1st Draft
PROCEEDINGS OF THE FIRST SITE SUPPORT GROUPS NATIONAL WORKSHOP HELD AT KENYA WILDLIFE SERVICE TRAINING ISTITITUTE (KWSTI), NAIVASHA FROM 12TH-16TH NOVEMBER 2006

Conservation, Policy and Development:
Investing in awareness, training and monitoring the impact of people and environmental change on Important Bird areas to guide monitoring and Policy development in Kenya.

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Nature Kenya

BirdLife INTERNATIONAL

RSPB

DARWIN INITIATIVE

Impala Power[1]

1.0 .Introduction and Workshop Objectives

1.1. Introduction

Local communities are the most appropriate long-term guardians of biodiversity and habitat conservation in Kenya. As community conservation initiatives continue to take root at priority conservation sites in Kenya, the need to bridge the gaps that hinder active participation of the grassroots' communities is increasingly becoming critical.

The Important Biodiversity Areas (IBA) Programme of Nature Kenya with support from SWEDBIO through Birdlife international is working with local communities to strengthen the effectiveness of community based environment and development work through institutional development and establishment of an effective national network/council of locally based groups for National Level advocacy. Specifically the programme aims at:

> *Building the capacity of Nature Kenya, Site Support Groups, and Nature Kenya-ELPWiG to engage in productive policy and Advocacy programmes and activities to promote conservation of Kenya's Forest Biodiversity in perpetuity.*

The project focuses on policy analysis for Participatory natural resource management, development of guidelines and procedures for involving local communities in natural resource management ,advocacy programme and activities to win the recognition of local communities in biodiversity conservation: capacity development for local communities and partner involvement in national CBD implementation, reporting and assessment of the CBD implementation status, tracking the contribution Kenya is making towards the 2010 targets, advocating for expansion of protected areas network by recognizing the unprotected IBA, training the SSGs to recognize their full potential to engage in collaborative programmes with the Government as equal partners, exploring and recommending policy and legislation gaps and failures of Nature based enterprises and advocating the recognition of the rights of the local communities to access ,use and benefit from biological resources at their disposal.

The project will also exploit opportunities for cross site sharing of experiences benefiting the Full Network of SSGs strengthening the formation of the Council of SSGs of Kenya to engage in National Level advocacy for favorable policies and the recognition of the rights of the local communities as natural resource co-mangers with the Government. The existing CCC has operated as a project with narrow objectives of ensuring successful implementation of the planned activities. However, with time it has become necessary to transform the CCC into a National forum (Council of SSGs) probably as a sub committee of Nature Kenya for advocacy

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[1] This was a name to one of the groups which made a very good presentation on Reporting and communication. Name used as a word of motivation

at the National level and guide in the development of benefit sharing mechanism at the local level. Lack of a coordinated approach to advocate for policies that favor community participation in NRM is a key limiting factor. In some cases the groups have not been effective in lobbying for improved NRM due to lack of such a strategy.

Key among the components of the project is to build the capacity of the SSGs to monitor biodiversity and threats, report and recommend policy and legislation changes for continued low cost biodiversity, assessment and reporting.

If SSGs are to grow as site based sustainable forces engaging in biodiversity conservation as equals to responsible government agencies their capacity must quickly grow for them to win respect and support in participatory natural resource management. To achieve this, local and national constituencies aware of policy and legal provisions as well as the emerging opportunities need to be established. Group's capacity can only develop if proper capacity building interventions are put into place and equally the groups have a deeper understand of the elements of a functional group.

Advocacy strategies and the right skills need to be developed and nurtured to grow to a formidable force to push and curb a niche for community involvement in NRM. This will ensure that the target audience is effectively reached and collective action taken.

Since the groups are at different levels of organizational development, this workshop provided the much needed forum for information sharing and learning from others especially for the new entrants-Busia Cherengani and Dakatcha.

The same forum was an opportunity for Birdlife partners to learn the SSG approach to IBA conservation as it's seen as an innovative approach that Nature Kenya has successfully sustained and hopefully replicate in their countries.

Currently, SSGs are involved in monitoring work   and the results are yet to be fully disseminated back to the groups. Though the groups have been trained in monitoring, consistency has to be maintained as far as use of agreed protocols is concerned. Emerging issues and challenges have to be shared and appropriate way forward chartered.

Although the groups have been carrying out exemplary work conservation, the results, impacts and successes are never shared out due to inadequate or under reporting .This failure to report underrates the achievements made consequently belittling the effort invested.

Nationally, opportunities are emerging as a result of New Acts and policies being enacted/developed. But it's unfortunate that at times the communities are oblivious of the same. This workshop provided an opportunity to share some of the emerging opportunities and how the groups can capitalize on the same as communities centre for development

1.2. Workshop aim and Objectives

1.2.1. Aim

This workshop is designed to provide an opportunity to the Site Support Groups to build their capacity to engage in Local and national advocacy for Participatory Natural Resource management.

1.2.2. Specific workshop objectives:

i   Provide a forum for SSG members to share, exchange experiences and information from different parts of the country and in the region.
ii   Provide an opportunity for SSGs to contribute to the development of a National SSG Advocacy Strategy.
iii   Share knowledge on emerging opportunities in the National Legislations and Policies for future SSGs network growth and development.
iv   Share lessons, experiences and emerging issues derived from the existing monitoring scheme.
v   Contribute to the development of terms of reference for the envisaged Council of SSGs
vi   Enhance SSGs understanding of elements of the Capacity Assessment Tool

1.3. Approach

This was a four day internal workshop with facilitation from Nature Kenya Staff and other experienced SSG members. It targeted the group's executive committee which is the core to decision making/management, steering the groups and reporting on development.
The participants were taken through the Workshop drawing from past experiences as a launching pad for developing the subject matter.
For each aspect covered, the facilitators used different methods to engage and solicit response from the participants. Since this was a participatory workshop the participant's contribution was invaluable as they helped in drawing back from past experiences as a reflection for way forward.

1.4. The workshop outputs included;

- draft SSGs Advocacy strategy
- second draft of ToRs
- Lessons, challenges in the existing monitoring scheme and way forward.
- Enhanced skills in reporting and communication
- Preliminary SSGs Capacity Assessment feedback

Proceedings Day 1

Introduction

The workshop was called to order by Machekele at 0830 Hrs and this was followed with a word of prayer by Richard Mwangi Muriuki the vice- chair FoKP Njambini.
Participants introduced themselves by drawing their own face using their unused hand. The drawings were mixed up and shared and each person asked to identify
  * who the face drawing belongs to and name
  * likes and dislikes
  * expectations
  * SSG where one comes from and
  * Work involved in
This was an exercise meant to enable participants know each other better and climate set. Workshop participants are as in annex 1.

Workshop expectations

expectation	Freq.
Learn on how to solve conflicts within the SSGs	20
To learn from other groups how they have managed to grow for many years	3
To socialize	2
Understand how to deal with problematic members of the group	5
learn different methods of motivating the group members	8
learn on how to work with community to achieve conservation	7
To learn how to incorporate IGA's in conservation	6
learn how to come up with good credit facility for the members	2
Gain new ideas from other members to achieve conservation	1

To maintain order and harmony in the workshop, participants developed workshop norms which included;
  * keeping time
  * setting Phones on silent mode
  * Active participation.
  * No smoking in the room
  * Avoiding unnecessary movements
  * Respect others opinion.
  * Criticize ideas and not individuals.
  * Make presentation once until all group members do
  * Speaking in turns

Responsibilities
- Time keeper-Francis Kagema
- Welfare- Philip Kirui
- Energizers
    - Rahab Njeri
    - Charles Kabiru
    - Richard Muriuki

Opening Remarks

The workshop was officially opened by Mr. Enock Kanyanya.he gave the participants are warm welcome and expressed apologies from Mr. Paul Matiku - Executive Director of Nature Kenya who could not attend the workshop as he was held up by other office duties.

He stressed the importance of the workshop as an avenue for sharing experiences and ideas, success and challenges facing the various SSG's from different parts of the country and even across borders. He also acknowledged the presence of birdlife partners form South Africa, Nigeria, RSPB and Nature Uganda.

Participants were taken through the workshop objectives which were;
- Provide a forum for SSG members to share, exchange experiences and information from different parts of the country and in the region.
- Provide an opportunity for SSGs to contribute to the development of a National SSG Advocacy Strategy.
- Share knowledge on emerging opportunities in the National Legislations and Policies for future SSGs network growth and development.
- Share lessons, experiences and emerging issues derived from the existing monitoring scheme.
- Contribute to the development of terms of reference for the envisaged Council of SSGs
- Enhance SSGs understanding of elements of the Capacity Assessment Tool

He reiterated that monitoring is a key activity which plays a central role in generating information for conservation. Data from the monitoring forms contributes to the development of the national policy which runs the IBA programme. Thus, they should be filled correctly using the agreed methodology.

Being the people on the ground, SSG's are best placed to conduct monitoring and generate the correct data, consequently producing the right information for decision making and management.

He challenged the participants to come up with ToR's to be used by the envisaged Nature Kenya council of SSG's

He emphasized that the SWEDBIO project aims at *building the capacity of SSG's to engage in local and national advocacy for participation in natural resource management.*

The participants were taken through the workshop programme as in Annex 2

Group Updates

After a tea break, different SSG's made a brief presentation on the achievements made for the last one year, challenges experienced and future plans.

Kijabe Environmental Volunteers Organization-KENVO

Challenges:
- illegal logging,
- debarking for medicine
- Bamboo grass harvesting.

Mitigations:
- Intensive education and Awareness creation through-public workshops, meetings and barazas,
- Involvement of the community in activities such as bird watching /walks, reforestation (tree planting), monitoring/data collection,
- capacity building
- experience sharing by those who had an opportunity to attend national /international conservation meetings,
- initiation of a micro finance facility

Achievements:
- Planted 20,000 indigenous seedlings,
- Has an office to coordinate group activities,
- Ksh.10,000 monthly from honey (alternative forest utilization)
- Organized several internal workshops,
- involvement in environment clean-ups

Mukurwe-ini Environmental Volunteers-MEVO

Challenges:
- unprotected land,
- no immediate conservation benefits,
- group dynamics,
- limited scientific knowledge,
- limited data for informed conservation decision making
- Limited capacity at the group level.

Activities:
- honey production,
- school outreach programme,
- environmental clean-ups
- eco-tournaments (Hinde's bubbler volleyball)
- riverine tree planting
- drama/skits, and

Mt. Kenya Biodiversity Conservation Group-Mt.KeBIO

Activities:

- environmental education in schools and public meetings,
- environmental clean-ups
- tree planting,
- participation in field days,
- bird watching every month,
- drama competitions,
- production of art/artifacts,
- biodiversity monitoring (birds and habitats)

Achievements:

- established eco- resource centre,
- attained some capacity building through NK,
- Undertaken school outreach programme.

Challenges:

- Limited funds,
- Limited feed backing after analysis of monitoring data
- conflict of interest within and between the community,
- lack of acceptable and balanced benefit sharing modalities/mechanisms,
- unhealthy politics,
- Environmental education is informal in schools thus need for more training.

Future plans:

- develop proposal for funding,
- formation of a conservation forum in the region,

Arabuko Sokoke Forest Guides Association ASFAGA-MIDA CREEK

Activities:

- School out reach programme, HIV/Aids programme,

Achievements:

- got land from KWS and has built restaurant Bandas
- have eco-tourism books,
- Through networking, managed to receive sponsorship for conservation activities-includes tourist hotels at the coast, Air Kenya, world fitness etc.,
- Environmental clean-ups
- has 20,000 mangrove seedlings,
- Financed some members for refresher courses on canoe riding and tour guiding.

Arabuko Sokoke Forest Guides Association ASFAGA-Arabuko Sokoke Forest

Activities:

- bird watching every month,
- nature walks,

- tour guiding,
- Monitoring,

Achievements:
- trained local tour guides (38),
- operates a canteen for visitors,
- Signed MOU with KWS on co-participation in monitoring and research work,
- Have bicycles for hire by visitors.
- Developed ecotourism packages such as Gede ruins and Kipepeo project.

Future plans:
- build a campsite and equip it,
- Acquire more binoculars and guide books.
- Cooperate during fencing project to be undertaken by KWS,
- to start mushroom farming and bee keeping projects

Challenges:
- Human-wildlife conflict in resource utilization- water,
- Poaching for small animals ,though minimal,
- Illegal logging.

SABAKI:

Challenges:
- River mouth not a Protected area,
- poor farming methods in practice
- logging and charcoal burning
- Limited networking of the group and other stake holders.
- Limited group knowledge on approach to environmental issues as well as group management.

