

**LEWA WILDLIFE CONSERVANCY (LWC) – KENYA- GEF
(TFO23552)**

Output to Purpose Report

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1. INTRODUCTION

1.1 Background

Lewa Wild Conservancy (LWC) is a Non-Profit Organization registered on 20th February 1995. Its main activities of protection and conservation of wildlife are largely based on 45,000 acres of land, which was formerly a cattle ranch. The idea of using the ranch for wildlife conservation started in 1983 when 5,000 acres were set aside for the rhino sanctuary, and this was later expanded to 10,000 acres. Currently, nearly the whole of the conservancy has been converted into a wildlife conservation area and has about 62 rhinos, all which have been introduced to the area. Other major animals present are the endangered Grevy's zebra, of which LWC now has about 25% of the entire Kenya population, elephants, lions, cheetahs, reticulated giraffes, Sitatunga and buffaloes.

The LWC is surrounded by settlement schemes and group ranches. Poaching as well as human-wildlife conflict with the neighbors have been some of the recurrent problems in the past. To minimize the problems, the LWC has in the past been encouraging communities to conserve wildlife and to start ecotourism business for income and employment generation. This has led to a communities' change of attitude from that of seeing wildlife as liabilities that compete for water and forage with their livestock, to an actual appreciation of wildlife as another important source of income and employment.

1.2 Objectives of the GEF Grant to LWC

It is against this background that LWC approached the World Bank for GEF funds. The objectives of the funds were mainly three:

- To enable LWC to continue and expand its conservation of the endangered species.
- To enhance the sustainability of these conservation benefits, by enabling LWC to become more viable in the long term.
- To provide support to community-based wildlife conservation initiatives and to build capacity of these communities with the necessary skills which will lead to environmentally sustainable ecotourism business and other income generating activities.

The objective of the review as per the Terms of Reference is “*to summarize the accomplishments of the Lewa Project and draw key lessons that can be used in a possible follow up operation.*” Terms of reference are attached as Annex 10.6.

1.3 Review of the Grant

This report reviews the use of the GEF grant to LWC, amounting to USD 750,000. The major items of budget allocation were: Works - USD 140,524, Machinery & Equipment - USD 374,194, and Community Support - USD 235,282. For works and equipment, the expenditure to be met by the funds was 90% of local expenditure and 100% for foreign expenditure, while for community support the allocation was to cover 100% of all the expenditure.

1.4 Review Methodology

To get a good picture of the funds impact, the Team visited LWC in early September 2003 and held discussions with the LWC Management. Discussions were also held with the community members who had benefited from the GEF/World Bank funds. Site visits were also made to Il Ngwesi Group Ranch and Namunyaki Wildlife Conservation Trust where further discussions were held. Additionally, a one-day workshop of stakeholders was held at the LWC offices on 9th September 2003. The field assignment ended with a wrap-up meeting with the Executive Director, his deputy and other sectional managers. This review is based on discussions with the relevant people, and the observations of the Team. For people contacted, see Annex 10.3 on list of people met.

The report examines institutional arrangements, finances, community conservation initiatives, wildlife research, achievements with the funds, problems and opportunities, as well as the way forward.

2. INSTITUTIONAL ARRANGEMENTS

2.1 Need for Institutional Collaboration in Wildlife Conservation.

Wildlife conservation is an extensive land use that depends on water and forage resources and as such several institutions which deal with land use have of necessity interacted with LWC on many fronts. No single institution can succeed in wildlife conservation without assistance of various agencies with different expertise and mandates. The LWC recognizes this fact and has constantly collaborated and built partnerships with different wildlife stakeholders. The relevant institutions can be classified under Government, Non Government Organizations, of which LWC is one, Community Based Organizations (CBOs) Donors and some Private Agencies.

What brings these institutions together is the common objective and desire to have environmentally sustainable conservation of wildlife, and biodiversity in general, so that benefits associated with the resources can continue flowing to Kenyans and the international communities. To achieve these objectives, several key problems and constraints have to be overcome and this is where institutional coordination and collaboration become necessary.

One of the major outstanding problem is that of insecurity, especially in Northern Kenya where LWC is located. There have been banditry attacks in the past and these have affected development activities, even bringing them to a stand still when they occur too regularly. Also, and quite importantly, tourism which is the basis of considerable income in Kenya becomes untenable without adequate security.

Closely associated with security is the poaching for wildlife. Rampant poaching has in the past drastically reduced populations of animals such as elephants and rhino to unacceptable levels. Land use activities, which have seen degradation and excision of forest areas for farming, subdivision of ranches into settlement schemes have also effectively reduced wildlife dispersal ranges. The few existing animals thus roamed into private lands in search of limited forage and in the process destroying crops, and for carnivores such as lions, killing domestic animals. This resulted in the affected communities becoming generally hostile to wildlife.

The LWC approach to overcome these problems is indeed innovative. To start with, most of the 45,000 acres cattle ranch was converted into wildlife sanctuary where tourists can see wildlife. The concept of private wildlife conservation was also sold to nearby communities, and with the tourism benefits accruing to them, the communities changed their attitudes. They now saw that the presence of wild animals in their midst was actually an opportunity of making money and developing skills which would further make them marketable to other parts of Kenya.

Ecotourism business also provided job opportunities for local people. In the process of doing all this, security was beefed up with deployment of police reservists and supply of radios for communication - all this additionally led to reduced cattle rustling. Fencing of wildlife areas also minimized human-wildlife conflict. Some of the one-time bandits and poachers became sensitized on the potential benefits and some were even employed to ensure security. This advancement in private wildlife conservation could not have been achieved by one institution. Below is a brief analysis of the various institutions which have in some ways been involved in private wildlife conservation.

2.2 Government Institutions

Kenya Wildlife Service, KWS: Among the Government institutions which are key in solving the wildlife conservation problems, is the Kenya Wildlife Service. The institution is mandated with protection, conservation and management of all wildlife in Kenya in accordance with the Wildlife Conservation and Management (Amendment) Act of 1989. Legally and from a policy point of view, all wild animals belong to the Government regardless of land tenure. Hence all animals in gazetted national parks, ranches and other private farms in the country are legally protected. Due to this, the LWC must of necessity consult KWS in compliance with the wildlife policy and legal issues on matters of wildlife. While animals in national parks are under greater monitoring and surveillance by KWS, those in private and communal lands are at more risk due to their scattered nature and due to the fact that KWS does not have enough manpower to manage wildlife everywhere. Its policy is therefore delegation of duties, even to the extent of appointing several honorary wardens in the country. This is where the likes of LWC and community conservation groups become handy and welcome in conservation and management of wildlife outside protected areas. Otherwise from a legal point of view, all consumptive uses such as cropping and game sport hunting remain banned even though such practice could generate considerable income to land owners with large concentration of wildlife.

According to discussions held with the Director, Mr. Mutie, KWS is very supportive of community wildlife conservation initiative and greatly appreciates efforts which have led to a change of community attitudes resulting into positive thinking on wildlife management. The future of wildlife will greatly depend on the private sector and efforts are under way to formulate a new wildlife policy and the necessary legal instruments to accommodate this changing situation. Among the duties of KWS is prevention of poaching and hunting of wildlife. As the poaching is undertaken by armed people, of necessity, the KWS has had to train some of its staff to cope with security issues. This is one of the areas in which LWC has benefited most considerably particularly in her effort to beef up security of wildlife in the conservancy and within the community areas.

Kenya Forest Department: The other key government institution is the Kenya Forest Department. The Department is mandated with protection and management of all the gazetted forests. It is the advisory Government arm on all tree resources, regardless of land tenure. It is safe to say that most of the forest destruction has taken place in patches of forests under communal ownership and other large farms which have been turned into settlement schemes. There has also been considerable loss of prime forest area due to excisions. All these have greatly reduced wildlife dispersal areas, including those which were once

animal corridors connecting Mt Kenya Forests and northern Kenya, a situation which has affected LWC efforts. Forests provide the necessary habitat, especially for the browser animals. Most of the indigenous forests are managed for multiple benefits and wildlife is one of the key resources to be kept in mind.

To this end, some forests, which are rich in wildlife are jointly managed by the KWS and FD in accordance with a written memorandum of understanding. The 5,000 ha Ngare Ndare Forest which neighbors LWC on the southern side is one such forest. One of the major problems was the heavy illegal exploitation of timber in the past. Ngare Ndare Forest Trust which is supported through training of scouts and working closely with LWC has had a positive impact in reducing exploitation pressure on the forest, which is vital for wildlife conservation and is possibly a future corridor to allow migration into Mt Kenya forest.

2.3 Other Government Institutions

The Kenya Police have been, and will continue to be, important on issues of security. Of the 250 employees of LWC, about 130 are deployed for security reasons, and of these, 26 are armed. These security people have also extended their services to nearby communities and police have been helpful in training and supporting the security personnel to minimize poaching and cattle rustling. In the past there were fears in the Government circles that ammunition in the hands of private force could be a security risk but with the constant necessary collaboration with Kenya Police, the fears have been allayed.

One of the main features of arid and semi-arid lands where LWC falls under is that of water. Its abstraction falls under the Ministry of Water, and therefore water development by LWC would technically have to be sanctioned by this ministry. Probably more dams within the LWC would be ideal for wildlife provided it does not lead to serious pockets of vegetation degradation.

