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SECURING RIGHTS TO LAND AND NATURAL RESOURCES FOR BIODIVERSITY AND LIVELIHOODS ON THE NORTH COAST (SECURE) PROJECT LIFETIME WORK PLAN



REVISED APRIL 2010

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Implemented by:

ARD, Inc.
P.O. Box 1397
Burlington, VT 05402

Cover Photos: Communities residing around the Kiunga Marine, Boni, and Doodori Natural Reserves rely on slash-and-burn farming (top left) and fishing (top right) to help meet their livelihood needs. The picturesque coastline of northern Kenya (bottom left) is under threat by unscrupulous land speculators that are denying indigenous communities of their customary tenure rights. The region is also home to notable populations of wildlife (bottom right), which has experienced significant depletion in recent years. Courtesy of Safia Aggarwal and Kevin M. Doyle, SECURE Project, ARD, Inc.

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	III
1.0 INTRODUCTION	1
1.1 THE CONTEXT	1
1.2 LAND TENURE AND PROPERTY RIGHTS ASSESSMENT	2
1.3 SECURE PROJECT AND THE LAND REFORM SUPPORT PROGRAMME	3
1.4 PRELIMINARY FIELD VISIT	3
1.5 WORK PLAN	3
2.0 PROGRAM OVERVIEW	5
2.1 OBJECTIVES	5
2.2 PROGRAM COMPONENTS	5
2.3 ASSUMPTIONS AND PRINCIPLES	6
3.0 KEY IMPLEMENTING PARTNERS	9
4.0 PROJECT MANAGEMENT AND COORDINATION....	11
4.1 PROJECT MANAGEMENT	11
4.2 SUBCONTRACTORS AND GRANTEES	11
5.0 PROJECT ACTIVITIES.....	13
5.1 STAFFING AND PROCUREMENT ARRANGEMENTS	13
5.2 BUILDING PARTNERSHIPS	13
5.3 IMPLEMENTATION OF PROJECT COMPONENTS	15
5.3.1 Component 1: Security of Tenure and Conflict Mitigation.....	16
5.3.2 Component 2: Improve Management of Protected and Biologically Sensitive Areas.....	20
5.3.3 Component 3: Provide Lessons Learned to Inform Policy.....	24
6.0 PROJECT MONITORING AND REPORTING	27
6.1 PROJECT MONITORING AND PMP	27
6.2 REPORTING	28
ANNEX 1: MAP OF PROJECT SITES	29
ANNEX 2: PROJECT TIMETABLE: TIMING AND SEQUENCING OF ACTIVITIES AND TASKS	31
ANNEX 3. SECURE IMPLEMENTING STRUCTURE	33
ANNEX 4: ARD MANAGEMENT STRUCTURE FOR SECURE	35
ANNEX 5: WORKING GROUP MEMBERS.....	37

**ANNEX 6. ADDITIONAL COMMUNITIES IDENTIFIED BY
MOL THAT REQUIRE LAND RIGHTS
FORMALIZATION 39**

ACRONYMS AND ABBREVIATIONS

BMU	Beach Management Unit
COTR	Contracting Officer's Technical Representative
CREEL	Center for Environmental Legal Research and Education
DoF	Department of Fisheries
DoF	Department of Fisheries
DPGL	Development Partners Group on Land
EAWLS	East Africa Wildlife Society
GoK	Government of Kenya
GPS	Global Positioning System
ILEG	Institute for Law and Environmental Governance
IQC	Indefinite Quantity Contract
KFS	Kenya Forest Service
KIWA	Kiwayu Island Welfare Association
KMNR	Kiunga Marine National Reserve
KWS	Kenya Wildlife Service
LRSP	Land Reform Support Programme
LRTU	Land Reform Transformation Unit (of the Kenya Ministry of Lands)
LTPR	Land Tenure and Property Rights
M&E	Monitoring and Evaluation
MoL	Kenya Ministry of Lands
MOU	Memorandum of Understanding
NLP	National Land Policy
NGO	Nongovernmental Organization
PIA	Public Information and Awareness
PLACE	Prosperity, Livelihoods and Conserving Ecosystems
PMP	Performance Monitoring Plan

PRA/RRA	Participatory Rural Appraisal/Rapid Rural Appraisal
PRRG	Property Rights and Resource Governance Task Order
SECURE	Securing Rights to Land and Natural Resources for Biodiversity and Livelihood in the Kiguna, Boni and Dodori Reserves and Surrounding Areas Project
SOW	Scope of Work
STA/M	Senior Technical Advisor/Manager
SWA	Shungwaya Welfare Association
TRA	Threats Reduction Assessment
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WWF	World Wildlife Fund

I.0 INTRODUCTION

I.1 THE CONTEXT

Northern coastal Kenya is home to three biologically significant nature reserves of great local, national, and global significance: the Kiunga Marine National Reserve (KMNR), and the Boni and Dodori National Reserves.

The KMNR, gazetted in June 1979 and registered in accordance with the Wildlife Management and Conservation Act of 1976, encompasses a 250 km² area with over 50 offshore islands and significant mangrove, estuarine, and marine ecosystems supporting notable populations of wildlife, marine turtles, seabirds, and fish.

The Dodori National Reserve is an important terrestrial conservation area that was gazetted in 1976. Its 877 km² encompasses an important woodland and forest area that historically supported large populations of wildlife (including elephants, lions, buffaloes, and coastal topi). Both the Kiunga Marine and Dodori reserves fall within Lamu East District.

The Boni National Reserve, located in Ijara District (bordering Somalia), contains large tracts of intact coastal forest with significant concentrations of valuable hardwoods and grasslands. Also gazetted in 1976, it is habitat for numerous keynote species, many of which are listed by the International Union for Conservation of Nature as either vulnerable or endangered. The reserve covers 1,339 km².

This region has been recognized globally as an important cultural heritage area and conservation hotspot by international organizations. The Kiunga Marine and Dodori national reserves jointly became a United Nations Educational, Scientific, and Cultural Organization (UNESCO) Man and Biosphere Reserve in 1980. Nearby Lamu Island was designated as a UNESCO Cultural World Heritage Site in 2002. With their unique coastal forest communities and ecosystems, the Boni and Dodori National Reserves support large open springs and water catchments critical for the survival of both the human and wildlife populations, and they have been recognized by Conservation International as an Eastern Arc Hotspot. The KMNR and the broader Lamu Archipelago were recognized as one of eight areas of global priority areas for conservation in the World Wildlife Fund for Nature (WWF) East African Marine Ecoregion visionary workshop held in 2001.

The Kiunga Marine, Boni, and Dodori reserves are all managed by the Kenya Wildlife Service (KWS). They and surrounding areas are the ancestral homeland of two ethnic groups—the Boni and the Bajuni. The Boni, or Aweer, number about 3,000 individuals and are traditional hunters and gatherers. However, a governmental decree has forced them to live in villages along the Hindi-Kiunga road on Government of Kenya (GoK) land between the Boni and Dodori reserves. The move was intended to provide the Boni with benefits including community government security and social services. However, the Boni continue to depend on forest and open rangeland resources in the Dodori and Boni forests for shifting cultivation, collection of honey, plants for traditional medicine and building materials, and bush meat. Much of the land they inhabit is of poor agricultural value due to low rainfall and poor soils.

The Bajuni are of Swahili and Arab origin and live along the coast and on the region's islands. They rely heavily on fishing (for subsistence and sale), mangrove harvesting, and slash and burn farming. The islands within the KMNR historically and currently play an important role in the lives of the Bajuni, who use bays, inlets, and protected beaches for seasonal fishing camps. Despite the fact that the land (i.e., the islands and shoreline) within the reserve are their ancestral land, the Bajuni people's legal claim to this land remains ill-defined and vague.

When each of the reserves was gazetted, the customary tenure and access rights to land and other resources in the reserves were not formally defined for the Bajuni or Boni. Nevertheless, all land (including islands) within the reserves is currently designated as government land—i.e., public land that is lawfully held, used, or occupied by the GoK and managed by KWS. This means that both the Boni and the Bajuni communities are officially designated as “squatters” on their ancestral lands. Confusion and animosity have evolved between them and the GoK, and in particular toward KWS as it endeavors to fulfill the role as the area’s conservator. GoK’s presence in the reserves is limited to some anti-poaching patrols, and there are no known management plans to support conservation efforts in the region.

The Boni and Dodori National Reserves have experienced significant depletion of wildlife in recent years. In the early 1970s, the area had some of the highest concentrations of elephants and other game in Kenya, but these were practically eliminated through intense poaching during the two Shifta separatist insurgencies (1965 and 1970) and one rebel incursion by Somali warlords (1991). These cycles of attacks resulted in unprecedented surges in banditry and wildlife poaching in the area, and ivory, rhino horn, and skins were exported to Somalia, Arabia, and the Far East. The KMNR is under serious threat due to allegedly illegal allocations of land on islands and along coasts within the reserve to the influential, including foreign businessmen and developers. In addition, haphazard development of beach plots and coastlines for tourism is seriously threatening the integrity of marine and estuarine ecosystems in the reserve. Some of these have been obtained through secret and extra-legal means, facilitated by the GoK in Nairobi, local chiefs, and district officials. In other cases, members of the local communities have sold land to outside investors under dubious terms and representation.

Attempts have been made to counter irregular and fraudulent in the KMNR by advocacy groups such as the Shungwaya Welfare Association (SWA) that has initiated litigation on a number of illegal land transactions. KWS recently inventoried illegal sales and is attempting to prevent speculators and developers from obtaining plots within the reserve. Outside the reserves, lands have been granted to private farmers and ranchers. Large ranches (from 2,000–5,000 ha) have been allocated to multinational companies, often through deals made in secret, with no formal gazettelement or public announcement. Given that this area is resource-rich and highly desirable for tourism and other economic development, it is likely that the demand for land and access to the coastal areas will increase, creating greater strain on resources, and leading to increased tensions among local residents, external investors, and the GoK. The proposed development of a new deep water port and oil refinery in Magogoni, near Lamu Island, with transportation linkages to southern Sudan and Ethiopia, is already increasing tension, land speculation, and pressures on land. Meanwhile, the Boni and Bajuni have limited knowledge of Ministry of Land (MoL) procedures and cannot afford the high transaction costs associated with land adjudication and registration.

In 1996, WWF partnered with KWS to assist in the management of the KMNR and to encourage the participation of local communities in the conservation of the area through establishment of the Kiunga Marine Conservation and Development Project. Furthermore, a memorandum of understanding (MOU) between the County Council and KWS dated 1991 sets out the terms of the management arrangement; however this MOU remains unsigned. Indeed, the areas outside the national reserves fall under the Government Land Act over which County Councils have no authority. The councils feel they should be involved in the management of all lands, including the reserves.

I.2 LAND TENURE AND PROPERTY RIGHTS ASSESSMENT

In March 2008, the United States Agency for International Development (USAID) and ARD, Inc. undertook a land tenure and property rights (LTPR) assessment of USAID’s natural resource management and conservation programs in the northern rangeland regions and the north coast of Kenya. The assessment documented long-standing irregularities and inequities in land and property rights, economic marginalization of resident communities, and conflict between communities and stakeholders that is undermining resource management and economic opportunities.

