

1 Table of Contents

1	Table of Contents.....	1
2	Acronyms and Abbreviations	2
3	Executive Summary.....	3
4	Background.....	6
5	Project Context.....	6
5.1	Socioeconomic and environmental context of the demonstration areas.....	7
6	Project Description	9
7	Purpose, Scope and Limitations of the Evaluation	11
8	Evaluation Elements and Questions.....	12
9	Concepts and Methodology	14
10	Evaluation Results	15
10.1	Project design and operational structure.....	15
10.1.1	Project planning	15
10.1.1.1	Project as a whole	15
10.1.1.2	Planning process in the Central American demonstration areas	16
10.1.1.3	Planning process in the Kenya demonstration area	17
10.1.2	Project approaches.....	18
10.1.3	Operational arrangements.....	19

2 Acronyms and Abbreviations

AMIPETAB (Acronym in Spanish) Bocas del Toro Association of Small Tourism Businesses

Final Internal Review

Project: *Sustainable Marine Biodiversity Conservation: Linking Tourism to Marine and Coastal Protected Areas*

3 Executive Summary

Title: "Sustainable Marine Biodiversity Conservation: Linking Tourism to Marine and Coastal Protected Areas"

Evaluation Team: internal and external

Year: 2002

Project Objectives:

The goal of the overall project was to: *"Contribute towards ecologically and economically sustainable marine and coastal biodiversity conservation through integration of coastal community livelihoods, development of coastal tourism and marine protected areas."*

The four objectives designed to achieve this goal were to:

1. *Assess the role of selected local communities in coastal tourism and marine protected areas (MPAs)*
2. *Assess the links, including impacts, between coastal ecosystems (terrestrial, wetlands,*

- Ø Assess the long-term sustainability of the actions initiated
- Ø Identify lessons learned with respect to the project's strategic approach (the processes and mechanisms chosen to achieve the objectives)

Methodology:

- A desk review of the project document, work plans and progress reports and other relevant documentation to review and assess achievements thus far, and performance regarding work plans, in particular
- Consultation of project partners, staff and key stakeholders through interviews, meetings and questionnaires, where appropriate

There two project components (Central America and Eastern Africa) were evaluated separately, using identical methodology to identify the same elements and answer the same questions, and then consolidated.

Findings:

- 1) The most important contribution of this evaluation lies in the identification and analysis of lessons learned and conclusions and recommendations regarding the project design and operating structure. Planning, approaches, operational arrangements (management, M&E) and financial administration were analyzed for elements important to IUCN with respect to inter-regional initiatives in partnership with local NGOs and GOs and the development of demonstration experiences.
- 2) Although this document also refers to lessons learned of a thematic nature, particularly those associated with links between tourism, marine protected areas and community participation, this is not an innovative contribution since outputs to identify such experiences and lessons were included in the project itself: regional workshops, the inter-regional workshop and the final project report.
- 3) The project presented weaknesses in planning, and neither the articulation between different levels (project document and demonstration areas) nor the scope of objectives were clear. As a result, the project focused more on outputs at the level of the demonstration areas than at the policy or institutional level that would have made it possible to validate strategies and mechanisms for an "integrated approach in developing coastal tourism and marine protected areas" with potential global application.
- 4) Project initiatives tended to respond to needs and problems in the demonstration areas using local capacity. To varying degrees of success, the three areas supported local processes already underway and were thus perceived as highly relevant by partner organizations and local groups.
- 5) It was pointed out that the lack of an "exit strategy" was a weakness in project design and, as a consequence, the project "*just closed*." Consequently, since then there has been little or no follow-up or any consideration of future options.

Recommendations:

- 1) It is suggested that planning for projects under IUCN responsibility involve a monitoring and evaluation (M&E) system with the minimum standards of quality established by the IUCN Global M&E Initiative.
- 2) Although the project achieved outputs and outcomes in themes of interest to the IUCN, one cannot say that outputs and outcomes at a higher level of MPA biodiversity conservation were achieved. Processes were experimental and therefore valuable, but the experience obtained should be examined more closely at both the procedural and

demonstrative level in order to obtain globally applicable experiences contributing to IUCN's higher objectives.

4 Background

The project entitled, “Sustainable Marine Biodiversity Conservation: Linking Tourism to Marine and Coastal Protected Areas” was sponsored and supported by the World Conservation Union (IUCN) and financed by the German Federal Ministry for Economic Co-operation and Development (BMZ).

IUCN has been working on diverse world conservation issues for 49 years. One of its main concerns is protecting biodiversity in marine environments, supporting marine protected areas and developing conservation programs.

The goal of the project is to “Contribute toward ecologically and economically sustained marine and coastal biodiversity conservation through the integration of coastal community livelihoods, development of coastal tourism and marine protected areas.”

This review was commissioned by the IUCN Regional Office for Mesoamerica (IUCN-ORMA) as an internal self-assessment of achievements, impacts and lessons learned during project implementation. The terms of reference for the review for both the Kenyan and Central American components are included in this report as Annex 1. The evaluation was included in the project document and funded by BMZ.

The framework for this evaluation is IUCN’s policy on evaluation, which has two main purposes:

- a) **Learning and Improvement:** The IUCN Evaluation Policy indicates that evaluations are to be used as part of the *learning* environment for IUCN and its members. It involves the creation of an environment that engages staff and their partners in creative ways to learn how to improve IUCN’s work. In this context, evaluations are instruments for making IUCN’s projects, programs and organizational units more effective through the provision of useful feedback and a commitment to act on that feedback. Evaluations thus offer a means of understanding why or why not IUCN activities succeed. Furthermore, as learning tools evaluations add to IUCN’s body of knowledge with respect to best practices in evaluation and conservation.
- b) **Accountability:** Second, evaluations are part of IUCN’s overall *accountability* system. IUCN is answerable to its members, partners and donors in determining whether its policies, programs, projects, and operations are working well and showing that its

coastal resources have begun to play an important role in the coastal and island economies of developing countries, mainly in terms of the tourism industry.

Establishing marine and coastal protected areas has been an important strategy to conserve marine biodiversity, particularly when these areas are designed and managed with community participation and linked to sustainable economic opportunities, as tourism can be when managed appropriately. The guidelines for development of sustainable tourism have been established in the Manila Declaration on World Tourism, the Acapulco Document on World Tourism and the Tourism Bill of Rights and Tourist Code (IUCN, 1998:1).

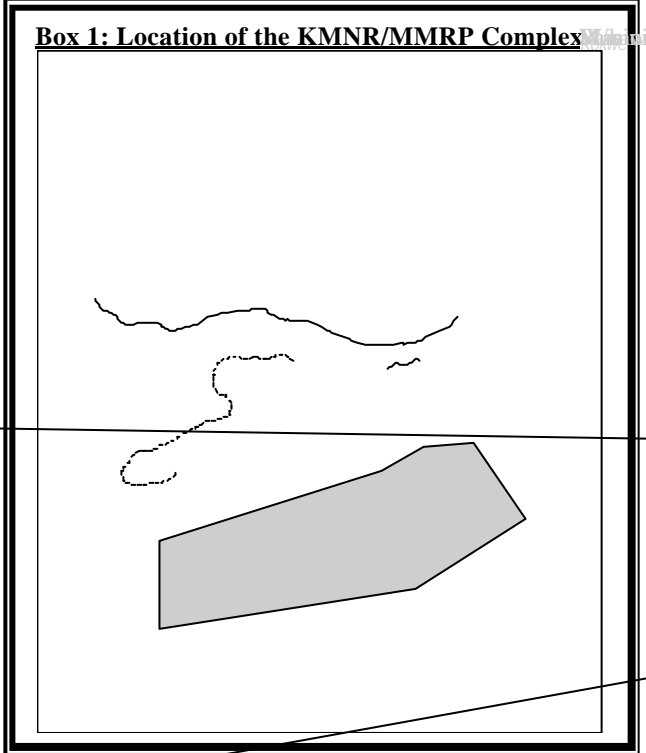
However, in many coastal zones resources and biological diversity are being destroyed, with growing threats of habitat destruction, pollution of water due to unplanned activities and direct overexploitation of resources among the most common.

The majority of underdeveloped countries do not have effective regulations and/or resources for environmental protection, so economic gain has become the driving force in coastal development. Another large problem is that, although many marine protected areas are connected with tourism activities, these activities almost always occur independently and practically exclude coastal communities.

This panorama makes urgent the “need to ensure the economic sustainability of marine biodiversity conservation through the integration of coastal tourism and marine protected areas,” with the participation of local communities (IUCN, 1998:1.)

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Box 1: Location of the KMNR/MMRP Complex



Fishing forms the basis of local livelihoods, (mainly carried out at a small scale using traditional fishing gear and methods), and the KMNP/MMNR complex is one of the most productive fishing grounds in the Kwale District.

The complex is also an important tourist destination and is dominated by a relatively small number of operators, who are Shimoni-based. The complex ranks high in profitability among

products were redrafted, although the meaning originally intended was not changed, as the following:

- Ø Assessing and monitoring of tourism impacts on MPAs
- Ø Tourism and MPAs integrated
- Ø Management plans for demonstration sites developed or improved
- Ø Policy guidelines promulgated
- Ø Personnel trained in managing MPAs and coastal tourism using an integrated approach
- Ø Community participation increased
- Ø Involvement of local communities in tourism and MPA activities
- Ø Research capacity and scientific information increased
- Ø Awareness increased through the dissemination of educational material
- Ø Regional and inter-regional work was helped

The project had four phases:

Ø

component was evaluated by a different evaluator, and even though methodological elements were determined together this was not possible in drafting the final report.

- The time allotted for field visits to the demonstration areas was short (2-3 days), due to the lack of financial resources. This limited possibilities for interviewing more stakeholders and it was necessary to sacrifice more detailed analysis of alternative opinions.
- The absence of a systematic monitoring system for the project made it difficult to gather “data” more objectively supporting the findings of the evaluation.
- Due to the limited financial resources, time allocated for field visits and interviews with stakeholders was short (2-3 days) so interviews with beneficiaries were limited and not representative. For this reason the analysis may reflect the biases of those interviewed.
- Due to changes in the organization and of the people in charge of project coordination in IUCN, no written information could be found on the phase carried out in 1997.
- Due to the project and evaluation characteristics described earlier, it was not possible to combine different sources and methodologies for information gathering to complement the review of documentation and interviews.

8 Evaluation Elements and Questions

The evaluation elements and questions were defined in participatory form by the project coordinators at EARO and ORMA and the evaluating team. The chart below synthesizes elements and questions orienting the evaluation:

ISSUE	QUESTION	DATA SOURCES
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This deficiency led to:

- Ø Little clear articulation between project objectives and outputs
- Ø Little explicitness, and at times little clarity, in the articulation between elements of project planning and planning for the demonstration areas
- Ø The lack of tools for systematic monitoring and better-quality evaluations

As will be described farther on (section 10.2.1), the weak connection between the different components and levels of planning led to a greater concentration of activities and investment in certain project objectives and partial neglect of others.

Another consequence was that those involved in general coordination and management of the project and demonstration areas had different interpretations of the scope of project objectives. This was exacerbated by changes in the organization and of the personnel in charge of project management. (More information on this factor is provided in section 10.1.3.1.)

10.1.1.2. Planning process in the Central American demonstration areas

In November and December of 1998 planning workshops were held in the respective demonstration areas of HCMR and IBNMP to identify the main problems in linking tourism to marine protected areas and community development. Logical framework analysis was used as the planning methodology in both workshops and different sectors were invited to participate, including nongovernmental organizations, government agencies, local communities, the tourism sector and other interested parties.

The workshops fulfilled their objective of identifying problems with respect to the project objectives and logical frameworks were designed for each. In the case of HCMR, objectives, outputs, activities, performance indicators, verifiers and assumptions were defined. In Bocas del Toro, objectives, expected outcomes, activities and assumptions were determined.

However, in both cases the logical frameworks were too ambitious in relation to the scope of the project, resources and time available. The advisory committees created for each demonstration area (see section 10.1.3) thus prioritized the most important products and results in accordance with the regional situation and designed work plans for 1999. These plans were approved by IUCN-ORMA and were established as the plans guiding activity implementation in the demonstration areas. Both work plans included results, activities performance indicators, verifiers, a timetable and the assignment of organizations responsible for each result. For purposes of evaluation and to harmonize project planning language, throughout the document “results” are called “outputs” since they correspond to goods, services or milestones expect

10.1.1.3 Planning process in the Kenya demonstration area

A logical framework analysis was carried out at the regional workshop, providing a framework for assessing project progress. Using an issue-based approach (see following section), two key objectives aimed at addressing specific issues at the site were identified. These were:

- i) Understanding of KMNP goals, functions, benefits and management partnership opportunities achieved through improved communication between KWS and stakeholders; and
- ii) Approaches and mechanisms for partnership developed through participation of all stakeholders, field-tested and refined

Due to delays in implementation and the need to further simplify the project plans and relate them to the overall project objectives; a revised logic frame was developed for the year 2000 during a joint planning session between KWS and IUCN and the objectives were revised as follows:

- i) Partnership activities developed that benefit all stakeholders; and
- ii) Lessons learned from experiences at Kisite identified and disseminated

Key Issues:

At the onset, it is important to point out that the project plan for the Eastern Africa component was never directly related to that of the overall project. It is therefore extremely difficult to relate the component project Logic frames with those of the overall project.

The design of the project was influenced greatly by external factors described in Annex 3. Although those responsible for designing the project seem to have had a fairly in-depth understanding of those factors, the fact that there was little investment (in terms of time for consultations and background research) in the planning processes was said to have contributed to many of the challenges faced later during implementation. As one respondent put it:

"The project was well designed intuitively, not practically."

As was pointed out by one of the respondents, initial design was based heavily on the assumption that there would be continued support from KWS for the strategies and management approaches proposed by the project. In 1999, with a change in directorship there was also a major change in KWS policies (from decentralization of management to a more central approach) which meant that the key ideas developed could no longer be implemented. This demanded a major shift in the direction of the project, including a change in the focus of activities and a transfer of some of the funds for use at another site, the Diani National Marine Reserve.

Additionally, with the exception of the initial draft project LFA developed during the regional workshop, both versions of the project implementation plans were developed through working sessions involving only KWS and IUCN-

- i. **Interactive participation** in which people participate in joint analysis, development of action plans, and formation of local institutions. Participation is seen as a right, not merely as a means to achieve project goals. The process involves participatory methods that yield the perspectives of different community groups, structured learning processes and problem solving approaches. It was recommended that interactive participation would provide a useful entry point for management partnerships in the KMNP/MMNR complex.
- ii. **Issue-based management approach** to establishing partnerships. In this approach, relevant partners are identified and invited to participate in the resolution of specific management issues, where these have been identified.
- iii. **Regular communication leading to understanding** (rather than for informing or consultation)

10.1.3 Operational arrangements

10.1.3.1 General management, monitoring and assessment

This section describes how the project and demonstration areas were managed, what structures were defined and/or created for decision-making, how funds were administered, implementation strategies, capacities available to the project at the level of the executing organizations and forms of monitoring and evaluation.

10.1.3.1.1. Overall project management, monitoring and assessment

The project started as an initiative of IUCN's former Global Marine Programme, which was dismantled in 1998. It was originally decided that the IUCN Mesoamerican office would assume implementation of the project. However, subsequent changes resulted in co-implementation by the IUCN-EARO and ORMA regional offices, with technical support from IUCN specialist commissions (IUCN, undated: Draft Document: 7). It was pointed out during the review that this process was not carried out effectively. No agreement was ever signed between EARO and ORMA, and it was unclear who was responsible for what.

Financial responsibility for the project, coordination of joint activities between the regional components and consolidation of yearly technical and financial reports was the responsibility of the Wetlands, Water and Coastal Zones Area of IUCN Mesoamerica.

