on before/after Training of Trainers, and list of trainings the newly-trained KCBMU network trainers have delivered to member-BMUs by EoP. 0.3. KCBMU network meeting minutes with counted attendance gender-disaggregated and lists and list of county-level consultative meetings participated by KCBMU.
<b>Output 1</b> KCBMU network has clear governance rules agreed by all its constituting 17 member BMUs, is operational and inclusive with marginalized groups' representatives	11.1. Governance rules and SOPs for KCBMU network are participatorily developed and officially adopted by the members of KCBMU network by end of Q2 1.2. A strategy to increase effective participation of marginalised groups into BMUs of the county (women, youth – aged 35 and below) are developed by end of Q2 and included into BMU plans by the EoP 1.3. By EoP, members report improved KCBMU network governance function and representation against Q1 baseline.	1.1. Official governance rules and SOPs for the KCBMU network in its constitution 1.2. Strategy to increase participation of marginalised groups into BMUs including a roadmap to implement this strategy 1.3. SAGE baseline assessment at inception of the project (Q1) and at End of Q3
<b>Output 2</b> KCBMU network institutional and management capacity is strengthened, enabling the network to serve as a platform to share sustainable resource management and best practices.	2.1. Areas of institutional and management capacity needs identified for the KCBMU network and the member BMUs are identified by end of Q2. 2.2. Training of Trainers modules corresponding to the needs identified are developed and the trainings are	2.1. Organisational Capacity and Needs Assessment (OCA) report 2.2. Training modules developed corresponding to the needs identified in the OCA and list of trained individuals 2.3. Post-trainings evaluation report at the EoP (Q4) conducted with the individuals trained

	<p>conducted, by end of Q3 targeting 9 individual trainers (4 women and 5 men) members of KCBMU network.</p> <p>2.3. DI-A04. At least 9 individual members (4 women and 5 men) of KCBMU network are trained, and are reporting that they are applying new capabilities (skills and knowledge) 6 by the EoP.</p>	
<p><b>Output 3</b></p> <p>KCBMU network is an active platform monitoring the performance of its member BMUs, facilitating awareness raising campaigns on benefits and options for local coastal/marine management to community members</p>	<p>3.1. By end of Q2 the KCBMU network has a standardised system enabling it to effectively monitor the performance of their 17 member BMUs</p> <p>3.2. 4 awareness raising campaigns on benefits and options for local coastal/marine management reaching at least 1700 people (with at least 30% women)/ 17 BMUs by EoP</p> <p>3.3. By EoP, 75% of the county's 17 BMUs members women and men report improved understanding and support of local management objectives</p>	<p>3.1. Standardised BMU governance and local management monitoring system</p> <p>is active and in use by the KCBMU network.</p> <p>3.2. Reports from awareness raising campaigns conducted with photos and attendance lists (gender-disaggregated) where applicable.</p> <p>3.3. Before and after campaign rapid KAP survey in 17 BMUs to assess understanding of local management objectives</p>
<p><b>Output 4</b></p> <p>Kilifi county's regulatory environment is improved, further enabling the KCBMU network to actively participate in cross-sectoral fora impacting marine/coastal resource use and management</p>	<p>4.1. At least 8 individuals (including at least 3 women) members of the KCBMU network are trained on county-level processes, related advocacy and negotiation skills.</p> <p>4.2. By EoP the KBMU network has participated to at least 4 county-level consultative meetings alongside relevant institutions (e.g. County's Fisheries Department, KWS, KeFS, KMFRI)</p> <p>4.3. DI-D03. By EoP At least 3 meetings attended by the KCBMU network reflect the network's position enabling better marine/coastal biodiversity conservation and related local management provisions, have been enacted or amended</p>	<p>4.1. Training reports on county level processes, related advocacy and negotiation skills and trainees list.</p> <p>4.2. List of county-level consultations attended by the KBMU network, with dates, agenda, positions expressed by the KCBMU network on behalf of its member BMUs.</p> <p>4.3. Meeting minutes from KBMU's Participation to county level consultations highlighting the position held by KBMU network and the outcome of the consultation</p>
<p><b>Activities</b> (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>1.1. Conduct a Site Assessment for Governance and Equity (SAGE) Assessment of the current BMUs network governance structure.</p> <p>1.2. Develop governance guidelines and procedures based on the SAGE assessment</p> <p>1.3. Conduct trainings of BMU Network members on effective governance practices and strategies</p> <p>1.4. Develop strategies to ensure the active participation of marginalized or under represented community members.</p> <p>2.1. Conduct an Organization Capacity Assessment (OCA) or Needs Assessment (NA) to identify capacity gaps within the BMUs network and its Members.</p> <p>2.2. Develop tailored capacity-building programs based on the OCA/NA for Network members at the Ward, Sub-County and County levels</p>		