The assessment provided recommendations for specific program interventions. Based on the assessment, USAID designed the Securing Rights to Land and Natural Resources for Biodiversity and Livelihood in the Kiunga, Boni, and Doodori Reserves and Surrounding Areas (SECURE) Project. This 18-month project is being supported under the USAID/Washington Property Rights and Resource Governance (PRRG) contract with ARD.

I.3 SECURE PROJECT AND THE LAND REFORM SUPPORT PROGRAMME

The SECURE project forms a part of the Development Partners Group on Land (DPGL) Land Reform Support Programme II (LRSP II) for Kenya, being implemented by the MoL—specifically, the Land Reform Transformation Unit (LRTU) that developed the new National Land Policy (NLP) adopted by Parliament in December 2009. The program emerged from an MOU between the MoL and DPGL in October 2008. Its overall goal is to help Kenya achieve efficient, sustainable, and equitable land use.

Component 3 of the LRSP II intends to support land administration and management by creating local-level mechanisms for sustainable land rights administration and management, and strengthen land administration through demonstration intervention, capacity building, and guidelines for effective and accountable management in urban and rural areas. The SECURE project contributes to this component by undertaking land tenure security demonstration interventions in the north coast.

I.4 PRELIMINARY FIELD VISIT

Following the finalization of the SECURE Scope of Work (SOW) in February 2009, a team of ARD, USAID/Kenya, and USAID/Washington staff conducted a start-up visit in March 2009. The team met with key stakeholders in Nairobi, Lamu District, and Kiunga Division of Lamu District. The main purpose of this visit was to share the SECURE project concept with stakeholders to obtain buy-in, and link SECURE with related ongoing activities.

In particular, the team met with KWS in Nairobi. KWS is the primary authority that manages the Kiunga, Boni, and Doodori reserves. The team traveled to Lamu town and met with district officials, including the District Commissioner, the District Officer, and representatives of the MoL, KWS, Kenya Forest Service (KFS), and the County Council. In Kiunga and on Kiwayu Island, the team met with division-level authorities, and selected village communities. Specifically, the team met with the Boni community in Mangai village in the corridor between the Boni and Doodori reserves, the Bajuni community in Mkokoni village along the Kiunga coast, and the Bajuni community in Kiwayu village on Kiwayu Island. The team also met with the East Africa Wildlife Society (EAWLS) in Nairobi, WWF representatives in Mkokoni and Nairobi, and SWA and other community groups while in Lamu town.

I.5 THE PURPOSE AND TIMING OF THE WORK PLAN

The purpose of this work plan is to lay out detailed activities based on the program outlined by USAID/Washington and USAID/Kenya in the February 2009 final SOW. This work plan covers a period of 18 months from 1 September 2009–28 February 2011.

ARD first drafted the SECURE work plan in April 2009, and submitted it to USAID on 4 May 2009. Due to the need for additional GoK approvals, USAID/Kenya requested that the project start date, work plan finalization, and Performance Monitoring Plan (PMP) development be postponed. Once the approvals were obtained and the project started on 1 September 2009, the MoL (as SECURE's key GoK implementer) requested that work plan be finalized after the first stakeholder workshop was held (December 2009) to allow work plan activities to tie in with the GoK schedules. USAID/Kenya approved this new schedule. This work

plan has received buy-in from all key partners, particularly from the MoL, to the process and activities proposed herein.

2.0 PROGRAM OVERVIEW

2.1 OBJECTIVES

The SECURE project contributes to USAID/Kenya's Environment and Natural Resource Management Program Strategic Objective (SO 5) of improved environment and natural resource management in targeted biodiverse areas, as well as its Conflict Mitigation and Reconciliation Strategic Objective (SO 6). In support of these strategic objectives, SECURE will promote biodiversity conservation and sustainable natural resource management, reduce conflict, and improve livelihoods through activities that will:

- Support formal recognition of indigenous communities' rights to property in areas inside and surrounding the Kiunga Marine, Boni, and Doodori national reserves, and formalize a process that can be duplicated by the GoK;
- Reduce contention over scarce resources by identifying land- and resource-related conflicts and strengthening institutions for conflict mediation and resolution;
- Sustainably manage natural resources and biodiversity by securing community tenure and help develop land use plans that contribute to conservation goals and livelihood needs of the local communities; and
- Inform policy dialogue on strengthening customary rights and promote co-management of natural resources.

2.2 PROGRAM COMPONENTS

To achieve the above objectives, the SECURE project was designed to include three components as described in SOW:

- **Component 1: Improve security of tenure and reduce conflict over natural assets.** The institutional framework and relationships between the GoK and the Bajuni and Boni remain unclear. These must be formalized to ease tensions and enable long-term collaboration for land management and conservation. There are several options for securing property rights and access to resources in this area; however, those accommodating customary rules and procedures are likely to be more sustainable and successful in reducing conflict. SECURE is thus expected to identify the appropriate legal mechanism for securing Boni and Bajuni customary land and resource rights, document related procedures, pilot land formalization activities in selected villages, establish appropriate mechanisms for conflict mitigation and resolution, and provide training to government officials and community groups, as necessary.
- **Component 2: Improve management of protected and biologically sensitive areas.** The SECURE project will document customary approaches for sustainably managing natural resources to lay the foundation for accommodating customary and statutory tenure arrangements in the management of marine and terrestrial resources; support the establishment of co-management agreements between communities, KWS, KFS, and/or the Department of Fisheries (DoF) for natural resource governance in and, as necessary, outside of the reserves; support the development of participatory community-based land use plans through joint co-management arrangements; support the development of and strengthen co-management institutions; and set up a framework for monitoring impact on biodiversity.

- **Component 3: Provide lessons learned to inform policy.** As the entire project is, in essence, a pilot for the implementation of the new NLP, SECURE will document lessons learned in the execution of Components 1 and 2 that will then be shared with the various applicable line ministries to strengthen aspects of relevant regulations for future policy development (e.g., the draft Wildlife Policy and Wildlife Bill, the Forest Act, and the Land Act under the new NLP). In particular, SECURE will document best practices and lessons learned to support policy dialogue and improved implementation of laws and policies in relation to formalizing customary land and resource rights, as well as co-management of natural resources. The project will convene and conduct district- and national-level workshops to share experiences and lessons learned, particularly with the MoL and KWS. The information may also be used for future USAID-funded interventions in Kenya and elsewhere.

2.3 ASSUMPTIONS AND PRINCIPLES

The SECURE project will work to harmonize closely with other ongoing activities being implemented by the MoL-LRTU, MoL district-level staff in Lamu, and KWS. While the SECURE work plan and associated budget is expected to present a clear vision of specific activities and timelines, the need to harmonize activities with ongoing efforts makes such forward planning a challenge. The work plan activities presented in the following sections lay out specific activities for program implementation; however, several assumptions and principles underlie the work plan as presented below:

- **Adaptive program management and iterative planning.** Given the need for coordination of activities with GoK partners and stakeholders, a work plan that allows flexibility in responding to the uncertain and changing local context is essential. In particular, the SECURE Team Leader will work to ensure that communication and close coordination is maintained with the GoK counterparts, and fine-tune activities of this work plan as necessary. The Team Leader will review the work plan with USAID/Kenya as needed, and propose ways to improve impact in relation to changes in program environment—such as aligning with GoK activities being implemented in parallel. The Team Leader will include these proposals in quarterly progress reports, seek the concurrence of USAID (Kenya and Washington), and make adjustments to the work plan and to the PMP as necessary.
- **Monitoring costs and retaining project focus.** The SECURE team will need to carefully monitor the costs of project implementation and propose adjustments to activities in the work plan as necessary. The costs of operating in Lamu are high as the project team maintains presence there (close to district-level offices) and in Kiunga (close to the project field sites). Travel to the pilot communities is expensive, as are the communications systems needed to maintain efficiency in project implementation; to coordinate working group meetings; and to engage the government agencies, community representatives, and other partners. The SECURE field team will need to closely monitor costs, define priorities in light of the project’s overall objectives, and ensure that the most critical elements of the project receive the needed attention.
- **Cooperation and transparency of implementing agencies.** The project will only be successful if the implementing government agencies, in particular the MoL (in Nairobi and Lamu), embrace the project objectives and approach, and secure the necessary staff resources to implement the project. The SECURE project will seek the assistance of the MoL-LRTU to inspire the MoL district-level staff to adhere to the principles of transparency and accountability to the public in addressing, in a timely and efficient manner, the land rights formalization process for the pilot communities.
- **Security.** SECURE will operate in a region that is very close to the Somalia border where there have been frequent raids by armed bandits over the years to rob and sometimes kidnap victims, particularly expatriates, for ransom. These incursions have displaced entire villages, some of which were abandoned and never re-established. While the GoK has worked to strengthen its ability to prevent such invasions into the country, incidents do still occur. In addition, according to the U.S. Department of State, a

number of al-Qaida operatives and other extremists are believed to be operating in and around East Africa, especially in Somalia. Terrorist actions may include suicide operations, bombings, kidnappings, or targeting maritime vessels. Terrorists do not distinguish between official and civilian targets. Increased security at official U.S. facilities has led terrorists to seek softer targets such as hotels, beach resorts, prominent public places, and landmarks. In particular, terrorists and likeminded extremists may target international aid workers, civil aviation, and seaports in various locations throughout East Africa, especially in or near Somalia. In July 2009, three nongovernmental organization (NGO) workers were kidnapped by unidentified gunmen from their base in Mandera, Kenya, located on the border with Somalia. Americans in remote areas or border regions where military or police authority is limited or non-existent could also become targets. ARD will continuously monitor the situation, with the assistance of the U.S. Embassy if possible, to ensure that the project team can live and work in a relatively safe environment.