Future plans:
- Develop eco-tourism package and enhance tourists security
- Develop sustainable resources utilization practices,
- Improve/introduce good farming practices

NB: group requested NK to provide support to enable the young SSG grow and achieve its objectives.

Lake Victoria Sunset Birders-Dunga Swamp
Activities
- Bio-diversity monitoring,
- tour guiding,
- habitat restoration through tree planting,

- Creation of affiliate groups.

Achievements:
- have constituted two-village environmental Committees,
- set up demonstration plots of fish farming,
- established education programme,
- organized sports and drama and used occasion to disseminate conservation messages
- Helped establish Yalla complex network group to conserve the entire wetland ecosystem.

Challenges:
- low turn ups during meetings/birdwacthing,
- low benefits,
- limited fund
- Risk of diversion of SSG objectives
- Lack of good policy by government to manage wetlands.

Future plans:
- Train &recruit new members
- Develop more proposals as a means to build financial base

Kakamega Environmental Education Programme-KEEP
Achievements and activities
- Has an eco-resource centre
- conducts school environmental outreach programme
- carries out re-afforestation
- attends field days
- developed a teacher's guide book and sent it to KIE for approval
- organized teacher's exchange visits (international)
- butterfly farming,
- has five visitor Bandas with catering services
- tour guiding,
- bio-diversity monitoring
- runs a medicinal project

Challenges:
- over harvesting of forest products
- logging
- poaching
- forest encroachment

Busia Environmental and Conservation Education Programme-BECEP
Activities
- tree nurseries,

- School outreach programme.

Achievements:
- being a new SSG, its membership has grown to 50
- carries out environmental Education In 2 schools
- Established a tree nursery

Challenges:
- land is privately owned
- establishment of an office
- lack of basic data of the area
- community ignorance on the importance of conservation

Future plans
- Form a conservation forum,
- Acquire monitoring equipments e.g. GPS,
- Expand outreach programme to more schools
- Build an eco-resource centre.
- recruit more members

NB: special thanks to NK$NMK for giving the group advice and capacity building.

South Nandi Biodiversity Conservation Group-SONABIC
Activities:
- school outreach programme
- Bee keeping
- Monitoring
- ,tree planting
- awareness creation

Achievements:
- increased membership
- 20 schools in outreach programme
- has 4 affiliate groups
- 30 bee hives ,
- Member of South Nandi District Environment Committee.

Challenges:
- Youth dynamism,
- Population increase putting pressure on resource base
- illegal logging and hunting
- overgrazing,
- Over harvesting of medicinal plants/firewood.

PYRAMID-North Nandi

Activities:
- Tree planting
- aqua-culture
- bee keeping

Achievements:
- 12 top bar hives,
- have a botanical garden,
- capacity building done through exchange visits,
- Formed a conservation forum with 16 other groups.

Challenges:
- lack of group management skills, proposal writing, marketing,
- limited community support
- Lack of funds.

Chebororwa Self Help Group-Cherengani

Activities:
- Bee keeping
- Group micro-finance service
- tree planting/forest rehabilitation

Challenges
- Community resistance to conservation,
- Poaching
- Limited technical group capacity

Future plans
- To produced and plant 80,000 seedlings by 2008,
- Acquire modern hives by end of 2007.

Achievements:
- Convinced world vision to buy seedlings and distribute them to the community for planting in the forest.

Friends of Kinangop plateau -FOKP.

Activities;
- Detailed monitoring,
- bird counts;
- participating and organizing field days
- conservation education Programme,

- Conservation awareness.
- wool spinning
- Bee keeping
- Kitchen gardening

Achievements:
- have two nature reserves,
- established eco-resource centre
- member of DEC,
- has an office,
- produces wool products
- sells honey
- increased membership
- have a mini library
- Supports 16 orphans under HIV/Aids programme

Challenges:
- land is privately owned,
- loss of some coded farms through wheat cultivation,
- no immediate gains for farmers whose farms are coded for monitoring,
- community ignorance,
- poverty
- unfriendly land use to conservation,
- Low milk prices.

Future plans
- Train environmental club patrons
- set demo plots for kitchen garden as an IGA,
- rehabilitate the existing dams,
- Strengthen HIV/Aids programme.

YALA
Young SSG formed in 2006.

Activities;
- monitoring,
- school outreach programme
- Organizes eco-tournaments.

Challenges:
- Unsustainable fishing and reeds harvesting
- community ignorance on conservation
- Poaching of wetland biodiversity
- High poverty levels and dependence on the swamp for livelihood.

Future plans
- Establish an office
- capacity building of members

NB: Dominion group of companies is ready to go large scale rice farming and may be a big threat to the swamp biodiversity.

General comments after presentation
- SSG's should ensure that all members benefit from IGAs without favors and the same should trickle down to the larger community
- Each group to ensure that some income from the IGAs is ploughed back to conservation.
- SSG's should network with other stakeholders harmoniously provided that the main objective is not compromised.
- SSG's should ensure that they understand the legal provisions under which they operate.
- *Maverick* commented that conservation activities should address the livelihood of the community on the ground. A general question posed was *"Who bears the burden conservation and who benefits from it".*
- It was also noted that (Singalama), Monitoring of activities should be double pronged on both negative and positive impacts so that appropriate action can be taken.
- A general caution raised is that SSGs should not loose focus of their conservation objectives by been drawn so much into IGAs in expense of the later.
- Group leaders were also advised to observed transparency within the groups and display a great degree of trustworthiness so as to spearhead the groups to greater heights.
- Groups should also consider integrating HIV/Aids in their activities in order to minimize loss of resource people.

Monitoring and arising issues
This section was lead by Mr. Siele of NK. He pointed out that the importance of monitoring is to understand habitat quality and determine any change within the population.

Good monitoring should be well designed for the purpose, systematic regular and sustainable.
Basic monitoring focuses on pressure-state-response model.
According to data collected and analyzed in 2005, Response in IBAs has increased but pressure and state is still negative.
He pointed the problems faced in IBAs as conceptual, logistical and political.
That is;
- Conceptual: The nature and purpose of monitoring are often misunderstood. Schemes often have inadequate scientific design.
- Logistical: Resources for monitoring are scarce and hard to sustain over long periods. Only the simplest and least expensive schemes are usually practical.

- Political: If it is to be of any use, monitoring must be clearly linked to the decision-making processes that actually affects biodiversity conservation, and to the explicit conservation management aims for a site. However, it rarely is.

Reactions
- Some stakeholders on the ground do not take filling of the forms seriously -LVSB has to fill the forms for KWS
- Some SSG expressed concern that feed backing has not been done to them after analysis of the results having participated in data collection. This feed backing will enable them use the results to sensitize the community on the status of IBAs and the conservation efforts needed from them.

IBA monitoring feedback

This was necessitated by the many requests from the groups. This session was led by Mulwa.
His discussion focused on detailed monitoring. He emphasized that the protocol used is scientifically designed.
Sampling is done, data collected for the appropriate indicators, analyzed and information generated- establishment of habitat status.
Detailed monitoring differs from basic monitoring in that it is more demanding, tiring, needs prior training on data collection and use of equipments.
Currently detailed monitoring is being carried out in 5 sites – where strong SSGs exist, i.e. Kakamega, Kinangop, Dunga swamp-Lake Victoria, Arabuko Sokoke, Mukurwe-ini and Kikuyu escarpment.

How does detailed monitoring work?
- Monitoring Sub-committee within SSG formed
- Identification of potential and committed members to undertake detailed monitoring
- Training by NK/NMK on bird identification & census techniques
- Developing protocols for counting birds & assessing vegetation
- Data sheets are developed & tested in the field
- Agreeing on monitoring seasons
- Feed-back, refresher training and quality control
- *NB: Monitoring is a key activity in IBA conservation*

Being the coordinator of monitoring activities at the NMK, he took the opportunity to point out some of the existing gaps in monitoring. such gaps make it difficult to generate reports and give the right recommendations.
Key gap general identified is inadequate filling of the forms resulting to missing data.

Specific group gaps

Dunga Swamp IBA -LVSB
❖Analysis of data ongoing

Year	Season	Month
2003	Dry	December
2004	Wet	April
	Dry	December
2005	Wet	April
	Dry	December
2006	Wet	April

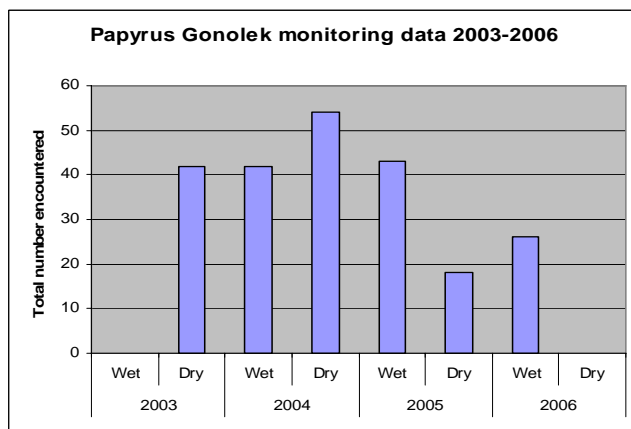*Gaps*

❖Transect length - for density calculations not clear

❖Perpendicular distances from the count station - density not clear

❖In some cases number of birds observed not shown

❖Birds seen/heard – not always recorded

❖Weather conditions – not indicated

❖Bird species not clearly distinguished

❖Bird naming should be consistent

  –*E.g. Greater Swamp warbler*

  –*Lesser Swamp Warbler*

  NOT JUST Swamp Warbler

❖ Inconsistency in Transect/s monitoring – consistent effort has to be made to allow meaningful comparison.

Inconsistency in monitoring effort

Trnsec	Dry03	wet04	Dry04	Wet05	Dry05	wet06
Sigalagala 1					x	x
Sigalagala 2					x	x
Sigalagala 3					x	x
Fish Landing			x		X	x
Land wd	x	x	x	X		
Lake wd	x	x	x	x		

NB-where there is **x** means that no data is available. Therefore monitoring was done in Sigalagala 1-3 transects and fish landing up to 2005 and abandoned. Upon abandonment new transects were brought into picture i.e. transect Land wd.

For sigalagala no long time data to compare while for Land wd, lacks background data

Bird monitoirng data for Dunga IBA (2003-2006)

Papyrus Gonolek monitoring data 2003-2006
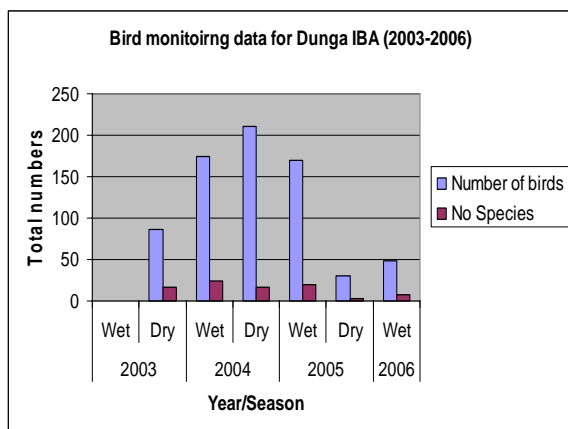
This inconsistency resulted to decrease in number of birds seen; both the targeted species and non-targeted

Kakamega-KEEP
Available Data

Year	Season	Month
2004	Wet	May
	Dry	Oct-Dec
2005	Wet	May
	Dry	Oct-Dec
2006	Wet	May

Gaps
- Weather records
- Names of observers
- Habitat type missing- secondary etc
- Transect length
- GPS readings
- Start time/end time
- Use correct names for birds
- Birds Seen/heard-not indicated in some cases.
- Perpendicular distance from observer – densities not clear

Buyangu Riverine Transect
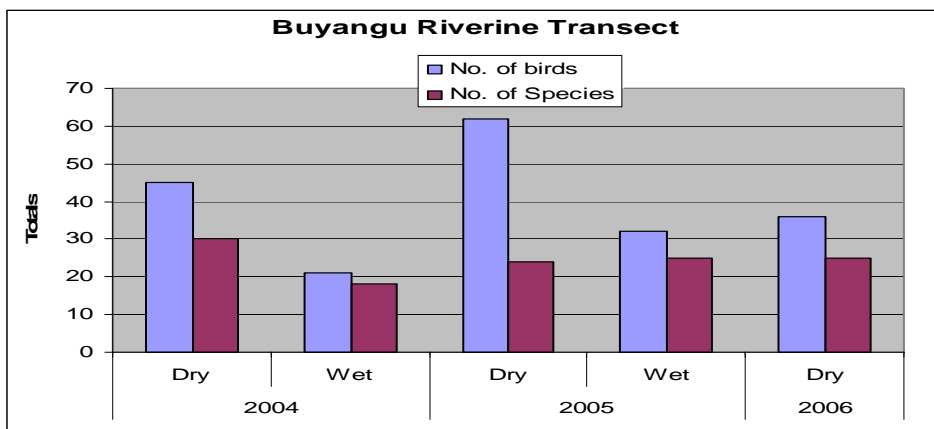
Kikuyu Escarpment-KENVO

- Available Data 2001 – 2005

❖Monitoring done once a year.

