



# PROJECT DOCUMENT

Republic of Kenya

United Nations Development Programme

Global Environment Facility

## Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach.

PIMS 4490

### **Brief Description:**

The Government of Kenya has made significant investments in most protected areas (PAs) in the country. However, despite the high returns from wildlife based tourism and the large baseline of investment in protected area management in Kenya, conflicting interests between conservation and development persist in the greater Amboseli landscape, where the ecological viability of the PA estate to sustain healthy populations of wildlife is threatened by loss of animal dispersal areas, migratory corridors and drought refugia. The greater Amboseli landscape is part of the Maasai lands of the Southern Kenya rangelands where communities continue to experience conservation in terms of protectionism and a segregation approach-- contrary to their preferred approach of integration of people and nature--to deliver both development and conservation benefits. The long-term solution proposed by this project is to conserve the Amboseli landscape's threatened species and habitats, and especially the charismatic elephants and expansive swamps, and simultaneously promote sustainable development of the ecosystem for the benefit of the present and future generations. The Amboseli landscape has little arable potential, but it has enormous national and global heritage and tourism value, which PAs alone cannot secure in the long term. The solution to the conservation challenge lies in embracing a landscape approach to conservation and development, allowing the ecosystem to provide a broad range of benefits and services to the broad range of interests dependent on it, including wildlife, pastoralists, off-site communities (water) and indeed the environment. This will only be achieved if there is meaningful involvement of the local communities in the landscape approach, given the better legacy of coexistence over millennia of joint use of the land. This proposed project in the Greater Amboseli landscape in Kenya satisfies the requirements for GEF financing under GEF Biodiversity Focal Area, Strategic Objective one: *Improve sustainability of Protected Area systems* and two; *Mainstream biodiversity, conservation and sustainable use into production landscapes*. It will provide a resource governance model that allows communities and conservationists to utilise revitalised skills, and, guided by a knowledge based landscape planning, take advantage of modified policies and market based incentives to balance resource use and resource conservation across the greater Amboseli, to secure a broader range of benefits for the onsite and offsite dependents, in a more equitable and sustainable manner. The project partners (Kenya Wildlife Service, Maasai Wilderness Conservation Trust, African Conservation Centre, Big Life and Nature Kenya) will, according to designated roles and responsibilities; support national efforts to secure conservancy management, set up a series of conservancies across the landscape, map out and secure wildlife dispersal areas, secure connectivity corridors between the core PAs of Amboseli, Tsavo and Chyulu Hills, to offer greater protection of selected species (GEF BD SO 1). The partners will also catalyse a shift from the current sector-focused planning to a more integrated land use planning system; thus increasing productivity of livestock and agriculture while protecting environmental services, including the watershed services of the Chyulu Hills (GEF BD SO2). The project will comprise three complementary components, which will be cost-shared by the GEF and co-financing. Each addresses a different barrier and has discrete outcomes and are defined as follows:

Component 1: **Effective governance framework for multiple use and threat removal outside PAs.**

Component 2: **Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.**

Component 3: **Increased benefits from tourism shared more equitably.**

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## KENYA

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**UNDAF Outcome (s)/Indicator (s):** Output 1.7: *Environmental assessment frameworks and tools developed/updated and effectively used at policy, plan and project levels.*

**Project Title:** Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach.

**Objective:** To mainstream biodiversity conservation and sustainable use into production lands in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.

**Expected Components:** (1) Effective governance framework for multiple use and threat removal outside PAs; (2) Landscape based multiple use/ management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem; and (3) Increased benefits from tourism shared more equitably.

**Implementing Partner:** Kenya Wildlife Service (Government)

**Responsible Partners:** Maasai Wilderness Conservation Trust (MWCT), African Conservation Centre (ACC), and the Big Life Foundation

<b>Programme Period</b>	2014- 2018	<b>Total Budget</b>	<b>USD 28,810,909</b>
Project ID:	00091871	GEF	<b>3,990,909</b>
Award ID:	00083343	UNDP	1,000,000
PIMS #:	4490	Government-KWS	6,250,000
Project Duration	5 Years	NGO-MWCT	8,500,000
Management Arrangement:	NIM	NGO-Big Life	8,250,000
		NGO-ACC	<u>820,000</u>
		<b>Total Co-Finance</b>	<b>24,820,000</b>

*Agreed by (The National Treasury)*

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NAME  
Date/Month/Year

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*Agreed by (UNDP):*

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Date/Month/Year

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## Acronyms

ACC	African Conservation Centre
ACP	Amboseli Conservation Program
AET	Amboseli Ecosystem Trust
APR	Annual Project Report
ARCP	Amboseli Research and Conservation Project
ASAL	Arid and Semi-Arid Lands
ATGRCA	Amboseli/Tsavo Group Ranch Conservation Association
AWF	African Wildlife Foundation
AWP	Annual Work Plan
CBD	Convention on Biological Diversity
CBNRM	Community-Based Natural Resource Management
CBO	Community Based Organisation
CCA	Common Country Assessment
CFA	Community Forest Association
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CO	Country Office
DFID	Department for International Development
DRSRS	Department of Resource Survey and Remote Sensing
EANHS	East Africa Natural History Society
EAWLS	East African Wildlife Society
EMCA	Environmental Management and Coordination Act
ENSDA	Ewaso Nyiro South Development Authority
EPZ	Export Processing Zone
FAO	Food and Agriculture Organisation
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNI	Gross National Income
GR	Group Ranch
HDI	Human Development Index
IA	Implementing Agency
IBA	Important Bird Areas
IBRD	International Bank for Reconstruction and Development
ICIPE	International Centre of Insect Physiology and Ecology
IFAW	International Fund for Animal Welfare
IPCC	Intergovernmental Panel on Climate Change
IS	Inception Sessions
ITCZ	Inter-Tropical Convergence Zone
IUCN	World Conservation Union/International Union for Conservation of Nature
IW	Inception Workshop
KBA	Key Biodiversity Areas
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forestry Service
KNBS	Kenya National Bureau of Statistics

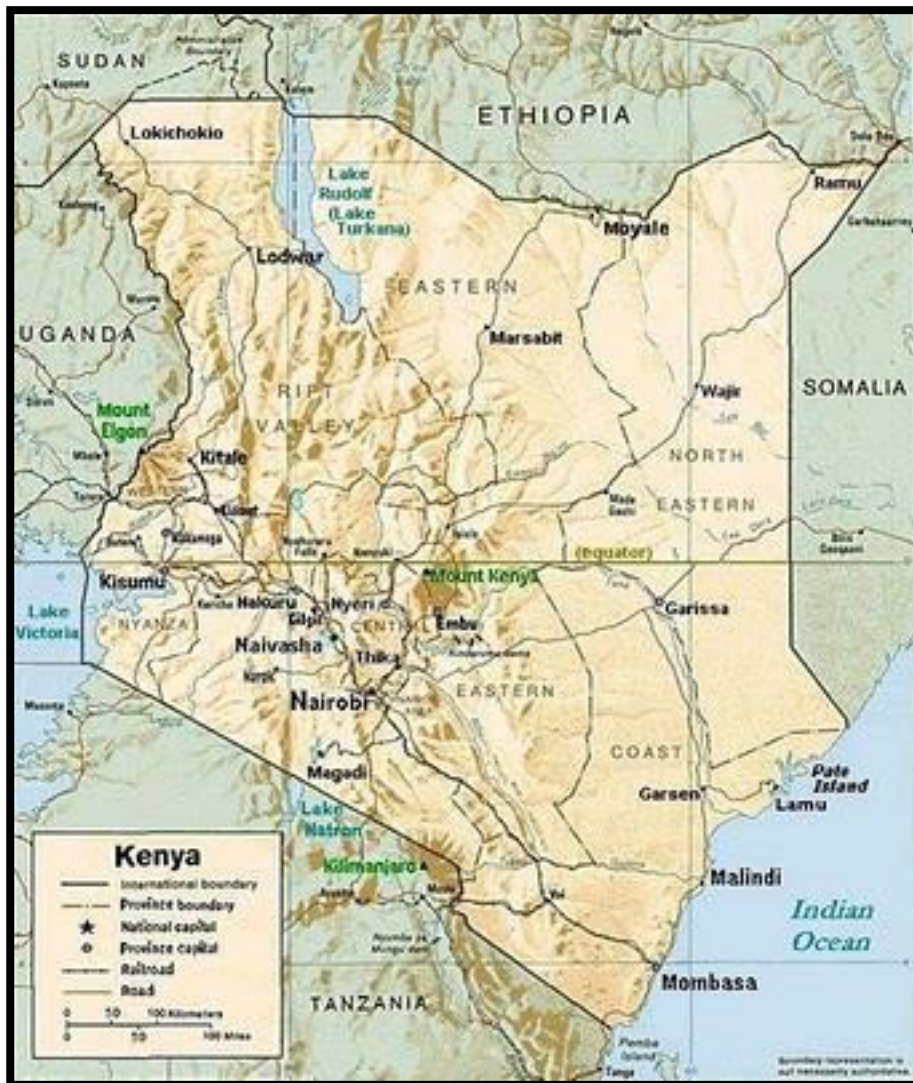
KRC	Kenya Rangelands Coalition
KWCA	Kenya Wildlife Conservancies Association
KWS	Kenya Wildlife Service
M&E	Monitoring & Evaluation
MAB	Man and Biodiversity
MDG	Millennium Development Goal
MEA	Millennium Ecosystem Assessment
MEWNR	Ministry of Environment, Water and Natural Resources
MPT	Maasailand Preservation Trust
MWCT	Maasai Wilderness Conservation Trust
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NEMA	National Environmental Management Agency
NGO	Non-Governmental Organisation
NIM	National Implementation Modalities
NK	Nature Kenya
NMK	National Museums of Kenya
NP	National Park
NPM	National Project Manager
NRM	Natural Resource Management
NRT	Northern Rangelands Trust
OFP	Operational Focal Point
PA	Protected Area
PES	Payment for Ecosystem Services
PIF	Project Identification Form
PIR	Project Inception Report
PMU	Project Management Unit
PPG	Project Preparation Grant
PSC	Project Steering Committee
PSCM	Project Steering Committee Meetings
RCU	Regional Coordinating Unit
TPR	Tripartite Report
SGP	Small Grants Programme
SORALO	South Rift Association of Land Owners
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
WHC	World Heritage Convention
WWF	World Wide Fund for Nature