3.0 KEY IMPLEMENTING PARTNERS

The SECURE project will be implemented with key GoK and NGO partners. Specifically, SECURE will engage the following key entities in specified roles:

- **Ministry of Lands.** In essence, the MoL will be the principal implementer of the SECURE project, with facilitation provided by ARD. The MoL is attempting to address land-related problems through various initiatives. As noted earlier, one such initiative is the LRSP II, of which the SECURE project is a part. In Lamu District, the MoL is currently addressing land tenure insecurity in some communities in the coast by formalizing customary land rights through demarcation of individual/household-level land holdings. Within the KMNR, specifically on Kiwayu Island, the MoL is expected to support the KWS in demarcation of village lands. On the policy side, the LRTU has recently ushered through the new NLP, which now awaits development and implementation of its various components, a number of which the SECURE project will pilot. Thus, SECURE will collaborate with the MoL both at the field level and in the policy reform process.
- **Kenya Wildlife Service.** Under the Wildlife (Management and Conservation) Act of 1976, KWS retains the legal authority to manage all parks and reserves in Kenya, including the Kiunga Marine and the Boni and Dodori national reserves—all three of which appear to have been gazetted with little community participation. While lack of funding results in limited management of these reserves, communities remain bitter about the presence of the reserves and their lack of formal land and resource rights. There is also questionable legal status of the KMNR due to vagueness of the original gazette notice of 1976, which is now leading to land grabbing, and further exacerbating hard feelings toward KWS and MoL among the community. In order to better conserve the significant biodiversity values of the reserves and the region in general, the SECURE Project will work with KWS and other relevant government agencies to provide technical support and assist with the forging of co-management agreements with targeted communities in and around the Kiunga, Boni, and Dodori reserves. SECURE will also collaborate with KWS on the strengthening and passage of a new Wildlife Bill and Policy.
- **Kibodo Trust.** The Kibodo Trust was established in 2004 with support from USAID.¹ The primary objectives of the trust are to strengthen effective natural resource management in the reserve areas, improve conservation of natural resources through sustainable activities, support social development through the establishment of income-generating projects, and promote better health and education among the resident communities. The Kibodo Trust will assist the SECURE project to gain a foothold in the targeted communities in order to work toward formalizing their land and resource rights, and forge co-management agreements between the communities and KWS and other government agencies.
- **Shungwaya Welfare Association.** The SWA is an umbrella organization of community groups trying to secure the land rights of indigenous communities in the north and south coast regions of Kenya. Over the past two decades, Shungwaya has successfully brought cases of illegal land allocations to court. Recently, the association assisted the community group Kiwayu Island Welfare Association (KIWA) to approach the MoL in Nairobi to investigate whether or not the islands within the KMNR are in fact part of the national reserve, and to determine the legality of titles granted to investors and influential

¹ Kibodo is an acronym for Kiunga, Boni, and Dodori.

individuals on Kiwayu Island within the past decade. SWA and KIWA hosted a workshop in Kiwayu village in February 2009 and invited the MoL to present findings to representatives from the MoL-Lamu, KWS, district authorities, private investors, and the village community. SECURE will collaborate with the association to engage the pilot communities through a participatory process in project activities, raise awareness of the land rights formalization process, mediate and resolve conflicts, and help build consensus for land use planning and co-management arrangements.

- **East Africa Wildlife Society.** EAWLS is a membership-based NGO active in the East African region. EAWLS' primary objective is to promote the conservation and wise use of wildlife and other natural resources. The society influences policy reform through advocacy and publicity, helps develop and maintain national park infrastructure, supports anti-poaching measures in wildlife sanctuaries, supports community conservation initiatives, and builds organizational capacity for sustainable development. Given its presence in Nairobi and current engagement with the draft Wildlife Bill, SECURE will seek assistance from EAWLS to achieve passage and implementation of the bill and, where possible, implementation aspects of the new NLP.

It is important to note that both in customary land rights formalization and co-management, multiple efforts are ongoing, and a number of GoK agencies (MoL, KWS, KFS, and DoF), donors, and NGOs are implementing activities, but little dialogue has taken place. Through workshops or the working groups (proposed below), SECURE will work to bring together disparate groups and exchange information on ongoing activities to forge or renew collaborative efforts in addressing land tenure and natural resource management.

In addition to the informal and formal partnerships with the above stakeholders, the SECURE project anticipates that it will also work with other GoK agencies: KFS, the Arid Lands Management Office, and administrative bodies such as the Lamu County Council, area Members of Parliament, the District Commissioner for Lamu East District, the District Officers in the pilot community divisions, and the Principal Chief for Lamu, Senior Chiefs, Chiefs, Assistant Chiefs, and Headmen for the pilot areas.

To help facilitate the smooth and effective implementation of the project, SECURE will establish national, district, and village working groups. The composition of each of these groups is outlined in Annex 5. The National-Level Working Group will help ensure that any major innovations or new processes developed under the SECURE project meet the approval of decision-makers, and that full cooperation of line ministry staff is obtained during project implementation. This working group will also provide the opportunity for SECURE project staff to update national-level stakeholders on project achievements, discuss challenges, and identify solutions. The District-Level Working Group will provide a forum in which to share national-level decisions with district-level authorities and the pilot villages, update district-level stakeholders (including village representatives) on project success and challenges, and identify solutions. The Village-Level Working Group will be established for each pilot community to facilitate communications and consensus-building between the project and the communities. Together, the working groups will enable broad stakeholder consultations and a process that is open, transparent and meaningful to the project beneficiaries, as well as the participating GoK agencies. Final decision-making authority in all project-related matters, however, will lie with the SECURE project management team, the MoL-LRTU, and USAID.

SECURE will also, as needed, obtain short-term technical assistance from local and international consultants, and possibly other relevant research institutions and civil society organizations working on land, conservation, and co-management issues in Kenya, including, but not exclusively, WWF, the Kenya Lands Alliance, the Resource Conflict Institute (RECONCILE), the Institute for Law and Environmental Governance (ILEG), and the Center for Environmental Legal Research and Education (CREEL).

The Kenya SECURE project implementing structure is presented in Annex 3.

4.0 PROJECT MANAGEMENT AND COORDINATION

4.1 PROJECT MANAGEMENT

ARD is the prime contractor and overall manager of the USAID-supported PRRG contract, of which the Kenya SECURE project is a part. The ARD management structure under SECURE is presented in Annex 4. The project mobilized three personnel in country, the Team Leader, the Program Assistant, and a Finance and Administration Officer. The Team Leader, based in Lamu town, heads the in-country management of the project and oversees the field-based team. A consistent presence in Lamu town is allowing the project to develop strong relationships with the district authorities, the MoL, KWS, KFS, the County Council, and others, and facilitates travel to/from Nairobi to work with the MoL, KWS, USAID, and other partners and stakeholders based there. The Program Assistant is based in Kiunga town and, in close coordination with the Team Leader, heads the field level operations. A Finance and Administration Officer is located in Lamu town. The Team Leader travels to pilot communities as necessary to support field-level activities. The Program Assistant travels to Lamu town and the pilot communities as needed. The Team Leader travels to Nairobi at least once a month to coordinate with the MoL, KWS, USAID, and EAWLS, and to forward efforts on Component 3 of the project.

The ARD home office management structure includes the Senior Technical Advisor/Manager (STA/M) Safia Aggarwal and Project Manager Melissa Hall. The STA/M maintains regular communication with the Team Leader, provides technical assistance and oversight, and reviews performance. The Project Manager handles administrative contract issues and supports the Team Leader in routine administrative matters and reporting requirements. Corporate Backstop and ARD Vice President for Technical Operations Peter Hetz will provide corporate oversight and supervision of performance as necessary.

As noted earlier, adaptive program management are a key to successful implementation of the SECURE project. The Team Leader and Program Assistant are, and will continue to, assess constraints and opportunities in the implementation of the various project components, retaining flexibility in response to events and conditions in country. To this end, the in-country team closely tracks external developments that affect implementation, identifying both impediments and opportunities. The project team will review the work plan with USAID each quarter not only to track progress, but to propose ways to improve impact in relation to changes in program environment—such as taking advantage of GoK activities being implemented in parallel or responding to identified impediments and/or opportunities. The Team Leader will include these proposals in quarterly progress reports and seek concurrence of USAID and SECURE partners to make adjustments to the work plan for the coming quarter(s) and to the PMP, if necessary. Approval for major shifts in project activities and deliverables will be sought in writing from USAID/Kenya and the USAID/Washington Contracting Officer's Technical Representative (COTR). Component 1 activities in particular will need careful monitoring and require that the SECURE team adjust planned activities or schedule taking into consideration relevant MoL staff availability.

4.2 SUBCONTRACTORS AND GRANTEES

A number of subcontracts are anticipated with various local and international NGOs to help ARD achieve the goals of the SECURE project. Each subcontract will have a Terms of Reference that spells out specific

targets and/or activities. Subcontractors will be responsible for providing succinct written reports on the progress of project activities and measuring progress in accordance with project indicators specified in Terms of Reference.

5.0 PROJECT ACTIVITIES

5.1 STAFFING, ORIENTATION, AND PROCUREMENT

ARD began efforts to recruit a Team Leader and a Program Assistant for the SECURE project in mid-February and mid-March 2009, respectively. Candidates for both positions were finalized and hired by August 2009, in consultation with USAID. The Finance and Administration Officer was hired in January 2010 after using the services of a temporary short-term contractor for the months of November and December 2009.

The Team Leader visited the ARD home office in Burlington, Vermont in August 2009 for an orientation to the SECURE project and ARD systems for project management. Following the orientation, the STA/M traveled to Kenya with the Team Leader for in country orientation to the project and the stakeholders. The Finance and Administration Officer received orientation in ARD financial and accounting systems in January 2010 from ARD's Finance/Accounts Manager under the ongoing USAID-supported Public Procurement Project and the home office Project Manager.

Starting in late-September, the in-country worked towards procurement of office space, accommodation, and communications system. The procurement of capital items (office furniture and field equipment) was done by the SECURE Team Leader and Program Assistant, with assistance from the ARD home office. The home office is responsible for ensuring that all procurements are made in accordance with USAID/Kenya and USAID/Washington regulations.

5.2 BUILDING PARTNERSHIPS

Prior to the official project start-up on 1 September 2009, and in the first three months following the official start-up of project, ARD and USAID sought to obtain the necessary GoK approvals, strengthen alliances and partnerships with GoK, and establish a structure for consulting and sharing information with the government and nongovernment stakeholders. The project supported the following activities towards that end:

- **Introduction to the DPGL.** In a DPGL meeting held on 17 April 2009, USAID/Kenya introduced SECURE to the DPGL members. The project was well-received, and the DPGL acknowledged the opportunity provided by demonstration interventions such as the SECURE project in assisting the process of land tenure reform with the MoL.
- **Introduction to the LRTU and incorporation into LRTU action plan.** In early April 2009, USAID/Kenya and ARD met with the MoL-LRTU to introduce the SECURE project as one of the LRSP II's demonstration interventions. LRTU representatives acknowledged the compatibility of SECURE's and LRSP II's objectives and scope, and felt that there was a need to incorporate the former into the LRTU action plan being developed as a result of the USAID/ARD Nairobi LTPR course conducted in March 2009. The LRTU work plan has since gone through several stages of refinement.
- **Formal buy-in from KWS.** An initial meeting with KWS lands and community development officers was held in March 2009 that reflected the need to formalize a relationship with the KWS in order to ensure that SECURE and KWS activities complement each other, and to allow for smooth coordination through sharing of work plans and regular update meetings. In May 2009, the SECURE STA/M and USAID/Kenya met with the Director of KWS to introduce the project and its scope and received buy-in for the project. KWS was highly supportive of the project, and endorsed it in electronic communication. If deemed necessary, SECURE will sign of a letter of agreement/collaboration with KWS based on

mutually accepted terms for communication and reporting protocols, anticipated contributions to joint efforts by each party, and other points deemed essential to foster an effective collaboration.

