USAID

KENYA

PERFORMANCE MONITORING PLAN FOR SO5

"Improved Natural Resources Management in Targeted Biodiverse Areas by and for Stakeholders"

February 2004

CONTENTS

ACRONYMS AND ABBREVIATIONS

ABEO ..... Agriculture, Business and Environment Office

ACC..... African Conservation Center

AWF ..... African Wildlife Foundation

CBJ……..Congressional Budget Justification

CBO..... Community Based Organization

COBRA ..... Conservation of Biodiverse Resource Areas

CORE ..... Conservation of Resources Through Enterprise

DRSRS ..... Department of Resource Surveys and Remote Sensing

EAWLS ..... East African Wildlife Society

FORREMS .Forest Range Rehabilitation and Environmental Management Strengthening Initiative

FD..... Forest Department

GIS..... Geographic Information System

GOK ..... Government of Kenya

IR..... Intermediate Result

IUCN ..... The World Conservation Union

KWS ..... Kenya Wildlife Service

KCMI..... Kenya Coastal Management Initiative

M&E..... Monitoring and Evaluation

MOU..... Memorandum of Understanding

MENR ..... Ministry of Environment and Natural Resource

NEMA ..... National Environment Management Authority

NES ..... National Environment Secretariat

NGO ..... Non-Governmental Organization

NRM..... Natural Resources Management

OCA..... Organizational Capacity Assessment

PA..... Protected Area

PACT..... Pact, Incorporated

PMP ..... Performance Monitoring Plan

PWC ..... Price Waterhouse Coopers

SAMED ..... Small and Micro Enterprises Development

SO..... Strategic Objective

TBD ..... To Be Determined

URI ..... University of Rhode Island

USAID..... United States Agency for International Development

WDF ..... Wildlife for Development Fund

GLOSSARY OF TERMS AND CONCEPTS

This section presents the definition of terms and concepts used in the analysis and elaboration of the SO5 performance indicators and the development of the PMP.

Baseline
Baseline is a record of what exists in an area prior to an action. It is primarily a benchmark for the future. The baseline values establish the starting point from which change can be measured.

Data Analysis
Concise description of how performance data for individual indicators or groups of related indicators will be analyzed to determine progress on results. Data analysis techniques and data presentation formats are identified.

Data Collection Method
The approach to data collection taken by the USAID SO Team for each indicator. Note whether it is primary or existing secondary data. Primary data is data collected specifically within the context of the SO5 program. Secondary data is data collected by another source for some other purpose.

Data Limitations
Identify where data may be weak or limited. Describe actions taken to address data limitations.

Data Source
The source is the entity from which the data are obtained usually the organization that conducts the data collection effort. Data sources may include government departments, international organizations, other donors, NGOs, private firms, USAID offices, contractors, or activity implementing agencies.

Disadvantaged Groups
Groups that typically or historically have been put at a disadvantage usually in their level of involvement in development projects. Disaggregated groups include Women, Youth, Aged, Specific Ethnicity's, etc.

Disaggregated
How data will be separated to improve the breadth of understating of results reported. Typical ways to disaggregate data include geographic location and gender.

Estimated Cost of Collection
Estimated cost of data collection efforts to the SO or implementing partner. Personnel time to follow normal monitoring and evaluation activities is usually not incorporated.

Frequency of Data Collection
How often data is to be collected. The frequency of monitoring will depend on the variables being investigated. Depending on the performance indicator, it may make sense to collect data on a quarterly, annual, or less frequent basis. When planning the frequency and scheduling of data collection, an important factor to consider is management's needs for timely information for decision-making.

Incentive
Incentives are potential economic or social benefits of NRM initiatives

Indicator
An indicator means key actions, functions, elements, or objects which, by virtue of their physical, biological, economic or organizational attributes, are so closely associated with the system in which they are found as to be indicative of the state or trends (improvement or deterioration) of the system.

Initial Data Quality Assessment
Date when the Operating Unit reviews the characteristics attributes, and caliber of data being provide to the SO by implementing partners.

Improved Natural Resource Management
Reversing, halting or reducing the rate of unsustainable use of the natural resource base through an integrated management approach.

Land Use
Utilization of an area of ground for a particular purpose such as agriculture, settlements, and nature conservation. In the context of the SO5 program, positive land use is defined as land which is purposefully dedicated to wildlife conservation, or open spaces placed under site-specific conservation programs or NRM plans (and is not a National Park or Reserve) through formal agreements and actions. Land use as defined in the SO5 program includes the utilization of coastal areas, including the marine environment, for a particular purpose.

Management Utility
Description of the usefulness and purpose of the indicator to management decision-making.

Method/Approach of Data Collection
The method/approach of data collection utilized by the Operating Unit.

NRM Benefits
Benefits are things that are helpful, useful or profitable. NRM benefits include funding, training, technical assistance, commodity support, resource access or financial returns received from SO5 programs

Operating Unit
The SO Team.

Performance Indicator
A performance indicator is a quantitative or qualitative dimension or scale to measure program results against a strategic objective or a program outcome. A performance indicator should be a precise, direct measure of the relevant objective. It should be practical, that is, data is available or can be generated, and Disaggregated by gender where possible and appropriate.

Performance Monitoring Plan
A comprehensive performance-monitoring plan is designed to track program/project impacts in all the program/project phases. The variables to be tracked are carefully selected and they must be good measures of the anticipated changes. The monitoring plan describes all the indicators to be monitored, the units of measurement, data sources, methodology of data collection, monitoring frequency, responsibility, baseline values and targets set within the planning horizon.

Precise Definition
The indicator definition states what it is that should be measured. They define the variables that help measure change within a given situation as well as information that describes progress and impacts. The definition must be detailed enough to ensure that different people at different times, given the task of collecting data for a given indicator, would collect identical types of data.

Presentation of Data
Concise description of how data results will be displayed such as the use of tables or maps.

Reporting of Data
Concise description of how data results will be chronicled and whether results are appropriate for inclusion in the CBJ.

Responsible Organization / Individuals
Responsibility is used here to refer to the institutions or organizations (government counterparts, NGOs, contractors) collecting the monitoring data. For each performance indicator, the responsibility of the operating unit for the timely acquisition of data from their source should be clearly assigned to a particular office, team, or individual.

Review of Data
Dates when the operating units review progress (and reliability) of data collection efforts to date and discuss preliminary results. Reviews identify key questions to be resolved

Stakeholders
The local groups of communities institutions, organizations and individuals who have a vested interest in improving the management of natural resources in the target areas (stakeholders may include local government institutions, commercial enterprises, private, group and communal landowners, community based organizations and non-governmental organizations).

Target
Magnitude or level of outputs expected to be achieved. Targets are values against which the actual program/project achievements are measured. They should be realistic and quantitative statements of expected outcomes. If the targets are qualitative, there is need for a detailed statement of expected state of affairs at the end of a planning period.

Target Group
The direct beneficiaries the program/project aims to reach.

Targeted Biodiverse Areas
An area within the USAID management interest based on its biological richness and uniqueness; extent of threat to its natural resources; probability of impact in maintaining critical ecosystem processes; potential for demonstrating innovative approaches with probability of stimulating broad systematic changes or probability of replication; probability of immediate direct benefits to focus communities; capacity and resources of principal partners; and compatibility and potential for integration with other Mission investments .

Unit of Measurement
The unit of measurement is the precise parameter used to describe the magnitude or size of the indicator.

INTRODUCTION

The Strategic Objective

Strategic Objective 5: Improved natural resources management in targeted biodiverse areas by and for stakeholders

The strategic objective (SO5) builds on USAID/Kenya experience in COBRA and other projects. SO5 hopes to achieve a greater impact in terms of areas and resources covered and the number and types of stakeholders engaged. Success at the SO level is a necessary step to conserving the country's biodiversity for future generations of Kenyans and the global community. Recognizing that it is beyond USAID's ability to effect a measurable biophysical change in the conservation of biodiversity within five years, the SO5 program focuses on improving NRM in targeted biodiverse areas. The program works in areas adjacent to protected areas to bring about a positive change in the behavior of stakeholders in the management and wise use of natural resources. This behavior change will eventually result in the long-term maintenance of a sustainable natural resource base and lessen the threats and pressures on protected areas. Gender considerations with respect to NRM will be identified and addressed.

The SO5 Performance Monitoring Plan

This Performance Monitoring Plan is a critical tool used by SO5 for planning, managing, and documenting data collection in order to monitor performance towards attainment of results over time. The Performance Monitoring Plan (PMP) contains information for gathering data on the Strategic Objective, Intermediate Results and critical assumptions included in an operating unit's results frameworks.

As per guidance in USAID's Automated Directives Systems (ADS) Chapters 201, 202, 203, and 250, this PMP includes:

- A detailed definition of each performance indicator;
- The source, method, frequency and schedule of data collection;
- The office, team, or individuals responsible for acquiring and ensuring data are available on schedule.

As well as information on:

- How the performance data will be analyzed, and reviewed;
- Plans for evaluating and using performance information;
- Plans for communicating performance information;
- Budgetary information.

This plan presents the above information in the following manner:

Section I. Monitoring the SO5

Presentation of the measures (indicators) that will be used to describe how well the SO5 is achieving its objectives (Performance Indicator Reference Sheets).

Section II. Evaluating SO5

Plans for evaluating performance data focusing on why results are or are not being achieved, on unintended consequences, or on issues of interpretation, relevance, effectiveness, efficiency, impact, or sustainability. Plans for utilizing adaptive management to address the validity of the causal hypotheses that underlie the Strategic Objective and that are embedded in the results framework.

Section III. Reporting on SO5

Plans for communicating performance measures, internally, amongst partners and to Kenyan and American governments. Plans for CBJ reporting.

Section IV. Notes on Budget

Summary notes on cost guidance and estimates.

Why The SO5 Performance Monitoring Plan is Important.

Each Strategic Objective has intermediate results that are specific development outcomes directly related to activities funded that can be achieved in 2 to 5 years. Performance indicators are developed to TRACK the progress in achieving the strategic objective and intermediate results. This allows managers to know whether activities are on track, exceeding expectations or falling short of expectations, thus allowing managers to take corrective actions. To the extent possible a PMP allows the SO Team to plan in advance what performance information will be required to influence management decision-making processes. "Performance information" is used to mean information that can shed light on how well or how poorly and why, a development strategy, or program, is progressing with respect to the results it is expected to achieve. PMPs also promote the collection of comparable data by sufficiently documenting indicator definitions, sources, and methods of data collection. This enables operating units to collect comparable data over time even when key personnel change. The ultimate aim of performance monitoring systems is to promote performance-based decision-making.

The strength of a performance measurement system is not its ability to report on results, but its ability to provide performance information which is used to manage for results.

SECTION I. MONITORING THE SO5

Monitoring is a process that involves tracking and measuring inputs/ resources /or what goes into an activity, project or program. Performance monitoring focuses on measures that reflect the overall result or outcomes of a program. In this case the *program* is the Strategic Objective (SO) 5, "**Improved Natural Resources Management in Targeted Biodiverse Areas by and for Stakeholders**" which seeks to improve the management of Kenya's biodiversity rich areas. Improvements in NRM (as described by the SO) focus on reversing, halting or reducing the rate of unsustainable use of the natural resource base through an integrated management approach.

Identification of targeted biodiverse areas was based on the following criteria, which are not ranked in any particular order: biological richness and uniqueness; extent of threat to natural resources; probability of impact in maintaining critical ecosystem processes; potential for demonstrating innovative approaches with probability of stimulating broad systemic changes, or probability of replication; probability of immediate direct benefits to focus communities; capacity and resources of principal partners; and compatibility and potential for integration with other Mission investments, e.g., in democracy and governance. The priority areas are Laikipia-Samburu, Greater Amboseli, Greater Masai Mara, Coastal Regions including Taita-Taveta, and selected forest zones around Mt. Kenya.

