

CEPF Final Project Completion Report

Organization Legal Name:	Wetlands International Kenya
Project Title:	Creating Shared Value Over Water Resources in Upper Tana, Kenya
Grant Number:	CEPF-103593
CEPF Region:	Eastern Afromontane
Strategic Direction:	1 Mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of biodiversity conservation, improved local livelihoods and economic development in priority corridors.
Grant Amount:	\$102,400.00
Project Dates:	January 01, 2018 - October 31, 2019
Date of Report:	January 28, 2020

IMPLEMENTATION PARTNERS

List each partner and explain how they were involved with the project.

Wetlands International recognises the importance of partnerships in ensuring effectiveness in project implementation. The following are some of the partners involved during implementation:

- 1. County government of Meru: Key partner in the development of the Meru County Water and Irrigation Policy. The department of water and irrigation will spearhead policy implementation.**
- 2. Water Resources Authority: Provided support in the mobilisation of Water Resources User Associations, conducting organisational capacity assessments, training of WRUAs and development of Chania WRUA Sub-Catchment Management Plan.**
- 3. Nature Kenya: Support in mobilisation of local communities (Community Forest Associations) to participate in decision-making processes such as development of the Meru County Water and Irrigation policy; Support to mainstreaming of biodiversity components in the water sector.**
- 4. Mainstream Media: Support in reporting and raising awareness of the project, its objectives and further, enabling citizens and decision makers to debate on key issues.**

For a detailed list on stakeholders and their level of engagement in the project, kindly refer to the final stakeholder engagement plan report (attached).

CONSERVATION IMPACTS

Summarize the overall impact of your project, describing how your project has contributed to the implementation of the CEPF ecosystem profile.

During the period of implementation, the following significant results were achieved:

- 1. Policy and institutional changes at the county level (the County Government of Meru Water and Irrigation Policy) initiated. This project supported the development of a Water and Irrigation Policy for the County Government of Meru, which provides a framework for water governance including: Institutional arrangements; allocation of resources for water supply and water resources management; the implementation of incentives for efficient use of water and its protection, as well as financing of these activities. One explicit example is the recommendation of alternative financing sources for Water Resource User Associations, which empowers them to be financially independent and able to implement their mandates.**
- 2. River basin development plan (Chania WRUA Sub-Catchment Management Plan (2019 – 2029) finalised and adopted. Together with Chania WRUA, the Water Resources Authority, the County Government of Nyeri and other stakeholders, we supported the review of a 10-year action plan for the sustainable use and management of the Chania river basin. This long-term plan aligns aspirations and needs with existing and planned opportunities. This plan provides for better management of 8,441 hectares of the Aberdare forest KBA, which lies within the basin and is the source of the main water sources including River Chania.**
- 3. Capacity of 84 participants representing 12 WRUAs in the Upper Tana strengthened. Organisational Capacity Assessments for 12 WRUAs (Chania, Ragati, Upper Gura, Gura, Nairobi and Naromoru (Nyeri) and Bwathonaro, Lower Thanantu, Mid-Kathita, Gachiege, Mariara and Tungu WRUAs (Meru).were conducted. The assessments helped to set a baseline and further identified key capacity gaps that need to be addressed. As a result, we conducted intensive capacity building that covered the following sub - themes: Water sector reforms in Kenya; WRUA Management Committee structure, functions and constitutional framework; Water resource allocation mechanisms; Riparian land management; Role of landscape approaches in biodiversity conservation; Policy and law-making process – role of WRUAs to influence; Role of WRUAs in conflict management and dispute resolution and lobby and advocacy for water resources governance. These WRUAs are now engaging in national and county processes, making their voices heard from an informed perspective.**
- 4. New partnerships and multi-stakeholder platforms to engage in water resources management at different scales established i.e. the Nyeri Umbrella Water Resource Users Association and the Inter-County Dialogue. Through these platforms, we have strengthened partnerships that catalyse change, enhance learning and improve financial sustainability. Examples of these relationships in action include partnering with the County Government of Samburu and Indigenous Movement for Peace Advancement and Conflict Transformation to co-fund, organise and facilitate a two-day Inter-County dialogue under the theme '*Creating Shared Value Over Water Resources*' This dialogue brought together top leadership (Governors and Deputy Governors) from the Aberdares and Mt. Kenya regional (Samburu, Isiolo, Laikipia, Meru, Nyeri and Kirinyaga counties) to dialogue on the inclusive governance and management of water resources within the Ewaso Ng'iro river basin ecosystem and its catchment. Inter-County Dialogue short**

documentary. Establishing these strategic partnerships has enabled Wetlands International Kenya to develop a bankable project and mobilise investments from USAID/SERVIR to enhance water security in the Mid-Athi basin, Kenya.