## SECTION I: Elaboration of the Narrative

### PART IA: Situational Analysis

#### INTRODUCTION

1. Kenya lies astride the equator on the eastern coast of Africa, covering an area of about 582,646 km<sup>2</sup> with the northern-most point being just above 5°N latitude at the Ilemi Triangle and the extending to the tiny islands at the southernmost tip of Kwale County 44°40'S. It stretches from islands in Lake Victoria at 33°53' E to 41°55'E at Mandera town. It borders five East African countries namely Tanzania, Uganda South Sudan, Ethiopia and Somalia.



*Figure 1: Kenya: Physical Context*

2. The topography is diverse rising from sea level at the Indian Ocean coast that extends 495km, spanning extensive plains, plateaus, numerous hills, and mountains marked by the highest peak on Mt Kenya (5199m). Others are Mt Elgon (4321m), Cherangani Hills (4300m), Aberdare ranges (4000m) and the Mau catchment (3100m). The eastern branch of the Great Rift Valley forms one



of the most spectacular features bisecting the country in a north-south direction, dotted by depressions occupied by a series of lakes, and flanked by the highlands on either side. Topography comprises of five drainage basins defined by Lake Victoria, the Rift Valley, Athi, Tana and Ewaso Ng'iro rivers and their tributaries.

3. The country's various ecosystems and biodiversity therein have been largely influenced by a combination of the topography, soil type, geology, a varied tropical climate and human activities. Closed forests make up less than 3%, with woodlands occupying about 3.2%, shrubland 25.5%, and grassland/savannah at 39%<sup>1</sup>. The rest is dominated by cropland/livestock or agro-ecosystems (19%), urban settlements, and bare or arid land. These ecosystems contain about 7,000 plants, 25,000 invertebrates (21,575 of which are insects), about 2,000 species of fungi and bacteria, 1,133 birds, 315 mammals, 191 reptiles, 180 freshwater fish, 692 marine and brackish-water fish, 88 amphibians<sup>2</sup>.
4. Biodiversity within Kenya's southern rangelands is under significant threat from land use and habitat change as well as from economic development. Despite the high returns from wildlife based tourism and the large baseline of investment in protected area management in Kenya, tension between conservation and development persists in the greater Amboseli landscape, where the ecological viability of the Protected Area (PA) estate to sustain healthy populations of wildlife is threatened by loss of animal dispersal areas, migratory corridors and drought refugia.
5. The greater Amboseli landscape is part of the Maasai lands of the southern rangelands where communities continue to experience conservation approaches of protectionism and segregation approach, contrary to their preferred approach of integration of people and nature, to deliver both development and conservation benefits. Furthermore, unlike other parts of the country where there is greater coordination between rangeland governance systems, the Amboseli landscape lacks a cohesive management approach.
6. The project seeks to effectively redress the current conflicting interests between conservation and development and conserve biodiversity within the Greater Amboseli landscape by a) *strengthening the policy and institutional framework within and outside Protected Areas to allow for integrated wildlife conservation and economic development*, b) *developing a land use plan that delivers multiple benefits to a wide range of users* and c) *optimising the tourism benefits for greater and more equitable returns to all stakeholders*.

## **Context and Global Significance**

### **BIOPHYSICAL CONTEXT**

#### **National Context**

7. The Republic of Kenya is part of the East African region and is located in Sub-Saharan Africa. It lies between latitudes 5°N and 5°S and longitudes 34°E and 42°E. Kenya is bordered by Somalia and the Indian Ocean to the east, Ethiopia to the north, Sudan to the north-west, Uganda to the west and Tanzania to the south. Kenya is divided into 47 semi-autonomous counties each headed

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<sup>1</sup>UNEP (2009). Kenya: Atlas of Our Changing Environment. United Nations Environment Programme (UNEP), Nairobi.

<sup>2</sup>WRI, DRSRS, CBS and ILRI (2007). Nature's Benefits in Kenya: An atlas of Ecosystems and Human Wellbeing. World Resources Institute (WRI), Washington, DC and Nairobi.

by a Governor. Kenya has tremendous topographical diversity, including glaciated mountains with snow-capped peaks, the Rift Valley with its escarpments and volcanoes, ancient granite mountains, flat desert landscapes and coral reefs and islets. The coastal regions of Kenya are characterised by low-lying plains which give way an inland plateau that rises gradually to the central highlands further inland. The central highlands are the highest point in Kenya and are bisected in the east by the Great Rift Valley, a fertile plateau. To the west the land drops again to the Nyanza plateau that surrounds the Kenyan section of Lake Victoria.

8. The Great Rift Valley, with its associated escarpments and mountains, is a major feature. It runs the length of the country from Lake Turkana in the north to Lake Natron on the southern border with Tanzania. The central portion of the rift is raised, with the Aberdare Mountains and Mt Kenya to the east and the Mau Escarpment and the Cherangani Hills lying to the west. The northern and southernmost sectors of the rift are low-lying, arid and rugged, with spectacular volcanic landforms.
9. The region west of the central highlands is characterised by Precambrian metamorphic rocks and linear basement hills. Mt Elgon, an ancient, eroded volcano, intrudes through this shield on the Uganda border. The Lake Victoria basin generally has a gently sloping landscape and an eroded surface that exposes granitic outcrops. Isolated hills and mountains, such as Mount Kulal, Mt Nyiro and Mt Marsabit, are scattered to the north and east of the central highlands. The Taita Hills, rising from the south-eastern plateau, are an ancient fault-block formation, the northernmost of a chain of isolated peaks (the Eastern Arc) that stretches south to Malawi through eastern and southern Tanzania. They sit adjacent to one of the region's most recent volcanic ranges, the Chyulu Hills.
10. The bedrock and topography of the region determine soil type and distribution. Most of the soils are the result of long periods of weathering, appearing as a complex of deep dark red to reddish brown loams on the gently undulating plains and higher ground where the basement system is rich in ferromagnesium minerals and darker brown or black cracking clays (luvisols and vertisols) in low-lying areas<sup>3</sup>.

### *Climate and Water*

11. Kenya's climate is characterised mainly by two wet seasons and two dry seasons. There are two rainy seasons; the long rains occur from April to June and short rains from October to December while the hottest period is from February to March and coldest in July to August. Kenya is described as a semi-arid to arid country with over 75% of its area is classed as arid or semi-arid and only around 20% being viable for agriculture. Inland, rainfall and temperatures are closely related to altitude changes with variations induced by local topography.
12. The majority of the country receives less than adequate rainfall needed to support crop cultivation. Over two-thirds of the country receives less than 500mm of rainfall per year and 79% has less than 700mm annually. Only 11% of the country receives more than 1000mm per year. The mean annual rainfall shows a wide spatial variation, ranging from about 200mm in the driest areas in north-western and eastern parts of Kenya to the wetter areas with rainfall of 1200-2000 mm in areas bordering Lake Victoria and Central Highlands east of the Rift Valley. Generally the climate

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<sup>3</sup> Gachimbi L.N. (2003). Technical report on soil survey and sampling: Loitokitok Division, Kajiado District, Kenya. LUCID Working paper No. 10. ILRI, Nairobi.

is warm and humid at the coast, cool and humid in the central highlands, and hot and dry in the northeast. Kenya is regarded as a chronically water scarce country with a limited natural endowment of fresh water, amounting to only 647 cubic meters per capita per year (the recommended minimum is 1000 cubic meters).

