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FORESTS AND NATIONAL DEVELOPMENT: The Enablers and Barriers to Effective Implementation of Forest Policy in Kenya

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Abstract: *The Kenyan forest sector persistently grapples with structural policy failures that impede the attainment of its strategic goal for sustainable forest conservation and management. The impediments in essence degrades the forest's functional vitality to the allied sectors of socioeconomic growth and development of the Country. The objective of the article aimed at identifying and analyzing factors that hinders effective implementation of Kenya's Forest Policy 2014 thence proffering interventions for the attainment of the policy's strategic goal. The methodology of this study involved quantitative and qualitative approaches to data collection based on stratified random sampling for the administration of questionnaire and literature review of books, published articles, periodicals and official publications. The findings established that the Kenya's Forest Policy is moderately relevant and moderately effective in delivering its strategic goals. In conclusion, the study has identified key barriers that impede the effective forestry policy implementation that encompasses a weak link of Annual Work Plan and the strategic political objectives, resource mobilization and distribution as well as human resource development. Based on the findings and need to address the impediments, the study makes the following policy and administrative recommendations: Enhancing involvement of fieldworkers and stakeholders in the policy formulation and design architectures; embracing collaborative approach in developing and implementing work plans and action plans; institutionalizing fair distributive factor on fieldworkers training and competency development; and revamping the internal and external forest policy operating mechanisms in enhancing growth of Wood and Non-Wood Forest Based enterprises for delivery of the socioeconomic outcomes envisaged in the Vision 2030 and the national development Agenda.*

Keywords: *Policy implementation effectiveness; Policy design: Policy instruments; Strategic Policy goals*

1.1 Introduction

Kenya's forests hold enormous resources that are critical for the environmental ecosystem, climatic stability, and economic advancement. According to the Millennium Ecosystem Assessment Report

(2005), the provisioning of ecosystem resources and the vitality of the environmental services prop the productive sectors of national socioeconomic development (MEA, 2005). The United Nation Environmental Programme (UNEP Report of 2010, however, approximates the net cumulative opportunity cost of the state of deforestation to Kenyan economy, amounting to a loss of USD\$ 18 million annually due to reduced regulative services of forests on the dependent productive sectors of the Country's Economy. The report further compares the multiplier effect of the provisioning services of timber and fuelwood that amounts to US\$ 3,433/ha of cleared forestland to the loss of US\$ 9,634/ha on the loss of effect of regulative services of the same forestland that restrains the allied sectors to achieve socioeconomic goals (UNEP, 2012).

Notably, the forest sector has severally legislated laws and policies that however persistently grapple with structural policy failures in attaining its national strategic goals. The indication of Kenya's forest management under the draft policy despite numerous repeals and amendments of statutes relating to forestry development in the country is a matter of utmost concern (Sifuna, 2021). The growing evidence exacerbates the state of deforestation and threats of desertification that require deliberate and effective policy intervention. Kenya's first forest legal context was promulgated in the *Ukamba Woods and Forest Regulation of 1897*. However it took six decades to publish its first formal forest policy, the *White Paper No 85 of 1957* which was re-legislated at the independence in Sessional Paper No. 1 of 1968 (Mwangi, 1998). The current draft national forest policy 2014 as revised in 2020 was reformulated under the provision of the forest conservation and management Act 2016 to entrench the aspirations of the constitution of Kenya 2010 on sustainable forest management. The draft policy identifies ineffective regulatory mechanisms and inadequate law enforcement as cardinal factors affecting the governance and growth of Kenya's Forest sector (Sifuna, 2021).

The policy however attributes low investment and the inability of forest-based trade and industry as ell research and education. The policy further proposes the reinvention of partnerships in reawakening and incentivizing the wood industry thus stimulating commercial tree growers' schemes in bridging the existing timber deficit while spurring growth of the rural economy. Additionally, the Policy attributes the low scales of resource mobilization and funding bottlenecks to disproportionate prioritization of the forestry sector in the national systems of accounting. The policy proposes multidisciplinary mainstreaming of forestry functions into the key national development programs (GoK, 2014). However, Kenya's forestry practice under draft forest policies raises concerns about sustainable forest management (Sifuna, 2021). Kenya's strides in the enactment of over 77 statutes related to forestry development that despite being enforced have insignificant impact on the amelioration of the state of the Forest sector (Mathu, 2007).

