

**ASSESSMENT OF COLLABORATION DYNAMICS AMONG CIVIL SOCIETY
ORGANIZATIONS' IN ENVIRONMENTAL MANAGEMENT AT SIAKAGO
DIVISION, MBEERE DISTRICT, KENYA**

BY

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DECLARATION

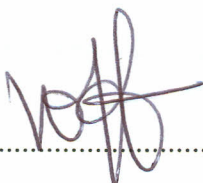
This thesis is my original work and has not been submitted for a degree or any other award in any other University or institution of higher learning.

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DEDICATION

To Joab, who to me is humbling evidence of the provision of God at the hour of need. To Anne and Laban who were beside me in the most critical stage of my life.

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The completion of this study was made a reality through the joint effort and support of a number of persons of whom the author feels most indebted. First I would like to record my deepest and most sincere appreciation to Kenyatta University and my two university supervisors, Dr. Fuchaka Waswa and Dr. Nelson Mango for their invaluable support, guidance and high professional counsel.

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ABSTRACT

This study was done at Siakago Division, Mbeere district, Kenya, a typical semi arid agro-ecosystem, where many civil society organisations have heavy investments in community development, yet land degradation and poverty levels remain high. As such the aim of the study was to assess collaboration dynamics among these civil society organizations in environmental management and suggest ways of maximizing on effective collaborations for sustainable community development. A survey research design was used for this study. Both quantitative and qualitative methods were employed for data collection. Being a survey, in-depth content analysis formed a major aspect in data interpretation. Results of the study showed that lack of effective collaboration and partnerships amongst the development actors is a key hindrance to environmental management at Siakago. In particular, unilateral approaches in decision-making and implementation of action plans contrary to the multi-dimensional nature of environmental degradation and community livelihoods, remains a key obstacle to sustainable development. Siakago Division has a fragmented civil society sector With 403 civil society organizations; each working at cross-purposes besides being handicapped by budgetary constraints. As many as 85% of the sampled CSOs are involved in environmental issues notably agroforestry and soil and water management. As such most collaborations in this division revolved around this areas. Over 66% of these CSOs are involved in some form of collaboration notably tripartite and bilateral collaborations. These collaborations have four distinct characteristics namely: coverage, form, mode and motivation. Coverage refers to the extensiveness of collaboration in terms of its functional competencies and geographical area. Since majority of CSOs are the grassroots organizations, their collaborations are confined to shared activities on single environmental themes, such as agroforestry. The most notable forms of collaborations in Siakago are the tripartite because they guarantee maximum participation. Further, they lack formal specifications and are often initiated by an opinion leader targeting a felt need instead of developing spontaneously. When collaborations develop spontaneously, they enhance maximum participation of partners and hence the objectives of a collaboration are met. The effectiveness of collaborations in this area was hindered mainly by both human factors and intra-policy differences such as clannism (83%), high illiteracy levels (91%), unfavourable policies (80%) and weak governance systems (80%). Since Siakago has many grassroots organizations working at cross purposes, it recommended that tripartite and multi-lateral collaborations be adopted to ensure that as many CSOs as possible participate. Organizations working in different thematic areas need to be encouraged to collaborate. This will enhance exchange of information not only on one another but also on the environment. Since collaborations are influenced by changing variables such as illiteracy and governance systems, stakeholders need to be dynamic and open to explore many potentially viable options. A key requirement in this endeavour is access to relevant information not only on each other but also on environmental management. Conflict resolution measures need to be adopted to solve the clan conflict in the area. In addition, capacities of the community members need to be built to enable the collaborators cope with the myriad factors that tend to inhibit collaboration initiatives.

ACRONYMS AND ABBREVIATIONS

ACTS	African Centre for Technology Studies
AEZ	Agro-ecological Zone
ASAL	Arid and Semi-Arid Land
CBO	Community-Based Organization
CFS	Craig Millar Festival Society
CS	Civil Society
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
FAO	Food and Agricultural Organization of UN
GOK	Government of Kenya
LM4	Lower Midland Zone 4
NGO	Non-Governmental Organization
UK	United Kingdom
UM4	Upper Midland Zone 4
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
WMS	World Monitoring Survey
WSSD	World Summit on Sustainable Development

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CHAPTER 1. INTRODUCTION

1.1. Background to the Study

Collaboration is widely recognized as a positive force for community development because it offers a dynamic and flexible process of incorporating the often-diverse views of civil society organizations (Jamal, 1995). This aids in reducing possible conflicts and duplication of community development programs and projects. Cross – sectoral collaboration among key civil society organizations involved in environmental management should help to reduce turbulence in the sector and increase the likelihood of sustainable development. In addition to aiding public-private sector interactions, collaboration provides an effective mechanism for community involvement in environmental management through selection of key stakeholders to represent the various public interests (Blank, 1989). However, operationalising effective collaborations world over for whichever purpose-political, socio-economic and environmental remains a challenge to date.

In light of the increasing pace of global environmental change, there is need to find new ways for enhancing civil society collaboration (Mayr, 2003). Policy makers need to be aware of the potential inhibitors and problems that may arise during civil society collaboration, and implement appropriate actions to resolve them. It is also important to note that though there is a general agreement that collaboration could lead to more broad-based support and integrated functioning in environmental management, there are also concerns that civil society organizations would become hostage to external interests (Banuri and Siegfried, 2000). However, it is hardly possible to find a development organization, research organization or governmental program that does not attempt to work with community based organizations (CBOs) in pursuance of rural development goals (Place, 2002). As such collaboration would be essential in the management of the environment, particularly land and water resource, as they remain critical for the survival for most people in Africa (UNEP, 2000).

Currently however, land degradation is still a serious problem throughout the continent, threatening sustainable development. An estimated 500 million hectares of land have been affected by soil degradation since about 1950 (UNEP 1991). Nearly two thirds of Kenyan land is arid and semi arid, with land degradation, desertification and recurrent droughts being major livelihood threats (UNDP, 2000). As such, unless urgent and effective land conservation and watershed management measures are taken, food security and degradation will continue to be serious problems. Harnessing the efforts of all the civil society organizations through collaboration is thus important in this regard, yet largely missing or under-exploited in rural agro-ecosystems including Siakago in Mbeere district.

As a possible intervention, the civil society has increasingly become a source of policy innovation both at the international and local level (World Bank, 2002). The sector has expanded in size and diversity, concentrating its efforts around key issues of public policy that are salient at both the local and global level (UNEP, 2000). But actions of individual organization though important are unlikely to succeed on their own in the fight against environmental degradation and poverty. This is because the environment is multi-dimensional and land degradation is not an intrinsic attribute of people, but a product of livelihood systems and the socio-political and economic forces that shape them, hence the importance of collaborative efforts in finding sustainable solutions. To think and act “sustainability” must by necessity integrate collaborations and partnerships, as is already widely acknowledged by the Millennium Development Goals (MDGs), Johannesburg Conference (Bam, 2002), World Bank and UNESCO among others. From a governance point of view, democracy, coalition government also reflects some form of collaboration in decision-making.

1.2. Problem Statement and Justification

The lack of co-ordination and cohesion within the highly fragmented field of civil society is a major problem in community development. The ‘go-it-alone’ policy of many civil society organizations threatens genuine progress and often undermines sustainable development efforts. In their effort to implement their programs and projects; conflicts and duplication of

work have been reported among the civil society organizations involved in environmental management in Siakago (DEC, 2000). In many cases there are overlapping issues relating to the implementation of projects and programs in the study area. As a result, environmental degradation and poverty continue to be serious threats to sustainable development in the area.

While inter-organizational collaboration is receiving widespread attention in several research disciplines, as the way forward, the potential application of this window of opportunity for managing the complex and dynamic civil society domain has not been clearly addressed. A notable omission, which is the gist of this study, is the assessment of underlying factors influencing collaboration in environmental management initiatives among civil society organizations in Siakago Division.

Since environment is multidimensional any sustainable environmental management efforts have to be multi-targeted, involving all stakeholders. This can be achieved through synergistic partnerships and collaborations. Collaborations will also ensure that there is no duplication of community projects and minimize conflicts among development actors in Siakago division. Collaborations will also enhance community participation in development and environmental management. Increasingly, collaborations will enhance the attainment of Agenda 21; to strengthen major groups-such as women, youth, indigenous groups the poor and the excluded voices in community development. This study provides recommendations that would promote integrative methods in community development and environmental management.

1.3. Research Questions

- i. Which civil society organizations are involved in development initiatives in Siakago?
- ii. Which of these civil society organizations are involved in environmental management?

- iii. Are there collaborative initiatives among these civil society organisations and other stakeholders?
- iv. What forms of collaborations exist among them?
- v. What are the factors that enhance collaboration of civil society organizations involved in environmental management?
- vi. What are the factors that limit collaboration of civil society organizations involved in environmental management?
- vii. What can be done to enhance collaboration and partnerships among community development stakeholders?

1.4. Objectives

The overall objective of this research was to assess collaboration dynamics among civil society organisations in environmental management at Siakago division, Mbeere district in order to provide insights into policy and practical actions towards improved community livelihoods and environmental quality. The specific objectives were:

- i. To examine the specific roles of civil society organizations involved in community development initiatives in Siakago.
- ii. To determine the nature of collaboration that exists among civil society organizations involved in environmental management in Siakago.
- iii. To analyse the factors that influence collaboration among these civil society organizations.
- iv. To suggest measures towards enhanced collaboration among development stakeholders for sustainable community development.

1.5. Limitations of the Study

A study on collaborations in rural areas involves very official and sometimes personal perceptions. The author experienced difficulties in accessing some remote areas in Siakago Division. A lot of time was spent establishing close relationships with respondents because of the high degrees of mistrust caused by clannism. Financial constraints made it difficult to

conduct one focussed group discussion for the whole division. As such, the author was forced to a focussed group discussion for each of the four locations (Nthawa, Mutitu, Gitiburi and Muminji) in Siakago District. This proved very expensive in term of time and finances.

1.6 Theoretical and Conceptual Frameworks

Collaborations have been analysed combining resource dependency theory (Pfeffer, 1978), transaction cost analysis (1989), relational exchange theory (Macneil, 1980) and ecosystem theory. A synthesis of the ecosystem theory and proper understanding of ecology clearly indicates that the ecosystem is the single most important life support system. The concern for the ecosystem should be viewed as an integrated whole, where system stability, resilience and productivity depends on all system components working together through synergistic partnership for the common good (Waswa et al., 2006). When stress is exerted on any one component, repercussions are felt in the whole system.

Similarly, community development problems are caused by multiple factors that are inter-related and inter-dependent. To work towards sustainable community development would thus require integrated approaches involving the multiple stakeholders in this process. For Siakago, this scenario of multi-approaches would be best represented by operationalising effective collaborations and partnerships among the more than 400 civil society organisations involved in poverty alleviation and environmental management activities (Figure 1.1).

The civil society organisations in Siakago are many and they have diverse policies and objectives. However, they engage in some common activities in different ways in the same area. As such, the actions of one civil society organisation impacts on others in various ways. The civil society organisations must therefore recognise their inter-dependence and accept that their success in environmental management depends in parts on other organisations in the study area. They should therefore initiate collaboration not only

amongst themselves but also with other stakeholders (governments, private sector etc). This is one of the sustainable ways to alleviate poverty and conserves the environment.

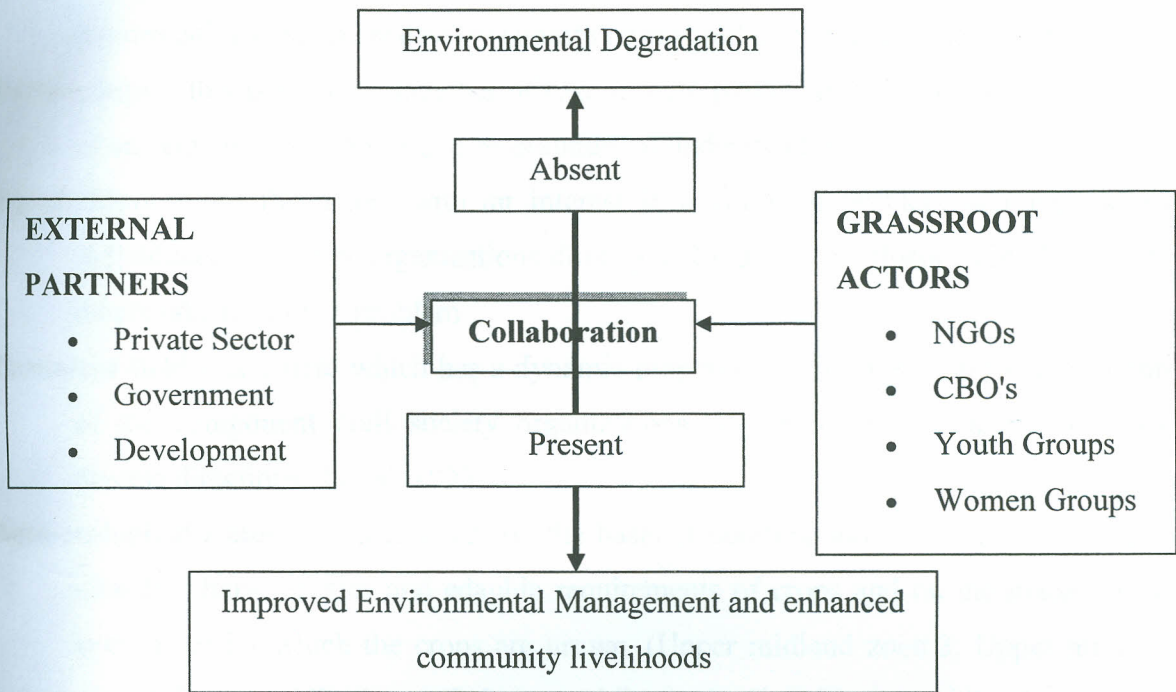


Figure 1.1. Collaboration-environmental management-livelihood conceptual framework

In the absence of effective collaboration, wastage of resources and conflicts often ensue leading to little or no success in intended goals such as poverty alleviation and/or environmental management.

1.7. Conceptual Definition of Terms

Civil Society Organizations – is the body of development actors that exists outside the governmental and commercial spheres. In this case, people come together to pursue the interests they hold common not for profit or the exercise of political power, but because they care enough about something to take collective action. They include non-governmental organizations (NGOs), community – based organizations (CBOs), women groups, youth groups and so on.

Collaboration – is a process of stakeholders working together towards the common purpose informally.

Co-operation – means working together to some end, but does not contain the complex interpretations and the necessary conditions covered by the term collaboration.

Partnerships – this is working together of two or more parties under a formal arrangement often cemented by a binding memorandum of understanding.

Stakeholders – are the actors with an interest in a common problem and include all individuals, groups or organizations directly and indirectly influenced by the actions others take to solve a problem.

Turbulent field – is a field which has a dynamic property which arise from the interaction of the component civil society organizations, all acting independently in many diverse directions (Jamal, 1995)

Agro-ecological zones – defines zones on the basis of combinations of soil, landform and climatic characteristics and edaphic requirements of crops and on the management systems under which the crops are grown. (Upper midland zone 3, Upper midland zone 4, Lower midland zone 3, Lower midland zone 4 and Lower midland zone 5).