Relations with global programs at the IUCN site in Switzerland (IUCN-HQ) was limited to annual technical and financial reports remitted to the donor through Sebastián Winkler. Neither the donor nor IUCN-HQ structures were able to provide the donor with information on the

mechanisms were based on the compilation and exchange of experiences through regional and inter-regional workshops and this internal evaluation.

10.1.3.1.2 Management, monitoring and assessment in Central American demonstration sites

Executing Agent	Output Responsibility
Green Reef Fisheries Department in association	<ul style="list-style-type: none"><li data-bbox="719 293 1310 322">• Environmental education program (Belize)

Additionally, 3 different program officers were assigned to the project during the entire period. From interviews, it appears that the transition from one program officer to the next was not effectively carried out, and that this eventually contributed to confusion over the project budget, discussed in greater detail in section 10.1.3.1.2.

Following the regional workshop, several meetings were held with the KWS coastal region office to discuss **project implementation strategies**. A technical Project Steering Committee was formed, consisting of the Regional Assistant Director for the Coast Region (Kenya), the Regional Partnership Coordinator of the USAID/KWS Monitoring and Evaluation Technical Adviser, and a representative from IUCN-EARO. It was initially intended that the Steering Committee would act as the

perceived as a lack of commitment.) Implementation was further delayed by the KMNP Warden's three-month leave of absence in the fourth quarter of 1999.

Key issues with respect to management:

It was reported that initially progress was extremely slow, and during 1998 and the first half of 1999 expenditure was minimal (see explanations above.) There were problems with the quality and punctuality of reports from KWS, resulting in a continuous need for close monitoring and follow-up by IUCN.

A series of meetings were held between the partners to discuss the various problems in the two institutions and consequent delays in implementation. To partially address the need for better implementation capacity, it was agreed that a full

In Panama the advisory committee suggested that the funds be managed by an external organization rather than the State, so they were administered by an IUCN partner in Panama that transferred funds to the executing organizations and made disbursements against the financial reports they presented as outputs were developed. Review of technical reports on progress toward outputs was always the responsibility of IUCN-ORMA.

Financial management in Kenya

In addition to technical reports, quarterly financial reports were submitted to IUCN-EARO on a quarterly basis. The reports were then reviewed by the EARO Programme Officer and the Finance Department.

Financial reports were utilized to list the project expenditures according to budgetary components on a quarterly basis, reconcile outstanding advances and foreign exchange loss/gain during the quarter and request for a quarterly advance of funds.

In addition to the lack of implementation capacity within KWS, it was pointed out that there was no "mobilization" period to establish key management and reporting systems. KWS staff were never informed or trained in the specific financial reporting systems required by IUCN and utilized their own institutional formats. Respondents at both KWS and IUCN felt that the lack of investment in project management systems at the onset resulted in an excessive investment of time and resources in project management later on.

Additionally, the change in focal Programme Officers in EARO was not carried out effectively, leading to a misunderstanding regarding the project budget. It was understood by one of the Programme Officers that the project had been allocated an additional Sfr. 30,000. This was reported to Finance, which created new budget lines and distributed the additional SFr. 30,000, which was spent in accordance with the revised budget. However, there is no official (internal or external) communication regarding the additional funds and no institutional memory to trace the origins of the idea. As a result, the Kenyan component was overdrawn by a total of SFr. 30,541.V, which was covered by the IUCN-ORMA component.

10.2 Project achievements

Additionally, the second table synthesizes the contributions of demonstration area outputs to project outputs and objectives (Table 3). Details on the achievement of outputs and outcomes obtained in the demonstration areas are presented in Annexes 4 and 5. Finally, a section of comments is provided at the end of the document.

10.3 Long-Term Considerations

10.3.1 Relevance

Although the project obtained outputs and outcomes in themes of interest to IUCN, it cannot be said that these outputs and outcomes achieved a great deal with relation to conservation of biodiversity in MPAs. The processes undertaken were experimental and, as such, valuable, but a more in-depth analysis is needed of the experience obtained at the procedural as well as demonstrative level in order to identify globally applicable experiences contributing to the higher objectives of IUCN.

The project focused on initiatives consonant with the needs and problems of the demonstration areas, and on making use of local capacity. The three areas supported local processes already underway with varying degrees of success, and partner organizations and local groups thus perceived them as being highly relevant.

10.3.2. Impact

In general terms, impact refers to changes in the wellbeing of people and in the condition of ecosystems in a given place. Generally these are long-term changes not exclusively attributable to a single project but rather to a set of projects, stakeholder actions and situational variables.

The impact attributable to a specific project, generally known as the “direct impact,” occurs within the project time period and corresponds to concrete changes in particular facets of people’s wellbeing or changes that can be detected in the condition of ecosystems over a longer period. In the case of this project, these changes should be framed within the general goal of the project:

“Contribute towards ecologically and economically sustainable marine & coastal biodiversity conservation through integration of coastal community livelihoods, development of coastal tourism and marine protected areas.”

Within this definition, the project generated several *direct* impacts in the demonstration areas. Although they differ and reach a different level in each one, certain generalized impacts can be identified.

Those interviewed pointed out the following changes related to the wellbeing of people and groups involved:

- Executing and local organizations strengthened their capacity to implement initiatives linking tourism and MPAs, thanks to their participation in the project.
- The staff of protected areas strengthened their capacity for sustainably linking ecotourism activities and management of the areas at low cost. HCMR and KMNP/MMNR have trained personnel and experiences to continue advancing in this direction.

- The awareness of governmental and nongovernmental organizations increased with respect to the importance of participation by local groups and representativeness in decision-making about linkage between tourism development and MPAs. This is illustrated in the transformation of the IBMNP Consultative Council into the “Alliance for the Sustainable Development of Bocas del Toro” and in the permanent processes of dialogue established in KMNP/MMNNP.
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10.3.3. Sustainability of outputs and outcomes

The sustainability or perdurability of the outputs and outcomes vary in each of the demonstration areas. In IBNMP, organizational structures at the level of GOs, NGOs and grassroots organizations were established and strengthened to provide continuity for the different processes undertaken. This is exemplified by the legal formation of the Alliance for the Sustainable Development of Bocas del Toro, an entity representing local interests that hopes to be recognized as the formal spokesperson in decision-making about area conservation and development. Another illustration is the strengthening of the group of women artisans and the initiative of forming a community organization to manage the ecotourism project in Popa 2.

Participation by NGOs and local groups was very high and their ownership of products was good. Local communities now see a long-term opportunity in ecotourism and in the park's existence. This is demonstrated by the projects formulated and promoted jointly through community participation and the Mesoamerican Biological Corridor for trail construction, basic infrastructure for attending tourists in three indigenous communities, and other complementary elements such as communal farms, handicrafts, etc. These projects are currently being implemented.

No new structures were built in HCMR, but the visitor center was remodeled and its trust fund was strengthened by updating the management plan, making it possible for the reserve to raise and manage its own funds in pursuit of financial self-sustainability. Although the participation of local groups and their level of project D -0.1869 opment.l -1cor n 0 Ti5I7t th-12.75 TD

10.4 Lessons Learned

This section presents lessons learned throughout the project. A summary will be provided of lessons derived first from the inter-regional workshop, and then from interviews during the evaluation process.

Synthesis of lessons learned as derived from the inter-regional workshop:

◆ ***MPA and Tourism Management Plans***

- ⇒ Management plans should be updated periodically to keep them consonant with changes in tourism and development
- ⇒ Tourism management plans should be linked with MPA management plans, be clearly oriented toward the distribution of benefits and take studies on carrying capacity into consideration.
- ⇒ It is important to promote studies appraising economic, social and environmental elements of tourism, and that these be used to establish structures that supervise and control impacts from tourism.
- ⇒ Involving the different stakeholders in the design of management plans and tourism development plans is essential for their application and viability

◆ ***Tourism and economic issues connected with MPAs***

- ⇒ Before establishing fees, studies should be made taking into account the economic factors that can affect management of MPAs.
- ⇒ The promotion and generation of strategies for equitable distribution of the costs and benefits of MPA conservation is fundamental to obtain the support of the different local stakeholders
- ⇒ Co-management of the marine protected areas by local stakeholders can reduce operational costs and raise people's income level

◆ ***Environmental education***

- ⇒ Teaching methods should be adapted to the different interests and comprehension levels, using the native language if possible
- ⇒ Processes of community environmental education and training should be associated with some type of incentive, whether economic, recreational, or established as something obligatory, such as a requisite for beneficiary groups in obtaining something. Education alone is generally not enough to engage the adult population.

◆ ***Training***

- ⇒ The lack of continuity and follow up on training processes for beneficiary groups—such as not planning complementary processes where groups can apply the knowledge acquired—leads to loss of credibility and loss of interest in the process. Intensive training is not as effective as ongoing training processes unless there are practical activities where beneficiaries can apply what they have learned.

● ***Community participation***

- ⇒ Communities should benefit economically from protected marine areas; otherwise they will not give their support to the reserve. As such, the government should make greater efforts to involve communities in the development of MPAs.

Lessons learned as compiled from interviews during the evaluation process:

- ***Project planning***

⇒ Tools for project planning, monitoring and evaluation should be used for management, coordination and as a basis for decision-making in order to make steady progress toward the objectives proposed. This is particularly true in cases where different stakeholders are involved and planning and implementation can tend to fragment.

⇒ Involving the different stakeholders in planning, decision-making and developing outputs ensures higher levels of ownership and of possibilities for success.

- ***Project approaches***

⇒ The project demonstrated that the Integrated Management Approach is much more effective in areas with poor communities who depend on natural resources for their livelihoods (i.e., IBNMP and KMNP/MMNP). These communities show greater interest and willingness to participate in activities enabling them to increase their income and are more receptive to issues concerning conservation of the resources on which they depend. In areas such as HCMR, where the nearby population is not poor and is engaged in a particular economic dynamic it is more difficult to involve the community in activities other than the ones they already carry out and in conservation. To obtain this involv

Project approaches

- ⇒ It is important that future IUCN initiatives clearly define not only the purpose of the integrated management approach (seek to “improve the quality of life of human communities who depend on coastal resources while maintaining the biological diversity and productivity of coastal ecosystems”), but also explicitly define the characteristics and components indicating approximation. This will provide validation and demonstration elements, and not just action-generating concepts reflecting local processes.

Structure of the project and demonstrative character

- ⇒ It is suggested that the purpose of undertaking inter-regional projects be reviewed and that their usefulness and relevance be assessed. In this project the inter-regional character was not operational except for the exchange of information at one particular event whose cost-benefit relation was not considered worthwhile by stakeholders. The purpose initially stated was the possibility of demonstration experiences from which lessons could be learned and a global model could be extracted and applied with respect to integrating tourism and MPA management with community participation under an integrated management approach. The assumptions implicit in this strategy were not made explicit or assessed during the project, and the end of obtaining lessons and models for global application was not achieved from three demonstration sites.
- ⇒ It is important that IUCN explicitly define what determines the demonstrative character of an initiative and then act accordingly, clearly defining what elements are to be validated so that exchange of experiences can lead to the identification of replicable aspects under particular conditions.

Project strategies

- ⇒ A recurring suggestion was the importance of defining strategies ensuring continuity of the outputs and outcomes obtained in the projects. Some of the alternatives offered by partner organizations were: greater support for processes undertaken in terms of funding, agreements and political support; involvement in the initiatives; the creation and/or strengthening of entities and processes guaranteeing the durability of the initiatives undertaken.

Financial management

- ⇒ Another suggestion that came up during the interviews was to analyze the cost-benefit relation of funds invested in the insertion and planning phase versus funds invested in carrying out activities and developing products in the demonstration areas.

12. Tables

Table 2. Relation between different levels of project planning: How the different levels of outputs contribute to project objectives

GOAL				
Contribute towards ecologically and economically sustained marine and coastal biodiversity conservation through integration of coastal community livelihoods and the development of coastal tourism and marine protected areas				
PROJECT OBJECTIVES	PROJECT OUTPUTS	HCMR OUTPUTS	IBMNP OUTPUTS	KMNP/MMNR
1. Assess the role of selected local communities in coastal tourism and MPAs	<ul style="list-style-type: none"> ∅ Community participation increased ∅ Involvement of local communities in tourism and MPAs activities 	<ul style="list-style-type: none"> ∅ Environmental education and training (also contributes to objective 3) 	<ul style="list-style-type: none"> ∅ Environmental education (also contributes to objective 3) ∅ Training and technical assistance ∅ contributes and objective 4 (also commgionpcation (also 	<ul style="list-style-type: none"> ∅ Trs heldibutfacilit(ntrdialoguet10.25mCaT0)/F508-250540.1995 7176c D

<p>and MPA development with the participation of local communities</p>	<p>integrative approach (Trained personnel in managing MPAs and coastal tourism using an integrative approach)</p> <ul style="list-style-type: none"> Ø Awareness increased through the dissemination of educational material (Awareness and educational material) 	<p>supported by the project</p> <ul style="list-style-type: none"> Ø HCMR staff trained 	<p>on tourism and protected areas for a pilot community group</p> <ul style="list-style-type: none"> Ø Identification of sites of tourism interest in Bocas del Toro (cancelled because such a study already existed) Ø Support for ANAM to create new trails Ø Inter-institutional coordination for tourism/environment matters 	<p>of the Mkwiro women's group to establish a seaweed farming project</p> <ul style="list-style-type: none"> Ø Code of conduct developed for the Private Boat Operators Association Ø Monitoring of fish catch conducted and results discussed with the fishing community to raise awareness of the benefits from the KMNP/MMNR complex Ø Brochure on KMNP/MMNR developed as an educational and awareness-raising tool
<p>4. Facilitate the sharing of experiences gained during the implementation of the project between the two regions (Eastern Africa and Central America) and derive lessons learned that have global application</p>	<ul style="list-style-type: none"> Ø Regional and interregional workshop developed Ø Package of practical and replicable global experiences drawn from demonstration sites 	<ul style="list-style-type: none"> Ø Inter-regional workshop Ø Twenty seven key participants Ø Participation in the regional workshop to share HCMR and IBNMP experiences 	<ul style="list-style-type: none"> Ø Regional workshop on tourism Tw participants 	<p>(Ø) Tj 6 0 Ae2.75 125.25 0.75 re f 300 Tj 0cc75 125.2oPAs. Exch00.1517 -9</p> <p>P a</p>

- Strengthening of local organizations in IBNMP and KMNP/MMNR to develop activities associated with natural resources and protected areas
- Impact on gender relations in both the indigenous communities of IBNMP and the Wasini and Mkwiro villages. Women's involvement in productive activities in these communities will clearly be greater, although the precise impact on gender relations will only be known in the long term.

(For details see the previous table and annexes 4 and 5.)

Transformation of the advisory committee for the Panama demonstration area into the Alliance for the Sustainable Development of Bocas del Toro. This alliance is formed of representatives from GOs, NGOs, indigenous communities and different sectors with interests in the region. At the time of the evaluation the Alliance was in the process of securing its legal identity and designating members of the directors council. Its goal is to represent local interests and be recognized as spokesman for the different processes of development and/or conservation desired in the zone.

The establishment of a space for dialogue and negotiation of conflicts among different stakeholder groups (KSW and local communities, small and large tourism operators, etc.) in KMNP, a practice that has already helped substantially to reduce local conflict.

Outputs related to other objectives also contributed to this objective, such as the economic assessment of tourism sustainability in IBNP and HCMR, involving important analyses of local community interaction with tourism (see annexes 4 and 5); increased capacity of the Popa 2 women's group (IBNMP) for tourism management and visitor attention in their communities; the Wasini women's increased administrative capacity to manage the boardwalk; the different study tours carried out with communities near IBNMP and the visit to Tanzania by the Wasini women's group.