According to Bullock Richard (2006), the concept and context of the effectiveness of policy implementation embeds effective feedback that keeps cyclic strategic allocation of scarce resources to critical policy outcomes. Xu Yunfei et al. (2022) otherwise relate the policy implementation effectiveness to the degree to which the organizational strategic goals and objectives are realized. Li Hao et al (2013) further add the meaning of the effectiveness of policy implementation to the realization of set goals and outcomes. FAO, (2010) departs and however links the policy implementation failures to the inefficiency that stems from the mandate overlaps and inadequacies in the inter-agency collaboration and partnerships.

This article examines factors that characterize the effective implementation of forest policy in Kenya. It delves into identifying enablers and barriers that promote and impede the full realization of the strategic forest policy goal. The article further contextualizes the policy implementation subcomponents and the establishment of empirical relationships and feedback systems that standardizes effective implementation and continuous adjustment of policy outcomes.

1.2 Background of the Study

Sources of Policy Implementation Failures

Hupe (2015), traces potential sources of policy failures to the preference for a top-down model of policy design and implementation frequently in use by many decision-making authorities. McConnell (2015) further identified salient factors attributed to the persistence of policy failures and later grouped them into namely the over-optimistic expectations, implementation in a dispersed system of governance, inapt collaborative policy-making, and the vagaries of the political cycle. According to Elliott et al. (2016), over-optimism relates to the tendency to underestimate policy delivery challenges, unclear objectives, lack of accurate and timely information on the expected benefits and inadequate analysis of associated risks, insufficient stakeholders' engagements, and inept accountability. Norris et al. (2014) also analyzed the implementation of policy in a dispersed governance system and made revelations of inconsistencies in the implementation of the nationally formulated policies at the sub-national level, especially the levels that possess distinct political independence. Norris and McCrae (2013) took note of the effect of the vagaries of the political cycle and hypothesized limiting the assignment of a special role for the political actors to short-term policy initiatives.

Sausman et al. (2016) underscored the importance of the universal character of norms and products that conceptualizes fixing the missing local context frequent in the centralized or dispersed systems of governance which in most cases misses the attention of the central authority and the policymakers. Braithwaite et al. (2018) however highlighted the deployment of remedies on such design through a supplemented multifaceted and multi-level complex system thinking capable of transforming complex circumstances in shaping and influencing the state of policy-making and implementation.

Subcomponents of Policy Implementation Frameworks

According to Bond et al. (2022), policy effectiveness is influenced by contextualization of policy implementation subcomponents that determines the extent to which dimensions of policy effectiveness deliver the policy goals. Such mediating factors constitute context unique to different jurisdictions that act as barriers and enablers and are either synergistic or antagonistic in influencing the extent to which dimensions of policy procedures negatively or positively affect the achievement of the set goals. Therivel and Gonzalez (2019) contextualized the organizational structure, culture, and habit alongside legislation and capacity development as key determinants and dimensions of policy effectiveness. This context encompasses the evaluation of the internal and the external dynamism of the organizational relations leveraging on its levels of partnerships and collaborative capabilities with the public and private stakeholders on experiential learning and sharing.

Gazley (2017), however, identifies the inadequacy of collaborative policy-making attributable to the administrative siloes that detriment the participation of interest groups and the inter-organizational partnerships in policy-making and implementation. Ansell et al. (2017) further accentuate policy

design that needs vertical and horizontal connections with partners through a common collaboration and decision-making in a consensus building through an integrated process rather than discreteness and distinctness to curtail conflict that may set to affront the policy legitimacy.

Management and Fieldworkers' Will and Abilities

Lipsky (1980), conceptualized the bottom-up school of thought and the notions of the street level with the bureaucratic discretionary power that determines the success or failure of a policy, requiring the operations at the national level to keep abreast with the local context due to their constant touch with the front-line. Hudson (1993), further managed to identify salient features of many policies meant for public benefits demanding the essence of the "lower level" staff involvement given their closeness with the external stakeholders thus bestowing on them enjoyment of *de facto* discretionary powers and autonomy of the top-management from which their aggregated decisions may potentially influence many strategic policy outcomes. According to Zhang et al, (2013), Fieldworkers' levels of competencies have direct impacts on policy implementation. However key interests (substantial, institutional, and individual) of the institution are observably critical in policy design and execution. Whereas substantial interests operate based on expert and professional opinions.