> The USAID Definition of *Performance Monitoring:*
> "A process of collecting and analyzing data to measure the realizations of a program, process, or activity against expected results. Where a defined set of indicators is constructed to track the key aspects of performance. Performance reflects effectiveness in converting inputs to outputs, outcomes and impacts."
> (ADS Chapters 201, 202, 203)

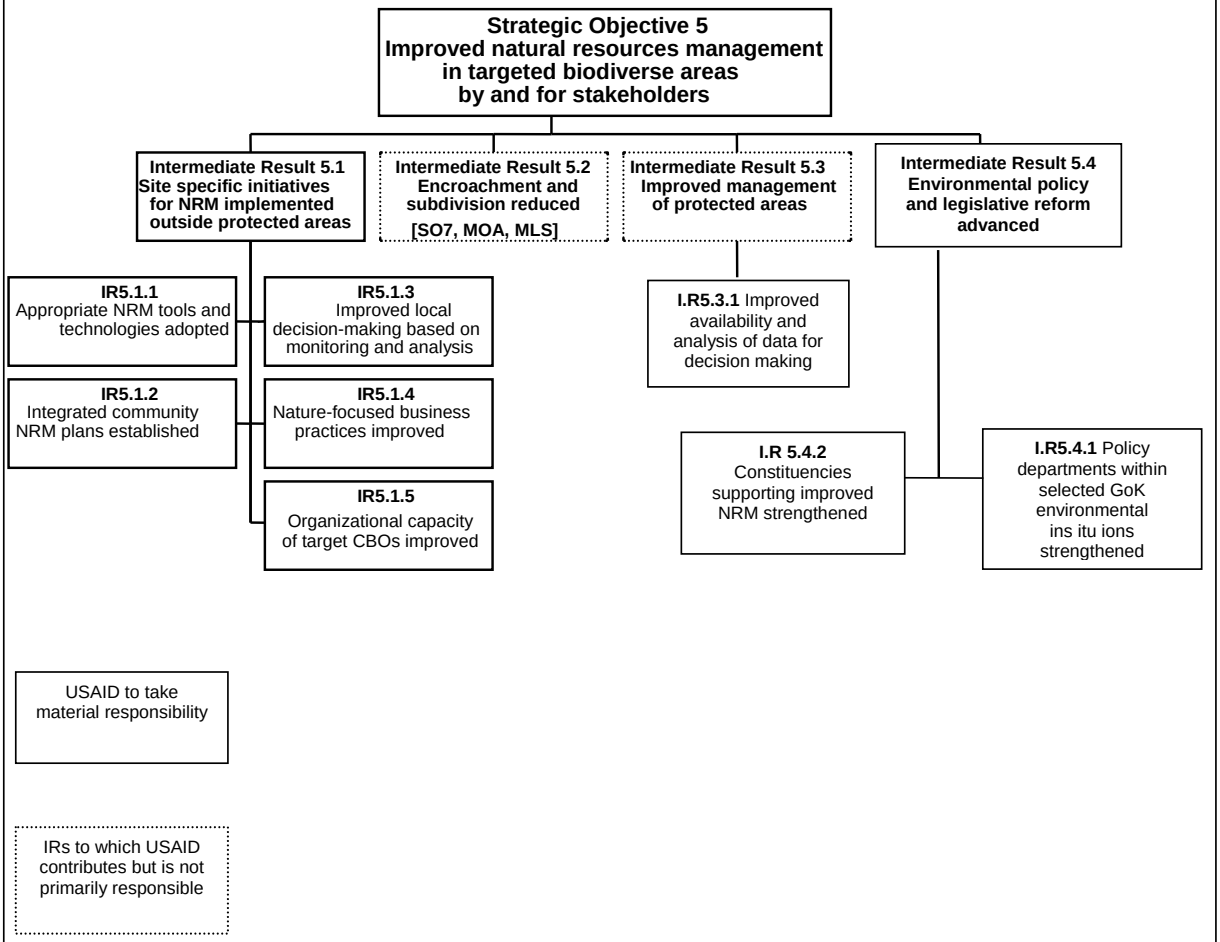
The selected indicators focus on management and stakeholder actions rather than biophysical monitoring as these are <u>direct</u> measures of the SO and Intermediate Results. Incentives will attract and motivate local communities and individuals to change their behavior regarding resource use thereby maintaining a sustainable natural resource base and lessening the threats and pressures on protected areas. Conservation programs and projects have three major needs that make monitoring necessary:

- Determining whether the program or project is meeting its conservation goals and whether it is achieving a positive conservation impact;
- Deciding how the program or project staff should adapt and modify their efforts to ensure that the program or project continues to achieve positive impacts; and
- Ensuring that all participants in the program or project including governmental organizations, non-governmental organizations, NGOs, CBOs, local communities and the private sector learn from the experience and can improve their implementation of future conservation interventions.

A comprehensive set of measures (indicators) that will be used to help the SO Team respond to these needs is detailed on the following pages. These indicators directly reflect the SO5 Results Framework (*Figure 1*.) which presents the development hypotheses (or cause and effect linkages) that underlie USAID's strategy for achieving *Improved Natural Resources Management in Targeted Biodiverse Areas (by and for stakeholders).*

The Results Framework includes a *Strategic Objective* (the highest result that the SO5 Team feels they can effect and for which they are willing to be held accountable). *Intermediate Results* (results that are necessary to attain in order to achieve the *Objective*) and *Sub-Intermediate Results* (results that are necessary to attain in order to achieve the *Intermediate Result*). Indicators (a measure that is used to monitor/*indicate* progress toward a result) are <u>required</u> by USAID for the Strategic Objective and for those results in the framework that are directly supported by SO Team Activities.

Figure 1. SO5 RESULTS FRAMEWORK



The SO5 Results Framework

The Results Framework for SO5 consists of sixteen causally related intermediate results (IRs) that will lead to the achievement of the SO. The Strategic Objective Team is committed to the achievement of the SO and the nine of the IRs for which USAID is taking material responsibility. Performance indicators for these IRs are presented in the following pages.

The indicators represent a particular characteristic or dimension of changes in an Intermediate Results over time show the extent to which the strategic objective or result is achieved. Each indicator has a performance baseline (basically the value of the indicator at the beginning of the planning or performance period) and one or more performance targets (the expected value of the indicator at the specific time in the future). Data on actual performance that are collected over time are compared to targets to assess progress.

Collaboration in Indicator Selection

The indicators in this PMP have been identified using a participatory approach. SO5 collaborated closely with development partners, counterparts and beneficiaries during the indicator selection process. The PMP utilizes some information from the Conservation of Resources through Enterprise (CORE) Monitoring and Evaluation Protocol Manual, Forestry program and the Coastal Management program. The indicator protocols in the CORE M&E document were developed by a 10 person sub-committee (representing each of the seven organizations involved in implementing CORE: KWS, PACT, AWF, ACC, PWC, EAWLS, SAMED) and then ground-truthed by more than 40 field staff and key personnel at an M&E workshop held on October 4-6, 2000.

The indicator measures were further reviewed, modified and amplified to reflect the broadest possible set of partner activities and results at the USAID/Kenya SO5 PMP Workshop held on August 27-28, 2001. During this workshop key representatives of the two other SO5 components – the Kenya Coastal Management Initiative and the Forest Management Initiative – offered suggestions and agreed on the indicators. The assembled group of partner agreed on the specific data that they would contribute to SO5 monitoring (the PMP). The third review of the SO5 PMP was done at a retreat for its partners implementing Natural Resource Management (NRM) programs from the September 22 to 24 2003. Participants reviewed the strategic objective and associated PMP in an effort to consolidate the SO and guide the process of extending the Integrated Strategic Plan (ISP) to 2008. Most of the SO results were deemed to be valid however a few indicators and performance targets were updated in line with the expanded scope of the SO's programs. The I.R. 5.4, 'Environmental advocacy strengthened was recommended for revision to match the prevailing policy reform environment provided for by the NARC administration.

Quality Assessment

All indicators were subjected to a quality assessment process where by they were evaluated based on ten (10) criteria to determine the extent to which they were:

1) Direct (the measure closely tracks the result it is intended to measure).
2) Objective (the measure is operational precise and uni-dimensional).
3) Adequate (the number of measures tracked for a given result should be the minimum necessary to ensure progress toward the result is sufficiently captured).
4) Practical (Data can be collected on a timely basis and at reasonable cost).
5) Attributable to USAID (the extent to which a result is caused by USAID sponsored activities).
6) Management Useful (measure should be deemed useful at the operating unit and SO team level).
7) Level of Results Achievement (Measure should reflect progress at the SO or IR level).
8) Reliable (Data is of sufficiently reliable quality for confident decision making).
9) Quantitative (Indicators are numerical where possible).
10) Disaggregated (Indicator data can be disaggregated by gender, age location, or other dimension where appropriate).

Performance Indicator Reference Sheets

The PMP presents further information on the selected indicators in the form of Performance Indicator Reference Sheets (which follow). In addition to a precise definition of each indicator (including the unit of measure, how data will be disaggregated and its management utility) the Performance Indicator Reference Sheet also includes concise information on:

- The relationship of the indicator to the SO, Intermediate Results and related program objectives;
- A plan for data collection (methods, sources, frequency, estimated cost, and responsible organizations or individuals);
- A plan for data analysis, reporting and review (method of analysis, presentation of data, review of data, and targeted reporting population);
- A discussion on data quality issues (dates for assessments, limitations, and actions taken to address limitations);
- Information for the performance data table (method of calculation, notes on baseline and targets);
- Other comments / information as relevant.

Draft Summary Performance Data Tables

In addition to the Performance Indicator Reference Sheets, Draft or Example *Summary Performance Data Tables* are provided which the SO may decide to use to communicate results both in its internal and CBJ reports. These tables capture in a concise summary form the indicator description and baseline and target figures as well as annual results attained. The Tables follow the format required for CBJ reporting.

The Indicators Selected To Track SO5 Performance

Based on participatory collaboration and a quality assessment the following thirteen (13) performance indicators have been selected to track results for attainment of SO5. Each indicator below is identified with the number of the Indicator Reference Sheet and Data Summary Tables contained in this Plan.

Strategic Objective 5			Indicators – Sheet #
Improved natural resources management in targeted biodiverse areas by and for stakeholders			Land Use Change in Target Areas - #1 Number of Stakeholders Benefiting from Involvement in Improved NRM -#2
	Intermediate Results	Sub-Intermediate Results	
	5.1 Site Specific initiatives for NRM implemented outside Protected areas		Number of NRM Initiatives Successfully Implemented in Target Areas - #3
		5.1.1 Appropriate tools/technologies adopted	Number of Conservation Tool/Technologies in Use by Targeted Stakeholders - #4
		5.1.2 Integrated NRM plans implemented	Number of Integrated NRM Plans Implemented - #5
		5.1.3 Improved local decision-making based on monitoring and evaluation	Functionality of Databases available to Targeted Decision-Makers - #6
		5.1.4 Nature focused business practices improved	Financial Benefits to Communities from Nature-Focused Businesses - #7
		5.1.5 Organization capacity o targeted groups	Organization development index - #8
	5.2 Encroachment & subdivision reduced		*USAID considers that they contribute but are not primarily responsible for this result at the IR level and thus indicators are not required. However Land Use Change In Target Areas will be relevant to analysis.*
	5.3 Improved management of Protected areas		*USAID considers themselves not to be primarily responsible for this result at the IR level thus indicators are appropriate only at the sub-ir level where results are attributable to USAID.*
		5.3.1 Improved availability and analysis of data for decision-making	Percentage of target protected areas Utilizing New M&E Tracking Systems - #10 Functionality of Internal Databases for Monitoring and Evaluation - #11
	5.4 NRM and Environmental policy and legislative reform advanced		Level of policy/ legislation advancement - #12
		5.4.1 Targeted government institutions strengthened to undertake policy and legislative functions	Operational level of legislative and policy functions within selected institutions - #13
		5.4.2 Constituencies to support improved NRM strengthened	Level of capacity of selected CBOs in policy formulation and advocacy -#14

Indicator Reference Sheet: SO5 Indicator #1

Performance Indicator Reference Sheet #1

Strategic Objective:: Improved natural resource management in targeted biodiverse areas by and for stakeholders.
Intermediate Result: -- N/A
Sub-Intermediate Results – N/A
Indicator: Land-Use Change in Target Areas

Purpose

SO5 program activities are intended to contribute both directly and indirectly to positive changes in land use which favor more profitable and more sustainable uses and which encourage improved NRM. One critical assumption of the SO5 program is that cumulative results of activities will result in increased land for improved NRM (positive change) and reduction of negative land uses such as sub-division for extensive agriculture or other uses that more or less permanently remove land from conservation. This indicator quantifies the amount, and type of land use change occurring in target areas to reflect program effectiveness in forwarding conservation and improving natural resource management.