- **Approval from local authorities.** Various local authorities, from the District Commissioner to members of the County Council and local Chiefs and Assistant Chiefs, all have roles to play in the SECURE project and will need to provide a buy-in for the project to be successful. Much of the groundwork for their subsequent approval was set during the April and June 2009 visits to the region by the STA/M and USAID/Washington and USAID/Kenya staff. The Team Leader will work more fully to inform them of project objectives and activities to obtain eventual cooperation and participation in the project.
- **Partnerships with NGOs.** Both informal and formal relationships will be forged with local, national, and international NGOs that are either already working in the region or have expertise that will help the project meet its objectives. Some of the formal relationships will result in MOUs and/or subcontracts, while informal partnerships will be fostered to leverage the internal resources of other NGOs to mutually benefit the SECURE project, as well as their respective projects. Some of these NGOs include, but are not limited to, the Kibodo Trust, EAWLS, SWA, and WWF.
- **District-level GoK stakeholder meeting and designate working groups.** At MoL-LRTU's suggestion, SECURE organized and held a GoK stakeholder meeting in Lamu on 11 November 2009. The meeting was held to obtain buy-in of district-level authorities, MoL-Lamu, County Council members, and others who perceived the project as a potential threat to their activities. This meeting, attended by MoL-LRTU and KWS-Nairobi also provided the forum for the formulation of working groups (see above) to coordinate activities between implementing partners and other stakeholders. The national, district, and village working groups will be primarily utilized to keep all parties informed of the project's progress and challenges encountered, and as necessary, to identify solutions. The Terms of Reference will be developed and presented for approval by each group with assistance from the SECURE project staff.
- **Stakeholder workshop.** Following up on propositions of the district officials in Lamu town (in particular, the district-level staff of the MoL), the SECURE project organized a workshop on land tenure issues, concepts, and best practices with a special focus on issues in the targeted pilot communities. The purpose of the workshop was to discuss current best practices in customary land and resource rights formalization and co-management of natural resources. Participants included stakeholders within and outside of the GoK, e.g., representatives from targeted pilot communities in SECURE project areas, local authorities, key NGOs working on land or natural resource issues in the coast, and private sector representatives in the pilot area. Key partners and stakeholders from Nairobi were invited to the workshop, including KWS, LRTU, EAWLS, the Kenya Land Alliance, and others.
- **Project public relations event/ceremony.** To help publicize and build credibility for the project, a public relations event/ceremony will be organized to be attended by the MoL Minister and Permanent Secretary, U.S. Ambassador, and Director of KWS, as well as local authorities, private and public partners, and representatives of the pilot communities. This event was initially planned as a project launch ceremony to be held in November or December 2009. However, due to the unavailability of the Minister of Lands, the event will be held in May 2010.

START-UP DELIVERABLES/OUTPUTS

- SECURE project formally introduced to MoL, DPGL, KWS, local authorities, and pilot communities (April–June 2009)
- Official endorsement received from KWS (June 2009)
- Official endorsement received from MoL (August 2009)
- Project team hired (September 2009)

- GoK stakeholder meeting held at the district level; national-, district-, and local-level working groups established (November 2009)
- Stakeholder workshop conducted (December 2009)
- Public relations event/ceremony organized and hosted (May 2010)

Box I. Pilot Communities

Based on field visits to the region and consultations with local authorities and key implementing partners, ARD originally proposed to implement SECURE project activities in three pilot villages (Mangai, Mkokoni, and Kiwayu [on Kiwayu Island]). However, after further consultation with communities, local authorities, and key implementing partners (including USAID/Kenya), it was proposed that: 1) a fourth village (Kiunga) be added, given the project's presence there; 2) the project include the entire island of Kiwayu rather than just Kiwayu village, due to the overlapping land claims between the two villages on the island; 3) SECURE include the corridor between the Boni and Dodori National Reserves (rather than only Mangai village), since the majority of the Boni population reside in these five villages and share many forest resources; and 4) the project use the term "community" instead of "village" for the pilot sites in order to acknowledge the extensive farmland and other resource uses outside of settlement areas.

Each pilot community represents a distinct set of circumstances and learning opportunities to overcome in order to secure customary land and resource rights. They are:

- *Boni-Dodori Corridor* – Five villages (Basuba, Kiangwe, Mangai, Mararani, and Milimani) dot the forested transportation corridor between the Boni and Dodori National Reserves; these are home to the vast majority of the remaining 3,000 Boni people who once inhabited the forests that are now largely contained in the two reserves. Having been removed from their ancestral territory and resettled in villages, and having lost their rights to wildlife and forest resources, the Boni now struggle for survival. SECURE will assist the Boni villages in the Boni-Dodori corridor to secure land and resource rights and negotiate co-management agreements for sustainable resource use within the Boni and Dodori reserves.
- *Kiunga* – This coastal village nestled near the Kenya-Somalia border consists mainly of Bajuni fishermen and farmers that have no formal tenure security on what is considered to be government lands. Human/wildlife conflicts abound in the area due to the proximity of the Boni and Dodori reserves. Waters and islands off the coast of Kiunga are part of the KMNR, but residents do not have formal access to them. SECURE will assist the community to secure land and resource rights by first demarcating village boundaries and farming areas, and working with KWS to address human/wildlife conflicts.
- *Kiwayu Island* – Two Bajuni villages and a number of resort camps are found on this picturesque island contained within the KMNR. Surrounded by rich coral reefs and fishing grounds, Kiwayu is a hotbed of land-related disputes that involve allegations against local chiefs and certain village residents for colluding with private investors in fraudulent land dealings (as all the land is owned by the GoK and managed by KWS). SECURE will work with KWS and MoL to demarcate village lands on Kiwayu Island, formalize customary land rights, and establish co-management agreements for sustainable resource use within the reserve.
- *Mkokoni* – This coastal village, located on the coast south of Kiunga, lies on government lands but with resource rights extending into the KMNR. Mkokoni is also the location of KWS and WWF field offices, and it receives some benefits from the Kiwayu Safari Lodge, an upscale tourist resort located immediately north of the village. The Mkokoni is currently experiencing significant land-related disputes with alleged land grabbing by speculators, and a proposed conservancy area has also raised concerns. SECURE will seek to formalize village land rights as a first priority and work with the community and MoL to develop a physical plan for the area and a co-management agreement to better manage the resources that the community relies upon for their livelihoods.

Note: Please see map in Annex I.

5.3 IMPLEMENTATION OF PROJECT COMPONENTS

5.3.1 Component I: Security of Tenure and Conflict Mitigation

A new National Land Policy, adopted by the Kenyan Parliament in early December 2009, formally recognizes customary land rights of Kenyans for the first time. While the MoL has been using the Squatter Settlement Scheme (under a 1987 Presidential Decree) to formalize household-level land rights of customary holdings in various communities in coastal Kenya, the process can be strengthened. The SECURE project will pilot this new provision in the NLP and endeavor to streamline the process, raise public awareness of the GoK steps to formalize customary claims to land, establish mechanisms for formalizing community lands (see Box 2), and establish a dispute resolution system to ensure rapid resolution of disagreements emerging during the land rights formalization process. In collaboration with the MoL, the SECURE project will pilot a participatory approach to land rights formalization of community/village-level customary land rights and facilitate the resolution of related conflicts using well-established better practices. Special effort will be made to accommodate claims of communities displaced from this region during Shifta insurgencies in this region. This will be especially important as many voluntary initiatives are currently ongoing to help displaced families and, in some cases, entire villages return to their customary lands.²

The following activities are envisioned under this component:

Activity 1.1: Rapid Appraisal of Tenure and Assessment of the Current Land Rights Formalization Processes

Given the current Government Land Act, and the specific options for securing land rights under the act, there is a need to review the current process of rights formalization that the MoL is currently undertaking in Lamu District and to evaluate their effectiveness of recording customary rights, increasing tenure security of the communities and households, and reducing associated land conflict. This activity will help identify recommendations for changes in the process under the new Land Act that will be developed as per the new NLP. Specifically, SECURE will:

Box 2. Why Group Tenure?

The GoK has promoted individual tenure over communal tenure in the tenure reforms of decades past (with the exception of group ranches). Specific concerns with group land tenure have been raised by the GoK and others:

- Potential for intra-community land disputes;
- Corruption in land administration by village-level authorities; and
- Difficulties in taking advantage of economic opportunities through sale or lease arrangements.

Experience from other parts of the globe suggests, however, numerous advantages to formalizing group tenure when implemented properly:

- It is a faster and efficient means of formalizing land and resource rights;
- Some land use patterns are more suited to group tenure (e.g. the Boni are not accustomed to settled farming); and
- Some communities find greater security in group tenure than in individual tenure; indeed, many residents of the SECURE pilots villages are requesting group tenure in the form of “block titles” for their community’s lands.

Given its short implementation period, the SECURE project will assist communities and the MoL to secure group tenure for the pilot communities while educating them on the pros and cons of group and individual tenure. In the event that communities decide to pursue individual tenure, SECURE will develop appropriate guidance for the MoL and local partner organizations. In the meantime, the project will have secured group rights against further land grabs by outsiders.

² Efforts are being made by community groups along the coast of Kiunga to help the return of entire village communities to their original lands, e.g., the villages of Ishakani and Mambore. The Boni community representatives in Mangai also expressed interest in the reestablishment of a former village between Mangai and Mararani villages.

- **Conduct a rapid review of the MoL’s current process of customary land rights formalization.** In collaboration with the MoL, SECURE conducted a rapid assessment of the land rights formalization process being used by the MoL in Lamu District to ensure its effectiveness in providing tenure security to beneficiaries. This involved a review of regulatory procedures and the process for obtaining a land title; the effectiveness of the adjudication process; and methodologies used for demarcation, dispute resolution, post-land rights formalization monitoring (e.g., success in obtaining titles, and emergence of any post-rights formalization disputes), and the MoL’s system for administering data (recording, storage, security, backup systems, etc.). Based on this assessment, the project recommended amendments to the land rights formalization process currently being used.
- **Conduct Participatory Rural Appraisal/Rapid Rural Appraisal (PRA/RRA) of tenure systems in pilot communities.** As a first step toward documenting customary land and resource tenure, the SECURE team, with participation from partner governmental agencies and NGOs, conducted a PRA/RRA to assess the land and resource tenure issues in each pilot community. This involved working with communities to develop sketch maps of village and territorial claims for each pilot community, assess scale of resident and displaced populations, document information on patterns of current resource use, collect information on management of resources (including current institutional arrangements and decision-making on land management at the local level), assess community understanding of the law and rights formalization process, assess nature of disputes over land and resources (if any), and identify existing mechanisms for resolving these disputes and their effectiveness.
- **Support refinement of the MoL land rights formalization process.** SECURE will work with the MoL staff at the Lamu District level to improve the current approach of formalizing customary land rights at the community level per the new NLP. This may involve modification of rules and regulations and/or improvement of the land rights formalization methodology by incorporating participatory methods, including representation of displaced community members during the mapping and endorsement process. The refined process can then be utilized in other communities in Lamu District identified by the MoL for future land rights formalization. See the list of these communities in Annex 6.