- 5. Awareness of the County Officials on the need to integrate Water Resources Management with Water, Sanitation and Hygiene in their policies, plans and projects enhanced. The water policy (County Government of Meru) and plan (Chania WRUA) development processes, involved capacity strengthening sessions for the stakeholders. These included the need for integrating WASH and WRM with the understanding that the need for sustainable WASH services to include water security issues is crucial. The need for counties to support WRUAs to undertake their mandates has also been highlighted during consultative and engagement meetings with the counties, including the inaugural Meru County water dialogue.**
- 6. Internal institutional capacity and operations strengthened: Through the support from CEPF, Wetlands International approach to gender and mainstreaming of biodiversity projects has been enhanced. This was done during and after participation in training workshops such as the conservation agreements and gender and biodiversity mainstreaming workshops. Examples of areas of improved capacity include: How to communicate effectively with stakeholders in the Public and Private Sector in a language and manner in which they understand and appreciate; How to incorporate approaches such as 'men for women', where men leaders or locally influential persons; and use of frameworks and tools to conduct research and monitor changes in gender mainstreaming as and where relevant. This is also evidenced by increased institutional scores in the CEPF Gender Tracking Tool and Civil Society Tracking Tool.**
- 7. Organisational visibility enhanced: The funding from CEPF has broadened our scope of work and stakeholders. This improved visibility has enhanced our credibility and legitimacy in the Upper Tana, and indeed our constituents at local, national and regional level.**

Planned Long-term Impacts – 3+ years (as stated in the approved proposal)

Impact Description	Impact Summary
5,000 hectares of Aberdare and Mt. Kenya forest land in the the Upper Tana Catchment covering the counties of Nyeri, Kirinyaga and Meru is better managed	In October 2019, together with Chania Water Resource User Association, the Water Resources Authority, the County Government of Nyeri and other stakeholders within the sub-catchment, we supported the review of a 10-year action plan for the sustainable use and management of the Chania river basin. This long-term plan is particularly important as details management solutions for managing basin and water resources at sub-basin level. On implementation, this plan will see improved management of 8,441 hectares of the Aberdare forest Key Biodiversity Area, which lies within the basin and is the source of the main water sources including River Chania. Refer attached Sub-Catchment Map and Sub-Catchment Map highlighting the Key Biodiversity Area.
Incorporation of specific water-related ecosystem services into county planning processes	In 2016, Wetlands International released a study report on The Economics of Ecosystems and Biodiversity (TEEB) of the Tana River Ecosystem. This report analysed the benefits of biodiversity, the costs of biodiversity loss and the failure to conserve versus the benefits of effective conservation. The recommendations from this study were disseminated at different fora with the intent of informing decisions at different levels. For example, a presentation to the Nyeri County CFAs, WRUAs and government agencies informed the

	development of various aspects incorporated into the Nyeri County Integrated Development Plan (2018 – 2022), which details the value of biodiversity. In addition, this resource was instrumental in the development of Chania WRUA Sub-Catchment Management Plan and County Government of Meru Water Policy. So far, dissemination of the findings has been useful in incorporating the values of nature into decision making, seeing improved recognition of the value of biodiversity and further embedding the knowledge that they are both important and significant. The facilitation of the inclusion of WRUA and CFA representatives in the secretariat developing the Meru County water policy enabled the voice of community based natural resource users to be incorporated into the policy
6 WRUAs [Naromoru and Gathiuru WRUAs (Nyeri County), Mariara and Bwathonaro WRUAs (Meru County) and, Ragati and Chehe WRUAs (Kirinyaga County)] responsible for 90,000 hectares applying better water resources management practices	The Water Act, 2016 recognises the crucial role of WRUAs in managing water resources. However, from our assessment, they have been unable to fulfil this mandate due to inadequate financial, technical and human resources as they are mostly volunteers. This project contributed efforts towards addressing this challenge by: linking twelve WRUAs within Upper Tana to those in the Upper Ewaso Ng'iro North sub-basin for the exchange of information and ideas on water resource use; and supporting them to lobby for resources to improve financing to WRUAs, which will support activities on monitoring water availability and use. An example is action is support to Mariara WRUA to participate in National and County dialogue processes, where their voices were raised and heard resulting in the 'Mariara Restoration Project.' In addition, by strengthening their capacity in institutional governance and management, these WRUAs have been transformed into robust institutions that can attract funding from various traditional and non-traditional sources to implement their action plans.