CHAPTER 2. LITERATURE REVIEW

2.1. Understanding Collaboration, Co-operation and Partnerships

Although the terms cooperation and collaboration are frequently used in literature, little effort has been made to distinguish between them or to draw from inter-organizational studies on collaboration within the fields of organizational behaviour theory and development' Stevens (1988). In general terms cooperation means, working together to some end; but does not contain the complex interpretations and the necessary conditions covered by the term collaboration. Although collaboration and partnership are synonymous words meaning working together, collaboration involves working together informally and its success is based on progressive relationship development, goodwill and trust between parties involved in pursuit of common objectives. Partnership on the other hand is working together under a formal arrangement often a binding memorandum of understanding (Waswa et al, 2006). Therefore, collaboration conveys a relationship stronger than cooperation but weaker than partnership. It involves joint efforts and joint responsibility but this does not always result in binding commitments (Nyong'o et al., 2002). With time however, collaboration initiatives can evolve into partnerships.

Turbulence in the global economic and socio-political environment is driving the need to develop collaborative coping mechanisms different from the hierarchically structured forms of the traditional organizations (Jamal, 1995). Austrom (1986) proposed problem solving networks as an umbrella term to encompass the innovative organizational forms evolving to solve complex social issues, these are "issues-oriented collaboration" which focuses on social issues not adequately addressed by traditional institutions. Brown (1991) discussed four kinds of bridging organizations, which span the social gaps among groups and constituencies to enable coordinate actions. They range from loosely structured networks to formally structured partnerships. Trist (1979) has argued that, "the greatest leverage for change lies in the groups and temporary systems arising from networks because individuals are changing faster than organizations and the values likely to beneficially shape the future are emerging in individuals. To illustrate this point, Trist described studies of four

innovative voluntary organizations in separate community–geographic area that developed from the grassroots level to address specific issues. One of this was Graig Millar Festival Society (GFS) within low-income area of Edinburgh, United Kingdom (UK). In addition to sustaining various efforts, the GFS has grown into an all encompassing community development organization (CBO), typifying a self-regulating referent organization through which sustained conservation of the area can occur.

A case study by Jamal (1995) in Alberta (Canada), noted clearly that collaborative change efforts were being attempted at various sub-levels within the rural development field for example among the local environmental groups and non-profit resident organizations. The study of collaborative relationships among civil society organizations has traditionally followed two streams: (i) “the exchange perspective; where relations form when members of two or more groups perceive mutual benefit or gains for interacting and (ii) the resource dependency approach, where organizations form relationships in order to gain or improve control over scarce resources in the environment’ (Pfeffer, 1978). As proposed by Schmidt and Kochan (1977) however, organizations are not likely to engage on only symmetrical exchange relationships, or only power – dependence but would likely have a mixture of each type. This suggests that civil society organizations go beyond co-operation levels to collaboration and partnerships in the development process.

2.2. Collaboration in Environmental Management and Community Development

Literature on collaboration identifies a number of underlying reasons for their creation. Within a political economy framework (Reve, 1992), collaborations have been analysed combining resource dependency theory (Pfeffer, 1978), transaction cost analysis (Waddock, 1989), and relational exchange theory (Macneil, 1980). Collins and Doorley (1991) suggested three essential features of an alliance: Joint dependency, collaboration an impact on competitive position and longevity of the relationship. Based on this view, a strategic alliance is a joining together (by means of dependency and collaboration) of two or more organizations over a given time period in order to gain a competitive advantage.

The advocates of strategic contingencies theory argue that it is the interdependence among organizations that cause them to engage in joint efforts (Pfeffer, 1978). Faced with functional specialization in one aspect of community development and a scarcity of resources, civil society organizations seek to reduce environmental degradation by exchanging resources for mutual benefit (Frazier, 1983). An important element of this exchange is information. Interdependence alone is not sufficient to bring about collaboration (Jamal, 1995). The collaborators must also recognize that the benefits of joint attempts are of great importance and outweigh the costs and the loss of autonomy that they must relinquish to partners (Mayr, 2003).

New to the literature is the concept of turbulent field in inter-organizational domain. A turbulent field is a field, which has dynamic properties, which arise from the interaction of the component civil society organizations, all acting independently in many diverse directions (Jamal, 1995). This produces unanticipated and dissonant consequences in the overall environment, where dissonances increase as the field becomes more densely occupied (Banuri and Siegfried, 2000).

Essentially when faced with complex environmental problems that are beyond the capabilities of any one civil society organization to solve single handedly, the management needs to incorporate the perspective of inter-organizational collaboration (Trist, 1979). This is the functional social systems that occupy a position in social space between the society as a whole and the single organization (Macneil, 1980). Resolving environmental issues under conditions of interdependence, complexity and uncertainty then involves developing collaborative strategies that optimize the pay offs to stakeholders in an area and reduce the turbulence in the field (Austrom, 1986). As suggested by Baland and Plateau (1996), a negotiated order will need to be founded on civil society collaboration, which is the "value base appropriate for the adaptative cultivation of interdependencies." Clearly, the facilitators and inhibitors to collaboration in community based environmental management need to be identified in order to understand the conditions under which collaboration can be used as a process to resolve problems and advance shared visions (Blank, 1989).

The critical socio-economic development problems of Africa are intricably linked to people, resources and the environment (UNEP, 2001). Thus environmental management has a direct relationship with the structure and functioning of the collaboration processes. The reality of environment and development are closely related. On the one hand, environment provides the natural resources for the process of development and on the other hand, development process modifies the natural resources and environmental quality to meet human needs (Okidi, 1993). Thus, environment is where we live, and development is what we do in attempting to improve our lot within that abode. The two are inseparable and must relate along symbiotic patterns for sustainable development pathway to be maintained.

This calls for good political governance that invests in stakeholders' collaboration in problem solving research and development. Though international cooperative programmes in the field of the environment are important, they must be undertaken with due respect of the sovereign rights of states and in conformity with the principles of international law (UNDP, 2000). However, it is also understood that maximum cooperation, collaboration and partnerships are necessary to defend and improve the environment for present and future generations (WorldBank, 2002), which calls for collective responsibility in the management of the environment for sustainable development (UNEP, 2000).

2.3 Civil Societies and Environmental Management in Kenya

The concept of environment has been in vogue over the last several years. Yet there is little consensus as to what this important term actually mean (Okidi, 1993). The environment must be viewed in its totality as a set of inter locking systems – natural or biophysical and manmade or social-within which all living things interact (Muthoka and Asumptal, 1998). In natural settings, the environment and its various components interact, changing one another over time while maintaining an eternal balance. Environmental management in this work means use, care, and improvement of environmental components for sustainable community development.

The civil society on the other hand is the body of actors that exist outside of purely governmental and commercial spheres (Banuri and Siegfried, 2000). The sector's function,

scope and capability have exploded in recent years; and today it is both vast and intensely dynamic (World Bank 2000). The importance of effective civil society organizations in combating environmental degradation cannot be over emphasized (World Bank, 1999). Today, tens of thousands of civil society organizations are engaged in environmental issues and many are linked into increasingly influential networks. However, a disconnect exists between this wealth of energy, innovation and implementation capacity possessed by both the business community and civil society sector; and policy arenas, which have been reserved for institutions of governance (World Bank 2000). Experience in different countries has shown that pro-active civil society organizations and members at grassroots level, supported by national and international organizations, are key to improving community livelihoods (FAO, 2002).

Commenting on the need for collaboration and partnership, Nyong'o (2002) observed that, the chances of forging a sense of purpose among civil society will depend on the willingness of all sectors (the nine major groups of Agenda 21) of civil society to participate in genuine social partnership and dialogue, while recognizing the independent roles, responsibilities and special capacities of each. According to Bam (2002) partnership and collaboration for sustainable development are those entered into on the basis of mutual respect, trust, transparency, joint decision-making, accountability, and shared vision of healthy environment. Gray (1989) noted that collaboration can be used effectively to resolve conflict and advance shared visions, where stakeholders recognize the potential advantages of working together.

The civil society as a catalysing agent and an advocate of vulnerable communities can play an important role in enhancing environmental conservation (UNEP, 2000). Since civil society organizations are diverse, it is important to capitalize on collaboration and partnerships that enable wide participation in the initiative through existing networks (Mayr, 2003). In a recent study, (Karani, 2003), noted that enhancing partnership is key to promoting the understanding of linkages between poverty and environment at all levels, and hence formulation of effective counter measures towards improved livelihoods.

Straddling between group and supra-group level analysis are many of the studies that look at management of common property resources. Baland and plateau (1996) present a good view of the driving forces behind improved collaboration for natural resource management, though their work in Uganda did not find a link between members of local organization (CSOs) and variety of natural resources. Essentially, collaboration is based on the participation of all individuals and groups that have a stake in the management of the resource. This approach, often termed collaborative management is based on the following elements (Renard, 1991):

- i. All stakeholders have a say in the management of a resource on which they depend. This guarantees their commitment and participation and permits the incorporation of their knowledge, aspirations, and experiences.
- ii. The sharing of management responsibility varies according to specific conditions. In some cases, much of authority is in the hands of local community organizations; in other cases, much of the authority rests in the hands of a government agency. In virtually all cases, however, a level of government continues to assume responsibility for overall policy and coordination of functions.
- iii. Social, cultural, and economic objectives are an integral part of the management framework. Particularly attention is paid to the needs of those who depend on the resource and to equity and participation.

2.4 Hindrances to Civil Society Organisations' Collaborations

According to Muia (1999), weak governance system, increasing population, deepening poverty, lack of a collaborative community – based management of natural resources and breakdown of the traditional social structures are often the underlying causes of the misuse of the natural resources in Siakago. A survey of the status of the land and other associated natural resources in Siakago by PLAN KENYA indicated that both had deteriorated significantly over the previous decade (Rodgers 2001). Destructive activities include deforestation, sedimentation from run off, and physical damage of the flora from commercial uses i.e. charcoal burning (DEC, 2000). This state continues to worsen though

there are laws and regulations set by the government to regulate utilization of natural resources (FAO, 2000). Also, the people who depend on these resources are seeing deterioration in their living standards (WMS, 2001). This is in line with the findings of White (1994) survey on community – based ecosystem management at San Salvador Island and Maluku Islands. He found that the degradation of the natural resource base inevitably result in a reduction in the overall well-being of people. Centralized government regimes (which represent intolerance to collaboration) suffer from a lack of adequate resources. They often tend to ignore local knowledge and capacity and they seldom allocate the financial resources needed for research, public awareness community consultation and effective collaborative management (FAO, 2000).

Muturi (2001) observed that local community and civil society organizations in Siakago are driven by multiple institutional and individual interests, the force of developing markets and changing technologies, and the needs and interactions of varied constituencies within the community. Social and environmental problems in Siakago, as in most communities, are complex and deep-rooted. The scale, complexity and speed of the emergence of environmental problems at Siakago have made it essential for the civil society organisations to approach them through collaborative and participatory mechanisms (DEC, 2000). Although collaborative efforts have been attempted at various areas of Siakago, weak governance systems and the clan conflict in the area has inhibited the development of formal collaboration in the environmental sector (Kavandi, 2002). According to DSS (2003) the people and civil society organisations in the study area have not been committed to collaboration pegging so much on donor funding to solve their problem.

However, the greatest challenge to the civil society collaborations is perhaps lack of agreed upon methodology for evaluating their success or failure in environmental management (UNDP, 1997). A study conducted by DEC, 2000 at Siakago looked at the structural and functional variables that may be linked to civil society collaboration. It was concluded that changes in CSO size might reflect the collaborative patterns in the sense that it seemed reasonable to expect that where collaborations are low, CSOs were heterogeneous. This is however, hardly the practical reality, in which case collaboration strategies should envision

increased support for multi-stakeholder forums, consultations, negotiations and networking (World Bank, 2000).

3.1.2. Summary of the Map

This section provides a summary of the map and its key findings.

Figure 3.1.2 shows the distribution of the various types of multi-stakeholder forums, consultations, negotiations and networking activities across the different regions of the world.

The map shows that there is a high concentration of these activities in the Asia-Pacific region, particularly in the East Asia and South Asia sub-regions.

Other regions with significant activity include Latin America and the Caribbean, and the Middle East and North Africa.

The map also shows that there is a growing number of these activities in the African continent, particularly in the East and South regions.

The map is based on data from a survey of multi-stakeholder forums, consultations, negotiations and networking activities conducted in 2000.



Figure 3.1.2. Summary of the Map: Distribution of Multi-stakeholder Forums, Consultations, Negotiations and Networking Activities

The map shows that there is a high concentration of these activities in the Asia-Pacific region, particularly in the East Asia and South Asia sub-regions. Other regions with significant activity include Latin America and the Caribbean, and the Middle East and North Africa. The map also shows that there is a growing number of these activities in the African continent, particularly in the East and South regions.

CHAPTER 3. METHODOLOGY

3.1 Characteristics of Study Area

This research was done at Siakago division, Mbeere district of Eastern province, Kenya (Figure 3.1). The district is sparsely populated with majority of people concentrated around market places. It has four divisions namely Siakago, Gachoka, Evurore and Mwea. Siakago Division constitutes Nthawa, Muminji, Gitiburi and Mutitu locations and is a typical semi-arid agro-ecosystem. Resource use should thus factor-in the fragility dimension in pursuit of sustainability. Siakago division covers an area of 368Km² with five agro-ecological zones viz; UM3 (Upper Midland), UM4, LM3 (Lower Midland), LM4 and LM5. The first three zones fall within Nthawa and Gitiburi locations, while others are in Muminji and Mutitu locations. Muminji and Mutitu areas are in the eastern part of the division and are mainly semi-arid.

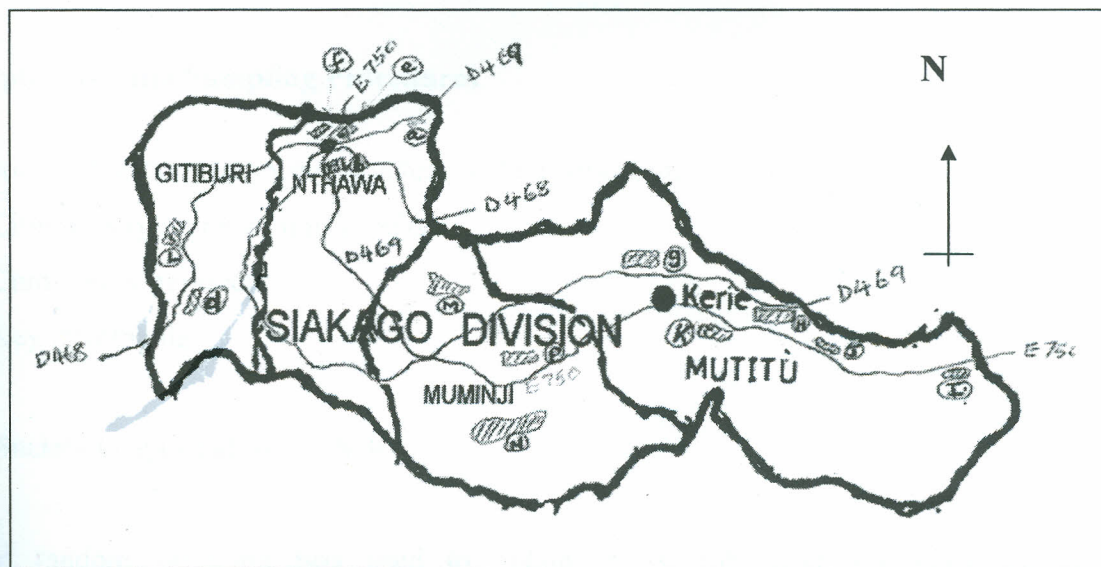


Fig 3.1 Sketch Map of Siakago division showing transect used in study (Not to Scale)

The soils are generally well drained, except LM5 where the soils are imperfectly drained (shallow dark red with varying textures). Soil fertility, is generally low. Higher land productivity would require more of organic and inorganic fertilizers (DEC, 2002) a cost that

majority of the farmers can hardly afford. This would influence the nature of collaborations with “outsiders”.