Gaps

❖missing transect length for some points

❖exact Number of birds seen not Given, not 'FLOCK'

❖name inconsistency

       e.g. Black-fronted Bush-Shrike -NOT Black-faced Bush Shrike

        Crowned Hornbill NOT Ground Hornbill

      General consistency in birds names (know your birds)

❖Usage of non standardized bird names – if initials used, provide full name e.g. T. B. = Tropical Boubou

❖Records of birds not known from the area *e.g. Spotted Ground Thrush – A coastal species, in Kireita we've Abyssinian Ground Thrush*

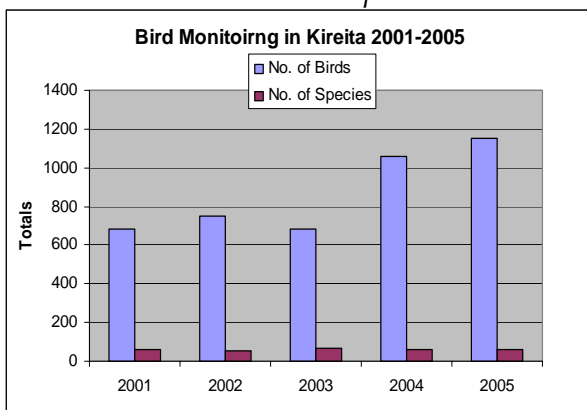❖Inconsistency in transects = use consistent names i.e. maintain same transects. Where there is addition of new transect/s, the original ones should not be abandoned. This can only be done if it's discussed with all relevant parties for consistency purposes.

A. General trend in Birds Population

B. Bird population in relation to sites
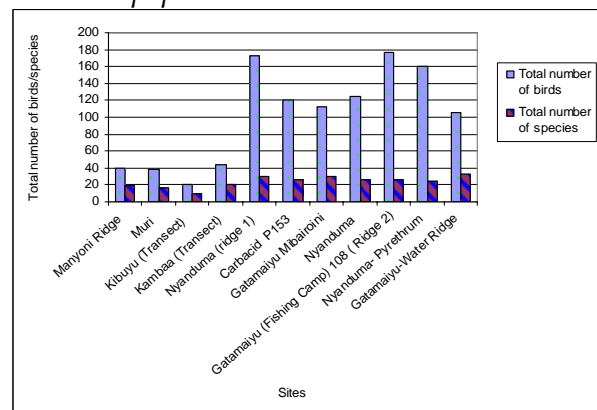
Figure a indicates the general trend in increase in number of birds and species.

b indicates number in relation to sites

From the figures above, the best site for bird watching are Nyanduma and Fishing camp

Kinangop-FoKP

❖Data from 1999 - March 2006

❖Wet and dry seasons

Gaps:

❖Inconsistency in bird names

❖No. of birds missing in some cases

❖Improper identification of plots; Names no./Owner, Settlement schemes, Sub-group

❖GPS readings for various Plots missing

Figure Sharpe's long claw population trend in wet seasons
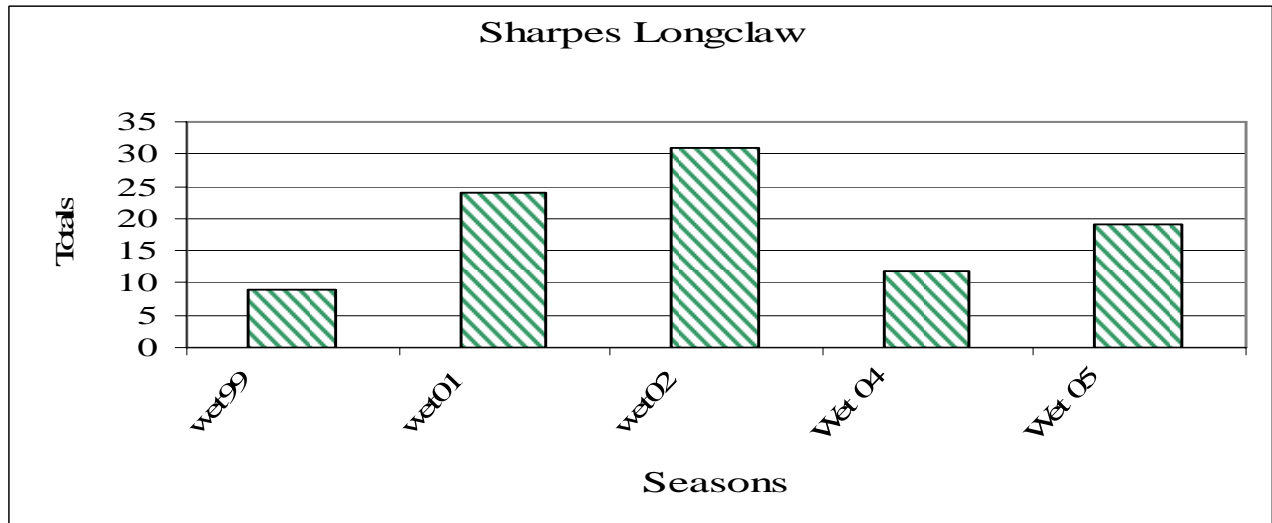
All four sub-groups combined – Murungaru, Engineer, Njabini, Magumu Naykio (WET SEASON)

Figure.C
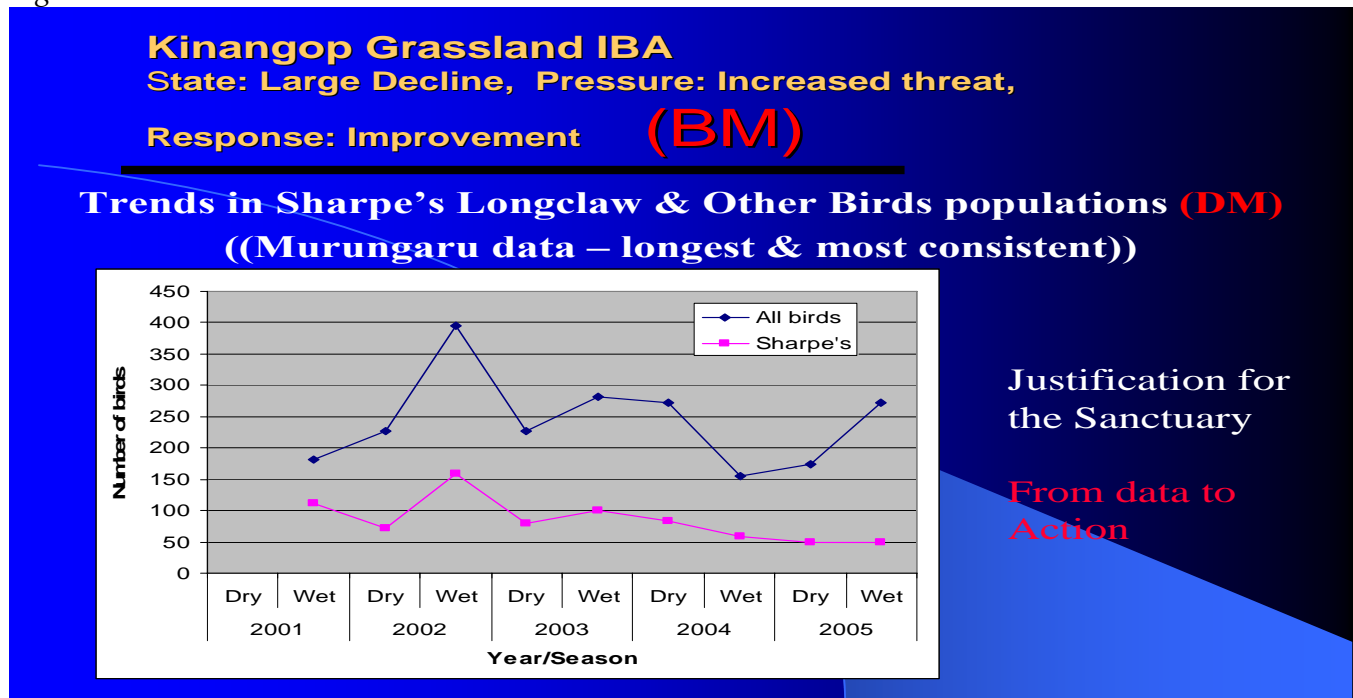
Conclusions
- Monitoring is not easy – in terms of time & resources, therefore we have to ensure we collect the relevant data.
- Data sheets should be filled with all the details.
- The data recorder must be very keen while filling in the data sheets   i.e. keenness to details
- Group leaders especially head of monitoring to edit data-sheets before submission
- Data sheets should be submitted at the agreed time
- Further training for some members in some in some SSGs

- A clear transition strategy should be developed within groups to ensure knowledge transfer to other members - Have internal Training
- Constant communication and consultation to be maintained by the groups and NK/NMK.
- Monitoring should be all inclusive ,i.e. incorporating other birds
- Data collected can be to other databases e.g. Kenya Bird finder, World Bird Data Base (WBDB), IBA Database

To consolidate the monitoring session, a brief field excursion was made to the field (Hippo point at L. Naivasha) where the participants were taken through a practical session of filling in the basic monitoring form.

DAY 2 TUESDAY 14TH NOVEMBER 2006.
The day was opened with a word of prayer from John Luseno at 8:30 am followed by a short recap by Joshua Wambua

A brief discussion was held focusing on the field excursion to the KWSTI Annex the previous day.

The following questions/issues were raised;

Q: While monitoring, how do you harmonize the results from an area whose periphery may differ from its core?

A: *Every section of the monitoring form has to be filled objectively and when this information is entered into the computer a special programme takes care of all irregularities. However it would be important to state whether the form covers the entire IBA or just a portion. Other observations should be noted as they become useful while explaining unexpected trends.*

Comment: - *there was an opinion that some of the sentences in the monitoring forms were quite long hence need paraphrasing*

Q: What is Nature Kenya's stand on Participatory Forest Management?

A: *Nature Kenya would like SSGs to register as Community Forest Associations so that they will act as entry points for Nature Kenya and other departments-FD to joint forest management.*

Experience Sharing from Uganda.

Echuya Forest Conservation Project, a livelihood and conservation project implemented by Nature Uganda in partnership with RSPB.
Presentation by Tom Singalama

Main activities of the project include:
- ❖ Strengthening partnerships between National Forest Authority, Conservation NGO's and other special interest groups.
- ❖ Supporting Batwa and other Forest Adjacent Communities to benefit from Community Forest Management
- ❖ Implementing IGA's that support conservation such as beekeeping, fruit growing, and bamboo domestication for use in handcraft and basket production.
- ❖ Environmental education that is using a unique approach by the use of radio shows to share information.
- ❖ To ensure sustainability the project works with District Officers who enhance follow-ups.
- ❖ The project adds value to traditional products such as baskets from bamboo to make them more appealing to the tourism market.

(Details annex 3)

Reactions.

1. How does the community benefit from the EFCP project?

Answer.

Benefits are in two ways.

    a. *Collaborative management – A study has been done to find out the off take level on how much the community is expected to take from the forest in terms of weaving materials, bamboo, medicinal herbs, tall grass for making mats etc. The forest is also a source of water for animals in the community.*

    b. *Complementary benefits: -*
- *The project has organized trainings in organic farming, etc*
- *Agro and farm forestry for firewood*
- *On farm Domestication of bamboo to reduce pressure on the forest.*

2. Which approach is used in collaborative management?

Answer.

Collaborative Forest Management (CFM) starts with identifying community groups (CBOs) then help them form Community Forest Associations (CFAs). Members are then trained on basics of negotiations and lobbying. They have a leadership structure.

3. Which bamboo species do you raise? Has the project tried to introduce the Giant Bamboo?

Answer.

The project raises the native bamboo. Communities do not understand the giant bamboo hence will take them longer to make use of it. In addition, communities have small plots of land and the bamboo is planted at the edges

5. How did you identify common interest groups?

Answer

Communities are first sensitized so that they can find a way of participating in the project. From their self mobilization, those with common interests are grouped together.

6. Do you try to improve the value of the bamboo product?

Answer.

Traditionally the communities have made baskets from bamboo using them for storage. Now the project adds value to produce more sophisticated items to make them more appealing to the market especially tourists.