Planned Short-term Impacts – 1 to 3 years (as stated in the approved proposal)

Impact Description	Impact Summary
Nyeri County has a policy that provides for clear institutional framework for sustainable management of water resources	This project has facilitated the process of developing a Water and Irrigation Policy for the County Government of Meru. This policy provides a framework for water governance including: Institutional arrangements; allocation of resources for water supply and water resources management; the implementation of incentives for efficient use of water and its protection, as well as financing of these activities. In order to develop a responsive, well informed and context specific policy, the steering committee together with the consultants reviewed local, national and regional documents covering the following relevant strategic themes: policies and legislative framework, capacity of multi-stakeholders, sector coordination, sector governance, partnerships and networking and knowledge management. This process was both consultative and participatory right from the planning phase to drafting. At present, the Policy is awaiting approval by the County Assembly (assent and finalisation). Refer attached draft policy and letter of commitment for policy development.
6 WRUAs in 3 counties [Naromoru and Gathiuru WRUAs (Nyeri County), Mariara and Bwathonaro WRUAs (Meru County) and, Ragati and Chehe WRUAs (Kirinyaga County)] have strengthened capacity	In collaboration with the Water Resources Authority, this project facilitated Organisational Capacity Assessments (OCA) for WRUAs in Meru, Murang'a, Nyeri and Kirinyaga counties. The exercise resulted in the development of capacity building plans which were implemented through targeted training workshops that provided for institutional cross-learning, bench-marking and continuous improvement to ensure inclusivity and effective water resources governance. These capacity sessions covered: Water sector reforms in Kenya; WRUA governance; Water resource allocation mechanisms; Riparian land management; Integrated Water Resources

	<p>Management - Role of landscape approaches in biodiversity conservation; Policy and law-making process – role of WRUAs to influence; Role of WRUAs in conflict management and dispute resolution and lobby and advocacy for water resources governance. Following the capacity strengthening workshops, WRUAs from Nyeri went ahead to form an umbrella WRUA Association. The Association serves as a platform for joint advocacy, resource mobilisation and action on the ground. In addition, 3 of the 12 WRUAs have now received support from WRA to implement catchment management strategies on the ground.</p>
<p>The County Executive Committee Members, County Chief Officers and Members of County Assemblies In Nyeri, Kirinyaga and Meru counties have increased exposure to (awareness of) the importance of water resources management in relation to CIDPs and relevant policies</p>	<p>Engagement meetings between the project team and the Nyeri and Meru Water and Natural Resources Sector County Executive Committee Members and Chief Officers were held on various dates throughout project implementation. These meetings provided a platform for discussion of key challenges facing the sector and how to address priority shared risks by taking a holistic landscape approach in order to make sustainable water management and secure safe water for downstream communities. Some of the key questions addressed include: How do we manage water resources holistically and sustainably to secure ecosystem services and meet the multiple needs from different users of the landscape?; What have been the challenges of implementing landscape approaches regarding water resource management?; and What conditions at policy and capacity levels need to be in place for a landscapes approach to be successful in the context of sustainable water management? The outcomes from these meetings formed a key part of the capacity strengthening and policy influencing interventions by the project. Moreover, the project influenced the adoption of the inaugural Meru Water Dialogue theme 'Towards Practical Solutions to Environmental and Water Crises' which were strategically aligned to key policy issues.</p>

Describe the successes or challenges of the project toward achieving its short-term and long-term impact objectives.

