



The Northern Rangelands Trust
MARINE STRATEGY

2018 -
2022



INTRODUCTION

This strategy was developed in collaboration with key NRT partners, The Nature Conservancy (TNC) and Fauna & Flora International (FFI) and draws on lessons learnt from five years of work with community conservancies in the NRT marine landscape. The purpose of this strategy is to clearly set out the priorities and provide a road map for the implementation of NRT's Marine Program over the next 5 years (2018-2022). The strategy will also be used to support development of fundraising proposals and to provide a framework for engagement and collaboration with other partners, highlighting NRT's priorities for its marine program. This document provides a brief outline of the context of community conservancies in a marine environment, the biodiversity importance of the area and threats to these ecosystems and human livelihoods.

This document builds on other strategies developed by NRT including the 'NRT Coast Vision Document 2018' and 'NRT's Strategic Plan 2018 – 2022', providing more detail and specific priorities for NRT's marine landscape. The Marine Strategy is embedded within the context of these documents and aligns with NRT's overall mission **to develop resilient community conservancies that transform lives, secure peace and conserve natural resources.**

NRT's vision seeks to develop Community Conservancies which are strong, independent, sustainable, well-governed and well-managed local institutions, with genuine community-led decision-making, widely understood and approved by the community at large, leading to strong community ownership. Community conservancies also have clear rights, benefits and responsibilities for achieving peace and security, livelihoods development and sustainable natural resource management on community land. NRT's core values underpin all of our work: respect for traditional livelihoods and other community values; coexistence of people and wildlife; community-led decision making; meaningful livelihoods enhanced through conservation; competent governance and financial accountability; equitable distribution of benefits; environmental, social and economic sustainability in all our work; apolitical, without allegiance to any political party, creed, or ethnic background; credible, measureable results; and credible partnerships with Government.



GEOGRAPHIC SCOPE OF NRT'S MARINE PROGRAM

NRT's marine program targets four member conservancies in Lamu and Tana River Counties (Annex 1: Map of NRT marine conservancies).

Lamu County:

1. Kiunga Community Conservancy;
2. Pate Marine Community Conservancy;
3. Awer Community Conservancy

Tana River County:

4. Lower Tana Delta Conservation Trust

LEGISLATION FOR COMMUNITY MANAGEMENT OF MARINE NATURAL RESOURCES

The Kenya government has in the recent past provided frameworks within which natural resources, including fisheries, forests and wildlife can be co-managed more sustainably and effectively. Community participation in co-management of coastal and marine resources is mainly enshrined within Kenya's Constitution (2010), the Wildlife Conservation and Management Act (2013), the Fisheries Management and Development Act (2016), and the Forests Act (2005).

Broadly, as of 2011, there were more than 14 pieces of legislation that are relevant to the marine environment in Kenya. In this strategy the term 'Conservancy' is used as a general term to represent the community-based institutions that are members of NRT. It is acknowledged that some of these institutions will be registered as 'Community Wildlife Associations' rather than as 'Conservancies' under the Wildlife Act (2013), however, their purpose and function is the same. The legal basis for community participation in the management and conservation of all marine natural resources, particularly under the Fisheries, Forestry and Wildlife legislations results in complex institutional arrangements at a community level. This is more common where these resources occur within one community area resulting in reduced effectiveness of community-led conservation initiatives.

Under the Fisheries Act (2016), Beach Management Units (BMUs) are the community entities which have a legal mandate for fisheries co-management; in the Forestry Act 2005, Community Forest Associations (CFAs) are the community institutions mandated with co-management of forests including mangroves; and under the Wildlife Act, Conservancies or Community Wildlife Associations are the institutions recognized for co-management of wildlife. Therefore, no single community entity has the full legal mandate for the collective co-management of fisheries, mangroves and marine wildlife (e.g. turtles and marine mammals).