ToR's for the Coordination and Communication Committee-CCC

This was the final stage for discussing the ToRs as initial discussion had been made earlier during the internal seminars.

- Although SSG's were given draft ToR's for the CCC for discussion during the internal seminars, it was evident that a few rough edges needed to be smoothed before coming up with the final document to govern the operations of the envisaged National Council of SSG's.

- There was consensus with the responsibilities of the CCC except that some parts needed rephrasing with few additions and modifications.

Participants were divided into three groups to discuss and give inputs. The following suggestions were raised;

1. On the overall objective add *"… linking livelihood, establish entrepreneurships that are sustainable and eco-friendly"*
2. When designing a calendar of events the process should be both bottom up and up down approach.
3. Additional responsibilities for the CCC should be marketing and developing MOU between Nature Kenya and SSGS.
4. In liaison with the project coordinator/ facilitator, the role of the SSG is missing. There is need to ensure that the process is inclusive.
5. There is need to include social welfare of the communities.
6. In arbitrating conflicts, guidelines should be given. Conflicts to be addressed should be between SSG's and not within.
7. The opening statement should be *"open"* so as to give room for new SSGs.
8. Participants agreed that members would elect the person to represent them in the CCC not necessarily an official, but should report back to the executive committee. This should be someone with the time and commitment.
9. Does the CCC need a patron? Tentatively: "Yes"
10. Term of office for a member to the CCC to be open.
11. addition of foot notes to explain some of the terms like *"communication hub etc"*

2nd Draft TORs for the Council of SSGs

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TERMS OF REFERENCE FOR THE
COMMUNICATION ANDCO-ORDINATION COMMITTEE

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Terms of Reference for the Council of SSGs/CCC [2] to;
"Steer *Development of a network among local community-based environment and development groups in Kenya"*. An initiative being implemented by Nature Kenya in conjunction with Site Support Groups working in Important Biodiversity Areas (IBAs) in Kenya.

Overall Objective
To steer at the National level the Network, Communication, Co-ordination, Training and information Exchange amongst the SSGs to promote organizational and conservation development.

Responsibilities

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[2] CCC and Council of SSGs will be used interchangbly

The Communication & Co-ordination Committee (CCC) shall be charged with the responsibility to:

1. Ensure regular network, communication and feedback between the SSGs and NK on all group development and conservation issues
2. Liaise with the Project Coordinator/Facilitator and SSGs to design an annual calendar and budget of events incorporating all the individual SSG programmes and activities related to conservation. The programme will culminate to an annual SSGs training/experience/evaluation workshop
3. Publicize the Council/Committee, its programmes and activities to a wide range of stakeholders (Government, Private Sector, CBOs, NGOs etc)
4. Ensure synergy/linkages between the Council and other projects being implemented by SSGs
5. Coordinate National and International site exchange programmes amongst groups to facilitate experience sharing and maximize project impacts
6. Develop and use a framework for Monitoring and evaluating progress of SSGs at site level and provide guidance or an early warning where corrective measures are needed
7. Facilitate collaboration and development of partnerships with other NGOs and/or Organizations conducting similar or related environmental/development initiatives nationally or regionally.
8. Help to ensure that groups' activities lay a foundation that will help achieve effective biodiversity conservation and community development in the long term.
9. Collect and collate information, on best practices, challenges and success stories into a package for wider dissemination and experience sharing.
10. Collaborate with NK and NMK to establish more SSGs for the IBA programme.
11. Lobby and advocate for policy change by the Government at the National level on issues pertaining to Conservation of Natural Resources.
12. Arbitrate in external conflicts and where necessary take the appropriate disciplinary action to maintain order within the network.
13. In collaboration with other partners, facilitate development of expertise, partnership agreements/MOUs and develop proposals or solicit for funds for effective service delivery and Council development.
14. Develop market linkages with other public/private sectors and help and ensure Health and safety issues including environmental impacts are given due consideration.

Functioning of the CCC

Membership
- The Council shall consist of representatives from the SSGs (co-ordination focal points[3]) and an ex-officio member from Nature Kenya who will also double up as a Coordinator.
- New entrants to the committee would be representatives from up coming SSGs which must have been in operation for over two years. Within this period, the mother SSG to monitor the new group and forward reports to the CCC and Nature Kenya.
- As the Council grows, the communication hub approach[4] will be used for effective representation and service delivery (Representatives from a given hub will elect their members to sit in the Council).
- Where need be, the committee has the power to invite people/organizations with specific expertise in a given area to advice as appropriate.

Functional Organizational Structure

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[3] These shall be elected/Nominated by the each group and do not necessarily have to be group officials
[4] Communication hubs represents a region, for now there is Coast, Central and Western (each elects two representatives)
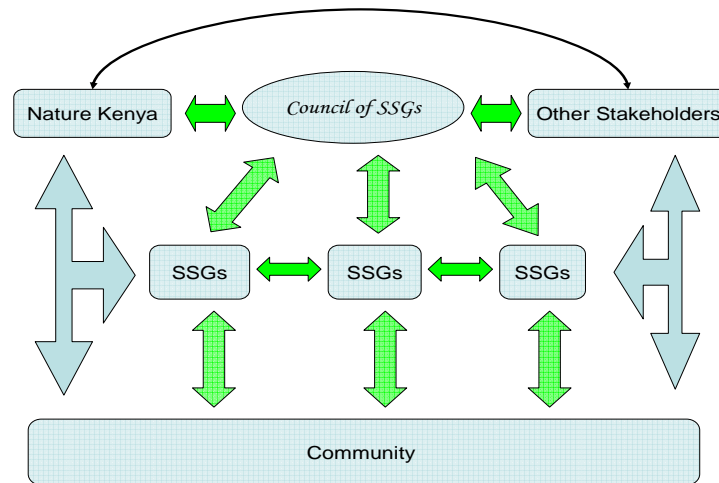
Elections
- Shall be held after every 4 years
- Elected group representatives will meet and elect the office bearers through secret ballot.
- The returning officer will be the Nature Kenya ex-officio.

_NB_-the office bearers should not be from the same communication hub.

Office bearers
The Council shall at a minimum elect an Executive committee consisting of **Chair**, **Secretary**, **and Treasurer and a Coordinator** to facilitate coordination of the committee. The committees can as and when necessary create sub committees/positions to ensure effective implementation of its activities.

Responsibilities

❑ **Chair**
- The chair shall be the convener and could at his/her discretion ask another member of CCC to assume the chair during or in his/her absence.
- He/she will represent the committee in National and International events for the interest of the committee and the SSGs.
- Ensure that issues raised by members are addressed by the relevant partners and provide feedback on the outcome.

❑ **Secretary**
- Shall write the committee's minutes and circulate them before the next meeting.
- Will handle all the correspondence for the committee
- Shall produce reports on the progress of the committee, SSGs and all projects as a whole.

❑ **Treasurer**
- Shall handle all issues pertaining to cash and produce the necessary financial reports quarterly to the committee, group members and NK.

❑ **Coordinator**
- Coordinate all activities for the Council in liaison with the management committee and Nature Kenya.

Meetings
- The Committee shall hold its meetings at least quarterly per year
- The quorum for any Committee meeting shall be at least two thirds of the membership.

Amendments
- The committee has the power to review the TORs if and when the Council deems necessary
- A member tables amendments to the committee and the same is communicated to the Groups for discussion before the committee discusses the same
- At least two thirds of the committee membership should be present for discussions and amendments.

Withdrawal
- An SSG is at liberty to withdraw from the Network having written to the Committee expressing their desire to do so.
- Upon receipt of the withdrawal letter, the committee would send 3 members to discuss with the concerned SSG and make a presentation to the Committee.
- The committee makes the final decision basing on the findings and recommendations by the three member committee.

SSG's Advocacy Strategy and Emerging Issues.
by Serah Munguti.

Participants were divided into three groups based on the ecosystem type and identified issues that affect their sites, the relevant stakeholders to approach and challenges they are likely to face.
Difference between issues and challenges was also brought out and emphasis given to the need to work as a group (SSG) to avoid being victimized. Once issues have been identified, priorities should be set for communication and timely action.

Group work
Questions
I. What are the conservation issues and how do SSGs come to know there is a one?

Issues identified

Ecosystem	Issues	Challenges	Who we need/ involve
River Valleys-*"the only true river valleys"*	Poor farming methods	• community Land fragmentation • Overpopulation • Pilot projects taking too long for results	Farmers, extension officers, NALEP, provincial administration(PA),
	Soil erosion and siltation	Covers an extensive area	Tana River Development Authority(TARDA),extension officers, community
	Human wildlife conflict	• Minimal community benefit • Lack of compensation	Kenya Wildlife Service KWS, community, NGOs

			,PA
	Planting of exotic trees along river banks	• Lack of firewood and building materials • Indigenous take long to mature	National Environment Management Authority-NEMA, Forest Department-FD, community, NGOs, PA
	Community illiteracy and ignorance	• Wide area of coverage • Lack of education materials • Community unwillingness to learn	Min of Ed., local community, PA, NGOs
Wetlands	Papyrus harvesting	poverty	Min of Agr., NGOs, local authority, A
	hunting	• Limited employment • Lack of awareness • Lack of wetland policy	KWS, Fisheries, NEMA, PA, local community
	Mangrove harvesting	• Poverty • Lack of awareness	FD, KWS, local community (through PFM),NGOs
	reclamation	• Lack of wetland policy • Political interference	NEMA, LBDA, Osienala, local media
	Encroachment	• Receding water levels • Land tenure • Lack of clear policy	LVEMP, local community, Osienala, PA
	Invasive species	• Community ignorance • Lack of clear policy	NEMA, local community
	Pollution *(plastics ,sounds, industrial wastes)*	• Lack of dumping sites • Lack of awareness • Lack of clear policy	NEMA, Min of Tourism, LVEMP, local community, KWS, Tour operators, Schools
grasslands	Change in land use fragmentation	• Overstocking • Overgrazing • Over cultivation	Farmers land , land owners, Min of Agr., Min of Livestock, Min of Land, Min of Env.
	Private ownership	Community ignorance Gazzeting Establishment of private sanctuaries	Farmers land ,land owners, Min of Agr., Min of Livestock, Min of Land, Min of Env Donor community
	Habitat degradation	Soil erosion Loss of biodiversity Grass burning	Land owners, farmers, land developers, Min of Agr, Min of Env.
	Population pressure	Ignorance Migration	Community members, Min of Health, NGOs

		Land sub division	
	River bank degradation	Siltation Loss of birds Migration of birds Lack of water	Min of Agr, Min of Water, Min of Env.
Forest	Charcoal burning Illegal logging Encroachment Human wildlife conflict Overexploitation Forest fires Overgrazing Poaching	• Bureaucracy • Poverty • Corruption • Overpopulation • Landlessness • Inaccessibility • No clear policy • Non enforcement of regulations • Lack of alternatives • Drought • Limited equipments and personnel • Overpopulation • Poverty • illiteracy	FD, KWS, local administration, community, politicians, local leaders, business community, media

Sources of information
- Form the community
- Local leaders
- Personal observations
- Institutions
- Tourists and guides who visit several sites
- Results from monitoring and research
- Social gathering/forums
- Behavior changes of plants and animals

II. Can an SSG address all identified issues-**NO?** *(What characteristics will an SSG consider before addressing an issue?)*
- The cost effectiveness
- Extent of destruction/damage
- Required time for action
- Stakeholders involved
- Are there legal backing or implications attached to the same?

III. What makes an issue an emergence?
- Happens within short time
- Has devastating impact
- Irreversibility of the impact

- Un expected issue
- Need for immediate attention

(E.g. forest/grassland fires, avian flu, floods, landslides, volcanic eruption, etc)

It was reiterated that it's important to clearly distinguish issues from challenges. Sources of help should be known otherwise one may waste a lot of effort in approaching irrelevant stakeholders, e.g. if it is NEMA approach the District Environment Officer, District/Divisional Environment Committee.

Reactions
What happens when help is sought and very little or nothing is done, what should we do?
Don't give up. Try various avenues; don't act alone as you may be victimized. When reporting to the public complaints committee, forms are filled and confidentiality is observed.
Groups were asked to be active for them to be seen and recognized and to forward information to the right places.

How do you get heard?
Push your way, maneuver somehow.

What happens if SSGs have received funds but Nature Kenya is not in the picture?

If the proposal was written through collaboration then each party has some responsibility to implement.
If an SSG has co-funding should all reports be given to Nature Kenya?

Illustration from Kakamega Bandas.
Nature Kenya is supposed to submit a report to UNDP, therefore both KEEP and Ecotourism Kenya has to give reports To Nature Kenya. But where Nature Kenya is not fully involved in the project, reporting is not mandatory but it is good for NK to be in the picture of what is happening on the ground.