Overview of Kenya's Forestry Policy Development

According to Mwangi et al. (2018), Kenya's forest policy development trajectory took six decades from the enactment of Kenya's first forestry legal instruments, *the Ukamba Woods and Forest Regulation of 1897* to the promulgation of its first formal forest policy, *the White Paper No 85 of 1957*. The flashback evidences the long and winding historical path of Kenya's forest policy conflicts with the national development Agenda.

The International Union for Conservation of Nature (IUCN) Report lamented that the policy conflict led to the wanton loss of prime Forest resources that reached its peak in the early 1980s to the early 2000s. In particular, the 1981 National Food Policy, the National Agenda on food self-sufficiency, and the expansion of commercial crop production for export were cases in point that contributed to the decimation of gazetted forest reserves, converting them into agricultural cropland (IUCN, 1996). Another national economic policy strategy, *the 1986 Session Paper No. 1 on Economic Management for Renewed Growth*, spearheaded an expansionary strategies, that was yet again, a policy conflict that led to wanton clearance and excision of critical forest reserves in favor of the national goals on economic growth. The realization of such economic blueprints smacked the integrity of Kenya's forest policies resulting to unprecedented official excision and loss of over 40,000 ha of virgin gazetted forest reserves (Matiru, 1999). Further, an Inter-agency policy overlap and conflict witnessed the establishment of the Nyayo Tea Zone Development Corporation (NTZDC) in 1986 through a presidential decree and later by an Act of Parliament in 1989. The decree further led to the de-gazettement of over 20,000 hectares of virgin high-canopied forest reserves, aimed at the establishment of tea plantations within 100m as a buffer strip for countering forest boundary encroachments (Wass, 1995).

1.3 Conceptual Framework

The conceptual framework is constructed on the basis of David Easton on System theory and Lindblom's theory on incrementalism. It further explains the phenomenon on the basis of the Sadler's triangle revised by Baker & McClelland (2003) and the integrated policy implementation effectiveness

model by Winther and Nielson (2008). The framework integrates and standardizes the contextualized the policy implementation subcomponents operating within the socioeconomic environment. It further incrementally adjusts on the feedbacks and outcomes that seek to shape the strategic forest policy goals (see Figure 1 below).