LWC supports the Ministry of Education and in this way meets one of the most community-felt needs and an important indirect wildlife benefit. The LWC gives school grants for clever students, clubs on wildlife, infrastructure development while the Ministry facilitates the various school projects. Though the programme was not funded by GEF grant, it gets assistance from use of vehicles bought by the grant. Other Government institutions networking with LWC is the Provincial Administration (DCs and Chiefs), Ministry of Tourism and Information, and Parliament as indicated in the institutions matrix. The interaction with these other institutions is on the whole beneficial to community and LWC wildlife conservation. In particular, necessary political support by parliament can better convince opinion leaders within communities who are among the key people to success of most rural programmes. There are also plans to form lobby groups among members of Parliament who represent areas rich in wildlife. National Museums of Kenya had a small input in training one person from Il Ngwesi on ornithology at Naivasha. LWC is also collaborating with the University of Pretoria and other local universities (it has for example approached Moi University).

2.4 Non-Government Organizations (NGOs)

The major NGOs, which have had direct impact on LWC are Tusk Trust, Laikipia Wildlife Forum and Earth Watch. Also some useful contact has been made with Wildlife Clubs of Kenya who are effective in non-formal environmental education. These NGOs have useful research experience which LWC and other conservation agencies could use in wildlife management. There are many research issues being undertaken in LWC such as animal monitoring and habitat trends. Such research information by these NGOs plus their experience of wildlife from other parts of Kenya is meant to achieve cost-effective wildlife conservation at LWC and within the communities.

2.5 Community Based Organizations (CBOs)

The major CBOs collaborating with LWC are Il Ngwesi Group Ranch, Namunyaki Wildlife Conservation Trust, Lekurruki Group Ranchland and Ngare Ndare Forest Trust. These CBOs collaborate with LWC regularly and there is even what they call “GEF Community Meetings” which are formally held quarterly with clear agendas, and where problems and requests of each group are transparently discussed by the representatives of the CBOs. Minutes of such meetings are recorded with one of the community representatives as chairman, and records of such meetings were presented to the review team.

There is a lot to learn from each other in these meetings, and this is perhaps one of the most important outcomes in the GEF brain storming committee meetings as each group recounts their experience on tackling various organizational and technical problems. Some GEF funds have also been used for study tours and what is learnt on such tours is shared to other members. Meetings take place at LWC which has been responsible for the necessary facilitation and coordination.

2.6 Private Agencies

There are not many private agencies involved in wildlife conservation because, for a profit minded organization, time has not yet come for direct wildlife profits from, for example, sport hunting, which remains, banned. There are however several tour companies which book tourists to the two lodges in LWC (Lewa Safari Camps and Wilderness Trail). Other private agencies collaborating with LWC are Safaricom Ltd. which has supported a marathon to raise funds for schools and other activities supported by LWC. Air Kenya now also flies in and out of LWC bringing tourists and other guests of LWC. “Lets Go Travel” is working with Il Ngwesi in marketing and booking tourists to Group Ranch lodge.

2.7 Donors

This review is on a GEF grant and hence GEF/World Bank can be considered as the main Donor. Other Donors who have assisted LWC in their wildlife conservation activities are Ford Foundation which has funded Ngare Ndare Forest Trust. Community Development Trust Fund (CDTF) of European Union assisted collaborating communities (Kalama and Mutunyi), while Tusk Trust has supported rhino and elephant programmes. Other fund raising agencies are LWC Kenya, USA and HongKong. British Army has also been active in marathons, road construction in Il Ngwesi and LWC fencing programme.

2.8 Overall Remarks on Institutions

Annex 10.1 indicates in summary the mandate of various institutions, their role in LWC, strengths and weakness if any. It is the Team’s view that the GEF funds have significantly contributed to smooth functioning of the key institutions in solving some of the LWC and community conservation problems, as well as opening new opportunities for further support. Quite a number of people outside LWC are not familiar with what goes on there, but in time, they will know and possibly better promote private wildlife conservation in other parts of Kenya by drawing useful lessons from the LWC.

3. ACCOMPLISHMENTS WITH THE GEF FUNDS

This section examines how the GEF funds were used. This has been done by comparing the project objectives for which the funds (inputs) were granted against expected activities (outputs).

3.1 GEF Funds Allocation

Table 3.1 shows GEF funds which were approved and allocated to various activities and the corresponding expenditures. The table covers the financial status for the period from March 2000 to August 2003. The total fund allocated for the period is USD 750,000. The activities are grouped by major categories of Works USD 140,524, Machinery and Equipment USD 374,194 and Community Conservation Support USD 152, 666.

3.2 Funds Expenditure and Balance

Apart from a few items in all the categories, all project activities reflected high utilization of the allocation. Works category exceeds the allocation by USD 5,445 while the expenditure on Machinery and Equipment fell short of the allocation by USD 11,223 or 3%. Community Conservation Support returned a negligible under expenditure of USD 2,119.

3.3 Approval on Allocation Variation

In the situation where variations were found to be necessary, approval was obtained from the client. This is in conformity with the regulations and rules on GEF fund utilization. Overall, the variations were justified.

However, while most activities under Roads and Airfields were satisfactorily undertaken, roads were an exception. At the time of the budget, it was estimated that about 50 Km of roads would be surfaced. However, it was only possible to do 10 Km with the allocated funds. This was a case of under budgeting according to discussions with the LWC staff.

Under Machinery and Equipment, Power Ripper and HF radio were the only items, which were not purchased. Similarly, under Community conservation, research was not included in the original budget but USD 15, 231 was spent with the concurrence of the client. This amount was realized from allocation re-adjustment.

3.4 GEF Grant Utilization Reports

The utilization of funds under GEF has been used for the intended purposes based on the audited financial reports. The availability of a professionally trained financial manager and the use of accounting packages enhanced the financial and accounting reports which was used in the planning and management of GEF funds.

Additionally, the review team was shown items indicated to have been bought and we confirm that the table reflects the correct position of the use of the grants.

Table 3.1: Status of the GEF Funds Allocation and Expenditure

Category of expenditure	Total allocation in USD	Total Spent to date in USD	Balances in USD
1. WORKS			
Roads and Airfields			
Surfacing Key roads	18000	19,604	(1,604)
Up-grading Airfield	10,100	9,825	275
Water Development	26300	19,221	7,079
General Up-Grade	10,000	9,825	175
Buildings		-	-
Office extension	12,882	17,521	(4,639)
Senior Staff Housing Upgrade	9,624	11,328	(1,704)
Junior Staff Houses	22358	23,236	(878)
Guest house	9775	9,825	(50)
Community hall	5613	11,129	(5,516)
Works Manager House	15872	14,455	1,417
Subtotal works	140,524	145,969	(5,445)
2. MACHINERY & EQUIPMENT		-	-
Office Equipment	5,664	25,748	(20,084)
Motor -Cycles	12,283	10,216	2,067
2 Pick-ups	67,451	58,378	9,073
Mazda truck	22747	22,747	-
Tractors 125 h.p	100,000	90,704	9,296
TLB (loader)	68,450	60,130	8,320
Tow grader 5,000	25,000	25,832	(832)
6-8 Ton Roller	7,453	11,624	(4,171)
10 Ton Tipping trailer	10,555	10,907	(352)
Power Ripper	5,555	-	5,555
Generator	17,887	17,255	632
Truck 7-ton (Overhaul)	7,000	7,999	(999)
Hand-held radios	19199	20,148	(949)
Solar Chargers	2414	1,283	1,131
HF Radio	2,536	-	2,536
Subtotal machinery and equipment	374,194	362,971	11,223
3. COMMUNITY CONSERVATION SUPPORT			
LWC capacity		-	-
General Operations	18,000	22,579	(4,579)
CDO Vehicle	33,725	29,189	4,536
Office construction	5,000	17,521	(12,521)
Office equipment	5,000	5,006	(6)
CDO assistant housing	5019	7,004	(1,985)
CDO housing	15,872	14,455	1,417
Subtotal community-LWC	82,616	95,754	(13,138)
Direct support to communities			-
Capacity building for new groups	18,000	16,792	1,208
Community fund	48,000	45,806	2,194
Additional community fund	16,000	14,482	1,518
Subtotal direct to community	82,000	77,080	4,920

Consultancies	5000	1,975	3,025
Research		15,231	(15,231)
Tourism development	21,850	35,499	(13,649)
Unallocated	43,816	20,762	23,054
Subtotal community conservation	235,282	246,301	(11,019)
TOTAL	750,000	755,241	(5,241)

3.5 Project Objectives and Activities

There are three main objectives of the GEF grants: To enhance LWC capacity in conserving endangered species; to create sustainability; and to support community initiatives in wildlife conservation. The table below indicates these objectives of the GEF grants. Against these objectives, a list of activities is indicated for each corresponding objective in logical framework.