The following are some of the key challenges and success encountered during project implementation

- 1. Changes in the Nyeri and Meru County Government Water and Irrigation departments impacted negatively on results. For example, in Meru County, George Thuo (immediate former Chief Officer) whom we had an established relationship was transferred to a different department. This stalled the policy review process as the team had to wait for new appointments, who then required additional time to orient and understand the status and requirements for finalisation of the policy.**
- 2. Balancing expectations of key stakeholders such as Water Resources Authority was a challenge. For example, the project had initially planned to review two Sub-Catchment Management Plans. However, following consultations, it seemed evident that the Per Diem and associated costs for the government staff was higher than initially planned. In addition, the guidelines for the development and review of Sub-Catchment Management had changed, necessitating longer staff and participant engagement processes. This forced the team to negotiate, review budgets and settle for review of one plan instead of two.**
- 3. Engaging the technical staff from Meru County as part of the secretariat was a cost-effective and useful strategy for back-stopping the consultant with**

technical work. However, it was important to ensure their tasks were well defined.

4. Involving mandated local institutions such as Water Resource User Associations (WRUAs) and Community Forest Associations (CFAs) who represent local communities and have their interests at heart proved to be critical and useful for the success of the project. However, selecting the 'right' people was important (based on a set-criteria) in order to ensure inclusivity and avoid 'elite-capture' which is common with these institutions.
5. The need to understand and respond to stakeholder needs and concerns with considered and timely responses was very important to the success of the project. During community engagement, we addressed complex and technical issues in a simple manner and local language by use of pictures and diagrams.
6. Holding inception meetings where we were transparent about project work plans and budgets, and explaining right from the onset what elements of the project can be influenced - when and in what way - served to be an important element in managing expectations. As this project entirely involved institutional and policy strengthening components, it was important to make communities aware that there would be no 'hardware' components on the ground, but the project would ultimately lead to investments on the ground by the duty bearers.

Were there any unexpected impacts (positive or negative)?

The following unexpected impacts were met during implementation

1. Engagement meetings with the Water Resources Authority in planning for the WRUA capacity building workshops, development of Sub-Catchment Management Plans and review of the draft County government of Meru policy elicited interest in developing structured means of engagement with Wetlands International through a Memorandum of Understanding. A Letter of Intent as first step towards developing the Memorandum of Understanding (MoU) was developed and approved. This level of collaboration demonstrated continued commitment and sustainability of our interventions in the Upper Tana and elsewhere beyond the project period.
2. On 19 March 2018, the project team held a consultative meeting with the Nyeri County Department of Water, Environment and Natural Resources County Executive Committee Member. This meeting provided a platform for the introduction of the CEPF project, context and planned interventions, and rallying support towards the development of a County Water Policy. However, following discussions, with among others the County Director of Water, it appeared that the policy development process was in its final stages. As the County Water Policy was a key component of the project, after further discussions with the sub-regional Water Resources Authority Manager, it was agreed that the project should focus its actions towards the development of a Water Policy in Meru County. Despite being encountered in the early stages of the project, this challenge caused some delay as it required review of strategies and communication.
3. Through this project, we engaged a wide variety of stakeholders in the basin, who were interested in establishing new partnerships and multi-stakeholder platforms to engage in water resources management at

different scales. For example, the Nyeri Umbrella Water Resource Users Association in Nyeri County and the Inter-County Dialogue which brings together top leadership (Governors and Deputy Governors) from the Aberdares and Mt. Kenya regional (Samburu, Isiolo, Laikipia, Meru, Nyeri and Kirinyaga counties) to dialogue on the inclusive governance and management of water resources within the Ewaso Ng'iro river basin ecosystem and its catchment. Through these platforms, we have strengthened partnerships that catalyse change, enhance learning and improve financial sustainability.

- 4. Our experience in implementing this project has enabled us to develop a bankable project and mobilise investments from USAID/SERVIR which aims at enhance water security in the Mid-Athi basin, Kenya.**

PROJECT COMPONENTS AND PRODUCTS/DELIVERABLES

Describe the results from each product/deliverable:

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
2	Capacity strengthening of 6 WRUAs in Nyeri, Kirinyaga and Meru Counties	2.1	6 OCA assessment reports and capacity building plans	In April and May 2018, the project team conducted participatory institutional and technical capacity assessments for 12 WRUAs in the Upper Tana Catchment (Naromoru, Nairobi, Ragati, Upper Gura, Gura, Chania, Tungu, Gachiege, Mid-Kathita, Lower Thanantu, Bwathonaro and Mariara. This was followed by the development of institutional capacity development plans, outlining the capacity strengthening activities which will be used to monitor the WRUA's capacity development over time. The OCA was conducted by use of the organisation assessment methodology. The analysis exercise was participatory and was divided into two sessions, where the participants discussed and gave their reflections on the capacity areas, followed by scoring on the OCA tool. An analysis of the scores was then done and feedback on the same was presented during plenary. The capacity strengths and constraints in terms of capacity that are faced by the WRUAs were analysed with reference to their characteristics and covered 16 capacity areas. The reports and associated capacity-building plans have been useful for the WRUAs to use in resource mobilisation and fundraising efforts for not only projects, but institutional capacity building of the organisation as well.
2	Capacity strengthening of 6 WRUAs in Nyeri, Kirinyaga and Meru Counties	2.3	Training modules, reports and 6 advocacy action plans	From the Organisational Capacity Assessment (OCA), there was a clear indication that some of the capacity issues that the WRUAs need to address include to prioritise the development of Sub-Catchment Management Plans (SCMPs), development and implementation of financial procedures and internal controls; development and implementation of advocacy, Integrated Water Resources Management and Monitoring Evaluation Reporting and Learning strategies. Training modules to address these capacity gaps were developed and administered in participatory capacity building sessions.
3	Engagement with county decision-makers in the Counties of	3.1	Policy briefs and factsheets produced and	The following articles on the project were shared online via Wetlands International, CEPF websites, newsletter and social media channels: 1. https://africa.wetlands.org/en/news/new-lease-lifupper-tana-wetlands-international-cepf-

	Nyeri, Kirinyaga and Meru to consider and mainstream ecosystem values into county planning processes		disseminated , case studies developed, articles shared online	partnership-aims-improve-governance-waterresources/ 2) https://africa.wetlands.org/en/news/assessing-capacities-local-communitiesmanage-water-resources/ 3) https://www.cepf.net/grants/grantee-projects/creating-shared-value-over-water-resourcesupper-tana-kenya
2	Capacity strengthening of 6 WRUAs in Nyeri, Kirinyaga and Meru Counties	2.4	Reviewed Sub-catchment Management Plans	Following the OCAs, the project team together with the Water Resources Authority supported the review of Sub-Catchment Management Plans for Chania WRUA in line with the revised WRUA Development Cycle. This plan provides for better management of 8,441 hectares of the Aberdare forest Key Biodiversity Area, which lies within the basin and is the source of the main water sources including River Chania
1	Development of Nyeri County Water Policy	1.1	County consultative meeting and compilation of key policy issues	Several consultative meetings were held between the project team and the County Government of Meru. These meetings provided a platform for the introduction of the CEPF project, context and planned interventions, and rallying support towards the development of a County Water Policy. The project team and the county's approach towards compilation of key policy issues was through the development of thematic issue papers in which the following issues were identified as key towards achieving water security: Sustainability (of water resources and infrastructure); Inclusion (equitable sharing of the benefits of water with everyone, including the marginalized); Institutions (strengthening capacity of key institutions); Financing (improving financial viability) and Resilience (downstream communities). An analysis of these issues was incorporated into the zero draft policy. This process was spearheaded by a steering committee formed at a consultative workshop held on 16 November 2018.
1	Development of Nyeri County Water Policy	1.2	County policy development work plan/ road map	Several meetings were held with the Meru County Department of Water and Irrigation officials, including its former Chief Officer Mr. George Kimathi and Planning Officer Engineer Mercy Kangai to discuss key policy issues and develop a roadmap to guide the process of formulating a sector specific policy. The following process was agreed to be followed in formulating a Water and Sanitation Policy for Meru County: Phase 1: Initiation and Planning Phase Phase 2: The Policy Design and Drafting Phase Phase 3: Public Participation Phase