- 2.3. Develop and update a Kilifi BMU Network website with links to Network members' websites
- 2.4. Support regular meetings (monthly of the Kilifi BMU Network members)
- 3.1. Create a standardized reporting system for BMUs activities and decision-making processes.
- 3.2. Undertake regular BMU Network community sensitization and awareness meetings/campaigns within the Network Members and assemblies
- 4.1. Establish a structured process for BMUs to participate in fisheries decision-making at the local and county levels.
- 4.2. Conduct trainings of Network members on advocacy and negotiation skills.
- 4.3. Conduct meetings/workshops with other existing networks (neighbouring counties and National level), key organizations to amplify BMUs' voices in policy discussions.
- 4.4. Conduct monitoring and evaluation of BMU's representation in fisheries decision-making processes and adapt strategies for improvement

#### **Important Assumptions**

- The representatives from the 17 BMUs and the KCBMU network members from County, Sub-county and Ward level see their interest in engaging together and collaborating in the network to progress coastal/marine resources management
- The county government staff remain committed to engage with KCBMU network as key intermediary to engage with BMUs
- Funding availability from Darwin Initiative to support implementation of project activities
- Good working relationship between OA, FFI, BMU Network and KDOF
- There is effective communication and coordination among stakeholders.
- A conducive legislative environment to support continued operationalization of the Network
- Establishment of JCMA/CMA within the county



## Annex 2 Report of progress and achievements against final project indicators of success for the life of the project

Project summary	SMART Indicators	Progress and Achievements
<b>Outcome</b> Strengthened governance and training capacity enable KCBMU network to provide support to its 17 member-BMUs to deliver improved coastal/marine management, enhancing community wellbeing across 265km of coastline	0.1. DI-A03. By EoP 2 local organisations (KCBMU network and OA) have improved governance as well as institutional and management capability and capacity further enabling its member-BMUs to implement coastal/marine management as a result of project. 0.2. DI-A05. By EoP 9 trainers (4 women, 5 men) members of the KCBMU network are trained, and are reporting to have delivered further training in marine/coastal management (to BMUs in Kilifi County) by the end of the project. 0.3. DI-B05. 43 people (9 women, 34 men) with increased participation in KCBMU network regular meetings and engagements, including into Kilifi County marine/coastal-related topics stakeholder consultations by EoP.	DI-A03. SAGE and OCA assessments completed. Governance rules and SOPs developed and implemented. Clear improvement in capacity and governance reported by EoP. DI-A05. Training conducted for 9 trainers (4 women, 5 men). Trainers subsequently delivered further trainings at ward and sub-county levels. DI-B05. 43 individuals (11 women, 32 men) regularly participated in KCBMU meetings and stakeholder consultations. Attendance tracked through meeting minutes.
<b>Output 1.</b> KCBMU network has clear governance rules agreed by all its constituting 17 member BMUs, is operational and inclusive with marginalized groups' representatives	1.1. Governance rules and SOPs for KCBMU network are participatorily developed and officially adopted by the members of KCBMU network by end of Q2 1.2. A strategy to increase effective participation of marginalised groups into BMUs of the county (women, youth – aged 35 and below) are developed by end of Q2 and included into BMU plans by the EoP 1.3. By EoP, members report improved KCBMU network governance function and representation against Q1 baseline.	SAGE assessment completed with 39 stakeholders. Governance guidelines developed. Trainings conducted in March 2025. Inclusive strategy adopted. Refer to SAGE Assessment Report, SAGE Training Report, Network 2025 Workplan and budget.
Activity 1.1: SAGE assessment Activity 1.2: Development of governance guidelines Activity 1.3: Governance trainings Activity 1.4: Strategy for marginalized participation		
<b>Output 2.</b> KCBMU network institutional and management capacity is strengthened.	2.1. Areas of institutional and management capacity needs identified for the KCBMU network and the member BMUs are identified by end of Q2.	OCA held July 2024. ToT modules created. 43 individuals trained in October 2024. Trainers have conducted further trainings. Reference: OCA Assessment Report, ToT Evaluation, Training Reports.