The topography is varied with some areas having slopes of about 55% and is under cultivation. The community members are involved in farming on Kathugu, Njumbiri and Kiangombe hillslopes. This makes soil erosion a major issue within the division, especially where the necessary soil conservation measures are lacking or poorly undertaken. Being a peasant economy with high poverty levels, households are engaged in charcoal burning, deforestation, quarrying and sand harvesting, which ultimately increase land degradation risks. The division boasts 403 civil society organizations comprising Non-governmental Organisations (NGOs), community based organizations (CBOs), farmer groups, youth groups and other grassroots organizations. These organizations work at cross – purposes and are handicapped by minimal budget provisions. The absence of a civil society consortium in the division amidst CSOs with varying policies has hindered effective collaboration, and may explain the observable poor state of the land resource (Rodgers, 2001).

3.2 Sample Sizes and Sampling Procedures

Three groups of respondents were targeted for data collection, namely:

- i. Civil society organizations (CSOs)
- ii. Community members
- iii. Key informants

i. Civil Society Organizations (CSOs)

Stratified random sampling was used to obtain the sample from the civil society organisations. A sampling frame of 403 active civil society organizations (CSOs) was provided by the department of social services (DSS) in Siakago division. The distribution and design sample sizes according to stratified sampling technique were as shown in table 3.1. Due to various constraints particularly availability of individual interviewees, data was collected from only 10 NGOs, 10 CBOs, 7 Women groups, 7 youth groups and 6 self-help

groups. Ten from each category were picked randomly by lottery method. Since the grass roots organizations were considered to be proportionally many in relation to others (NGOs and CBOs), its sample was doubled by picking randomly a second time from the same sample frame. Since NGOs and CBOs were construed to have similar characteristics, equal number was selected. This gave a final sample of 40 civil society organisations selected through stratified random sampling. (Table 3.1 and Figure 3.2).

Table 3.1 Sampled CSOs in Siakago Division, 2004

NGO	CBO	GRASSROOT ORGANISATIONS		
		Women Group	Youth Group	Self Help Group
Plan Kenya	ENA Afforestation programme	Kianthuku	Maathai	Muongano
World Concern		Gikuyari	Kianthuku	Mukorwe
BIMAS	KIVE	Nthangathiri	Gangara	Utethio
Compassion International	Mukore	Mugoro	Kirie	Imani
Kenya Women Finance Trust	Muongano	Ndutori	Kambindi	Mutugu
CADASAL	Elimu Development Initiative	Cieria	Itiira	Siagako
CDSS		Riandu	Ngola	BeeKeepers
Mbeu Kenya	Mbeere CBO			Kivore
Faulu Kenya	Rumbia			
DANIDA	Siakago Disabled CBO			
	Mugaa			
	Siakago Vision Development Initiative			
$n_a = 10$	$n_a = 10$	$n_a = 7$	$n_a = 7$	$n_a = 6$
$n_d = 10$	$n_d = 109$	$n_d = 69$	$n_d = 49$	$n_d = -$
$N = 17$	$N = 193$	$N = 112$	$N = 81$	$N = -$

Where: n_a : actual sample selected for data collection; n_d : design sample size; N: sampling frame

From each category of CSO, (i.e. NGOs, CBOs, Grass root organisations) two members were randomly selected, giving a final sample size of 80. The sampled CSOs possessed varied characteristics. For instance NGOs like Plan Kenya, World Concern, BIMAS, and CADASAL had stable organizational structures and consisted of professionals who were not necessary from the study area, hence the need to analyse situation further by focussing on key respondents. The CBOs were heterogeneous just like the self-help groups, - having variations of members in terms of age, sex, educational level and kinship. The women groups and the youth groups were homogenous; consisting of members of the same sex but different in age groups, hence the need to verify data from these categories through key respondents and focused group discussions.

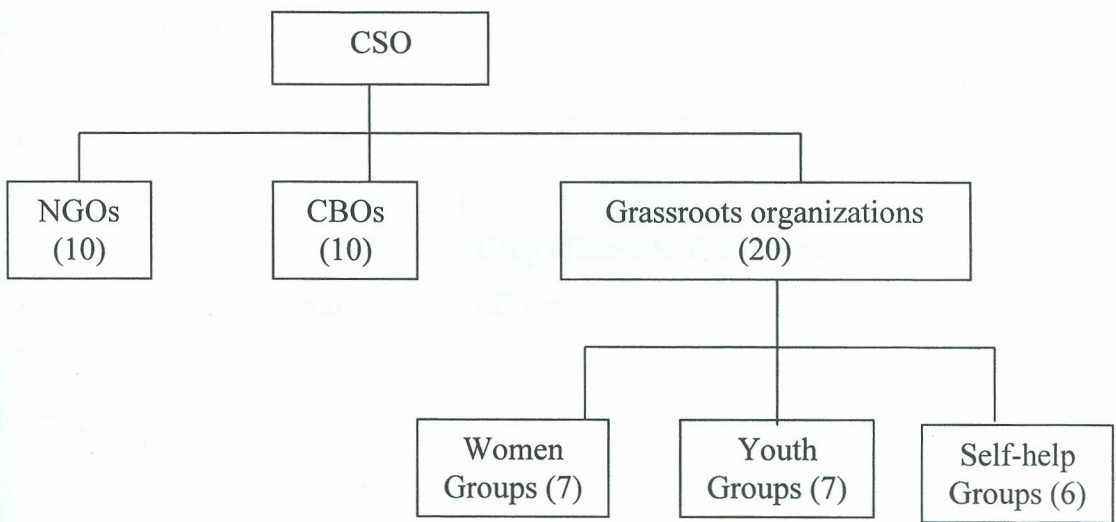


Figure 3.2. Schematic illustration of sampling procedure and target populations

ii. Community members

The Mbeere tribe inhabits Siakago division; who are peasant farmers in a semi-arid agro-ecosystem. For purposes of this study fifteen households (15) were selected randomly from each of the four locations(Nthawa,Gitiburi,Muminji and Mutitu) with the assistance of the area chiefs and Plan Kenya / Catholic diocese. The sample size was thus 60 out of 30007. people and it consisted of heterogeneous households with respect to gender, age, sex, educational level and kinship. The target household member was a husband, and when he

was not available his wife was considered. The researcher administered a questionnaire specifically designed for this category.

iii. Key informants

Key informants comprised elderly community members, officials of the Ministries of Agriculture, Environment and Natural Resources and Department of Social Services (DSS), all identified through purposive sampling techniques and snow-balling (Table 3.2). These were selected on the basis of experience, professional expertise and long stay in the area. They are also involved directly or indirectly in environmental issues in Siakago.

Table 3.2. Distribution of key informants

Category of key informants	Designation	Numbers interviewed
i. Elderly community members		7
ii. Ministries of Agriculture officials	Crop officers, Soil and Water officers	6
iii. Environment and Natural Resources officials	District Environment officers	9
iv. Department of Social Services	District Social Services Officers, Adult officers	9

3.3. Data Collection Methods

(i). Questionnaire Surveys

Questionnaires (Appendix 7.1) were administered to respondents from the sampled civil society organizations and community. Answers and responses were solicited for the following broad areas:

- i. House socio-economic information and extent of general environmental awareness

- ii. Collaboration dynamics (existence, nature, modus operandi, and effects thereof).
- iii. Community participation and attitudes to collaboration
- iv. Forms of collaboration, and factors limiting/enhancing collaborations
- v. Relationship between collaboration and status of the environment

(ii). Focused Group Discussions (FGD)

A Focused Group Discussion was conducted for each of the four locations (Gituburi, Nthawa, Mutitu and Muminji) to determine their views and attitude on civil society and collaboration in environmental management. These FGDs also served as tools to verify data collected by other methods particularly individual interviews. They involved development of a community resources map (indicating roads surveyed), livelihood mapping, ranking development actors in the location and a detailed institutional analysis in relation to environmental management and collaboration (Appendix 7.2). Each FGD session was done on a different day and it involved only participants from the location in question. The focussed group discussions were used in data collection because unlike other individual approaches, they eliminate fears and timidity. This ensured that data, which could not be collected by other methods was collected. The data obtained was used to validate data collected by other methods.

iii. Transect Surveys (Environment)

Three roads transects (D 468 – Gituburi / Siakago / Kiang'ombe, D 469 – BAT / Siakago / Starehe, and E750– Muchonoke / Siakago / Kirie / Ngiiri) that cut across the division were purposively selected for the transect survey. For each road transect a starting point (serialized zero, was determined and observations on the state of the environment made at equidistant intervals of 500 metres on each side of the transect as far as the eyes could clearly see (Appendix 7.3). Observations focussed on the presence of gullies, estimated level of ground cover, state of infrastructure and presence of sediments. Data were entered into pre-designed observation sheets. Attempts were made to correlate the status of the land resource and the presence and or absence of collaboration.

iv. Secondary Data

Additional data for this work was obtained from secondary sources of institutions that have worked in this area for a long time such as; documentation of the Catholic Diocese, existing NGOs and Ministry of Environment and Natural Resources. Other sources included national development plans, Internet and consultancy reports.

3.4. Data Management and Analysis

Collected data was cleaned, coded and summarised into working themes in line with study objectives. Two levels of responses designated (1) for positive response and (0) for negative response was adopted in coding data. Data obtained from interviews and questionnaires were subjected to descriptive statistics focussing on measurements of central tendencies and frequency distributions. Then the summarized data from questionnaires was keyed in the appropriate spreadsheets. Statistical Package for Social Sciences (SPSS) and Microsoft Excel are the two computer packages adopted in data analysis in this study. The nature of this study limited data analysis to qualitative, descriptive analysis and determination of correlation coefficients(r) between selected variables such as illiteracy, clannism and land degradation (evidenced by number of gullies). These variables were subjected to correlation coefficients to determine their relative importance on collaboration. Results obtained were presented using standard procedures like graphics and tables.

CHAPTER 4. RESULTS AND DISCUSSIONS

4.1 Civil Society Organizations and Activities in Siakago

There are a wide dispersion of civil society organizations (CSOs) over substantive issues in Siakago division. Within the division, for example, one can distinguish between civil society organizations that focus primarily on the conservation of natural resources and those that have a broader sustainable development agenda. The latter often base their legitimacy on their vision of sustainable development, and especially its roots in the prevailing notions of justice and equity. The area has a total of 403 civil society organizations comprising non-governmental organizations (17), community-based organizations (193) and grassroots organizations (women groups (112) and youth groups (81) (Table 4.1). Though the CBOs almost equal the women and youth groups combined, they do not participate in collaboration more as would be expected. The civil society organizations in Siakago differ further on scope (international, national, local) and thematic focus (environment, health, education, agriculture) and mode of operation. Those involved in the same thematic areas, collaborate more often and extensively, than those involved in different thematic areas.

There was high diversity of activities undertaken by the CSOs in the study area. As many as 75% of all the civil society organizations at Siakago are involved in environment-related issues. There is a fairly strong interest in soil and water conservation (85%) and agro forestry (90%) (Figure 4.1). This may be due to the strong relationship between community well-being and agriculture.

On the other extreme, there is a strong preference for financial empowerment efforts (75%) and farming (80%) in the area. This was attributed to the agrarian nature of the local community economy. Effective collaboration in agricultural land management and community financial empowerment has potential of reducing household poverty and consequent benefits to the environment.

Table 4.1. Main activities of Civil Society Organizations in Siakago Division

Type of CSO	NGOs	CBOs	GRASSROOT ORGANISATIONS	
			Women Groups	Youth Groups
Total No.	17	193	112	81
Activities	-Agro Forestry -Health -Education -Micro credit	-Agro Forestry -Micro credit -Soil and water conservation -HIV/AIDS awareness	-Agroforestry -Micro-finances (Merry go round) -Farming	-HIV/AIDS awareness -Agro Forestry
Scope	-National International (most project are in a division)	Local (location, sub-location and village)	Local (location, sub-location and village)	Local level
Area of Collaboration	-Micro credit -Competition among NGOs -No collaboration.	Informal with NGOs and government, but as unequal partners.	Informal with NGOs and government, but as unequal partners.	Most of them are inactive and do not actively collaborate

Between 80% and 90% of the CSOs involved in environmental issues classified their members as having diversity in age, education, wealth level and kinship. All but one has regularly scheduled meetings for general members, and 90% of executive committees meet regularly (Figure 4.2). In terms of decision-making, ordinary members discuss and decide upon most major issues in almost all of the civil society organizations.

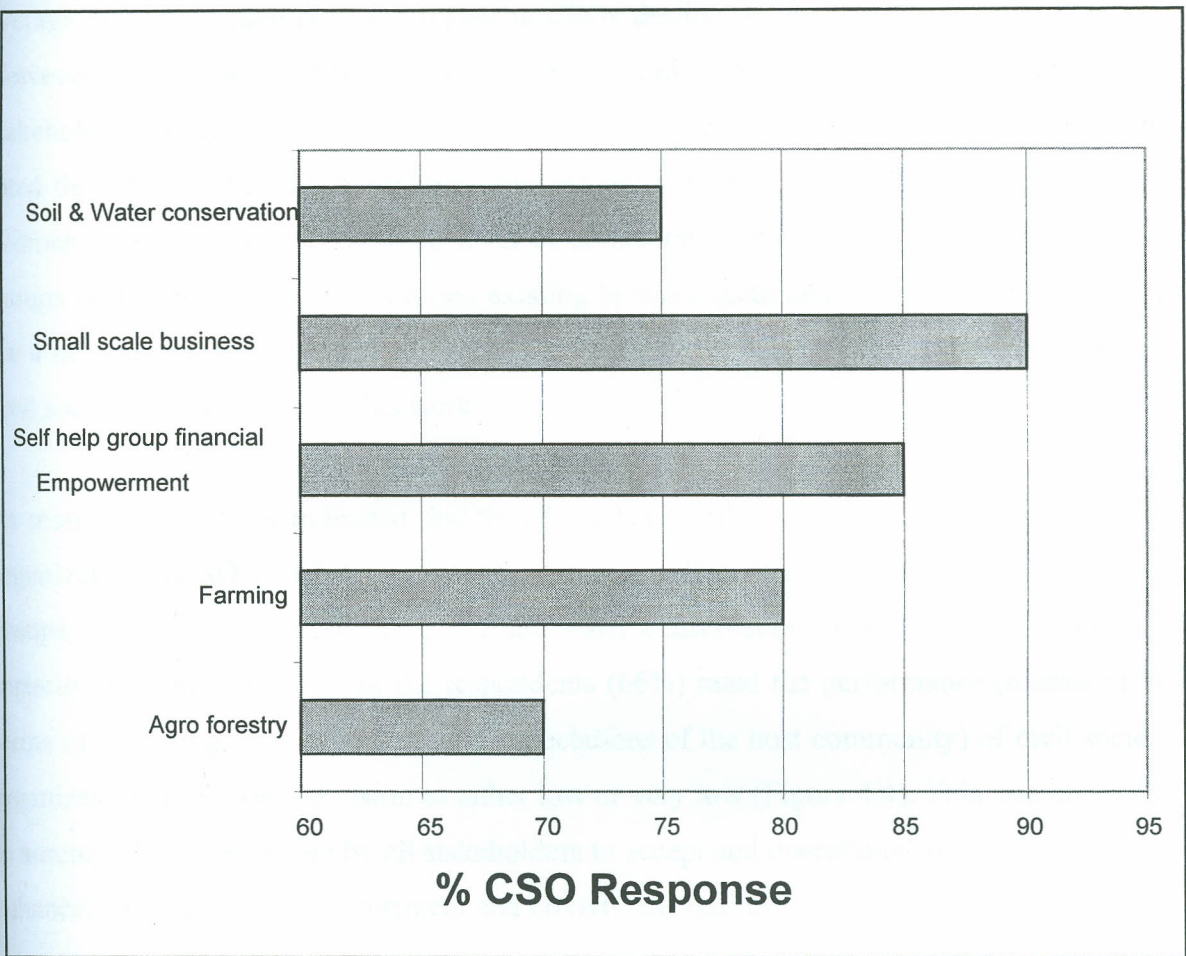


Figure 4.1 Relative importance CSO activities in Siakago Division

This study showed that CSOs with members who have formal education appreciated the importance of collaboration and supported it. On the other hand age differences influenced collaboration in the sense that, CSOs with members of same age bracket easily supported and engaged in collaboration than when age difference is big. On average, membership of most CSO was 19, with women comprising two thirds of all members (Figure 4.3). Further, women involved themselves more frequently in collective action because of obligatory social concerns and general absenteeism of their male counterparts, majority of whom had moved to urban areas in such of formal employment.