13. All of Kenya's major rivers drain from its highlands, making them crucial water towers for the country and divided by the Rift Valley into those flowing westwards into Lake Victoria and those flowing eastwards towards the Indian Ocean. There are five major drainage basins: Lake Victoria, the Rift Valley, the Athi-Galana-Sabaki river system (and coastal areas to its south), the Tana River and the northern Ewaso Ng'iro. Kenya only has a small part of Lake Victoria's water surface, but the Kenyan catchment contributes a disproportionate 33% of its surface inflow, some 470 million cubic metres a year.<sup>4</sup>
14. The Rift Valley contains several internal drainage basins, forming a chain of endorheic lakes from Lake Natron on the Tanzanian border, through Lakes Magadi, Naivasha, Elementeita, Nakuru, Bogoria, Baringo and Turkana. These lakes vary in alkalinity, from freshwater Lake Naivasha to the intensely alkaline Lake Magadi. Lake Turkana is a large body of (more or less) fresh water in an otherwise arid and barren part of the country, while a number of rivers, including the Turkwel, Kerio, Athi-Galana, Tana and Northern and Southern Ewaso Ng'iro flow for long distances through dry parts of the country.
15. A study carried out by the Department for International Development (DFID) in 2008 concluded that on average, Kenya experiences floods every seven years and drought occurs every five years. Using both large scale Global Climate Models (GCMs) with a grid scale of 200kmx200km and a smaller scale Regional Climate Model with grid 20kmx20km) and different assumptions of economic growth, climate and population projections, the DFID study estimated Kenya's future climate into the late 2020s and beyond. According to the projections, average annual temperature is likely rise 1°C by 2020s and 4°C by 2100. The country is likely to become wetter in both rainy seasons with rainfall in northern Kenya increasing by up to 40% by the end of the century. Greater rainfall may also be experience in the west of the country with seasonality remaining unchanged. Consequently flood and drought events are likely to increase in both frequency and severity.
16. In most IPCC reports, Amboseli falls within the areas predicted to experience more frequent extreme weather events. The most recent flooding associated with the 1997-98 El-Nino phenomenon left most roads and physical installations submerged. The central swamps expanded, engulfing all the roads nearby and lodges at OITukai. The enlarged water bodies attracted large flocks of flamingos and other water birds, thereby enhancing biodiversity. However, submergence of grasslands also denied large mammals of vital grazing resources, and threatened further die-back of woody vegetation, presenting a harbinger of what could come with unmitigated climate change. Moreover, more rainfall would serve to attract more cultivation, further mounting pressure on Amboseli's biodiversity.

### ***Biodiversity Context***

17. Kenya is rich in biological diversity with roughly 25,000 animal species, 7,000 plant species and

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<sup>4</sup> Hughes, R.H & Hughes, J.S 1992. *A directory of African wetlands*. Gland, Cambridge and Nairobi: IUCN/UNEP/WCMC

at least 2,000 species of fungi recorded so far<sup>5</sup>; occupying a wide range of ecosystems, from coral reefs and mangroves, through semi-desert and dry savannahs, saline and freshwater lakes, to moist forests (including coastal forests in coastal areas and Afromontane forests in interior mountain areas), which give way at high altitudes to afroalpine vegetation.

18. The country is rich in species, with 359 species of mammals, 1,100 of birds, 324 of herpetofauna, and 7,000 species of vascular plants<sup>6</sup>. Many of these species have restricted distributions, particularly montane species, which are often restricted to single ranges or volcanic outcrops. Although they comprise a tiny part of Kenya's land cover, indigenous forests on the mountains, along the Tana River and the coast boast some of the richest depositories of biodiversity. Forest patches along the lower Tana basin constitute the only habitat for two endemic primate species - the Tana River red colobus (*Procolobus rufomitratu*s) and Tana River mangabey (*Cercocebus galeritu*s). At least five other primate species, including the grivet monkey (*Cercopithecus aethiops pygerythrus*), yellow baboon (*Papio cynocephalus cynocephalus*) and, Garnett's galago (*Otolemur garnettii*), are represented here<sup>7</sup>. These form part of the Eastern Arc Mountains and Coastal Forests global biodiversity hotspot that contains 1,500 endemic plants in 2,000 km<sup>2</sup>, giving a ratio of 75 species to 100 km<sup>2</sup>, and 121 endemic vertebrates for a ratio of 6.1 to 100 km<sup>2</sup>, both ratios topping the lists for all hotspots<sup>8</sup>.
19. The largest concentrations of large mammals and plant diversity occur in the rangelands along the Kenya-Tanzania border (which includes the Greater Amboseli landscape), the Laikipia-Samburu landscape and the Rift Valley. The Greater Amboseli landscape is of particular interest because it hosts a high spectrum of fauna and flora, spread across several important National Parks, including the Amboseli National Park, a United Nations Educational, Scientific and Cultural Organisation-Man and the Biosphere (UNESCO-MAB) site since 1991 and the Chyulu Hills National Park, a significant water catchment area and wildlife habitat.
20. Amboseli, the Maasai Mara, Tsavo and their dispersal areas contain large species aggregations, especially of mammals and birds, which motivated their early inclusion in the protected area system. Scattered all over the rangelands are pockets of biological wealth, notably where the ground is elevated above the extensive plains, creating habitat islands and local climate conducive to speciation and colonization. Examples include Marsabit Mountain and Mt Kulal in the north. Other hotspots include the coral reefs and estuarine habitats, which contain over 800 marine and coastal species in the Indian Ocean.

### ***Kenya's Protected Area Estate***

21. Kenya's network of Protected Areas (PA) includes National Parks, National Reserves, local sanctuaries, private sanctuaries, Forest Reserves, County Council forests and National Monuments managed primarily by the Kenya Wildlife Service (KWS). The PA estate consist of more than 50 National Parks and National or Forest Reserves covering both terrestrial and marine environments and spanning roughly 10% of the country's land area (or approximately 44,000

<sup>5</sup> NBU 1992. *The costs, benefits and unmet needs of biological diversity conservation in Kenya. A study prepared for the Government of Kenya and the United Nations Environment Programme.* Nairobi: National Biodiversity Unit.

<sup>6</sup>NEMA (2011). Kenya State of the Environment and Outlook 2010. National Environment Management Authority, Nairobi

<sup>7</sup>Suleman, M. A., Wahungu, G. M., Mouria, P. K., Karere, G. M., Ouge, N. and Moinde, N. N. (2001). *Tana River primate census and forest evaluation.*A report to Kenya Wildlife Service.

<sup>8</sup>Myers, N., Mittermeier, R.A., Mittermeier, C.G., da Fonseca, G.A B. and Kent, J. (2000). *Biodiversity hotspots for conservation priorities.*Nature 403: 853-858.

km<sup>2</sup>). The PAs constitute the primary biodiversity conservation reserves; however, they are not entirely representative of the country's biodiversity endowment, thus a great deal of the country's biodiversity is located outside of protected areas.

22. A majority of Kenya's National Parks and National reserves are located within rangeland ecosystems. These include the Tsavo East and Tsavo West National Parks, the Maasai Mara and assorted national reserves and conservancies.