Description

Precise Definition:: Hectares of land in positive use. There can be change towards positive or negative land use. Target areas are currently defined as Laikipia-Samburu, Mt. Kenya, Greater Amboseli, South Coast up to Malindi, and Taita-Taveta and Greater Maasai Mara. Positive land use is defined as land which is purposefully dedicated to improved NRM or open space placed under site-specific conservation programs or NRM plans (and is not a National Park or Reserve) through formal agreements and actions. Negative land use is defined as land dedicated for non-conservation purposes and thus unavailable for improved NRM (settlements, agricultural plantations, industries, mining, dynamite fishing, etc). Land may also be classified In an "indeterminate status" category for internal analysis.

Unit of Measure: Hectares

Disaggregated by: Type of positive land classified by three program NRM regimes (wildlife management, coastal management and forestry management)

Management Utility: The implied hypothesis is that an increase in the number of hectares under improved natural resource practices leads to improved biodiversity or the sustainability of the ecosystem.

Plan for Data Acquisition by USAID

Data Collection Method: Reports from implementing partners.
Method of acquisition by USAID: Quarterly reports and performance assessment reports from partners and independent evaluations
Data Source(s): Focal area base maps provided from KWS GIS Department based on data forms and CBO records from CORE and FORREMS, KCMI partners.
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Currently negligible, but could rise if data and analysis were improved through remote sensing technologies in the future.
Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare land use targets for positive land use to actual performance. Review trends over time. Compare ratio of amount of land newly available to improved NRM versus land unavailable.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table. Maps.
Review of Data: Review with CORE, KCMI and FORREMS M&E Sub-Committees in June and December.
Reporting of Data: This indicator may be appropriate for inclusion in the CBJ. Internal and External Audiences.

Data Quality Issues

Initial Data Quality Assessment: Conducted 02/02.
Known Data Limitations and Significance (if any):
1) Current collection methods are based on SO5 focal areas team knowledge and have not been verified through remote sensing techniques and thus current measures are considered rough estimates.
2) Data is collected at the district level and small changes in land use patterns may not be identified.
3) Responsibility for promoting positive land use change is broader than the SO5 program and must be shared by a combination of USAID Kenya's agricultural program, other agricultural assistance programs, and relevant government agencies such as the Ministries of Agriculture and Lands & Settlement.
4) USAID Kenya SO5 states that a supposition for this result is that there will not be recurrences of serious drought or El Nino effects in Kenya during the SP period as significant climatic disruptions could undermine the efforts of partners affecting this change.
5) This indicator only tracks change occurring in the designated target areas, and does not account for displacement of negative land uses from target areas to other areas. If this were to occur it would not be captured through this mapping exercise.
Actions Taken / Planned to Address Data Limitations:
1) CORE digitized this database in late 2001- early 2002.
2) Analysis will need to follow both amount of land use change and rate of change over time.

Other

Comments

THIS SHEET LAST UPDATED ON 2/12/2004

Performance Summary Data Table 1

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders
APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: SO Level: Improved natural resource management in targeted biodiverse areas by and for stakeholders

INDICATOR: Land Use Change in Target Areas

UNIT OF MEASURE: Hectares of land in positive use

SOURCE: CORE / KWS Database, Maps from KWS GIS Dept, KCMI, FORREMS

INDICATOR DESCRIPTION: Hectares of land in target areas where positive land use has occurred. There can be change towards positive land use or negative land use. Target areas are Laikipia-Samburu, Greater Amboseli, South Coast and Taita-Taveta and Greater Maasai Mara. Positive land use is defined as land that is purposefully dedicated to improved NRM or open space placed under site-specific conservation programs or NRM plans through formal agreements and actions. Negative land use is defined as land dedicated for non-conservation purposes and thus unavailable for wildlife or improved NRM (settlements, industries, agricultural plantations, mining, dynamite fishing, etc).

COMMENTS: SO5 program activities are intended to contribute both directly and indirectly to positive changes in land use which favor more profitable and more sustainable uses and which encourage improved NRM. One critical assumption of the SO5 program is that cumulative results of activities will result in increased land under improved NRM (positive change) and reduction of negative land uses such as sub-division for extensive agriculture or other uses that more or less permanently remove land from conservation. This indicator quantifies the amount, and type of land use change occurring in target areas to reflect program effectiveness in forwarding conservation and improving natural resource management. An increase (or lack thereof) in the amount of land under conservation reflects the program's effectiveness to forward conservation and improve Natural Resource Management.

a.

YEAR	PROGRAM/ BASELINE	TARGET	ACTUAL
2000	CORE:540,341 KCMI: --- FORREMS:	NA NA NA	545,140 NA NA
2001	CORE: KCMI --- FORREMS: 90,113	X+ 35,000	636,363
2002	CORE: --- KCMI: --- FORREMS: ---	X+92,000	647,413
2003	CORE: --- KCMI: --- FORREMS: ---	X+112,000	713,068
2004	CORE: --- KCMI: 0 FORREMS:0	138,00 10 35,200	
2005	CORE: --- KCMI: --- FORREMS: --	115,000 25 25,000	
2006	CORE: --- KCMI: --- FORREMS: --	120,000 75 25,000	
2007	CORE: --- KCMI: --- FORREMS: --	120,000 25,000	
2008	CORE: --- KCMI: --- FORREMS: --	30,000 25,000	

(b) = BASELINE

Indicator Reference Sheet: SO5 Indicator #2

Performance Indicator Reference Sheet #2

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result:--
Sub-Intermediate Results—
Indicator: Number of Stakeholders Benefiting from Involvement in Improved NRM

Purpose

Inherent in improving natural resource management in Kenya is expanding the base of stakeholders involved in and benefiting from NRM activities. The assumption is that increasing the number of individuals who benefit from improved natural resource management will result in the creation of a long-term constituency for conservation in Kenya. To that end USAID tracks the number of people involved / benefiting from SO5 programs.

Description

Precise Definition: Number of stakeholders directly or indirectly benefiting from involvement in improved NRM initiatives. Stakeholders are defined as individuals involved in SO5 programs. Stakeholders are classified in two categories: (1) Stakeholders Directly Involved and Benefiting (individuals who receive funding, training, technical assistance, commodity support, resource access or financial returns from SO5 programs); and (2) Stakeholders Indirectly Involved and Benefiting (individuals who do not personally receive funding, training, technical or commodity assistance but still receive a benefit from SO5 programs. For example, a registered member of a group ranch benefits if the capacity of the ranch leadership to effectively govern and manage funds is improved). Improved NRM is defined as reversing, halting or reducing the rate of unsustainable use of the natural resource base through an integrated management approach.

Unit of Measure: Number of Individuals.

Disaggregated by: Level of benefit (direct/indirect); Directly benefited stakeholders will be disaggregated by gender.

Management Utility: An increase (or lack thereof) in the number of stakeholders who are involved and benefit from improved natural resource management programs reflects the program's ability to create a base constituency for conservation which is central for the long term sustainability of natural resources in Kenya. The implied hypothesis is that increased participation (incidence) and increased benefits (magnitude) lead to improved management.

Plan for Data Collection

Data Collection Method: Performance reports from implementing partners.
Data Source(s): CORE/KWS M&E database, KCMI, FORREMS.
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Analyze ratio of stakeholders in direct versus indirect classifications (it would be a notable result if programs were able to move stakeholders from an indirect classification to a direct beneficiary's classification as more merit to building a constituency could be asserted). Discuss gender and other disadvantaged group involvement data in terms of culture and decision-making relating to NRM. Report on stakeholder involvement per geographic region as relevant.

Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.

Review of Data: Review with implementing partners in June and December.

Reporting of Data: This indicator may be appropriate for inclusion in the CBJ. Internal and External Audiences.

Data Quality Issues

Initial Data Quality Assessment: Conducted 02/02.

Known Data Limitations and Significance (if any): CBO registration of membership may not be current and usually only counts 1 person per household where benefits may touch all household members.

Actions Taken / Planned to Address Data Limitations:

F. Performance Data Table

Method of Calculation: Summation of figures from each SO5 program will be required. Ensure implementing partners use the same definition for classifying direct and indirect beneficiaries.

Notes on Baseline and Targets: Rough Baseline data will available in 2001 to set initial targets, but targets should be finalized once all SO5 programs are online.

G. Other

Comments

Performance Summary Data Table 2

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders
APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: SO Level: Improved natural resource management in targeted biodiverse areas by and for stakeholders

INDICATOR: Number of Stakeholders Benefiting from Involvement in Improved NRM

UNIT OF MEASURE: Number of Individuals

(a-m) Annual Number of Male Stakeholders Directly Involved and Benefiting (individuals who receive funding, training, technical or commodity support from SO5 programs)
(a-f) Annual Number of Female Stakeholders Directly Involved and Benefiting (individuals who receive funding, training, technical or commodity support from SO5 programs)
(b) Annual Number of Stakeholders Indirectly Involved and Benefiting (individuals who do not personally receive funding, training, technical or commodity assistance but still receive a benefit from SO5 programs.

SOURCE: CORE / KWS Data-base, KCMI, FORREMS

INDICATOR DESCRIPTION: Number of stakeholders directly or indirectly benefiting from involvement in improved NRM initiatives. Stakeholders are defined as individuals involved in SO5 programs. Stakeholders are defined as individuals involved in SO5 programs. Stakeholders are classified in two categories: (a) Stakeholders Directly Involved and Benefiting (individuals who receive funding, training, technical or commodity support from SO5 programs); and (b) Stakeholders Indirectly Involved and Benefiting (individuals who do not personally receive funding, training, technical or commodity assistance but still receive a benefit from SO5 programs. For example, a registered member of a group ranch benefits if the capacity of the ranch leadership to effectively govern and manage funds is improved. Improved NRM is defined as reversing, halting or reducing the rate of unsustainable use of the natural resource base through an integrated management approach.

COMMENTS: Inherent in improving natural resource management in Kenya is expanding the base of stakeholders involved in and benefiting from NRM activities. The assumption is that increasing the number of individuals who benefit from improved natural resource management will result in the creation of a long-term constituency for conservation in Kenya. To that end USAID tracks the number of people involved / benefiting from SO5 programs. An increase (or lack thereof) in the number of stakeholders who benefit from improved natural resource management programs reflects the program's ability to create a base constituency for conservation which is central for the long term sustainability of natural resources in Kenya.