The size of the CSO was not related to organizations purpose with the exception that the average number of members was higher in CSOs dealing with soil and water conservation. However, maximisation of benefits in this area is limited by the lack of joint efforts among stakeholders. More than (85%) of the interviewed members of civil society organizations rated the level of their collaborations amongst themselves and other stakeholders as high. Women groups expressed that their level of collaboration was low (15%) while the youth groups said there was no collaboration existing between them and other stakeholders. There are a myriad of reasons attributed to this situation as will be seen later on factors inhibiting civil society collaboration in this work.

As many as ten NGOs indicated that they have been collaborating with community-based organizations (CBO's). PLAN-Kenya for instance, collaborated with dozen CSOs (women groups, CBOs and other NGOs in soil and water conservation, agroforestry and community capacity building). Majority of the respondents (66%) rated the performance (measured in, terms of achieving their objectives and expectations of the host community) of civil society organizations in Siakago division as either low or very low (Figure 4.4). This was attributed to among others, the failure by all stakeholders to accept and operationalize collaboration for enhanced environmental management and poverty alleviation.

Though NGOs and CBOs reported high expenditures annually in their project areas, most of the resources are spent hiring expertise and facilities, with little trickling down to felt needs, hence the rather low rating above, in addition to limited impact on environmental quality (Appendix 7.4, 7.5 and 7.6). Results from the interviewed community members and the focused group discussions (FGD) showed that rural communities' attitudes on collaboration in environmental management vary greatly. Up to 85% of the respondents supported collaboration if they would benefit from it.

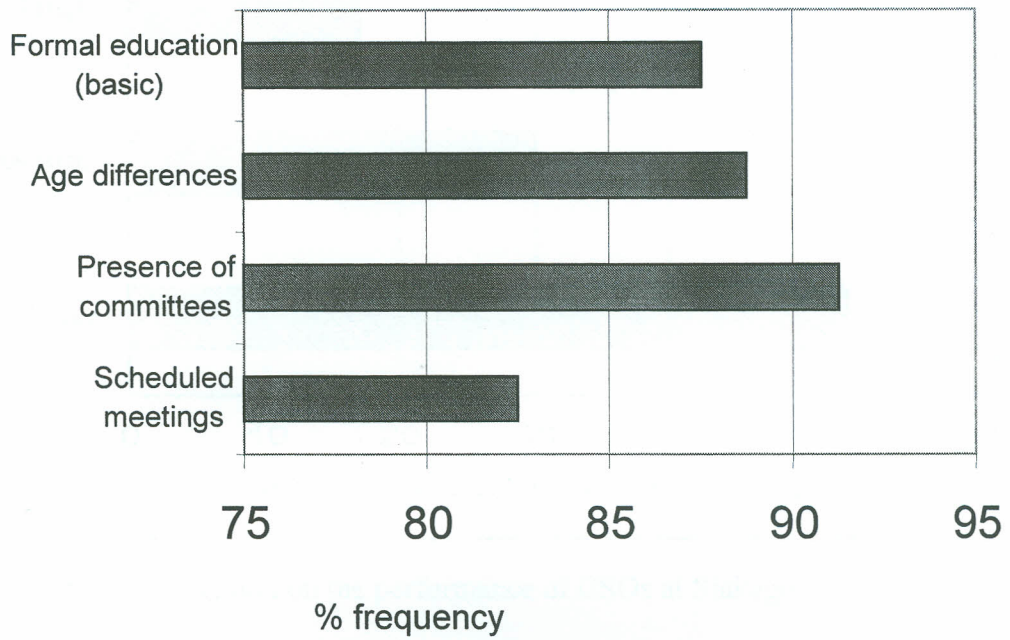


Figure 4:2 Features of civil society organizations in Siakago

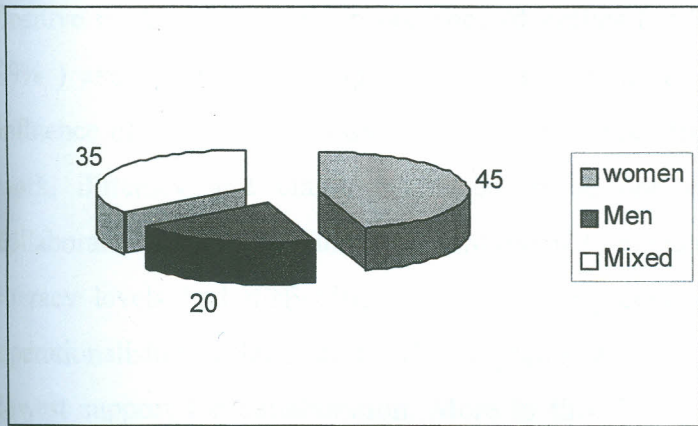


Figure 4.3. % Composition of Civil society organizations at Siakago division

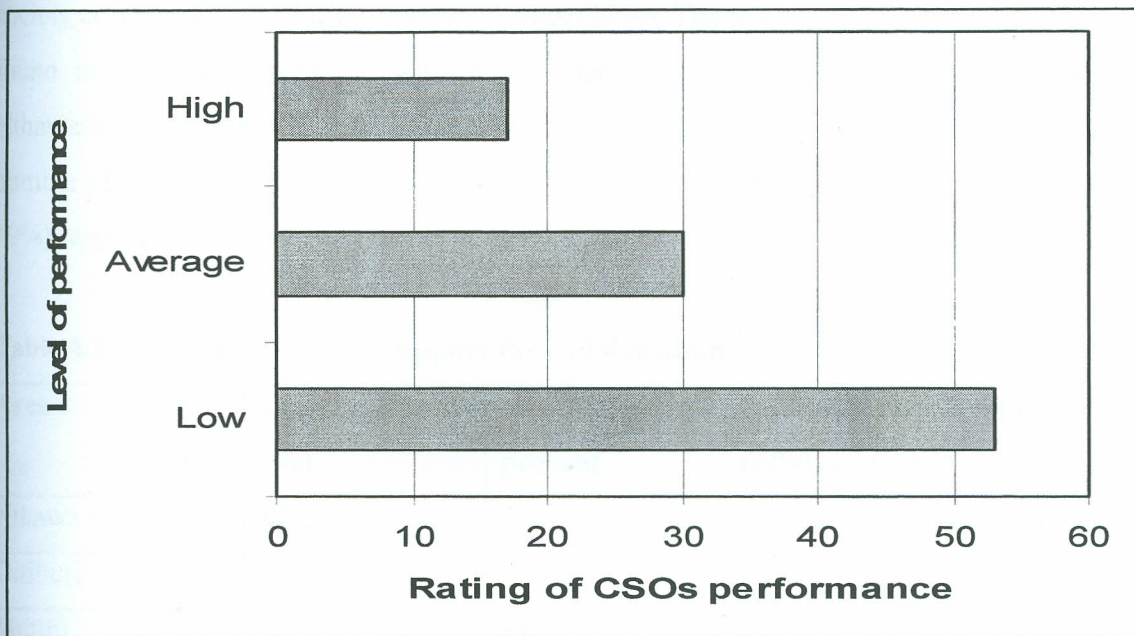


Figure 4.4. Community perception on the performance of CSOs at Siakago

This agrees with the widely viewed notion that projects for community development tend to succeed when stakeholders are guaranteed short-term tangible benefits (UNDP, 2000). Positive relationship between presence of gullies ($r = 0.24, 99\%$), literacy levels ($r = 0.27, 99\%$) and community support for collaboration ($r = 0.22, 99\%$) was indicative of the influence of human factors on collaborations (Appendix 7.7). As it will be seen later in this work, illiteracy and clannism proved to be one of the key factors limiting CSOs' collaborations and they enhance environmental degradation. Community members with low literacy levels had difficulties conceptualising environmental management concepts and operationalising collaboration. This explains why areas with low literacy levels had the lowest support for collaboration. More to this they experience higher degradation levels. This findings agrees with the findings of a study conducted at Maluku islands in which White, 1994 found a strong relationship between levels of illiteracy and destruction of the environment.

Further, it was observed that there is a correlation between land degradation levels, literacy levels and support for collaboration (Table 4.2). The highest concentration of the gullies

were found in Mutitu location (14), which showed equally low levels and support for civil society collaborations, and low literacy levels (27%). The widest gully in Siakago division is found in this location (E750–Makomora appendix 7.6). On the contrary, Gitiburi and Nthawa where literacy levels were high (67% and 80% respectively) exhibited the least number of gullies (15); less land degradation and highest support for collaboration (30% and 40%) respectively.

Table 4.2 Literacy levels and support for collaboration

Area	Literacy levels (%)	No. of Gullies present	Community support of collaboration (%)
Nthawa	80	6	40
Gitiburi	67	9	30
Mutitu	27	14	14
Muminji	40	11	16

Since community perceptions and opinions on collaboration are influenced by changing variables, such as (level of education), it can be inferred from this study that community participation has to take a form which is dynamic and active, in order to enable environmental management to be adjusted as the economic, social, political and environmental perceptions change within the community.

Critical Weakness Areas in Civil Society Organisations

The civil society sector in Siakago encompasses a richly diverse swath of activity. As such, most of their weaknesses are functional, thematic, and technical, which impact negatively on environmental management and sustainable development efforts. About 40% of CSO representatives quoted lack of adequate financial, analytical and managerial expertise as some of their main weaknesses (Figure 4.5). This is complicated by the scale and speed of emergence of new civil society organizations in this area. The new CSOs would force the already collaborating CSOs to drag a bit as they induce them into new collaborations. Much time is spent communicating the purpose of the collaboration, the guidelines and the anticipated output, to the new CSO joining it. Many of them (CSOs) have low levels of

sustainability (collapse after a short time - 13%) and have only limited capability for small-scale interventions. This actually has increased the technical intricacy of already existing collaborations processes in regard to environmental management creating an operational gap.

Secondly, the lack of inter-organizational collaborations and the absence of structured processes for eliciting participation in collaboration, has challenged the legitimacy (15 %) of civil society collaborations and increased instances of intra-policy conflicts. This has been worsened by the inability of contrasting actors to agree on unified ethical visions on how to collaborate. As such CSOs in Siakago division portray good mission statements, which however fail to be translated into benefits towards improved livelihoods and environmental quality. Ultimately, the credibility, legitimacy and effectiveness of civil society organizations and their collaboration in general is undermined.

Many CSOs in Siakago exemplified a general weakness in achieving stated objectives within the project time frame. Others would adjust their programmes to suit the reality on the ground during implementation. CADASAL, a local Non Governmental Organisation, for instance, was involved in successful water harvesting programmes which was not one of its objectives in the area. The deviation from original mission was justified on the basis of meeting emerging needs within the community since the world is dynamic. A recent study conducted by Waswa et al,2006 in like manner concluded that most grassroot organisations experiences financial and analytical difficulties.

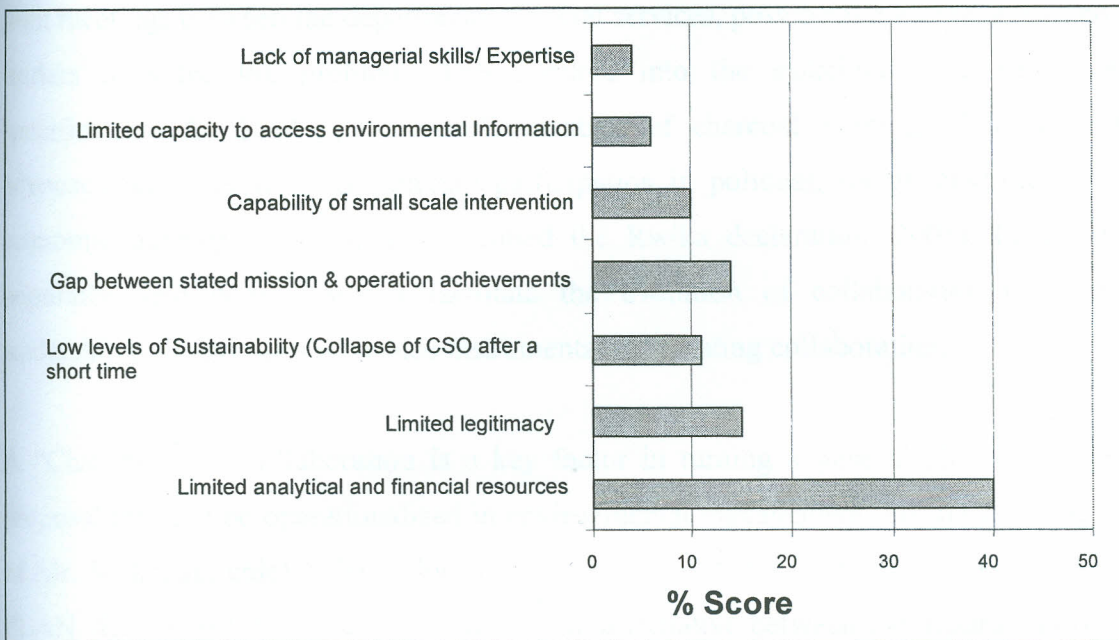


Figure 4.5 Critical CSO weakness areas in Siakago division

4.2 Evolution of Collaboration Processes

Results from a qualitative analysis of the evolution of collaboration process showed that collaborations in Siakago evolved spontaneously (63%) from simple primitive joint-operations to solve a common environmental problem in the area. As trust, good will and relationships continued to develop between the involved parties, those collaborations would evolve into partnerships. For instance, CADASAL a local NGO in the area started consulting women groups and self help groups in Mumiji location as it implements its' agro-forestry and water harvesting programmes. With time, the relationship has evolved into a strong collaboration between these organizations; whereby the NGO provides technical and financial resources and the women groups and self help groups are the implementing agencies of the programmes.