Table 3.2: Logical Framework of Achievements

Objectives	Activities (Outputs)	Verifiable indicators
Overall goal: To achieve environmentally sustainable wildlife conservation benefits in and around LWC in collaboration with the local communities.	Infrastructure development of LWC and support to community conservation initiatives implemented.	Progress reports and Workplans submitted regularly.
Specific Objectives		
1. To enhance LWC capacity in conservation of endangered species.	1.1 Surfacing Key roads 1.2 Up-grading Air field 1.3 Water Development 1.4 General Up-Grade 1.5 Motor-cycles 1.6 2 Pick-ups & Mazda truck 1.7 Tractors 125 h.p 1.8 TLB (loader) 1.9 Tow grader 5,000 1.10 6-8 Ton Roller 1.11 10 Ton Tipping trailer 1.12 Truck 7-ton (Overhaul) 1.13 Hand-held radios 1.14 Consultancies 1.15 Research 1.16 Tourism development	Completed 10 km Done as per report Done as per report Done as per report Procured as per report Procured as per report Procured as per report Procured as per report Procured as per report Procured as per report Procured as per report Done as per report Procured as per report 75% Done 75% Done
2. To enhance sustainability of these conservation benefits.	2.1 Office extension 2.2 S. Staff Housing Upgrade 2.3 Junior Staff Houses 2.4 Guest House 2.5 Community Hall 2.6 Works Manager House 2.7 Generator & Solar Chargers	Done as per report Done as per report Done as per report 95% Done Done as per report Done as per report Procured as per report
3. To strengthening local communities in conservation initiatives.	3.1 LWC capacity 3.2 General Operations 3.3 CDO Vehicle 3.4 Office Construction 3.5 Office equipment 3.6 CDO assistant housing 3.7 CDO housing 3.8 Direct community support 3.9 New groups Capacity	Done as per report Done as per report Procured as per report Done as per report Procured as per report Done as per report Done as per report Done as per report

	building 3.10Community fund 3.11Additional community fund	90% completed 90% used Done as per report
Inputs		
-GEF Grant of US \$ 750,000	LWC Personnel	
--LWC Infrastructure	Community Personnel	

As per the above table and discussions with the LWC staff, all works have been completed and vehicles, machinery and equipment have been procured. Competitive procurement methods were followed. Reports on quotations of the items and the selection procedure of the lowest bidder were availed to the team. The items indicated as not completed, namely, research and tourism development, guest house, new groups capacity building, and community fund will be done before the end of the project. There were no shortcomings as such.

One main observation was that the various communities have been involved in planning and management of the Community GEF funds. This was done during GEF committee meetings where financial requests from the respective communities were exhaustively discussed. The level of financial management of these communities in their respective areas is of course not adequate and even in the future it might not be cost-effective for them to hire very qualified financial managers other than accountants. Simple bookkeeping and financial practices could continue being undertaken by the communities. However, serving such existing and upcoming community conservation groups by providing high level financial management might be a useful role that LWC could undertake.

4. COMMUNITY CONSERVATION INITIATIVES

The GEF funds to LWC for wildlife management and community development in Northern Kenya have been instrumental in bringing development initiatives in the area. Most of these enterprises are tourism based. Part of the funds was meant for community capacity building to the pastoral communities who have lived with wildlife from time immemorial and the reason behind the grant is to make the communities competent, knowledgeable and focused on the benefits associated with wildlife without necessarily harvesting, killing or removing them from their natural habitats.

Hence the four-year financial support by the GEF in March 2000 facilitated community development initiatives, wildlife and biodiversity conservation in communities around LWC and those in strategic wildlife migration corridors to Mt. Kenya conservation area and other parts in northern Kenya.

Because of its experiences in working with the local communities since its inception as a cattle ranch way back in 1922, LWC was ideal because of its established infrastructure, and the confidence and trust the local people had on it. It also has a unique approach to communities' participation which begins with decision making at grassroots (village) level to the technical and other higher levels of community decision making.

4.1 Capacity Building in Community Projects

The main activity under capacity building was training. LWC in collaboration with the local people identified some youths from the communities who were trained in various aspects of hotel management,

and tour guiding. Staff from Utalii College in Nairobi conducted these training courses. As the locals did not have the necessary qualifications demanded by the Utalii College, tailor-made courses were improvised and organized by LWC and successfully conducted locally. This strategy further ensured that the courses were undertaken in a relaxed atmosphere and in an environment the trainees were conversant with. The courses were also planned in a way which would accommodate local needs and were standardized according to local qualifications and available tools. Other relevant courses that some members of the different communities received were, computer courses, accounting courses including sage accounting package in Strathmore College; and accounting techniques in hotel management, undertaken in Mombasa's Jadini and South Coast. Generally, the training programmes have made hotels and lodge services more competitive.

Other follow up workshops and training were conducted in various places for youths, women, directors and management of the different communities to strengthen their managerial and administrative skills. The communities have also been taught skills in proposal writing, which have assisted them in making proposals for direct funding from various donors and funding agencies.

GEF funds were also used in outreach, exchange and field visit programmes to the Masai Mara's Lemek/Koyaiki, Kajiado's Kimana sanctuary and Kipepeo program in the coast in order to see some organized communities already benefiting from wildlife related enterprises. The visits were meant to sensitize and motivate the communities to some of the benefits and lessons learned so that they could either be avoided or adopted.

4.2 Procurement of Goods and Services

Through working closely with LWC, the community enterprises have learned much on competitive procurement procedures which have enabled them to purchase their supplies cost-effectively. With the GEF funds, some communities like Il Ngwesi and Namunyaki were each able to acquire four wheels drive vehicles for their daily functions. The vehicles have increased mobility within communities and have been used to fulfill various duties. Most importantly, the vehicles have been a great asset for transporting tourists for game viewing and for purchasing and transporting supplies to the lodge and the communities.

The funds were also used to purchase computers and their accessories which have helped the communities in report and proposal writing, hence increased documentation. Solar panels and batteries for powering the computers, VHF radio communication systems and their batteries are other essential things that the funds have been used to buy. Internet connection has been achieved in some communities hence increasing their marketing strategies and connectivity to the rest of the world.

4.3 Security Enhancement Among Communities

Cattle rustling, poaching and general insecurity in the communities have greatly been reduced as a result of high communication and networking with other communities and the government (police, Kenya wildlife services) because of using the same radio frequencies for communication. Some communities with lodges, have already started getting some spin-off enterprises arising as a result of developing tourism activities and this has already shown that there is very high potential in employment opportunities as well as income generation to the community.

5. WILDLIFE, HABITAT AND RESEARCH IN LWC

5.1 Ongoing Research Programme

Research in biodiversity, wildlife, and their habitat is necessary to have a holistic understanding of a range of services that the natural resources provide to the wildlife, and their dynamism with season and in time. Sustainable use of natural resources requires the accumulation and assessment of information on the impact of such use on the target population and ecosystem. Because environmental degradation might be gradually reducing the carrying capacity of an area over time, thus reducing sustainable yield and productivity in the ecosystem, research is vital to track these changes.

The GEF financial assistance to LWC was very important to the research activities in the Conservancy. It allowed the initiation of research in Grevy's Zebra, and white and black rhino populations. Through the funds, 9 Grevy's zebra were radio collared using transmitter radios. These activities greatly assisted monitoring the population of Grevy's zebra both in the protected area inside the conservancy, and in the dispersal and unprotected areas outside.

The research division at LWC has incorporated the participation of local people and use game scouts, herdsmen, Maasai Morans and women in daily data collection of certain threatened species of wildlife using simply designed forms and the Global Positioning System (GPS). As they carry out their routine patrol or in search of pasture for their animals and firewood, game scouts, Masai Morans and women can respectively record the number of Grevy's zebra and elephant species they encounter. With the help of a Global Positioning System (GPS), such information is later down loaded in computers at the LWC and analyzed. This method has been useful in that it is cheaper to run and maintain, and also because using local communities has got a long-term sustainability factor in-built. The data collected have been a very useful source of information on relative abundance, territorial boundaries and partial distribution of species like Grevy's zebra and other endangered species in the conservancy and its buffer zones.

Species whose population size is too small are more likely to go extinct locally because of problems of inbreeding, with resultant loss in genetic variability. When it first became a wildlife sanctuary, LWC had no rhino population at all but started reintroducing them in the sanctuary slowly, monitoring their progress. As the population started building up, the Research Division at LWC became concerned about the inbreeding problem and has been monitoring individuals of the same family and preventing such individuals from breeding within their own family. Rhino are territorial animals and will only breed with males of females with which its territory overlaps. There had been occasions when the research officers at LWC had to perform local translocation to ensure that individuals of the same family do not breed together. This is an expensive operation at the Conservancy yet a very vital one for the species survival.