YEAR	PROGRAM	TARGET	ACTUAL
2000	a-m: 1,974 M&F [disag. + KCMI data] a-f: TBD [from above] b: 16,225 + KCMI	NA	NA
2001	---	a-m: 3,000 + KCMI a-f: 1,000 + KCMI b: 18,000 + KCMI	a-m: TBD a-f: TBD b: TBD
2002	---		
2003	CORE: --- KCMI: --- FORREMS:		
2004	CORE: --- KCMI: --- FORREMS: -	16,250 15,600 2,000	
2005	CORE: --- KCMI: --- FORREMS: -	1,750 2,400 1,000	
2006	CORE: --- KCMI: --- FORREMS: -	5,343 5,000 1,500	
2007	CORE: --- KCMI: --- FORREMS: -	7,542 1,500	
2008	CORE: --- KCMI: --- FORREMS: -	500 1,500	

(b) = BASELINE

Indicator Reference Sheet: SO5 Indicator #3

Performance Indicator Reference Sheet #3

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.1: Site specific initiatives for NRM implemented outside PAs
Sub-Intermediate Results-
Indicator: Number of NRM Initiatives Successfully Implemented In Target Areas

Purpose

In each of the target areas, specific NRM initiatives (mechanisms) will be implemented which support local stakeholders in their efforts to improve management of their community's natural resources. These initiatives are expected to result in changing community and individual behaviors in favor of conservation and sustainable natural resource utilization practices.

Description

Precise Definition: Cumulative number of NRM initiatives successfully undertaken in targeted areas. A Natural Resource Management Initiative is defined as a project undertaken by local communities to improve natural resource management and promote conservation and sustainable natural resource utilization practices [or more precisely a site-specific application of a conservation tool/technology (or a number of those tools or technologies)]. For example, creation of a conservation trust, incorporation of a nature focused business, Spin-off Enterprise Development, Land set aside for ecotourism or wildlife, Nature focused enterprise development, Forum/network creation, Woodlots and Plantations, Product Development; Domestication of plant and animal species etc, are considered initiatives. A community is determined to have successfully implemented an initiative once they can produce a tangible sign of action and commitment, such as incorporation of a nature focused business, a signed MOU or letter of intent, a written action plan, established written operating procedures, etc. Target areas are currently defined as Laikipia-Samburu, Greater Amboseli, South Coast, (including Arabuko Sokoke area) and Taita-Taveta, Mt. Kenya and Greater Maasai Mara.
Unit of Measure: Cumulative Number of Initiatives Implemented
Disaggregated by: NA
Management Utility: An increase (or lack thereof) in the number of NRM initiatives implemented reflects the community interest, commitment and ability to create on site programs that promote conservation and sustainable natural resource utilization practices. The implied hypothesis is that an increased incidence of management activities will lead to improved management of the natural resource base.

Plan for Data Collection

Data Collection Method: Performance reports from implementing partners.
Data Source(s): CORE/KWS M&E database, KCMI, FORREMS
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Discuss disadvantaged group involvement data in terms of culture and decision-making relating to NRM. Report on stakeholder involvement per geographic region as relevant. Discuss results in conjunction with indicator #4 Conservation Tools/Technologies.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table and maps.
Review of Data: Review with implementing partners in June and December.
Reporting of Data: This indicator may be appropriate for inclusion in the CBJ. Internal and External Audiences.

Data Quality Issues

Initial Data Quality Assessment: Conducted 02/02.
Known Data Limitations and Significance (if any): Definition of "*initiative*" could vary cross implementing partners, potentially causing and inconsistency in the database.
Actions Taken / Planned to Address Data Limitations: As summation of figures from each SO5 program will be required, USAID will need to review data carefully from each source to ensure they are comparable data sets.

Performance Data Table

Method of Calculation: Summation of figures from each SO5 program will be required.
Notes on Baseline and Targets: Baseline data for CORE is 20 initiatives implemented in 2000 with a planned increase of 41% by 2003.

G. Other

Comments

Performance Summary Data Table 3

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders
APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: IR Level: #5.1: Site specific initiatives for NRM implemented outside Protected Areas (PAs)

INDICATOR: Number of NRM Initiatives Successfully Implemented in Target Areas

UNIT OF MEASURE: Cumulative Number of NRM Initiatives

SOURCE: CORE / KWS Data-base, KCMI, FORREMS

INDICATOR DESCRIPTION: Cumulative number of NRM initiatives undertaken in targeted areas. A Natural Resource Management Initiative is defined as project undertaken by local communities to improve natural resource management and promote conservation and sustainable natural resource utilization practices [or more precisely a site-specific application of a conservation tool/technology (or a number of those tools or technologies)]. For example, creation of a conservation trust, incorporation of a nature focused business etc. A community is determined to have implemented an initiative successfully once they can produce a tangible sign of action and commitment, such as incorporation of a nature focused business, a signed MOU or letter of intent, a written action plan, established written operating procedures, etc. Target areas are Laikipia-Samburu, Greater Amboseli, South Coast and Taita-Taveta and Greater Maasai Mara.

COMMENTS: In each of the target areas, specific NRM initiatives will be implemented which support local stakeholders in their efforts to improve management of their community's natural resources. These initiatives are expected to result in changing community and individual behaviors in favor of conservation and sustainable natural resource utilization practices. An increase (or lack thereof) in the number of NRM initiatives implemented reflects the community interest, commitment and ability to create on-the ground programs that promote conservation and sustainable natural resource utilization practices.

YEAR	PROGRAM	TARGET	ACTUAL
2003	---	35 + KCMI + 5	
2004	---	CORE + KCMI + FORREMS	
2005	---	CORE + KCMI + FORREMS	
2006			
2007			
2008			

(b) = BASELINE

Indicator Reference sheet: SO5 Indicator #4

Performance Indicator Reference Sheet #4

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.1: Site-specific initiatives for NRM implemented outside PAs.
Sub-Intermediate Results #5.1.1: Appropriate NRM tools /technologies adopted.
Indicator: Number of Conservation Tools/Technologies in Use by Targeted Stakeholders.

Purpose

Many NRM tools and technologies already exist in Kenya but need to be disseminated from current users to new adopters in the target areas. In some cases new tools and technologies will be developed to stimulate local NRM initiatives. Access by stakeholders to a "larger tool kit" is expected to result in promotion of change in community and individual behaviors in favor of conservation and sustainable natural resource utilization practices.

Description

Precise Definition: Cumulative number of conservation tools / technologies in use by targeted stakeholders. A conservation tool or technology is a device or application of science that facilitates conservation or sustainable utilization practices of natural resources. Conservation tools to be counted include: 1) Buffer zones; 2) Land Trusts; 3) Focused commodity support; 4) Agroforestry technologies for improved farming; 5) Monitoring & evaluation systems and databases; 6) Conservation leases; 7) NRM Planning (Forest, Wildlife Parks, Marine Protected Areas etc; 8) Strategic planning; 9) Organizational capacity development tools and skills; and 10) Water harvesting and management, 11) Easements etc. Use means taken, implemented, or followed. Stakeholders are local community members/individuals and GoK in the target area. Target areas are currently defined as theSO5 focal areas.

Unit of Measure: Cumulative number of tools / technologies in use.

Disaggregated by: --

Management Utility: An increase (or lack thereof) in the number of conservation tools / technologies in use reflects both stakeholder access to new concepts and tools and their interest in implementation of those tools to improve conservation and sustainable utilization of natural resources. The implied hypothesis is that an increase in the number of tools/techniques applied at each site leads to increased access and implementation, which in turn leads to improved management of the natural resource base.

Plan for Data Collection

Data Collection Method: Performance reports from implementing partners.
Data Source(s): CORE /KWS database, FORREMS, KCMI
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible
Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Discuss disadvantaged group involvement data in terms of culture and decision making relating to NRM. Report on stakeholder adoption per geographic region. Discuss role of innovation in promoting improved NRM. Discuss results in conjunction with indicator #3.

Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.

Review of Data: Review with implementing partners in June and December.

Reporting of Data: Normally results at the Sub-IR level are not appropriate for inclusion in the CBJ, however because results from this indicator should be reported in pair with those from indicator #3, data from this indicator should be incorporated in the narrative discussion accompanying #3. Internal and External Audiences.

E. Data Quality Issues

Initial Data Quality Assessment: Conducted 02/02.

Known Data Limitations and Significance (if any): Care should be taken that implementing partners are reporting the number of tools in use and not the number of groups using a tool. The purpose of this indicator is to track the increase in the number of tools available to stakeholders in the "toolkits" they are using to improve NRM.

Actions Taken / Planned to Address Data Limitations: As summation of figures from each SO5 program will be required USAID will need to review data carefully from each source to ensure they have comparable data sets.

F. Performance Data Table

Method of Calculation: Summation of figures from each SO5 program will be required.

Notes on Baseline and Targets: Rough Baseline data for CORE is 7 tools in use in 2000 with a planned increase of 36% by 2003.

G. Other

Comments

Performance Summary Data Table 4

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders

APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: Sub-IR Level: #5.1.1: Appropriate NRM tools /technologies adopted.

INDICATOR: Number of Conservation Tools/Technologies in Use by Targeted Stakeholders.

UNIT OF MEASURE: Cumulative Number of Conservation Tools/Technologies in Use.

SOURCE: CORE / KWS Data-base, KCMI, FORREMS.

INDICATOR DESCRIPTION: Cumulative number of conservation tools / technologies in use by targeted stakeholders. A conservation tool or technology is a device or application of science that facilitates conservation or sustainable utilization practices of natural resources. Conservation tools to be counted include: 1) Land set asides for ecotourism or wildlife; 2) Nature focused enterprise development; 3) Spin-off Enterprise Development 4) Easements; 5) Buffer zones; 6) Land Trusts; 7) Forum/ network creation; 8) Focused commodity support; 9) Woodlots and Plantations; 10) Agroforestry technologies for improved farming; 11) Monitoring & evaluation systems and databases; 12) Conservation leases; 13) NRM Planning (Forest, Wildlife Parks, Marine Protected Areas etc; 14) Strategic planning; 15) Organizational capacity development tools and skills; 16) Marketing Development; 17) Product Development; 18) Water harvesting; 19) Co-management; 20) Domestication of plant and animal species etc. Use means taken, implemented, or followed. Stakeholders are local community members/individuals in the target area. Target areas are currently defined as the SO5 program focal areas.

COMMENTS: Many NRM tools and technologies already exist in Kenya but need to be disseminated from current users to new adopters in the target areas. In some cases new tools and technologies will be developed to stimulate local NRM initiatives. Access by stakeholders to a "larger tool kit" is expected to result in promotion of change in community and individual behaviors in favor of conservation and sustainable natural resource utilization practices. An increase (or lack thereof) in the number of conservation tools / technologies in use reflects both stakeholder access to new concepts and tools and their interest in implementation of those tools to improve conservation and sustainable utilization of natural resources.

YEAR	PROGRAM	TARGET	ACTUAL

(b) = BASELINE

Indicator Reference Sheet: SO5 Indicator # 5

Performance Indicator Reference Sheet #5

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.

Intermediate Result: #5.1: Site specific initiatives for NRM implemented outside PAs

Sub-Intermediate Results #5.1.2: Integrated NRM plans implemented

Indicator: Number of Integrated NRM Plans Implemented

Purpose.

The development of integrated community NRM plans is a necessary means of achieving the SO5 as many communities lack a documented program for identifying management priorities for their natural resources and a methodology for ensuring priorities are met over time.

Description

Precise Definition: Cumulative number of integrated NRM plans implemented in target areas. An Integrated NRM Plan identifies the range of ways a community needs to use their natural resources and establishes sustainable methods for conserving and utilizing those resources over time. Implemented is defined on two levels: 1- Initiated: Partnerships or agreements to undertake NRM planing established. 2-Operational: Plan finalized and actions taken in the field. Target areas are currently defined as Laikipia-Samburu, Greater Amboseli, South Coast up to Malindi, Taita-Taveta, Greater Maasai Mara and Mt. Kenya.

Unit of Measure: Cumulative number of NRM Plans Implemented

Disaggregated by: NA

Management Utility: An increase (or lack thereof) in the number of NRM plans implemented reflects stakeholders' interest and capacity to undertake improved natural resource management. The implied hypothesis is that community plans lead to improved management.

Plan for Data Collection

Data Collection Method: Performance reports from implementing partners/ Draft and final NRM plans.