However, coastal 'conservancies' under the NRT model are acting as umbrella institutions bringing together BMUs, and in future CFAs, operating over a geographic area determined by the conservancy membership. This is helping improve the synergy and effectiveness of the different community institutions to work together while addressing their limitations. Better understanding of the roles of these different community institutions and alignment of their governance structures, to ensure better coordination and more effective management and conservation of all marine and coastal natural resources by communities is an objective of this strategy.



Mwangi Kirubi



NRT



NRT



NRT COAST MARINE ECOSYSTEMS & HUMAN LIVELIHOODS

The Tana Delta – Kiunga coastline includes diverse and contiguous habitats of mangroves, beaches and dunes, coral reefs and deep waters of the offshore North Kenya Bank, which is probably the most valuable offshore fishery in Kenya. The 35,000 ha of mangroves includes the nine mangrove species found in the Western Indian Ocean including the rare *Heritiera littoralis*. The Lamu archipelago mangroves alone constitute over 60% of Kenya's mangroves, one of the largest stands of mangrove forests in East Africa. These mangroves combined with the nutrient rich colder waters are highly productive and support some of the highest densities of fin-fish and crustaceans inshore in Kenya. The coral reef system which occurs at the convergence of the East Africa Coastal current and the Somali current, bring a unique mix of coral and fish species which combine Arabian Gulf with East African species, including rare and endemic corals not seen elsewhere in East Africa. Several endangered fish also occur here including Napoleon wrasse and Sawfish, and several species of small coastal sharks.

Five species of sea-turtles (all classified as endangered or critically endangered) occur in Kenya's waters with three species known to nest on beaches along this coast; green, hawksbill and olive ridley turtles while loggerhead and leatherback turtles forage and migrate through the area. Dugongs, one of the most threatened mammals on the African continent, occur in the area although in very low numbers with possibly even fewer than 10 individuals.

Livelihoods of the coastal communities are largely dependent on their natural resources; there is little opportunity for paid employment across the region. The relative remoteness of this area, many of the roads are impassable during the rains, together with chronic insecurity that has plagued the area for decades due to the region's proximity to Somalia, has meant little investment in development. The poor road infrastructure and high cost of transport means most communities are unable to get their agriculture and fisheries products to markets resulting in low prices and at times excess produce, much of which goes to waste with no storage or processing facilities in the area.

KEY ISSUES AND THREATS

Illegal logging of mangroves for building is an increasing threat. The lack of capacity of the Kenya Forest Service and lack of clarity on the roles of different agencies in the management of forests and issuance of permits provides a loophole that is exploited by local communities and traders. Clearing of mangroves for development in coastal areas is increasingly becoming a concern. Poaching of turtles for their meat is common place. Turtles are not only caught as by-catch in nets, but fishermen also target turtles by setting nets in known feeding areas. Collection of turtle eggs from nests also takes place. Historically, fishermen would have targeted dugongs for their meat; however numbers of dugong are now so low that human-related deaths are likely only due to accidental by-catch in fishing nets. By-catch of other marine mammals has also been reported.



Marine resources are threatened largely by unregulated, destructive and illegal fishing practices. This results in the over-exploitation of near-shore reefs, habitat damage and subsequent decline of near-shore fish populations, which has a direct impact on the livelihoods and well-being of fishing communities. The Fisheries department has little capacity to police and enforce regulations, and most local communities have not been empowered to sustainably manage their marine resources. The Fisheries Beach Management Unit regulations (BMU) Regulations were enacted in 2007, however, there has only recently been investment into developing the governance and management capacity of BMUs. The area supports several important semi-commercial fisheries including lobster, crab, sea-cucumber and in the past sharks; these fisheries are considered to be over-exploited. Fisher catch rates and earnings are declining as human populations increase and greater pressure is put on marine resources. Global warming and in particular the El-Niño phenomenon is a threat to the marine environment as water temperatures rise resulting in coral bleaching and mass die-off of corals, which in turn affects fish and invertebrate species that depend on the coral reef habitats.