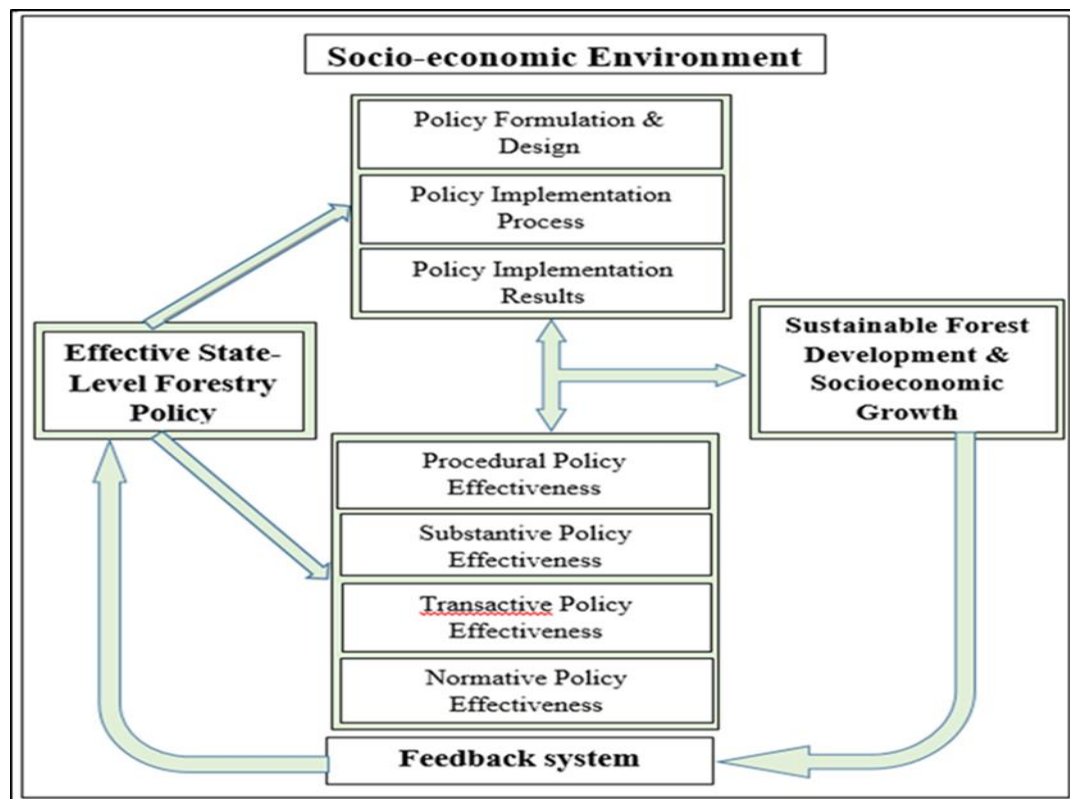


Figure 1: The illustration of conceptual model for effective policy implementation

The Concept of Incrementalism and System theory in Policymaking

The concept of incrementalism were developed in the 1950s by Charles E. Lindblom to adjust to the shortfalls of the ideal of rationality in policymaking. The concept further leverages on the plurality of actors and aspect of defensible policy-making processes building on past policies prominently applied in domestic and foreign policymaking and budgeting (Hayes, 2002). According to Dye (2013), Incremental theory has robustness in systematizing gradual adjustments on public policy outcomes of the existing activities, programs, and actions. Further, Anyebe (2018), relates system theory to an effective institutional interrelationship in the authoritative allocations of values. Further the concept to the concept of interactions between the sub-systems and supra-systems. Where the supra-system exerts the political demand into the subsystem that converts them into policies, and decisions as a result the subsystem gains societal support and legitimacy (Dlakwa, 2010). The allusion of Abdulsami (1987), linking system theory with the feedback system that cyclical hence shape the behavior and character on the outcome of political systems.

1.4 The Policy Implementation Effectiveness Models

This section interlinks Sadler's policy effectiveness triangle and the integrated policy implementation model in the analysis of enablers and barriers on effective Kenya's forest policy implementation.

Policy Effectiveness Triangle

The policy effectiveness triangle model was first published by Sadler Barry in 1994 in the evaluation of the performance of environmental assessment (Barry Sadler, 1998). Baker and McLelland (2003) later revised the model to upscale its applicability in Strategic Environmental Assessment (SEA). According to Cashmore (2004), many countries have successfully replicated the assessment criteria in evaluating policies in various environmental domains and contexts. The revised model evaluates the conformance of policy implementation procedures with its established principles and standards comprising of policy design and the legislative frameworks that analyzes the effectiveness of the policy on four dimensions namely procedural effectiveness, substantive effectiveness, transactive effectiveness, and normative effectiveness (Baker and McLelland, 2003).

Integrated Policy Implementation Model

The integrated policy Implementation model was developed by Winter and Nielson (2008) highlighting critical components that influence effective policy implementation. The model integrates key aspects of the revised Sadler's policy effectiveness triangle model in assessing its effective implementation and attainment of its set policy goals. The key component is categorized into three categories, the policy formulation and design, the implementation process, and the implementation results. The policy formulation and design category measures the political objectives that constitute the policy. The implementation process category consists of a sub-component that contextualizes the conduct of the organization and the inter-organization relations. The systems of management, the characteristics, and interests of fieldworkers as well as the behavior of the target groups. The last component contextualizes the policy implementation results, performance, and impact on the larger society as well as the feedback system (Nielsen, 2008).

Procedural Policy Effectiveness

Thérivel and Minas (2002) illustrate procedural effectiveness as a criterion that measures the appropriateness of the organizational processes, standards, and procedures set for achieving the desired outcome. Procedural effectiveness is a key dimension in setting out the political context of the policy as well as systems and means for meeting the set goals and objectives (Baker and McLelland, 2003). Theophilou et al. (2010) observe that effectiveness is a function of design, procedure, substance, and transaction as influenced by political issues. However, perspectives of effectiveness appear driven by individual expectations in that its true measure heavily depends on the extent to which the policy changes such expectations. In sum, policy design encapsulates a reflection of legislative instruments intended to communicate the overarching political objectives on the implementation and realization of national goals (Theophilou and Bond, 2010).