Based on experiences in the three demon30

		<p>-Identification at the appraisal level of linkage between the ecosystems of interest, tourism and protected areas at the regional workshops on Sustainable Conservation of Marine Biodiversity (see annexes 4 and 5.)</p> <p>It should be noted that no funds were available for the type of scientific research that generally is quite costly, which is why the investigation of pollution in HCMR was qualitative only. The proposal for a quantitative analysis was designed during the project and is being negotiated (see section 10.3.3).</p>
<p>Design and implement appropriate strategies and guidelines for the conservation of biological diversity through demonstration activities that link marine/coastal tourism and MPA development with the participation of local communities</p>	<ul style="list-style-type: none"> Ø Tourism and MPAs integrated (management plans for sites demonstrating sustainable financing and local community support for conservation) Ø Policy, guidelines promulgated Ø Personnel trained in managing MPAs and coastal tourism using an integrative approach (Trained personnel in managing MPAs and coastal tourism using an integrative approach) Ø Awareness increased, from the dissemination of educational material (Awareness and educational material) 	<p>This objective was the target of the greatest number of efforts in all demonstration areas throughout the duration of the project (inception, planning and implementation).</p> <p>Different initiatives aimed at obtaining experiences to identify strategies and guidelines for explicitly linking coastal and marine tourism and MPAs.</p> <p>Major outputs in this respect included:</p> <ul style="list-style-type: none"> -HCMR extension and management plan. Tourism is a central component of the plan, which incorporates a financing system heavily dependent on visitor admission fees. The plan also sets up zoning for different types of ecosystem use in the reserve and explicitly provides for users (diving guides, sport fishing, researchers, etc.) and a suitable framework to reduce use conflicts. -The proposal, "Participatory Plan for Tourism Development in Bocas del Toro" was very interesting, since it demonstrates that local stakeholders can be empowered to be heard and to participate in decision making in a process of development that truly represents the diverse groups involved. -Discussion and negotiation of conflicts between local and outside boat operators bringing tourists to KMNP show how conflict can be reduced among natural resource users. While it did not solve all of the existing problems, participatory drafting of a code of conduct contributed important elements regarding mechanisms that will gradually help improve the quality and safety of local services. -Efforts in Bocas del Toro to promote "inter-institutional coordination in the area of tourism and environment" contributed an important experience, showing how difficult it is for outputs to prosper and be appropriated when they are not developed in participatory form with interested groups. -Participation by local groups in monitoring fish and reefs in HCMR and monitoring fish catch landed at Mkwiro village (January 2000 to June 2001), helped communities better understand the importance of marine reserve objectives and the benefits such reserves can provide <p>-Other important outputs included those aimed at comanagement and development of microenterprises in both IBNMP and KMNP/MMNR (trail construction and management and tourism infrastructure in indigenous communities and the boardwalk.) The procedures used to ensure community participation and ownership in the experience of comanagement and microenterprise were of special interest: identify appropriate economic incentives, involve different members of the community (women and men), carry out a joint process of appraisal and planning and build local capacity to implement initiatives.</p> <p>-The project designed various guides and tools for environmental education and training in themes linking tourism and the stakeholders</p>

		<p>c. Guidelines can include best practices. d. Examine the possibilities of the guidelines leading up to certification based on environmental quality standards.</p> <p>In addition, potential actions and projects were identified, as well as conclusions and recommendations and some of the next steps to be taken. The most important of these were:</p> <ul style="list-style-type: none"> -Prepare proposals for the projects identified -Promote the presentation of project experiences at the World Parks Congress in 2002 -Prepare case studies for the 2002 International Year of Ecotourism, showing how local communities can benefit ecotourism and protected areas at the same time <p>However, no clear decisions were made on how to follow up on these initiatives after the workshop, nor was any mechanism established for incorporating lessons learned in any of the institutions involved.</p>
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13. Annexes List

- Annex 1:** Term of Reference
- Annex 2:** Criteria for Selection of Demonstration area
- Annex 3:** Key Issues at the Time of Project Design and Development in Kisite Marine National Park (KMNP) and the Adjacent Mpunguti National Marine Reserve

ANNEX 1

TERMS OF REFERENCE

INTERNAL EVALUATION SUSTAINABLE MARINE BIODIVERSITY CONSERVATION: LINKING TOURISM TO MARINE AND COASTAL PROTECTED AREAS

TERMS OF REFERENCE FOR THE CENTRAL AMERICAN COMPONENT

EVALUATION OBJECTIVE:

IUCN has reflected internally on the performance, impact, sustainability and articulation of this project to Union programs in order to comply with contractual obligations regarding the project and record the experience obtained.

EXPECTED OUTPUTS:

A document no longer than 50 pages answering the questions in the evaluation matrix, below.

DRAFT PROJECT EVALUATION MATRIX

ISSUE	SUBISSUE	QUESTIONS
1. Effectiveness		<ul style="list-style-type: none"> Ø Were the Outputs generated as expected in quality and time? Ø Were the Activities carried out timely and following the Project strategies? (i.e. in a participatory way, involving members and partners, or any other explicit Project Strategy)
2. Efficiency		<ul style="list-style-type: none"> Ø Could have the Project achieved the same results using different or less resources? Could have the Project have achieved more or better results with the resources it had?
3. Impact	Relevance	<ul style="list-style-type: none"> Ø In relation with the Project context (external situation), where the issues addressed by the Project the most important? What were the alternatives? What were the criteria used to decide about the issues to be addressed by the Project?
	Scope	<ul style="list-style-type: none"> Ø Who changed as a result of the Project activities (both people and organizations)? Ø What were the changes at both levels?
	Perdurability	<ul style="list-style-type: none"> Ø

4. Linkages	Within IUCN	<ul style="list-style-type: none"> Ø How well articulated are the products and outcomes of the Project with IUCN Regional Thematic/National Programmes, Component Programmes (Regional and Global) and Global IUCN Programme?
5. Lessons learned	External	<ul style="list-style-type: none"> Ø Which organizations received the products of the Project as inputs for their work? How were communicated the products and outcomes of the Project? Ø Was the Project strategic approach (processes and mechanisms chosen to achieve the Project objectives) the most adequate in relation to the Project context and objectives? Ø Were the Project management strategies the most appropriated in terms of: <ul style="list-style-type: none"> o decision making system o Project management (human resources, financial management, etc) o human resources management

ooo

human resources management /F1 Lessons

ACTIVITIES:

1. Review documentation
2. Design evaluation instruments
3. Interview IUCN staff
4. Make field visits (interviews, meetings)
5. Analyze information
6. Report

TRAVEL EXPENSES:

Travel expenses, transportation, lodging and meals will be covered by the evaluation.

TOTAL APPROXIMATE COST OF CONSULTING:

Fees US\$ 5000

Transport US\$ 1124

Travel expenses US\$ 884

Exit tax US\$135

TOTAL US\$ 7143

PURPOSE OF EVALUATIONS WITHIN IUCN

Specifically there are two purposes of evaluations within IUCN.

a) Learning and Improvement:

The IUCN Evaluation Policy indicates that evaluations are to be used as part of the *learning* environment for IUCN and its members. It involves the creation of an environment that engages staff and their partners in creative ways to learn how to improve IUCN's work. In this context, evaluations are instruments for making IUCN's projects, programmes and organizational units more effective through the provision of useful feedback and a commitment to act on that feedback. By doing so, evaluations are a way to understand why IUCN activities succeed or not. Furthermore, as learning tools, evaluations add to IUCN's body of knowledge with respect to best practices in evaluation and conservation.

b) Accountability:

Second, evaluations are part of IUCN's overall *accountability* system. IUCN is answerable to its members, partners and donors for determining whether IUCN's policies, programmes, projects, and operations are working well, and showing that its resources are used in a responsible way. The evaluation process, together with the required documentation that accompanies each evaluation, holds IUCN staff and contracted implementing partners responsible for their performance.

SPECIFIC AIMS OF THE BMZ PROJECT INTERNAL REVIEW

The internal review of the BMZ project will be a self-assessment of project achievements, impacts, and lessons learned during project implementation. The review should also aim at assisting partners to assess sustainability of all activities, approaches, and structures initiated or supported by the project

The specific aims of the evaluation are to:

1. Assess the effectiveness and efficiency and timeliness of the project implementation.
2. Evaluate the impact of the project activities and related outputs including their contribution to the overall goal of the project.
3. Determine the relevance of the project in relation to the needs of the stakeholders and environment.
4. Assess long term sustainability of the actions initiated
5. Identify lessons learned about the projects strategic approach (processes and mechanisms chosen to achieve the Project objectives)

SCOPE OF THE EVALUATION:

The matrix below is intended as a guide for the development of specific issues and key afurogetand

ISSUE	QUESTION	DATA SOURCES
EFFECTIVENESS	<ul style="list-style-type: none"> ◆ What outputs were achieved? To what extent did they contribute to the Overall Objective? ◆ Was the project approach and structure effective in delivering the desired outputs? ◆ Were the activities implemented in accordance with the Project Document and work plans? If not, why? ◆ Did the partner organizations work together effectively? Was the partnership effective in achieving the desired outputs? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Partners & Beneficiaries Reports ® Project Staff
EFFICIENCY	<ul style="list-style-type: none"> ◆ Were the resources used in an optimal manner, and funds spent in accordance with work plans and using the right procedures? ◆ Were there any unforeseen problems, how well were they dealt with? ◆ Were the capacities of the project partners adequate? ◆ Was there an effective process built in to the project management structure for project self-monitoring and assessment as part of team meetings, reporting and reflection? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Project Staff
RELEVANCE	<ul style="list-style-type: none"> ◆ Outline the context within which the project was designed ◆ Establish whether or not the project design and approach was relevant in addressing the identified needs, issues and challenges facing people, and the environment ◆ What have been the roles of the donor, IUCN, project partners, and project staff and were they appropriate? ◆ To what extent does the project contribute to the strategic policies and programmes of IUCN and that of the project partners including the project donor? 	<ul style="list-style-type: none"> ® Situation Analysis Study (initial and updates) ® Project Reports ® IUCN Reports ® Project Partners Reports ® Beneficiaries Reports

IMPACT

- ◆ Did the project bring about desired changes in the behavior of people and inst (Did fu4453 T7d?t01.251 Tc -0.1113 Tw () Tj -51 -17.25 -0.ext ..25 0.75 120.75 re f BT TcU

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IMPACT

IMPACT

LESSONS LEARNED	<ul style="list-style-type: none"> ◆ Were lessons learned and experiences gained shared with Project partners and the wider stakeholder group (including those at the global level)? 	<ul style="list-style-type: none"> ® Project Staff ® Partners and Beneficiaries Staff ® IUCN Staff ® Project Reports
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METHODOLOGY

The contractee should develop the methodology in consultation with counterparts assessing the Mesoamerican project components and with IUCN-EARO and IUCN-ORMA, to include (and expand on) the set of key questions to address effectiveness, efficiency, relevance, impact and sustainability. The methodology should show the links between data collected and recommendations proposed so that the logic is clear and transparent.

At minimum, this will involve:

1. A desk review of Project Document, work plans and progress reports, other relevant documentation to review and assess achievements so far and especially performance of work plans.
2. Consulting with project partners, staff and key stakeholders through interviews, meetings and administering questionnaires, where appropriate.

The project will provide transport, organize meetings with stakeholders and generally be available as required for discussions and supply of information during the review. Full access will be allowed to project's documents and information sources.

EVALUATION TEAM COMPOS,OhVALUAT16edgdYaC8O0.0298 OhVALU5VALU5VALaTj i(docu T0 T

OUTPUTS

In light of the information collected on the performance of the project and assessment made on its implications, a report will be produced on:

◆ **Project progress to cover, among others:**

1. An assessment of the performance of the project based on the project work plans and expected results.
2. Identification of key issues and lessons learned in implementing the project

TIME SCHEDULE

ANNEX 2. Criteria for Selection of Demonstration Areas

The area selected in Central America should meet as many as possible of the following criteria:

- Location and accessibility
- Basic infrastructure in harmony with the environment
- High diversity of ecosystems and species, including coral reefs
- Genetic interconnection (biological corridor)
- High potential for valuation of biological and cultural possibilities; high ethnic diversity, use of local resources
- Long-term cost-environment ratio
- Unplanned development
- Existence of cross-sectoral policies or programs
- Existence of tourism based on protected areas
- Knowledge base regarding local resources
- Areas with few options for economic development
-

ANNEX 3.

KEY ISSUES AT THE TIME OF PROJECT DESIGN AND DEVELOPMENT IN KISITE MARINE NATIONAL PARK (KMNP) AND THE ADJACENT MPUNGUTI NATIONAL MARINE RESERVE (MMNR) ON THE KENYAN COAST

At the time it was selected, the KMNP/MMNR had a number of characteristics that not only made it a suitable project site but were also fundamental during the development of project objectives and results. These included;

- Although revenues generated from park entry fees were substantially higher than management expenditures, all revenues were (and still are) remitted to Central KWS and the budget allocations returned to Shimoni were too low to manage the MPA complex effectively.
- Local level support for the KMNP/MMNR complex was extremely low. In addition to the immediate loss of fishing income and employment, local gains in tourist related income and employment were minimal. The community members felt that they had been excluded from tourist operations, which they saw as being unfairly dominated by outsiders. This resulted in illegal and destructive utilisation of park resources and a high level of antipathy towards both KWS and private sector tour operators (L. Emerton & Y. Tessema, 2001).
- There was minimal private sector responsibility for and engagement in park management. This was largely because tour operators felt that KWS provided few services or facilities in return for the entrance fee, and there were few incentives for this sector to work actively with KWS and integrate conservation concerns into the running of their enterprises (Project Final Report, 2001).
- A critical problem identified early on was also the conflict between fishermen and KWS. This was said to have been to a certain extent due to the 'COBRA' Partnership Programme, which KWS operated in Kenyan protected areas from 1993-1998 with EU funding. The project involved the implementation of community development activities in villages around a protected area through the 'Wildlife for Development Fund' (WDF), in an effort to compensate them for economic losses resulting from the existence of the protected areas. However, when WDF was terminated in 1998, huge expectations had been raised by the project which were not fulfilled at the time the BMZ project was initiated¹ (Annual Progress Report, 1999).
- The project was also launched at a time when the trends in the management of protected areas in Kenya were favourable to alternative management approaches such as collaborative management. KWS had recently gone through a restructuring process that led to a more regionalised and localised system of management. Of great importance was the fact that the project was designed

¹ It was explained that a second phase to the COBRA project had been anticipated but never materialised. It was also explained that the failure to communicate the situation at hand had resulted in the loss of credibility in the eyes of the local communities.

through much discussion and with the support of the Director of KWS at that time (interview respondent).