Little economic investment into the region has also meant few employment opportunities for local people or diversification of livelihoods. Poor market infrastructure for agriculture and fisheries products is a major constraint to livelihood improvement. Lack of alternatives and high levels of poverty are putting increasing pressure on natural resources and is a barrier to their sustainable use and conservation. Instability and insecurity is the greatest impediment to social and economic development, and the ability of communities and government agencies to manage and protect the natural resources of this region. Insecurity is linked to the spill-over conflict from neighboring Somalia that has gone on for decades, as well as conflict over land tenure and property rights. This is exacerbated by uneven socioeconomic development and marginalization of the region by the State. In this space, many donors and development agencies are fearful of investing their resources, which perpetuates the development vacuum.

Several large-scale development projects driven by National Government including the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor Project and the proposed Lamu Coal Plant pose a threat to the environment and livelihoods of people if not carefully mitigated. The potential influx of migrant workers will place additional pressure on natural resources. Dredging of the seabed to create the Lamu Port has started and already the impacts on coral reefs and marine life nearby are being seen with the likely loss of important fishing grounds. The proposed Lamu Coal Plant is likely to have serious consequences to the immediate natural environment, as well as a significant health impact to people through pollution. While such development projects need to go ahead for the benefit of the nation it is crucial that the potential environmental and livelihood impacts are mitigated and local communities are empowered to have a voice over these issues.



Mwangi Kirubi

NRT MARINE STRATEGY

VISION

Improved lives of coastal communities and health of marine ecosystems through well-governed and sustainable community-based institutions.

MISSION

To support community institutions that improve lives, diversify livelihoods of coastal communities and sustainably manage marine ecosystems.

STRATEGIC OBJECTIVES & ACTIVITIES

Five key objectives were identified for NRT's marine strategy, these are linked to NRT's Strategic Plan 2018-2022 objectives: 1) Governance; 2) Livelihoods & business; and 4) Natural Resources. The key strategic objectives identified in the marine strategy are as follows:

- **Objective 1: Conservancy governance, management & sustainability**

To strengthen governance and management of conservancies, enhance internal and external engagement, and increase sustainable funding sources

- **Objective 2: Livelihoods**

Develop new livelihood options to reduce over-reliance on marine resources

- **Objective 3: Fishing pressure & coral reef habitats**

Reduce fishing pressure in near-shore areas through management of fishing areas and reduction in destructive fishing methods

- **Objective 4: Sea turtles & marine mammals**

Reduce poaching and by-catch of sea turtles and marine mammals

- **Objective 5: Mangroves**

Improve community-based management of mangroves and reduce illegal logging

The following tables outline the outputs, activities and indicators for each of these strategic objectives. These were developed based on a concept model identifying the key issues and underlying causes affecting marine ecosystems and human livelihoods in the NRT Coast region. This strategy will be implemented by NRT, TNC, FFI and other partners working through the NRT member community conservancies of Pate, Kiunga, Lower Tana Delta and Awer.

Objective 1: Conservancy governance, management & sustainability

Strategic issues/threat: Weak governance and management of conservancies, limited internal and external engagement, and insufficient and unsustainable funding.

Strategic objective: To strengthen governance and management of conservancies, enhance internal and external engagement, and increase sustainable funding sources