What will happen if the SSG is controlling funds but implementation fails?

When activities are not going well it is important for the SSG to report.

What happens if the community does not benefit from birds and some are associated with bad omen?
For instance, FOKP were referred to as "Devil Worshippers" when they introduced efforts to save the Sharpe's Long Claw.
This is a common phenomena among many communities and it requires concerted effort in awareness creation .with time, people realize that birds are friendly and can be used as a source of livelihood e.g. through tour guiding (bird guides).
It is easy to change communities' perception through environmental education Target both young and old. Sittings with old people should be made to find out the source and influence of their beliefs.

What will happen to NK projects on government land and what will be done to ensure those not complete are completed?

It was noted that its important that agreements are entered to between FD and the CBO/NK. FD has been a bit reluctant to commit itself. Even where EIA has been done and certificate obtained, the same reluctance has been exhibited.

NK has not been keen to follow up because what is put down has no long-term sustainability and may not be beneficial to the SSG. What is

What is NK's stand on the new Forest Act once it becomes operational?

SSG's should reregister as Community Forest Associations. The existing confusion at the site level will be cleared once the government completes the guidelines on how communities can be engaged with FD.

On partnership development SSGs were asked to be aware of the partnership implications before engaging in the same .key organizations/institutions recommended include; District Environmental Committees, FD Local government, Local Media, KFWG, KWF, NK, Private Sector, Schools, WCK, other donors and supporters.

Opportunities for SSGs participation in natural resource management in the new Forest Act 2006 include registration of a Forest Association so as to get into agreement with the Kenya Forest service.

Members of FOKP who are currently sitting in District Environmental Committee shared experience with the others on how they managed to convince the relevant authority to accept them in their meetings. They first sold their conservation idea to the District Commissioner at the District office and latter invited the D.C to their local meetings. After some time, the District Environmental committee Chairperson invited them to sit in their meetings. She emphasized that it's through strong FOKP activities that convinced the administrator to pay them a visit through locally organized and national events (Field days, Environment Day etc). On the other hand, Member of KENVO gave a similar experience on how they have managed to work with the private sector in conservation agenda e.g. Safaricom Company and Philips Pharmaceuticals among others.

Reactions:

It came out clearly that FOKP had the strength to convince local leaders and provincial administration through their activities. Potential private sectors which were proposed to other SSGs include Total Kenya-through eco-challenge, Safaricom and local government.

Participants were able to share past experience on occasional issues like organizing local, National and International events. This was raised by SONABIC member who said they landed in a problem in the past after engaging other partners in the preparation and in the last minute; the cost of funding the whole activity was left to SONABIC. While engaging in such activities, SSG's were advised to clearly state from the very beginning that they are just part of a team and also communicate to the rest of the team the resources that they have available for the activity if any.

Case study of Arabuko Sokoke Forest

This was given to highlight the roles of the various stakeholders in the management of the forest and more so the role of the community.

Four departments jointly manage it,
- KWS
- Forest Department
- KEFRI
- National Museums of Kenya

There is usual some cold wars between the departments as they see laxity in each other and at times, undermining.

Influence from politicians is also a key factor in the operations of the management team. Though human wildlife conflicts are a common phenomena, of late they have come down as several electric fences have/are been erected.

Despite other factors like collusision in forest destruction, community harassment by law enforcers, the community has stood firm and reports all illegal activities to FD or KWS and other conservation agencies.

Experience sharing from South Africa

Presentation by Dan Marverick

Project: Protecting key South African biodiversity sites through community based conservation

A Programme in Partnership between Birdlife South Africa and the Royal Society for the Protection of Birds. Funded by: The Darwin Initiative

Programme aims is to initiate and develop community focused projects to significantly enhance the status of important biodiversity sites, develop the capacity of local people to manage them for the future, while generating social benefits to offset conservation costs.

Site specific project design using the following tools; PRA's, socio-economic assessments and market surveys;

Project objectives
➢ Capacity building and training the members in various life skills aimed at enhancing their capacity to sustainably and effectively manage their own enterprises, as well as manage their interaction with the natural environment.
➢ Developing key income generating opportunities in communities as stepping stones to self-employment and self-sustainability of disadvantaged individuals and communities (with a direct/indirect link to the resource).
➢ The development of locally based conservation projects managed by the communities themselves;
➢ Establishing community representative forums at each site;
➢ Community based networks will also be established to strengthen conservation management;

(Details annex 6)

Reactions
1. Most SSG work in Kenya is voluntary, what is the plan with your new project?
   The project funds will be used to employ a Project Coordinator

2. Are there cases of gender disparity?
   No. But some women who were students got pregnant and dropped. Those who remained got into trouble with their husbands.

Experience sharing from Nigeria
By Dr. Akosonji
He gave an overview of the project "Securing Land Rights: Participatory Forest Management in Taraba State, Nigeria."
Project aims at improving livelihood of forest edge communities by realizing their rights to participate in and benefit from management of resources.

Project Focuses on,
- Biodiversity Conservation
- Improvement of livelihood
- Capacity building and
- Environmental awareness

- The project has identified and formed Forest User Groups
- Forest Management Committees have been formed and inaugurated. These have trained the FUGs and encouraged informal IGAs such as basket weaving, confectionary (cake baking)
- The project is managed through Project Steering Committee, Forest Advisory Committee, and Project Team
- Most challenges are common but what came out distinctively was the issue of bureaucracy and traditions. *Not*e the project is located in a remote area where culture is very strong.
- Despite the challenges the project offers micro-credit to women and has registered them with state corporations.

Details annex 4

Questions raised from the presentation
1. While talking about Forest User Groups, one group was conspicuously missing, the herbalists – what do you have to say about it?
   There are no specialized or professional herbalists in Nigeria, the knowledge is widely shared.

2. If women groups are the most active why are they not included
   It is purely tradition. The projects are located deep in remote areas where culture is very strong

3. Are you bringing other NGO's to address gender disparity?

There are many NGO's in Nigeria, they address gender but they are located in the big cities e.g. Lagos

4TH DAY PROCEEDING

The session was opened by a word of prayer by Mr. Vincent Nderitu, thereafter Mr. Likhotio made a recap of the previous day before welcoming Mr. Kanyanya who read out the programme of the day.

Roles of SSGs

This was necessitated by the questions being raised by members from the new upcoming SSGs regarding their role. Establishing the role of a SSG is a prerequisite step towards building a strong SSG.

SSGs are established to enhance conservation of IBA through;

I. Conservation of sites, species and habitat.
II. Education and awareness raising.
III. Biodiversity monitoring.
IV. Improving community livelihood.

SSGS Capacity assessment tool

This activity was meant to enable the individual group members build their capacities to objectively assess their own organizational development. These internal assessments will enable the groups institute their own organizational development measures before seeking external support.

Though self assessment is advocated for, a word of caution is to avoid underrating or overrating due to the implications associated with each .overrating would result to non investment of resources while the group is *"sickling organizationally"* while underrating would result to investment of resources where they do not deserve. The empowerment index focuses on four broad aspects with several elements.

The broad aspects are;

(i) Aspiration and strategy
(ii) Organization skills
(iii) Human resource
(iv) System and infrastructure and organization structure.

Capacity assessment tool -Empowerment index annex-11

The participants were randomly divided into three groups namely; Red Group, Blue Group and Yellow Group using the individual entry card colour.

(i) Blue Group assessed Mt. Kenya SSGs in their capacity Group on system, infrastructure and organizational structure.
(ii) Yellow Group assessed KEEP on aspiration and strategy.
(iii) Red group assessed FOKP in organization skills.

Each Group appointed a chairperson to lead the group while a secretary took the group discussions and made a plenary presentation.

Reaction to presentations

- Assessors should be careful not to mis-score otherwise they will give mismatching/irrelevant reasons to the scores awarded.
- It emerged from the reactions that one of the reasons why the assessment is essential to SSGs is to understand their level and rectify their weakness internally, bank on their

strength and provide basis for capacity building not forgetting the associated risks of underrating or overrating.

- Participants learned that the assessment tool will empower SSGs to understand themselves and even make them recognized by other partners.

Reporting and Communication I

Though groups have been implementing various activities, reporting has been wanting as many groups under reported missing to capture issues which are of concern. This under reporting had resulted into belittling of groups effort in conservation.

It was reiterated that it's important to write reports so as to;

- Feed back
- Tells success (stories)
- Opportunity to note lessons learnt (failures and successes)
- Help in replication

Before an activity is carried out, its logical sequence (planning) must have been clearly thought out otherwise lack of coherence create doubts on the usefulness of the activity.

Participants re-grouped into the initial groups and appointed new chairs and secretaries. Each group was to accomplish a task by arranging eight steps to accomplish the same. The steps sequentially are;

ACTIVITY

- What needs to be done?
- When?
- Where?

BACKGROUNG/NEED/INTORDUCTION

- What has been done about the same in the past?
- Why do we have to do it?
- What value will it add?

AIM

- At a broader level what do we intend to achieve (Desired situation) *"the big picture"*

OBJECTIVE/S

- What are those specific things which need to be done/achieved?
  - They should be SMART
    - Specific-very clear
    - Measurable
    - Attainable/Achievable
    - Realistic
    - Time bound

APPROACH/METHODOLOGY

- How will it be done?

EXPECTED OUTPUT
- How will we know we have achieved our objectives-How will we measure success?
- What do we expect out of our effort?

PROGRAMME
- Sequence and schedule of activities (*depends on the duration of the activity*)

BUDGET
- What are the financial requirements?
- Realistic Itemized request?

Factors to consider in writing a report
- Language-simple and clear
- Technical terms-only when necessary
- Length-as appropriate
- Physical appearance-in a presentable manner-sections -subsections
- Illustrations-photos, graphs, tables

Group tasks included
- Group 1.yellow cards- group visit to Lake Victoria Sunset birders.
- Group 2. - Meeting between them and WCK patron.
- Group 3. - Biodiversity monitoring activity at Kinangop Plateau.

Reactions:
- From the presentations, it came out clearly that if one step is skipped or comes before another, then the whole activity idea will be totally distorted and misleading and won't convince the intended person/s.
- For an activity to be understood, its aim must be related to the objectives as well as the outputs.
- Above logical steps creates a harmony on groups activities which subsequently help in carrying out the activity, reporting as well as gauging the impact of the same.

Report and Communication II

The initial groups were asked to report on their activity assuming that it has already been done.

Reactions to presentations

The presented reports failed to capture the financial expenditure- on what items and amounts monies was spent on. This was a true reflection on how the groups have been conducting their businesses. An example sighted in cases for where money budgeted for was not utilized fully by SSGs. in such a scenario, the groups were advised to either return the money to the source or write a letter requesting expenditure of the money.

It was also noted that it's important to capture both qualitative and quantitative data and where possible provide evidence like photocopies of receipts. The internal reporting system should follow the following general format agreed earlier for harmonized reporting from the groups;

i. Introduction
ii. Planned activities.
iii. What was achieved
iv. Unplanned outcome
v. Challenges experienced
vi. Future plans
vii. Recommendations
viii. Conclusion

For the purpose of the discussion, KENVO's internal sample report was used as an example.

Participants were also reminded that reports will also differ depending on the donor requirement. In such a situation, the report will have to be tailored along the given format or preference

Reports can be, Monthly, Weekly or even biannually and annually.

Generally a report will have introduction, the body, conclusion and recommendations

(Details refer to training notes annex 10)

DAY 4 Thursday 16ᵀᴴ NOVEMBER 2006

Recap for the previous work was done by Alfred Tulel

Through a morning bird walk in line with the world bird watch day, a number of birds were identified within the institute as in annex 10. The following 32species of birds () were seen at KWSTI compound:

Participants were taken through a session to consolidate group communication both within and outside the group.

Communication and publicity

The basic question being asked is *"why do we communicate"*.

We communicate to;
- Tell people about what we do.
- Create awareness about our activities.
- Educate the public about us.

Means/tools of communication;

Meetings,	Documentaries,
Barazas,	Newspaper,
TV,	Posters, brochures,
Radio,	Leaflets
Publications	Websites
Monthly newsletters	Events
Kenya birds magazines	

Various methods can be used to turn conservation issues into news because environmental issues are disadvantaged and do not attract media attention. Arising opportunities need to be seized to create news. Groups need to be updated on current events on environment. Normal occurrences should not be undermined as they may be news

Basic principles on writing in newspaper;
- Title should capture the readers interest
- Exciting introduction
- article to be Submitted in plain words
- Attach photographs and subject them to copyright

To enhance outlook of our conservation efforts, we need to;
- Keep in touch with local media
- Submit more articles for publications

Action plan

Activity	Time	Responsible
Submission of basic Monitoring forms	by January 2007	Chairman and monitoring head
Finalization of ToRs	end of December 2006	machekele

Feedback to S.S.G.S on ToRs	by March 2007	machekele
Submission of Progress reports(quarterly)	before 15th of every - January - April - August - December	Group secretary
SSG Discussion on advocacy strategy	30th January 2007	chairman
Submission of articles for Newsletter	BY 10th of very month	secretary
Collection of Community forest association forms	(NK) by 30th November 2006	
Development of NK/group collaboration document	• 1st draft to be made by 30th March 2007. • NK to develop M.O.U with forest department. • Final document to be ready before the next national SSG meeting.	
SSG Completion of Capacity assessment tool.	• By 30th January 2007.	chairman

WORK SHOP EVALUATION.