ANNEX 4. EFFECTIVENESS & EFFICIENCY ANALYSIS: CENTRAL AMERICAN COMPONENT

HOL CHAN MARINE RESERVE DEMONSTRATIVE SITE IN BELIZE				
OUTPUTS/ RESULTS	OUTPUT ACHIEVEMENT LEVEL	USERS OR STAKEHOLDERS INFLUENCED BY THE OUTPUTS	OUTCOMES (How stakeholders use the outputs or are influenced by them)	COMMENTS
1. Environmental Education and Training Program	<p>The outputs were publications of manuals and implementation of the environmental education and training program.</p> <p>Four publications are in press at this moment of the evaluation. The topics of the publications represent a consolidation of the most important modules of the program, "Ecosystems and Biodiversity in HCMR," "Protected Areas in Belize and Hol Chan Marine Reserve and Issues in Creating and Maintaining a Reserve," "Negative Impacts of Habitat Destruction and Human Impact" and "Conservation Issues."</p> <p>According to those interviewed, the environmental education and training program had three main purposes:</p> <p>a.</p>			

	<p>4. Training for rangers in order to improve customer service and public relations as important elements of HCMR sustainability. Six people participated: the HCMR manager, the Peace Corps volunteer, 2 HCMR rangers and two rangers from Bacalar Chico Park. (Three participants were also trained as tourist guides.) Training consisted of three modules:</p> <p>a. <i>Customer Service</i>: Two, 3-hour sessions with a practical emphasis b. <i>Public Speaking</i>: Two, 2 ½ -hour practical sessions c. <i>Training for trainers</i></p> <p>5. Preparation of the "Conservation Manual" and training for volunteers</p> <p>The objective of the manual was to provide tools to strengthen training for reserve volunteers.</p> <p>The manual consisted of six major themes or modules: the importance of biodiversity, general principles of marine ecosystems and environmental conservation, adverse impacts from habitat destruction and human impact, issues in local conservation, protected areas in Belize and in HCMR and elements for creating and maintaining a marine reserve.</p> <p>Nine people (6 high school students and 3 medical students) were trained during three afternoon sessions lasting an hour and 15 minutes each for readings and discussion on the six topics.</p>		<p>for staff connected with the protected marine areas in Belize and improving performance.</p>	<p>not prosper.</p>
<p>2. Economic assessment of tourism sustainability in HCMR</p>	<p>The output was translated into the document, "Assessment of Tourism Sustainability at the Hol Chan Marine Reserve and Rapid Economic Valuation of Environmental Services"</p> <p>In December 1999 a survey was made of 51 people, including specialists (to determine the importance of HCMR goods and services), tourists and residents to identify the area's services and attractions and apply the contingent valuation. Main findings were: a) the coral barrier reef is the main attraction for visiting San Pedro and generates the most benefits for the community, motivating residents to protect it; b) 75% of visitors would be willing to pay more to enter the reserve, meaning that the number of visitors could decline but income would rise.</p> <p>The study was complemented by a bibliographical review of HCMR, economic valuation of environmental quality, conservation and natural resources, contingent valuation, marine reserves and ecotourism</p>	<p>Fisheries Department HCMR Management</p>	<p>Evaluation findings have been utilized by the HCMR administration to raise the park admission fee. This has translated into a substantial increase in income for the reserve, which will seek financial self-sustainability through the use of a trust fund.</p> <p>The study also raised the awareness</p>	

	<p>activities in the reserve and education, research and monitoring programs) <u>Section 6:</u> major limitations and potential management problems affecting efficient management of the reserve <u>Section 7:</u> current boundaries and zoning plan, along with regulations for each zone Section 8: program of laws and existing surveillance <u>Sections 9 and 10:</u> programs for managing reserve resources <u>Section 11:</u> management strategy to reduce reef damage <u>Section 12:</u> current tourist and recreational activities <u>Section 13:</u> administration and maintenance of the reserve <u>Section 14:</u> proposed plan for financial self-sustainability</p> <p>The updated plan also contains appendices with the most innovative information included in the plan update: HCMR legislation; Board of Trustee Regulations; Fish in HCMR; Corals, Sponges, Plants and other invertebrates in HCMR.</p> <p>The plan prescribes a zoning scheme for protection of specific natural elements, maintenance of environmental services, tourism and fishing, and a self-sustainability plan that could provide capital and support reserve operating expenses.</p>		<p>more flexible, excluding destructive activities by encouraging others, such as sport fishing. This opens an opportunity for resolution of conflict among fishermen, conservationists and those using the area for recreational purposes.</p> <p>However, the plan was not formulated in participatory form, nor was there any special event to present it to the different stakeholders. Once finalized, it was sent to different organizations for their comments, but they did not respond. Those interviewed felt there was a lack of commitment in the organizations but also that more substantive lobbying and awareness raising was needed.</p>	<p>system more coverage. However, it was also recognized that the plans need to be updated continually.</p>
<p>4. Approval of the current proposal for extension of HCMR, supported by the project</p>	<p>The reserve was extended through "Statutory Instrument No. 101 of 1999." The extension was achieved as planned.</p> <p>Once the extension was approved, tourist guides and the community in general were invited to a public meeting to inform them of the extension and its implications in terms of their interaction with the reserve. The community was also informed through local media: Ambergris Today Newspaper, San Pedro Sun Newspaper, Advertisement Reef Radio, a commercial on Coral Cable Vision, San Pedro distributor.</p>	<p>Fisheries Department HCMR Reserve users</p>	<p>Extension of the reserve permitted better zoning in the updated management plan. Pressure on the area of interest was distributed and areas of strict conservation and certain forms of use were defined, thus benefiting the different users.</p>	<p>Initially the output was to be achieved through lobbying for the extension of the reserve with the Ministry in charge. However, due to errors in planning, the money became available when the resolution had already been issued, so was invested instead in a public relations meeting with the community regarding the extension.</p>
<p>5. Sources of contamination of HCMR qualitatively identified</p>	<p>The output was a document with the findings of the study.</p> <p>This was coordinated by the Peace Corps worker, assisted by 10 volunteer high school students and four medical students. A map of San Pedro Town was divided into four zones that were investigated and photographed. Seven categories of pollution were established: organic waste, metal, batteries, plastic/paper, petrochemicals, agrochemicals and wastewater.</p> <p>Findings: Zone 1 (Boca del Río to Tarpon Street) A great deal of batteries and plastic waste was found in the inland lagoon, as well as evidence of mangrove cutting and logging. There was little pollution in the beach zone, but it was discovered that mangrove had been cut and there were seawalls, several run-off pipes and a larger concentration of San Pedro tourist resorts. The two Texaco gas stations provided no information on how they got rid of used oil.</p>	<p>WASA (Water & Sewage Authority): San Pedro town dump</p>		

Zone 2 (Tarpon Street to Blake Street) The inland lagoon contains large quantities of metal and wood scraps. Few residences have their own septic systems. A substantial concentration of decaying material was noted along the shores of the lagoon. At the beach there was a high density of plastic and metal waste, including batteries and paint cans floating in the water. A gas station and several drainpipes are located in this zone.

Zone 3 (Baker Street to the southern edge of Ambergris Caye) Piles of garbage can be observed at the inland lagoon along the road going from Sea Grape Drive to the San Pedro dump. The town dump is located within the mangrove barrier. Resorts located there use pesticides and fertilizers. The beach zone is not cleaned on a daily basis. There is no recycling system for garbage. Most of the homes have private septic systems.

Zone 4 (Perimeter of San Pedro Town) Observation by boat. Mangrove cutting is extensive and wetlands are full of construction debris from new residential areas. Styrofoam and plastic in the mangroves. Water at the dock area is discolored, with floating refuse.

Other information from interviews with the following:

WASA (Water & Sewage Authority): Only 30% of the sewage system is being used by residents, many of whom prefer to maintain their own private septic tanks. Many zones on the island have no sewage service. Wastewater is treated in facilitative ponds with no effluent since levels still stay low.

San Pedro town dump: Functioning for three years. 20 truckloads of garbage are deposited each week. The previous dump, used for 10 years, density of ro54 Tm

	and other support organizations: 2 from Bacalar Chico NP/MR, 2 from the Fisheries Department, 1 from the Saga Society, 1 from HCMR, 1 from Green Reef, 1 from Caye Caulker FR/MR	NP/MR Saga Society Green Reef Caye Caulker FR/MR	workshops were the proposal for strengthening the reef monitoring program, environmental education in San Pedro and funds for maintenance of launches and marine equipment used HCMR. The first and third of these received funding.	cooperation funds. The NGO Green Reef also benefited greatly.
UNPLANNED OUTPUTS				
Improvement of the HCMR Visitors Center in San Pedro	<p>The objective of this output was to find ways of integrating locals and tourists with the protected area through an improved visitor center. Talks and presentations of videos and other didactic materials were made available to local schools and the general public.</p> <p>Improvements involved carpentry, paint, neon lights and brickwork. Brochures on the reserve were printed and 12 didactic posters were created for the center with funding from the Norwegian government.</p>	HCMR	<p>To date some educational videos have been shown, and student groups and tourists are attended, but no plan has been formalized regarding the center's functioning and visitor attention so that activities can be organized on a regular basis.</p> <p>The appearance of the center and work facilities improved substantially with the remodeling.</p>	

ISLA BASTIMENTO NATIONAL MARINE PARK				
OUTPUTS/ RESULTS	OUTPUT ACHIEVEMENT LEVEL	USERS OR STAKEHOLDERS INFLUENCED BY THE OUTPUTS	OUTCOMES How do stakeholders use the outputs or are influenced by them?)	COMMENTS
1. Environmental education program established	<p>The purpose of investing in this output was to complement a PROARCAS/Costa-promoted environmental education program to help communities become better prepared for participating in the design of the park management plan. The investment of the BMZ-IUCN project was to incorporate the component of conservation and ecotourism and strengthen the program in general.</p> <p>The main output was the compilation of the educational program, including materials, procedures, methodologies, etc., so that it could be used as a model in other communities.</p> <p>The program was divided in six modules: Friends of</p>			

Reef, Friends of Ecotourism, Friends of the Marine Park, and Management Plans. Each module involved different complementary components to reinforce central concepts: color booklets, slides and a video. Although not created by the project, the last two were very useful for strengthening the process.

The outputs of the BMZ-IUCN project in the program included 2 posters ("Your Friend the Mangrove" and "Communities and Ecotourism"); 2 booklets created in association with PROARCAS/Costa ("Friends of the Mangrove," "Friends of Ecotourism"); design of the booklet, "Friends of Sea Turtles"; printing of 1000 copies of the seven different booklets and later 200 copies of the three booklets mentioned above; a set of slides for each module and the creation of 8 murals in communities to promote program materials and community activities.

In addition, a group of three indigenous Ngobe promoters was formed for environmental education. A seminar was held for educators in the province on marine environmental education, with a refresher seminar for community leaders; radio announcements were aired to promote the program and an evaluation was made of program results.

discussed by pertinent authorities prior to approval.

Group of three bilingual Ngobe teachers trained in disseminating the modules.

	<p>The contingent valuation provided the following results: Admission fee: 60% would be willing to pay a higher amount to contribute to conservation of the protected area. Those responding negatively argued that the fees were very expensive and getting into the reserve even more so in relation to the quality of services offered in the park.</p>			
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In developing the outputs, the emphasis was on women's participation. Due to its scenic attractions and cultural wealth, the Popa 2 community was selected from the six communities as a pilot case in designing the profile. The Committee of Women Artisans, a local organization, was chosen to lead the design of the proposal.

During the process the women's organization was strengthened, and with support from IPAT, different

Atlantic.

contributions to the process of drafting the
IBNMP Management Plan, providing
communities the possibility of creating and

ANNEX 5.
EFFECTIVENESS & EFFICIENCY ANALYSIS: EASTERN AFRICA
COMPONENT

NOTE: This annex is an extract of the Eastern Africa Component Evaluation Report

1.1. ACHIEVEMENTS OF THE PROJECT

This section discusses the achievements of the project in terms of outputs (ie. tangible services discussed).

Result 1.2: Existing KWS obligations to Wasini Women's Group cleared

Impact Indicators:

- o Boardwalk used by tourists & proceeds invested in village projects (late 1999)

was further felt that the recommendations presented in the report were far too radical and would not have been accepted even prior to the change in Directorship and KWS policies¹.

Conversely, the analysis was much appreciated by the park itself. Findings were utilized in the preparation of the management plan for the complex and used to highlight the discrepancies between the revenues generated and budget allocations. As a consequence, the Director of KWS visited the project site and allocations from the KWS HQ to the park were raised.

Outputs Achieved: A series of meetings² organised by the Kisite Warden and held between different stakeholder groups, and KWS, allowed for discussions regarding the roles and responsibilities of the different groups as well as the potential and realised benefits from coastal tourism and marine parks.

Outcomes & Discussion: The discussions contributed substantially to reducing the conflict between the different stakeholder groups (such as KWS and the local communities, the small and the large tour operators). They also served as an opening for continued dialogue (it was pointed out that the different groups had never met before), and the meetings continue to be convened by the Warden on a regular basis to resolve issues arising between the different groups³.

Outputs Planned & Achieved in Phase II: Monitoring Protocol developed for community-based monitoring of fishery data. This activity was carried under the Phase II Objectives.

Outputs Planned but Not Achieved:

1.1.2 **Phase I: Objective 2: Approaches & Mechanisms for Partnership developed through participation of all stakeholders, field tested & refined**

All results under this objective were redefined and outputs achieved through the Phase II Objectives, and are therefore reported on in Sections 2.4.3 and 2.4.4 below.

1.1.3 **Phase II: Objective 1: Partnership activities developed that benefit all stakeholders**

Outputs Achieved⁴: Micro Enterprise Needs Assessment conducted and a report on the "Enterprise Viability and Needs Assessment of Enterprises in and around Kisite-Mpunguti Marine Protected Areas complex" prepared. The needs assessment was carried out to assess the feasibility of the identified enterprises in the area and advise on these needs to ensure that they became self-sustaining.

Although the assessment provided a set of recommendations, which were later utilized in the community activities supported by the project; it was felt that the report provided little additional information and repeated what was already known. The activity was said not to be cost-effective and could have been carried out by the partners themselves.

Result 1.1. Wasini Community benefiting from income from mangrove boardwalk

Impact Indicators:

- o Boardwalk used by tourists & proceeds invested in village projects (late 1999)

Outputs Achieved: The boardwalk was constructed for the Wasini Womens Group with financial support from the KWS/Netherlands Wetland Programme. The BMZ project provided assistance in pursuing the process for obtaining authorisation from the Forest Department for the construction, developing a design and procedure for contracting the work and overseeing the process. Additionally, the management capacity of the Wasini Womens Group was enhanced through training in group dynamics and basic bookkeeping⁵ by a consulting firm contracted by the project, and management guidelines developed by members of the group.

Outcomes & Discussion: The micro-enterprise activity has been highly successful to date. With the launch of the boardwalk, the group "underwent a rebirth and reconstituted itself through the assistance of the Park Warden" (PACT/Core, 2001). There is a strong sense of ownership for the boardwalk, and membership has risen from 36 in 1990 (which later went down to 6), to a total of 75 in the year 2002. A substantial amount of income has been generated from the boardwalk, and in February 2000, the group was able to share out dividends worth KSh. 3000/= (US\$ 40) to each of the 75 members. The income is utilized for a variety of needs, for which a certain percentage is allocated. This includes wages (3 group members have been employed for customer care and other administrative duties); necessary repairs; education for the children; tickets and stationary and a certain percentage set-aside for

⁴ This particular output contributed to Results 1.1; 1.2 and 1.3 below and is therefore reported here to avoid repetition.

⁵ The need for training was identified through the micro-enterprise needs assessment

miscellaneous costs. The group is also highly aware of the need to conserve the mangrove forests and is making efforts to replant the area.

There were initial concerns regarding the land on which the boardwalk was built. However, the group has an authorization from the Forest Department for use of the land, and during the time of the review, they were preparing to get their annual license from the Department. Tenure does not seem to be an issue here, as the land being utilized is inter-

doubt over the feasibility of the activity. There is risk of predation by fish, and growth rates to date are insufficient, which may pose difficulties for the village to produce sufficient quantities to entice a buyer to the area. However, these are being looked into and experiments underway to increase the harvest.

Outputs Achieved: The Mkwiro Womens Group also participated in the training in group dynamics and basic bookkeeping. Additionally, 15 members participated in a study tour to the Tanga region in Tanzania where there is a lot of seaweed grown for the international market.

Outcomes & Discussion: There is no evident outcome of the training provided to the Mkwiro womens group, simply because there is no real opportunity for the group to practice

they are now able to work together and assist one another in the management of the park (for example, local boat operators report incidences of illegal fishing to KWS, and KWS ensures that the minimum charges for tours are adhered to).

Result 1.4: Fisher community sees benefit from the park/reserve
Impact Indicators:

Result 2.2: Information on Kisite NMR collated and made available to all stakeholders

Impact Indicators:

- o None Identified

Outputs Achieved: A Brochure on KMNP/MMNR was developed as an education and awareness tool. The brochure is being used to promote the Wasini Women's Group mangrove boardwalk, as well as by the Private Boat Operators Association for their own marketing.

Outcomes & Discussion: Although both community groups say that the brochure has been extremely useful, it was felt that it was "*too general, covering almost everything*". There are discussions within the Wasini Womens Group underway to develop a brochure, which would cover the boardwalk in more detail, as well as cultural considerations of the Wasini village.