ACTIVITY 1.1 DELIVERABLES/OUTPUTS

- Rapid assessment and review of current land rights formalization methodology being undertaken by the MoL (November–December 2009)
- PRA/RRA on tenure systems in pilot communities conducted and reports produced (December 2009–May 2010)
- Recommendations developed to refine MoL process for formalizing land rights (June 2010)

Activity 1.2: Support Public Information and Awareness

Drawing on dialogue with the pilot communities and information obtained from the stakeholder’s workshop, the PRA/RRA, and other information-gathering opportunities, and in collaboration with local organizations (e.g., Kibodo Trust and SWA), SECURE will develop a Public Information and Awareness (PIA) strategy for the project. The PIA materials will be used to inform resident communities and civil society organizations, and will be shared broadly with the GoK. As necessary, the PIA strategy will be used to inform displaced populations regionally and/or nationally on the rights formalization process being implemented on the north coast. The PIA campaign and materials will help ensure and foster transparency and endeavor to dispel any misunderstanding about the objectives of the SECURE project. SECURE will conduct the following tasks in support of this activity:

- **Develop a PIA strategy and materials.** With assistance from government and nongovernment partners, SECURE will develop a PIA strategy to inform communities and particularly disadvantaged groups (e.g., women and the displaced) on issues and options relating to customary land rights formalization in Lamu District, as well as SECURE project objectives. The strategy will consider carefully

the target audiences, the appropriate medium for dissemination of information, and the frequency of use of materials developed. Based on the strategy, SECURE will develop appropriate PIA materials, such as brochures, posters, and an educational video. The project will obtain the approval of MoL and USAID on all PIA materials before dissemination.

- **Conduct community sensitization in pilot communities.** Building upon meetings in the pilot communities during the start-up phase and the PRA/RRA, SECURE will implement the PIA strategy to disseminate information on the objectives and processes of SECURE, the statutory land law governing the district, MoL efforts to formalize land rights and the associated process, the relevant provisions of the new NLP, the importance of more sustainable use and active co-management of natural resources, and the importance of biodiversity conservation. Special efforts will be made to manage community expectations of the project, including the interests of the disparate groups. As necessary, follow-on meetings will be conducted to discuss opportunities for communities to protect their land claims. Exit polls and/or other methods identified in the PIA strategy will help assess the impact of the meetings, and to improve their effectiveness.

ACTIVITY 1.2 DELIVERABLES/OUTPUTS

- PIA strategy developed (May–June 2010)
- PIA materials developed (June–July 2010)
- Community sensitization conducted in pilot communities (March–October 2010)

Activity 1.3: Pilot a Participatory Land Rights Formalization Process

SECURE will collaborate with the MoL to develop and pilot a modified participatory land rights demarcation and formalization process based on the Squatters Settlement Scheme currently in use, and seek endorsement from communities. The process will include the basic tenets of the new NLP, notably a transparent, participatory process. SECURE will conduct the following tasks in support of this activity:

- **Test the modified and participatory methodology for land rights demarcation.** The SECURE project will work with the MoL to test the modified approach of land demarcation in one community. This will require the selection of a community boundary council or representatives based on specified criteria, including local authorities as necessary to walk boundaries during the demarcation process. Once the boundary is demarcated, the global positioning system (GPS) data will be downloaded and stored.
- **Endorse boundaries.** The project will introduce an appropriate approach and/or tools for community-level boundary endorsement as necessary. ARD has developed a low cost, high-tech adjudication tool for boundary endorsement that was designed, tested, and documented under the USAID-supported Sudan Customary Land Tenure Project. This tool is well-suited for wide replication in remote areas. The endorsement meetings provided the opportunity for the community members and adjacent communities to agree upon all sections of the community land boundaries, in the presence of members of the pilot community, representatives of neighboring communities, and invited local authorities. This tool involves the overlaying of the land boundaries derived from GPS data onto satellite images that are then projected onto a large screen. The approach allows communities to visualize their land boundaries in relation to natural and man-made features visible on the satellite images, using freeware, a battery-operated computer and projector, and a portable generator in areas with no electricity.³
- **Identify appropriate institutional structures for holding registered community lands.** Legal analysis is needed to determine the best options to register community lands. Land under group ranches

³ In Sudan, endorsement meetings drew participation from approximately 200 people, including members of the community where boundaries were being endorsed, members of neighboring communities, and invited local authorities.

in the pastoralist areas of Kenya are legally held by elected group representatives as prescribed in the Land (Group Representatives) Act. The group representatives are authorized to hold land and other assets on behalf of the group. For community lands outside of group ranches, other legal entities will need to be identified that grant groups a legal status under Kenyan laws. These may include self-help groups (registered bodies, renewable each year), community-based organizations, cooperative societies, trusts, or companies. A legal expert will be hired to assess the trade-offs between the various forms of communal ownership of land, and to provide recommendations on the most suitable entity for community lands in and around the reserves.

- **Formalize rights with the MoL.** Once the demarcation and endorsement process is completed, SECURE will work with the MoL to register community land rights following the steps required by the MoL. The Team Leader has begun to work with the MoL to identify the specific steps required in formal registration of these rights. Where possible, SECURE will work to streamline and fast-track the process for rights registration with the MoL. Given that the actual issuance of title is the responsibility of the MoL, ARD proposes the submission of request for land title to the MoL as the deliverable for this activity.

ACTIVITY 1.3 DELIVERABLES/OUTPUTS

- Testing of land demarcation completed in one pilot community (August–December 2010)
- Boundaries endorsed (September–November 2010)
- Appropriate institutional structure for registering group land rights identified (June 2010)
- Request for community title submitted to the MoL (November–January 2010)

Activity 1.4: Strengthen Local Institutions of Land Administration and Dispute Resolution

While many villages have customary community-level land administration institutions, these do not all function as smoothly as could be hoped. Accusations of corrupt land deals facilitated by dishonest local representatives have been made in pilot start-up meetings (e.g., in Kiwayu). Moreover, the March 2008 LTPR assessment and March 2009 preliminary visit suggest a clear need to assist communities in establishing accountable and trusted institutions of dispute resolution that utilize knowledge of both customary and statutory law, and that can assist in the mediation and resolution of disputes at the local level. The PRA/RRA tenure assessments will help determine needs for strengthening local institutions of land administration and dispute resolution. Based on the findings, the following tasks will be implemented:

- **Introduce reforms in local institutions of land administration.** Based on the PRA/RRA tenure assessments, SECURE will provide support for institutional strengthening to community-level land administration bodies. This may involve building upon customary institutions of land administration, but expanding them to include the youth and women as necessary. The community-level institution of land administration will be responsible for ensuring transparent dealings in land, advocating for community land and resource rights if challenged by outside groups, and ensuring that they are consulted in all land use planning and land-related decisions being made in the region that might affect them.⁴ SECURE will

⁴ In Sudan, Community Land Councils (CLCs) were created for each village, building on existing institutions of land administration. The CLCs proved to be particularly effective where land pressures were high. Some CLCs voluntarily began playing an advocacy role—in one case, to lobby the Ministry of Urban Planning to consult the CLC on town expansion plans, and in another to engage in discussions with a gold exploration company (brokered by local government officials) to gain access to their village land area. In return, the CLC requested that the mining company construct facilities (e.g., classrooms, a dam, a clinic, and a bridge). On Pate Island, the site of MoL rights formalization efforts in Lamu, a similar institution was created, albeit only for adjudication of rights during the survey process. SECURE proposes a well-established longer-term institution that would administer group lands in the pilot sites beyond the rights formalization process.

work with the community land administration bodies to clarify and elaborate their roles, and follow through with MoL on the issuance of any titles.

- **Strengthen local mechanisms for dispute resolution and mediation.** SECURE will establish and/or strengthen local institutions of dispute mediation and resolution based on findings from the PRA/RRA tenure assessments. SECURE, with the assistance of subcontracted expertise, will support the appropriate institution(s) through trainings on statutory land law, the relationship with customary land law, conflict mediation techniques, and when necessary, ways to approach the formal legal system. This activity may need to precede the demarcation process where intra-community land related disputes are excessive.

ACTIVITY 1.4 DELIVERABLES/OUTPUTS

- Village-level institutions of land administration reformed/strengthened through training and technical assistance (October–November 2010)
- Land dispute resolution system strengthened through delivery of training (October–November 2010)

5.3.2 Component 2: Improve Management of Protected and Biologically Sensitive Areas

Component 2 activities will be implemented in the same communities as Component 1 activities to ensure that both land and resource rights of the pilot communities are secured.

As noted earlier, the north coast region incorporates three biodiversity-rich protected conservation areas of local, national, and global significance: the Boni and Dodori National Reserves, and the Kiunga Marine National Reserve. Despite the significant role that local communities play in land and resource management, laws governing national reserves in Kenya do not currently recognize customary rights to natural resources. In particular, the existing Wildlife Bill, first adopted in 1976 and amended in 1985, does not recognize customary land and resource rights within national reserves. The new draft Wildlife Bill (2007) gives exclusive authority to KWS for management, with the exception of areas that fell under County Council jurisdiction prior to the gazettement of each national reserve. Since County Councils have little or no authority over government lands, KWS is not mandated to engage it or any other entity in reserve management. However, the new NLP calls for recognition and protection of the rights of communities that are dependent on forest, water, and other natural resources and facilitation of their access, co-management, and derivation of benefit from the resources (paraphrased from Section 3.3.4 Resource Tenure Policy). KWS is conceding recognition of land rights of villages within the KMNR that were in existence prior to its gazettement. KWS is also aware that it has little capacity

Box 3. Principles and Benefits of Successful Co-Management

Co-management of natural resources simultaneously addresses the problem of poverty and natural resource degradation. Examples from around the world suggest several common enabling conditions and benefits:

Enabling Conditions

- Clarified or improved land tenure
- Regional resource management plans setting limits to sustainable use
- Effective monitoring and mitigation plans
- Local community commitment and capacity
- Recognition that successful co-management of natural resources is as much a problem of governance as it is a problem of the biological sciences.

Benefits

Co-management can:

- Help set limits to expansion of agriculture into forested areas, particularly primary forests
- Define specific areas where communities can invest to improve management of land and resources
- Allow incorporation of knowledge of all stakeholders
- Improve monitoring and management of the reserve
- Reduce the need for enforcement
- Provide secure and sustainable access to subsistence and commercial products
- Assist in accessing markets and credit.

to manage all the parks and reserves under its jurisdiction. Indeed, it is already engaged with WWF and the DoF in the co-management of fisheries with the KMNR via the establishment of Beach Management Units (BMUs) in accordance with Kenya's Fisheries Act. Similar co-management programs may help KWS manage other resources within the reserve.

Currently, the institutional framework and relationships between KWS and local residents remain unclear at best, and at times are contentious. This inhibits the ability to forge long-term sustainable partnerships and plans for the management of these resources. There is a need to repair and formalize these relationships in order to enable long-term collaboration for sustainable land and resource management and conservation that addresses threats to biodiversity. SECURE will use best practice principles in developing and instituting co-management agreements in support of the three national reserves in the pilot region. Box 3 presents some overarching principles and benefits of successful co-management arrangements.

Thus, under Component 2, the SECURE team will collaborate with its government and nongovernment partners to identify customary resource use and threats to biodiversity by the residents of the four pilot communities both within and outside of the marine and terrestrial reserves. The project will document the customary resource use patterns (in part informed by the PRA/RRA) and will include an analysis of practices to determine whether they contribute to sustainable management or threaten the current biodiversity in the area. This information will ultimately be used to develop and implement co-management plans between SECURE partners and pilot communities that address threats arising from current practices and resolve resource conflicts using institutions strengthened in Component 1. It will also be used to develop an indicator for monitoring project success at reducing those threats.