Response to Evaluation

Area	Rate	Fr.	Comments
monitoring	Very useful	2	• Helpful in data filling
			• More capacity building as backbone of conservation
		1	• Enables gauging success/failure
		7	• Helped understand process and gaps
	Useful	2	• More informed now
		1	• Need for accuracy/seriousness
			• Practical session
	Partial useful	3	• Some SSGs need training and monitoring
Reporting & communication	Very useful	3	• Mode of systematic flow of information
		3	• Must be two way communication/progress
		5	• Understood steps in report writing/format
		3	• Eye opener to good reports/saw gaps
	useful	1	• Improve communication to partners/donors
		1	• Format clear
	Partial useful		•
Terms of	Very useful		•

Reference			
	useful	3	• Need for togetherness to build stronger force
		3	• To guide group activities
			• Usefulness of the CCC need to be communicated more
			• Quite challenging but a step forward
	Partial useful		• Not clear
		8	• Need more panel beating-synthesis
Advocacy strategy development	Very useful	2	• If adopted and implemented
		2	• Quite useful now we need advocacy and lobbying skills
		4	• Eye opener
		4	• Understand challenges better
	useful		• Flow of information from NK to SSGs and v/s
		1	• Understand need for advocacy
		3	• Eye opener
		2	• Need to win others
	Partial useful		•
Experiences Borrowed	Very useful	3	• Levels of conservation in relation to other groups and countries
		1	• Understood what others do
			• Experience in monitoring
		1	• International perspective to successes and failures
			• IGAs building on traditional knowledge
			• Simple birding activity
		5	• Importance of partnerships/association-Uganda
	useful		• Networking skills
	Partial useful		•

	Freq.	Comments
Improving future workshops	4	• Enough photo copies for everyone not group based
		• Proceedings to be made available
	2	• Gender sensitivity from participants
		• Workshop to be open to most members
	6	• Workshop to be rotational to other sites/venues
	9	• More time for workshop and sessions
	4	• Prior informing of issues before workshop commences
	3	• More practical sessions
	5	• Issue certificate

	3	• Involve other stakeholders-FD, NEMA, KWS, International ,etc
Other comments	2	• Educative and enlightening workshop
	2	• International/regional cross site visit to be organized
		• MOUs to be developed
		• Good organization for the workshop
	2	• Mini party/campfire last day

Areas for Group contribution to National Workshops

Area	How to contribute?	Frequency	Rank
Human resource	• Workshop facilitation	4	3
Financial resource	• Fund raising for workshop	1	6
	• Cater for transport to and from workshop	10	1
	• Catering for transport one way	4	3
Material resource	• Provision of stationery	6	2
	• Host workshop	1	6
communication	• Phone calls	2	5

WORKSHOP CLOSURE.

Closing remarks

 Closing remarks were made by Enock Kanyanya who thanked the group members for the commitment to conservation work and their 100% turnout to the workshop.

He Request all the members to pick up and implement the new ideas discussed, he reminded them that they have the responsibility to share with the rest of the members and the entire community.

Groups should also take reporting as a key activity due to the need to inform the entire conservation community on our effort in conservation.

Annexes.

1. Workshop programme

Time	Activity	Facilitator	Rappoteur
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
PROGRAMME FOR NATIONAL WORKSHOP FOR SITE SUPPORT GROUPS NOVEMBER 2006			
Time	*Activity*	*Facilitator*	*Rappoteur*
Day 1- Sunday 12th November 2006			
4.00-6.00pm	*Arrival and registration at the Institute*	*All*	
6.00-7.00pm	*Check in and Registration for the w/shop*	*All*	
7.00-9.00pm	*Dinner and Rest*	*All*	
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
Day 2-Monday 13th November 2006			
7.00-8.00am	*Breakfast*	*All*	Wambua
8.00-9.00am	*Introductions , Climate Setting, Norms, expectations and House keeping*	*Machekele*	
9.00-9.30 am	*Opening Remark ,*	*Matiku*	
9.30-10.00 am	*W/shop objectives and programme*	*Kanyanya*	
10.00-10.30am	*Tea Break*	*All*	
10.30-1.00 am	*Group Updates and Plenary reactions*	*Machekele*	
1.00-2.00pm	*Lunch Break*	*All*	
2.00-2.30 pm	*Monitoring and arising issues*	*Siele*	
2.30-3.00 pm	*Emerging issues in monitoring-Feed backing*	*Mulwa*	
3.00-3.30 pm	*Group work*	*Mulwa*	
3.30-4.00 pm	*Group Presentations and Plenary Reactions*	*Siele*	
4.00-4.30pm	*Tea Break*	*All*	
4.30-6.30pm	*Field Excursion*	*Siele*	
7.00-8.00 pm	*Supper*	*All*	
8.00-9.00 pm	*Experience Sharing-Uganda*	*Singalama*	
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
Day 3-Tuesday 14th November 2006			
7.00-8.00am	*Breakfast*	All	*Likhotio*
8.00-8.30 am	*Recap*	Participant	
8.30-9.15 am	*Introduction & overview of ToRs for the CCC*	Solomon	
9.15-10.15 am	*Group Work*	All	
10.15-10.45 am	*Tea Break*	All	
10.45-11.15 am	*Group Presentations ,reactions and Harmonization*	Solomon	
11.45-1.00 pm	*SSG Advocacy Strategy and Emerging issues*	Serah	

1.00.-2.00	*Lunch Break*	All	
2.00-2.45 pm	*Group Work*	All	
2.45-3.45. pm	*Group Presentations*	Serah	
3.45-4.15 pm	*Harmonisation of Presentations*	Serah	
4.15-5.15	*Tea Break*	All	
5.15-6.00	*Experience Sharing-Nigeria*	Dr.Akosonji	
6.00-7.00 pm	*Experience Sharing-S. Africa*	Marverick	
8.00-9.00 pm	*Documentary-**The Feathered Athletes***		

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Day 4-Wednesday 15th November 2006

7.00-8.00am	*Breakfast*	All	*Tuleli*
8.00-8.30am	*Recap*	Participant	
8.30-9.15am	*Introduction to Capacity Assessment Tool*	Kanyanya	
9.15-10.00am	*Plenary reactions*	Kanyanya	
10.00-10.30am	*Tea Break*	All	
10.30-11.30pm	*Group Work*	Kanyanya	
11.30-1.00pm	*Group Presentations*	Kanyanya	
1.00-2.00pm	*Lunch Break*	All	
2.00-2.30pm	*Reporting and Communication-1*	Machekele	
2.30-3.15pm	*Group work*	All	
3.15-4.00pm	*Group presentation and Plenary reaction*	Machekele	
4.00-4.30pm	*Tea Break*	All	
4.30-4.50pm	*Reporting and Communication-2*	Machekele	
4.50-5.30pm	*Group Work*	All	
5.30-6.30pm	*Group presentation and Plenary reaction*	Machekele	

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Day 5-Thursday 16th November 2006

7.00-8.00am	*Breakfast*		*Mbutto*
8.00-8.30am	*Recap*	Participant	
8.30-9.30 am	*Experience Sharing RSPB*	Lockwood	
9.30-10.30 am	*Communication and Publicity*	Serah	
10.30-11.00 am	*Tea break*	All	
11.00-11.45 am	*Action planning*	Kanyanya	
11.45-12.45 am	*Interactive Session*	Manji/Obura	
12.45-1.00 pm	*Workshop evaluation*	Machekele	
1.00-1.10 pm	*Workshop Closure*	Kanyanya	

1.10 pm Lunch Ya Kwaheri

………………..Kila Mtu Kwao………………..

Merry X Mas and Happy New Year

xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

2 list of participants

	NAME	GROUP/ORGN.	DESIGNATION	PHONE	E-MAIL
				CONTACTS	
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45	John Todo	YALA	Chairperson	0721335968	-
46	Serah Munguti	Nature Kenya	Advocacy and Communication Officer		office@naturekenya.org

3. Experience sharing Uganda

4. Experience sharing Nigeria

Project: Securing Land Rights: Participatory Forest Management in Taraba State, Nigeria.

Aim. To improve livelihood of forest edge communities by realizing their rights to participate in and benefit from management of resources.

Located in 2 Biodiversity hotspots and IBAs.
   1) Lowland Tropical Rain forest. (Buru Forest- community forest)
   2) Mid Altitude Sub Montane Forest.(Ngel Nyaki forest- forest Reserve

Species of interest
2 Globally threatened birds Zoothera crossleyi and Ploceus bannemani.
270 endemic vertebrate spp. (70 threatened, 7 critically endangered including western chimpanzees.
2250 endemic plant spp. (24 on IUCN Red Data List)

Major Stakeholders.
 Communities
  State Government.
  Local Government.

Other collaborating agencies.
Nigerina Montane Forest Project.
Gashaka Gumti Conservation Project
Gashaka Primate Project.

Project Focuses on
   ❖ Biodiversity Conservation
   ❖ Improvement of livelihood
   ❖ Capacity building
   ❖ Environmental awareness

Activities.
Surveys, RRA, biodiversity, socio-economic, Forest v/s Resources Assessments, Forest Management and Marketing Assessments and Impacts,   IGA Assessments and impacts.

Workshops
Community Level workshops
Project Level workshops.

Advocacy
Anti –dam advocacy
 Education -Primary and Secondary

Health.
Community clinics

RESULTS.

- FUGs formed.
- Beekeepers
- Hunter/Fishermen
- Women Group
- Grazers

- Rabbit Rearing
- Farmers
- Traders.
- FMCs formed and inaugurated

- Training of FUGs in Group organization and management
- 2. Encourage informally IGAs - basket weaving, rabbit rearing, milling machine operation, confectionery
- Provision of small scale revolving loans
- Some FUGs have transformed into co-operatives to access loans from NACB and other Govt. Agencies.
- Patrolling and monitoring of forests.

Project Management.
- Project Steering Committee.
- Forest Advisory Committee.
- Project Team

Challenges.
- Bureaucracies
- Community   Traditions, ethnic composition and Gender issues,

5. Experience sharing RSPB

Andrea Lockwood – Nature Canada (Bird life international in Latin America).
Presentation: project focuses on environmental awareness creation .Though there are no formal SSGs, project works with Young men and Women, so far 15 women have been trained on Accounting skills and handcraft. Guides through guiding Association are also involved in beach cleaning and managing sewerage system to control environmental pollution.
Initiative
- Organizes exchange programme amongst the Groups
- guides Trained on birding

Threats to conservation
- Pollution
- Human settlement
- Agricultural Expansion.

Interventions
- Conservation Awareness
- Teaching fishermen/farmers small skills
- Encouraging ecotourism through traditional dancing

The Amazon forests have been reduced by deforestation and remaining fragments are now under threat. Communities are being encouraged to invest in tea and honey production as a means of improving livelihood.
Comments: In Paraguay land is owned by the government and people are squatters.

Joanna Phillips – RSPB – UK
Advocates for a health environment rich in birds and wildlife. It has been realized that it's through good governance that conservation will be achieved.
She noted that the main challenge to conservation is poverty reduction.

6. Experience sharing South Africa

7. First draft Terms of Reference for Council of SSGs

Terms of Reference for the Council of SSGs to steer to *"Development of a network among local community-based environment and development groups in Kenya".* **This is an initiative being implemented by Nature Kenya in conjunction with Site Support Groups working in 8 Important Biodiversity Areas (IBAs) in Kenya.**

Overall Objective

To steer at a higher level the Network, Communication, Co-ordination, Training and Exchange amongst the SSGs to promote organizational and conservation development.