				Phase 4: Finalization phase Phase 5: Policy Adoption. The detailed roadmap is attached as part of the reporting supporting documents. This roadmap was reviewed in by the policy secretariat and Terms of Reference (ToR) for the Policy Development consultant developed. This was followed by a meeting between Wetlands International project team and the selected Consultant to refine and clarify the goal and objectives of the Assignment in the ToR including the budget and work plan. The Consultant was then formally introduced to the county government in a meeting chaired by the County Chief Officer for Water on 15 November 2018. The roadmap was constantly reviewed and deemed to sufficiently cover the required components for the successful delivery of the policy
1	Development of Nyeri County Water Policy	1.3	Nyeri County situational analysis report	Situational analysis was conducted by the policy consultants in consultation with the policy secretariat. This process involved review and digestion of previous and current local, national and regional plans and policies, and how they are aligned with the context within the county. It also included a review of perceptions and experiences of key stakeholders in relation to the key issues identified earlier on. Strategies and activities to address the issues coupled with the key actors were also identified. These key findings were then incorporated into the first draft of the policy document.
1	Development of Nyeri County Water Policy	1.4	Draft Water Policy for Nyeri County, Consultation meeting reports	The first draft report was developed and shared with key stakeholders for their review and feedback. This was done through public participation sessions, where interests and priorities of stakeholders were obtained.
1	Development of Nyeri County Water Policy	1.5	Draft 2 of Nyeri County Water Policy	In August 2019, the second draft report was developed and shared with key stakeholders for their review and inputs. This served as a validation workshop where the participants reviewed the second draft for gaps or areas for improvement.
1	Development of Nyeri County Water Policy	1.6	Final Nyeri County Water Policy document	In October 2019, following the inaugural Meru County Water Dialogue, the Final Meru County Water and Irrigation Policy was submitted to the County Executive Committee Member of Water and Irrigation. This draft will be submitted to the County Assembly in 2020 after recess for assent and publishing. It is expected that the policy will be launched during the World Water Day in March 2020.

3	Engagement with county decision-makers in the Counties of Nyeri, Kirinyaga and Meru to consider and mainstream ecosystem values into county planning processes	3.3	Reports on policy and decision makers engagement meetings	These reports have been shared in the form of meeting briefs and minutes.
4	Wetlands International Organisational Strengthening Tools	4.1	Civil Society Tracking Tool (CSTT)	At the beginning of the project, Wetlands International completed the CEPF Civil Society Tracking Tool. Some of the key issues identified were the need for developing and implementing a sustainable financing strategy and diversify its funding portfolio. The score at the beginning was 68%. At the end of the project, a similar assessment was conducted in which the organisation scored 78%. This was attributed to better financial and management systems and strategic planning.
4	Wetlands International Organisational Strengthening Tools	4.2	Gender Tracking Tool (GTT)	At the beginning of the project, Wetlands International Kenya completed the CEPF Gender Tracking Tool through a participatory process involving departmental representatives. Some of the key issues identified were the lack of staff responsible for gender issues and lack of an organisational gender policy. At the end of the project, a similar exercise was conducted and submitted. The overall score at the end was 12 which was an improvement from 9, which was the score at the beginning of the project. This self-assessment provided a good indication of areas which require improvement and those in which the organisation is doing relatively well.
4	Wetlands International Organisational Strengthening Tools	4.3	Semi-annual report on the implementation of the Stakeholders Engagement Plan (SEP)	The project's stakeholder engagement plan was implemented, monitored and reported on a regular basis, taking into consideration the dynamic contexts of the catchment area. A report detailing stakeholder engagement during the project has been shared.
4	Wetlands International Organisational Strengthening Tools	4.4	Communications	Project updates have been uploaded on Wetlands International's websites, newsletter and social media sites. A story highlighting progress on WRUA capacity strengthening efforts was also published

	Tools			and shared on the Eastern Afromontane Conservation Network's newsletter.
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Describe and submit any tools, products or methodologies that resulted from this project or contributed to the results.

The following tools, products and methodologies were developed during implementation or as a result of implementation. They were contextualised to suit the setting of the meeting e.g. translated to *Swahili*.

1. Tools:

- **Organisational Capacity Assessment:** This participatory tool was developed to conduct the OCA on twelve (12) WRUAs, which is a comprehensive and highly participatory approach to achieving organisational change, learning and development that supports organisations to measure their performance, priorities organisational challenges, and implement improvement strategies.
- **Stakeholder Conflict and Analysis Matrix:** In this project, this matrix was used to understand the conflicts of interest and common interests between stakeholders and was utilised during the county policy development and sub-catchment management planning process.
- **Problem Analysis Chart:** This tool was used during the county policy development and sub-catchment management planning process to bring together the priority problems of all the different groups and stakeholders in the community in order to explore local coping strategies and to identify opportunities to address the problems.
- **Pairwise ranking:** This tool was used to assign priorities to the multiple options identified during the development of the sub-catchment management plan. It offered the team and participants an opportunity to be transparent and give a voice to those within the group who would not ordinarily participate.
- **SW Maps:** This free GIS and mobile mapping app was used to collect, present and share geographic information from the field and was particularly useful in the identification and validation of hotspot areas.
- **Quatum Geographic Information System (QGIS) and remote sensing (Google Earth engine):** was used in the development of land use land cover maps during the Sub-catchment management planning development process.