5.2 Areas of further Research and Monitoring

Though there have been interesting and useful wildlife research going on at LWC, there are more opportunities in research that need to be invested in but has not been undertaken due to lack of funds to start them. Such research needs to go concurrently with the present programme. Some of the data that needs to be collected at LWC include;

1. **Environment:** What are the habitat types where some species are found? And how much area is there of such habitats? How variable is the environment in time and space? How frequently is the environment affected by catastrophic disturbance such as drought? And how have the human activities affected the environment particularly outside LWC?
2. **Biotic Interaction:** What type of food and other resources do the species need and how do they obtain them? What species compete for particular resources? What predators or parasites affect species population sizes? And have human activities altered the relationships among species in the community?
3. **Wildlife Population Growth:** Uncontrolled population of elephants in any complex of species can, and often does change vegetation composition and structure of woody plants and so reduces and changed biodiversity. The result is often a decrease in primary productivity and habitat quality. A high elephants population normally leads to destruction of vegetation, particularly of *Acacia* species. Research may be needed to establish the carrying capacity of elephants in the conservancy. Culling or translocation of excess elephants is highly recommended.
4. **Tourism and Endangered Species:** Research may be required on the effect of tourism on endangered species such as rhino and Grevy's zebra, on their ecology, health and survival. Comprehensive and independent risk assessments, environmental impact studies and project evaluation may be necessary as the project progresses so that adjustments can be taken in good time.
5. **Browsing Impact on Habitat:** Different levels or intensities of browsing result in different responses to woody plants. Hence monitoring performances of other non-endangered species of wildlife in the conservancy may be necessary.
6. **Monitoring of Predators:** Keen monitoring of predator populations in the conservancy is critical to the survival of threatened species population. The population of predators should not be allowed to go beyond a given threshold level because that could be detrimental to the population of the rhino and Grevy's zebra, the most endangered species in the conservancy and northern Kenya. Translocation or culling excess predators may be the solution to the lives of these most endangered species.
7. **Strategic Conservation of Ngare Ndare Forest:** The role Ngare Ndare Forest Trust plays in this ecosystem is key to the long-term sustainable conservation in the region. The forest is the catchment area to the rivers and their distributaries which serve LWC and the communities below. There is need to know the dynamics of plants species in this forest since domestics animal have been allowed to graze in the forest for a long time.

6. SUSTAINABILITY AFTER GEF FUNDS

6.1 Sustainability of LWC

The issue of sustainability is core to the GEF grant. In fact, objective number two of the grant addresses enhancement of sustainability of the conservation benefits. To that end, some grant was used for office facilities, both senior and junior staff houses, guesthouse, and community hall. Ideally, with these facilities, staff can better be motivated in an area which is otherwise considered remote (convenient schools and hospitals are quite far away from LWC and a number of staff will have to contend to stay without their families). As for LWC, with the necessary GEF funded infrastructure, considerable income is internally generated from camping and tourism business, (Lewa Safari Camp is increasingly becoming popular to tourists) and with increased ecotourism businesses, the level of sustainability is expected to considerably improve. Informal discussions with a few tourists in LWC indicated a high level of satisfaction with animals seen and other facilities. The fairly good airstrip has also led to increased volume of tourists. It is reported that the general income of LWC increased from USD 393,401 in year 2000 to USD 731,315 in year 2001 an increase of 86 %. This is reasonable income considering that the LWC runs on a recurrent budget of USD 721,339 for basic administration, security and community programmes.

6.2 Community Sustainability

As for the communities, sustainability is expected to come from ecotourism business, and capacity building of the local communities so that they can effectively undertake the ecotourism business. Improved security will also make the local community concentrate more on other income generating activities. Already, livestock management is not very sustainable because of the past cattle rustling and lack of both forage and water resources. With security, issues of mobile abattoir facilities, and marketing of various livestock products can be pursued. The GEF grant has enabled mobilization of pilot communities to work together and some training has already been extended to these communities. The organized communities are already generating significant income from ecotourism business and they are also planning on other income generating activities such as bee keeping, and for Namunyaki, some mining of vermiculite and snake park development as well as butterfly farming has been mentioned as worth following up. In all of this dry area, indigenous fruit commercialization and development of exportable gum arabic could be pursued as a land use, which is compatible with wildlife conservation.

Complete sustainability is difficult to attain in the short term but it is possible for the LWC and conservation communities to reach a level where internally generated income can meet essential expenses. Standards of living for the communities at that time will be much better than the current situation. Extra funding at that level will mainly be required for expansion of activities in new frontiers rather than maintaining those which have had external funding. With well-motivated communities, achievement of sustainability with new and up coming communities will be much easier because of lessons learnt from the existing programmes. Already, there is considerable interaction by the conservation communities and facilitation of such get-togethers (meetings, study tours and workshops) by the GEF grant has had the desired impact.

There is a caution however that sustainability will continue to rely mainly on one sector, namely tourism business. A major reduction of the number of tourists coming to Kenya could adversely affect not only the private and communal wildlife conservation, but also the country's economy as a whole. Continued expansion of ecotourism business will also be built on the premise that the number of tourists to the country will continue to increase in absolute terms.

7. PROBLEMS AND OPPORTUNITIES

There were no significant problems noticed on the allocation and utilization of the GEF funds. This however does not mean that there are no problems in private wildlife conservation. There are several problems which can also be considered as a challenge and indeed an opportunity for investment for the welfare of the various land owners and wildlife itself. The solutions to a number of problems in private wildlife conservation could greatly benefit from lessons learnt in the course of wildlife conservation efforts by LWC in the last seven years of its existence.

One lesson learnt from the LWC initiatives in collaboration with the communities is that the most thorny problem of human-wildlife conflict can be turned into friendly relationship when strategic community mobilization is undertaken by experienced community experts. This is the case with the two wildlife conservation model communities of Il Ngwesi Group Ranch and Namunyaki Wildlife Conservation Trust. The two communities have changed the attitude of their respective communities that wildlife needs to be protected and conserved rather than being poached or killed to minimize forage competition

with their livestock. Indeed, the communities are on the look out for poachers who are at times reported to the security personnel before they actualize their crimes.

Some of the problems, which should be dealt with broadly fall under institutions, sustainability and ecology.

7.1 Institutional Problems

The LWC has been dealing with many institutions as discussed under institutional arrangements. Among the institutions are the CBOs where the idea was to empower them so that they could carry on the work of wildlife conservation on their own. The capacity building has had some impact as was evident from the various discussions and the stakeholders workshop, but critical mass has not yet been properly equipped in terms of training and provision of the necessary equipment in order to sustain the skills already acquired. It was the feeling of the team that the high expectation among the communities had not been fully met as was evident in a one-day workshop, and some follow-up capacity building is needed to have greater impact on community wildlife conservation.

There is a very high level of wildlife protection in LWC - about 150 personnel oversee wildlife in an area of 18,000 ha which translates to about 120 ha per person. The security personnel have been called upon to provide their services when security problem occur outside their area of jurisdiction, but on the whole, wildlife outside LWC still remains vulnerable. Some of the challenges this problem presents is how to motivate “morans” and other local members to actively engage in reporting and even at times apprehending wrong doers. Some of the problems this awareness could minimize are poaching and trapping small and big animals for subsistence. The fact that there has been improved security with the coming of the project is one of the most appreciated benefits by the various communities. Providing security by modest security training, radios etc., and even incorporating known poachers might be an appropriate entry point to other high wildlife conservation potential areas. Security and wildlife conservation could lead to more tourist hotels development and uplifting of the economy in otherwise resource poor areas.

Ngare Ndare Forest presents a unique problem. This is legally gazetted dry forest covering an area of 5,554 ha, and though small, has very many dependents. The Ngare Ndare Forest Trust was registered in year 2000 in order to help in sustainable management of the forest. The forest is surrounded by five villages who have been depending on it for firewood, grazing, water and some wood which has been obtained illegally as wood utilization, other than for the dead wood, is not allowed. The GEF funds was used only to train scouts on patrol duties without any inputs on issues such as forest management, assessment and monitoring of non-wood products and enrichment planting. Both the Trust and the scouts could be assisted with management and monitoring skills as well as provision of fire equipment as the forest is very vulnerable to fires. Opportunities here lie in making the adjacent communities self-reliant in terms of firewood and fodder material to minimize forest destruction. The forest is fenced off, putting it on the side of LWC and will also greatly contribute to possibilities of an animal corridor connecting Mt Kenya with Samburu. There are some portions of the forest which are very degraded and which with the necessary site surveys may need enrichment planting with appropriate indigenous vegetation.

7.2 Sustainability of Private Wildlife Conservation

Most of the communities interviewed have other small sources of income but are not yet sustainable to support wildlife conservation. Ecotourism business is slowly bringing in small incomes. The

communities however need higher levels of training to, for example, run their lodges to the same standard as other tourist hotels in the country. Local communities also have strong cultures which people from outside world would like experience. The communities need to identify their talented people and have them further trained to, for example, authoritatively lecture on a host of issues to tourists who come to their respective areas. Some of the local people are indeed very versed with local information, most of which is not written anywhere. Properly developed, collaborating research institutions could dig deeper into new frontiers.

Arrival of international tourists to Kenya fluctuates and it might be necessary for the CBOs to target local tourism, including school tours. Local tourists cannot pay high prices but the volume justifies the effort along with international marketing. School tours could effectively be tied with the school programme that LWC is supporting. In view of the multiply effects that schools would have in wildlife conservation, proper facilities in CBOs areas could be developed for longer term sustainability. To improve tourism, both local and international, roads and bridges also need to be improved. Improvement of the roads leading to community conservation areas could lead to better surveillance and the overall sustainability.

LWC has effectively supported various communities with the aim of ultimate sustainability among those communities, and to continue as equal partners. There is a need for continued collaboration, with each group supporting the other. The new CBOs would be more convincing in converting other CBOs in wildlife conservation initiatives with LWC indirectly supplying its expertise based on learnt lessons because it would not be cost-effective for each CBO to have an elaborate infrastructure.