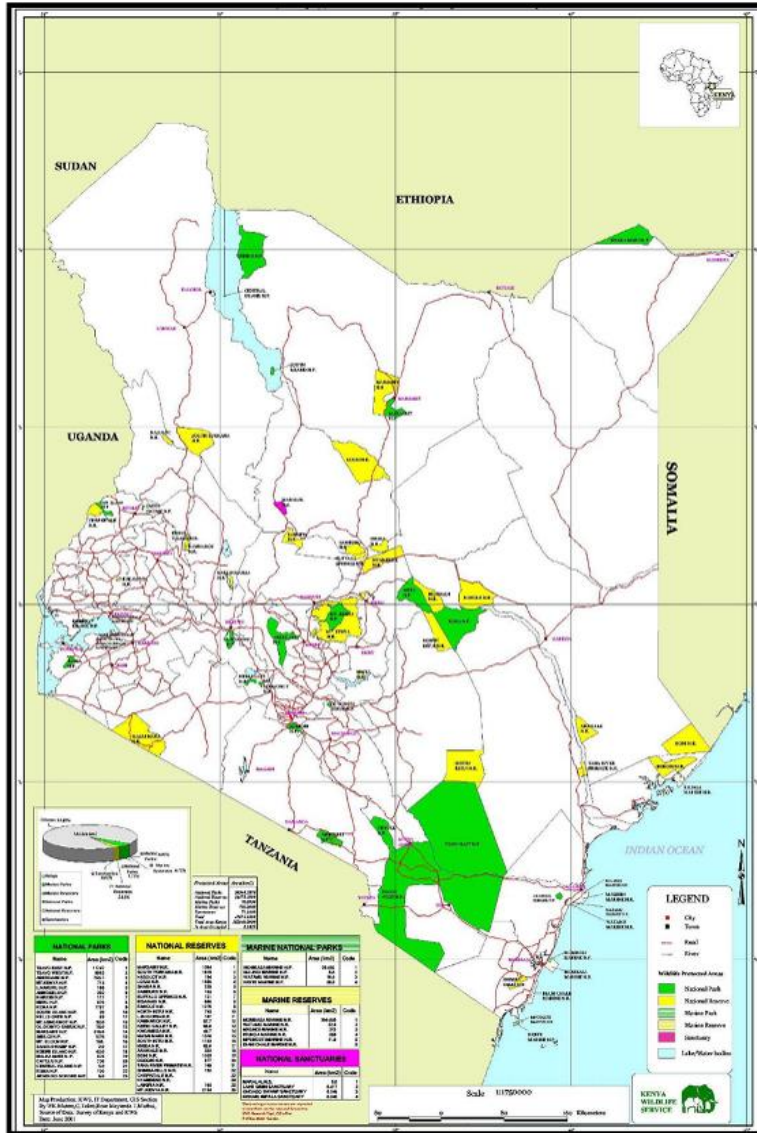


Figure 2: The distribution of Protected Areas in Kenya

### Regional Context: Greater Amboseli Landscape

23. Kenya's arid and semi-arid lands (ASALs) cover as much as 80 per cent or more of its total area and are comprised of savannah and grassland ecosystems, and bushland and woodland ecosystems<sup>9</sup>. Kenya's drylands ecosystems are an important part of the African savannah, recognised as the host to the world's greatest diversity of ungulates. Indeed, Kenya's wildlife is

<sup>9</sup>WRI *et al* 2007.

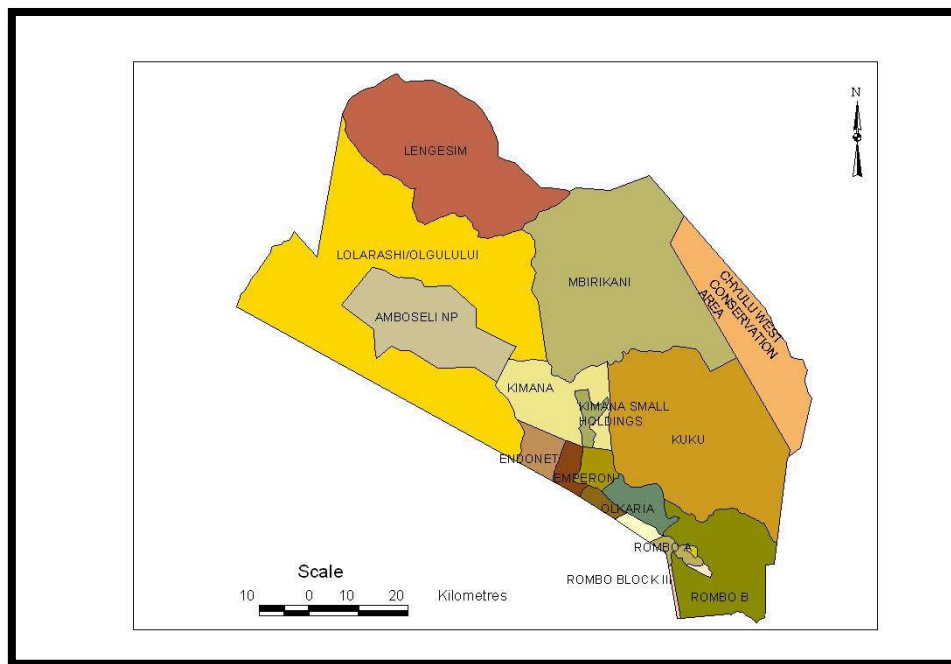
one of the richest and most diversified in Africa, and constitutes a unique natural heritage of great national and global importance. The savannah boasts of over 40 different species, with antelopes being especially diverse, including eland, impalas, gazelles, Oryx, gerenuk, and kudu. The habitat is home to the world famous buffalo, wildebeest, plains zebra, rhinos, giraffes, elephants, Giant Forest hogs and warthogs as well endangered species such as the black rhino and the African wild dog.

24. The Amboseli landscape refers broadly to the combination of a dry lake basin, permanent wetlands, gently rolling plains, and volcanic hills located in South-eastern Kajiado and adjacent counties in Kenya. It takes its name from the endemic dust that results from the volcanic ash which discharged from Kilimanjaro during the Pleistocene. The park forms the core of a UNESCO Man and the Biosphere (MAB) Reserve, constituting only about 5% of the dispersal area. It was declared a MAB reserve in 1991 with 2,440 km<sup>2</sup> of the surrounding land constituting a buffer zone.
25. The spatial extent of the landscape tends to depend on diverse author-interpretations and understanding, as well as practical considerations. Located in southern Kenya, between Amboseli and Tsavo National Parks (NP) and at the foothills of Mount Kilimanjaro, the landscape consists of six Maasai group ranches with a combined area of 5583 km<sup>2</sup>, and Amboseli NP (392 km<sup>2</sup>). The area supports approximately 50,000 Maasai pastoralists, 280,000 head of livestock and an estimated 70,000 head of wildlife. Amboseli NP was established as a nature reserve in 1968, and gazetted as a National Park in 1974. In general, the area covered within the greater Amboseli landscape encompasses approximately 8,500km<sup>2</sup>, extending from the Tsavo and the Chyulu Hills to the east, stretching westwards towards the Namanga Hill and southwards into the lower northern and western slopes of Mount Kilimanjaro in neighbouring Tanzania. The inclusion of the area west of Kilimanjaro is justified by ecological similarities and the seasonal migration of large mammals. Of particular importance is a corridor comprised of a 6-km-wide strip of land sandwiched between the Kitendeni and Irkaswa, two Maasai villages on the Tanzanian side, connecting with the Kilimanjaro National Park, Tanzania<sup>10</sup>.
26. The ecologically important structural and functional components of the landscape may be roughly delineated by large mammal movements. Based on natural resource similarities and management challenges, this has been represented by population distribution and occupancy. This document adopts distribution maps based on highly intensive surveys of for all species and seasons, undertaken by the Amboseli Research and Conservation Project (ARCP) and Department of Resource Survey and Remote Sensing (DRSRS). It encompasses the national park, six group ranches, the Chyulu West Conservation Area, and the farming and human settlements and enclaves around Loitokitok and along the Kenya-Tanzania border (Figure 3).
27. The entire Greater Amboseli landscape covers a total area of 8,500km<sup>2</sup> in which Amboseli National Park constitutes the Core Conservation Area, covering an area of 392 km<sup>2</sup>, while the 6 surrounding group ranches (Kimana, Mbirikani, Olgulului/Olorarashi, Eselenkei, Kuku and Rombo etc) cover a total area of 5,583km<sup>2</sup> and the Chyulu Hills NP covers 736km<sup>2</sup>. The National Park alone is not capable of supporting all the wildlife populations in the landscape and requires the continued existence of the surrounding group Ranches to serve as wildlife corridors and

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<sup>10</sup>Kikoti, A.P., Griffin C.R. and Pamphil L.(2010). Elephant use and conflict leads to Tanzania's first wildlife conservation corridor. *Pachyderm* No. 48: 57-66.

dispersal areas.