Outputs Achieved: Annotated Reference List Compiled & Distributed. The list provided references of materials related to the South Coast of Kenya and was distributed to relevant key institutions.

Outcomes & Discussion: There were doubts expressed regarding the utility of the reference list - mainly because it was felt that there is not a culture of using references and extensive background reading in this region.

1.1.5 Overall Objective 4: Experiences Gained during the implementation of the project shared with those working in Central America (IUCN-ORMA) and Lessons Learned that have Global Application Derived

Although not defined in either of the component project logframes, an Interregional Workshop was held in June 2001 (IUCN-ORMA and IUCN-EARO) primarily to achieve the fourth overall objective. The meeting was also aimed at distilling globally applicable project results that could be integrated into on-going activities or used to develop further initiatives on sustainable marine biodiversity conservation.

Four participants from East Africa attended the workshop, including the Warden from the project site, and the two EARO focal persons responsible for the project, all of whom gave presentations. Overall, it was felt that the workshop was useful in terms of sharing experiences and as a learning exercise. However, it was felt that "the workshop suffered from the lack of participation by other experts in relevant fields", notably those from IUCN's Biodiversity and Economics Programme and from WCPA-Marine (which was said to be due to the late planning of the workshop and budgetary problems (Trip Report by Sue Wells, June 2001).

Ideas were identified for future work through workshop group discussions, however there were no clear decisions on how to take this forward. Additionally, there was no follow up after the workshop with participants from Eastern Africa on ways in which the lessons learnt could be carried forward to their own respective institutions.

2 Conclusions & Recommendations

2.1 HIGHER LEVEL OUTCOMES & IMPACTS

The capacity of this review to assess higher level outcomes and impacts was limited for several reasons, which included:

- i) Impact, in most cases, cannot be directly attributed to any single intervention, and consequently establishing a cause-effect relationship at a higher level tends to be impossibility. The BMZ project worked within an area where several interventions (past and ongoing) contribute to changes in the environment and people¹³. It would therefore be impossibility for this review to establish the changes brought about by the project alone; and
- ii) To effectively assess the performance of any intervention, project plans need to clearly define desired states at the onset. In the case of the BMZ project, overarching impact indicators are difficult to identify from the project plans. Additionally, the nature of the project was altered almost completely when there was a change in KWS directorship and policies, thereby making it difficult to utilize the initial project planning documents as performance measures.

Due to the above reasons, respondents were reluctant to comment on the impacts of the project (in terms of changes to the environment and the people), and focused mainly on changes brought about in the relationship between the different stakeholder;

Forging Effective Partnerships with Stakeholders for Collaborative Management

The project contributed considerably toward the change in relationship between KWS and the local communities. By encouraging dialogue between the two parties, and ensuring that previous issues arising from the COBRA project were discussed and resolved where possible; the project was instrumental in providing an opening for the establishment of a working relationship.

The establishment of effective partnerships between stakeholders, most especially in areas where multiple stakeholders have an interest in a common resource, is by no means an easy task and requires a long-term investment. This is recognized by the KMNP Warden, who continues to facilitate meetings between the different stakeholders, and between KWS and the stakeholders.

This seems to have contributed towards the effective management of the KMNP/MMNR complex. It was reported that whereas previously KWS played primarily a "policing" role, which requires a huge investment of resources, now there is a growing awareness of the benefits provided by the complex, and by working with KWS. Local communities now report incidences such as illegal fishing, and the under-pricing of boating tours to KWS, thereby assisting them in carrying out their management role.

However, the relationship between the local and non-local operators continues to be difficult. Non-local operators feel that they have not been involved as an equal stakeholder, and the project did not make any deliberate efforts to include them. Changes to the relationship will be largely dependent on the way in which KWS relates to the different stakeholders in the future, and in the

¹³ Additionally, the project was extremely small in terms of resources invested in comparison to some of the other interventions

present circumstances, this is largely dependent on the individual responsible for managing the complex as opposed to institutional policies.

ANNEX 6: LIST OF PERSONS INTERVIEWED

In Kisite Marine National Park & Mpunguti Marine National Reserve Demonstration Site

Name	Title	Organisation
Irene		PACT -Core
Ali Kaka	Director	EAWLS
Amina Abdalla	Projects Co-ordinator	IUCN-EARO
Sue Wells	Co-ordinator, Marine & Coastal Programme	IUCN-EARO
Edmund Barrow	Co-ordinator, Forest Conservation Programme	IUCN-EARO
Yemi Tessema	Former Programme Officer, EARO	IUCN-EARO
Sam Weru	Monitoring & Evaluation Specialist	IUCN-EARO

39 KWSNw () Tj 105.75 11.25 TD 0.342 Tc 0 T124ation
 EAR2,4s& Tj -14.25 -10.5 TD 0.0198 Tc 01.05.75 r105 64

In Isla Bastimento National Marine Park & Hol Chan Marine Reserve Demonstration Sites.

Name	Title	Organisation
Isla Bastimento National Marine Park Demonstration Site		
Francisco Pizarro	Project Coordinator	ORMA
Rocío Córdoba	Wetlands and Coastal Zone Programme Coordinator	ORMA
Paola Gastesi	Wetlands Programme Assistant	ORMA
Rubén Navarro	Project Committee Member in Bocas del Toro, and AMIPETAB Director	Asociación AMIPETAB
Angel Gutiérrez	Project Committee Member in Bocas del Toro, and PROMAR Director	Fundación PROMAR
Eligio Binns	Project Committee Member in Bocas del Toro	PROARCAS/Costas
Rutilio Milton	Communal leader	Bahía Honda Community

Name	Title	Organisation
Hol Chan Marine Reserve Demonstration Site		
Mito Paz	Executive Director	Green Ref.
Miguel Alamilla	Manager	HCMR
James Azueta	Coordinator Ecosystem Management Unit	Fisheries Department
	1 Student	San Pedro High School

ANNEX 7. INTERVIEW GUIDE

PROJECT STRUCTURE & APPROACHES

For all of the questions below -

I. Reflect on the effectiveness & relevance of the following approaches used:

- Interactive Participation
- Issue Based Management
- Regular Communication leading to understanding

II. Highlight **Key Problems** encountered and **Solutions** used to address the problems.

A. How was the Project initially designed? How effective and relevant was the approach in addressing the identified needs, issues & challenges facing people & the environment?

- ∫ Selection of Project site?
- ∫ Selection of key partners?
- ∫ Selection of key stakeholders & beneficiaries?
- ∫ Development of the LFA and workplans?

B. What **Management Structures** were established and how effective were they?
Why? Why not?

(capacities of project partners; availability of required resources etc.)

- Comment on whether or not you feel the outputs were generated as expected (in quality & time)
- Identify Key Outcomes (stating how they contributed to the overall objectives)
- Were there any unforeseen problems, and how well were they dealt with?
- Comment on the sustainability of the outputs & outcomes, reflecting on;
 - Established structures, mechanisms, financial resources, materials
 - Levels of stakeholder participation
 - Levels of partners & stakeholder engagement

IMPACTS OF THE PROJECT (CONTRIBUTIONS TO THE OVERALL GOAL)

OVERALL GOAL -

"CONTRIBUTE TOWARDS ECOLOGICALLY AND ECONOMICALLY SUSTAINABLE MARINE & COASTAL BIODIVERSITY CONSERVATION THROUGH INTEGRATION OF COASTAL COMMUNITY LIVELIHOODS, DEVELOPMENT OF COASTAL TOURISM AND MARINE PROTECTED AREAS "

Where possible, comment on the impacts (positive & negative) of the project on:

A) The People:

- Behavior - with regards to the natural resources
- Behavior - with regards to collaboration & relationships between stakeholder groups
- Participation in decision making processes
- Income
- Food Security
- Equity
-

B) The Environment:

- Species & Ecosystem Health (tendencies and condition)

LESSONS LEARNED

Were there any lessons learned regarding:

- i) Methods for forging effective partnerships with stakeholders for effective management
- ii) Co-Management of Protected Areas
- iii) Added value of tourism for livelihoods and PAs (ecosystem health)
- iv) If another project was to be designed - what should be done differently/the same for the conservation of MPAs and the livelihoods of surrounding communities ?

ANNEX 8.

INTERNAL REVIEW: EASTERN AFRICA COMPONENT

**SUSTAINABLE MARINE BIODIVERSITY CONSERVATION:
LINKING TOURISM TO MARINE AND COASTAL
PROTECTED AREAS**

EASTERN AFRICA COMPONENT

MARCH 2002

**MINE PABARI
REGIONAL PLANNING, MONITORING & EVALUATION OFFICER
IUCN EASTERN AFRICA REGIONAL OFFICE
NAIROBI, KENYA**

Table of Contents

1 THE INTERNAL REVIEW4
1.1 INTRODUCTIONNTRODUCTION

Abbreviations

CDA	Coast Development Authority
COBRA	Conservation of Biodiverse Resource Areas
CORE	Conservation of Resources through Enterprise
ICAM	Integrated Coastal Area Management
IUCN-EARO	IUCN Eastern Africa Regional Office
IUCN-ORMA	IUCN Regional Office for Mesosamerica
KMNP	Kisite Marine National Park
KWS	Kenya Wildlife Services
LFA	Logical Framework Analysis
MMRP	Mpunguti Marine National Reserve
MPA	Marine Protected Areas
USAID	United States Agency for International Development
WCPA	World Commission Protected Areas

1 The Internal Review

1.1

1.3 LIMITATIONS OF THE REVIEW

The internal review was allocated a total of 7 days only - which included methodology development, as well as conducting the actual review itself. Consequently, it was not possible to carry out an in-depth analysis of project performance. The review matrix was designed with reference to the latter. Performance regarding activity implementation was not assessed, and instead the focus was maintained on outputs delivered and outcomes achieved.

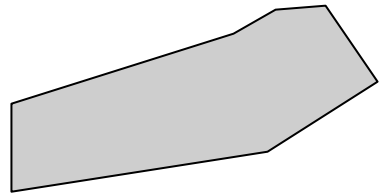
The importance of combining multiple data sources and methods to overcome the bias from single informants, or methods and presenting data to substantiate findings of a review is recognised. However, due to the size of the project, there were very few resource persons sharing the same experiences and access to information. Consequently, it was not possible to present data, and review findings are reflected through narrative discussions, indicating conflicting views where they arose. Furthermore, the review has deliberately avoided drawing conclusions from the findings and recommendations independent of the resource persons. All findings presented herein were taken directly from the interviews and documents reviewed.

Table One: Review Matrix

ISSUE	QUESTION	DATA SOURCES
EFFECTIVENESS	◆	<ul style="list-style-type: none"> ⑥ Project Document ⑥ Project Reports ⑥ Partners & Beneficiaries Reports

ISSUE	QUESTION	DATA SOURCES
SUSTAINABILITY	<ul style="list-style-type: none"> ◆ Was the approach used likely to ensure a continued benefit and/or use of the outputs and outcomes after the end of the project? Why/ Why not? <ul style="list-style-type: none"> ◆ Established structures, mechanisms, financial resources, materials, ◆ Levels of stakeholder participation; ◆ Levels of partners & stakeholder engagement; 	<ul style="list-style-type: none"> Ⓢ Project Document Ⓢ Project Reports Ⓢ Partners and Beneficiaries Reports <hr/> <ul style="list-style-type: none"> Ⓢ Project Staff Ⓢ IUCN Staff Ⓢ Partners Ⓢ Key Stakeholder Groups
LESSONS LEARNED	<ul style="list-style-type: none"> ◆ Lessons learnt regarding the project structure: <ul style="list-style-type: none"> ◆ Management structures (human resources, financial management etc)? ◆ Decision making structures? ◆ Processes used for monitoring, reporting and assessment? ◆ 	<ul style="list-style-type: none"> Ⓢ Project Reports

Box 1: Location of the KMNR/MMRP Complex



2.2.2 Key Issues at the time of project development

At the time it was selected, the KMNP/MMNR had a number of characteristics that not only made it a suitable project site but were also fundamental during the development of project objectives and results. These included;

- o Although revenues generated from park entry fees were substantially higher than management expenditures, all revenues were (and still are) remitted to Central KWS and the budget allocations returned to Shimoni were too low to manage the MPA complex effectively.
- o Local level support for the KMNP/MMNR complex was extremely low. In addition to the immediate loss of fishing income and employment, local gains in tourist related income and employment were minimal. The community members felt that they had been excluded from tourist operations, which they saw as being unfairly dominated by outsiders. This resulted in illegal and destructive utilisation of park resources and a high level of antipathy towards both KWS and private sector tour operators (L. Emerton & Y. Tessema, 2001).
- o There was minimal private sector responsibility for and engagement in park management. This was largely because tour operators felt that KWS provided few services or facilities in return for the entrance fee, and there were few incentives for this sector to work actively with KWS and integrate conservation concerns into the running of their enterprises (Project Final Report, 2001).
- o A critical problem identified early on was also the conflict between fishermen and KWS. This was said to have been to a certain extent due to the 'COBRA' Partnership Programme, which KWS operated in Kenyan protected areas from 1993-1998 with EU funding. The project involved the implementation of community development activities in villages around a protected area through the 'Wildlife for Development Fund' (WDF), in an effort to compensate them for economic losses resulting from the existence of the protected areas. However, when WDF was terminated in 1998, huge expectations had been raised by the project which were not fulfilled at the time the BMZ project was initiated¹ (Annual Progress Report, 1999).
- o The project was also launched at a time when the trends in the management of protected areas in Kenya were favourable to alternative management approaches such as collaborative management. At that time, KWS had recently undergone a restructuring process that led to a more regionalised and localised system of management. Of great importance was the fact that the project was designed through much discussion and with the support of the Director of KWS at that time. This is discussed in further detail in Section 2.1.

¹ It was explained that a second phase to the COBRA project had been anticipated but never materialised. It was also explained that the failure to communicate the situation at hand had resulted in the loss of credibility in the eyes of the local communities.

3.2 APPROACHES

The workshop identified clearly two approaches to partnership that had showed some success in the region: *total delegation of management responsibilities to a second party*, and *collaborative management with communities taking the lead role*. The workshop recommended three approaches as appropriate models for the project that were seen to be key to developing effective stakeholder participation and partnerships for the management of the KMNP/MMNR complex:

- i. **Interactive participation** where people participate in joint analysis, development of action plans, and formation of local institutions. Participation is seen as a right, not merely as a means to achieve project goals. The process involves participatory methods that yield the perspectives of different community groups, structured learning processes, and problem solving approaches. It was recommended that interactive participation would provide a useful entry point for management partnerships in the KMNP/MMNR complex;
- ii. **Issue-based management approach** to establishing partnerships. In this approach, relevant partners are identified and invited to participate in the resolution of specific management issues, where these have been identified; and
- iii. **Regular communication leading to understanding** (rather than for informing or consultation)

3.3 OPERATIONAL ARRANGEMENTS

3.3.1 General Management, Monitoring & Assessment

Following the regional workshop, several meetings were held with the Coast regional office of KWS to discuss strategies of project implementation. A technical Project Steering Committee was formed consisting of the Regional Assistant Director for Coast Region (Kenya), the Regional Partnership Co-ordinator the USAID/KWS Monitoring and Evaluation Technical Adviser, and a representative from IUCN EARO. It was initially intended that the Steering Committee would act as the decision making body, and monitor and assess project performance and provide technical guidance.

For reasons that could not be established², the Steering Committee never met, and the responsibility for project was undertaken by a "core group" that consisted of representatives from KWS and IUCN (interviews). These were;

- o Regional Biodiversity Co-ordinator, KWS³;
- o Warden of the KMNP/MMRP complex, KWS;
- o Marine & Coastal Co-ordinator, IUCN;
- o Focal Programme Officer, IUCN; and later
- o Coast Projects Officer, IUCN

An implementation agreement was signed between IUCN EARO and KWS in August 1998. The agreement provided KWS with the responsibility for "a series of issue-based management activities listed in the logical framework and its related workplan". IUCN-EARO was responsible for technical back-up to KWS and reviewing technical and financial progress and final reports.