| Strategic outputs | Activities | Indicators |
|---|---|--|
| Increased donor funding secured for conservancies | <ul style="list-style-type: none"> • Create dedicated fundraising capacity for NRT Coast and member conservancies • Identify and develop long term partnerships to fund NRT Coast and conservancies • Engage County Governments to support conservancy operations and programs | <ul style="list-style-type: none"> • Level of donor funding per conservancy • Number of long-term funding partners • Level of county government funding to conservancies |
| Commercial businesses established generating revenues for conservancies in line with NRT and conservancy values | <ul style="list-style-type: none"> • Invest in tourism facilities and activities for conservancies <ul style="list-style-type: none"> - Revive Champali community camp (Kiunga) - Rebuild Mulikani community lodge (Lower Tana) - Develop ecotourism on Pate (ruins, mangroves) • Ensure completion of Kiunga water desalination project • Investigate and identify business opportunities with the potential to generate conservancy revenues | <ul style="list-style-type: none"> • Level of commercial revenue for conservancies • Number of tourism facilities benefiting conservancies • Level of tourism revenue generated • Revenues generated by Kiunga water desalination facility |
| Improved coordination and alignment between conservancies, BMUs, CFAs and communities | <ul style="list-style-type: none"> • Align governance structure of conservancies/ community wildlife associations with BMUs and CFAs and support governance-related activities (board elections etc.) | <ul style="list-style-type: none"> • Model of effective Conservancy/ BMU/ CFA co-management institution documented • Number of BMUs/CFAs established • Number of BMUs/CFAs strengthened |
| Increased engagement and structured partnerships with external stakeholders, including government institutions | <ul style="list-style-type: none"> • Ensure conservancies hold regular awareness/ feedback meetings in communities • Hold regular meetings with key government institutions and other key organisations and invite those to participate conservancies board meetings and NRT's council of elders • Share progress/achievement reports with key government institutions and other key organisations | <ul style="list-style-type: none"> • Recognition of Conservancies and NRT Coast by government institutions (several types of evidence) • Number of partnership agreements or MoUs |
| Improved leadership, management performance and women's participation in the conservancies | <ul style="list-style-type: none"> • Build capacity through regular and consistent needs-based trainings for conservancy board members and staff • Employ additional conservancy staff where required and procure essential equipment for effective management • Implement a targeted approach to enhance women's participation in conservancy activities and decision making | <ul style="list-style-type: none"> • Conservancy governance index/score • Number of women in board and staff • Number women-targeted trainings • Gender audit & strategy developed for marine program |

Objective 2: Alternative livelihoods

Strategic issues/threat: Limited opportunities for livelihood diversification in fisheries and strong reliance on marine natural resources to support livelihoods

Strategic objective: Develop new livelihood options to reduce over-reliance on marine resources

| Strategic outputs | Activities | Indicators |
|--|--|--|
| Lasting markets secured for sustainably caught seafood | <ul style="list-style-type: none"> • Fish-to-market' enterprise program <ul style="list-style-type: none"> - Review the business plan to pilot a new phase (Pate and Kiunga) - Check with fishers the quantities, quality (size) and seasonality of supply for pelagic fish, octopus, crab, and prawns - Address issues of local transport, storage and value addition processes (filleting, packaging, etc.) - Explore market and develop contracts with buyers - Pilot Participatory Market Systems Development (PMSD) approach on specific products to be selected to ensure community and conservation benefits align with market characteristics | <ul style="list-style-type: none"> • Volumes and types of seafood sustainably caught, sold and shipped • Level of revenue generated to fishers • Level of profitability of the 'fish-to-market' business • Number of buyers contracted • Number of fishers involved in the program • Number of fishers who have shifted from inshore fisheries to pelagic • Trends of catches for pelagic fishes, octopus, crabs, prawns • Value chain analysis and business investment plan for key fisheries |
| Environmentally sustainable and community-based mariculture project is piloted | <ul style="list-style-type: none"> • Mariculture <ul style="list-style-type: none"> - Explore feasibility of sea cucumber and seaweed farming - Establish a pilot project for mariculture according to conclusions of feasibility studies | <ul style="list-style-type: none"> • Mariculture feasibility studies completed • Mariculture pilot started |
| Increased microfinance schemes are supporting small businesses | <ul style="list-style-type: none"> • Microfinance <ul style="list-style-type: none"> - Document existing model used including lessons learned and impact on individuals and communities' livelihoods - Scale-up the model to new groups of individuals and new communities, including a specific focus on women and youth • Build/strengthen business and entrepreneurial capacities | <ul style="list-style-type: none"> • Number of people (groups, individuals, women and youth) benefiting from the microcredit scheme • Amounts and number of loans • Rate of loans repayments • Diversity of businesses supported by the loans |