**Figure 3: The Amboseli National Park, the surrounding group ranches and agricultural and human settlement zones**

Source: Amboseli Ecosystem Management Plan

28. Geologically, the landscape covers part of a dry Pleistocene lake basin, which has a temporary lake that floods during years of heavy rainfall (Lake Amboseli). The park has a rich bird fauna, with over 400 bird species recorded, including over 40 birds of prey, and many species of global conservation concern occur, including *Falco naumanni* (on passage), small numbers of non-breeding *Ardeola idae* (mainly May–October) and *Phoenicopterus minor* (present in variable numbers, up to a few thousand). Regionally threatened species include *Anhinga rufa* (scarce non-breeding visitor); *Casmerodius albus* (usually present in small numbers); *Thalassornis leuconotus* (occasional visitor).
29. The Amboseli landscape has a rich ungulate population comprising of elephants (*Loxodonta africana*), zebra (*Equus burchelli*), Grant’s gazelle (*Gazella granti*), wildebeest (*Connochaetes taurinus*) and Maasai giraffe (*Giraffa camelopardalis masaicus*). Other species include eland (*Taurotragus oryx*), Maasai ostrich (*Struthio camelus masaicus*), impala (*Aepyceros melampus*), Thomson’s gazelle (*Gazella thomsonii*), and kongoni or Coke’s hartebeest (*Alcelaphus buselaphus cokii*). The results of a survey carried out in 2010 show the significance of the entire Amboseli landscape for the maintenance of large mammal populations<sup>11</sup> (Table 1).

**Table 1: Wildlife population estimates for Amboseli and adjacent areas in 2010<sup>12</sup>**

Species/Survey zone	Magadi(5513 km <sup>2</sup> )	Amboseli (8797 km <sup>2</sup> )	West Kilimanjaro (3014 km <sup>2</sup> )	Natron (7047 km <sup>2</sup> )	Total
Common zebra	3846	6029	686	3179	13740

<sup>11</sup>KWS and TAWIRI (2010). *Aerial Total Count: Amboseli-West Kilimanjaro and Magadi-Natron cross border landscape*. Report to KWS, TAWIRI, AWF, ATE, TANAPA and Wildlife Division (Tanzania).

<sup>12</sup>KWS and TAWIRI (2010).

Species/Survey zone	Magadi(5513 km <sup>2</sup> )	Amboseli (8797 km <sup>2</sup> )	West Kilimanjaro (3014 km <sup>2</sup> )	Natron (7047 km <sup>2</sup> )	Total
Grant's gazelle	3465	3905	87	905	8362
Common wildebeest	1604	3410	132	2094	7240
Maasai giraffe	780	2283	263	838	4164
Eland	247	1621	0	124	1992
Maasai ostrich	335	876	61	189	1461
Elephant	48	1292	61	19	1420
Impala	463	753	23	78	1317
Thomson's gazelle	44	331	213	345	933
Kongoni	0	377	39	25	441
Buffalo	62	235	0	37	334
Baboon	134	76	22	0	232
Fringe-eared oryx	24	168	4	0	196
Bushbuck	193	0	0	1	194
Gerenuk	5	73	11	28	117
Hippopotamus	0	49	0	0	49
Warthog	7	29	0	10	46
Common waterbuck	2	18	2	14	36
Dik dik	3	0	4	6	13
Crowned crane	0	13	0	0	13
Duiker	0	0	0	9	9
Spotted hyena	0	0	4	1	5
Lesser kudu	0	10	4	6	20
Lion	0	3	0	0	3
Cheetah	0	2	0	0	2
<b>Total</b>	<b>11262</b>	<b>21594</b>	<b>1627</b>	<b>7910</b>	<b>42393</b>

30. The dominant physiographic feature is the Kilimanjaro rising approximately 5,895m above sea level in the Southern portion of the landscape. Mt Kilimanjaro exerts great influence on rainfall and temperature patterns in the ecosystem, casting a rain-shadow on the Amboseli National Park, which receives an annual rainfall average of 350-500mm, placing it among the driest places in Kenya. However, water flowing underground from Mount Kilimanjaro wells up here in a series of lush swamps that provide dry-season water and forage for wildlife, comprising of attractive *Acacia xanthophloea* woodlands. On the other hand, the *Acacia xanthophloea* woodlands and other woody vegetation have declined markedly over the last 20 years, due in part to soil salinisation following a natural shift in the water table, hastened by heavy browsing pressure from elephants.
31. Rainfall in Amboseli NP and surrounding group ranches is erratic and unpredictable. The long rains occur in March/April through to May, while the short rains occur in November through to December. The intervening dry season is often preceded by failure of one or several of the previous rainy seasons, resulting in frequent prolonged drought. Major droughts have occurred roughly once every decade over the last forty years. Temperatures also vary widely with altitude, with the lowest mean being about 10°C and the low-lying areas recording up to 30°C.



32. Drainage is mainly comprised of a closed system with no major surface flow. The only significant river is the Nolturesh, which until recently was more or less permanent and meandered along the south-eastern flanks before draining into the swamps and further into the Tsavo River. This has since been tapped and water diverted out of the ecosystem to serve the rapidly expanding urban centres and farming activities further north. Other minor flows emanating from the eastern slopes of Kilimanjaro are Mogoine, Kikarangot and Rombo. Surface water flow is highly seasonal in the north, comprising Olkejuado and Selenkei, which are tributaries of the Kiboko River. Most other flow is highly seasonal and quickly soaks into the porous volcanic soils upon impact.

### ***Wildlife Corridors and Buffer Zones***

33. The greatest hindrance to wildlife dispersal and ecosystem connectivity is the rapid land use change occurring around Amboseli NP, particularly when triggered by land subdivision and shifting tenure. Some of the developments associated with this have permanently blocked traditional migration routes, and many other proposed developments risk even worse consequences.
34. According to respondent accounts and the literature available, livestock and migratory wildlife utilised the landscape in much the same way during the period prior to the late 1980s through to the mid1990s. They shared their dry and wet season ranges and sought refuge in the swamps during serious droughts. This traditional pattern is reflected on a much-reduced scale even today, but is under severe threat due to major changes in human populations across the region. The hotspots of human activity are, predictably, the areas suitable for farming.
35. In a number of instances, wildlife has gradually been forced to detour previous migratory routes as they became progressively inaccessible. Local residents account the details of which species they no longer encounter in particular areas even within time spans of a mere 10-20 years, elephants featuring prominently among them. With worse implications than changed migratory routes, these recent events could also represent actual species declines.
36. Long-term ecological monitoring of the spatial distribution of large mammals (both highly migratory species such as wildebeest and non-migratory or locally migratory species) by DRSRS and the Amboseli Conservation Program (ACP) has found that the entire Amboseli landscape is vital for conservation. The results of the mapping study clearly demonstrate the importance of the basin as confirmed by patterns of wildlife occupancy. When all the species are combined, the highest kernel density (a measure of the degree of occupancy habitat utilisation) is highest in Amboseli NP and its immediate periphery during the dry seasons. The intensity declines progressively outwards with smaller pockets of heavy use to the east, on the foothills of the Chyulu Hills<sup>13</sup>.
37. The Amboseli NP and its environs is still heavily used during the dry seasons but the distribution is more diffuse with the high intensity spreading further out with more and larger pockets of high density all along the western fringes of the Chyulu Hills and new ones emerging to the northwest. During the wet season, wildlife is widely dispersed throughout the Greater Amboseli landscape especially grazers. The concentration of elephants in the Amboseli basin is now irrespective of season and this is expected to be due to a combination of the loss of migratory corridors and

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<sup>13</sup>KWS and TAWIRI (2010).

intensive poaching outside the park.

38. In a landscape approach, it is essential that the three core PAs within and adjacent to the ecosystem (Amboseli, Chyulu Hills and Tsavo West NPs) be considered as parts of a larger unit. This brings together approximately 4,500km<sup>2</sup> in of group ranch land in which communities, KWS, private sector and NGOs can collaborate in maintaining wildlife populations, provide security for movements across land units and, ensure access to range and water resources. Stakeholder collaboration and joint planning would also enhance the compatibility of land uses with biodiversity goals and help to contain threats from infrastructure development and unsustainable tourism.
39. The dominant land use in the buffer zones is pastoralism, characterised by an increasingly sedentary lifestyle. Livestock husbandry occurs in much the same traditional way it has happened for centuries involving predominantly free-range cattle, sheep and goats. The area is increasingly coming under pressure to adopt modern forms of livestock rearing, venture into livestock-based cottage industries, and nature-based small-scale enterprises.
40. Recent decades have seen a steady rise in the amount of land set aside exclusively for conservation and tourism. Success in these approaches must both recognise that wildlife, livestock and people have coexisted for a long time, and that the critical pressures posed by changing ecological and socio-economic circumstances will continue to mount. On the eastern fringes of the Amboseli NP, an assorted mix of land use types is emerging that threatens to wipe out the conservation potential. Helpfully, the initial demand for individual land ownership is quickly tempered by an urge to tap into tourism benefits, especially as many prospectors realise that land use options are severely limited. On the other hand, this is responsible for uncontrolled expansion of infrastructure and the associated hugely negative potential impacts.
41. Despite being one of the earliest community initiatives in Kenya, Kimana is currently threatened, with collapsed infrastructure and negligible management attention. It lies precariously along the now nearly truncated migration corridor linking the Amboseli and Tsavo. It is also very close to one of the newest human population concentrations and fastest irrigation expansion in the ecosystem. Intervention to re-establish linkages is an urgent imperative, including starting of new conservancies along the series of swamps to the east and supporting established conservancies such as the Motikanju conservancy adjacent to Kimana. Also key to achieving conservancy outcomes is the establishment of Osupuko conservancy, a pioneering initiative of individual land owners in the Kimana area in partnership with conservation NGOs.
42. Other proposed conservancies are similarly critical as wildlife dispersal areas. For example, Kitirua-Kitenden, Olpusare, Ileng'arunyani and Olenarika are all proposed in areas with conservation-friendly land uses. The latter among these is located at the point at which large mammals leave Amboseli NP as they migrate towards the Chyulu Hills, thereby providing connectivity with the Mbirikani ranch, Chyulu West Conservancy and Chyulu Hills National Park farther east.