The Substantive Policy Effectiveness

Theophilou et al. (2010) established that transactive (cost efficiency) and substantive (set achieve goals) effectiveness are intrinsically linked. Substantive effectiveness provides criteria entailing the measure and processes to achieve the set policy objectives. Zhang and Kjørnø (2013) further

illustrated that the dimension embodies critical factors responsible for the effective implementation of plans and strategies in the attainment of policy goals and objectives that are integral to strategic planning and programming components of policy implementation. The dimension governs values in decision-making within the context of collaboration and stakeholder engagement (Chanchitpricha and Bond, 2013).

Transactive Policy Effectiveness

Bond et al. (2022) illustrations depict Transactive effectiveness as a dimension for the determination of the worth of the time and cost involved in the policy implementation. Distinctly, procedural effectiveness determines the appropriateness of institutional processes, professional standards, and procedures. Substantive effectiveness on the flipside measures changes in the processes, actions, and outcomes. The Winter and Nielson Integrated model illustrates transactive effectiveness as a criterion in the measure of efficiency in resource allocation and utilization in the overall policy formulation, implementation processes, and implementation outcomes (Nielsen, 2008). It involves the analysis of benefits and costs as well as time and human resource allocation (Thérivel and Minas, 2002). Further, the model is tailored to mobilize implementation resources in terms of human capital, time, and money.

1.5 Methodology

The research method adopted quantitative, and qualitative with descriptive research design that involved administration of questionnaires and review of literature. The sampling method targeted 47 counties as the sampling frame. The determination of sample size was based on the formulae proposed by Yamane (1967) that yielded 42 sample size. The stratified random sampling method was applied to allocate the possible sampling units in each strata based on the disproportionate sampling stratification technique while simple random sampling was used to select the sampling units (95% return rate) in each strata upon which questionnaires were administered on the respective forest officers charged with the forest policy implementation at the County levels.

1.6 Results and Discussions

The results summarized and contextualized on the basis of the Winter and Nielson Integrated model (2008) and Sadler's effectiveness triangle revised by Baker and McClelland (2003).

Procedural and Substantive Effectiveness

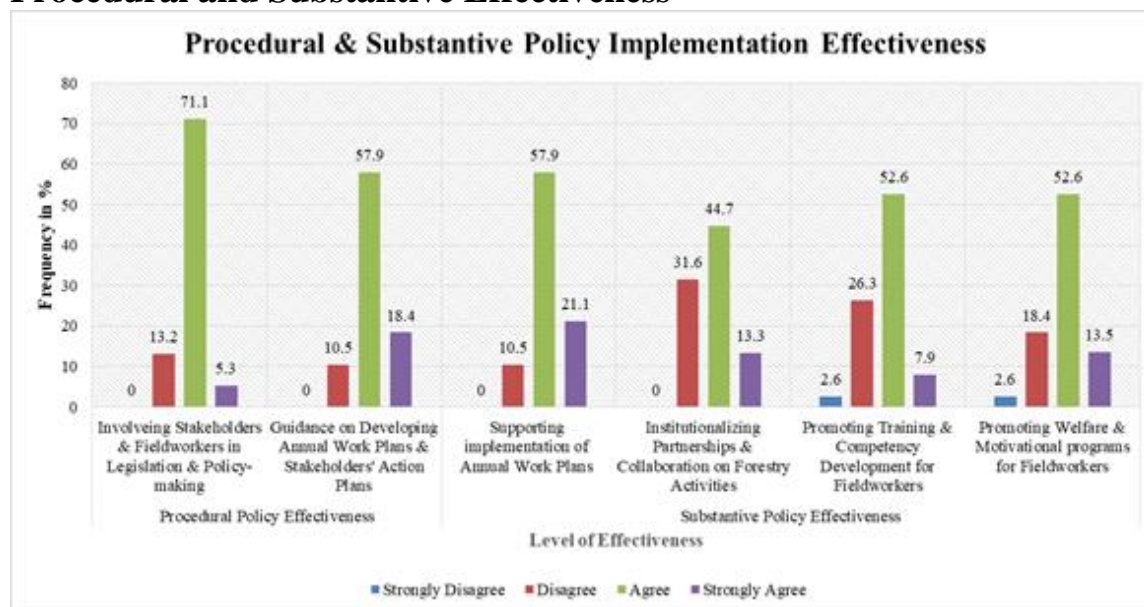


Figure 2: Impact of Forest Policy on the Procedural and Substantive policy Implementation Effectiveness