7.3 Ecological Destruction by Wildlife

Conservation of wildlife in LWC has resulted in increased wildlife and it is becoming evident that if more zebras and other grazers increase considerably, the carrying capacity could be exceeded. Also, casual observations indicate that browsers like giraffes and elephants have had negative impacts on trees and the long-term trend would turn the area into very open grassland with an unbalanced wildlife population between grazers and browsers. Besides reducing the area's wilderness quality, it would reduce tourist attraction as they are eager to see a greater variety of wild animals. This problem comes with challenges of wildlife translocation and the problem of where to send such animals. One of the biggest opportunities is to have game corridors connecting Mt Kenya with Samburu and Northern Kenya in general. Between LWC there are settlement schemes and large-scale wheat farms whose land tenure requires delicate negotiations.

In the course of discussions with various communities, it was revealed that a number of the members would like to buy alternative land to relocate their livestock and in the process ease wildlife pressure. Il Ngwesi in particular was assisted to buy 150 acres for their livestock, leaving wild animals in the designated area. There are several opportunities where land should be obtained so as to minimize some of the problems which would occur if domestic animals were concurrently grazing in the same land with wild animals. Such a site of wildlife and domestic animals grazing together is not also interesting to tourists, and is contrary to the concept of the wilderness.

Negotiations should also be held with the KWS and other policy makers on the possibility of strictly supervised sport hunting. This would generate considerable revenue from hunting animals which multiply fast or become pests. Currently game sport hunting is banned and the rationale behind this policy is that such practice would go out of control. With the level of security attained in LWC, proper

control, monitored by the police and KWS could ensure that there is no abuse in such income generating activity.

8. LESSONS LEARNT

8.1 Institutional Lessons

It is fair to say that LWC could not have succeeded in wildlife conservation had it not been for the support the conservancy received from Government, community organizations, private agencies and donors. Because wildlife conservation issues transcend various land boundaries and tenures, it has been realized by the LWC and the collaborating communities that active collaboration and partnerships are essential for any meaningful success.

It is quite difficult for one single organization to influence Government to adopt some policies which could lead to better wildlife conservation practices by local communities. For example, because of fear of excessive mal-practices, any hunting is not legally allowed in the country. The conservation success of the main communities which collaborate with LWC could allay the fear and be the basis for negotiation of policies which could lead to more incomes and sustainable conservation of wildlife in the unprotected areas.

There is a lot of background work which was undertaken by LWC in order to have local communities embrace and undertake wildlife conservation in their own lands, and in fact to give up some of their lands for wildlife conservation. In view of the limited wildlife dispersal area in the country, there is a need for such procedures to be tried elsewhere and the LWC provides a useful case study.

8.2 Financial Management

Financial management is being undertaken professionally and transparently by LWC. The communities have been told what is in their kitty and discussions were regularly held on expenditure items and accounting of the same. Success of financial management was realized because of a pool centre which offered the necessary financial assistance. If there is need to support distant communities on wildlife conservation, it might be more efficient to organize them in such way that a central organization is there to provide the necessary financial advise, borrowing from experiences of LWC.

During discussions with the various communities, a presentation was made that the communities should have been more involved in the proposal making. In such way, they would have arrived at priority support areas in a more participatory manner. The request was a genuine one and it could be the basis of future collaboration.

8.3 Investment Potential in Community Wildlife Conservation.

The chapter on problems and opportunities deals with a number of constraints, some of which could be turned into opportunities of private and communal wildlife conservation. There are many lessons learnt on that. It is comforting that the problem of insecurity and poaching can be addressed by convincing, sensitizing and practically demonstrating to the various communities that if they join forces, poachers and other criminals could be converted and involved in wildlife conservation. In return such people

could obtain several benefits of wildlife in form of tourism, the associated development and community esteem.

The message to the relevant stakeholders in wildlife conservation is that addressing the pressing and community felt needs is an appropriate entry point in wildlife conservation particularly in the unprotected areas. Also because it is very difficult to police all the wildlife both outside and in the protected areas, communities need to help the Government in that role. What motivates an individual to walk many miles to report that he or she has information on the would-be poachers to the relevant authority, as it happens in LWC, is indeed a worthwhile case to study which should then be adopted as appropriate. This is because poachers find it difficult to operate when they know that the local communities have some attachment to the wildlife, and that they will not in any way condone their actions.

9. POSSIBLE FOLLOW UP OPERATIONS

As discussed above, a number of private wildlife conservation activities have been undertaken using GEF funds. These funds have had considerable positive impact on the LWC programme and the community conservation groups have also realized the impact. Necessary infrastructure has been built, some community members have been trained and as a result of that training, they are undertaking conservation work in their respective areas while others have secured jobs elsewhere. To enhance the impact, there are a number of areas, which need to be followed up.

- 9.1 **Capacity building of CBOs to enable them attain higher level of sustainability:** The training that was given was not adequate. There is thus need for further training in order to raise the standards for running their respective ecotourism business and to market their respective areas both locally and internationally. Scouts assisting Ngare Ndare Forest would benefit from forest management training to appreciate the forest role and to disseminate the same to the adjacent communities.
- 9.2 **Mobilizing up-coming and new CBOs like Sera for wildlife conservation:** Some detailed survey of potential wildlife conservation areas should be done in collaboration with the District Development Committees of Isiolo, Meru, Laikipia and Samburu. This will sensitize the respective District Development Committee and also ensure that wildlife conservation is within the Districts' priority strategies. This would also lead to setting some lands aside for wildlife conservation and community development in the adjacent areas.
- 9.3 **Development of infrastructure and budget support for LWC to enable it continue playing a catalytic role to, particularly, the new groups:** For some time there will be a need for LWC support in order to radiate community based modern wildlife conservation techniques to nearby groups and to maintain, at least for some time, a back-and-forth interaction for maximum impact.
- 9.4 **Development of infrastructure for Communities.** There is a need to construct bridges, improve airstrips in various localities for tourists who come by air, improvement of road network

in the communities and designing game viewing circuits so that sensitive habitats are protected from careless driving which may lead to their destruction.

- 9.5 **Further financial support for equipment for communities:** There is also need for continued financial support to buy field equipment such as VHF radios, hand held radios and batteries, scout uniforms, particularly for new communities joining in the conservation block as well as houses for game scouts to enable them live near the core conservation areas for any emergencies and ease of organizing patrols
- 9.6 **Development of game corridors:** There is a need to develop appropriate game corridors to allow better migration of the wildlife and avoid ecological destruction of the areas which show excess wildlife. Other than corridors connecting Mt Kenya with northern parts of Kenya, there is also the Aberdares National Parks which needs an outlet especially to connect it with Mt Kenya and Laikipia District.
- 9.7 **Promotion of a security strategy in the new potential areas of community wildlife conservation initiatives:** Possibilities of targeting and training poachers and other idle groups of people who are currently, or were in the past, potential poachers and bandits should be undertaken for the welfare of the local people and wildlife in general.
- 9.8 **Survey of selected large-scale ranches for conversion into wildlife conservancy areas:** The conversion of Lewa Downs into wildlife conservancy and incorporation of several community conservation areas can be used as a case study for other similar areas and this would lead to more wildlife dispersal area, again easing ecological pressure on the existing wildlife areas. There are cases of serious forest degradation by wildlife which could benefit from such an initiative. For example, the areas hosting hotels such the Treetop Hotel in the Aberdares Salient could benefit from such a strategy and this would also increase the number of tourists in Kenya. Currently ecological degradation in the Aberdares Salient is indeed very serious.