The "core group" comprised of representatives from KWS and IUCN EARO in the EARO2020 context of prominence and response delegation.

to various problems at the onset, meetings were initially held fairly frequently and included meetings with Directors at the KWS Headquarters to resolve matters arising.

Quarterly technical progress reports, as well as annual reports were submitted by KWS and reviewed and approved by the EARO Marine & Coastal Co-ordinator. The satisfactory and timely completion of tasks and approval of reports by IUCN-EARO were a prerequisite for the disbursement of funds.

A draft monitoring and evaluation framework was also developed to monitor for both compliance and impact. The framework was developed "based on the LFA and annual workplan to streamline monitoring and assessment of activities and save time on administrative routines and disbursement of funds" (Annual Progress Report, 1998). Respondents confirmed that the framework was utilised during progress review meetings (generally held on a semi-annual basis) up until the year 2000 when the LFA was revised. The monitoring and evaluation schedule was subsequently simplified, also on the "realisation that the park staff involved did not have sufficient expertise for implementing a complex process" (Final Report, 2001).

Key Issues Arising

It was reported that initially progress was extremely slow and during 1998 and the first half of 1999, expenditure was minimal. Additionally, initially there were problems with both the quality and the timing of reports coming from KWS, resulting in a continuous need for close monitoring and follow up by IUCN.

This sub-section discusses the factors contributing to this, and the solutions used to overcome the obstacles;

In 1998, the IUCN Global Marine Programme was disbanded and responsibility for the project was handed over to IUCN-ORMA. It was pointed out during the review that this was not carried out effectively. No agreement was ever signed between EARO and ORMA, and it was unclear who was responsible for what. Additionally, during the course of the project there was little/no communication between the two regional offices (it was said that language was a contributing factor to this). All reports to the Donor were sent through ORMA, and at no time during the project did EARO receive any feedback from the Donor.

IUCN-EARO's Marine & Coastal Co-ordinator was absent for health reasons in the first part of 1999, and subsequently left IUCN. The new co-ordinator did not take up the post until the fourth quarter, and in the interim the project was co-ordinated by the Co-ordinator of the Environmental Economics Programme. The change in personnel resulted in delays in project co-ordination, and initially specific roles and responsibilities were not clearly defined and it was unclear who was to assume responsibility for the project.

Additionally, 3 different Programme Officers were assigned to the project during the entire period. From the interviews, it appears that the hand over from one Programme Officer to the next was not effectively carried out, and this eventually contributed to a confusion over the project budget, which is discussed in more detail in Sub-section 2.3.2 below.

At KWS, initially, there was insufficient capacity in terms of human resources to carry out project activities. Focal staff at KWS were extremely busy with other responsibilities and did not have enough time for implementation activities (according to one of the respondents, this was seen to be an indication of a lack of commitment). Implementation was further delayed by a 3 month leave of absence by the KMNP Warden in the fourth Quarter of 1999.

A series of meetings were held between the partners to discuss the various problems arising from within the two institutions and the consequent delays in implementation. To partially address the need for enhanced implementation capacity, it was agreed a full time person to follow up on day to day activities would be recruited. In early 2000, a 'Coast Projects Officer' was recruited to work with KWS and ICAM to facilitate activities of the BMZ project, as well as the Diani-Chale project⁵. Taking into consideration the previously low levels of expenditure, it was further agreed that part of the funds to cover the costs of hiring the Projects Officer would be derived from the amount due to KWS to implement project activities. According to all the respondents interviewed, this decision enhanced the implementation of activities considerably and ensured timely communication on the progress of field activities with the IUCN regional office.

3.3.2 Financial Management

In addition to technical reports, quarterly financial reports were submitted to IUCN-EARO on a quarterly basis. The reports were then reviewed by the EARO Programme Officer and the Finance Department.

Financial reports listed the disbursements incurred on the Project by budgetary component on a quarterly basis, reconcile outstanding advances and foreign exchange loss/gain during the quarter and to request for a quarterly advance of funds.

Key Issues Arising

In addition to the lack of implementation capacity within KWS, it was pointed out that there was no "mobilisation" period during which key management and reporting systems were established. KWS were never informed or trained in the specific financial reporting systems required by IUCN and utilised their own institutional formats. Respondents from both KWS and IUCN felt that the lack of investment in project management systems initially resulted in an excessive investment of time and resources in project management later.

Additionally, the change in focal Programme Officers in EARO was not carried out effectively, leading to a misunderstanding regarding the project budget. It was understood by one of the Programme Officers that the project had been allocated an additional Sfr. 30,000. This was reported as an additional Sfr. 2,750 and an additional Sfr. 30,000.

3.4 ACHIEVEMENTS OF THE PROJECT

This section discusses the achievements of the project in terms of outputs (ie. tangible services provided and products produced) and their use (outcomes). With reference to each, a short narrative follows in which key issues arising, and the sustainability of the outputs and outcomes achieved are discussed.

As has been previously noted (see Section 2.1), the logical frameworks developed (1998 and 2000) for the East African component do not relate to that of the overall project. Therefore, planning and monitoring of project progress was carried out in relation to the component project Logical Framework, rather than that of the overall project. Consequently, this section reports on the findings of the review with reference to the East African component project objectives.

Although the objectives were revised in the year 2000, the project continued to use the 1998 logical framework as a monitoring tool for assessing progress. Therefore achievements have been reviewed and reported on (where possible) with reference to the "impact indicators" defined in the 1998 logical framework. Additionally, due to the delays in implementation, many of the outputs were achieved during the second "phase" (ie. from the year 2000 onwards). Outputs and their outcomes are therefore reported and discussed with reference to the "phase" in which they were achieved

3.4.1 Phase I: Objective 1: Understanding of KMNP Goals, Functions, Benefits and Management Partnership Opportunities achieved through improved communication between KWS and stakeholders

Result 1.1: Existing KWS (COBRA) obligations to fishers & small boat owners cleared and way opened for management partnerships.

Impact Indicators:

- o Past Problems resolved, trust rebuilt, & dialogue for partnerships begun before 09/98

Outputs Achieved: Following meetings with both KWS and representatives of the COBRA project, some of the outstanding obligations were met through straight cash payments by KWS. For those that could not be met directly, the Director of KWS visited the area and explained the reasons for the termination of the COBRA programme with community leaders.

Outcomes & Discussion: The meeting of some of the outstanding obligations and communicating the reasons for the termination of the COBRA programme was an important entry point to allow for a reestablishment of the relationship between KWS and the communities. Implementation of the BMZ project was highly dependent on the achievement of this result, and could not proceed otherwise.

Result 1.2: Existing KWS obligations to Wasini Women's Group cleared

Impact Indicators:

- o Boardwalk used by tourists & proceeds invested in village projects (late 1999)

Outputs Planned and Achieved in Phase II: Implementation was delayed due to the slow approval process of the construction by the Forest Department. Achievements have been discussed under Phase II, Objective I.

Result 1.3: KWS capacity to provide assistance to stakeholders assessed, prioritised, & communicated

Impact Indicators :

- o Clear understanding & agreement among stakeholders of KWS capabilities
- o Realistic requests for KWS assistance

Outputs planned but not achieved: KWS capacity to provide assistance to stakeholders assessed, prioritised, & communicated

For various reasons, including the delays in implementation and the subsequent need to prioritise activities, this output was not achieved. However, some of the sub-outputs (such as an assessment of options for improving the contribution of KWS to KMNP stakeholders) were achieved through XX. It was pointed out that this activity should have been carried out, as although there is a good relationship between communities and KWS, capacity for areas, such as project management and proposal writing and approval, within KWS need to be strengthened.

Result 1.4: Benefits of KMNP assessed, discussed with stakeholders & improved where possible

Impact Indicators:

- o Raised awareness/appreciation of KMNP benefits
- o Stakeholders participate in safeguarding benefits

Outputs Achieved: Economic Analysis of the KMNP/MMNR complex conducted and a report on "Financing the management of Kisite Marine National Park and Mpunguti Marine National Reserve, Kenya, through Partnership with Stakeholders" prepared and discussed with stakeholders.

Outcomes & Discussion: The report identified the important financial role that the complex plays in generating revenue for KWS, and recommended a management model based on partnership arrangements between stakeholders in the area. At the time the report was presented to KWS, the directorship and policies had changed and the recommendations could not be carried forward at the project site. However, the then new Director of KWS proposed that the model be tested at another site instead, the Diani National Marine Reserve and project funds were utilized to facilitate this. Additional funds were also secured from the McArthur Foundation and the Diani-Chale project is now being implemented by IUCN-EARO in collaboration with the ICAM Secretariat.

There were, however, conflicting views on the analysis itself. Some of the key stakeholders felt that the report was biased towards the local communities and the lack of benefits accrued to them from the park. It was pointed out that aspects such as the benefits arising from KWS and foreign investment from the larger boat operators were not factored in, and there was no comparison with what the situation may have been like had the park not been established. It

was further felt that the recommendations presented in the report were far too radical and would not have been accepted even prior to the change in Directorship and KWS policies⁶.

Conversely, the analysis was much appreciated by the park itself. Findings were utilized in the preparation of the management plan for the complex and used to highlight the discrepancies between the revenues generated and budget allocations. As a consequence, the Director of KWS visited the project site and allocations from the KWS HQ to the park were raised.

Outputs Achieved:

3.4.2 Phase I: Objective 2: Approaches & Mechanisms for Partnership developed through participation of all stakeholders, field tested & refined

All results under this objective were redefined and outputs achieved through the Phase II Objectives, and are therefore reported on in Sections 2.4.3 and 2.4.4 below.

3.4.3 Phase II: Objective 1: Partnership activities developed that benefit all stakeholders

Outputs Achieved: Micro Enterprise Needs Assessment conducted and a report on the "Enterprise Viability and Needs Assessment of Enterprises in and around Kisite-Mpunguti Marine Protected Areas complex" prepared. The needs assessment was carried out to assess the feasibility of the identified enterprises in the area and advise on these needs to ensure that they became self-sustaining.

Although the assessment provided a set of recommendations, which were later utilized in the community activities supported by the project; it was felt that the report provided little additional information and repeated what was already known. The activity was said not to be cost-effective and could have been carried out by the partners themselves.

Result 1.1. Wasini Community benefiting from income from mangrove boardwalk
Impact Indicators:

doubt over the feasibility of the activity. There is risk of predation by fish, and growth rates to date are insufficient, which may pose difficulties for the village to produce sufficient quantities to entice a buyer to the area. However, these are being looked into and experiments underway to increase the harvest.

Outputs Achieved: The Mkwiro Womens Group also participated in the training in group dynamics and basic bookkeeping. Additionally, 15 members participated in a study tour to the Tanga region in Tanzania where there is a lot of seaweed grown for the international market.

Outcomes & Discussion: There is no evident outcome of the training provided to the Mkwiro womens group, simply because there is no real opportunity for the group to practice the skills gained at this point in time. There were mixed reactions to the study tour to Tanga. Some felt they had learned a great deal, while others stated that they had not gained very much as they were unable to apply what they learnt.

Result 1.3: Boat Operators benefiting from tour guide activities

Impact Indicators:

- o Stakeholder implementing & monitoring management activities 543.75 TD /F1 12 Tnagementofdnaagement a

and they are now able to work together and assist one another in the management of the park (for example, local boat operators report incidences of illegal fishing to KWS, and KWS ensures that the minimum charges for tours are adhered to).

The local boat operators also felt that the efforts to increase the safety standards of their boats had also paid off and they now have much more business than before. This has also been as a result of increased efforts in marketing. Whereas previously they would wait for visitors to come to Shimoni, they now market their tours in Mombasa, through beach boys and the Kisite Brochure which was also developed with the assistance of the BMZ project (see next section).¹⁵

It is important to point out that while there has definitely been an improvement in the relationship between the local boat operators and KWS, this has not been the case with the non-local boat operators. It was felt that there is now an "*un-level playing ground*", where KWS enforces "*one law for the local and another for the non-local operators*", further "*ostracizing foreign investors and causing a growing rift between them and the local communities*". The Warden acknowledged the problem, and is making considerable attempts to resolve the continued conflict through encouraging continuous dialogue between the groups and ensuring that the Rangers adhere to the rules and regulations agreed upon.¹⁶

There were also conflicting views on the use of the Code of Conduct developed. While it was felt that there had been no change in the condition of the local boats, and those seen to be going into the park looked unseaworthy, it was also reported that considerable effort was being made by the local operators to secure licenses and insure their boats. However, this may have been more as a result of an accident that occurred off Wasini Island during which a local boat carrying tourists without insurance was seriously damaged. Following the accident, a meeting was held between KWS, licensing authorities and the local boat operators. Consequently, all vessels were inspected by the boat and now have either interim or full licenses.¹⁷

In spite of the conflicting views, it was pointed out that this is the second time a Code of Conduct has been developed, and it was felt that this was much more successful than the first. The reason given for this was that "*this time it was developed properly, in consultation with the boat operators themselves*".

¹⁵ It was also reported that local boat operators are illicitly using brochures of the Wasini Island Restaurant to market their own tours - adding to the problem between the restaurant and the local tours.

¹⁶ As many of the Rangers come from the area, this is not always an easy task.

¹⁷ The incident was reported in the media, having come to the attention of the press by "a resident of Shimoni blaming the accident on the KWS for allowing unseaworthy and unlicensed vessels into the marine parks".

Result 1.4: Fisher community sees benefit from the park/reserve

Impact Indicators:

- o Raised awareness/appreciation of KMNP benefits
- o Stakeholders participate in safeguarding benefits

Outputs Achieved: Fish catches landed at Mkwiro village were monitored from January 2000 to June 2001. The data collected was presented at a workshop held with participants

Result 2.2: Information on Kisite NMR collated and made available to all stakeholders

Impact Indicators:

- o None Identified

Outputs Achieved: A Brochure on KMNP/MMNR was developed as an education and awareness tool. The brochure is being used to promote the Wasini Women's Group mangrove boardwalk, as well as by the Private Boat Operators Association for their own marketing.

Outcomes & Discussion: Although both community groups say that the brochure has been extremely useful, it was felt that it was "*too general, covering almost everything*". There are discussions within the Wasini Womens Group underway to develop a brochure, which would cover the boardwalk in more detail, as well as cultural considerations of the Wasini village.

Outputs Achieved: Annotated Reference List Compiled & Distributed. The list provided references of materials related to the South Coast of Kenya and was distributed to relevant key institutions.

Outcomes & Discussion: There were doubts expressed regarding the utility of the reference list - mainly because it was felt that there is not a culture of using references and extensive background reading in this region.

3.4.5 Overall Objective 4: Experiences Gained during the implementation of the project shared with those working in Central America (IUCN-ORMA) and Lessons Learned that have Global Application Derived

Although not defined in either of the component project logframes, an Interregional Workshop was held in June 2001 (IUCN-ORMA and IUCN-EARO) primarily to achieve the fourth overall objective. The meeting was also aimed at distilling globally applicable project results that could be integrated into on-going activities or used to develop further initiatives on sustainable marine biodiversity conservation.

Four participants from East Africa attended the workshop, including the Warden from the project site, and the two EARO focal persons responsible for the project, all of whom gave presentations. Overall, it was felt that the workshop was useful in terms of sharing experiences and as a learning exercise. However, it was felt that "the workshop suffered from the lack of participation by other experts in relevant fields", notably those from IUCN's Biodiversity and Economics Programme and from WCPA-Marine (which was said to be due to the late planning of the workshop and budgetary problems (Trip Report by Sue Wells, June 2001).

Ideas were identified for future work through workshop group discussions, however there were no clear decisions on how to take this forward. Additionally, there was no follow up after the workshop with participants from Eastern Africa on ways in which the lessons learnt could be carried forward to their own respective institutions.

4.2 REFLECTIONS & LESSONS LEARNT

This section provides a sy

4.2.2 Project Implementation

Management Structures

Failure to establish management structures and procedures prior to implementation of activities resulted in an excessive investment of Secretariat time to follow up on project management issues.