Objective 3: Fishing pressure & coral reef habitats

Strategic issues/threat: Overfishing and damaging fishing practices in near-shore areas

Strategic objective: Reduce fishing pressure in near-shore areas through management of fishing areas and reduction in destructive fishing methods

| Strategic outputs | Activities | Indicators |
|--|---|---|
| Increased understanding of sustainable fisheries management and impacts of destructive fishing gears and methods among communities | <ul style="list-style-type: none"> Village-level awareness raising on fisheries management and the impacts of destructive fishing gears and methods Village and conservancy-level feedback on data/information about fish stocks, fish landings and habitat conditions Facilitate exposure tours for community members to other successful community fisheries management projects (e.g. Madagascar, Pemba, Kiruwitu etc.) | <ul style="list-style-type: none"> Number and percent of illegal fishing gears used |
| Improved law enforcement on use of illegal fishing gears | <ul style="list-style-type: none"> Increase frequency and effectiveness of conservancies patrols and joint patrols with relevant agencies including County Government, KeFS and KWS. Establish effective patrol and enforcement in all conservancies including sufficient ranger numbers, patrol boats, radio communication, ranger outposts, and patrol equipment (cameras, GPS units, binoculars, snorkeling equipment etc.) | <ul style="list-style-type: none"> Number of confiscations/arrest/court cases of illegal gears Patrol effort by conservancies and number of joint patrols |
| Increased availability of sustainable fishing gears | <ul style="list-style-type: none"> Implement a gear exchange program for beach seines and monofilament nets | <ul style="list-style-type: none"> Number of fishers involved in exchange program |
| Fisheries co-management plans are developed by BMUs and implemented in all NRT marine conservancies | <ul style="list-style-type: none"> Support BMUs to develop fisheries co-management plans within conservancies and seek/ensure approval by Kenya Fisheries service Establish Locally Managed Marine Areas (LMMAs), including octopus closures and other management measures, and enforce bylaws | <ul style="list-style-type: none"> Number of BMU co-management plans developed & approved Number and area (ha) of LMMAs established with associated bylaws |
| Improved availability of data to inform fisheries management | <ul style="list-style-type: none"> Monitor fish landings, coral, fish and macro-invertebrates within and outside LMMAs through Marine-CoMMS in all conservancies Assess fish stocks of key fisheries and carry out habitat surveys in key sites in all conservancies (mangrove, coral reef, sea-grass) | <ul style="list-style-type: none"> Trends in fish catch rates of key fisheries Trends in condition of coral reef habitats, fish and macroinvertebrate densities Number of scientific habitat surveys completed Number of fish stock assessments completed |

Objective 4: Sea turtles & marine mammals

Strategic issues/threat: Declining populations of sea turtles and marine mammals due to poaching and by-catch

Strategic objective: Reduce poaching and by-catch of sea turtles and marine mammals