10. ANNEXES

Annex 10.1 Institutional Arrangements

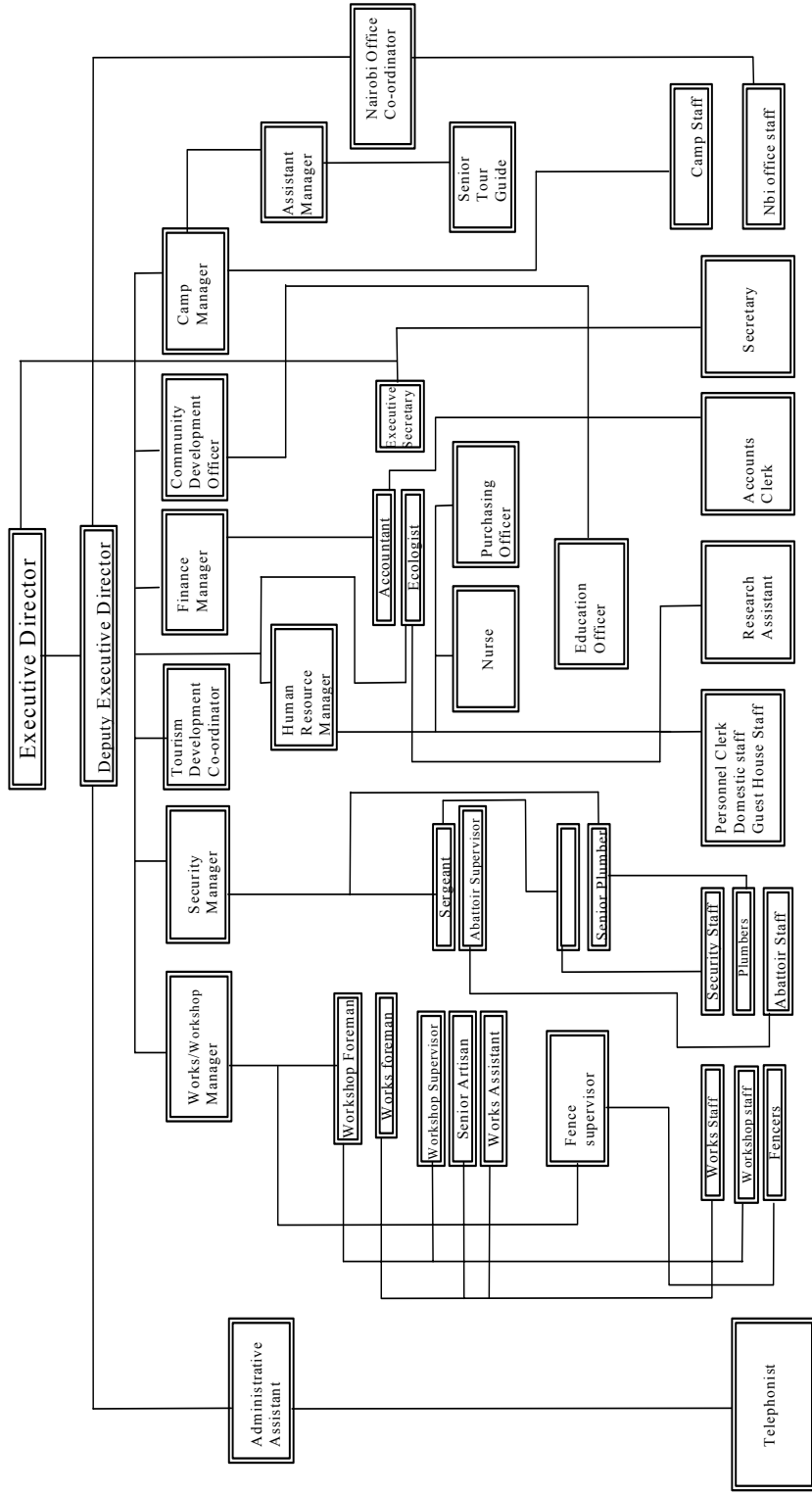
Names of major institution	Mandated function	Role in Lewa Wildlife Conservation	Capacity (strengths and weakness)	Remarks
1. Government Institutions				
Kenya Wildlife Service	Protection and management of wildlife in the country.	Collaborates in wildlife translocation and security. Also Kenya Wildlife Research Division on issues of research on animals and habitat balancing.	With strong countrywide network of wildlife conservation and well trained personnel security	KWS is responsible for wildlife conservation policy and oversees all wildlife in the country.
Forest Department	In-charge of gazetted forests and rural forestry extension	Collaborates in management and utilization of Ngare Ndare Forest. Also responsible for Mathew Forests in Samburu	Country wide network but weak in participatory community forestry conservation.	Decline in forest areas has led to more human-wildlife conflict
Kenya Police	Overall in-charge of country security.	Support security operations of LWC and training skills.	Very thin in the field and hence rather difficult to control animal poaching.	Police reservists in LWC have to comply with police guidance.
Ministry of Water	In-charge of water resources.	Conservation of Ngare Ndare forest and overall water use in LWC/Communities is an important issue technically under the ministry's portfolio	Activities of ministry not strongly felt in the field.	Ministry mainly concerned with major water supply and little on watershed conservation
Ministry of Education	Responsible for all education matters	Ministry interacts with the LWC school support programmes. Currently LWC supporting five schools.	Countrywide network with limited budget compared to the country's needs.	Education is quite effective in enhancing wildlife conservation within communities
Administration (DCs)	Responsible for security coordination	LWC in particular depends on DCs of Samburu, Laikipia, Meru, and Isiolo in law maintenance and conflict resolution.	Wide country network down to sub-locations	Administration is needed in reducing poaching menace.
Ministry of Tourism and Information.	Responsible for tourism promotion	Training of communities by Utalii College and tourism marketing support by Kenya Tourist Board	Big potential to support community ecotourism initiatives	A key ministry in tourism development and sustenance
Parliament	Making the necessary laws for the country	Political patronage. Speaker of national Assembly and Samburu East MP active members of conservation groups. Efforts to organize MPs on wildlife conservation under way.	As elected people, MPs command great respect in their communities and can be instrumental in convincing communities to conserve wildlife	MPs are very keen on development projects to retain popularity.

2. Non-Government Organizations (NGOs)					
Tusk Trust	Undertakes charitable works. Dedicated to conservation of endangered wildlife in Africa.	Supported LWC rhino and elephant programme.	International activities	Key supporter of wildlife conservation	
Wildlife Clubs of Kenya	Deals with non-formal environmental education and training of tour guides	Has opened a regional office in Meru. LWC hires some of staff trained by the club.	National club, covering all parts of Kenya	An NGO very important in sensitizing on wildlife conservation.	
Laikipia Wildlife Forum	Deals with matters of wildlife conservation and research in Laikipia.	Wildlife conservation experience of Laikipia Wildlife Forum has been useful to LWC and community initiatives, and also in training.	Localized activities but useful in view of many wild animals in Laikipia District	An NGO active in conservation of wildlife, plenty of experience for communities and schools to learn from	
Earth Watch	Wildlife Research	Undertaking research in monitoring Grevy's zebra as well as the habitat.	Useful international experience on wildlife conservation.		
Community Based Organizations (CBO)					
II Ngwesi Ranch Group	Responsible for wildlife conservation among II Ngwesi communities. Has 16,500 acres reserved for wildlife.	This is the first community to collaborate with LWC on wildlife conservation. Now a role model for other community initiatives. Has a six rooms tourist lodge.	Has won esteemed prizes for exemplary community conservation initiatives. However the CBO is still weak in capacity to professionally manage ecotourism. Group's chairman is also the speaker of the Parliament.	The major strength of this community is its homogeneity and hence relatively easy to marshal people on development.	
Namunyaki Wildlife Conservation Trust	Responsible for wildlife conservation initiatives in Namunyaki and has set aside approximately 75,000 acres for conservation.	This is the second organized community to collaborate with LWC on wildlife conservation and ecotourism development. Has tented camp for tourists.	Have office facilities but far from conservation site. Has strong political support, the chairman of the group being the local MP and very keen on conservation efforts.	A bit remote for tourists and several clans to deal with. Big potential for other income generating activities.	
Lekurruki Group Ranch	A potential up-coming conservation group. Already has a tourist lodge (Tasia lodge). And about 15,000 acres group ranch	The community has been supported on small scale on education tour by LWC. It is interacting and learning from the LWC and existing communities.	Currently low capacity to conserve wildlife and run ecotourism business.	The community lacks basic facilities such as vehicles.	
Ngare Ndare Forest Trust	The Trust supplements the FD efforts in conserving the gazetted dry forest principally managed for conservation of water and wildlife resources.	Immediate neighbour of LWC and important dispersal area of animals in LWC. Ngare Ndare Forest Trust benefited from scout training using GEF funds. LWC is a member of	Forest very important for biodiversity conservation but seriously burdened by the five adjacent community village needs for, grazing firewood,	High protection level needed in collaboration with the community on issues of illegal exploitation and fire	

Kalama and Sera	Upcoming communities on conservation initiatives.	the Trust. Some training extended to Kalama and preliminary survey of Sera done by LWC. Marking of Kalama boundary using GEF funds	wood material and water. Big potential in increasing wildlife in Northern Kenya. Kalama with > 22,000 ha and Sera's over 140,000 ha.	control, being a dry forest. Development of these communities could also lead to better security in areas otherwise prone to banditry.
Private Agencies				
Safaricom	Business enterprise	Supports marathon fundraising for LWC, Communities and schools.	The Company has a wide network in Kenya	Potential source of funds from private sector.
Donors				
GEF/World Bank	International Donor	Funded LWC and community conservation initiatives.	Key funding agency to many programmes in Kenya	These funding agencies are critical in initial funds which could ultimately lead to a level of sustainability on issues of wildlife conservation and ecotourism business (camps, tents, lodges etc).
Ford Foundation	Funding research and development programs	Ngare Ndare Trust Fund and hire of Forest Manager	There are several problems in conservation (security, poaching, community mobilization etc) which could be in fact be turned into opportunities for investment if funded initially.	
CDTF of EU	Development funding	Funded Kalama offices and staff houses, and Mutunyi irrigation scheme		
Tusk Trust	Charity organization	Support to rhino and elephant security		
LWC, Kenya, UK, USA, HONG KONG	Fund raising agencies	Help raise funds for LWC		

