

RAPID ASSESSMENT OF IN-COUNTRY AND REGIONAL COORDINATION WITHIN GEF FUNDED PROJECTS IN KENYA

FINDINGS

1) Overview

- Kenya has a large and vibrant GEF portfolio. NEMA's database lists over seventy projects, of which 50 are being funded or are over.
- GEF support has been to all focal areas and provides input to government, NGOs and Private Sector.
- Kenya has strong experience with GEF; this is demonstrated by the fact that Kenya provided the Council Member for East Africa for first ten years.
- NEMA has created a GEF in the NEMA Web Site

2) OFP

- Kenya developed a GEF Committee to provide oversight, linkage and coordination. This is being strengthened as the environmental sector itself is strengthened as NES grew to NEMA.
- The GEF support to the OFP in NEMA has been useful. It strengthened the OFP. This support, via UNDP, has allowed the GEF committee to meet; give awareness raising; facilitated the establishment of a database and trained staff on use of internet. The OFP's office is therefore stronger with ability to provide better coordination including advise to project proposers
- NEMA has created a budget line on GEF to facilitate coordination
- Official mechanisms as laid out in project documents; via steering committees, via reports via evaluations, via document. Unofficial mechanisms, via personal contacts.

Both have been important and both will be important in future.

3) National Review Panel

- Committee (known as National Review Panel) was strengthened after the 2002 Kisumu OFP meeting (OFP Support funds) when key members were trained on GEF process.
- The NRP now includes all Convention Focal Points plus NGOs, Private Sector (but rarely attend), academia, plus IAs.

- The NRP meets every 2 months or so.
- Chaired by Professor Nganga of University

4) Project Processes

- GEF is seen on the ground via projects. Our review has therefore concentrated on linkages to and from and between projects.
- Experiences have been mixed:
 - There are examples of good linkages and less good examples where projects have been very much stand alone.
 - Projects which have been under Ministry or NEMA “Executing Agency” status have stronger linkages than those based in other institution

For example a number of Projects were not reporting back to the national GEF operational focal point either directly, or through their coordinating ministry or implementing agency.

In comparison, other projects have involved the OFP directly – in design, in implementation and monitoring. Some projects have made a point of involving both the OFP and the Council Member in Project Process.

- GEF Projects executed by NEMA and some government departments are included in the Printed Estimates but it is not widely known and not used to create awareness. There is need for the OFP to create awareness on this fact as the practice promotes leverage of government resources in stated projects.
- Sustainability after project closure is an area of great concern.
- There is little awareness of the possibility of scaling up projects even when success has been 100%.
- Loss of lessons learnt and best practices that can be replicated elsewhere.
- Where GEF funds were disbursed through the Treasury unnecessary bureaucracy impacted negatively on the timely implementation of planned activities. However, some projects were proactive and worked with Treasury to overcome this obstacle quite successfully.
- Inadequate networking between projects.
- Weak OFP mechanism in past to bring projects together to share experiences

An example was in May 2000 when projects collaborated over CBD, COP V in Nairobi; but this was a one-off event.

This contrasts with the experience in Uganda where a Portfolio Review Workshop takes place annually.

5) **Links to East Africa Constituency**

- The EA Constituency meeting held in Uganda in 2003 agreed to have rules and procedures to govern the constituency.
- Kenya drafted the rules and regulations which have been approved.
- Found value in this meeting. It gave opportunity for members to share experiences in coordination project portfolios, constraints and strengths among other things.

RECOMMENDATIONS

1) Policy Issues:

- Link GEF funded activities to major development policies e.g. ERS, industrialization & cleaner production processes etc. to ensure sustainability on the ground;
 - Involve the Ministries of Finance; and Planning and National Development in NRP;
- Mainstream GEF activities in national development planning processes.

2) Role of OFP/NEMA

- Strengthen the coordinative role of OFP through enhanced GEF support and a predictable GEF budget line within the NEMA budget;
- Identify project ideas to meet country priorities;
- Facilitate in-country consultations;
- Provide information on GEF activities & its linkages to development processes to stakeholders;
- Ensure that the agencies are doing monitoring and evaluation of their programmes/activities. M&E reports prepared as called for in the project documents, should also be copied to OFP/NEMA;
- OFP to participate in M&E as a stakeholder;
- To host NRP and ensure that endorsement of project is done in a timely manner;
- Provide technical advise to project proponents as necessary;
- Work closely with IAs to enhance linkages;
- Maintain a database on GEF and create awareness on it;
- Domesticate the provisions of MEAs;
- Recommend harmonization of the provision of the various laws.

3. Project Management

- OFP to develop rules to ensure feedback on projects implementation;
- The TOR for Projects Steering Committee should include NEMA;
- Create opportunities to build partnerships and joint ventures (co-financing);
- Project to have funds for documenting best practices;
- Devise mechanisms for ensuring sustainability of project activities when a project comes to an end;
- Standardize/Harmonise reporting procedures.

4. Networking

- OFP/NEMA to facilitate networking between the conventions focal points;
- OFP/NEMA produce a newsletter on GEF projects as well as clarifying the roles of Ias and Eas as a way of enhancing networking;
- Encourage convention focal points to support activities of the OFP;
- Hold Portfolio Review workshops to bring project managers together (with Ias, EAs and NRP) to share experiences;
- Strengthen Partnerships between Government, Civil Society and the Private Sector;
- Explore for innovative ways of involving the private sector in implementing GEF activities;
- Highlight success stories and GEF Project Portfolio to policy makers (eg Members of Parliament, Permanent Secretaries), the Private Sector and Civil Society;
- Create awareness among private sector on the linkages between GEF activities and the relevant international conventions and issues of compliance.

5. Link to The East African Council Member

- Members of the constituency to continue to meet to share experiences;
- Need for a strong Council Member not only to negotiate at Council Meetings but also to enhance coordination within the Region;
- Encourage information exchange through electronic mail;
- Recommend harmonization of laws.