Further, collaborations have also developed as a result of a legal mandate, often driven by some social pressure. For instance 84% of the interviewed community members reported that, because of the effects of clannism in Siakago and the problem of charcoal burning and

deforestation, learning standards in schools had fallen drastically. PLAN-Kenya convened joint meetings between the department of social services, provincial administration and local leaders to solve the problem. This resulted into the stakeholders agreeing on the specifications for joint operations. Eradication of charcoal burning, clannism through advocacy and enhancing community participation in political, social, environmental and economic development (commonly called the Rwika declaration, 2003). In addition to popularly held beliefs, which facilitate the evolution of collaboration the visionary leadership of individuals were also instrumental in initiating collaboration.

A “Champion” of collaboration is a key factor in turning a general idea into a specific proposal that can be operationalized in environmental management. For instance the efforts of Mr. Makenge, chief Nthawa location, were echoed for bringing the first suggestions to PLAN -Kenya to fund a joint capacity building initiative between the department of social services and the grassroot organizations in Nthawa and Gitubiri location. The seminars have continued to date. However, in both spontaneous and champion driven cases, collaborations lacked either formal or legal specifications, which is normal during the initial stages in building collaborations. In this level, willingness was shown to solve environmental problems; and familiarization with each others policies and strategies.

On the basis of four focused group discussions (FGD) and inter-sector interviews conducted, it was noted that there are five key characteristics of the civil society collaborations process in environmental management, namely:

- i. The stakeholders are independent
- ii. Solutions emerge by dealing constructively with differences
- iii. Joint ownership of decisions is involved
- iv. The stakeholders assume collective responsibility for the ongoing direction of the sector.

Collaboration is an emergent process, where initiatives can be understood as “emergent organizational arrangements through which organizations collectively cope with the growing complexity of the environment and human well being”.

The fact that the stakeholders are independent gives them absolute mandate to decide to join collaborations or not to. As such, no legal provisions can be made to force them into any collaboration. Further, as it will be seen, the social (perceptions and attitudes) and economic (financial gain) factors were perceived to influence initiation of any collaboration. Therefore, it is the role of any intervention agency to create incentives and opportunities where stakeholders can meet. This is because initial dealings will result into seeing the need to solve problems together thus giving rise to collaboration.

When members of different CSO's came together to solve a common environmental and development challenge, they got the chance to dispel fears and learn about one another. The differences, which had been perceived or were created by opponents to collaboration in the area are constructively solved. The abrasive effect of interaction between CSO's, community members and government resulted into possible solutions to the problem the collaboration is meant to solve.

Once the problems are identified and possible solutions proposed by the collaborators, decision-making is done by all collaborators on the way forward. Then the stakeholders (collaborators) assume collective responsibility for the ongoing direction of the sector. The stakeholders act as the custodians of all the information and decisions made and they safeguard their collaboration from external interferences.

The stakeholders have a responsibility to adopt a dynamic system of working, which would be adjusted as the environment changes. Time is a factor here to make sure that the collaboration develops spontaneously to realize its set objectives. The civil society sector in Siakago is extremely fragmented, and civil society organizations are extremely interdependent. Further, there is an overall lack of coherence between the governance structures (ministries and departments), and the CSOs in this area. Such fragmentation, which is functional in nature, is marked by policy gaps, confusion and incoherence in volatile environment of advocates of social justice. This interdependence is very important because it is the one on which CSOs establish nodes with other CSOs upon which

collaborations are established. It is these collaborations, which would later evolve into partnerships.

Since collaboration is affected by changing variables like unfavourable policies, social factors (clannism) and level of education, the stakeholders must take collective responsibility for the ongoing direction of the collaboration arrangements. As such it was observed that collaborations and partnerships as well as the technical solutions to environmental problems change constantly and quickly. Also best practices are evolving continually and in many directions, and different contexts are yielding different lessons. As such the stakeholders in Siakago were engaged in the following common activities:

- i. Identifying other key stakeholders they share common environmental problems/issues.
- ii. Establishing initial joint operations, consultative meetings and forums, with this stakeholders. This was noticed to be the most critical and fragile in the whole collaboration process. First impression seriously affected the next move.
- iii. Identifying and sharing future collaboration interpretations.
- iv. Strengthening their sense of common purpose, prioritise and plan for the actions.
- v. Institutionalisation of the shared meanings that emerge as the collaboration develops, which may or may not be required depending on the nature and objective of the collaboration.

In this way the collaboration process had three distinct and sequential stages; thus:

- i. Problem setting
- ii. Direction setting
- iii. Implementation.

Problem setting involves brainstorming to jointly identify the problem areas, define the nature of the problem and propose possible solutions geared to enhancing environmental management and community development. The phase was observed to succeed easily when there is an external facilitator preferably from a lead agency in the area. Leadership at this stage is a critical factor in determining the continuity of the collaboration process. After

problem identification, the CSOs and community members would prioritise them and come up with suggestions of not only how to solve them but also the rules of working together. The weaknesses of civil society organizations would manifest clearly in this phase. Lack of analytical and managerial skills among grass root organisations slowed down the collaboration process. As many as 80% of all CSOs claimed that the grassroots organizations in Siakago had weak organizational structures and are marginalized. It was also observed at Siakago that whereas NGOs, which are better funded, have trained staff and stronger organisational structures find it easier in developing strategies, grass root organizations like women groups and youth groups do not and often tend to be marginalized in technical collaboration. The ownership of the environmental management strategy, developed in this phase by all CSOs is important in the implementation phase. It is in this phase where grass root organizations are key. Being the longest collaboration phase, it is expected that the stakeholders should be dynamic, to be able to adjust their strategy as new issues come up.

The development of a dynamic collaborative process is especially crucial in these rural communities characterised by many changing needs and problems. The Siakago experience indicates that, despite controversial history of development in the division and the diverse civil society organizations present, there is recognition of interdependence and that coming to a consensus on the framework for stakeholders' collaboration in environmental management is the main challenge.

4.3 Key Characteristics of Collaborations

Based on the four focused group discussions and a synthesis of data from questionnaires, four dimensions of a collaboration based on Siakago were distinguished: coverage, mode, form and motive (Figure 4.6). As many as 81% of the members of CSOs interviewed said that for a collaboration to be initiated there must be a motivation. This was perceived in terms of perceived financial or social benefits of collaborating. 67% of community members said that a collaboration need to be formal and structured. The first dimension of civil society collaboration is coverage, which refers to the extensiveness of collaboration in terms

of its functional competencies and geographical area. Simple collaborations confined their shared activities to single environmental management themes, such as agro forestry. Geographically, women groups, youth groups and self help organizations limited their activities to their villages, whereas CBO's and NGOs had their programmes and activities scattered all over the division.

Form, as second dimension of collaboration, shows a number of degrees of development. The least developed form is the one in which parties of a collaboration agree on methods of operation, which are to their mutual benefit but their financial independence is maintained. A more developed collaboration is the joint venture, in which two or more organizations collaborate on a specific project. This was very common in Siakago for instance the tripartite collaborations between PLAN-Kenya, Ministry of Agriculture and the community already discussed. While members in such a set up retain their financial independence, the collaboration may involve investing in a pilot project or agreeing to exchange resources.

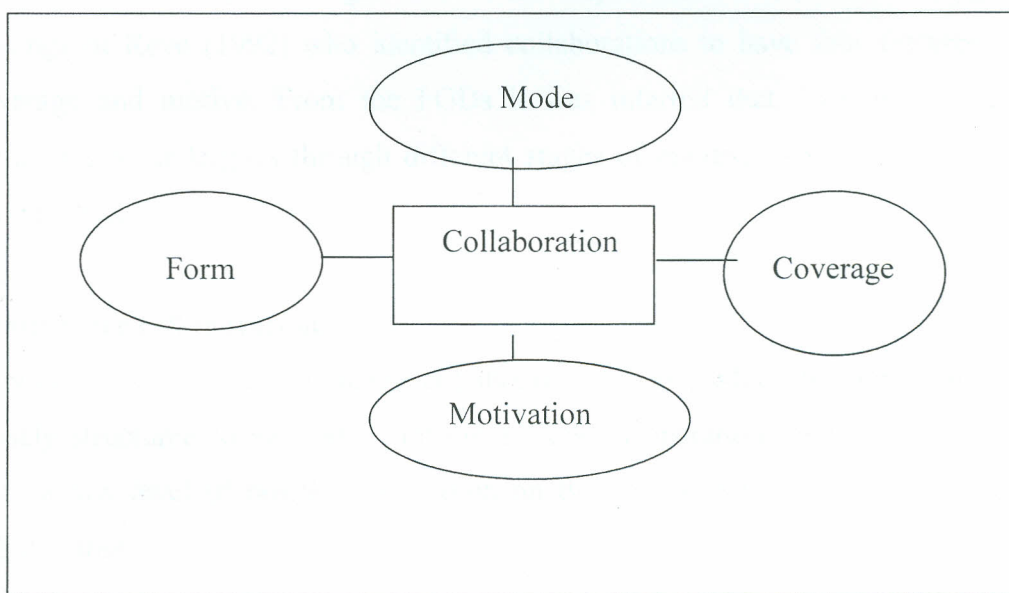


Figure 4.6 Characteristics of Civil Society collaborations

The mode describes the intrinsic nature of the relationship among the civil society organizations. It is important for organizations to send members who have authority from their organizations to represent them. If a partner only assigns junior staff to the

collaboration, other partners who send more senior staff may see this as a lack of commitment. If junior staff have only limited decision making power, the momentum of the collaboration may be delayed by the need to refer decisions back to the partner institutions for approval. A crucial role is played by an identifiable ‘convener’ (organization such as PLAN Kenya, BIMAS and Provincial Administration), which has authority and status to bring key stakeholders together. Pre-conceived stereotypes of the other party can inhibit the development of joint problem-solving collaborations for example in the way private sector and international NGOs members may perceive public sector collaborators as being underpaid and overworked. Team building to gain shared values facilitates the effectiveness of the collaboration.

Motive on the other hand, refer to the underlying reason for the creation of collaboration. These can include the desire to internalise the zone competencies of other collaborators, achieving economies of scale and intelligence gathering, the joint development of new facilities and making a stronger case for the acquisition of resources. This agrees with the findings of Reve (1992) who identified collaborations to have four features; mode, form coverage and motive. From the FGDs it was inferred that, like most other processes, collaboration undergoes through different stages of maturity, namely, immature, maturing and matured.

i. Immature collaborations

A poorly developed or immature collaboration is one, which has only limited coverage, loosely structured forms and an informal mode of operation. Immaturity may itself result from a low level of positive motivation on the part of collaborators to develop a deeper collaboration.

ii. Maturing collaborations

A maturing collaboration is one that exhibits heavy dynamism in adopting new strategies and coping with the challenges to collaboration constructively. As such, the collaborators are highly motivated, dynamic and they endeavour to adjust their mode of operation to enhance achievement of the objectives of the collaboration. The coverage may be limited

but the stakeholders are active in adopting and incorporating other stakeholders to cover broader objectives and larger geographical areas extensively.

iii. Matured collaborations

A fully developed or mature collaboration is one, which has a well-structured form and formal mode of operation evidenced by such documents like memorandum of understanding (MOU). The collaborators exhibit high motivational levels and they have ability to withstand short-term disturbances (interferences) to collaboration initiatives. A great deal of patience, persistence, and hard work is necessary on the part of collaborators for collaborations to reach maturity level. Adjustments, active communications and adoption of new strategies and technologies is important in enhancing not only collaboration development but also achieving its objectives.

4.4. Forms of Civil Society Collaborations

From this study, it was observed that there are two broad classes of civil society collaborations, which are complementary namely: (i) centred and (ii) un-centred (network). (Figure 4.7) However, these two classes of collaboration can manifest themselves in three forms namely: multi-lateral, tripartite and bilateral (Figure 4.8).

a. CSO – Centred collaboration

This was the most prevalent at Siakago with (64%) of the respondents from CSOs highlighting they are involved in such a collaboration. It involved many civil society organizations centring around one (referent) organization in this case PLAN Kenya; which would cause different community based organizations, women groups, youth groups and other grass root organizations to hold joint activities in agro-forestry, soil and water conservation and capacity building. The financial and technical input of such a referent organization cannot be overlooked. Many joint programmes are funded by the referent organization and it has the absolute mandate to formulate the curriculum in capacity building and the extent and location of soil conservation activities. This form was reported

to last longer than the network form because of a centralized source of authority and direction. Their land management programmes including agro forestry and construction of gabions at Ciakithanga was successful. However, such a form posed the dangers of creating dependency syndrome especially in those rural communities where illiteracy levels are high. This approach is similar to what Waswa *et al.*, (2006) described as operational programmes in partnership building for community development.

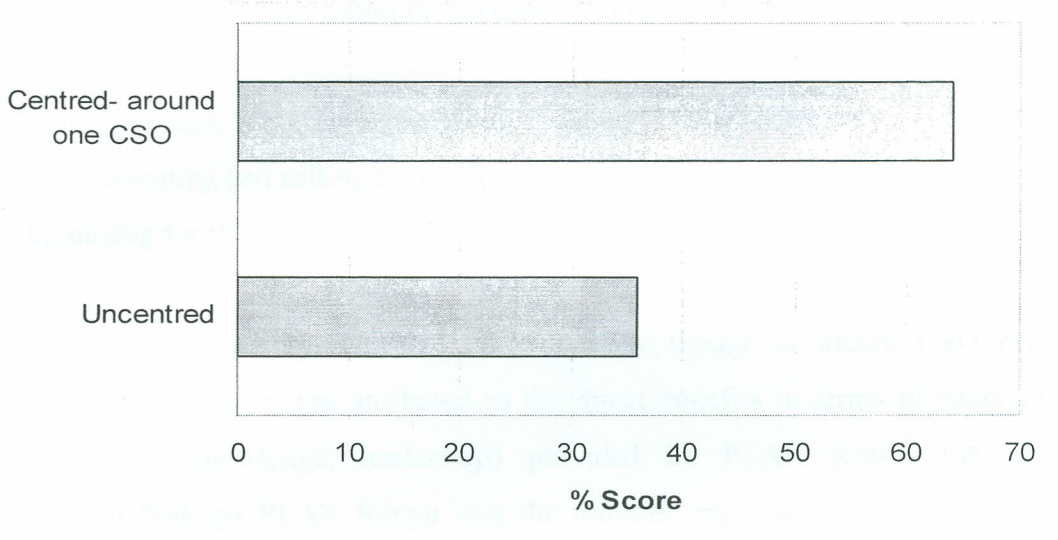


Figure 4.7 Classes of civil society collaborations in Siakago

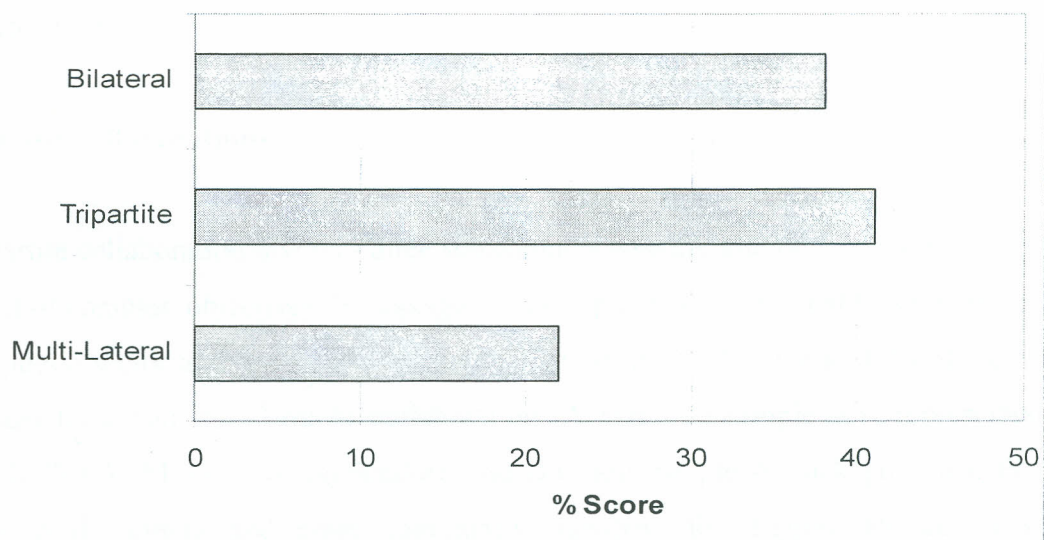


Figure 4.8. Forms of civil society collaborations in Siakago division

b. Un-centred (Network Oriented) collaboration

The un-centred approach is characterized by some form of autonomy that drives networking in pursuit of common objective. In Siakago, as many as 36% of those CSOs collaborating indicated they are in un-centred collaboration. It was noticed at Siakago that while such networks can be important in providing environmental solutions in the future, purposeful action and turbulence reduction in the sector may be better undertaken by a referent organization. A referent organization in this case would play regulatory roles such as:

- i. Identifying the CSOs that engage in environmental issues in an area
- ii. Communicating and calling for the first introductory meeting of the CSOs
- iii. Organizing for the facilities, expertise and resources to initiate collaboration

The un-centred form was not preferred to the centred one; though constituent CSO members had some autonomy. This was attributed to the direct benefits in terms of finances and technical support (knowledge, leadership) provided by PLAN Kenya the referent organization. In Siakago PLAN Kenya was the referent organisation; it provided direct benefits in terms of finances and technical support(knowledge, leadership)to other CSOs such as Ena Afforestation Programme ,Mugaa CBO, Mukorwe Youth Group and Utethio Self Help Group.

c. Tripartite collaborations

The tripartite collaboration involves three stakeholders who are interdependent on each other in pursuit of common objectives. In Siakago, an example was represented by Government of Kenya, public sector and community as summarized in figure 4.9. Up to 41% of the CSOs in Siakago have had this form of collaboration. A notable example was represented by PLAN- KENYA, Ministry of Agriculture and Business people of Siakago town. PLAN-KENYA paid farmers and other community members for digging terraces and for conducting other soil and water conservation measures. These payments were effected through the business people in form of foodstuffs and basic needs, which farmers and

community members collected from the shops. The ministry of agriculture on the other hand provided the expertise on terrace construction. The joint venture has significantly reduced soil erosion in Nthawa and Gitiburi location. The success of tripartite partnerships lies in mutual respect and recognition of the benefits in synergistic approaches, given the differential endowment in strength and weakness among development stakeholders. A success story in tripartite partnerships has been described by world Neighbours (Waswa, 2003).

By engaging a wide range of CSOs government tended to expand its scope and impact in outreach beyond its own limited financial and human resources capacity. However, government was noted to contribute to inhibiting civil society collaboration through unfavourable policies and bad governance. For instance, issues that call for urgent action in environmental management such as reclaiming of land and gully management were often obstructed by strongly divergent position taken by the government.

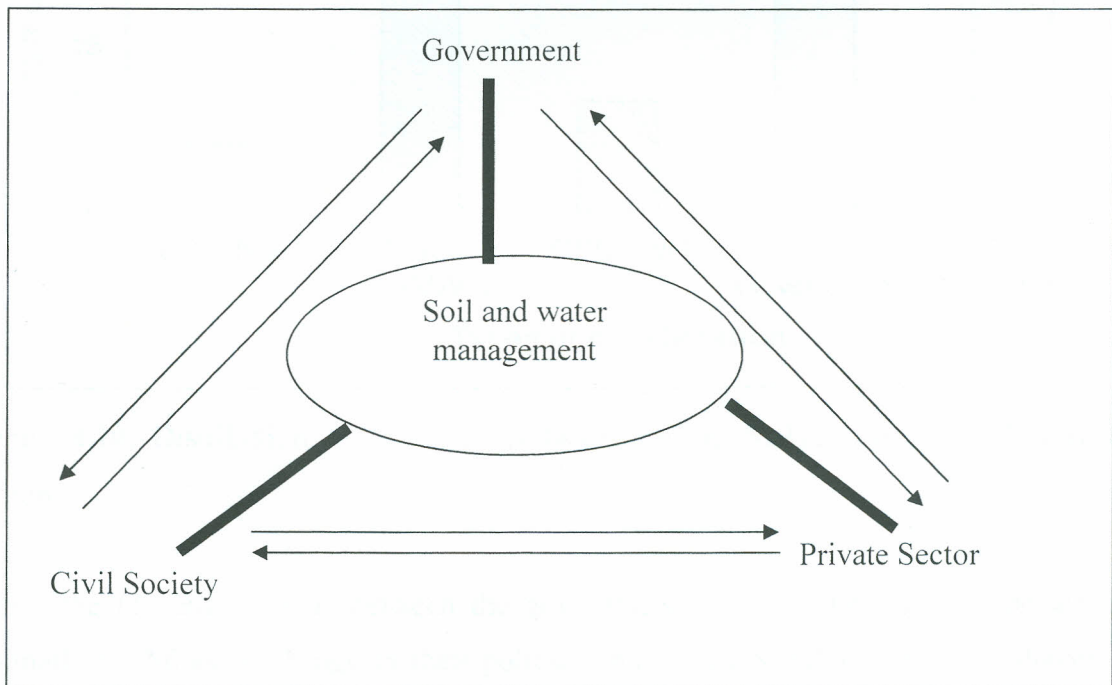


Figure 4.9. Tripartite collaboration between (Private Sector, Government and Civil Society)

To this end, the private sector and civil society need to acquaint themselves with relevant government policies for different areas of engagement if success could be guaranteed. Further, respect of the common good by all stakeholders is paramount. To achieve this requires continuous mediation and a long-term strategy to influence the attitudes of the participants.

d. Bilateral collaborations

Bilateral collaborations are those that involved two parties working jointly to achieve common objectives. Several types were identified though the most popular was NGO: CBO/WG type (Figure 4.10).

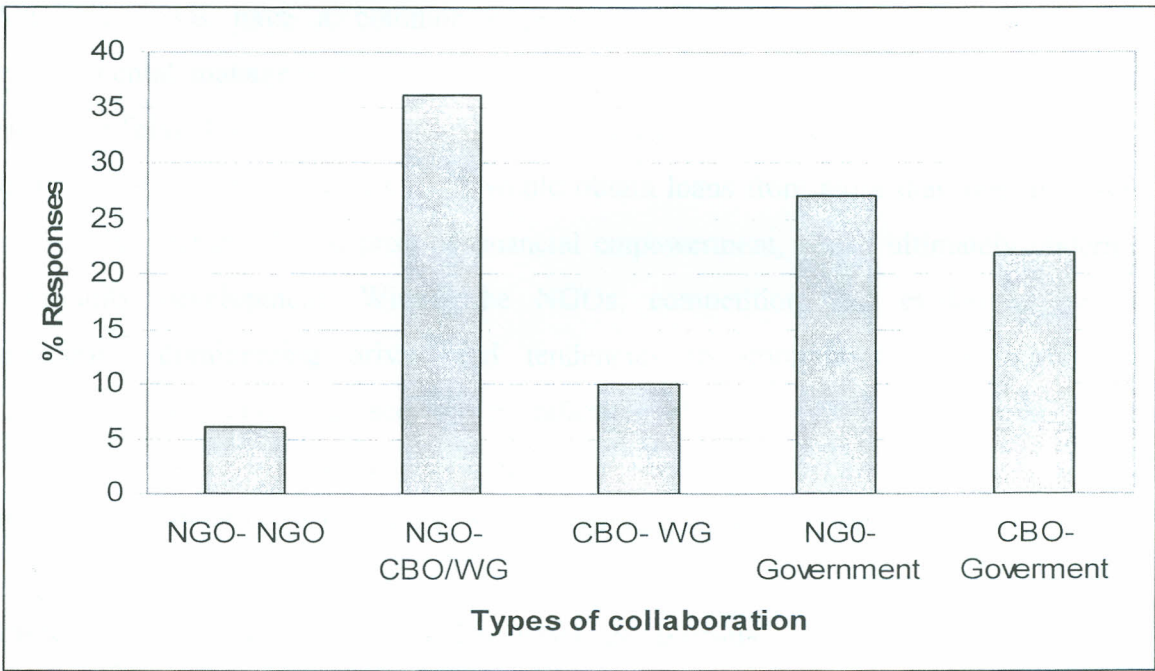


Figure 4.10. Distribution of forms of collaborations in Siakago division (WG-Women Group)

When the bilateral form is between the government and the NGO (27%), the aim was normally to influence change in their policies and practices; (CSO – CSO) collaboration often entailed strengthening their effectiveness in influencing positive change in each other. In Siakago, collaborations have been initiated to solve urgent environmental problems such as soil erosion and rehabilitation of roads. The scope of this form of collaboration was to a large extent related to the extensiveness of the CSOs activities in the division. Other CSOs

such as CADASAL and world concern confined themselves to collaborations in rainwater harvesting.

Up to 50% of the bilateral collaborations were between government and CSOs, which were however characterised by unequal partnership by stakeholders. Since women groups are more responsive and committed to collective action and collaborations, NGOs easily collaborated with them. The women groups also engaged in more than one activity at the same time such as agro-forestry, soil and water management and farming. This provided the NGOs with more than one option areas to develop collaborations with them to meet one or more objectives in different areas.

Although CSOs have a common objective to reduce poverty levels and enhance environmental management, there are high cases of competition amongst each other in Siakago (Table 4.4). The CSO's generally compete for members, access of seedlings and donor funds; and majority of CBO's would obtain loans from more than one micro-credit NGO. This defeats the purpose of financial empowerment, which ultimately undermines community development. Within the NGOs, competition was evidenced by their, insincerity, domineering drives and tendencies to grumble for members making collaboration difficult. This scenario is indicative of lack of recognition by micro-credit CSOs of the increasing inter-connectedness of the organizational environments and thereby the need for collective-responsibility to cope with challenges in community development.

Table 4.3. Competition among civil society organizations

Type of CSO	Response (%)	Areas of competition
Micro credit NGOs	80	Loans, ownership of members
Micro credit CBOs	78	Double loaning (competition)
Women groups	11	Access to donor funds
Youth groups	8	Accessing seedlings and donor funds.

4.5. Challenges to Civil Society Collaboration

When asked what the major factors are that lead to failure of civil society organizations (CSO's) collaboration in environmental management; respondents mentioned unfavourable policies (80%), political interference (84%), social problems such as clannism (83%) bad governance (80%), structural characteristics of CSO (88%) and illiteracy (91%) (Figure 4.11).

(i) Unfavourable policies

Many of the underlying inhibitors to collaboration are related to issues of governance and intra-policy differences and weaknesses. There are often deeply entrenched policy and institutional barriers at local, national and international levels that work against the interests of the poor communities. 80% of respondents indicated that failure by the government to communicate policies, greatly hindered collaboration while hostile staff, corruption and failure to uphold the law were serious hindrances to collaboration (Figure 4.12).

Estimated 2 Responses

Further, bureaucratic systems and hostile government staffs to community members and civil society organizations were identified as key inhibitors their collaborations. Since 80% of the interviewed civil society organizations indicated that they have collaborated with the government at one time, the issue is not so much how to initiate collaborations with the government but how to make it proceed effectively in pursuit of the desired goal. Weaknesses in governance and environmental policies were in particular reported to exacerbate resource tensions and conflicts. For instance, the lack of involvement of the local community in the development of Kiambere hydro- electric power station, and the hostile staff of Tana and Athi River Development Authority (TARDA) remains an issue of concern

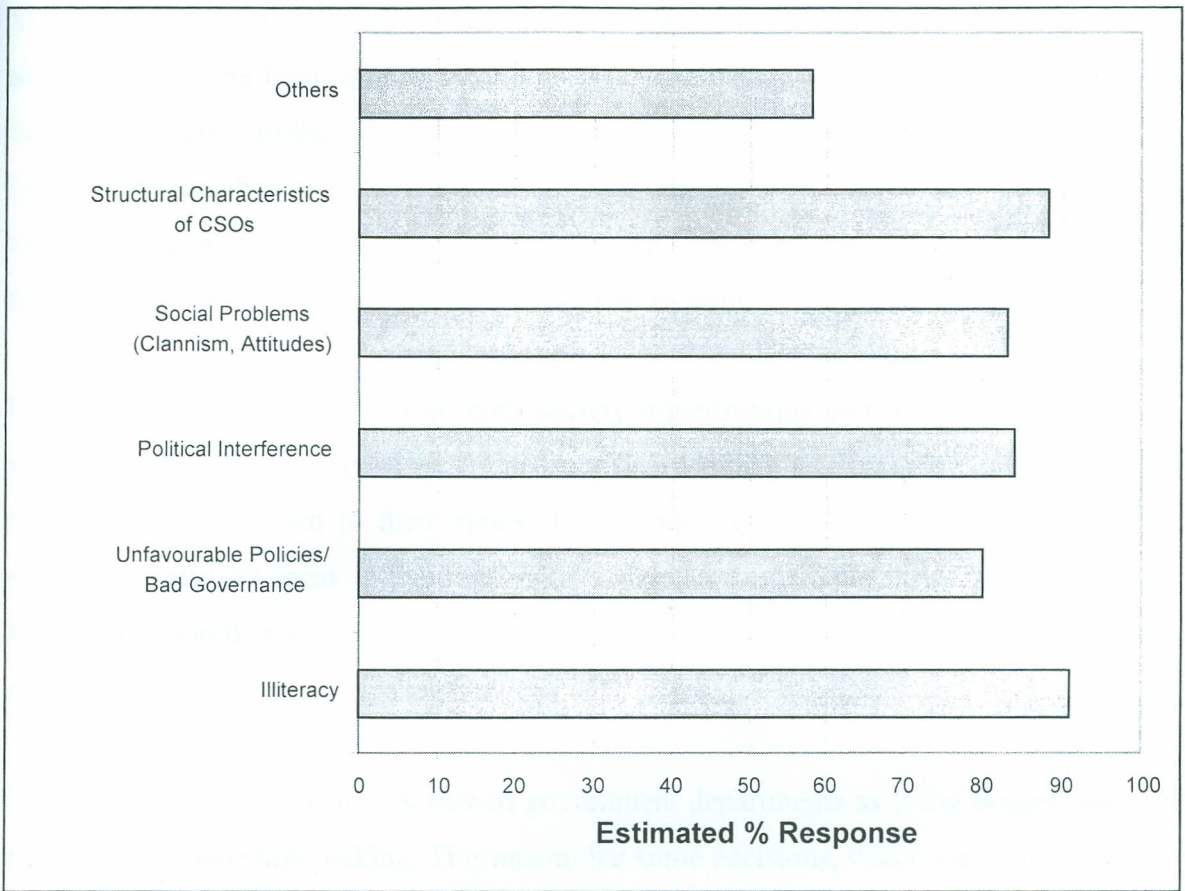


Figure. 4.11 Hindrances to civil society collaboration in environmental management and community development