Annex 10.2 Organization Chart of Lewa Wildlife Conservancy

LEWA WILDLIFE CONSERVANCY



Annex 10.3 List of People Met

Name	Position/Title	Organization
Mr. Ian Craig	Executive Director	Lewa Wildlife Conservancy (LWC)
Mr. David Parkinson	Deputy Managing Director	Lewa Wildlife Conservancy (LWC)
Mr. James Munyugi	Community Development Manager	Lewa Wildlife Conservancy (LWC)
Mr. Richard Moller	Security and Wildlife Manager	Lewa Wildlife Conservancy (LWC)
Mr. Isaac Njagi	Finance Manager	Lewa Wildlife Conservancy (LWC)
Ms. Lucy Ngatia	Human Resources Manager	Lewa Wildlife Conservancy (LWC)
Ms. Belinda Low	Research Officer	Lewa Wildlife Conservancy (LWC)
Ms. Anne Ruhui	Education Officer	Lewa Wildlife Conservancy (LWC)
Mr. Simon Dugdale	Works Manager	Lewa Wildlife Conservancy (LWC)
Mr. George Mololo Waema	Lewa Workshop Foreman	Lewa Wildlife Conservancy (LWC)
Mr. Cosmas Nabea	Lewa Works Foreman	Lewa Wildlife Conservancy (LWC)
Mr. Daniel Kamau	Forest Manager	Ngare Ndare Forest Trust
Mr. William Ngatia	Chairman	Ngare Ndare Forest Trust
Mr. William Ngatia	Chairman	Soboiga CBO
Mr. Simon Natiri	Deputy Manager Tassia Lodge	Lekkuruki
Hon. Sammy Leshore, MP	Chairman, Namunyak Community Trust.	Namunyak Wildlife Conservation Trust
Mr. Titus Letaapo	Project Manager, Member GEF Committee	Namunyak Wildlife Conservation Trust
Mr. Evans Riat	Accountant	Namunyak Wildlife Conservation Trust
Mr. Tom Letiwa	Sanctuary Manager	Namunyak Wildlife Conservation Trust
Ms. Julieta Lekiale	Board Member	Namunyak Wildlife Conservation Trust
Mr. Reuben Lekaldero	Board Member, and Finance Committee Chairman	Namunyak Wildlife Conservation Trust
Mr. Henry Lelikoo	GEF Committee Member	Namunyak Wildlife Conservation Trust
Mr. David Masere	Director, and member of GEF committee	Il Ngwesi
Mr. Wanjohi Thairu	Project manager, and Ag. Secretary GEF Committee	Il Ngwesi
Mr. James Ole Kinyaga	Chairman Management Committee	Il Ngwesi
Mr. Edward Paya	Head Security	Il Ngwesi
Mr. Kipsoi Ole Kinyaga	Director	Il Ngwesi
Mr. Mbatia Ole Kitonga	Director	Il Ngwesi
Mr. Parare Ole Nderepa	Committee Member	Il Ngwesi
Mr. Jonathan Ole Korir	Il Ngwesi Lodge Manager	Il Ngwesi
Mr. Peter Iyaa	Ordinary Member	Il Ngwesi
Mr. James Ole Kinyaga	Head Guide	Il Ngwesi
Mr. Parkosaa Toimasi	Rooms Steward	Il Ngwesi
Mr. Joe Mutia	Director	Kenya Wildlife Service (KWS)
Mrs. Grace Thitai	Monitoring and Evaluation Manager	Kenya Wildlife Service (KWS)
Mr. Gideon Gathaara	Chief Conservator of Forests	Kenya Forest Department (FD)
Mr. Reuben Gikonyo	Deputy Chief Conservator of Forests	Kenya Forest Department (FD)
Mr. Luke Njuguna	Forester	Kenya Forest Partnership (FP)
Mr. Jackson Kiplagat	Training Manager	Wildlife Clubs of Kenya

Annex 10.4 Workshop Deliberations

GEF COMMUNITY WORKSHOP SEPTEMBER 9TH 2003 AT LEWA WILDLIFE CONSERVANCY

Present were:

NWCT

1. Titus Letaapo
2. Julieta Lekiuile
3. Wilson Lekiliyo

LWC

1. James Munyugi

IL NGWESI

1. Wanjohi Thairu
2. David Masere
3. Lucy Salaon

LEKURRUKI

1. Simon Nantiri
2. Kenoti Matunge
3. John Moile

KALAMA

1. Daniel Lolosoli
2. Wakishan Lewewe
3. Mathew Orguba

NGARE NDARE FOREST TRUST

1. Daniel Kamau
2. Willium Ngatia

INTRODUCTION

The meeting started with a word of prayer from Wanjohi Thairu. The acting chairman Mr. David Masere welcomed members to the meeting and requested them to self-introduce themselves. He requested Mr. James Munyugi to introduce the visitors from the World Bank and to tell the members the purpose of the meeting.

James introduced Dr. David Kamweti and Mr. Alex Obara from the World Bank. He emphasized the importance of retaining the committee even after the end of the World

Bank funding. The committee created an important forum where members can exchange ideas and experiences.

Dr. Kamweti informed members that they were sent by the World Bank to assess whether the funding from the World Bank has benefited the community and where it has created an impact as far as the capacity building is concerned. He agreed that the GEF funded project have been successful hence creating an examples to be followed by other communities in future. Mr. Obara added that this committee will open the way for further funding from the World Bank on only in capacity building but also in the other areas.

At that point Dr. Kamweti introduced the workshop agenda in the form of questions which the members were expected to give feedback. The following was the members' feedback:

The workshop outline and agenda

Which areas do you think the funds had created most impact and in which aspects do you think there was no significant achievements?

David Masere

The most impact was in form of capacity building and the less impact was it terms of acquisition of facilities. The reason was at the beginning members did not know that the funds could be used to acquire facilities, they thought the money was only for training.

John Moile

The funding has played an important role in acquisition of equipment such as radios, computers, solar panels for charging radio batteries etc. When people are trained in certain areas, they should also acquire the facilities that are related to areas they have trained e.g. when they train drivers they should be helped to acquire motor vehicles.

Dr. Kamweti wanted to know what happen to people who leave employment or are voted out after being trained by GEF. He was informed that they still help the community by training the others who replace them, and also seeking employment opportunities elsewhere hence increasing the income to the community.

The community becomes aware of the importance of conservation.

After acquiring radios, and other equipment from GEF the communities have started buying other equipment form the other sources hence a multiplier effect.

Members agreed that although they have acquired these facilities, the facilities are not enough hence there is need for more funding.

In cases where people who are trained using GEF funds leaves the community can learn from the other communities who are also the beneficiaries of GEF funding through exchange of knowledge and experiences.

David Masere

We have been concentrating on capacity building in the local areas. This is the high time to think of another level of training for example full time training for lodge staff in areas of marketing, hotel management, food production, business administration etc

There is need to improve our standards by comparing it with other lodges. The training program should be planned so that it can benefit the community in the long term. It is also important to consider other areas of training such as wildlife management, research and project management.

IMPACT TO WOMEN

There has been minimum impact to women because the gender issue was not considered as far as the capacity building is concerned. Women should be considered in training and they should also participate in the running of the project.

How have you been networking with other communities and other agencies e.g. FD, KWS, administration, other NGOs and has it been effective in facilitating your work?

John Moile

We have been networking with other organizations e.g. Laikipia Wildlife Forum and African Wildlife Foundation. They have been helping us with additional funds and also facilitating training. Here GEF has been playing an important role in bringing different communities together. KWS and the government have been helping to improve through providing weapons to the security personnel. This networking has been helping the community projects to be very successful.

Ngare Ndare Forest

The training of scouts of Ngare Ndare was facilitated by GEF, KWS and the Forest department. Mr Kamau emphasized the importance of involving the government departments and also catering for their expenses. This will create a good working relationship between them and the community.

Were you satisfied with the procedure and arrangements for fund procurements for your respective activities?

James Munyugi

When the funding started the former Lewa Wildlife Conservancy administrator Dr Chris who was the chairman of the GEF committee introduced a lot of restrictions in using GEF funds for example members were told that the funds could only be used for training but not acquisition of facilities. Later, the committee started approving proposals for acquisition of facilities.

In future the community should be involved in the initial stages of proposal writing that is the GEF proposal should be drafted by the GEF committee. This is due to improvement in the communities' capacity to write proposals as a result of training.

Mr. Munyugi suggested that GEF should give a requirement to the communities to come with a work plan and they should approve it before the funds are released. This will help the communities to be focused when utilizing the funds. The plan also helped the communities to identify the priority projects to be funded this way the GEF funds will create more impact to the communities.

Which Aspects if any do you think there is a lot to be done which was not achieved with the funds allocated?

Lekurruki

1. One vehicle for security, community and lodge use
2. one motor bike for the lodge manager
3. more training of staff in the areas of hotel management, tour guiding and waiters
4. Drafting of the Lekurruki Group ranch constitution and drawing a management plan

Namunyaki

1. one vehicle
2. Road maintenance
3. Bee keeping projects
4. Training of staff

Kalama

1. Building roads to open the conservation area
2. Radios (base set for office and walkie talkies for the security)
3. Airstrip
4. Capacity building (training)
5. Vehicle fuel and maintenance
6. Staff salaries (office staff and game scouts)
7. Computer

Ngare Ndare

1. One vehicle for patrol within the forest
2. Bee keeping project (200 hives)
3. Fire fighting equipment
4. Radios (base set for office & vehicle, walkie talkies)
5. Office and office equipment
6. A repeater
7. Capacity building for the five communities around the forest

Il Ngwesi

1. Two vehicles (for lodge and communities)
2. Lodge facilities (Kitchen utensils, fridges and linen)
3. Office equipment (computer, telephone, email, solar panels and invertors)
4. One motor bike
5. Full time training for staff
6. roads and bridges
7. Clearing unnecessary bush within the conservation area to give room for more wildlife
8. water for wildlife
9. drawing a strategic plan for Il Ngwesi
10. Marketing of honey, jewellery
11. Capacity to keep up with the new innovations

What has been the communities feeling about the office bearers, the employed members and the programme?

The community would like to be involved in deciding the priority projects to be funded by GEF.