## **SOCIO-ECONOMIC CONTEXT**

### **National Context**

43. The current population of Kenya is just over 40 million and the average annual population growth

rate has fallen from a high of 4% (one of the highest rates in the world) to around 2.7%, and varies within the country. Rates of increase are especially high in the central Kenya highlands and in western Kenya. Human population densities are also high, with an average of c.50 persons/km<sup>2</sup>, but this again varies with region. The average life expectancy in Kenya had dropped to approximately 55years in 2009, five years below the 1990 levels.

44. Only 18% of the land in Kenya is arable, with another 9% marginal; the rest is rangeland and semi-desert.<sup>14</sup> This limited arable area supports all the major cash crops, 80% of the population and most of the indigenous forest estate<sup>15</sup>. The rapid growth in the country's population has subjected this productive land to tremendous pressure. The population increase now includes marginal areas, accelerating land degradation. The increasing demand for agricultural land and wood-fuel has led to high rates of deforestation (an estimated 1% loss of forest area per year). Savannah and montane grasslands, occupying some 80,000 km<sup>2</sup>, are being converted to wheat fields and pasture, while many wetlands (especially swamps and marshes) are at risk from drainage for agriculture.
45. Kenya's economy was previously dominated by agriculture; however, the service sector has since become the primary contributor to the Gross Domestic Product (GDP). In 2012, the service sector contributed 61% of the GDP while agriculture contributed 24.2% and industry 14.8%<sup>16</sup>. Agriculture, forestry, hunting and fisheries together contribute 25% of Kenya's GDP and horticultural products and tea are the main exports. The bulk of some USD \$50 million of fish exports comes from fisheries in Lake Victoria. Another important sector is manufacturing which contributes around 11% of Kenya's GDP (2007). Food-processing is the largest manufacturing sub-sector with more than 1,200 companies producing food and beverages, many of them from fish, milk, or cereals. In 2011, the direct contribution from travel and tourism to GDP in Kenya was 5.7%, generating 313,500 jobs – 4.8% of total employment. Tourism is focused on Kenya's national parks and southern coastline and is the country's largest source of foreign exchange.
46. According to the United States' State Department 2002 Country Reports, from 1963 to 1973 Kenya's GDP grew by 6.6%<sup>17</sup> but by 1997 had dropped to 2.3%, then dropped further to 1.8% in 1999 and became negative (0.4%) in 2000<sup>18</sup>. Current studies (2006-2010) show Kenya has a GNI per capita of USD \$790 (2010) and a GDP growth rate of 4.5% per annum. According to the second United Nations Common Country Assessment (CCA) for Kenya issued in 2002, the number of poor has increased from 52% in 1997 to 56 % in 2002. The Human Development Index (HDI) has been falling since 1990 and Kenya now ranks at 146 out of 173 countries<sup>19</sup>.
47. The proportion of Kenyans living on less than a dollar per day remains at an average of 50% and at figures significantly higher than this in arid and semi-arid land areas such as Kajiado. There are indications that the country will not meet its Millennium Development Goal, MDG-1, (on poverty) by 2015. According to recent reports of the Kenya National Bureau of Statistics (KNBS) and United Nations agencies, about one third of the population still faces chronic food insecurity and in the last ten years, an average of two million received food aid with the numbers reaching

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<sup>14</sup> NRI 1996. *Kenya renewable natural resources profile*. Chatham. UK. Natural Resources Unit

<sup>15</sup> Juma C. 1989. *Biological Diversity and Innovation: conserving and utilizing genetic resources in Kenya*. Nairobi

<sup>16</sup> CIA Factbook, 2013. <https://www.cia.gov/library/publications/the-world-factbook/geos/ke.html>

<sup>17</sup> <http://www.state.gov>

<sup>18</sup> <http://www.usaid.gov/>

<sup>19</sup> <http://hdr.undp.org/en/statistics/>

3.5 million during emergencies<sup>20</sup>.

### **Regional Context: Greater Amboseli Landscape**

48. Kenya's arid and semi-arid lands (ASALs) support about 70 per cent of the national livestock herd and are home to about 10 million people (or about 34 percent of the population)<sup>21</sup>. The Greater Amboseli has been recognised as a landscape where human, livestock and wildlife have co-existed for centuries. Covering 8,000km<sup>2</sup>, the region is typical of African rangelands. Its economy is mainly driven by livestock production, tourism, horticulture and production of traditional crops. The Greater Amboseli landscape is home to the Maasai community, whose long-practiced livestock activities are well adapted to the variable habitat. The Maasai community interacts freely with the wildlife and typically provides protection against poachers. Their rich cultural heritage, the expansive landscape, and the scenic view of Mt. Kilimanjaro are some of the region's best assets. Therefore, key investment and market opportunities exist in the livestock, wildlife and horticultural sub-sectors. The major challenge is maintaining the sustainability of these opportunities, since horticulture creates huge opportunity costs for both pastoralism and wildlife investments.
49. For many years pastoralism has been the dominant land use in the Amboseli landscape. The Maasai community depends on animal herds that consist of a combination of cattle, sheep and goats. Historically, individual herds were privately owned, while land was held communally, and livestock movements were arranged through elders' consensus according to seasonal climatic conditions. Currently the management of pastures for the most part is under the leadership of group ranches. These include Olgulului (Olorarashi), Eselenkei, Rombo, Kuku A and Kuku B, Mbirikani and Kimana (although Kimana has recently been subdivided). However, government policy and internal drivers such as food insecurity have pushed the pastoral systems towards privatisation of communal rangelands, characterised by little flexibility. This subdivision of land has resulted in limited flexibility of the pastoralists and vulnerability to shocks, leading to high livestock mortality rates during droughts.
50. In recent years, many Maasai landowners have adopted subsistence arable farming in addition to pastoralism, creating an agro-pastoral lifestyle where both rain-fed and irrigation agriculture is practised alongside sedentary livestock farming. Arable farming is particularly common in swampland, along the rivers and on the gentle slopes of Kilimanjaro, causing water scarcity downstream. Agriculture is expanding in the region due to a number of political and economic drivers over time. These include the seizure of grazing land in the 1940s by the government for creation of conservation areas (national parks) which legally restricted the Maasai from using these areas to graze and water their livestock; the creation of group ranches in attempt to replace nomadic pastoralism with a sedentary agricultural lifestyle; subsidising success of the livestock industry combined with a series of devastating droughts; pastoralism failing to generate significant capital to alleviate the expenses of droughts, disease, lack of range, parasites and high veterinary costs; and increasing subdivision and privatisation of land, making access to communal

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<sup>20</sup>Kenya National Bureau of Statistics (KNBS) and ICF Macro, 2010. *Kenya Demographic and Health Survey 2008-2009*. Calverton, Maryland. KNBS and ICF Macro.

<sup>21</sup>GoK (2004). "Draft National Policy the Sustainable Development of Arid and Semi-Arid Lands of Kenya". Government of Kenya. <http://www.aridland.go.ke/inside.php?articleid=255>.

grazing lands by pastoralists extremely difficult<sup>22</sup>.

51. The dominant income generating activity in the Amboseli region is semi-nomadic pastoralism and the majority of household income is derived from livestock sales. Furthermore, income from wildlife (via tourism and contributions from KWS) amounts to only 3% of average household income<sup>23</sup>.