2. Products:

- **Policy development roadmap:** This document was developed by the policy development secretariat highlighting the process that will be followed in formulating a Water and Irrigation Policy for Meru County.
- **Project Brief:** CEPF project brief was developed and used in the Inter-County Dialogue to create awareness on the project on '*Creating shared value over water resources in Upper Tana, Kenya*' to key stakeholders who participated in the Dialogue meeting. The communication's team sought guidance from the CEPF communications team before printing.

3. Methodologies:

- **Transect walks:** This participatory methodology was used to learn about the community's natural resource base, land forms, and land use, location and size of farms or homesteads, location and availability of infrastructure and services, and economic activities.
- **Community/Village resource mapping:** During the development of the Chania WRUA sub-catchment management plan, this method was useful in identifying the occurrence, distribution, access to and use of resources from the perspective of the community members. This map was drawn after the transect walks and was used as a basis for conducting semi-structured interviews on changes in land-use, access and enabling the project team to conduct an analysis of the zonation.
- **Participatory workshops** were also employed to ensure participants were actively engaged throughout the workshops.

LESSONS LEARNED

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building.

Consider lessons that would inform:

- Project design process (aspects of the project design that contributed to its success/shortcomings)
- Project implementation (aspects of the project execution that contributed to its success/shortcomings)
- Any other lessons learned relevant to the conservation community

Several lessons were learned from project implementation. The most important are summarised below:

- 1. Understanding the role of the stakeholders and building relationships in this project was a key element for the success of the project. To do this, we began by identification and mapping of stakeholders depending on their interest and influence. Key government institutions such as WRA have gone on to play a critical role in providing information and creating legitimacy for the project.**
- 2. There is need to encourage active involvement of stakeholders throughout implementation. In this project, during the inception phase, we began by reviewing and understanding stakeholder priorities and other needs such as gender, culture socio-economic status, which were accommodated in planning and implementation. This was particularly useful as it was clear that following the general elections, the priorities of the County Government of Nyeri had changed, enabling us to reformulate our plans.**
- 3. Managing stakeholder expectations by explaining right from the onset what elements of the project can be influenced, when and in what way was very useful. As this project entirely involved institutional and policy strengthening components, it was important to let communities aware that there would be no 'hardware' components on the ground, but the project would ultimately lead to investments on the ground by the duty bearers.**
- 4. There is need to continuously evaluate and improve engagement with stakeholders on an ongoing basis. This helps to maintain momentum of interventions.**

5. Understanding and responding to stakeholder needs and concerns with considered and timely responses. For example, during community engagement, we addressed complex and technical issues in a simple manner and local language by use of pictures and diagrams.
6. This project (capacity building, advocacy and policy development) such as many other natural resource management projects require a relatively long period of implementation to yield impact.

SUSTAINABILITY/REPLICATION

Summarize the successes or challenges in ensuring the project will be sustained or replicated, including any unplanned activities that are likely to result in increased sustainability or replicability.

Key project successes and challenges that can be replicated or scaled-up are highlighted below:

1. Involving and strengthening the capacity of WRUAs and County governments has a potential for a transformative effect that does not just ensure that the benefits are sustained but that they are replicated and scaled up. An example is the support to WRUAs on water use, allocation and monitoring. Building capacity for these WRUAs combined with sensitisation of county governments is likely to lead to more cases of sustainable water use and equitable water allocation. In addition, resource mobilisation training was provided to these WRUAs who continue to make use of this training to seek and obtain new and additional funds.
2. Engagement of the Meru county government as part of the policy secretariat provided ownership and conducive political environment to develop the Meru County Water and Irrigation Policy, engagement with the local communities through WRUAs enhanced ownership and sustainability of the project.
3. Relationships established between the organisation and stakeholders such as WRA have provided for engagement that will continue beyond the life of the project. For example, the MoU developed between the two organisations will provide for continued collaboration in enhancing water security.
4. Support at scale requires a platform, and to do this, one of the unplanned activities have resulted in the establishment of an Inter-County Dialogue platform which will continue discussions and inform decisions towards adoption of a landscape approach, particularly since water does not follow administrative boundaries.
5. The recommendations from the Meru County Water and Irrigation Policy have been mainstreamed into the County government plans. This was done during the inaugural Meru County water dialogue. This is a step towards implementation of water resource management strategies. There is however need for follow-up to ensure these are effected.
6. The Sub-Catchment Management Plan serves as a resource mobilisation tool for the WRUAs. Involving the County government of Nyeri and other government agencies was pivotal in ensuring they are part of the process, aware of the plans and keep WRUA interventions in their radar.
7. Policy processes are not entirely dependent on planning, but also political issues. This was the case with the County Government of Meru Water and

Irrigation Policy which was dependent on timing (political calendar), interest and priorities.

- 8. Where resources were insufficient, the project leveraged on funding from other projects and created synergies to ensure successful completion of the interventions. Despite the completion of the project, Wetlands International will support activities towards finalisation and launch of the policy document.**
- 9. Internally, the opportunities for self-reflection through the Civil Society and Gender tracking tools have made us intentional in our gender mainstreaming and development of organisational policies (gender) to support our implementation.**

SAFEGUARDS

If not listed as a separate project component and described above, summarize the implementation of any required action related to social, environmental or pest management safeguards.

During implementation, the project team with the support of the Regional Implementation Team developed Grievance Redress Mechanisms (GRM) to receive and address concerns about the impact of the project and operations particularly during stakeholder engagement.

With the GRM in place, translated to a language understood by all stakeholders (Swahili), and disseminated to all stakeholder groups for whose use they were intended, there were no social or environmental concerns or grievances raised.

ADDITIONAL COMMENTS/RECOMMENDATIONS

Use this space to provide any further comments or recommendations in relation to your project or CEPF.

In instances where the communities were vulnerable, it is necessary to integrate service delivery aspects (hardware) and advocacy in order to generate interest. Providing tangible benefits not only generates interest in advocacy work but will also demonstrate the added benefits of participation, conservation and better utilization and management of water resources.

The project was effective as a platform for channelling capacity building, advocacy and policy development support to citizens and county governments. The organisational capacity development has been systematic and comprehensive.

This has been highly appreciated where the WRUAs are able to point to significant benefits, especially within improving internal institutional governance and management. Moreover, the project was effective in improving participation through linking communities (through WRUAs) and the county governments. There is evidence of WRUAs demanding their rights, as well as growing confidence to demand accountability and services from duty bearers as in the case of Mariara WRUA during the Meru County Water Dialogue.

Support from the RIT in mentorship, facilitating tailor-made training workshops has also been instrumental in strengthening internal capacity.

ADDITIONAL FUNDING

Provide details of any additional funding that supported this project and any funding secured for the project, organization or region as a result of CEPF investment.

Total additional funding (US\$)

\$17,048.50

Type of funding

Provide a breakdown of additional funding (counterpart funding and in-kind) by source, categorizing each contribution into one of the following categories:

- A. Project co-financing (other donors or your organization contribute to the direct costs of this project)
- B. Grantee and partner leveraging (other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF-funded project)
- C. Regional/portfolio leveraging (other donors make large investments in a region because of CEPF investment or successes related to this project)

Type of Funding	Source	Description	Amount (USD)
Project co-financing	Wetlands International	Consultant costs (Meru County Water Policy)	3,000.00
Project co-financing	Wetlands International	Participation costs (Meru County Water Dialogue)	1,578.50
Project co-financing	Wetlands International	Staff -time	2,150.00
Grantee and partner leveraging	County Government of Meru and Water Resources Authority	Support to Mariara WRUA restoration project	10,320.00
Total			17,048.50

INFORMATION SHARING AND CEPF POLICY

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. Final project completion reports are made available on our website, www.cepf.net, and may be publicized in our e-newsletter and other communications.

1. Please include your full contact details (name, organization, mailing address, telephone number, email address) below.

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