Data Source(s): CORE/KWS M&E database , KCMI, FORREMS

Timing / Frequency of Data Collection: Annual.

Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Review progression of plan implementation from initiated to operational.

Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.

Review of Data: Review with implementing partners in June and December.

Reporting of Data: Internal and External Partners.

Data Quality Issues

Initial Data Quality Assessment: Conducted 02/02.

Known Data Limitations and Significance (if any): ---

Actions Taken / Planned to Address Data Limitations: ---

Performance Data Table

Method of Calculation: Summation of figures from each SO5 program will be required.

Notes on Baseline and Targets:

Other

Comments

Performance Summary Data Table 5

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders **APPROVED:** Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya				
RESULT NAME: Sub-IR Level: #5.1.2: Integrated NRM Plans Implemented.				
INDICATOR: Number of Integrated NRM Plans Implemented.				
UNIT OF MEASURE: Cumulative Number of NRM Plans Implemented: **SOURCE:** CORE / KWS Data-base, KCMI, FORREMS				
INDICATOR DESCRIPTION: Cumulative number of integrated NRM plans implemented in target areas. An Integrated NRM Plan identifies the range of ways a community needs to use their natural resources and establishes sustainable methods for conserving and utilizing those resources over time. Implemented is defined on two levels: A- Initiated: Partnerships or agreements to undertake NRM planing established. B- Operational: Plan finalized and actions taken in the field. Target areas are currently defined as the SO5 focal areas (Laikipia-Samburu, Greater Amboseli, South Coast and Taita-Taveta and Greater Maasai Mara). **COMMENTS:** The development of integrated community NRM plans is a necessary means of achieving the SO5 as many communities lack a documented program for identifying management priorities for their natural resources and a methodology for ensuring priorities are met over time. An increase (or lack thereof) in the number of NRM plans implemented reflects stakeholders interest and capacity to undertake improved natural resource management. * Targets and actual figures from 2002 onward include integrated NRM plans implemented under the Forestry Management Initiative and the Kenya Coastal Management Initiative.				

(b) = BASELINE

Indicator Reference Sheet: SO5 Indicator #6

Performance Indicator Reference Sheet #6

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.

Intermediate Result: #5.1: Site specific initiatives for NRM implemented outside PAs

Sub-Intermediate Results #5.1.3: Improved local decision-making based on monitoring and analysis

Indicator: Functionality of Databases Available to Targeted Local Decision-Makers.

Purpose.

The Implementation of natural resource management actions will require the availability and application of information in local decision-making. It is envisaged that improved access to accurate information will result in improved local NRM decision-making. Functional databases contain accurate, relevant, and timely data, which is used, analyzed and disseminated among relevant users (such as local policy makers). These databases serve to bridge the gap between traditional community knowledge and academic/scientific knowledge. This serves to validate community perceptions (often as accurate as scientific measurement) and to empower the local communities/ decision-makers themselves to manage the resources, articulate their needs and ultimately affect national or administrative level policies.

Description

Precise Definition: This indicator presents an indexed score representing the degree of functionality (number of points on an index) of a given database. A. Data is routinely collected and entered into a computerized system on a scheduled basis. 0 points = no routine data collection entry (haphazard) 1 point = data is often collected and entered in a routine fashion, 3 points= data is always collected and entered punctually as per the schedule. B. In-depth analysis of data collected is conducted annually (or more often) / YES= 1 point, NO= 0. C. An annual (or more often) report of results has been produced/ YES= 1 point, NO= 0. D. Number of copies of the report circulated/ None=0, 1-10=1 point, 11-25 2 points, 26 or more=3 points. E.Stakeholders can easily obtain data results and analysis. 0= Not available, 1= not easily accessible; 2=moderately accessible; 4= easily accessible.

Thus the total number of points per database, which could be obtained is 12. The indexed score is interpreted as follows: 0-4=Not functioning; 5-9=functioning; 10-12=highly functional. The 10 databases currently targeted are: 1) Rhino Monitoring; 2) Population counts of key species (game counts); 3) Human Wildlife Conflicts (PAC); 4) WDF; 5) CORE Stakeholders, 6) CORE CBO Data base, 7) Land Use Change, 8) NES, 9) DRSRS, 10) Mpala/NRM3.

Unit of Measure: Indexed figure

Disaggregated by: NA

Management Utility: The implied hypothesis is that improved databases will lead to improved access to accurate information which will then result in improved local NRM decision-making.

Plan for Data Collection

Data Collection Method: Performance reports from implementing partners

Data Source(s): SO5 partner databases.

Timing / Frequency of Data Collection: Annual.

Est. Cost of Collection: Negligible.

Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Review progression of degree of functionality.

Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.

Review of Data: Review with implementing partners in June and December.

Reporting of Data: Internal and External Partners.

Data Quality Issues

Initial Data Quality Assessment: 2/02

Known Data Limitations and Significance (if any):

Actions Taken / Planned to Address Data Limitations:

Performance Data Table

Method of Calculation: Summation of figures from each SO5 program will be required.

Notes on Baseline and Targets:

Other

Comments

Performance Summary Data Table 6

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders **APPROVED:** Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya				
RESULT NAME: Sub-IR Level: #5.1.2: Improved local decision-making based on monitoring and analysis.				
INDICATOR: Functionality of databases available to targeted local decision-makers.				
UNIT OF MEASURE: Indexed Score **SOURCE:** SO5 Partner Databases. INDICATOR DESCRIPTION: This indicator presents an indexed score representing the degree of functionality (number of points on an index) of a given database. A) Data is routinely collected and entered into a computerized system on a scheduled basis. 0 points = no routine data collection entry (haphazard) 1 point = data is often collected and entered in a routine fashion, 3 points= data is always collected and entered punctually as per the schedule. B) In-depth analysis of data collected is conducted annually (or more often) / YES= 1 point, NO= 0 C) An annual (or more often) report of results has been produced/ YES= 1 point, NO= 0. D) Number of copies of the report circulated/ None=0, 1-10=1 point, 11-25 2 points, 26 or more=3 points. E) Stakeholders can easily obtain data results and analysis. 0= Not available, 1= not easily accessible; 2=moderately accessible; 4= easily accessible. Thus the total number of points per database, which could be obtained is 12. The indexed score is interpreted as follows: 0-4=Not functioning; 5-9=functioning; 10-12=highly functional. The 10 databases currently targeted are: 1) Rhino Monitoring; 2) Population counts of key species (game counts); 3) Human Wildlife Conflicts (PAC); 4) WDF; 5) CORE Stakeholders, 6) CORE CBO Database, 7) Land Use Change, 8) NES, 9) DRSRS, 10) Mpala/NRM3. **COMMENTS:** The implied hypothesis is that improved databases will lead to improved access to accurate information which will then result in improved local NRM decision-making.				

(b) = BASELINE

Indicator Reference Sheet: So5 Indicator #7

Performance Indicator Reference Sheet #7

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.1: Site specific initiatives for NRM implemented outside PAs
Sub-Intermediate Results #5.1.4: Nature-focused business practices improved
Indicator: Financial Benefits to Communities from Nature-Focused Businesses

Purpose

Development of entrepreneurial business skills to establish or solidify nature focused businesses is one goal of the S05 program, the underlying principle being that profitable performance of nature-focused businesses will result in increased socio-economic benefits to local communities and create a sense of partnership between the local communities and NRM authorities resulting in improved NRM.

Description

Precise Definition: Financial benefits are monetary returns received by local communities from nature-focused businesses. Social benefits are also identified and explained in the narrative. Businesses are those nature-linked enterprises targeted under the SO5 program in the SO5 focal areas (Laikipia-Samburu, Greater Amboseli, South Coast up to Malindi, Taita-Taveta, Mt. Kenya and Greater Maasai Mara). Improved means the business had economic benefits greater than their baseline score.
Unit of Measure: Cumulative value of community financial business from nature-focused businesses in Kenya Shillings
Disaggregated by: NA, although discussion of financial distribution by gender to be included in the narrative
Management Utility: Improvement (or lack thereof) in financial benefit to communities from nature-focused businesses reflects the sustainability of an enterprise and thus their ability to provide socio-economic benefits to local communities, which should in turn create a sense of partnership between the local communities and NRM authorities resulting in improved NRM.

Plan for Data Collection

Data Collection Method: Performance reports from SO5partners
Data Source(s): CORE/ M&E database, FORREMS, KCMI
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible individual(s) at USAID: Charles Oluchina

Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Discuss disadvantaged group involvement data in terms of socio-economics, culture and decision-making relating to NRM. Report on social benefits in narrative form, as they are as important as financial benefits.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.
Review of Data: Review in June and December.
Reporting of Data: Internal and External Partners.

Data Quality Issues

Initial Data Quality Assessment: Conducted 02/02.
Known Data Limitations and Significance (if any):
Actions Taken / Planned to Address Data Limitations:

Performance Data Table

Method of Calculation: No calculation required, data from SO5 partner organizations
Notes on Baseline and Targets: Baseline data will available in 2002 to set initial targets, but targets should be finalized once all SO5 programs are online.

Other

Comments

Performance Summary Data Table 7

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders **APPROVED:** Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya				
RESULT NAME: Sub-IR Level: #5.1.4: Nature-focused business practices improved.				
INDICATOR: Financial benefits to communities for nature-focused businesses				
UNIT OF MEASURE: Kenyan Shillings **SOURCE:** AWF Data Form 3a, KCMI, FORREMS INDICATOR DESCRIPTION: Financial benefits are monetary returns received by local communities from nature-focused businesses. Social benefits are also identified and explained in the narrative. Businesses are those nature-linked enterprises targeted under the SO5 program in the SO5 focal areas (Laikipia-Samburu, Greater Amboseli, South Coast and Taita-Taveta and Greater Maasai Mara). Improved means the business had economic benefits greater than their baseline score. **COMMENTS:** Development of entrepreneurial business skills to establish or solidify nature focused businesses is one goal of the S05 program, the underlying principle being that profitable performance of nature-focused businesses will result in increased socio-economic benefits to local communities and create a sense of partnership between the local communities and NRM authorities resulting in improved NRM. Improvement (or lack thereof) in financial benefit of nature-focused businesses reflects the sustainability of an enterprise and thus their ability to provide socio-economic benefits to local communities which should in turn create a sense of partnership between the local communities and NRM authorities resulting in improved NRM.				

(b) = BASELINE

Performance Indicator Reference Sheet #8

Deleted: 13

Indicator: Organizational Capacity of Targeted CBOs

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.4: Environmental advocacy strengthened
Sub-Intermediate Results #5.4.1: Constituencies for NR conservation established

A. Purpose.

Conservation programs and projects outside PAs require competent organizations to transform labor, land, resources, and technologies into sustained improvements in the livelihoods of the local people. Supporting community based organizations to develop and mature helps ensure they will have greater competency, impact, and influence over key sectors of conservation and development in their own communities.

B. Description

Precise Definition: The average aggregate organizational capacity assessment score of targeted CBOs. The Organizational Capacity Assessment is a tool where organizations score their strengths and weaknesses on 196 items in the areas of: (i) governance, (ii) natural resource management, (iii) management, (iv) financial management, (v) conflict management, (vi) sustainability, and (vii) advocacy. These items are scored on a scale of 1-6 where: 1=needs immediate attention; 2=needs major attention; 3=needs attention on a wide scale; 4=needs attention on a limited scale; 5=acceptable, needs minor attention; and 6=acceptable no need for immediate attention. A median score is obtained for each organization and these are then compiled across organizations 1 reporting score produced. There are four levels of organizational development: Nascent (overall scores 2.3 or below), Emerging (2.4-3.5), Expanding (3.6-4.8) and Mature (4.9-6.0). Each CBO is periodically re-assessed (after receiving support from CORE in their areas of identified weaknesses) resulting in a new score showing progress (or lack there of) over time.
Unit of Measure: Average aggregate OCA score of targeted CBOs
Disaggregated by: a) CBOs brought in the current year; b) CBOs brought in previous years
Management Utility: An increase (or lack thereof) in the score reflects the degree of capacity an organization has and thus their capacity (or lack thereof) to impact conservation and development in their own communities. The underlying hypotheses are that competent CBOs lead to increased incentives (profit) and increased NRM.