| Strategic outputs | Activities | Indicators |
|--|--|---|
| Effective poaching law enforcement | <ul style="list-style-type: none"> • Increase rangers, equipment (incl. boat) and increase conservancies patrols and joint patrols with Kenya Wildlife Service • Construct ranger outposts in strategic areas to increase efficiency of patrolling (purchase land for outposts where necessary) • Improve radio communication system • Train rangers on evidence collection/handling and on presentation of cases • Support ongoing NRT Security Standard Operating Procedures training | <ul style="list-style-type: none"> • Number of successful cases and arrests related to poaching • Number of poaching and by-catch reported • Number of patrol/joint patrol days |
| Increased awareness in communities and fishers about threatened status and value of turtles & marine mammals | <ul style="list-style-type: none"> • Hold communities and fishers meetings to raise awareness on wildlife laws, conservation value of sea turtles and marine mammals and on destructive fishing practice leading to bycatch of these species • Coordinate with and provide information to Kenya Marine Mammals Network and encourage external partners to develop species focused projects/research with conservancies | <ul style="list-style-type: none"> • Trends of sea turtle and marine mammal sightings: turtle nests/tracks, sightings at sea • Number of other organisations supporting/partnering on this area of work |
| Zoning plans exist and are enforced with bylaws that consider areas frequented by marine mammals and turtles | <ul style="list-style-type: none"> • Gather information on critical areas used by sea turtles and marine mammals • Lead research on by-catch (eg. interview fishers) to inform a by-catch mitigation strategy (zonation, fishing gear and methods etc.) • Incorporate the information into fisheries co-management plans with appropriate bylaws | <ul style="list-style-type: none"> • Number of restriction zones for sea turtles and marine mammals in co-management plans with enforced bylaws • Maps of critical habitat/use areas • Patrol effort in known sea turtle and marine mammal key areas • Community perceptions on impact of fishing gears on sea turtles and marine mammals |