Appropriateness of Forest Policy Formulation and Design

The findings established that the Forest policy is 71.1% effective in involving stakeholders and fieldworkers in legislative and policy making. The effective of policy formulation and design build on the assertions of Ansell et al. (2017) on the levels of legitimacy of the policy context that encapsulates its political objectives and goals. However, the results point that the policy is 13.2% weak in its appropriateness. The weakness points on the involvement of fielworkes and stakeholders degrades the policy legitimacy hence distortion of political will towards the attainment of the policy strategic goals (Chanchitpricha and Bond, 2013; Théritel, and Minas, 2002).

Development and Implementation of Annual Work Plans & Stakeholders' Action Plans

The analysis established that the Forest Policy is 57.9% guiding development of Annual Work Plans as well, the Stakeholders Action Plan. However the policy is established 10.5% weak in supporting development and implementation of the Annual Work Plans and Stakeholders Action Plans. The implication is that the Policy inculcates the working standards, procedures, and quality assurance based on the organization doctrines while leveraging on constructive problem-solving involving the upstream and downstream collaboration of stakeholders and management (Gazley, 2017; Théritel and Minas, 2002; Winter, 1994).

Promotion of Inter-Organizational Partnerships and Collaborations

According to Winter (1994), organizational and inter-organizational behavior characterizes the degree of partnership and collaboration between stakeholders that influences the level of attainment of the organization’s mandate. Therivel and Gonzalez (2019), further point out such characterization as a key determinant of the internal and external dynamism on the level of stakeholders’ involvement and experience sharing. The findings established that the policy is 52.6% effective in promoting inter-organizational collaboration and partnerships. However, the finding reveals that the policy is 28.9%

weak in sustaining such partnership and collaboration as contextualized by Therivel and Gonzalez (2019). The implication therefore portends that such weakest points perpetuate administrative siloes and non-collaborative tendencies detrimental on the involvement of interest groups and the inter-organizational partnerships in policy-making and implementation resulting into the risks of structural policy failures (Gazley, 2017; Ansell et al., 2017).

Welfare and Competency Development

According to Zhang et al. (2013), the influence of competence development of fieldworkers directly impacts policy implementation. Welfare and competency are also influenced by a variety of interests that include substantial, institutional, and individual interests. The individual interests discourse the workloads, job security, and remuneration are key impetus on the fieldworker’s will and motivation. The abilities of fieldworkers are dependent on the level of competence that is shaped by interpersonal interests, interpretative capacitation, and application of principles, and standards of the organization. The analysed results established the Forest policy is 52.6% effective in promoting Fieldworkers welfare on workloads, job security, and remuneration. Again, further results showed that the policy is 52.6% effective in promoting training and skill development of fieldworkers. However, the policy was found 23.6% weak signifying distributive skewness probable with administrative siloes on fair training opportunities hence the risk of compromised competence of fieldworkers.

Transactive and Normative Policy Effectiveness: Resource Mobilization and Distribution