C. Plan for Data Collection

Data Collection Method: Performance reports from CORE, KCMI, FORREMS
Data Source(s): Organizational Capacity Data Forms, CORE/KWS M&E database, KCMI, FORREMS
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible organization / individual(s): CORE, KCMI, FORREMS

D. Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time. Report qualitative information describing and organizational capacity development efforts undertaken and record notable outcomes. Include efforts beyond the targeted 10 CBOs to include entire SO5 focal areas population efforts.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.
Review of Data: Review in June and December.
Reporting of Data: Internal and External Partners

E. Data Quality Issues

Initial Data Quality Assessment: To be conducted in 2002.
Known Data Limitations and Significance (if any):
Actions Taken / Planned to Address Data Limitations:

F. Performance Data Table

Method of Calculation: No calculation required (data taken from CORE, KCMI, and FORREMS reports).
Notes on Baseline and Targets: For the purposes of this indicator, 10 CBOs are originally planned to participate in the assessment process.

G. Other

Comments

Performance Summary Data Table 8

Deleted: 13

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders

APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: Sub-IR Level: #5.4.1: Constituencies for NR conservation established.

INDICATOR: Organizational Capacity of Targeted CBOs.

UNIT OF MEASURE: Average aggregate OCA score of targeted CBOs

a. CBOs brought in the current year

b. CBOs brought in previous years

SOURCE: Three Databases: CORE/M&E, KCMI and FORREMS - using the Organizational Capacity Assessment tool

INDICATOR DESCRIPTION: The median organizational capacity assessment score of targeted CBOs. The Organizational Capacity Assessment is a tool where organizations score their strengths and weaknesses on 196 items in the areas of: (i) governance, (ii) natural resource management, (iii) general management, (iv) financial management, (v) conflict management, (vi) sustainability, and (vii) advocacy. These items are scored on a scale of 1-6 where: 1=needs immediate attention; 2=needs major attention; 3=needs attention on a wide scale; 4=needs attention on a limited scale; 5=acceptable, needs minor attention; and 6=acceptable no need for immediate attention. A median score is obtained for each organization and these are then compiled across organizations 1 reporting score produced. Nascent (overall scores 2.3 or below), Emerging (2.4-3.5), Expanding (3.6-4.8) and Mature (4.9-6.0). Each CBO is periodically re-assessed (after receiving support from CORE in their areas of identified weaknesses) resulting in a new score showing progress (or lack there of) over time.

COMMENTS: Conservation programs and projects outside PAs require competent organizations to transform labor, land, resources, and technologies into sustained improvements in the livelihoods of the local people. Supporting community based organizations to develop and mature helps ensure they will have greater competency, impact, and influence over key sectors of conservation and development in their own communities. An increase (or lack thereof) in the score reflects the degree of capacity an organization has and thus their capacity (or lack thereof) to impact conservation and development in their own communities. Results for 2000 indicate that the average score for the CBOs is 1.5 placing them in the Nascent category. This means that intensive organizational capacity support will have to be provided for the organization to mature.

* Targets and actual figures from 2002 onward include CBOs assisted by the Kenya Coastal Management Initiative and the Forestry Management Initiative

YEAR	PLANNED	ACTUAL
2000	NA	a. 1.5 b. NA
2001(b)	a. 1.5 b. 1.5 to 2.0	a. b.
2002*	a. 1.5 b. 2.0 to 3.0	a. b.
2003	a. 1.5 b Between 2.4 to 3.5	a. b.
2004	a. 1.5 b. TBD	a. b.
2005	a. 1.5 b. TBD	a. b.

(b) = BASELINE

Deleted: ¶

Indicator Reference Sheet: SO5 Indicator #9

Performance Indicator Reference Sheet #9

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.4: Environmental policy and legislative reform dvanced
Sub-Intermediate Results N/A
Indicator: Level of policy/legislation advancement

Purpose.

Broad-based and long term success of conservation programs in Kenya require a policy and legislative framework that promotes improved natural resource management by encouraging sustainable use of biodiversity. To that end SO5 supports organizations forwarding policy and legal reforms that promote forest, coastal, land use and wildlife conservation with GoK , civil society and grass roots community interest .

B. Description

Precise Definition: The policy reform indicator will use a point index to provide a qualitative measure of overall progress in the establishment of a policy environment supportive of improved NRM. The index will track the achievement of milestones in policy development process through to implementation of legislation or policy. The final weighting of specific milestones areas in this indicator reflect the amount of effort being undertaken and the areas where USAID can most make a difference.
Unit of Measure: Milestone phases.
Disaggregated by: Each individual policy or Act will be rated equally in terms of potential or realized impact in the environment sector
Management Utility: Promotion and passage (or lack thereof) of key policies and legislation reflects whether there is a positive legislation environment for improving natural resource management and encouraging sustainable use of biodiversity. The implied hypothesis is that policies and legislation lead to increased expected incentives for management.

C. Plan for Data Collection

Data Collection Method: Performance reports from SO5 partner organizations
Data Source(s): CORE/KCMI/FORREMS Performance Reports
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible organization / individual(s): KWS,FD, NEMA, Pact, AWF

D. Plan for Data Analysis, Reporting, and Review

Data Analysis: Results are annual and are not listed cumulatively. Review progress over time.
Presentation of Data: Display performance data in Summary Data Performance Table.
Review of Data: Review in June and December.
Reporting of Data: Internal and External Partners

E. Data Quality Issues

Initial Data Quality Assessment: To be conducted 02/05.
Known Data Limitations and Significance (if any):

1) Agency guidance (ADS 201.3.3.13b) suggests that SO Teams may use qualitative indicators if they are most appropriate and effective way of measuring an intended result.
2) The implied hypothesis is that policies and legislation lead to increased expected incentives for management. Data may not always capture the linkage to expected incentives as there can be a difference between enactment and implementation.

Actions Taken / Planned to Address Data Limitations: When qualitative data is used the SO teams should clearly define each term used in the measure and make sure to document all definitions.

F. Performance Data Table

Method of Calculation: Tally/ comprehensive listing may be required across SO partners
Notes on Baseline and Targets: Rough Baseline data will available in 2004.

G. Other

Comments

Performance Summary Data Table 9

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders

APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: Sub-IR Level: .

INDICATOR: Level of policy/ legislation advancement

UNIT OF MEASURE: Milestone phases

SOURCE: CORE, KCMI and FORREMS performance reports

INDICATOR DESCRIPTION: Listing of key activities undertaken by SO5 stakeholders and partners to improve the policy environment.

I) Problem identification/diagnosis: Problem definition, identification of cross-sectoral linkages, data collection, representative stakeholders consulted as to impacts, needs and perceptions. Interested groups propose that legislation is needed on issue. (25 points)

II) Pre-formulation and development: The full development of quality policy interventions to address the problem identified. Formulation/development would include cost/benefit analyses of various alternatives; modeling and constructing the policy intervention. Vetting draft policy intervention(s) with relevant stakeholders in government, non-government, the private sector and civil society, broadening participation through round table discussions, seminars and workshops. Stakeholders draft text or ideas for wording. Quality policy/legislation drafted in light of discussions and circulated for feedback. Issue is introduced in the relevant legislative committee/executive ministry. Draft text discussed in participatory forums in selected regions to ensure consistency with the wishes of the civil society sector. (20).

III) Finalization of policy intervention: Participatory dialogue undertaken to finalize draft Policy/ Legislation (by relevant committee/ executive ministry). If drafted by the executive, it is submitted to the legislature. Vetted quality policy intervention with all its components and clauses is finalized for final adoption and approval by appropriate administrative agency. (15)

IV) Debate: Legislation is debated by the legislature. Stakeholders advocate to policy makers in support of draft or alternate version. Interested CSOs undertake coordinated advocacy campaigns. This might include additional committee hearings, and/or consideration of alternative model laws, projecting likely impact of various provisions. (10)

V) Adoption: Policy intervention advocated by CSOs is approved and adopted by the appropriate administrative agency or legislative body. Legislation is passed by full approval process needed in legislature. Can take the form of the voting on a law; the issuance of a decree. (10)

VI) Implementation and enforcement: Actions that put the policy interventions into effect: agency personnel trained in procedures, appropriate institutions created or strengthened, operatives of the legislation widely disseminated. Participatory monitoring and evaluation undertaken. (20). .

COMMENTS: Broad-based and long term success of conservation programs in Kenya require a policy and legislative framework that promotes improved natural resource management by encouraging sustainable use of biodiversity. To that end SO5 supports groups forwarding policy and legal reforms that promote wildlife conservation with grass roots community interest and support. Promotion and passage (or lack thereof) of key policies and legislation reflects the whether there is a positive legislative environment for improving natural resource management and encouraging sustainable use of biodiversity.

YEAR	PROGRAM	TARGET	ACTUAL
2004 (b)	Wildlife	42	60
	Forestry	60	60
	Marine	15	5
	Land use	10	15
2005	Wildlife	56	
	Forestry	70	
	Marine	40	
	Land use	35	
2006	Wildlife	70	
	Forestry	85	
	Marine	65	
	Land use	60	
2007	Wildlife	80	
	Forestry	90	
	Marine	80	
	Land use	65	
2008	Wildlife	95	
	Forestry	95	
	Marine	85	
	Land use	80	

(b) = BASELINE

Performance Indicator Reference Sheet #10

Indicator:	Percentage of targeted GoK Partners utilizing new M&E tracking systems

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.3: Improved management of protected areas
Sub-Intermediate Results #5.3.1 Improved availability and analysis of data for decision-making.

A. Purpose.

The Implementation of natural resource management actions will require the availability and application of information solid NRM data. KWS (with the support of SO5) is currently improving data management systems and computerizing operations to improve access to data and improve NRM decision-making both within and outside of the National Parks. It is envisaged that improved access to accurate information will result in improved NRM decision-making by Protected Areas managers that include Park Wardens, Foresters, District Environmental Committees etc.

B. Description

Precise Definition: Percent of targeted Pas and units utilizing new tracking systems. Utilizing means data is entered in a timely fashion into the new computer database and that data is available to KWS parks and units.

Unit of Measure: Percentage

Disaggregated by: ---

Management Utility: An increase (or lack thereof) in the percentage of targets PAs and Units who report utilizing the improved monitoring database systems reflects improved availability and use of information for decision-making. The implied hypothesis is that improved access to accurate information will result in improved NRM decision-making.

C. Plan for Data Collection

Data Collection Method: Performance reports from implementing partners
Data Source(s): KWS M&E , FD and NEMA Annual Performance Report
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible organization / individual(s): KWS.

D. Plan for Data Analysis, Reporting, and Review

Data Analysis: Compare targets to actual performance. Review trends over time.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.
Review of Data: Review in June and December.
Reporting of Data: Internal and KWS.

E. Data Quality Issues

Initial Data Quality Assessment: To be conducted 2002.
Known Data Limitations and Significance (if any):
Actions Taken / Planned to Address Data Limitations:

F. Performance Data Table

Method of Calculation: No calculation required (data taken from CORE report).
Notes on Baseline and Targets: Rough Baseline data will available in 2001 to set initial targets.

G. Other

Comments

Performance Summary Data Table 10

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders

APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: Sub-IR Level: #5.3.1 Improved availability and analysis of data for decision-making.

INDICATOR: Percentage of targeted GoK partners utilizing new M&E tracking systems.

UNIT OF MEASURE: Percentage of targeted units

SOURCE: KWS M&E Database.