It was recommended that at the onset, monitoring and reporting procedures should be established, and agreed upon by both partners. Additionally, it may be necessary to invest in the capacity of project partners to effectively follow the procedures agreed upon. It was further recommended that procedures must at all times include requirements for documenting all management and technical decisions made to reduce the loss of institutional memory during staff changes.

Field level representation and support:

The fact that the recruitment of the Coast Projects Officer greatly enhanced the implementation of activities was an important lesson regarding the need to have staff on the ground with TORs specific to project implementation. Prior to the recruitment, implementation was delayed considerably as focal staff within KWS were far too busy with other responsibilities. However, it was also felt that this was insufficient, as the Coast Projects Officer was based in Mombasa and as she had no transport available to her, she was unable to visit the project site as often as was required.

In addition to the benefits for implementation of activities, it is important that IUCN has a strong understanding of the issues on the ground and the communities with whom we work. Although field based staffs provide an important mechanism for the latter, it was also emphasised that it is not sufficient to rely completely on them to convey the information required for the effective provision of technical support.

SPECIFIC AIMS OF THE BMZ PROJECT INTERNAL REVIEW

The internal review of the BMZ project will be a self assessment of project achievements, impacts, and lessons learned during project implementation. The review should also aim at assisting partners to assess sustainability of all activities, approaches, and structures initiated or supported by the project

The specific aims of the evaluation are to:

1. Assess the effectiveness and efficiency and timeliness of the project implementation.
2. Evaluate the impact of the project activities and related outputs including their contribution to the overall goal of the project.
3. Determine the relevance of the project in relation to the needs of the stakeholders and environment.
4. Assess long term sustainability of the actions initiated
5. Identify lessons learned about the projects strategic approach (processes and mechanisms chosen to achieve the Project objectives)

SCOPE OF THE EVALUATION:

The matrix below is intended as a guide for the development of specific issues and key questions to be addressed by the review. These are to be discussed and further developed in consultation with counterparts assessing the Mesoamerican project components prior to the review.

ISSUE

METHODOLOGY

The contractee should develop the methodology in consultation with counterparts assessing the Mesoamerican project components and with IUCN-EARO and IUCN-ORMA, to include (and expand on) the set of key questions to address effectiveness, efficiency, relevance, impact and sustainability. The methodology should show the links between data collected and recommendations proposed so that the logic is clear and transparent.

At minimum, this will involve:

- 1.

TIME SCHEDULE

The suggested timetable is as follows:

14 th - 16 th Feb	Consultations with IUCN-ORMA review consultants; review of project documentation and preparation of assessment tools
20 th Feb	Interviews with EARO IUCN Staff
25 th - 27 th Feb	Field Interviews with Project Partners and Stakeholder Groups
28 th - 29 th Feb	Data analysis and Report writing at IUCN-EARO, Nairobi
4 th March	Submission of draft report to IUCN-ORMA

BUDGET

4.3 DESCRIPTION	4.4 AMOUNT (US\$)
IUCN-EARO Staff Time (7 Days)	2100
Transport Costs	600
Photocopying/Communication Costs	300
TOTAL	300

Annexe 2: Persons Interviewed

Name	Title	Organisation
Irene		PACT-Core
Ali Kaka	Director	EAWLS
Amina Abdalla	Projects Co-ordinator	IUCN-EARO
Sue Wells	Co-ordinator, Marine & Coastal Programme	IUCN-EARO
Edmund Barrow	Co-ordinator, Forest Conservation Programme	IUCN-EARO
Yemi Tessema	Former Programme Officer, EARO	IUCN-EARO
Sam Weru	Monitoring & Evaluation Specialist	KWS
Dr. N. Muthiga	Regional Biodiversity Co-ordinator	KWS
Janet Kaleha	Warden - Kisite National Park	KWS
	Representatives	Wasini Womens Group
	Representatives	Mwikiro Womens Group
Private Boat Operator's Association	Chairman	Private Boat Operators Association
	Representatives	Shimoni Fishermen's Group
Sally Mullens	Manager	Wasini Island Restaurant & Kisite Dhow Tours
	2 Members of Staff	Wasini Island Restaurant & Kisite Dhow Tours

Annex 3 - Interview Guide

PROJECT STRUCTURE & APPROACHES

For all of the questions below -

I. Reflect on the effectiveness & relevance of the following approaches used:

- **Interactive Participation**
- **Issue Based Management**
- **Regular Communication leading to understanding**

II. Highlight **Key Problems** encountered and **Solutions** used to address the problems.

A. How was the Project initially designed? How effective and relevant was the approach in addressing the identified needs, issues & challenges facing people & the environment?

- ∫ Selection of Project site?
- ∫ Selection of key partners?
- ∫ Selection of key stakeholders & beneficiaries?
- ∫ Development of the LFA and workplans?

B. What **Management Structures** were established and how effective were they? Why? Why not? (capacities of project partners; availability of required resources etc.)

- o Project Management & Financial Management
 - Partnership Agreements formed: roles & responsibilities
 - Monitoring, Reporting & Assessment Procedures
- o Decision Making Processes:
 - Partnership Agreements formed
 - Technical Steering Committee (How often did it meet? Quality of meetings & follow up on decisions made?)
 - Other mechanisms for decision making? Who was involved?

C. In what form and how effective was the technical support that was provided to the project?

- ∫ Marine & Coastal Mgt
- ∫ Social Policy etc.

D. How has the project contributed to overall Key Results & Strategies of IUCN?

PROJECT OUTPUTS & OUTCOMES

For each of the achieved outputs outlined below:

- Comment on whether or not you feel the outputs were generated as expected (in quality & time)
- Identify Key Outcomes (stating how they contributed to the overall objectives)
- Were there any unforeseen problems, and how well were they dealt with?
- Comment on the sustainability of the outputs & outcomes, reflecting on;
 - Established structures, mechanisms, financial resources, materials
 - Levels of stakeholder participation
 - Levels of partners & stakeholder engagement

∫ (August 2000) **Micro Enterprise Needs Assessment Report: "Enterprise Viability and Needs Assessment of Enterprises in and around Kisite-Mpunguti Marine Protected Areas complex"**

- Obj 1.: "To assess the feasibility of the identified enterprises in this area";
- Obj 2: "To assess and advise on the needs of the enterprises to ensure that they become self-sustaining and able to survive to deliver benefits to the local communities long after the parties providing the initial technical and possibly financial support have withdrawn"

∫ **Project Objective 1.3** - "KWS capacity to provide assistance to stakeholders assessed & communicated"

- (NOT ACHIEVED): KWS capacity to provide assistance to stakeholders assessed, prioritized and communicated; Capacity assessment; training in participatory processes; assessment of options for improving contribution of KWS to KMNP stakeholders; feasibility & means of establishing a KMNP conservation trust fund; discussion of findings in stakeholder forums

∫ **Project Objective 2.1** - "Stakeholder working effectively together & supportive of each others activities"

- Activities undertaken: Meetings between local & non-local boat operators facilitated by KWS
- Activities not undertaken: Evaluate & draw on the experience of Watamu MNP as possible means to help small boat owners

∫ **Project Objective 1.4** - "Benefits of KMNP assessed, discussed with stakeholders and improved where possible"

- o (March 1999) - "**Financing the Management of Kisite Marine National Park & Mpunguti Marine National Reserve through Partnership with Stakeholders" Report**
- Obj 1: To undertake an economic analysis of the KMNP/MMNR complex;
- To identify financing and partnership mechanisms; and
- Obj. 2: To build the capacity of KWS personnel to conduct this type of study in the future in other marine PAs
- o Stakeholder meetings to review & discuss findings of KMNP goals & objectives and means to improve these in exchange for mgt responsibilities

∫ **Project Objective: Ph. 2 (1.1)** - "Wasini community benefiting from income from mangrove boardwalk"

- o Construction of boardwalk
- o Training in group dynamics & basic bookkeeping
- o Development of Mgt. Guidelines

∫ **Project Objective: Ph. 2 (1.2)** - "Mkwiro community benefiting from an alternative income generation activity"

- o Study tour to Tanga region

IMPACTS OF THE PROJECT (CONTRIBUTIONS TO THE OVERALL GOAL)

OVERALL GOAL -

"CONTRIBUTE TOWARDS ECOLOGICALLY AND ECONOMICALLY SUSTAINABLE MARINE & COASTAL BIODIVERSITY CONSERVATION THROUGH INTEGRATION OF COASTAL COMMUNITY LIVELIHOODS , DEVELOPMENT OF COASTAL TOURISM AND MARINE PROTECTED AREAS "

Where possible, comment on the impacts (positive & negative) of the project on:

A) The People:

- Behaviour - with regards to the natural resources
- Behaviour - with regards to collaboration & relationships between stakeholder groups
- Participation in decision making processes
- Income
- Food Security
- Equity
-

B) The Environment:

- Species & Ecosystem Health

LESSONS LEARNED

Were there any lessons learned regarding:

- i) Methods for forging effective partnerships with stakeholders for effective management
- ii) Co-Management of Protected Areas
- iii) Added value of tourism for livelihoods and PAs (ecosystem health)
- iv) If another project was to be designed - what should be done differently/the same for the conservation of MPAs and the livelihoods of surrounding communities ?

Annex 4: List of Documents Reviewed

Project Progress Reports

- o Second Progress Report (period ending June 1998), Rodney V. Salm
- o Annual Progress Report (period ending December 1998)
- o Annual Progress Report (January-December 1999)
- o Progress Report (January-June, 2000)
- o Progress Report (June-December 2000)
- o Final Project Report (November 1997 - June 2001)

Project Activity Reports

- o Boat Operators Code of Conduct. Kisite Marine Park and Mpunguti Marine Reserve
- o Emerton, L. March 1999. Financing the Management of Kisite Marine National Park and Mpunguti Marine National Reserve, Kenya through Partnership with Stakeholders
- o Management Guidelines for the Wasini Women's Group Mangrove Boardwalk Project. March 2001
- o Management Guidelines for Mkwiro Women's Group Seaweed Farming Project, March 2001
- o Microfinance Capacity Building Division (MCBD). August 2000. Enterprise Viability and Needs Assessment of Enterprises in and around Kisite-Mpunguti Marine Protected Area

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ANNEX 9. List of Documents Reviewed

Central American Component

Project Document:

- IUCN-Marine and Coastal Programme, Project Proposal: “Sustainable Marine Biodiversity Conservation: Linking Tourism to Marine and Coastal Protected Areas (MPAs)”, Supported by: German Federal Ministry for Economic Co-operation and Development (BMZ).

Progress Reports:

- 1999. IUCN/Regional Office For Mesoamerica. Progress Report, Mesoamerica. Project For Sustainable Marine Biodiversity Conservation: Linking Tourism To Coastal Marine Protected Areas.
- 1999. IUCN. Informe Anual, Mesoamerica And Eastern Africa. Proyecto Conservación Sostenible De La Biodiversidad Marina: Vinculación Del Turismo A Las Areas Marino Costeras Protegidas.
- 1999. IUCN. Annual Report, Mesoamerica And Eastern Africa. Project For Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 1998. IUCN/Regional Office For Mesoamerica. Progress Report, Mesoamerica. Project For Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 2000 (period ending December). IUCN/Eastern Africa Regional Office. Annual Progress Report. Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 2000 (January – June). IUCN/Eastern Africa Regional Office. Progress Report. Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 1999 (January – December). IUCN/Eastern Africa Regional Office. Annual Progress Report. Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 1998 (period ending December). IUCN/Eastern Africa Regional Office. Annual Progress Report. Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 1998. IUCN/ Oficina Regional Mesoamérica. Annual Report, Mesoamerica And Eastern Africa. Project Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 1997 Nov – 2001 June. IUCN/Eastern Africa Regional Office. Final Project Report - Eastern African Component. Sustainable Marine Biodiversity Conservation: Linking Tourism To Marine and Coastal Protected Areas.
- 1998. IUCN/ Oficina Regional Mesoamérica. Reporte de Avance Periodo 1998, Mesoamérica. Proyecto Conservación Sostenible De La Biodiversidad Marina: Vinculación Del Turismo A Las Areas Protegidas Marino Costeras (AMP).

Project Outputs reports:

- Non year. Draft Document. ORMA/EARO. Taller Inter-Regional. Turismo - Áreas Protegidas Marino Costeras (APMC).
- Agosto, 2000. IUCN. Asociación Conservacionista CARIBARO. Seminario – Taller Fortalecimiento de la Coordinación Interinstitucional en Turismo y Ambiente. Bocas del Toro.
-

- “Assessment of Tourism’s Sustainability at the Hol Chan Marine Reserve and Rapid Economic Valuation of Environmental Services” by: Jaime Echeverria Bonilla y Cynthia Cordoba Serrano
- Non year, Fundación PROMAR. “Perfil de un Proyecto de Ecoturismo en una comunidad indígena Ngobe, aledaña al Parque Nacional Marino Isla Bastimentos”.
- Non year, AMIPETAB, “Estudio de posibilidades para la creación de nuevos senderos interpretativos en las comunidades aledañas al Parque Nacional Marino Isla Bastimentos.”
- Non year, Fundación PROMAR. “Educación Ambiental en comunidades aledañas al Parque Nacional Marino Isla Bastimentos. Bocas del Toro, Panamá.
- Non year. Documento Borrador, Plan de Manejo de Hol Chan Marine Reserve, Belice.

Project publications

- 1998. UICN. Memorias del Taller sobre la Conservación de la Biodiversidad Marina. UICN/ORMA. Costa Rica.
- 2001. UICN-PROMAR. Cuaderno de Educación Ambiental: Amigos de las Tortugas Marinas. Panamá.
- 2001. UICN-PROMAR. Cuaderno de Educación Ambiental: Amigos del Manglar. PROMAR.
- 2001. UICN-PROMAR. Cuaderno de Educación Ambiental: Comunidades y Ecoturismo. PROMAR. Panamá.
- 2002. IUCN- HCMR. Hol Can Marine Reserve Management Plan.

List of Documents Reviewed

Eastern Africa component

Project Progress Reports

- Second Progress Report (period ending June 1998), Rodney V. Salm
- Annual Progress Report (period ending December 1998)
- Annual Progress Report (January-December 1999)
- Progress Report (January-June, 2000)
- Progress Report (June-December 2000)
- Final Project Report (November 1997 - June 2001)

Project Activity Reports

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- Emerton, L. March 1999. Financing the Management of Kisite Marine National Park and Mpunguti Marine National Reserve, Kenya through Partnership with Stakeholders
- Management Guidelines for the Wasini Women's Group Mangrove Boardwalk Project. March 2001
- Management Guidelines for Mkwiro Women's Group Seaweed Farming Project, March 2001
- Microfinance Capacity Building Division (MCBD). August 2000. Enterprise Viability and Needs Assessment of Enterprises in and around Kisite-Mpunguti Marine Protected Area Complex
- Report on Training in Group Dynamics for the Wasini and Mkwiro Women's Groups. March 2001
- Report on visit to Tanga Seaweed Farming Enterprises by Mkwiro Women's Group

- Report on Fishermen's Workshop, December, 2000
- Towards Sustainable Marine Biodiversity Conservation. Kenya's Kisite Marine National Park & Mpunguti Marine National Reserve (KMNP/MMNR) Brochure

Project Publications

- Salm, R.V. and Y.Tessema. (eds.). 1998. Partnership for Conservation: Report of the Regional Workshop on Marine Protected Areas, Tourism and Communities, Diani Beach, Kenya, 11-13 May, 1998. IUCN Eastern Africa Regional Office, Nairobi, Kenya. 109pp
- Emerton, L. and Tessema, Y. 2001. Economic Constraints to the Management of Marine Protected Areas: the Case of Kisite Marine National Park and Mpunguti Marine National Reserve, Kenya. IUCN Eastern Africa Regional Office, Nairobi, Kenya Power & Lightning Co. Ltd Presentation of Eastern African Participants at the 2001 Belize Workshop

Reports from other Organisations

- PACT, Kenya. June 2001. Wasini Women Group Organisational Capacity Assessment (OCA)
- Mwadzaya, H. et. al. 1995. Knowledge, Attitudes and Practices Assessment Concerning Community Conservation and Participatory Rural Appraisal in the Areas that Neighbour the Kisite Mpunguti Marine Park and Reserve. Report produced as part of the Conservation of Biodiverse Resource Areas (COBRA) Project

Terms of Reference - KENYA

BACKGROUND

Second, evaluations are part of IUCN's overall *accountability* system. IUCN is answerable to its members, partners and donors for determining whether IUCN's policies, programmes, projects, and operations are working well, and showing that its resources are used in a responsible way. The evaluation process, together with the required documentation that accompanies each evaluation, holds IUCN staff and contracted implementing partners responsible for their performance.