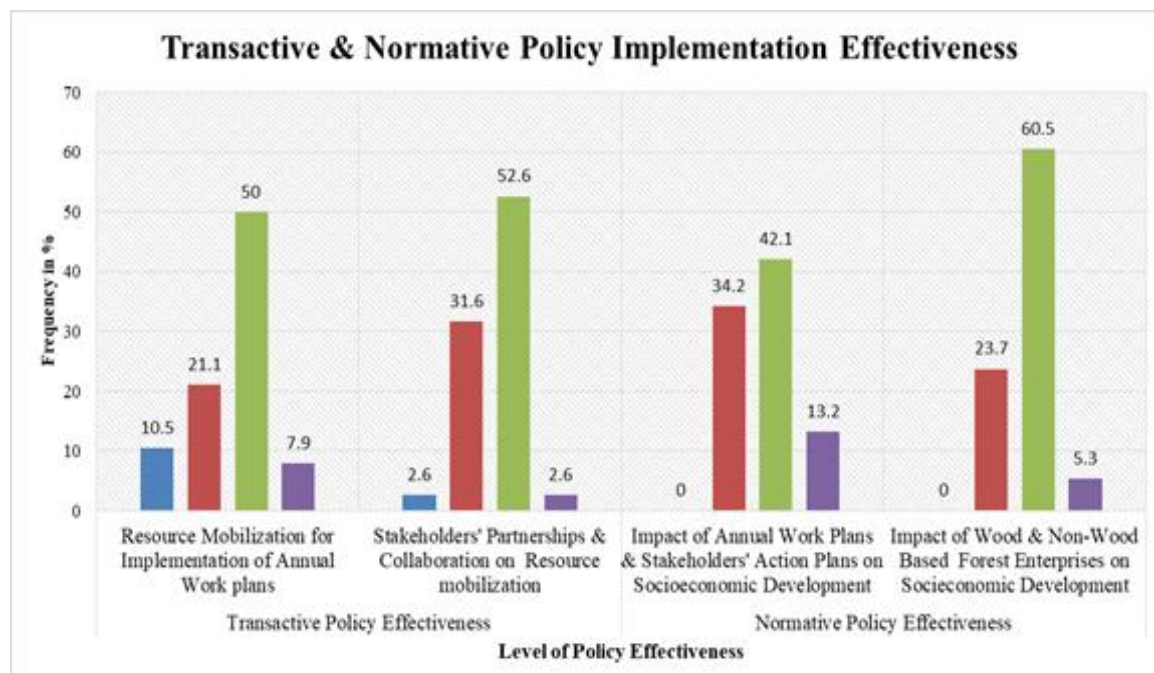


Figure 3: Impact of Forest Policy on the Trasactive and Normative Policy Implementation Effectiveness

The capacity of an organization in the mobilization of expected resources either from government or development partner sources and its eventual distributive factors are key determinants of policy

implementation effectiveness. The efficiency in resource mobilization therefore heavily determines the outcome and level of effectiveness of the other policy dimensions (Theophilou et al, 2010; Nielson, 2008; Thérivel and Minas, 2002)

The analysis established that the forest policy is 50% effective in mobilizing resources for implementing Work Plans. The policy was further 52.6% effective in mobilizing resources in supporting implementation of the stakeholders in action plans in forestry activities. The implication is that the policy is relatively robust in influencing development partners' sources of implementation resources than it does on government sources. However, findings revealed that the policy is 21.1% weak in effectively implementing the Work Plans, while at the same time is 31.6% weak in effectively mobilizing resources in supporting the stakeholders' action plans in undertaking forestry. The implication of the finding is that there exist significant aspects in the underlined forest policy that constraints outcomes of the other policy implementation contexts from full realization of its overall goals.

Impact on the Annual Work Plan and Stakeholders' Action Plans

According to Chanchitpricha and Bond (2013), the impact of policy effectiveness manifests in transformative influence on societal behavior towards the set goals and objectives accomplishment through effective implementation of government work plans and stakeholders' Action plans. The results established that the policy is 42.1% effective in influencing the impact arising in implementing Annual work plans and stakeholders' Action plans on the socio-economic well-being of the society. However, the policy context was established 34.2% weak on the optimization of outcomes realizable in implementing Annual Work Plans and Stakeholders' Action plans.

Institutionalizing Partnerships and Collaboration

In this context, Institutionalizing partnerships and collaborations concretize the internal and external dynamism of the organizational functioning in cementing public and private relations in policy-making and implementation. Further, the behavior and characterization of such involvement shape policy effectiveness on skill and competency development, resource mobilization, and organizational doctrines. Nonetheless, empirical literature alludes to the non-collaborative approach as the weakest point that undermines constructive decision-making between the upstream and downstream collaboration of partners and management hence risks of structural policy failures (Therivel and Gonzalez, 2019; Gazley, 2017; Winter, 1994)

The analysed results indicate that, the Forest policy is 44.7% effective in institutionalizing collaborative pooling of skill and competency, resource mobilization, and management in promoting the organizational doctrines. However, the results shows that the policy is 31.6% weak in spearheading collaborative and partnership asserted by Gazley (2017), as the panacea of structural policy failure threatening collaborative partnership.