INDICATOR DESCRIPTION: Cumulative number of KWS parks and units utilizing new tracking systems. Utilizing means data is entered in a timely fashion into the new computer data base and that data is available to parks and departments

COMMENTS:
An increase (or lack thereof) in the percentage of targets Parks and Units who report utilizing the improved monitoring database systems reflects improved availability and use of information for decision-making. The implied hypothesis is that improved access to accurate information will result in improved NRM decision-making.

YEAR	PROGRAM	TARGET	ACTUAL

(b) = BASELINE

Performance Indicator Reference Sheet #11

Indicator: Functionality of internal KWS Databases for Monitoring and Evaluation

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result: #5.3: Improved management of protected areas
Sub-Intermediate Results #5.3.1 Improved availability and analysis of data for decision-making.

A. Purpose.

Monitoring and Evaluation (M&E) in KWS is relatively new and is not fully internalized. Institutional strengthening of the KWS M&E program is, therefore, necessary to improve availability and analysis of data required for decision-making. Data and information from KWS M&E databases will be made available to the park wardens, KWS departments, and decision-makers in the target areas. It is envisaged that improved access to accurate information will result in improved NRM decision-making.

B. Description

Precise Definition: This indicator presents an indexed score representing the degree of functionality (indexed score) of a given database. a) Data is routinely collected and entered into a computerized system on a scheduled basis. 0 points = no routine data collection entry (haphazard) 1 point = data is often collected and entered in a routine fashion, 3 points= data is always collected and entered punctually as pr the schedule. b) In-depth analysis of data collected is conducted annually (or more often) / YES= 1 point, NO= 0 c) An annual (or more often) report of results has been produced/ YES= 1 point, NO= 0. d) Number of copies of the report circulated/ None=0, 1-10=1 point, 11-25 2 points, 26 or more=3 points. e) Stakeholders can easily obtain data results and analysis. 0= Not available, 1= not easily accessible; 2=moderatley accessible; 4= easily accessible. Thus the total number of points per database, which could be obtained is 12. f)The indexed score is interpreted as follows: 0-4=Not functioning; 5-9=functioning; 10-12=highly functional. The 4 databases currently defined are Vegetation Change: Water Quantity and Quality: Waterfowl Distribution: Climate. Others TBD
Unit of Measure: Summed Annual Indexed figure representing the degree to which a group of monitoring databases are fully functional.
Disaggregated by: NA
Management Utility: An increase (or lack thereof) in the indexed score reflects the level of functionality of targeted monitoring databases. It is envisaged that providing Wardens with improved information will result in improved NRM decision-making.

C. Plan for Data Collection

Data Collection Method: Performance reports from KWS
Data Source(s): CORE/KWS Functional Database Index
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible organization / individual(s): KWS.

D. Plan for Data Analysis, Reporting, and Review

Data Analysis: Results reported will list the database title and the index score for determining its level of function as well as the average overall score. Compare targets to actual performance. Review trends over time.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.
Review of Data: Review in June and December.
Reporting of Data: Internal and External Partners

E. Data Quality Issues

Initial Data Quality Assessment: To be conducted in 2002.
Known Data Limitations and Significance (if any):
Actions Taken / Planned to Address Data Limitations:

F. Performance Data Table

Method of Calculation: No calculation required (data taken form KWS Performance report).
Notes on Baseline and Targets: Baseline data will available in 2001 to set initial targets.

G. Other

Comments

Performance Summary Data Table 11

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders

APPROVED: Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya

RESULT NAME: Sub-IR Level: #5.3.1 Improved availability and analysis of data for decision-making.

INDICATOR: Functionality of internal databases for Monitoring and Evaluation.

UNIT OF MEASURE: Average annual indexed figure representing the degree to which four monitoring databases are fully functional.

SOURCE: CORE/KWS Functional Database Index.

INDICATOR DESCRIPTION: This indicator presents an indexed score representing the degree of functionality (indexed score) of a given database.

A) Data is routinely collected and entered into a computerized system on a scheduled basis. 0 points = no routine data collection entry (haphazard) 1 point = data is often collected and entered in a routine fashion, 3 points= data is always collected and entered punctually as pr the schedule.
B) b) In-depth analysis of data collected is conducted annually (or more often) / YES= 1 point, NO= 0
C) c) An annual (or more often) report of results has been produced/ YES= 1 point, NO= 0.
D) d) Number of copies of the report circulated/ None=0, 1-10=1 point, 11-25 2 points, 26 or more=3 points.
E) e) Stakeholders can easily obtain data results and analysis. 0= Not available, 1= not easily accessible; 2=moderatley accessible; 4= easily accessible. Thus the total number of points per database, which could be obtained is 12.
F) The indexed score is interpreted as follows: 0-4=Not functioning; 5-9=functioning; 10-12=highly functional.

The 4 databases currently defined are: Vegetation Change, Water Quantity and Quality, Waterfowl Distribution and Climate.

COMMENTS: Monitoring and Evaluation (M&E) in KWS is relatively new and is not fully internalized. Institutional strengthening of the KWS M&E program is, therefore, necessary to improve availability and analysis of data required for decision-making. Data and information from KWS M&E databases will be made available to the decision-makers in the target areas. An increase (or lack thereof) in the indexed score reflects the level of functionality of targeted monitoring databases. It is envisaged that providing Wardens with improved information will result in improved NRM decision-making.

YEAR	PLANNED	ACTUAL
2000(b)	NA	NA
2001	Pending	TBD
2002	NA	
2003	Pending	
2004	NA	
2005	All databases functioning at 75 % of index criteria (a minimum of 9 out of 12 score)	

(b) = BASELINE

Performance Indicator Reference Sheet #12

Indicator: Capacity of Constituency Groups in Advocacy

Strategic Objective: Improved natural resource management (NRM) in targeted biodiverse areas by and for stakeholders.
Intermediate Result:
Sub-Intermediate Results ---#5.4: Environmental advocacy strengthened

A. Purpose.

Conservation programs require that grassroots CBOs be empowered to advocate and influence change in favor of improved natural resources management. Grassroots initiatives should lead to change in the management of natural resources in targeted areas, and help establish an enabling environment in which lasting changes in environmental management may occur. SO5 fosters many groups advocating the current trends towards devolution of NRM, sectoral coordination and advocacy for improved NRM.

B. Description

Precise Definition: Capacity of constituency groups in advocacy as measured by an annual indexed figure.
The Advocacy Index as developed by CORE participants will be used. This index includes 40 items pertaining to skill levels related to an organization's capacity in advocacy. For example, (i) The CBO has clearly stated advocacy objectives; (ii) the CBO has skilled manpower available for advocacy; and (iii) the CBO identifies advocacy issues with membership, etc. These items are scored on a scale of 1-6 where: 1=needs immediate attention; 2=needs major attention; 3=needs attention on a wide scale; 4=needs attention on a limited scale; 5=acceptable, needs minor attention; and 6=acceptable no need for immediate attention. The annual advocacy index score is the aggregated overall rating participating CBOs obtain on the advocacy index. Five CBOs are originally planned to participate in the assessment and receive support in building advocacy capacity within their organizations. Their scores on the advocacy index will be averaged and 1 score for the group of 5 will result. Each CBO will then be periodically re-assessed (after receiving support from CORE in their areas of identified weaknesses) resulting in a new score, which when calculated with those of other CBOs will result in a new final score showing the progress (or lack of progress) of this group of CBOs over time.
Unit of Measure: Annual Advocacy Index figure representing the degree to which a group has capacity in advocacy.
Disaggregated by: NA
Management Utility: An increase (or lack thereof) in the indexed score reflects the degree of capacity an organization has to advocate for conservation or improved natural resource management. The implied hypotheses is that advocacy leads to community empowerment which in turn leads to improved management.

C. Plan for Data Collection

Data Collection Method: Performance reports from CORE, KCMI and FORREMS
Data Source(s): Three Databases: CORE/M&E, KCMI and FORREMS - using the Pact Advocacy Index score
Timing / Frequency of Data Collection: Annual.
Est. Cost of Collection: Negligible.
Responsible organization / individual(s): CORE, KCMI, FORREMS

D. Plan for Data Analysis, Reporting, and Review

Data Analysis: CORE, KCMI and FORREMS compare targets to actual performance. Review trends over time. Report qualitative information describing and advocacy activities undertaken and record outcomes to influence policy change or redress in policy environment. Include efforts beyond the 5 CBOs to entire CORE population. Note the percentage of targeted CBOs who have advocacy skill levels at the expanding or mature level. The information will be gathered through the OCA process and provided by Pact. The terms expanding and mature are defined as organizations receiving an average score on the index between 5-6.
Presentation of Data: Display targets and actual performance data in Summary Data Performance Table.
Review of Data: Review in June and December.
Reporting of Data: Internal and External Partners

E. Data Quality Issues

Initial Data Quality Assessment: To be conducted 2002.
Known Data Limitations and Significance (if any): It is assumed that the set of human resources, objectives, and the identification of member issues are sufficient to lead to increased capacity.
Actions Taken / Planned to Address Data Limitations:

F. Performance Data Table

Method of Calculation: No calculation required (data taken from CORE, KCMI and FORREMS reports).
Notes on Baseline and Targets: For CORE: 5 CBOs are originally planned to participate in the assessment and receive support in building advocacy capacity within their organizations.

G. Other

Comments

Performance Summary Data Table 12

STRATEGIC OBJECTIVE 5: Improved natural resource management in targeted biodiverse areas by and for stakeholders **APPROVED:** Proposed New Indicator **COUNTRY/ORGANIZATION:** USAID/Kenya				
RESULT NAME: IR Level: #5.4: Environmental advocacy strengthened.				
INDICATOR: Capacity of constituency groups in advocacy.				
UNIT OF MEASURE: Average aggregated group score on the Annual Advocacy Index representing the degree to which a group has capacity in advocacy. **SOURCE:** Three Databases: CORE/M&E, KCMI and FORREMS - using the Pact Advocacy Index score				
INDICATOR DESCRIPTION: Capacity of constituency groups in advocacy as measured by an annual indexed figure. The Advocacy Index as developed by CORE participants will be used. This index includes 40 items pertaining to skill levels related to an organization's capacity in advocacy. For example, (i) The CBO has clearly stated advocacy objectives; (ii) the CBO has skilled manpower available for advocacy; and (iii) the CBO identifies advocacy issues with membership, etc. These items are scored on a scale of 1-6 where: 1=needs immediate attention; 2=needs major attention; 3=needs attention on a wide scale; 4=needs attention on a limited scale; 5=acceptable, needs minor attention; and 6=acceptable no need for immediate attention. The annual advocacy index score is the aggregated overall rating participating CBOs obtain on the advocacy index. Five CBOs are originally planned to participate in the assessment and receive support in building advocacy capacity within their organizations. Their scores on the advocacy index will be averaged and 1 score for the group of 5 will result. Each CBO will then be periodically re-assessed (after receiving support from CORE in their areas of identified weaknesses) resulting in a new score, which when calculated with those of other CBOs will result in a new final score showing the progress (or lack of progress) of this group of CBOs over time. **COMMENTS:** Conservation programs require that grassroots CBOs be empowered to advocate and influence change in favor of improved natural resources management. Grassroots initiatives should lead to change in the management of natural resources in targeted areas, and help establish an enabling environment in which lasting changes in environmental management may occur. SO5 fosters many groups advocating the current trends towards devolution of NRM, sectoral coordination and advocacy for improved NRM. An increase (or lack thereof) in the indexed score reflects the degree of capacity an organization has to advocate for conservation or improved natural resource management.				

(b) = BASELINE

SECTION II. EVALUATING THE SO5

Section I. identified the measures and methods that will be used to track performance data for SO5. In an environment of limited resources for development assistance and for collecting and analyzing performance information, it is an effective Strategic Objective Team that can make good strategic and tactical use of the performance information it collects and analyzes. That is what managing for results is all about. Unfortunately basic performance measurement data does not tell the managers WHY certain results are being achieved or not. To get this information, which is often crucial for decision-making, teams may have to conduct EVALUATIONS that test their assumptions, the cause-and-effect linkages in their program and the emergence of new constraints within the development environment.