Activity 2.1: Establish a Threats Reduction Assessment Index and Indicator for Monitoring the Project's Impact on Biodiversity Conservation

- **Conduct a biodiversity threats analysis and establish summary indicator.** In partnership with KWS, KFS, DoF, Kibodo Trust, WWF, and any other interested relevant parties, SECURE will conduct a biodiversity Threats Reduction Assessment (TRA)⁵ for the pilot areas based on on-the-ground observations and other secondary information about resource use and threats during the PRA/RRA tenure assessments. This will help identify the key threats to natural resources and develop a TRA Index upon which a summary indicator will be based to measure the success of the project in reducing the threats to conservation. This TRA Index will be the result of threats identified, threats ranked according to specific criteria, and assessment of progress to reduce each.

ACTIVITY 2.1 DELIVERABLES/OUTPUTS

- Biodiversity Threats Reduction Assessment conducted for the entire project area (May 2010)
- TRA Index calculated and summary indicator set for monitoring project's impact at reducing threats to biodiversity (May 2010)

Activity 2.2: Set the Stage for Effective Co-management of Natural Resources

The objective of this activity is to assess the various mechanisms for co-management in existing laws and policies, identify the most appropriate community-level institutional arrangements for co-management, coalesce communities and resource agencies around the development of co-management arrangements, and build the capacity of the community-level institutions to develop and implement land and resource co-

⁵ A TRA, developed by the Biodiversity Support Program, a consortium of WWF, The Nature Conservancy, and World Resources Institute funded by USAID, is a low-cost and rapid practical alternative to biodiversity baseline assessments and monitoring systems. It is based on data that are collected through simple techniques, directly related to project interventions, and readily interpreted by project staff. It is sensitive to changes over short periods of time and throughout a project site. It allows comparisons of performance among projects at different sites. The TRA can be used either as an independent measurement of project success, or as a complement to other methods.

management plans. In support of provisions in the new NLP, SECURE will engage the communities as well as the resource agencies (KWS, KFS, and DoF) in community institutional development and strengthening. Specifically, SECURE will:

- **Review legal and policy options to support co-management.** SECURE will review the various mechanisms in the Wildlife Act, Forest Act, Fisheries Act, and NLP that provide legal space for co-management of natural resources in both the terrestrial and the marine national reserve contexts. As needed, the project will secure the services of a consultant or NGO to that end. Local research institutes such as ILEG and/or CREEL may be consulted for legal and policy input and options for formalizing co-management arrangements. Based on the recommendations, SECURE will work with the Kibodo Trust to engage KWS, KFS, and/or DoF to institute formal agreements with the pilot communities to support co-management within and around reserve boundaries.
- **Hold district-level workshop on biodiversity and co-management.** In order to coalesce community and resource agency participation in the process of developing viable co-management plans, SECURE will organize and hold a multi-stakeholder workshop on biodiversity conservation and co-management to underscore the area's rich natural resources and biodiversity values, highlight the threats to natural resources and biodiversity, discuss management needs/roles of co-management between communities and resource agencies, delineate roles/responsibilities of parties, and provide viable co-management models and case studies. If deemed necessary, SECURE will also organize and host study tours to other areas of Kenya or a neighboring country where successful co-management arrangements are in operation.
- **Identify appropriate institutions for implementing co-management activities.** As part of the PRA/RRA tenure assessments in Component 1, SECURE will identify customary institutions of land and natural resource governance. SECURE will build upon these community institutions, ensuring equity and adequate representation from resource users including women, disadvantaged groups, the landless, etc. These institutions will require representation from specific resource management committees (e.g., forest councils). SECURE may consider an umbrella co-management body made up of representatives from each resource committee. This co-management group (composed of community, KWS, KFS, and other GoK representatives) will be responsible for developing and overseeing the implementation of the land and resource use plans, manage finances as appropriate, and represent the community in dealings with other stakeholders. SECURE will review and develop institutions in light of Community Forestry Associations as proposed in the Forest Act (2005), BMUs under the Fisheries Act, and other co-management arrangements being carried out in the Kenyan context.
- **Develop/strengthen institutions of co-management through training.** SECURE will provide training to the umbrella of co-management institutions in each pilot community on skills and procedures in establishing constitutions, rules and by-laws, leadership, dispute management, communications, planning, monitoring, administration, and finance. Technical capacity-building will be need-based, but will likely include improving understanding of local resource management patterns and adapting them to fit into zoning and spatial concepts (mapping, GPS, etc.) that would lead to improved landscape and biodiversity conservation. SECURE will collaborate with the DoF BMU program to assess capacity-building needs; the trainings will address also challenges currently being faced by the BMUs. This training may be combined with conflict mitigation/resolution skills training. The project will include measures to assess effectiveness of the trainings. Depending upon the need, SECURE may consider arranging an exchange tour for selected community members and KWS staff to other sites of successful participatory co-management for learning and sharing ideas.

ACTIVITY 2.2 DELIVERABLES/OUTPUTS

- Legal and policy review for co-management arrangements conducted (June 2010)
- Biodiversity and co-management workshop held for stakeholders and resource agencies (July 2010)
- Appropriate institutions of co-management identified and established (July 2010)
- Training modules developed and delivered for institutional strengthening (August–November 2010)

Activity 2.3: Support the Development of Co-management Agreements with Communities

USAID supported Kibodo Trust located in Kiunga town is also working to establish co-management systems for Kiunga Marine, Boni, and the Dodori Reserves. Rather than duplicate efforts, ARD and Kibodo Trust in discussions with USAID have agreed that Kibodo Trust will be the implementer of tasks proposed in Activity 2.3, and ARD will provide the needed technical support in order to build local capacity. This will also allow ARD to retain focus on Component 1 activities. Overall, Activity 2.3 will enable communities, with the assistance of Kibodo Trust, to develop land and resource use plans with KWS, KFS, and/or DoF. These plans will specifically address threats to biodiversity identified in the TRA process and will guide the use of resources in a sustainable manner that balances longer-term livelihoods with conservation goals of the Kiunga Marine, Boni and Dodori national reserves, as well as of the region in general. In the process, the project will help secure recognition and acceptance of community land uses and rights by the GoK, particularly KWS, while improving communities' own management of natural resources. Specifically, with Boni communities where land rights may be secured on government lands, SECURE will assist in putting in place co-management agreements for sustainable resource use within and adjacent to both the Boni and Dodori reserves where some communities are already engaged in farming and the collection of water, honey, and other resources. For Bajuni communities on Kiwayu Island, SECURE will assist in development of co-management agreements within the KMNR. For Bajuni communities in Mkokoni and Kiunga, SECURE will help develop co-management agreements for the sustainable use and management of the adjacent Dodori National Reserve. Specifically, the project will:

- **Assist in the development of co-management agreements, by-laws, and land and resource use plans.** In order to remove the overlap in co-management related activities and build capacity of Kibodo Trust, ARD will lend support to building on efforts under Component 1, in particular the PRA/RRA tenure assessments, SECURE will work with the Kibodo Trust to assist communities to develop land and resource use plans in collaboration with KWS, KFS, and where marine resources are involved, the Department of Fisheries. These plans will be developed within the framework of existing draft land and resource use plans developed by KWS and WWF for the Kiunga Marine National Reserve and will incorporate specific mitigation measures derived from the TRA described above. Once draft land and resource use plans are developed, SECURE will assist Kibodo Trust in the drafting of by-laws that establish co-management agreements on the extent and level of resource use agreed upon under by the co-management institution, laying out the internal governance principles and rules of the co-management institutions, and developing written agreements on community, KWS, KFS, and/or DoF roles and responsibilities. The agreements will provide a framework for management of resources and will formalize practices to threats and ensure the sustainable management of forest and marine resources. As part of the process of developing co-management agreements with the pilot communities and relevant governmental agencies, SECURE will set up, with the Kibodo Trust, a monitoring system to track the effectiveness of the co-management systems on biodiversity conservation, institutional development, and livelihood benefits. The monitoring system will help ensure that actual land and resource use follow the co-management plans, and that the established community institutions follow the by-laws and procedures established. Due to the relatively short timeframe of the project and the amount of time it will take to develop co-management agreements that are acceptable by all parties, actual monitoring by the SECURE project will not be possible. Monitoring will be the responsibility of Kibodo Trust, KWS, KFS, and DoF.

ACTIVITY 2.3 DELIVERABLES/OUTPUTS

- Assistance provided to Kibodo Trust in drafting co-management agreements for each pilot community (December 2010)
- Assistance provided in developing by-laws for the co-management institutions (December 2010)
- Assistance provided in developing a monitoring system for effective implementation of co-management plans (January 2011)

5.3.3 Component 3: Provide Lessons Learned to Inform Policy

As the SECURE project is a pilot demonstration with the MoL for the implementation of the new NLP, the project will document lessons learned in the execution of Components 1 and 2, and develop best practices to be shared with the various applicable line ministries to inform and strengthen aspects of relevant regulations and future policy development (e.g., the draft Wildlife Policy and Wildlife Bill, the Forest Act, and the Land Act under the new NLP). In particular, SECURE will document best practices and lessons learned to support policy dialogue and improved implementation of laws and policies in relation to formalizing customary land and resource rights, as well as co-management of natural resources. The SECURE project will convene and conduct district- and national-level workshops to share experiences and lessons learned, particularly with the MoL and KWS. The information may also be used for future USAID-funded interventions in Kenya and elsewhere. Due to the short timeline of the project, however, the project will be unable to monitor and assess the incorporation of lessons learned and best practices promoted into actual regulation, but it will look for opportunities to provide relevant input into ongoing policy and regulation development.

Activity 3.1: Document Lessons Learned and Develop Best Practices

In support of this activity, the SECURE project will:

- **Capture lessons learned and develop best practices.** The project will monitor impacts and results on a continual basis to assess the performance of the pilots, their successes and weaknesses, identify lessons learned and best practices for possible replication, and inform and strengthen existing regulations and/or government processes in the areas of formalizing customary land and resource rights and the development and implementation of co-management arrangements. The team will document SECURE activities, conduct formal and informal interviews with community land administration institutions and co-management committees, capture lessons learned, and develop recommendations for future initiatives to inform other parallel projects and to contribute to the policy dialogue as documented.

ACTIVITY 3.1 DELIVERABLES/OUTPUTS

- Lessons learned and best practices documents drafted (December 2010–January 2011)

Activity 3.2 Final District and National Workshops to Disseminate Lessons Learned

The project will conduct two end-of-project workshops—one at the district level and another at the national level—for the sharing of experiences and lessons learned from the project with the relevant GoK agencies, in particular the MoL, KWS, KFS, and DoF. This will provide an opportunity to share lessons learned and best practices with the GoK, and provide recommendations for replication and expansion. The SECURE project will:

- **Organize and hold a district-level workshop.** A district-level workshop involving the GoK and pilot communities will be organized and held to provide a forum for shared experiences, practices, and lessons learned; and to assess accomplishments and constraints in the land tenure security and co-management processes. Specific documentation and project deliverables will be made available to GoK and other

stakeholders on procedures for formalizing land rights under the new NLP and co-management arrangements.