**Table 2: Estimated net annual income per household from various sources in Amboseli<sup>24</sup>**

Source	Estimated net annual income (USD \$)	Percent of net annual income to total income
Livestock	1000.88	79.1%
Off-farm	84.19	6.7%
Honey related	1.87	0.1%
Crops	59.86	4.7%
Food relief	99.15	7.8%
Wildlife related	19.64	1.6%

52. The substitution of pastoral land for cultivation and the establishment of tourist lodges resulted in off-farm income becoming increasingly important for households. Notably, the number of livestock markets has remained the same for the last decade, an indication that pastoralism has not been increasing.
53. The region is dependent on foreign aid for food especially during periods of drought, which occur every four or five years. These droughts have driven some pastoralists into irrigation horticulture in swampy areas formerly inhabited by wildlife, in a bid to overcome the threat of food insecurity in the region – in turn exacerbating the propensity of the area to suffer periodical severe droughts.
54. Although the Maasai lifestyle has changed dramatically over the last few decades, males continue to hold great influence. A baseline survey conducted for the Drought Risk Reduction Project in March 2011 revealed that the majority of households (85.6%) in Kajiado were headed by males, with females leading only 14.4% of the households<sup>25</sup>. However the influx of non-Maasai people, livelihoods and traditions has led to positive changes in the division of labour, resource access and decision-making. In Mbirikani and Olgulului-Olorarashi, the increase in irrigation at the Isinet and Namelok swamps and the adoption of rain fed crop agriculture or mixed agro-pastoralism in the Entonet-Imurutot area on the slopes of Kilimanjaro, have had profound impacts on gender roles and distribution of family incomes. In some parts of the landscape, women take an active part in all activities of the irrigated crop cycle. Women are involved in land preparation, planting, weeding, water management, harvesting, grading and sorting of produce, and local marketing.

<sup>22</sup>Okello M. and D'Amour D., 2008. *Agricultural expansion within Kimana electric fences and implications for natural resource conservation around Amboseli*. Journal of Arid Environments 72 (2008) pp 2179-2192.

<sup>23</sup>MacLennan S., Groom R., MacDonald D. and Frank G., 2009. *Evaluation of compensation scheme to bring about pastoralist tolerance of lions*. Biological Conservation 142 (2009) pp 2419-2427.

<sup>24</sup>Mizutani F., Muthiani E., Kristjanson P. and Recke H., 2003. *Impact and value of wildlife in pastoral livestock production systems in Kenya: Possibilities for healthy ecosystem conservation and livestock development for the poor*. ILRI, Nairobi.

<sup>25</sup>Deutsche Welthungerhilfe/German Agro Action (2011). *Report on the Household Baseline Survey for KEN1078 ECHO for Improved Drought Cycle Management in Vulnerable Poor Pastoral and Agro-Pastoral Communities in Kajiado District*. Unpublished report to the European Union.

Women are generally regarded as contributing more than men to the completion of these tasks<sup>26</sup>.

### ***Tourism Opportunities***

55. Tourism in Kenya is driven mainly by its wildlife and the vast majority of revenue from tourism is gained from visitors to national parks and game reserves. Amboseli National Park is one of Kenya's premier protected areas, in terms of both biodiversity conservation and tourist visitation. Other National Parks in the wider landscape are Tsavo West and Chyulu Hills. The protected areas are managed by the Kenya Wildlife Service, which also controls the revenue collected. Communities living adjacent to a national park do not receive direct benefits from the revenue collected from the park's tourism activities. Instead, they are compensated in terms of provision of school bursaries and support for socio-economic development projects, such as construction of schools and cattle dips. In some areas, however, communities receive revenue from tour operators or investors of the conservation sanctuaries and some of this income usually goes to group ranch socio-economic projects while some is re-invested in conservation incentives such as 'Predator Compensation Funds'<sup>27</sup> and others funded from tourism include 'Wildlife Pays'.
56. PAs in the Greater Amboseli landscape act as a major source of revenue for the government. The Amboseli landscape is a popular tourist destination with approximately 200,000 tourist days per year<sup>28</sup> and other key attractions include the Chyulu Hills NP. Communities living in group ranches around Amboseli NP receive direct and indirect benefits from tourism within the park through bursaries and income from tourism, however, these benefits are not considered sufficient to cover the costs of conservation, such as human-wildlife conflict.
57. An important tourism opportunity in the ecosystem is ecotourism and ethno-tourism. Ecotourism activities are expected to encourage local communities' involvement in conservation by providing direct benefits and income. Potential ecotourism programmes include the establishment of community-based conservancies, eco-lodges as well as activities such as camel and horse riding and bird shooting. Ethno-tourism activities involve showcasing the traditional pastoralist culture of the Maasai. These allow communities to gain benefits through establishment of cultural villages (*manyattas*) and the sale of traditional artefacts.
58. The potential for ballooning safaris in Amboseli has not been fully exploited. Often packaged together with 'Champagne Bush breakfast' or 'Champagne Sunset treats', balloon flights may provide an additional avenue for increasing tourism revenue in the region. Such flights would cover viewing of wildlife both in protected areas as well as in the group ranches. Horseback riding vacations could provide additional activities for tourists resident in lodges and hotels in the region. This activity has successfully been used in Laikipia to diversify tourist packages and to increase tourism income. As Amboseli has similar landscape conditions as Laikipia, horse riding would form an additional tourist attraction in the landscape and increase local communities and other stakeholders' income. There is also potential for bird-shooting safaris in the Amboseli landscape of sand grouse and guinea fowl however assessment needs to be made on the sustainability of such endeavours. Such safaris could be arranged from group ranches or nascent conservancies in

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<sup>26</sup>Ministry of Agriculture, Livestock and Marketing (1993).*District profile, Kajiado District, Rift Valley Province*. District Irrigation Unit, Agricultural Engineering Division, District Irrigation Unit, Kajiado District, Kenya. 56 pp

<sup>27</sup> Group ranches usually contribute 30% of the payments made those to who have lost their livestock to wildlife predation. The rest 70% is contributed by tour operators/hoteliers and other donors.

<sup>28</sup>Bulte E., R. B. Boone, R. Stringer, and P.K. Thornton, 2006. *Wildlife conservation in Amboseli, Kenya: Paying for nonuse values*. Roles of Agriculture Project Environment Services, FAO, Rome.

order to increase direct tourism income for the local communities.

59. The establishment of designated wildlife zones within the group ranches is another tourism opportunity in which the local communities set aside areas of their land for wildlife conservation and provide tours and accommodation for visitors through a self-management programme. The communities can then manage these conservation areas independently through conservancies.

**Table 3: Group Ranches and Existing and Proposed Conservancies**

<b>Group Ranches</b>	<b>Area in ha.</b>	<b>Conservancies Existing</b>	<b>Area in ha.</b>	<b>Conservancies Proposed</b>	<b>Area in ha.</b>
Kimana G.R	25,000				
Mbirikani G.R	127,530	Upper Chyulu	4,000	Lmao Hills	5,200
Rombo G.R	38,294.2	Rombo	12,000		
Olgulului G.R	147,000	Kitirwa	12,000	Loingarunyoni Hill	12,000
		Kitenden	12,000	Olenariko	12,000
Kuku A	18,720	Kampi ya Kanzi	5,000		
Kuku B	96,000			Mitikanjo Opusare Olokeri (?)	7,000 8,000
Eselenkei G.R	74,794	Eselenkei	7,000		
Olgulului R.T	3,702	Managed as a Conservancy	3,702		
		Satao Elerai (Private)	2,000		
<b>Total Area Group Ranches</b>	<b>531,040 ha.</b>	<b>Total Area Existing Conservancies</b>	<b>57,702 ha.</b>	<b>Total Area Proposed Conservancies</b>	<b>44,200 ha.</b>

60. The establishment of these proposed conservancies would increase the total area of conservancies to 101,902ha or 20.7% of the total area of group ranches from the current 10.9%.
61. An additional option is leasehold arrangements in which the local communities lease the designated wildlife zones to tourism investors. In this case, the tourist facilities and wildlife grazing areas, though located in community land, are independently managed by an external investor. The investor establishes a lease agreement with the local communities, to pay them a rights (lease) fee and a proportion of the bed-night fee. Thus, the local communities are assured of some income whether there are guests in the tourist facilities or not. Additionally, this arrangement provides much more direct income to local communities as compared to the self-managed programmes. Examples can be taken from MWCT which has negotiated with Kuku A and Kuku B GR a tourism model which is based on an exclusive partnership with a tourist operator and on clear retention of ownership of the tourism operation by the community.
62. Amboseli landscape has for a long time experienced inadequate management of tourism development both in the park and in the dispersal areas. There is a need, therefore, for the development of an integrated tourism approach, diversification and marketing strategy to address the challenges facing the tourism sector in the region. Of importance is the fact that there is discontent among some of the local communities regarding benefits accruing from tourism compared to what they earn from other competing activities such as livestock and crop

production<sup>29</sup>. This poses a threat to the development of a vibrant, viable and sustainable tourism in the ecosystem.