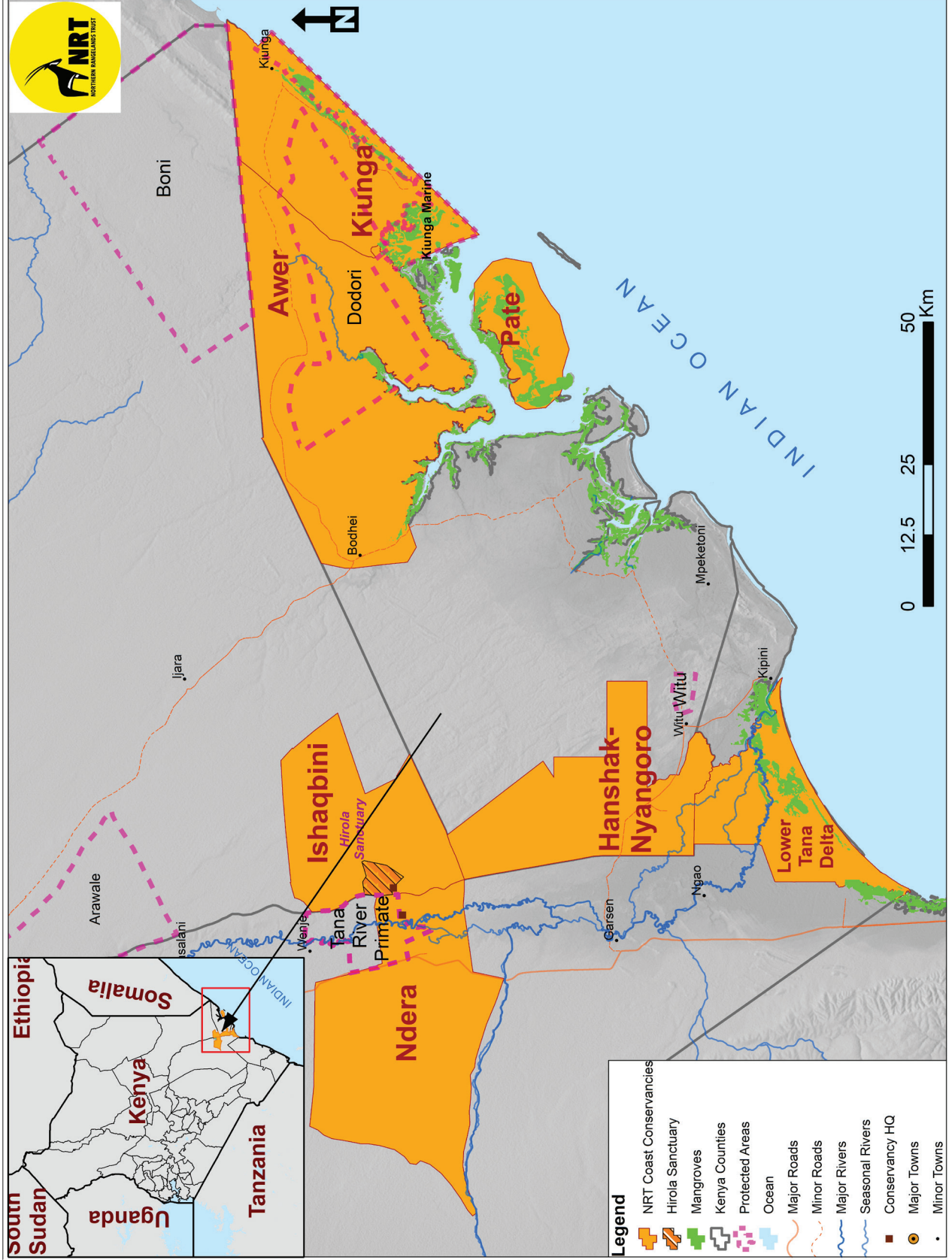
Objective 5: Mangroves

Strategic issues/threat: Illegal logging and unsustainable harvest of mangroves

Strategic objective: Improve community-based management of mangroves and reduce illegal logging

| Strategic outputs | Activities | Indicators |
|--|---|--|
| Effective law enforcement resulting in reduced mangrove destruction | <ul style="list-style-type: none"> • Increase rangers, and frequency of conservancy patrols and joint patrols with Kenya Forest Service, provide critical equipment (incl. boat) for patrols • Construct ranger outposts in strategic areas to increase efficiency of patrolling (purchase land for outposts where necessary) • Train rangers and KFS on evidence collection/handling and on presentation of cases • NRT Coast and conservancies raise communities awareness on mangroves regulations • KFS train NRT Coast and conservancies on mangroves regulations | <ul style="list-style-type: none"> • Number of arrests for illegal logging of mangrove • Number of logs confiscated • Number of successful prosecutions for illegal mangrove logging cases • Conservancy patrol effort targeting mangroves |
| CFAs are established geographically and institutionally aligned with conservancies | <ul style="list-style-type: none"> • Establish and support capacity of a CFA under every NRT marine conservancy | <ul style="list-style-type: none"> • Number of CFAs registered |
| CFAs are supported to develop and implement mangrove management plans | <ul style="list-style-type: none"> • Support CFAs develop their Participatory Forest Management Plan (PFMP) approved by KFS • Support CFAs to develop mangrove harvest plans under each PFMP • Conduct community mangrove restoration | <ul style="list-style-type: none"> • Number of PFMPs approved • Number of mangrove harvest plans approved and implemented • Area of mangrove restored • Number of restoration sites established |
| A blue carbon credit program generates income from protecting mangroves to communities, CFAs and conservancies | <ul style="list-style-type: none"> • Support a full feasibility assessment for a Blue Carbon program encompassing NRT Coast conservancies • Implement Blue Carbon project with partners based on outcome of feasibility assessment | <ul style="list-style-type: none"> • Blue Carbon feasibility report |
| Improved availability of data to inform mangrove management | <ul style="list-style-type: none"> • Conduct surveys to assess mangrove cover and condition • Conduct socio-economic survey targeting mangrove users in the community • Monitor mangrove logging through marine CoMMs in all conservancies | <ul style="list-style-type: none"> • Mangrove cover and condition • Baseline socio-economic survey report |

Annex 1: Map of NRT marine conservancies







Wwangi Kiburi



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ROYAL DANISH EMBASSY
Danida

**CONSERVATION
INTERNATIONAL**



County Government of
TANA RIVER



**KENYA
FISHERIES
SERVICE
(KEFS)**