SPECIFIC AIMS OF THE BMZ PROJECT INTERNAL REVIEW

The internal review of the BMZ project will be a self assessment of project achievements, impacts, and lessons learned during project implementation. The review should also aim at assisting partners to assess sustainability of all activities, approaches, and structures initiated or supported by the project

The specific aims of the evaluation are to:

1. Assess the effectiveness, efficiency and timeliness of the project implementation.
2. Evaluate the impact of the project activities and related outputs including their contribution to the overall goal of the project.
3. Determine the relevance of the project in relation to the needs of the stakeholders and environment.
4. Assess long term sustainability of the actions initiated
5. Identify lessons learned about the projects strategic approach (processes and mechanisms chosen to achieve the Project objectives)

SCOPE OF THE EVALUATION:

The matrix below is intended as a guide for the development of specific issues and key questions to be addressed by the review. These are to be discussed and further developed in consultation with counterparts assessing the Mesoamerican project components prior to the review.

ISSUE	QUESTION	DATA SOURCES
EFFECTIVENESS	<ul style="list-style-type: none"> ◆ What outputs were achieved? To what extent did they contribute to the Overall Objective? ◆ Was the project approach and structure effective in delivering the desired outputs? ◆ Were the activities implemented in accordance with the Project Document and work plans? If not, why? ◆ Did the partner organisations work together effectively? Was the partnership effective in achieving the desired outputs? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Partners & Beneficiaries Reports ® Project Staff
EFFICIENCY	<ul style="list-style-type: none"> ◆ Were the resources used in an optimal manner, and funds spent in accordance with work plans and using the right procedures? ◆ Were there any unforeseen problems, how well were they dealt with? ◆ Were the capacities of the project partners adequate? ◆ Was there an effective process built in to the project management structure for project self-monitoring and assessment as part of team meetings, reporting and reflection? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Project Staff
RELEVANCE	<ul style="list-style-type: none"> ◆ Outline the context within which the project was designed ◆ Establish whether or not the project design and approach was relevant in addressing the identified needs, issues and challenges facing people, and the environment ◆ What have been the roles of the donor, IUCN, project partners, and project staff and were they appropriate? ◆ To what extent does the project contribute to the strategic policies and programmes of IUCN and that of the project partners including the project donor? 	<ul style="list-style-type: none"> ® Situation Analysis Study (initial and updates) ® Project Staff ® IUCN Staff ® Partner Organizations ® Beneficiaries

IMPACT

- ◆ Did the project bring about desired changes in the behavior of people and institutions?
- ◆ Were there any unintended positive or negative impacts arising from particular outcomes?
- ◆ Longer-term changes – Have these changes resulted in an improvement in the lives of people and a more efficient use of resources upon which they depend?
- ◆ What223712 a more3925d have of 220444-0.3623 3495d haveobj 0 5 cI af.220.3742 d c 0.374

METHODOLOGY

The contractee should develop the methodology in consultation with counterparts assessing the Mesoamerican project components and with IUCN-EARO and IUCN-ORMA, to include (and expand on) the set of key questions to address effectiveness, efficiency, relevance, impact and sustainability. The methodology should show the links between data collected and recommendations proposed so that the logic is clear and transparent.

At minimum, this will involve:

1. A desk review of Project Document, work plans and progress reports, other relevant documentation to review and assess achievements so far and especially performance of work plans.
2. Consulting with project partners, staff and key stakeholders through interviews, meetings and administering questionnaires, where appropriate.

The project will provide transport, organise meetings with stakeholders and generally be available as required for discussions and supply of information during the review. Full access will be allowed to project's documents and information sources.

EVALUATION TEAM COMPOSITION

Given that this is an internal assessment, the review team will be composed of the EARO Regional Planning, Monitoring & Evaluation Officer, who will work in consultation with counterparts assessing the Mesoamerican project components, and the staff responsible for the project in ORMA.

REPORTING

The team will discuss its interim findings with relevant partners and the draft report shall be prepared in sufficient copies and on a diskette for submission to IUCN-ORMA, IUCN-EARO and KWS.

OUTPUTS

In light of the information collected on the performance of the project and assessment made on its implications, a report will be produced on:

- ◆ **Project progress to cover, among others:**

1. An assessment of the performance of the project based on the project workplans and expected results.
2. Identification of key issues and lessons learned in implementin g the project

TIME SCHEDULE

The suggested timetable is as follows:

14 th - 16 th Feb	Consultations with IUCN-ORMA review consultants; review of project documentation and preparation of assessment tools
20 th Feb	Interviews with EARO IUCN Staff
25 th - 27 th Feb	Field Interviews with Project Partners and Stakeholder Groups
28 th - 29 th Feb	Data analysis and Report writing at IUCN-EARO, Nairobi
4 th March	Submission of draft report to IUCN-ORMA

BUDGET

1.1 DESCRIPTION	1.2 AMOUNT (US\$)
IUCN-EARO Staff Time (7 Days)	2100
Transport Costs	600
Photocopying/Communication Costs	300
TOTAL	300

TERMINOS DE REFERENCIA

INTERNAL EVALUATION SUSTAINABLE MARINE BIODIVERSITY CONSERVATION: LINKING TOURISM TO MARINE AND COASTAL PROTECTED AREAS

TERMINOS DE REFERENCIA COMPONENTE CENTRO AMERICANO

OBJETIVO DE LA EVALUACION:

Se ha realizado una reflexión al interior de UICN sobre el desempeño, impacto, sostenibilidad y articulación de este proyecto a los programas de la Unión, que permite cumplir con las obligaciones contractuales del proyecto y registrar la experiencia obtenida.

PRODUCTOS ESPERADOS:

Realizar un documento de no mas de 50 hojas que responda las preguntas de la matriz de evaluación que se presenta a continuación:

DRAFT PROJECT EVALUATION MATRIX

ISSUE	SUBISSUE	QUESTIONS
1. Effectiveness		<ul style="list-style-type: none">Ø Were the Outputs generated as expected in quality and time?Ø Were the Activities carried out timely and following the Project strategies? (i.e. in a participatory way, involving members and partners, or any other explicit Project Strategy)
2. Efficiency		<ul style="list-style-type: none">Ø Could have the Project achieved the same results using different or less resources? Could have the Project have achieved more or better results with the resources it had?
3. Impact	Relevance	<ul style="list-style-type: none">Ø In relation with the Project context (external situation), where the issues addressed by the Project the most important? What were the alternatives? What were the criteria used to decide about the issues to be addressed by the Project?
	Scope	<ul style="list-style-type: none">Ø Who changed as a result of the Project activities (both people and organizations)?Ø What were the changes at both levels?
	Perdurability	<ul style="list-style-type: none">Ø What mechanisms were left in place to ensure the continuity of the Project results?Ø Has the Project left functioning funding mechanisms to ensure that continuity?
4. Linkages	Within IUCN	<ul style="list-style-type: none">Ø How well articulated are the products and outcomes of the Project with IUCN

		Regional Thematic/National Programmes, Component Programmes (Regional and Global) and Global IUCN Programme?
	External	Ø Which organizations received the products of the Project as inputs for their work? How were communicated the products and outcomes of the Project?
5. Lessons learned		Ø Was the Project strategic approach (processes and mechanisms chosen to achieve the Project objectives) the most adequate in relation to the Project context and objectives? Ø Were the Project management strategies the most appropriated in terms of: <ul style="list-style-type: none"> ○ decision making system ○ Project management (human resources, financial management, etc) ○ monitoring and reporting ○ evaluation (external and self-assessment) ○ stakeholders participation

DATA SOURCES PER ISSUE:

ISSUE	SUBISSUE	DATA SOURCES
1. Effectiveness		Ø Project Document Ø Project Reports Ø Partners and Beneficiaries Reports Ø Project staff
2. Efficiency		Ø Project Document and Reports Ø Project staff
3. Impact	Relevance	Ø Situation Analysis Study (initial and updates) Ø Project staff Ø IUCN staff Ø Partner organizations staff Ø Beneficiaries
	Scope	Ø Project Reports Ø Project staff Ø IUCN staff Ø Partner organizations staff Ø Beneficiaries
	Perdurability	Ø Project staff Ø IUCN staff Ø Partner organizations staff Ø Beneficiaries
4. Linkages	Within IUCN	Ø Project staff Ø IUCN staff
	External	Ø Partner organizations staff
5. Lessons learned		Ø Project staff Ø Partners and Beneficiaries staff

ACTIVIDADES A REALIZAR:

1. Revisión de documentos
2. Diseño de Instrumentos Evaluación
3. Entrevistas con personal de UICN
4. Visitas de campo (Entrevistas, reuniones)
5. Análisis de información
6. Informe

METODOLOGÍA PARA RECOLECCION DE INFORMACION:

- Ø Revisión de documentos: Documentos de proyecto, informes de proyecto, informes de actividades en proyectos piloto, memorias de talleres
- Ø Entrevistas y cuestionarios con personal de UICN y de organizaciones locales implementadoras
- Ø Talleres y entrevistas con beneficiarios y organizaciones locales
- Ø Visitas a campo

CRONOGRAMA Y DIAS CONSULTOR::

La evaluación deberá realizarse entre el 8 de Febrero y el 8 de Marzo. El informe final deberá ser enviado a UICN ORMA a mas tardar el 8 de Marzo de 2002 por correo electrónico a Rocío Córdoba: rocio.cordoba@orma.iucn.org

ACTIVIDAD	# DIAS	CUANDO?	QUIENES?	HONORARIOS POR CONSULTOR	TIEMPO INVERTIDO CONSULTOR
Revisión de documentos	3	10 - 12 de Febrero	d e b b 6 09 4r 2 g TeID wf 4 2 i 0 .. 7 7 D d 0 b fa T		

GASTOS DE VIAJE:

Los gastos de viaje, transporte, hospedaje y alimentación local serán cubiertos por la evaluación.

COSTO TOTAL APROXIMADO DE LA CONSULTORIA:

PURPOSE OF EVALUATIONS WITHIN IUCN

Specifically there are two purposes of evaluations within IUCN.

a) Learning and Improvement:

The IUCN Evaluation Policy indicates that evaluations are to be used as part of the *learning* environment for IUCN and its members. It involves the creation of an environment that engages staff and their partners in creative ways to learn how to improve IUCN's work. In this context, evaluations are instruments for making IUCN's projects, programmes and organisational units more effective through the provision of useful feedback and a commitment to act on that feedback. By doing so, evaluations are a way to understand why IUCN activities succeed or not. Furthermore, as learning tools, evaluations add to IUCN's body of knowledge with respect to best practices in evaluation and conservation.

b) Accountability:

Second, evaluations are part of IUCN's overall *accountability* system. IUCN is answerable to its members, partners and donors for determining whether IUCN's policies, programmes, projects, and operations are working well, and showing that its resources are used in a responsible way. The evaluation process, together with the required documentation that accompanies each evaluation, holds IUCN staff and contracted implementing partners responsible for their performance.

SPECIFIC AIMS OF THE BMZ PROJECT INTERNAL REVIEW

The internal review of the BMZ project will be a self assessment of project achievements, impacts, and lessons learned during project implementation. The review should also aim at assisting partners to assess sustainability of all activities, approaches, and structures initiated or supported by the project

The specific aims of the evaluation are to:

1. Assess the effectiveness and efficiency and timeliness of the project implementation.
2. Evaluate the impact of the project activities and related outputs including their contribution to the overall goal of the project.
3. Determine the relevance of the project in relation to the needs of the stakeholders and environment.
4. Assess long term sustainability of the actions initiated
5. Identify lessons learned about the projects strategic approach (processes and mechanisms chosen to achieve the Project objectives)

SCOPE OF THE EVALUATION:

The matrix below is intended as a guide for the development of specific issues and key questions to be addressed by the review. These are to be discussed and further developed in consultation with counterparts assessing the Mesoamerican project components prior to the review.

ISSUE	QUESTION	DATA SOURCES
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EFFECTIVENESS	<ul style="list-style-type: none"> ◆ What outputs were achieved? To what extent did they contribute to the Overall Objective? ◆ Was the project approach and structure effective in delivering the desired outputs? ◆ Were the activities implemented in accordance with the Project Document and work plans? If not, why? ◆ Did the partner organisations work together effectively? Was the partnership effective in achieving the desired outputs? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Partners & Beneficiaries Reports ® Project Staff
EFFICIENCY	<ul style="list-style-type: none"> ◆ Were the resources used in an optimal manner, and funds spent in accordance with work plans and using the right procedures? ◆ Were there any unforeseen problems, how well were they dealt with? ◆ Were the capacities of the project partners adequate? ◆ Was there an effective process built in to the project management structure for project self-monitoring and assessment as part of team meetings, reporting and reflection? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Project Staff
RELEVANCE	<ul style="list-style-type: none"> ◆ Outline the context within which the project was designed ◆ Establish whether or not the project design and approach was relevant in addressing the identified needs, issues and challenges facing people, and the environment ◆ What have been the roles of the donor, IUCN, project partners, and project staff and were they appropriate? ◆ To what extent does the project contribute to the strategic policies and programmes of IUCN and that of the project partners including the project donor? 	<ul style="list-style-type: none"> ® Situation Analysis Study (initial and updates) ® Project Staff ® IUCN Staff ® Partner Organizations ® Beneficiaries
IMPACT	<ul style="list-style-type: none"> ◆ Did the project bring about desired changes in the behavior of people and institutions? ◆ Were there any unintended positive or negative impacts arising from particular outcomes? ◆ Longer-term changes – Have these changes resulted in an improvement in the lives of people and a more efficient use of resources upon which they depend? ◆ What could have been the likely situation (of the environment and its management) without the project? 	<ul style="list-style-type: none"> ® Project Staff ® IUCN Staff ® Partner Organizations ® Beneficiaries
SUSTAINABILITY	<ul style="list-style-type: none"> ◆ Was the approach used likely to ensure a continued benefit from the project (i.e. the contribution to the project overall goal and objective) after the end of the project? ◆ Were all key stakeholders sufficiently involved? Were their expectations met and were they satisfied with their level of participation? ◆ Do partners have the capacity to continue to implement all initiated activities? Are they able to raise adequate material and financial resources? ◆ Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact? 	<ul style="list-style-type: none"> ® Project Document ® Project Reports ® Partners and Beneficiaries Reports ® Project Staff ® IUCN Staff ® Partner Organizations ® Beneficiaries

**LESSONS
LEARNED**

- ◆ Were lessons learned and experiences gained shared with Project partners and the wider stakeholder group (including those at the global level)?

® Project Staff

® Partners and
Beneficiaries Staff

® IUCN S

OUTPUTS

In light of the information collected on the performance of the project and assessment made on its implications, a report will be produced on:

◆ **Project progress to cover, among others:**

1. An assessment of the performance of the project based on the project workplans and expected results.
2. Identification of key issues and lessons learned in implementing the project

TIME SCHEDULE

The suggested timetable is as follows:

14th - 16th Feb Consultations with IUCN-ORMA review consultants; review of project documentation and preparation of assessment tools

20th Feb Interviews with EARO IUCN Staff

25th - 27th Feb