Evaluation is an analytic effort undertaken selectively to answer specific management questions regarding USAID-funded programs or activities. In contrast to performance monitoring, which provides ongoing structured information, evaluation is occasional. Evaluation focuses on why results are or are not being achieved, on unintended consequences, or on issues of interpretation, relevance, effectiveness, efficiency, impact, or sustainability. It addresses the validity of the causal hypotheses that underlie Strategic Objectives and that are embedded in results frameworks. Evaluative activities may use different methodologies or take many different forms, e.g., ranging from highly participatory review workshops, to highly focused assessments relying on technical experts. (ADS Chapters 201, 202, 203)

Therefore, an effective performance measurement system requires developing an understanding and agreement among the operating unit, its partners and agents as to how and when management decisions will consider performance information. Specifically, SO5 needs to plan for the following:

Operating Unit Performance Reviews

Reengineering guidance requires operating units to conduct internal reviews of performance information at regular intervals during the year to assess progress toward achieving SOs and IRs. In addition, activity-level reviews should be planned regularly by SO teams to assess if activities' inputs, outputs, and processes are supporting achievement of IRs and SOs.

Tentative Schedule for SO5:
CTOs of course routinely meet with implementing partners to assess if activities' inputs, outputs, and processes are supporting achievement of IRs and SO (and review progress reports). However twice a year (May and November) CTOs should meet with contractors, cooperators and grantees to specifically discuss progress on the collection of performance information and progress toward planned results. The SO team should then conduct an internal performance information meeting each June and December to discuss progress toward achieving results and to discuss specific actions to overcome problems and accelerate performance, where necessary. Preparation and scheduling for the CBJ plan could also be conducted at this time.

USAID/Washington Reviews and the CBJ Report.

Reengineering requires operating units to prepare and submit to USAID/Washington an annual Results Review and Resource Request (CBJ) report, which is the basis for a joint review with USAID/W of performance and resource requirements.

Tentative Schedule for SO5:
Usually the Mission schedules tasks and assignments well ahead of the CBJ reporting cycle so information can be evaluated in ample time prior to deadline submission (thus the PMP does not propose a schedule here). In general, however, all implementing partners need to have final annual Performance Reports (which include indicator data but evaluate *why* certain results are being achieved or not) submitted to the SO no later than January 15th, so the USAID CBJ team can have the document prepared in February.

Mid-Term Evaluations of Contractors and Cooperators

Mid Term Evaluations are key opportunities for the SO Team to gather good strategic and tactical information focusing on why results are or are not being achieved and to address the validity of the causal hypotheses that underlie Strategic Objectives and that are embedded in results frameworks. To the degree possible mid-term evaluations should be participatory in nature and include stakeholder (customer) analysis of programs.

Mid-Term Evaluations Should Usually:

- Assess why progress toward planned results has been unexpectedly positive or negative.
- Test the validity of hypotheses and assumptions underlying a results framework.
- Assess how well needs of different customers are being met (e.g., by gender, age, ethnic groups).
- Identify and analyze unintended consequences and effects of assistance activities.
- Examine sustainability of activities and their results.
- Distill lessons learned that may be useful elsewhere in the

Tentative Schedule for SO5:
Mid-Term Evaluation dates are determined through each contracting instrument.

External Partner Meetings / Reviews.

As SO5 has a customer focus and seeks to collaborate in true partnership with government counterparts, collaborating NGOs, other partners, donors, customer groups, and stakeholders. Annual Partners meetings should be held to discuss performance information. The PMP recommends that on alternating years the focus of these meetings be Evaluation of Results (opposite years can serve simply as briefing years--see Section III), i.e. SO5 would facilitate a meeting to bring partners together to:

- Discuss why progress toward planned results has been unexpectedly positive or negative.
- Discuss the validity of hypotheses and assumptions underlying the results framework.
- Assess how well needs of different customers are being met.
- Identify and analyze unintended consequences and effects of assistance activities.
- Examine sustainability of activities and their results.
- Distill lessons learned.

While this is similar to the activities of a mid-term evaluation, the idea of an external partners meeting facilitated by the SO is to promote a sense of partnership among all actors interested in improving NRM across Kenya and to capitalize on the networking and coordination opportunities offered by bring all actors together at the same time and place.

Tentative Schedule for SO5:
Annual Partners Meetings could be held in November every two years.

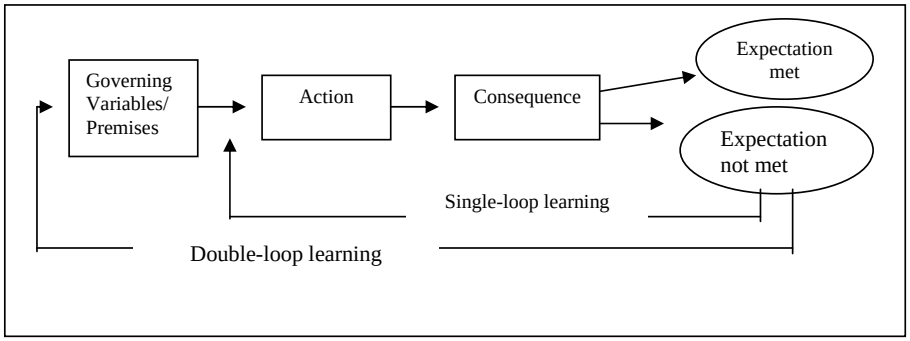
Using Adaptive Management to Influence Management Decisions.

The ultimate aim of performance monitoring systems is to promote performance-based decision-making. Four methods for undertaking evaluation of the SO5 have been listed above, but evaluation is really only valuable if the SO5 seeks to look not only at results on a cursory level but to understand the underlying reasons change is occurring or not occurring in the field and then uses that information to *adapt* both their actions and their conceptual framework. The PMP recommends the utilization of an *adaptive management* approach to ensure management process involve reevaluation of management premises.

Adaptive management is an approach to decision making involving a cycle of planning, implementation, monitoring, research, and subsequent re-examination of management decisions based on new information that may alter existing plans and priorities. In its simplest form, adaptive management is *action in response to learning* based on a process made up of a series of feedback loops that provide managers and decision-makers with information on the premise of their choices, results of past management decisions and on present conditions. Feedback between the public, managers, scientists and decision-makers is a fundamental component of the adaptive management strategy, and periodic assessment is its operational foundation.

The ecosystem approach and sustainable development issues involve decision-making based on the recognition that all information needed for complete evaluation of alternatives may not be available. Adaptive management recognizes that biological and socio-economic systems are inherently changing and unpredictable and copes with these uncertainties by monitoring decision making results and re-examining choices in light of these results and on new information that becomes available. Adaptive management is based on double loop learning, solving problems by reexamining premises and goals of organized cooperation. When successful, "real" learning results and the understanding of the realities of the system are improved. Adaptive management is ideal for learning about and understanding complex systems and structures.

CS Holling developed adaptive management in the 1970's. Since then it has been applied to a large range of issues including ecosystem management, rehabilitation of salmon stocks in the Columbia River Basin, and management of acid rain and water management in the Florida Everglades. Ten adaptive management areas are now operating in the US Pacific Northwest, and adaptive management is widely utilized in the Canadian Forest Service. USAID is using Adaptive Management in Madagascar and other areas. Adaptive management efforts have also recently begun in Australia, Indonesia, and Malawi.



Single loop and double loop learning (Argyris, 1992)

More information about adaptive management may be found on the internet, such as in THE ECOSYSTEM APPROACH: Healthy Ecosystems and Sustainable Economies, Volume II Implementation Issues: REPORT OF THE INTERAGENCY ECOSYSTEM MANAGEMENT TASK FORCE September 1995 (Web site: http://osiris.cso.uiuc.edu/denix/Public/ES-Programs/Conservation/Ecosystem/ecosystem2 html#three); Or in Kai Lees book Compass and Gyroscope.

SECTION III. REPORTING ON THE SO5

Planning how performance information will be reported is critical for effective managing for results. Operating Units report annually to their respective Bureau through the Results Review and Resource Request (CBJ) Report but this is just one type of report the SO should prepare. Performance information is also key to external audiences, such as host government counterparts, collaborating NGOs, other partners, donors, customer groups, and stakeholders.

USAID/Washington Reviews and the CBJ Report.

Reengineering requires operating units to prepare and submit to USAID/Washington an annual Results Review and Resource Request (CBJ) report, which is the basis for a joint review with USAID/W of performance and resource requirements. Other reports on specific topics may be requested punctually by the Mission or USAID/W.

Tentative Schedule for Production of Report: CBJ- December through February. Others on request.

Elements of a Good Results Report

- A good report focuses on results and accomplishments.
- Assesses performance over the past year, using established indicators, baselines and targets; States explicitly whether and how much progress or results surpassed, met, or fell short of expectations, and why;
- Specifies actions to overcome problems and accelerate performance, where necessary; explains the influence of comparative performance by objectives on the resource request;
- Addresses gender issues in the analysis of program performance,
- Integrates all funding sources, including food aid and where appropriate links relief and development;
- Identifies the need to adjust resource allocations, indicators, or targets, where necessary;
- Discusses the way forward and the prospects for successful program closeout or graduation, and addresses aspects of sustainability of results.

(CDIE Tips)

Operating Unit Performance Report

Not all performance data identified in the PMP for collection and analysis is necessarily used for (or highlighted in) the CBJ. The CBJ also is often limited by page restrictions and may be subject driven by DC or the Mission. Thus some type of internal SO report may be required to ensure comprehensive reporting on <u>all</u> the indicators and programs of the SO.

Tentative Schedule for Production of Report: Data should be available by January 15th of each year but as the SO is usually focused on CBJ reporting the team may not be able to produce a separate comprehensive report until March.

External Reports Briefings.

Utilizing the Operating Units *Internal Report* and a *sanitized* version (i.e. without sensitive budget figures etc) of the CBJ, the SO Team should annually develop reporting materials to distribute to key external audiences, such as host government counterparts, collaborating NGOs, other partners, donors, customer groups, and stakeholders. Communication techniques may include full-length reports, oral briefings, memos, newspaper articles, press releases, etc. This information would also be utilized in the Annual partners meeting.

Tentative Schedule for SO5: Information on results should be provided no later than April of the following year.

Reporting on Development of the PMP

USAID guidance requires operating units to prepare PMPs once their strategic plans are approved, but while PMPs are required, they are for the operating unit's own use. Review by central or regional bureaus is not mandated, although some bureaus encourage sharing PMPs. PMPs should be updated as needed to ensure plans, schedules, and assignments remain current.

SECTION IV. NOTES ON BUDGETING FOR THE PMP

Reengineering guidance gives a range of 3 to 10 percent of the total budget for an SO as a reasonable level to spend on performance. The PMP has determined that adequate data are already available from implementing partners and thus cost of data collection to the Operating Unit is minimal. However, when budgeting for the PMP costs for evaluation and report development and document dissemination should be incorporated.

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Gathinji, Irene (Ms.). PACT/CORE

Gichuki, Francis N. (Dr.). NRM Coordinator, Laikipia Research Program

Kahuki, C.D. (Mr.). FD/KWS MOU Coordinator, Kenya Wildlife Service

Kamweti, David (Dr.). Forestry, Environment and Policy Consultant, Kamfor Company Ltd., Nairobi

McCoy, Lynn (Ms.). PACT/CORE

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Zech, Ben (Mr.). Technical Advisor, KWS/Netherlands Wetlands Training and Conservation Program

Briefing Workshops

Cowles, Paul (Mr.). PACT/CORE

Guchu-Katee, Christine (Ms.). AWF/CORE

Kigathi, James (Mr.). USAID/Kenya

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Mwale, Sam (Mr.). Consultant

Ndirangu, James (Mr.). ABEO, USAID/Kenya

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