Promoting Wood and Non-Wood-Based Enterprises

Kenya's Forest Policy was promulgated in line with Kenya's Vision 2030 seeking delivery on the economic, political, and social pillars of the blueprint. The Policy seeks to provide tangible and intangible goods and services envisaged for national economic growth. Vision 2030 significantly

contextualizes forest conservation as a flagship steering the Wood industry and regulative ecosystem services that support allied sectors of national socioeconomic growth and rural livelihood (Muigua, 2020; Vision 2030, 2008). However, Forest policy implementation outcomes continually encounter mixed accounts of policy conflict due to limiting factors that include mandate overlaps and ineffective inter-agency collaboration as well as inept integration of societal dynamics (Counsell, 2009).

The analysed results established that the policy is 60.5% effectively contributing to socioeconomic growth of the country. However, the results shows that the policy influences Stakeholders' Action Plan than it does on the Annual Work Plan. This therefore implies that the Policy's external operating environment is more robust compared to its the internal mechanism in the delivery of the socioeconomic outcomes envisaged in Vision 2030.

1.7 Conclusion

The study largely concludes that the Forest Policy 2014 is moderately relevant and moderately effective in delivering the national strategic goals espoused in the Vision 2030 and the National Agenda. However, the legitimacy of the Policy is relatively moderate arising from pockets of weaknesses that threaten its political vitality on its set strategic goals due to inadequate involvement of Fieldworkers and stakeholders in its formulation and design architectures.

Further, the level of Policy guidance on the development and implementation of the Annual Workplan and Stakeholders Action Plans are moderately adequate, however the identified threats of non-collaborative undermines the much required an all-inclusive constructive problem-solving between critical stakeholders and management in forestry undertakings. The Forest policy ability in promoting inter-organization partnership and collaboration is rather moderately effective. Nonetheless, an enhanced involvement of interest groups and Actors is a necessity to bolster the effectiveness of forest policy implementation. Again, the effectiveness of Forest policy in promoting welfare and competency development of fieldworkers is moderately significant. However the identified skewed distributive factor on training opportunities threatens promotion of equal competence levelling thus lowers the interpretative capacities that is a critical role of a Fieldworker for an effective Policy implementation.

The forest policy capacity in mobilizing resources for implementing both the Annual Work Plans and Stakeholders Action plans is somewhat adequately low. The scenario sets a negative effect on the outcome of the other dimension that is great impediment to the realization of the policy strategic goals. Notably, the forest policy influence on the outcome of implementing the Annual work plan and stakeholders' Action Plans is again moderately low. The scenario potentially risks affecting the level of socioeconomic transformation and shaping the attitude and behavior of the target group on forestry development. The pockets of forest policy weaknesses in institutionalizing collaborative and partnership bonds was identified. Such eventuality manifests into risks of structural policy failures in concretizing stakeholders involvement in constructive decision-making in forestry development.

Finally, the inadequacies detected more in the internal operating environment of the Forest policy than in its external environment in promoting Wood and Non-Wood Forest Based enterprises is another greatest concern. The scenario degrades the capacity of the Annual Work plan in delivering the

anticipated forest socioeconomic outcomes envisaged in the Vision 2030 and the national development Agenda.

1.8 Recommendations

The study supposes that the Forest Policy should be topnotch to utilize to identified enablers in addressing the barriers that impedes its effective delivery on its strategic goal, and therefore makes the following policy and administrative recommendations;

- a) Enhancing involvement of Fieldworkers and stakeholders the policy formulation and design architectures for customizing its levels of legitimacy.
- b) Embracing collaborative approach in developing and implementing Work Plans and Action Plans to enhance inclusivity and constructive -problem solving across forestry Actors.
- c) Strengthening the inter-organization partnership and collaboration in fortifying involvement of interest groups and Actors undertaking forestry.
- d) Institutionalizing fair distributive factor on training and competency development that equilibrates Fieldworkers' interpretative capabilities and role for effective Policy implementation.
- e) Establishing common resource mobilizing schemes for leveraging effective implementation of the Annual Work Plans and Stakeholders Action plans.
- f) Strengthening institutions for collaborative partnerships in cementing structures prerequisite for involvement of forestry stakeholders in constructive decision-making.
- g) Revamping the internal and external forest policy operating mechanisms that enhance growth of Wood and Non-Wood Forest Based enterprises key for delivery of the socioeconomic outcomes envisaged in the Vision 2030 and the national development Agenda.

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