Responsibilities

The Communication & Co-ordination Committee (CCC) shall be charged with the responsibility to:

- Ensure regular network, communication and feedback between the SSGs and NK on all project issues
- Liaise with the Project Coordinator/Facilitator to design an annual calendar of events incorporating all the individual SSG programmes and activities related to conservation. the programme will culminates to an annual SSGs training workshop(to share experiences at site, national and international levels)
- Publicize the Council, its programmes and activities to a wide range of stakeholders (Government, Private Sector, CBOs, NGOs etc)
- Ensure synergy between the Council and other projects being implemented by SSGs
- Coordinate National and International site exchange programmes amongst groups to facilitate experience sharing and maximize project impacts
- Monitor and evaluate progress of SSGs at site level and provide an early warning where corrective measures are needed.
- Provide guidance to SSGs activities at site level and ensure effective implementation and attainment of project objectives.
- Prepare in liaison with the Project coordinator/Facilitator and agree on the budgets and programme of activities and present the same to the respective SSG members.
- Facilitate collaboration and development of partnerships with other NGOs and/or Organizations conducting similar or related environmental/development initiatives nationally or regionally.
- Help ensure that the groups activities lay a foundation that will help achieve effective biodiversity conservation and community development in the long term.
- Collect and collate information, best practices into a package for experience sharing.

- Collaborate with NK and NMK to establish more SSGs for the IBA programme.
- Lobby and advocate for policy change by the Government at the National level on issues pertaining to Conservation of Natural Resources.
- Arbitrate in conflicts and where necessary take the appropriate disciplinary action to maintain order in the network.
- In collaboration with other partners, develop proposals or solicit for funds for effective service delivery and Councils development.

Functioning of the CCC

Membership

- The Council shall consist of representatives from the SSGs (co-ordination focal points) and an ex-officio member from Nature Kenya who will also double up as a Coordinator.
- New entrants to the committee would be representatives from up coming SSGs which must have been in operation for over two years.
- As the Council grows, the communication hub approach will be put into place for effective representation and service delivery (Representatives from a given hub will elect their members to sit in the Council).

Functional Organo Structure
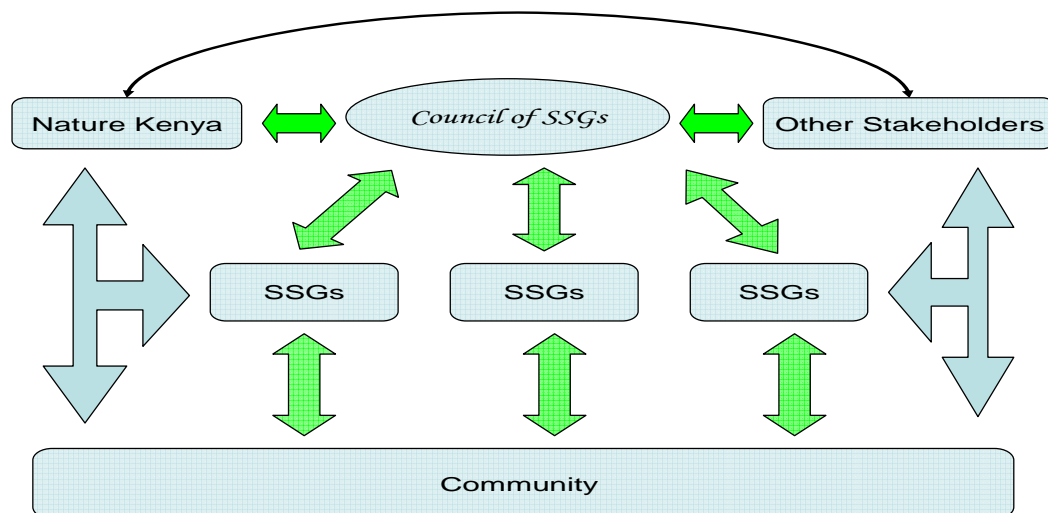
Elections
- Shall be held after every 2 years.
- Elected group representatives will meet and elect the office bearers through secret ballot.
- The returning officer will be the Nature Kenya ex-officio.

NB-the office bearers should not be from the same communication hub.

Office bearers

The Council shall at a minimum elect an Executive committee consisting of **Chair**, **Secretary**, **and Treasurer and a Coordinator** to lead the committee. The committees can as and when necessary create other sub committees/positions to ensure effective implementation of its activities.

Responsibilities

- ❑ **Chair**
- The chair shall be the convener and could at his/her discretion ask another member of CCC to assume the chair during or in his/her absence.
- He/she will represent the committee in National and International events for the interest of the committee and the SSGs.
- Ensure that issues raised by members are addressed by the relevant partners and provide feedback on the outcome.

- ❑ **Secretary**
- Shall write the committee's minutes and circulate them before the next meeting.
- Will handle all the correspondence for the committee
- Shall produce reports on the progress of the committee, SSGs and all projects as a whole.

- ❑ **Treasurer**
- Shall handle all issues pertaining to cash and produce the necessary financial reports quarterly to the committee, group members and NK.

- ❑ Coordinator
- Coordinate all activities for the Council in liaison with the management committee.

Meetings

- The Committee shall hold its meetings at least quarterly per year
- The quorum for any Committee meeting shall be at least two thirds of the membership.

Amendments

- The committee has the power to review the TORs if and when the Council deems necessary
- A member tables amendments to the committee and the same is communicated to the Groups for discussion before the committee discusses the same
- At least two thirds of the committee membership should be present for discussions and amendments.

Withdrawal
- An SSG is at liberty to withdraw from the Network having written to the Committee expressing their desire to do so.
- Upon receipt of the withdrawal letter, the committee would send 3 members to discuss with the concerned SSG and make a presentation to the Committee.
- The committee makes the final decision basing on the findings and recommendations by the three member committee.

8. Draft Advocacy strategy

9. List of birds identified

Common names

- Superb starling
- Streaky seed eater
- Variable sunbird
- Speckled pegion
- Pied crow
- Northern anteater chat
- Ring-necked dove
- Rock martins
- Rofous sparrow
- Cape rook
- Abyssinian wheater
- Black kite
- Helmeted guinea fowl
- Olive breasted sunbird
- Tropical boubou
- Hadada ibis
- Purple grenadier
- Grey woodpecker
- Speke's weaver
- Fawn coloured weaver
- Yellow throated long claw
- White-browed coucal
- Hoopoe
- Yellow fronted canary
- Grassland pipit
- Harmmerkop
- Speckled mousebird
- Dusky turtle dove
- Augur buzzard
- Common drogo
- Chin sport batis.

10. Report format

REPORT FORMAT

Theme Based

Monthly Based

- Monitoring
- Outreach programme
- IGAs

January
- Monitoring
- Awareness meeting

- **Introduction**
- **Planned activities**
- **What was achieved**
- **What was not achieved**
- **Unplanned outcome**
- **Challenges Experienced**
- **Future plans**
- **Recommendations**
- **Conclusion**
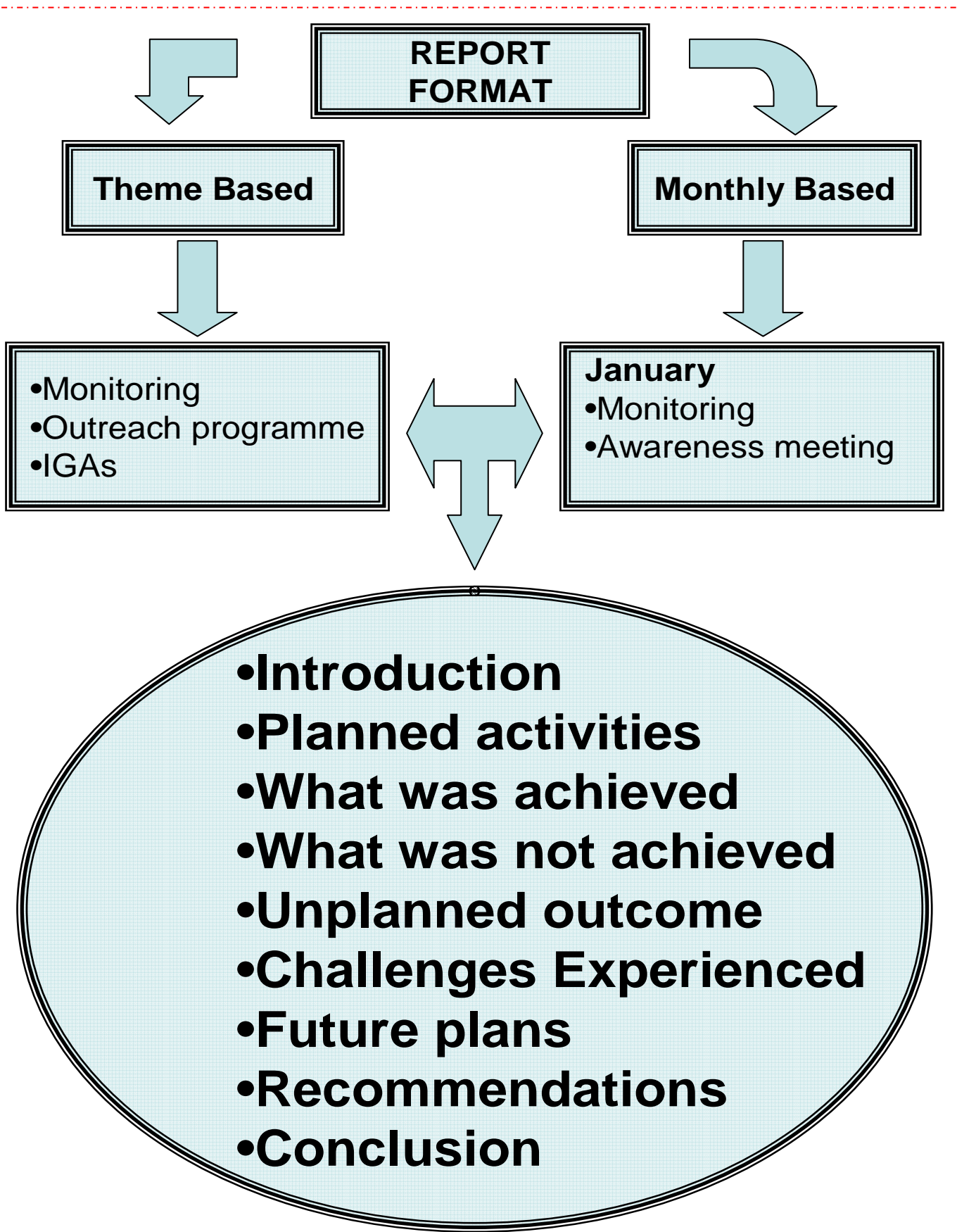
Report Writing

What is a report?

A report is a structured written presentation directed to interested readers in response to some specific purpose, aim or request. There are many varieties of reports, but generally their function is to give an account of something, to answer a question, or to offer a solution to a problem.

What are the characteristics of an effective report?

An effective report is:

- appropriate to its purpose and audience;
- accurate;
- logical;
- clear and concise; and
- Well organized with clear section headings.

Report structure

one important advantage that a report has over other written communication is that it follows a logical sequence. This enables readers to find and focus on specific pieces of information.

1. Title page
2. Table of contents
3. Abstract/Executive Summary
4. Introduction
5. Discussion
6. Conclusions
7. Recommendations
8. Bibliography

Recommended procedure for report writing

the following is a suggestion as to how you might proceed in compiling and presenting a report. There are three stages:

- Planning
- Writing
- Formatting, revising and proof-reading

Stage One: Planning

| 1. Defining the purpose | - read the brief carefully
- identify key words |

	- make sure you know what's really being asked
2. Defining the audience	- determine your audience's level of understanding - determine what your audience needs to know
3. Establishing parameters	- determine the scope and level of detail required - determine the length of the report and what can be covered in that length
4. Gathering information	- make sure the information you gather is relevant, contemporary and factually correct - make sure that you transcribe facts and figures correctly

Stage Two: Writing

Write the report in three stages:

- Write the body
- Write the abstract/executive summary

1. Writing the body

There are four components of the body of the report: the introduction, the discussion, the conclusion and the recommendations.

The Introduction section: The introduction leads into the main subject matter by giving the necessary background of the report, its aims, premises, scope, limitations, approach intended audience, possible benefits and any instructions that may be useful for the reader. If specialist terms are used in the report, define them clearly. It puts the discussion in perspective, explains why the report is necessary and gives background information on the subject matter.