Due to the involvement of the community members in deciding which projects should be funded by GEF the community members are satisfied with the way the funds have been used. They are also satisfied with the way the office bearers have been conducting their activities.

How will the activities initiated with the GEF funds be sustained after the funding is over?

The community projects are likely to continue even after the end of the GEF funding because they have been generating revenue from the lodges and other resources to sustain them. However, they felt that GEF should continue and complete the capacity building to make the project self sustainable.

AOB: Recommendations

The community urgently needs more funding to complete the above projects.

GEF should help to sustain the GEF committee because it is an important forum for exchanging ideas and experiences. The committee is the only forum that brings together all the community projects.

GEF should look for ways of reaching other communities who are not members of the current GEF committee .

Annex 10.5 Training programme for the Communities

1. Namunyaki Community Wildlife Conservancy			
Type of Course	Period of Course	Number of people sent for the course	Place of the Course
An outreach programme	1 Week	16	Mombasa
Staff Management	2 Weeks	12	In the Community Conservancy
Proposal Writing	5 Days	1 (Project Manager)	Kenya Institute of Administration
Village community Seminar, knowing roles and responsibilities of members & officials	2 Days	60	Locally, Wamba
Moran Workshop	2 Days	365	Locally, Wamba
Sage Accounting Package.	2 Weeks	1	Strathmore College Nairobi
Hotel Accounting Technique	2 Weeks	1	Mombasa, South Coast and Jadini
Community Scout Training	10 Days	20	Locally, Wamba
Computer Training	2 Weeks	3	Isiolo

2. Il Ngwesi Wildlife Conservancy			
Type of Course	Period of Course	Number of people sent for the course	Place of the Course
Computer Training	2 Weeks	6	Nanyuki
Driving	7 Days	2	Nanyuki
Accounting Course	2 Weeks	3	Isiolo and Nyeri
Hotel Services	2 Weeks	12	Mombasa, South Coast and Jadini.
Ornithology Training	3 Weeks	1	Naivasha

Training of Directors	7 Days	7	Isiolo
Management Committee Training	7 Days	21	Il Ngwesi
3. Ngare Ndare Forest Trust			
Community Forest Scouts	12 Days	11	Ngare Ndare Forest
Forest Management and Tending.	12 Days	10	Ngare Ndare Forest
4. Kalama Community Wildlife Conservancy			
Seminar	6 Days	12	Locally
Driving	7 Days	3	AA Driving School Nanyuki.
Seminar/Workshop	6 Days	15	Locally
Seminar	2 Days	12	Nanyuki
5. Sera Community Wildlife Conservancy			
Community Wildlife Scouts	1 Month	6	Locally
6. Kalama Community Wildlife Conservancy			
Members Seminar on roles and responsibilities.	2 Days	14	Locally
Committees and Directors Workshop	3 Days	12	Locally
Directors and Moran Seminar	3 Days	40	Locally
Seminar for Community	3 Days	18	Locally
Committees Seminar	1 Day	30	Locally

Annex 10.6 Terms of Reference (TOR)

Lewa Wildlife Conservancy Project

Project Output Review

Terms of Reference

BACKGROUND

The Lewa Wildlife Conservancy (LWC) is a private Kenya wildlife conservation agency. It is located and operates on the Laikipia plains and Northern foothills of Mount Kenya.

LWC's primary activities are:

- The protection of endangered species, particularly rhinos and Grevy's zebra.
- The operation of a private wildlife conservancy.
- The support of community conservation activities in areas of environmental importance.

The cornerstone of LWC is a 16,000 ha private wildlife conservancy (Lewa – the Core Conservancy), operated as a trust within the framework of LWC. It is managed by LWC for the conservation of wildlife and habitats, under the guidance of a scientific board that includes leading ecologists from the region. It is secured against poaching (including a perimeter fence) and provides a protected environment for the conservation of endangered rhinos and Grevy's Zebra and other species under pressure. It provides a base for LWC's other conservation activities and a source of income from tourism.

LWC also provides support to community based conservation initiatives in areas of environmental importance, particularly migration corridors and critical habitats. The objective is to support the development of sustainable conservation enterprises and to channel the benefits to these communities, thus extending the conservation benefits to these areas. LWC supports communities by:

- Providing advice in planning and structuring these initiatives.
- Providing assistance in securing funding for developing the projects.
- Providing logistical and management support to implement and run enterprises if they are requested – largely from its own infrastructure and management base. These services are charged at cost and provide a significant saving to the communities.

LWC is currently associated with and supporting three community based or Government conservation projects covering 40,000 ha in total and benefiting approximately 1,100 community members.

LWC's current annual budget is approximately \$ 1m. This is funded in roughly equal portions from donations and internally generated funds. All income accrues directly to the central LWC budget. Expenditure breakdown between the three main LWC activities is approximately:

- | | |
|--|-----|
| • Security of endangered species (particularly rhinos) | 44% |
| • Support of Community Conservation | 14% |
| • Core conservation activities * | 42% |
- (*management of LWC and operation of the core conservancy)

OBJECTIVE

The objective of this Review is to summarize the accomplishments *of the Lewa Project and draw key lessons that can be used in a possible follow up operation.* The report from this review will be used to create awareness about the outputs of LWC and provide a

rationale why support for wildlife conservation in the Lewa region (Lewa region to include conservation communities such as II – Ngwesi, Namunyak, etc) remain important. The output of the study will target World Bank management and other stakeholders in Kenya. The team will therefore objectively assess what has, so far, been accomplished during the implementation of LWC project, from about March 2000 to date, what the problems have been, and what lessons can be learnt.

The report produced will be discussed in a presentation forum for stakeholders.

SCOPE OF WORK

The review will:

- (a) assess what has been accomplished under the project relative to its agreed objectives and components (review inputs, outputs and outcomes and compare them to the logical framework);
- (b) draw out the lessons for any future support to wildlife management in the area;
- (c) indicate where the project has fallen short and what the reasons were;

ORGANISATION

The 2 consultants will be hired and supervised by the World Bank.

The consultant team will comprise an expert in the following specialties:

- (a) an institutional and wildlife management specialist (team leader)
- (b) a social/community development/and capacity building specialist.

The work will be performed with (a) a desk review, interviews and field visits in Lewa, II Ngwesi, Namunyak and other participating communities in the area (b) write-up. The consultant team would be assisted by Lewa project implementation team, headed by Mr. David Parkinson. This includes assistance to collect reports, participate in discussions and meetings and assistance to organize field visit in the area.

Team Leader: The main goal of the work is to objectively assess what has been accomplished during the implementation of LWC, what the problems have been, and what lessons can be learnt. The Team Leader who will also be the Institutional expert will have dual responsibilities.

- (a) He/she is responsible for the evaluation of the management of LWC and operation of the core conservancy, policy and institutional issues/aspects of the project of LWC and as such will be required to produce an assessment report; and
- (b) Team leadership by providing direction and team integration and in particular by writing a readable integrated summary report of between 10

and 20 pages based on the submission of the other expert. (Final report by August 27, 2003);

The **Wildlife Management/Community Development** specialist is responsible to review: (i) the community-based pilot initiatives and more generally (ii) the manner and extent to which communities and other stakeholders were involved in the project's components, and what lessons can be gathered for future work. Assess what new initiatives have been identified and implemented, solicit comments from the communities being supported. He/she will also review progress in research and ecological monitoring work of LWC. He/she is to produce his/her report by August 27, 2003. He/she will collaborate with the institutional expert/team leader in producing the integrated report.

The structure of the final report should follow the format below:

1. Project Data and implementation structure
 2. Assessment of Development Objective and Design
 3. Achievement of Project Objectives and Outputs by Component
 4. Major Factors Affecting Implementation and Outcome
 5. Sustainability
 6. Implementation structure
 7. Lessons Learned from the current project design
 8. Additional Information
- Annexes

The key criteria for the resultant report is that it should be written in reader friendly format not exceeding 20 pages (excluding appendices). This report should summarize LWC's progress and draw out any lessons that can be used in the future.

Following is a review criteria which could be used by the consultants:

1. Implementation approach: analysis of the project's Logical Framework, risk assessment and management, adaptation to changing conditions, overall performance or implementing agency, and other key stakeholders;
2. Stakeholder participation: type and level of participation by various stakeholders at different stages of the project (including M&E);
3. Sustainability: arrangements and steps taken to secure sustainability;
4. Replicability: arrangements and steps taken;
5. Financial planning: actual project cost by activity, flow of funds, financial management (including disbursement issues), co-financing, in-kind contributions, etc;
6. Cost-effectiveness: application of the incremental cost concept, and costs effectiveness of the overall project in terms of costs vs. results; and
7. Monitoring and evaluation: identification baseline and indicators, quality of backstopping, quality assurance and control of deliverables.

OUTPUTS/DELIVERABLES

Key outputs include the following deliverables:

- a) report of the institutional aspects (viability, sustainability, replicability, leveraging capacity) of LWC;
- b) report of the wildlife management/and community participation aspects;
- c) one joint report synthesizing the two reports (not exceeding 20 pages excluding annexes).

Lewa Management and the World Bank will comment on the draft report.

SUPERVISION

The consultants will report to Richard Kaguamba.

DATES

Review Work to start August 4, 2003.

Results to be presented to one-day workshop on 13/14 August 2003.

Final report to be submitted by August 27, 2003.