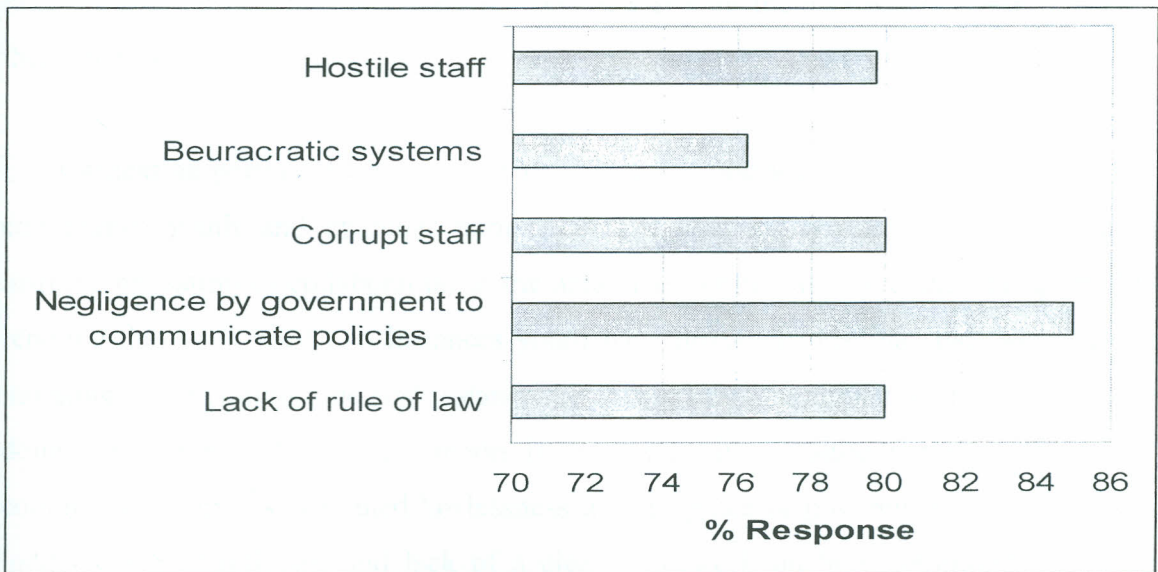


Figure 4.12. Aspects of governance and policies that hinder civil society collaboration

At one end the community argues that the power station and TARDA are in their ancestral land, and they were both overlooked and not adequately compensated. This has resulted into endless lawsuits, conflicts and vandalism in the area rendering collaboration difficult. Community members during the focused group discussions (FGD) argued that though burning charcoal is illegal, sale of charcoal is authorized in urban centres thus creating a demand for charcoal in a fragile semi arid agro-ecosystem.

The 84% of the respondents from civil society organizations and 66% of the community members complained that government officers use rude language and view them as illiterate and so they don't listen to their views. The community members highlighted that some government officers speak to them in English whereas they are not literate to the language. This they viewed seriously influenced seriously in their participation in collaborative initiatives in environmental management.

CSOs and community members viewed government departments as being bogged down by bureaucracy in decision-making. This meant that some decisions, which were very crucial in initiating and sustaining collaborations, were unnecessarily delayed. Also some government officials asked for bribes from members of women groups and CBO's in the guise that they are the ones benefiting from the programmes. There was a general complaint that some ministry officials would "own" the projects and sustain them only when they are serving their interest.

Lawlessness as portrayed by increased rivalry among the warring clans, vandalism by the community youth and charcoal burning in the eyes of government officials hinders institutionalisation of collaboration in the area. The community members during the FGDs reported that in at least two instances youth have disrupted meetings that were geared at initiating collaboration. The first instance they argued that the initiators of the meeting were doing so in view of gaining support because they have future political interests. The community members attributed lawlessness to negligence of government security systems, incitement by politicians and lack of a clear framework on how community, CSOs and government can collaborate and solve emerging conflicts. The government was also accused

of not clearly communicating its policies and development agenda's to the CSOs and to the community members. These the community members and CSOs argued that it left them in darkness on what they are expected to do and what the government will do when a collaboration starts.

(ii) Social problems

The social problem dimension was concentrated on two issues; attitude, clannism and political interference. In this study it was evident that 43% of the representatives of civil society organizations interviewed were cynical of the sustainability of civil society organizations collaborations. Majority of them distrust the actions and motives of their fellow civil society organizations (Figure 4.13).

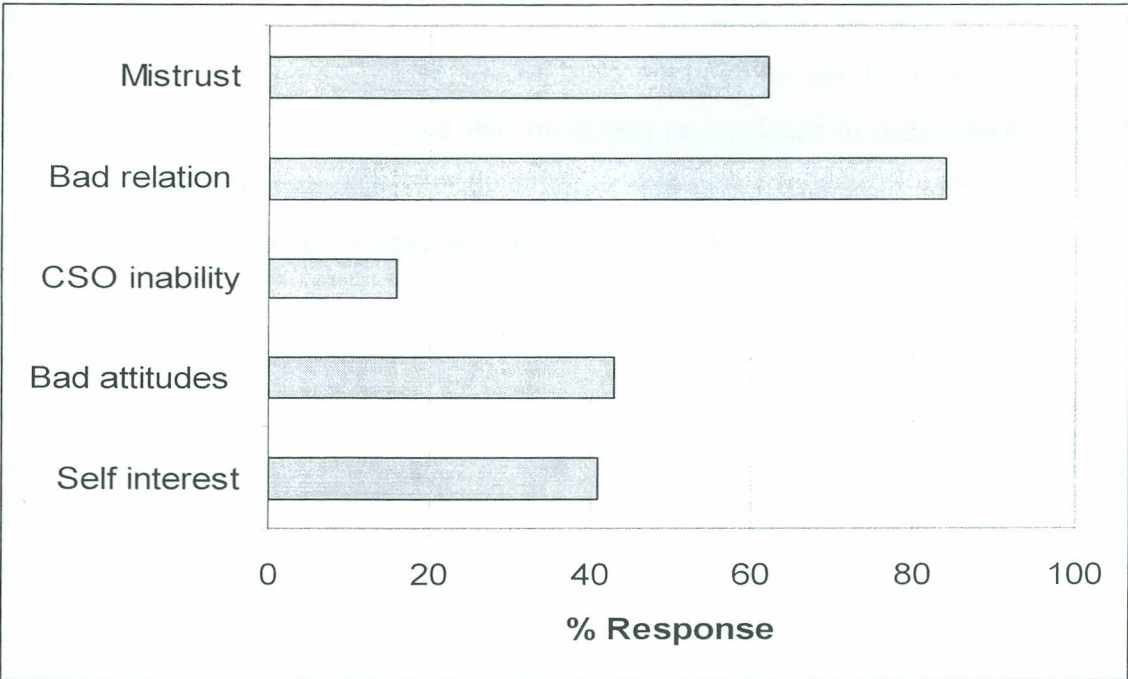


Figure 4.13. CSO attitudes to collaborations

This is complicated by civil society organizations, which are competing for resource and the acceptability against each other. Seventy five percent of the respondents from CSOs believed that public officials are not interested in improving the average citizens' quality of life, the quality of the environment and hence their observed poor level of collaborations.

Only 38% of the respondents from CSOs trusted the action of the government. This is echoed by the arguments of advocates of social justice that rural areas have been neglected by the government; and government officials in such areas only write nice reports; but practically nothing is being done to enhance human well-being through such measures like civil society collaboration. As such, cynicism was rife in Siakago among civil society organizations, perpetuating a vicious cycle of self-interest in resources utilization. Cynicism among CSOs and community members in a semi- arid agro-ecosystem with limited financial, analytical and physical resources was the reason for focusing on short term gains and goals, which inhibited sustainability of collaboration processes. Such attitude at grass root level influences not only support for collaboration but also enhances damage on the environment.

The CSO members reported that fellow CSOs do not do things for the common good, are not sincere and they implement most of their programmes for their own benefits. For instance the women groups argued that there was no evidence to match NGO records of heavy investment in improvement of the environment and public health with actual observed living standards and environmental quality.

Indeed, lines of inquiry should be moved from the substance of blame/responsibility-type issues to processes that may reduce the abrasive outcome. Here, attitude is an important factor. However, attitudes cannot be suddenly changed for the better through some magic planning formulae. This is because attitudes, such as cynicism, are held in check by basic differences in the structure of authority between the Civil Society, Government and the private sectors. Hence the need for the organizations to embrace the tensions between them positively, and through dialogue build effective collaborative systems for enhanced community development and mutual gains. As observed by Somirene, (2005) in another partnership study, empathy and personal ethics are the key determinants of real development of marginalized people by outsiders.

The study showed that 83% of the respondents from CSOs held the opinion that clannism and political interference inhibited CSO collaboration, by influencing law enforcement,

internal rivalry and the political process. Clannism inhibits collective action among community members, as some people would not join civil society organizations led by members of different clans. From the FGDs the study showed that the “clan – conflict” exploded in 1997 general elections and up to now the status remains. Even in CSOs where all clans are represented, they often frustrate the chairperson and the committee through deliberate obstruction of each other’s decisions. Efforts to solve the problem of clannism were limited in the fear of political interference and antagonism from politicians in the area.

The community members accused their politicians of incitement and manipulating of community members to maintain their political careers. This has created a turbulent environment characterized by mutual suspicion, mistrust, and perpetuation of the culture of self – interest among community members, thus rendering collaboration difficult. However, it is suggested that effective dissemination of information by CSO’s to other collaborating partners, combined with appropriate legal and governance systems, a collaboration frame work and the eventual imposition of adequate sanctions, can improve the situation.

(iii) Structural characteristics of civil society organizations

It was observed that changes in civil society organization size may reflect the collaborations patterns in the sense that the NGOs collaborated more frequently with CBOs and women groups than with their counter part NGOs. The institutional stability of civil society organizations was a key consideration. It was observed that international civil society organizations are better funded, and therefore have more stable organizational forms than their local counterparts. As such they engage in formal collaboration more easily.

The International Civil Society Organisations are well developed and they have stable governance structures as compared to their counterpart local CSOs. This enabled them to enter into formal collaborations with clearly defined objectives, aims and mode of operations. The International CSOs argued that the capacity and structural characteristics of local CSOs inhibited their collaboration with them, in the sense that the weak structures easily succumbed to manipulation by politicians and also they were not able to handle many objectives at the same time. On the other hand, some international CSOs argued on the

reverse, that working with grassroots organizations (local CSOs) with weak structures gave them the opportunity to build their internal capacities.

The lack of adequate, natural and financial resources has caused the local CSOs to focus on short-term gains and goals. This has also encouraged competition for members; where one member belongs to more than three micro-credit NGO's. The result has been double funding and duplication of roles on the part of CSOs. This situation has led to less intra-sector and inter-sector collaboration. It has also caused many questions whether collaboration can really happen and what is its importance if one can succeed alone.

Local civil society organizations (CSOs) in Siakago on the other hand often have a more limited access to funds, and therefore less structured organizational forms; and as such their sustainability rests on the credibility and reputation of one or more charismatic individuals who they are associated with. In particular, the departures of these key individuals result into a weakening of the collaborations that exist or are being formed. The speed of change and emergence of new CSOs makes it difficult for them to assess and respond effectively to land degradation and sustain existing collaborations.

(iv). Illiteracy

As many as 90% of the respondents from CSOs representatives in this study cited illiteracy in the area to have inhibited CSO collaborations. Illiterate people not only find it difficult to understand CSOs policies but also are easily manipulated by politicians. Though many felt that clannism inhibited community development in the area, they were unwilling to take initiatives in solving the problem. According to DSS (2000), 66% of Siakago residents are illiterate or semi- illiterate. This is slightly lower than the findings in this study, which rated illiteracy at 69% (based on the interviews with community members and CSO data). Mutitu location has the highest illiteracy levels (73%), Muminji location (60%), and Nthawa has the lowest levels (20%) after Gitiburi (33%). As a result, areas of highest illiteracy seem to be generally more underdeveloped. This supports the findings in a study conducted at Rajasthan, India by UNDP (2000); that the majority of illiterate people are poor and they degrade the environment most. In their effort to escape from vicious cycle of poverty, poor

household cultivate hill slopes, marginal land and engage in charcoal burning in Siakago. This not only destroys the environment but also risks their lives in case of disasters such as landslides. Illiterate household had a problem in grasping the objectives of collaborations quickly. They were also the most vulnerable to manipulation by the area politicians.

CHAPTER 5 SUMMARY, CONCLUSIONS and RECOMMENDATIONS

5.1 Summary of Findings

Community problems, whether environmental, socio-economic or political are multi-faceted and keep evolving. As such unilateral approaches are unlikely to provide sustainable solutions to them as exemplified by the Siakago study. Operationalisation of effective collaborations among all stakeholders is the critical missing gap towards realisation of desired results. However, many factors interplay to determine the effectiveness of such collaborations (Appendix 7.7). To achieve effective collaboration calls for establishment of an inclusive collaboration framework built upon the existing initiatives at Siakago as exemplified in figure 4.14. At operational level, government departments and ministries should view themselves as partners and facilitators of civil society collaboration for sustainable environmental management and community development. Much of this participation is already in place at the community level, and should be formalized and made explicit component of departmental responsibility.

Similarly, in view of the fragmentation in the civil society sector at Siakago, the involvement of civil society organizations in the collaboration process need to be formalized and structured. The selection of partner civil society organizations and departmental heads should follow a transparent logic. The functional meeting point of the stakeholders (collaboration desk) would need to be coordinated by a small and agile advisory committee under the convener. Such a framework would provide a structured and transparent way of enabling multi-sectoral collaboration to thrive. It would tap the energy and acumen of civil society organization's, community and business community at all levels. This would provide capacity and guidance to program managers and departmental heads, hence enhancing environmental management and community development.

The inherent involvement of the civil society would enable the government to partner with both the public and the private sector in a manner that does not undermine the sectors autonomy, or their credibility. Such a framework would provide a transparent and reliable

mechanism to identify civil society organizations in Siakago for accreditation and businesses for affiliation, as well as advisory roles. By integrating similar objectives and policies of complementary organizations; civil society organizations and government, could provide a highly effective approach to addressing environmental challenges currently faced by many communities.