The Discussion section: The discussion is the main body of the report. Use headings and sub-headings. It describes analyses, interprets and evaluates the procedures, data, findings, relationships, visual material, methodology and results in the report. This material should be presented in an order that leads logically towards the conclusions and recommendations. In writing the discussion section of the body, you should:

- organise material logically
- use clear, concise language
- give concrete examples

The Conclusion Section:

Conclusions are drawn from evidence, analysis, interpretation and evaluation presented in the discussion. No new material should be introduced; the conclusions should follow logically from the Discussion. The Conclusions section should give:

- Conclusions
- Key points
- Main findings

The Recommendation section:

The Recommendation section (when used - not all reports give recommendations) should present your informed opinions, suggestions, possible actions to be taken, applications and recommendations arising from a rational consideration of the discussion and conclusions.
- Be definite
- Be perceptive
- Be imaginative
- Be rational

2. Writing the abstract/executive summary

Once the body of the report is written, write the abstract. The abstract (also known as the Executive Summary) is a concise summary presentation of the essential elements of the report, from the introduction through to and including the recommendations. It should be independent (can be read on its own), comprehensive (covers all the main points), clear and concise. As a general rule it should be short, only 10-15% of the length of the report, and should be written in full sentences and paragraphs. It should include a summary of the following:
- Purpose
- Scope
- Achievements
- Main points
- Conclusions
- Recommendations

Title page
Identifies the report with the following information:
- Title
- Author's name and position

- Authority for report
- Place of origin
- Date

Table of contents

The table of contents shows the section titles and major headings listed in order of appearance and indicates page locations. Standard page numbering begins with the Introduction. The Abstract or Executive Summary is usually numbered with lower case Roman numerals (i, ii, iii, iv, etc.)

Bibliography

The bibliography lists all publications either cited or referred to in preparing the report. Use the Referencing System recommended by your School.

<u>Stage Three: Formatting, revising and proof-reading</u>

Apply the following "report checklist"

1. Have I fulfilled the purpose of the report?
2. Is it written at a level appropriate to its audience?
3. Are its facts correct?
4. Is it comprehensive?
5. Is all the included information relevant?
6. Are the layout and presentation well thought out?
7. Is the style clear, concise and professional?
8. Does the abstract summarize?
9. Does the introduction adequately introduce the discussion?
10. Is the discussion organized logically?
11. Does the conclusions section interpret, analyze and evaluate?
12. Are the recommendations reasonable?
13. Does the table of contents correspond with the actual contents? Are page numbers correct?
14. Have I acknowledged all sources of information through correct referencing?
15. Have I checked spelling, grammar and punctuation?
16. Have I carefully proof-read the final draft

11. Capacity assessment tool for Site Support Groups
SSGs Conservation Empowerment Index

Name of SSG……………………………………………………………….……………………………….

Number of members present……………………………………..…………………….……………………………

Date of assessment………………………….Assessor……………………………………………………….……….

	Aspects being assessed	Rank assigned				
		ASPIRATIONS AND STRATEGY				
ASPIRATIONS						
Mission, Vision and Strategic Goals	**1. Values and Purpose:** the entire SSG has a clear, specific and compelling understanding the purpose of their mission and strategic goals, and what the organization aspires to achieve, and adheres to the values of the group.	0	1	2	3	4
	2. Risk assessment: the SSG understands and responds to the risks to which the group is exposed, including likelihood, impacts and potential solutions/mitigation measures	0	1	2	3	4
	3. Information about SSG: The entire membership is very well informed about the group and its programmes, to the level that they can contribute effectively in the group's mission, objectives, strategies and plans.	0	1	2	3	4
	4. Overarching Goals: SSGs vision translated into clear, bold set of (up to three goals) that the organization aims to achieve, specified by a well defined time frame for attaining goals.	0	1	2	3	4
Conservation Goals	**5. Involvement in Conservation**: the SSG has a demonstrable interest in conservation, has projects/ activities and strategies that relate to the conservation problems and issues at their IBA site.	0	1	2	3	4
STRATEGY						
Overall Strategy	**6. Strategic Focus**: the SSG has a strategic plan complete with clear objectives and achievable activities and targets and clear focus on environmental conservation	0	1	2	3	4
Organizational Review	**7. Organizational Review**: the SSG leadership periodically reviews the structure and programmes of the organization to ensure effectiveness and best use of resources	0	1	2	3	4
Program Development	**8. Projects Development**: the SSG understands the project development process, implementation procedures, including work planning, how donors work, reporting and accounting.	0	1	2	3	4
Fundraising and	**9. Sustainability Measures**: the group is able	0	1	2	3	4

Revenue Generation	to mobilize resources through proposal writing, and/or the group has established (or shows evidence of establishing) mutually beneficial partnerships, and/or has established (or has the potential of establishing) income generating nature-based enterprises.					
Goals/performance targets	**10. Monitoring**: The SSG together with the entire membership keeps track of the implementation of plans against the group's objectives	0	1	2	3	4
Total ranks		0	10	20	30	40
Ratings		**0**	**1-10=1**	**11-20=2**	**21-30=3**	**≥31=4**
ORGANISATION SKILLS						
Operational Planning -	**1. Planning Process**: The SSG has a clearly documented and well understood process for how it should plan and review its work	0	1	2	3	4
	2. Resources: planning within the SSG takes into account financial and human resources available	0	1	2	3	4
Financial Planning and Budgeting	**3. Budget Management**: the leadership together with the group's treasurer manages the organizational budget and anticipates and avoids financial deficits and thinks ahead in terms of fundraising to keep the group afloat in all its operations	0	1	2	3	4
Internal Communication	**4. Communication within SSG**: planning and all other activities within the group are properly communicated, and take into account the plans and opinions of the entire membership and clarify expectations. <u>Key information are effectively and timely shared with all the officials, and entire SSG membership</u>	0	1	2	3	4
	5. Meetings: meetings are convened regularly, as much as possible, involving the entire membership (always meeting the quorum regulations). The agenda is circulated well in advance to ensure effective contribution and deliberations are recorded in written minutes available to all members	0	1	2	3	4
External Relationships	**6. Learning from Others/<u>Collaboration and Conflicts</u>**: the SSG takes time to learn and draw lessons from other partners and stakeholders who have relevant knowledge and experience before undertaking work. <u>The SSG has agreed guidelines on collaboration, including with groups whose activities may enter into conflict with the SSG</u>	0	1	2	3	4
	7. External Communication: all communications from outside including letters, e-mails, phone calls are dealt with promptly by	0	1	2	3	4

		0	1	2	3	4
	the officials					
Performance Analysis and program adjustments	**8. Managing Change**: where major changes takes place in the group, i.e. in management, projects, partners etc. – the organization's leadership works together as a team to institute necessary management interventions.	0	1	2	3	4
Knowledge Management	**9. Filing System**: the SSG has a filing system that ensures all documents are well organized making it easy to access and track information.	0	1	2	3	4
	10. Sharing Knowledge: the SSG encourages openness and transparency in sharing of knowledge.	0	1	2	3	4
Total ranks		0	10	20	30	40
Ratings		**0**	**1-10=1**	**11-20=2**	**21-30=3**	**≥31=4**

	HUMAN RESOURCES					
Membership composition and commitment	**1. Commitment and <u>Involvement</u>**: SSG membership shows demonstrable commitment to conservation and to the needs of the entire membership and widely involves the entire membership on group's activities, consistent with individual's skills, experience and availability	0	1	2	3	4
Membership/ governance	**2. <u>Governance</u>**: members of the SSG committee and other officials assist the leader in establishing and articulating the SSG's mission, objectives, strategies and in reviewing the SSG's performance	0	1	2	3	4
	3. Leadership: The SSG's leader is democratically elected and displays professionalism in all aspects of his/her operations and work. <u>Member are empowered to regularly democratically elect SSG officials</u>	0	1	2	3	4
Professionalism and Skills	**4. Members Skills and Experiences**: members of the SSG handling different aspects are properly trained and experienced to deliver effectively and efficiently	0	1	2	3	4
	5<u>. Knowledge and Expertise on Conservation</u>: the SSG has scientific and technical expertise on biodiversity issues (e.g. botanists, ecologists etc) and socio-economic issues (lawyers, economists, sociologists etc)	0	1	2	3	4
	6. Learning Opportunities: the SSG provides opportunities for its membership to increase knowledge, skills and experience.	0	1	2	3	4
Co-ordination Team/Process	**7. Delegation**: the SSG leadership understands that managing the group is not a one man show and delegates wisely, giving other members an opportunity to take responsibility in the running of the group	0	1	2	3	4
	8. Co-ordination: the SSG leadership ensures	0	1	2	3	4

	there is good co-ordination of all sections and programmes of the group.					
Motivation and Rewards	**9. Member's Motivation**: the SSG leadership understands its membership and takes time to encourage, develop, congratulate, reward and recognize, etc., to ensure the members are motivated at all times	0	1	2	3	4
Decision Making Framework	**10. Decision Making**: the SSG leadership takes into account the views of its membership and other stakeholders, the risks, financial situations, etc. before making any decisions on behalf of the group.	0	1	2	3	4
Total ranks		0	10	20	30	40
Ratings		**0**	**1-5=1**	**11-20=2**	**21-30=3**	**≥31=4**

SYSTEMS & INFRASTRUCTURE AND ORGANISATIONAL STRUCTURE						
SYSTEMS & INFRASTRUCTURE						
Monitoring Systems	**1. <u>Monitoring System</u>**: A basic monitoring system is in place where information are recorded about projects, inputs and outputs against objectives and activities	0	1	2	3	4
Financial Operations Management	**2. Financial Management**: the SSG has systems, and a treasurer who is democratically elected, skilled and experienced, who is responsible for managing finances and gives clear and relevant advice to the leadership	0	1	2	3	4
	3. Accounting Procedures: the SSG has reliable procedures and systems that ensure that resources are managed properly and the information properly recorded.	0	1	2	3	4
	4. Financial Transparency: the SSG's financial management and reporting is transparent and the leadership is open to discuss financial matters with the membership and the wider community as appropriate.	0	1	2	3	4
	5. Financial Trust: the SSG is respected by the wider community and other strategic partners because of its good financial management, accountability and transparency	0	1	2	3	4
Infrastructure	**6. <u>Building and Office Space</u>:** The SSG owns or has access to an office facility where they conduct meetings, carries out group operations, and stores the group's resources. The SSG also has access to reliable communication facilities-telephone, computers etc	0	1	2	3	4
ORGANISATIONAL STRUCTURE						
Organizational structure	**7. Participation of Members**: the SSGs leadership encourages members to express their opinions about the group's work and operation and is open to different points of view	0	1	2	3	4
	8. Constitution/<u>Bye laws </u>and Group	0	1	2	3	4

		0	1	2	3	4
	Management: the SSG has a constitution developed in a participatory manner, and which clearly defines the roles and responsibilities of the different management organs and operational procedures. <u>The SSG meets all legal requirements</u>					
Organizational Design	**9. Organizational Design**: the SSG has a structure that ensures maximum effectiveness and best use of resources.	0	1	2	3	4
	10. SSG Operational Structure: the SSG structure chart shows the line of responsibility between the different positions in the group.	0	1	2	3	4
Total ranks		0	10	20	30	40
Ratings		**0**	**1-5=1**	**11-20=2**	**21-30=3**	**≥31=4**

Ratings:
- ❑ Highly satisfactory = 4 (*High level of capacity in place*);
- ❑ Satisfactory = 3 (*Moderate level of capacity in place*);
- ❑ Unsatisfactory with positive signs = 2 (*Basic level of capacity in place*);
- ❑ Unsatisfactory = 1 (*Clear need for increased capacity*);
- ❑ Nothing positive = 0 (*No capacity completely urgent action required*)

12. Workshop Evaluation Form

1) How did you find the discussion on **Monitoring**

☐ Very useful
   ▪ ……………………………..…………………………………………………………..
☐ Useful
   ▪ ………………………………………………………………………………………
☐ Partial useful
   ▪ ……………………………………………………………………………………..

2) What do you think of the discussion on **Reporting and Communication**
☐ Very useful
   ▪ ………………………………………………………………………………………..
☐ Useful
   ▪ ………………………………………………………………………………………
☐ Partial useful
   ▪ ……………………………………………………………………………………..

3) How did you find the discussion on **Terms of Reference** for the Communication and Coordination
   Committee
☐ Very useful
   ▪ ………………………………………………………………………………………..
☐ Useful
   ▪ ………………………………………………………………………………………
☐ Partial useful
   ▪ ……………………………………………………………………………………..

4) In your opinion how was the **Development of an Advocacy Strategy**
☐ Very useful
   ▪ ………………………………………………………………………………………..
☐ Useful
   ▪ ………………………………………………………………………………………
☐ Partial useful
   ▪ ……………………………………………………………………………………..

5) What are the valuable experiences you have borrowed from the others

☐ Very useful
   ▪ ………………………………………………………………………………………..
☐ Useful
   ▪ ………………………………………………………………………………………
☐ Partial useful
   ▪ ……………………………………………………………………………………..
6) What do you think should be done to improve future workshops
   ▪ ………………………………………………………………………………………..
   ▪ ………………………………………………………………………………………
7) Other Comments
   ▪ ………………………………………………………………………………………..
   ▪ …………………..…………..…………………………..……………………………