- **Organize and hold national-level workshop.** SECURE will organize and hold a national-level workshop in Nairobi to share lessons from the field with national stakeholders, particularly the MoL-LRTU, KWS, DPGL, USAID, Kenya Land Alliance (KLA), and others. Specific attention will be given to lessons learned via the implementation of the SECURE project that inform the implementation, and potential refinement, of the new NLP and the Wildlife Bill and Policy.

ACTIVITY 3.2 DELIVERABLES/OUTPUTS

- District-level workshop held (January 2011)
- National-level workshop held (January 2011)
- Project close-out and completion report (14 April 2011)

6.0 PROJECT MONITORING AND REPORTING

6.1 PROJECT MONITORING AND PERFORMANCE MONITORING PLAN

The Team Leader, Program Assistant, and STA/M will develop a PMP with assistance of a home office Monitoring and Evaluation Specialist. The PMP will include a series of the relevant indicators from USAID/Kenya's PMP for Environment and Natural Resource Management Program Strategic Objective (SO 5) of improved environment and natural resource management in targeted biodiverse areas, as well as its Conflict Mitigation and Reconciliation Strategic Objective (SO 6). The majority of SECURE's performance indicators will be output indicators. Output indicators measure the direct effect of a project activity and what the project has done (i.e., number of people that are trained).

The PMP will detail the monitoring and evaluation (M&E) systems, policies, and procedures that will be implemented for effective and responsive results-based programming. SECURE's PMP will follow and adhere to the adaptive management model; this will allow the Team Leader, technical staff, and other stakeholders to make informed decisions *based on project data* to capitalize on successful activities and interventions, as well as re-direct and modify activities that produce less effective results. Data are not stagnant and inert, but rather an important management tool that informs and guides programmatic decisions. As data are collected, the project staff will evaluate them to ensure compliance with USAID's ADS 203.3.5.5 "Data Quality Standards." After the project has ensured that data meet these standards, the Team Leader will analyze them to identify patterns and trends to be included in quarterly data analysis against each performance indicator, for submission to USAID. Each data point reported to USAID will be supported with documentation held in the USAID program's office. An important and often missing step in the M&E cycle is the critical "learning" step that allows space for project staff and other stakeholders to find the "pattern in the noise," and answer the following questions. What do these data tell us? What activity was successful, and why? What activities fell short of their anticipated results, and why? What modifications could be implemented to increase efficiencies, effectiveness, and scope?

As discussed in Section 5.3.2 under Activity 2.1, SECURE will conduct a biodiversity TRA in the pilot sites to assess key threats to natural resources, and develop a TRA Index on which a summary indicator will be based to measure the project's success in reducing the threats to conservation. This index will result from the identification of threats, their ranking according to specific criteria, and progress made to reduce them. Rather than monitoring the target condition, as in traditional biological indicator-based monitoring, the TRA approach monitors the threats themselves. In this way, the project can indirectly measure conservation success. The concept underlying this approach is that by identifying critical threats to a region's biodiversity, progress made in the reduction of these threats can be assessed (i.e., conservation being achieved).

In addition, SECURE will use geospatial tools such as satellite imagery, aerial photographs, GPS units, GPS digital photography, and geographic information system mapping, complemented by localized field data collection, to establish a digital baseline for future monitoring and evaluation of biophysical indicators. Due to the limited time period of this project, however, it is deemed unfeasible to use these tools to effectively monitor project impacts on land use and biodiversity/wildlife habitat health. Nevertheless the establishment of this baseline will be instrumental for longer term monitoring of ecosystem health and land use transformation across space and time through remote sensing and other methods by USAID and/or partners such as MoL, KWS and the Kibodo Trust.

6.2 REPORTING

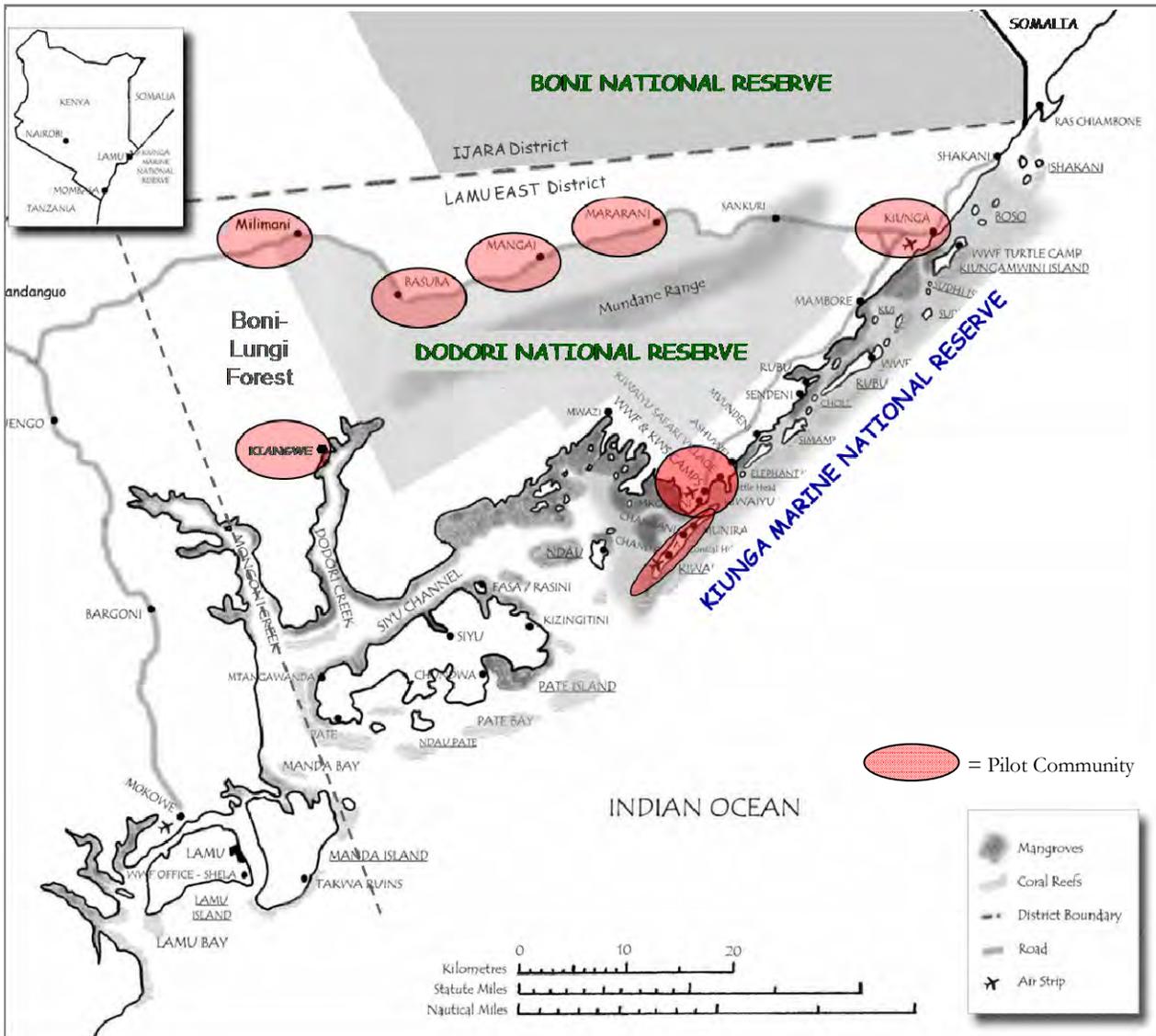
To ensure a regular flow of information, the SECURE Team Leader will be in email and telephone communication with the ARD home office on a weekly basis. The Team Leader will consult with the USAID/Kenya point of contact on a regular basis to report on project progress or seek clarification and/or assistance on issues arising. On a more formal basis, the Team Leader will submit a written quarterly report to USAID, both to USAID/Kenya and to the PRRG COTR, on the operation and results of the project, detailing advancements and obstacles to achieving project activities and measuring progress in accordance with project indicators specified in the PMP.

An annual report will be submitted by the Team Leader to USAID/Kenya and the PRRG COTR by dates listed in table below (per SECURE SOW requirements). The Final Completion Report will be prepared by the Team Leader in collaboration with the STA/M and with input from the Program Assistant. The completion report will provide details on: i) project activities implemented; ii) an assessment of progress made toward achieving objectives, results/deliverables, expected outcomes, and targets (including the contribution of any subcontractors and grantees); iii) issues, problems, and constraints that emerged during project implementation, and actions taken to address them; iv) important research findings; v) lessons learned and recommendations for future action; and vi) a financial report that indicates expenditure of funds over the life of the project.

REPORTS	TIMELINE
Quarterly Reports to USAID	Within 10 working days after: <ul style="list-style-type: none"> • 30 November 2009 (end of the first quarter project start date: 1 September 2009)] • 28 February 2010 • 31 May 2010 • 31 August 2010 • 30 November 2010
Annual Reports	<ul style="list-style-type: none"> • 30 October 2010
Financial Reports	10 days prior to (based on USAID requirements on all financial reporting): <ul style="list-style-type: none"> • 31 March 2010 • 30 June 2010 • 30 September 2010 • 31 December 2010
Final Completion Report	45 days after project completion: 14 April 2011

Please note that the Kenya SECURE Project SOW, as developed by USAID, provides reporting dates based on a project start-up date of 1 April 2009. The dates provided here are adapted to the new start date of September 2009. Also, according to the SOW, “A work plan covering the first seven (7) months of implementation (or through September 30, 2009) will be due within 20 days after sub-commitment documents are accepted by the CTO,” “the PMP will be due 45 days from the date the CTO accepts USAID/Kenya’s sub-commitment documents,” and “accrued expenditures will be reported to the USAID/Kenya Project Manager on a quarterly basis – 10 days prior to March 31, June 30, September 30, and December 31.” The dates of submission of the quarterly reports have been adjusted to the 1 September 2009 start date. Additionally, given the short duration of the project, ARD proposed a lifetime work plan for the project. USAID/Kenya and the USAID/Washington COTR agreed to this request.