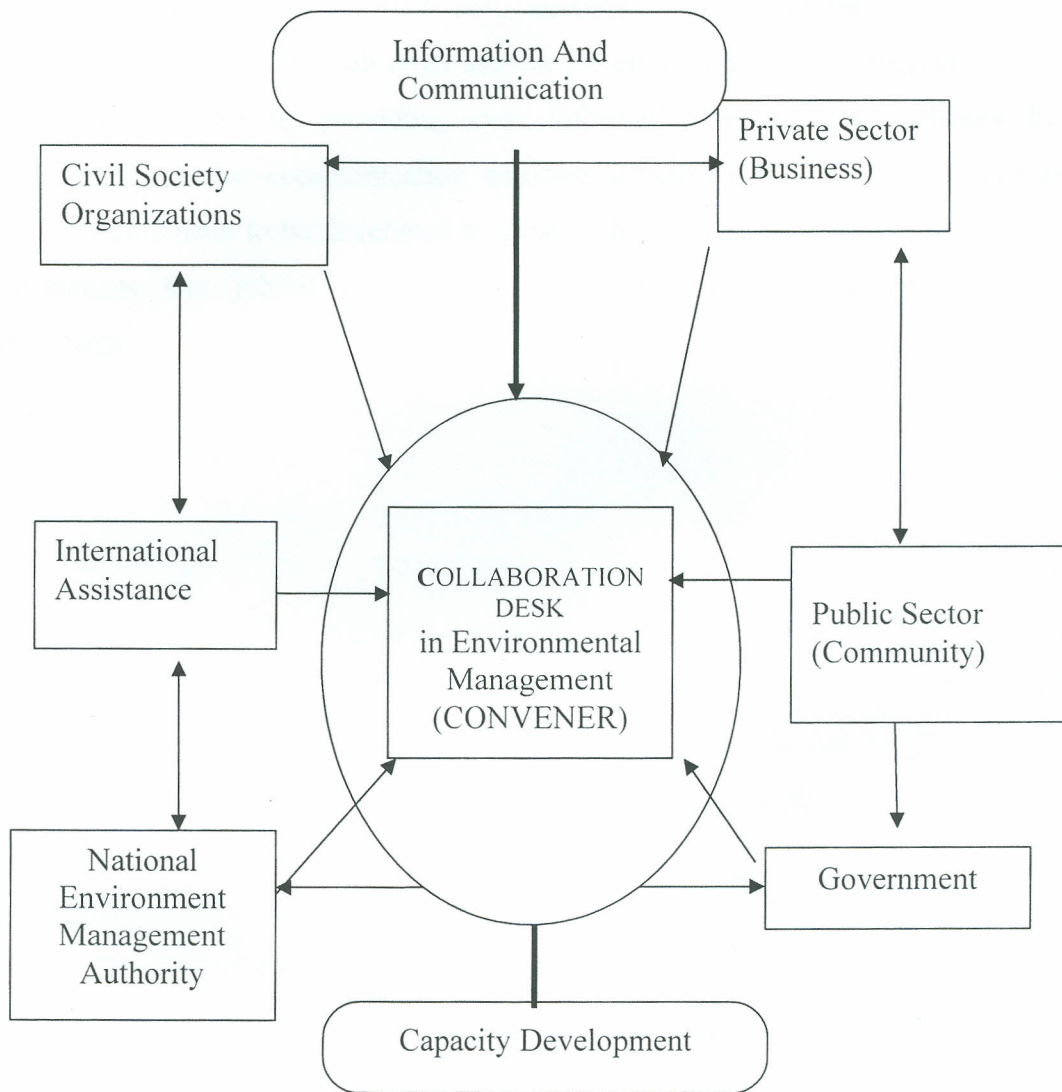


Figure 5.1. CSO Collaboration framework in environmental management

Finally, at an earlier stage, the ring is where capacity building is done. The shift from collaborating with individuals to collaborating with organizations and sectors will help to at least in one part, build the capacity of organizations and the communities engaged in environmental management. This will create a self-sustaining momentum for sustainable environmental management and improved community (human) well being at Siakago.

Critical to sustainability of such collaborations is ability of the collaborators to access relevant information on each other and on the environmental management. This should be enhanced not only by providing some information in available websites, but also by encouraging active communication amongst development actors. The capacities of the collaborators need to be developed to cope with the myriad human factors and intra-policy differences that inhibit not only environmental management but also collaboration initiatives.

5.2. Conclusions

The Siakago case study concludes that organizations collaborate mainly in thematic areas they share in common. For instance, although Siakago has 403 civil society organizations, they only collaborate on agro forestry and soil and water management issues, which of course are the two environmental issues organizations are involved in.

However, although collaborations and partnerships have been attempted by many civil society organisations in this area, they lack formal specifications, legitimacy and wide coverage. Further, existing civil society organisations in the area are highly fragmented with many organizations working at cross – purposes and handicapped by minimal budget provisions.

The evolution of collaboration processes at Siakago has not been spontaneous but rather initiated by an opinion leader, targeting a felt need. A history of mutual suspicion and conflict among stakeholders characterised the Siakago case, in which case a “chicken” or egg situation developed where a strong and respected convener has a valuable role to play in making the first suggestions for collaboration. Convening power was enhanced where the convener had a formal office with legislation authority, to a long-standing reputation of trust with several stakeholders or from experience or reputation as an unbiased expert in integrating environment and development. On these bases little impact in environmental management and community development has been registered in Siakago despite the existence of many civil society organisations.

The Siakago case study concludes that clannism, illiteracy, structural characteristics of civil society organisations and intra-policy differences are the four most critical limiting factors to civil society collaborations in environmental management. To combat the high illiteracy levels, political manipulation and the clannism in Siakago, it is recommended that the capacities of the community need be built up. Community Capacity Building (CCB) being a principle intervention that cuts across all thematic area in community development will not only enhance civil society collaboration but also guarantee sustainable environmental management.

.3. Recommendations

As a way forward in effective collaboration and partnerships, the following recommendations are particularly critical for Siakago:

i. Civil Society Co-ordinating Body

Since Siakago has many civil society organizations working at cross purposes, it is recommended that the government establish a civil society co-ordinating council in every district or division as it may be. This council should interact directly with the government as well as the civil society organizations without patronage. To create the council, the government should draw from the civil society database a diverse group of organizations, ranging in scale, scope, function and focus. To ensure quality and credibility, the names of proposed groups from each district as be, would be circulated up to a year in advance of selection, to solicit comment and support. The procedures need to be spelled out.

ii. Information and communication

The government as a normative organ should prepare a database of relevant civil society organizations and networks in environmental management; including information such as thematic focus, organizational type, network and other affiliations, contacts, location, and size. This information should be made available to enhance civil society activities and their collaboration. Preparations of a civil society web page, providing information on the civil society organizations policies, operational guidelines, training programs, contacts, information, discussion forums and achievements need to be done to enhance online access of such information.

iii. Collaboration Framework and Governance System

In light of the fragmentation in the civil society sector and the enormous multiple stakeholders in Siakago, a formal and structured collaboration process is needed. The government should also strengthen its governance system and make them more responsive, responsive and explicit. By adjusting its bureaucratic systems and divergent policies; the government will be moving a step towards enhancing not only stakeholders' collaboration and partnership, but also environmental management.

iv. Recommendation for Research

The ramifications of interdependencies and of the simultaneous use of competitive and collaborative strategies in environmental management by organizational stakeholders merit greater examination. Collaboration in environmental management might only be achievable among certain stakeholders, groups and within specific decision making parameters, where the term consensus may take on varied interpretations. Longitudinal research is especially recommended in order to be able to trace the performance of collaborative processes and strategies over time. Longitudinal research will enhanced measurement of selected variables that influences collaborations for a period between eight and ten years.

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7. APPENDICES

7.1. Civil Society Questionnaire

1. (a) How old are you?

.....

(b) What is your sex? Male or Female

(c) What is your marital status? Single.....Married.....Divorced.....

(d) What is your present occupation?.....

2. (a) Do you belong to any community based development group? (YES) or (No)

(b) If yes in 2 (a) which one?

How many members are in your group?

c. What activities does your group engage in?

Agroforestry

Small scale Business

Soil conservation

Sand harvesting

Farming

Jua Kali artisanship

Specify any other:

3 (a) Do you know any other group (s) in operation in Nthawa Location? (YES) or (No)

(b) If yes in 3(a) which one (s)?

1. _____
2. _____
3. _____

Are there any joint activities you have undertaken with the group (s) above?
(YES) or (No)

If Yes in 3(a) Which one

1. _____
2. _____
3. _____

If no in 3 (c) why?

What was the basis of the joint venture?

Do you still have joint activities? (YES) or (NO)

Explain your answer.

How would you rate your group's relationship with other groups in Siakago division?

i. good.....ii. bad.....: iii. No relationship.....iv. Don't know.....

Has your group ever disagreed with any group in Siakago division? (YES) or (No)

If Yes in 3(g) why?

Do you think collaborating with other groups will help in reducing environmental degradation faster in this division? (YES) or (No)

If No in 3(i) Why?

If yes, why?

4. (a) What is the composition of your group?

One sex:.....One age group:.....Mixed:.....

(b) Do you think your composition influences its collaboration with other groups?
(YES) or (NO)

(c). If Yes in 4(b) which way ? explain

5 (a) What is the average working capital in your group?

(b) How does your group raise money/finances to finance its activities?

(c). How would you rate the financial status of your group?

Good:.....Bad:.....Stable:.....Unstable:.....

6. (a) How is your group managed?

(b) How do you select your group leader (s) ?

Tick the quality of leadership do you have in your group

Good.....Bad.....Average

(d) Have leaders in your group ever disagreed with leaders from other group (s) (YES) or (NO)

(e) If Yes in 6 (d), why? Explain

7. (a) Is there any memorandum of understanding (MOU) between your group and other group (s) in Nthawa? (YES) or (NO)

(b) Does your group collaborate with groups smaller than your group? (YES) or (NO)

If No in 7 (b) why?

Does your group collaborate with larger groups than yours? (YES) or (NO)

If No in 7(d) Why?

Which group (s) does your group find easier to collaborate with?

Small group

Larger groups

8. (a) How would you as a civil society organization rate your achievements so far in Siakago division?

Item	Very high	High	Average	Low	Very low
1. Environmental management					
2. Poverty alleviation					

(b) Explain your answer in 8(a) above?

9 (a).Where do you normally obtain information and skills concerning environmental conservation?

(b) where do you obtain information concerning other CSOs in Siakago division?

(c) what nature/ type of information do you get concerning them?

(d) Does the type of information you have on them influences your collaboration with them?
(YES) or (NO)

(e) If yes in 9d above, explain how?

(f) Is the quality of your land deteriorating? (YES) or (NO)

What indicators do you use to evaluate land quality?

How would you rank land degradation problems in Siakago division?

What are the main causes of these degradation problems?

Could lack of collaboration contributed to this state in Siakago?
(YES) or (NO)

(a) What factors do you consider as key to limiting your group from collaborating with other groups?

Explain in details how each of the above limits?

What recommendations do you give to solve the above problems?

7.2. PRA Questionnaire

Civil Society Collaboration Dynamics In Environmental Management at Siakago Division,
Mbeere District, KENYA

Date: _____ Respondent: _____
Household Sample No: _____ Respondent family status: _____
Location: _____ Environmental status: _____
Village: _____

I. SOCIO – ECONOMIC INFORMATION

Household information

No.	Current Household Inhabitants	Sex	Age	Education Level	State of their Land

According to you, do you think land degradation levels are high in Siakago division?

Why do you think environmental degradation levels are high in this area? (Siakago Division)

When was tree planting, soil and water conservation emphasized in this division and by who?

What were they doing with gullies, which ones were conserved and what are they doing now?

Which community development groups (NGO'S CBO'S, ...) operate in this area?

Do you think these civil society groups have achieved their objectives/goals in this area?

How do you as a community relate (collaboration) with these groups in environmental conservation?

What information do you have on civil organisations in Siakago?

II. ENVIRONMENTAL INFORMATION AND COLLABORATION DYNAMICS

What knowledge do you have on environmental management?

Where do you get information on environmental management from?

Has anybody or group ever told of stakeholders collaboration?

(YES) or (NO)

What information did he/ she give you?

Has this information influenced your relation with other organisation?

III. COLLABORATION IN ENVIRONMENTAL MANAGEMENT

3.1 Are you a member of any community self – help group? (YES) or (No)

3.2 Which group and how often do you meet?

3.3 Who contacts you when there is work to be done?

Church		NGO	
Extension Agent		Local Administration	
VDC		Self help Initiative	
		Own Initiative	

3.4 How would you describe the attendance by the community?

Good Average Bad

3.5 Which other civil society organizations (groups) do you know in this area?

3.6 Are there joint activities/ventures you have ever undertook? What was the basis of the joint venture?

3.7 Why do you (like) or (dislike) collaborating with civil society organizations (groups) (NGO,CBO,GVT) in environmental management?

3.8 Do you think collaboration would enhance sustainable environmental management and community development in this area?

Yes No

3.9 If yes in 3.8, why? Explain how?

4.0 If no in 3.8, Explain how?

4.1 Which institutions are involved in environmental management in this division?

4.2 Which areas of environmental management have been collaborating together with them?

4.3 Why is it difficult/easy for you to collaborate with the above development actors?

4.4 If you are collaborating with them how did the collaboration start? What factors enhances/limits your collaboration in environmental management?

.....

.....

4.5 What factors would you consider as key to limit your collaboration in environmental management?

.....

4.6 Explain in details how each factor hinders collaboration?

4.7 What do you think should be done to promote environmental conservation in the community

7.3 Description of degradation levels at Siakago



KEY

Transect 1: (D469 – BAT/Siakago/Starehe)

Distance (KM)	Area Name	Main Observations
1.	Kithinthe	Gullies present Sandy loam soil Agro-forestry attempted Road severely eroded
2.	Siakago Secondary Girls	Agro forestry attempted Gullies present Sandy loam soil Heavily degraded land
4.	Gikuyari	Gullies present Natural vegetation present Sandy loan soil Both rail and gully erosion

7.5 Transect 2: (D468 – Gitiburi/Siakago/Kiangombe)

Distance (KM)	Area Name	Main Observations
3.	Nthangathiri	Gullies developed Mild loss of top soil Sandy loam soil
6.	Ciakithanga	Huge gullies developed Rill and gully erosion present River banks severely eroded Natural vegetation present

7.6 Transect 3: (E750 – Muchonoke/ Siakago/ Kirie/ Ngiiri)

Distance (KM)	Area Name	Main Observations
1.	Muchonoke	Gullies present Sandy loam soil Agro-forestry attempted
13.	Itiira	Both rill and gully erosion present Gullies spreading in larger areas Sandy loam soil Natural vegetation/ no agro forestry
23	Ngola	Gullies present No agro forestry Deforestation present (Charcoal burning) Rocky loam soil Natural vegetation present
34	Kandomba	Gullies developing Sandy loam soil Natural vegetation/ No agro forestry
37	Kiogora	Gully developing rapidly No efforts of agro forestry Charcoal burning present Natural vegetation present
38	Makomora	Gully present and extending No agro forestry attempted Natural vegetation present Rocky sand soil
40	Ngiiri	Gully developing Deforestation and heavy charcoal burning No agro forestry efforts Sandy loam soil Natural vegetation present

7.7. Summary of Raw Data

Description of collaboration dynamic items	Effective frequency	% Valid Frequency
Objective 1:		
Main activity of CSO	72	90
Agro forestry	68	85
Soil and water conservation	60	75
Financial empowerment	64	80
Farming		
ii. Nature of CSO- Collaboration		
NGO	17	4
CBO	193	48
Women group	112	28
Youth group	81	20
Objective 2:		
	68	85
i. Farmers are involved in community projects	68	85
ii. CSO involvement in environmental issues	53	66
iii. CSO have not achieved objectives in the area	63	80
iv. Land degradation perceived as high	52	66
v. People willing to support collaboration	50	62
vi. More women as CSO members		
Objective 3:		
	60	75
i. CSO interdependence on each other	65	81
ii. CSO participation based on MOU	50	63
iii. Informal collaborations most popular	51	64
iv. CSO centred collaboration most popular	29	36
v. NGO – CBO/ WG collaboration most popular		
Objective 4:		
	65	84
i. Political Interference	73	91
ii. Illiteracy	64	80
iii. Clannism	69	88
iv. Structural characteristics of CSOs	64	80
v. Governance and weak policies	47	58
vi. Financial hardships/ stability of CSO		

N = 80.