Project summary	SMART Indicators	Progress and Achievements
	<p>2.2. Training of Trainers modules corresponding to the needs identified are developed and the trainings are conducted, by end of Q3 targeting 9 individual trainers (4 women and 5 men) members of KCBMU network.</p> <p>2.3. DI-A04. At least 9 individual members (4 women and 5 men) of KCBMU network are trained, and are reporting that they are applying new capabilities (skills and knowledge) by the EoP.</p>	
<p>Activity 2.1: OCA and needs assessment</p> <p>Activity 2.2: Development and delivery of ToT</p> <p>Activity 2.3: Regular monthly meetings supported</p>		
<p><b>Output 3.</b></p> <p>KCBMU network is an active platform monitoring member BMUs and facilitating awareness campaigns.</p>	<p>3.1. By end of Q2 the KCBMU network has a standardised system enabling it to effectively monitor the performance of their 17 member BMUs</p> <p>3.2. 4 awareness raising campaigns on benefits and options for local coastal/marine management reaching at least 1700 people (with at least 30% women)/ 17 BMUs by EoP</p> <p>3.3. By EoP, 75% of the county's 17 BMUs members women and men report improved understanding and support of local management objectives</p>	Standardized monitoring/reporting system developed. 4 campaigns conducted. Materials created (t-shirts, posters, web). Participation documented. Refer to Campaign Reports, Monitoring System Documentation.
<p>Activity 3.1: Develop BMU monitoring/reporting system</p> <p>Activity 3.2: Conduct awareness campaigns</p>		
<p><b>Output 4.</b></p> <p>Kilifi county's regulatory environment is improved, further enabling the KCBMU network to actively participate in cross-sectoral fora impacting marine/coastal resource use and management</p>	<p>4.1. At least 8 individuals (including at least 3 women) members of the KCBMU network are trained on county-level processes, related advocacy and negotiation skills.</p> <p>4.2. By EoP the KBMU network has participated to at least 4 county-level consultative meetings alongside relevant institutions (e.g. County's Fisheries Department, KWS, KeFS, KMFRI)</p> <p>4.3. DI-D03. By EoP At least 3 meetings attended by the KCBMU network reflect the network's position enabling better marine/coastal biodiversity conservation and related local management provisions, have been enacted or amended</p>	<p>Advocacy and negotiation training held Feb–Mar 2025. Needs assessments (ONA, ACA) conducted.</p> <p>Framework for participation developed.</p> <p>Reference: ONA &amp; ACA Assessment report, ONA &amp; ACA Training Reports, Meeting Minutes, framework for participation of Kilifi Beach Management Units (BMU) in fisheries decision-making.</p>

Project summary	SMART Indicators	Progress and Achievements
<p>4.1. Establish a structured process for BMUs to participate in fisheries decision-making at the local and county levels.</p> <p>4.2. Conduct trainings of Network members on advocacy and negotiation skills.</p> <p>4.3. Conduct meetings/workshops with other existing networks (neighbouring counties and National level), key organizations to amplify BMUs' voices in policy discussions.</p> <p>4.4. Conduct monitoring and evaluation of BMU's representation in fisheries decision-making processes and adapt strategies for improvement</p>		



## Annex 3 Standard Indicators

**Table 1 Project Standard Indicators**

Indicator number	Darwin Initiative Standard Indicator	Name of Indicator after adjusting wording to align with DI Standard Indicators	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
DI-A03.	By EoP 2 local organisations (KCBMU network and OA) have improved governance as well as institutional and management capability and capacity further enabling its member-BMUs to implement coastal/marine management as a result of project.	N/A	Number	2	2				2
DI-A05.	By EoP 9 trainers (4 women, 5 men) members of the KCBMU network are trained, and are reporting to have delivered further training in marine/coastal management (to BMUs in Kilifi County) by the end of the project.		People	Women	4				4
				Men	5				5
	DI-B05. 43 people (11 women, 32 men) with increased participation in KCBMU network regular meetings and engagements, including into Kilifi County marine/coastal-	N/A	People	Women	11				11

Indicator number	Darwin Initiative Standard Indicator	Name of Indicator after adjusting wording to align with DI Standard Indicators	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
	related topics stakeholder consultations by EoP								
				Men	32				32
DI-A04.	At least 9 individual members (4 women and 5 men) of KCBMU network are trained, and are reporting that they are applying new capabilities (skills and knowledge) by the EoP.	N/A	Women	4	4				4
			Men	5	5				5
DI-D03	By EoP At least 3 meetings attended by the KCBMU network reflect the network's position enabling better marine/coastal biodiversity conservation and related local management provisions, have been enacted or amended	N/A	Meetings	3					3

**Table 2      Publications**

<b>Title</b>	<b>Type</b> (e.g. journals, manual, CDs)	<b>Detail</b> (authors, year)	<b>Gender of Lead Author</b>	<b>Nationality of Lead Author</b>	<b>Publishers</b> (name, city)	<b>Available from</b> (e.g. weblink or publisher if not available online)

## Checklist for submission

	Check
<b>Is the report less than 10MB?</b> If so, please email to <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> putting the project number in the Subject line.	Yes
<b>Is your report more than 10MB?</b> If so, please discuss with <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> about the best way to deliver the report, putting the project number in the Subject line.	No
If you are submitting photos for publicity purposes, <b>do these meet the outlined requirements (see section 13)?</b>	Yes
<b>Have you included means of verification?</b> You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Yes
<b>Do you have hard copies of material you need to submit with the report?</b> If so, please make this clear in the covering email and ensure all material is marked with the project number. However, we would expect that most material will now be electronic.	No
Have you involved your partners in preparation of the report and named the main contributors	Yes
Have you completed the Project Expenditure table fully?	Yes
Do not include claim forms or other communications with this report.	