ANNEX I: MAP OF PROJECT SITES



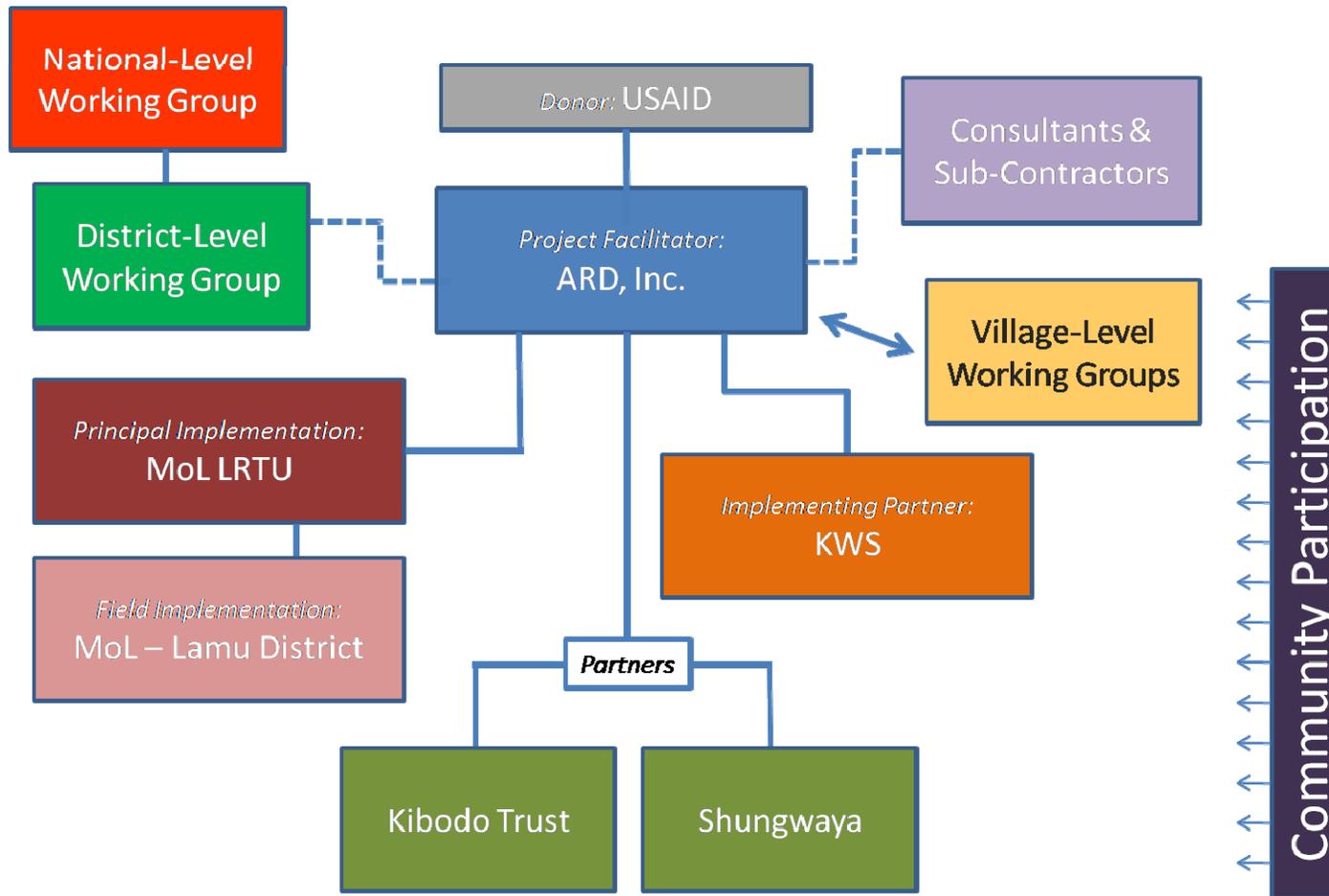
ANNEX 2: PROJECT TIMETABLE: TIMING AND SEQUENCING OF ACTIVITIES AND TASKS

The timeline below provides a tentative schedule of SECURE activities. Given the fluidity of the situation in the field, and the project's dependency upon the availability and willingness of agents of the MoL and KWS, this timeline will be continuously reassessed in consultation with USAID/Kenya and modified accordingly.

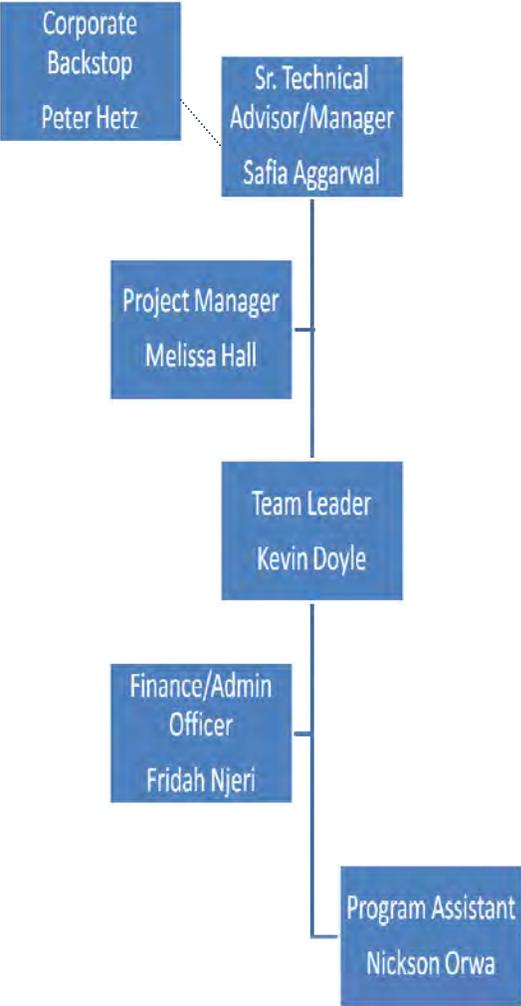
TASK	ACTIVITY AND SUB-ACTIVITIES	2009			2010						2011								
		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6		
		S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
Project Start-up Activities																			
	Start-up and recruitment of staff																		
	Staffing and procurement arrangements completed																		
	Build partnerships																		
	– GoK stakeholder meeting held at the district level																		
	– Stakeholder workshop held																		
	– Public relations event/ceremony held																		
Component I – Security of Tenure and Conflict Mitigation																			
	Rapid appraisal of tenure and assessment of the current land rights formalization processes																		
1.1	Rapid field assessment of the MoL's current process for customary land rights formalization																		
	Conduct PRA/RRA tenure systems in pilot communities																		
	Support refinement of MoL land rights formalization process																		
	Support Public Information and Awareness																		
1.2	Develop a PIA strategy and materials																		
	Conduct community sensitization in pilot communities																		
	Pilot a participatory land rights formalization process																		
1.3	Test the modified and participatory methodology for land rights demarcation																		
	Endorse boundaries																		
	Identify appropriate institutional structures for registering community lands																		
	Formalize rights with the MoL/request for community title submitted to MoL																		

TASK	ACTIVITY AND SUB-ACTIVITIES	2009						2010						2011					
		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 5			Quarter 6		
		S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
1.4	Strengthen local institutions of land administration and dispute resolution																		
	Introduce reforms in local institutions of land administration																		
	Strengthen local mechanisms for dispute resolution and mediation																		
Component 2 – Improve Management of Protected and Biologically Sensitive Areas																			
2.1	Establish a TRA Index and indicator for monitoring the project’s impact on biodiversity conservation																		
	Biodiversity analysis and establishment of indicator																		
2.2	Set the stage for effective co-management of natural resources																		
	Review legal and policy options to support co-management																		
	Hold district level workshop on biodiversity and co-management																		
	Identify appropriate community institutions for implementing co-management activities																		
	Develop and strengthen institutions of co-management in pilot sites																		
2.3	Support the development of co-management agreements with communities																		
	Assist in the development of co-management agreements, by-laws, and land and resource use plans																		
Component 3 – Provide Lessons Learned to Inform Policy																			
3.1	Document lessons learned and develop best practices																		
	Capture lessons learned and develop best practices																		
3.2	Final district and national workshops to disseminate lessons learned																		
	District-level workshop organized and held																		
	National-level workshop organized and held																		
	Project closeout and Final Completion Report (April 14)																		

ANNEX 3. SECURE PROJECT IMPLEMENTING STRUCTURE



ANNEX 4: ARD MANAGEMENT STRUCTURE FOR KENYA SECURE PROJECT



ANNEX 5: WORKING GROUP MEMBERS

National-Level Working Group

1. MoL – Permanent Secretary
2. MoL – LRTU Coordinator
3. MoL – Director of Surveys
4. MoL – Director of Land Adjudication & Settlement
5. MoL – Director of Physical Planning
6. MoL – Director of Land Administration
7. KWS – Director
8. DPGL Representative
9. USAID Representative
10. SECURE Project Team Leader
11. KFS – Director
12. Ministry of Forestry and Wildlife Representative

District-Level Working Group

1. SECURE Project Team Leader
2. MoL - LRTU Representative
3. District Commissioner – Lamu East
4. Area County Councilor (Kiunga)
5. Area County Councilor (Basuba)
6. Area County Councilor (Kiwayu)
7. County Council Clerk
8. Principal Chief
9. MoL – District Physical Planner
10. MoL – District Surveyor
11. MoL – District Land Adjudication/Settlement Officer
12. MoL – District Land Administrator

13. KWS Representative
14. KFS Representative
15. Department of the Environment Representative
16. Department of Fisheries Representative
17. Shungwaya Welfare Association Representative
18. Kibodo Trust Representative
19. Maendeleo Ya Wanawake Organization (Local Women's Group) Representative
20. Community Representative from Bajuni Community
21. Community Representative from Boni Community

Local-Level Working Groups (one each for Mangai, Mkokoni, Kiwayu, and Kiunga)

1. At Large Village Representative (Female)
2. At Large Village Representative (Male)
3. Youth Representative (Male)
4. Youth Representative (Female)
5. Opinion Leader (Male)
6. Opinion Leader (Female)
7. Fishing Group/BMU Representative
8. Elder's Group Representative
9. Disabled Representative
10. Business Representative
11. Assistant Chief
12. Area County Councilor
13. KWS Representative
14. District Officer
15. Kibodo Trust
16. SWA Representative
17. MoL District Management Committee Chair
18. DoF Representative
19. KFS Representative
20. Maendeleo Ya Wanawake Organization (Local Women's Group) Representative

ANNEX 6. ADDITIONAL COMMUNITIES IDENTIFIED BY MOL THAT REQUIRE LAND RIGHTS FORMALIZATION

A list of additional communities in Lamu East and West districts identified by the MoL that require land rights formalization using refined process developed by the Kenya SECURE project.

1. Ashuei
2. Bargoni
3. Basuba☐
4. Chalaluma
5. Dide Waride☐
6. Faza Rasini☐
7. Ishakani
8. Katsakivu☐☑
9. Kiangwe
10. Kiatu
11. Kilelana
12. Kilimani
13. Kiongwe Mjini☐
14. Kipungani
15. Kizingitini
16. Kona Mbaya
17. Koreni☐
18. Mambole
19. Manda
20. Manda Ras Kitau☑
21. Mapenya
22. Masundweni
23. Matondoni
24. Mbwajumwali☐☑
25. Milimani☐

26. Mkokoni☐
27. Mkunumbi☐
28. Moa ☐
29. Mokowe☑
30. Mtangawanda☐
31. Mulei
32. Muvundeni
33. Myambogi☐
34. Ndambwe☐
35. Ndau☐
36. Ngoi
37. Pandanguo
38. Pate☐
39. Roka bobo
40. Rubu
41. Sahanga Mambure
42. Sende Muke
43. Shanga Ishakani☐
44. Shanga Rubu☐
45. Shekale☐
46. Sima mbaya
47. Siyu☐
48. Tchundwa☐☑
49. Witu

#

☐ = Perimeter Survey completed

☑ = Settlement Scheme process commenced

☑ = Urban Planning process commenced

U.S. Agency for International Development/Kenya

c/o American Embassy

UN Avenue, Gigiri

Nairobi, Kenya

Telephone: 254-20-862 2000

Fax: 254-20-862 2680

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