### **Alternative Livelihoods**

63. The diversification of livelihoods and the introduction of alternatives (where a particular livelihood involves unsustainable utilisation of natural resources), creates an enabling environment where wealth is spread amongst various income-generating activities and without over-utilisation of a particular resource. Livelihood diversification has recently emerged as a way of both spreading the risk of food insecurity and coping with the changing nature of hazards in many rangelands. In the Amboseli landscape, a number of options for alternative livelihoods have been assessed<sup>30</sup>, indicating strong potential for alternative income generating activities.
64. The choice of livelihood will depend on an array of factors. These include the expected economic gains, agro-ecological attributes, land legal status, the interests and cultural background of land owners, and external factors such as the interests of surrounding national parks and tourism investors, prevailing interests of the relevant stakeholders.
65. **Beekeeping.** In Mwingi, bee farming that was introduced by International Centre of Insect Physiology and Ecology (ICIPE) has been shown to increase income as well as encourage conservation. Beekeeping using traditional beehives is a non-capital intensive investment, thus requires little capital input, however training in beekeeping is required. The net benefits from beekeeping can average USD \$65 per household per year from two beehives.
66. **Silkworm rearing (Sericulture).** The market for silk is readily available in Kenya and the other parts of the world. Currently, demand for silk fibre, which is used for making finer silk fabrics, supersedes the supply in the world market. Local markets to be targeted in Kenya include ICIPE, the Export Processing Zone (EPZ) in Athi River, Pendeza weavers in Kisumu, Spin Weave in Nairobi and various local cottage industries. Although the initial two years of silkworm rearing are not profitable, it has been shown that landowners in undisturbed rangelands can potentially generate a net return of USD \$72,200 per acre per year from the third year and up to 15 years<sup>31</sup>.
67. **Aloe Vera farming.** Aloe exploitation in the rangelands is viewed as an entry point for wealth creation and biodiversity conservation by local communities and in Kenya women normally practise aloe sap tapping rather than men. Due to its medicinal value it is used in the country for value addition in juices, soaps and beauty products and producer can earn KES 960,000 (USD \$12,000) per acre per harvest totalling to approximately KES 3.8 million (USD \$47,500) a year<sup>32</sup>. The utilisation of aloe can also be combined with conservation measures for the aloe species for sustainable development.
68. **Acacia spp. Farming.** The acacia plant (mainly *Acacia senegal*) is also grown in the arid and semi-arid areas for its gum arabic, which can be used in adhesives, pharmaceuticals, inks, confections, and other products. The plant grows naturally in most areas of the Amboseli

<sup>29</sup>Bulte E. and Stringer, R., 2008. *Elephants or onions? Paying for nature in Amboseli, Kenya*. Environment and Development Economics, 13(3): 395-414.

<sup>30</sup> During the Project Preparation Grant (PPG) stage – led by Paul Harrison *et al* during 2012-13

<sup>31</sup>Ondari R., 2010. A Proposed Silk Worm (Sericulture) Production Project for Ronpack Chemical industries, Africa Rural connect, <http://arc.peacecorpsconnect.org>

<sup>32</sup>Senelaw K 2009. *Aloe Vera growing takes root in Kenya*. Daily Nation, Jan 11, 2009, Nairobi, Kenya.



landscape. The Maasai and Samburu communities are traditionally known for their utilisation of gum arabic as an adhesive but the commodity's potential for export has never been exploited. From other parts of Kenya (particularly the north), the commodity is being exported to Middle East and Asia, fetching USD \$1,200 – 2,500 per tonne. Prices are generally variable along the value chain but floor prices to collectors (mainly pastoralist households) vary between USD \$0.38 – 0.63/kg. The conditions in Amboseli are similar to those in Laikipia and the Maasai Mara where most of these activities have already been adopted. The activities are also economically feasible since most need non-capital intensive investments and only a few of them (e.g. bee keeping) require assets of high specificity.

69. Another alternative source of livelihood is income from **Payment for Ecosystem Services (PES)**. The obligation to conserve biodiversity in the ecosystem imposes substantial costs on poor local communities<sup>33</sup>. This is mainly because the opportunity costs of land under wildlife conservation are incurred at the local level. Thus to provide incentives that can support or compensate the conservation efforts of local communities, state and global stakeholders need to design compensation schemes for the communities living adjacent to the forest. The categories of environmental benefits to which PES systems can be applied are direct use values, indirect use values, option values and non-use values.
70. A study by Bulte *et al.* (2006) showed that PES can be a powerful tool in the Amboseli landscape in terms of rewarding conservation efforts made by communities because it promotes conservation and contributes to alleviation of poverty. Moreover, the study's behavioural model suggested that these beneficial effects seem to mutually enforce each other. For instance, they found that there is no trade-off between improving the economic status of the Maasai people and protecting elephants. Thus the PES system in the context of the study enabled the Maasai to gradually expand their cattle stock by some 4,000 head (towards a number that exceeded that of a herd under pure pastoralism) and move away from goats<sup>34</sup>.

## **POLICY AND LEGISLATIVE CONTEXT**

71. **The Wildlife Policy (1975)** provides guidelines for the protection, conservation and management of wildlife in Kenya. The Wildlife Policy stressed the need for an integrated approach to wildlife conservation and management to minimise human-wildlife conflict.
72. **Environmental Management and Coordination Act (1999)** has served as the main framework of environmental law in the absence of a National Environmental policy. It was enacted to provide an appropriate legal and institutional framework for the management of the environment. The act deals with all aspects of the procedural and substantive process in relation to environment and development including law enforcement and monitoring of compliance.
73. **The National Policy for Sustainable Development of ASALs (2004)** provides key instruments for improving land tenure and curbing land degradation. The policy aims to improve natural resource management by reviewing existing land use and land tenure systems. In this policy document, the development strategy in the ASALs is envisioned under three perspectives: the

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<sup>33</sup>Mburu J., R. Birner and M. Zeller, 2003. *Relative Importance and Determinants of Landowners' Transaction Costs in Collaborative Wildlife Management in Kenya: An Empirical Analysis*, Ecological Economics, 45: 59-73

<sup>34</sup>Bulte E., R. B. Boone, R. Stringer, and P.K. Thornton, 2006. Wildlife conservation in Amboseli, Kenya: Paying for non-use values. Roles of Agriculture Project Environment Services, FAO, Rome.

short-term (5 years), the medium-term (10-15 years) and the long-term (25-30 years). In the short term, this policy envisages that the needs of poor people in the ASALs will be reflected in all national policy and planning frameworks, that the vulnerability of poor people to climatic shocks, particularly droughts and floods, will be reduced and capacities strengthened to respond to climate change, and, that ASAL inhabitants benefit from systems of good local governance. In the medium term, the policy envisages that attracting sustained investments by government, the private sector and development partners in various priority areas such as physical infrastructure, livestock production and marketing, water resources development, education and human capital development, health, tourism, trade and industry. In the long-term, the government envisions a vibrant ASAL economy that has strong linkages with non-ASAL economic systems and contributes significantly to national economic development.

74. **Vision 2030 Plan (2005)** places emphasis on the need for provision of appropriate manpower training on environmental management. The plan focuses on four sectors for sustainable development: the conservation of natural resource, pollution and waste management, ASALs and high-risk disaster zones and environmental planning and governance. The inclusion of ASALs in government policy will lead to the integration of concerns specific to rangelands into national planning and development. Environmental considerations fall under the social pillar of Vision 2030 and identify securing wildlife corridor and migratory routes as a priority.
75. **Forest Act (2005)** provided for the establishment of state, local authority and private forests, as well as the operation of Community Forest Associations (CFAs). CFAs may be registered of under the Societies Act and may be granted certain rights upon application to the Director of the Kenya Forest Service. The kind of uses typically allowed under this arrangement include the use of a forest for eco-tourism and recreation, honey harvesting, collection of medicinal herbs and grazing.
76. **Forest Policy (2005)** as a revision of Sessional Paper No.9 of 2005, its goal was to enhance the contribution of the forest sector in the provision of economic, social and environmental goods and services. The policy sought to address the threats to Kenya's forests by espousing the need for participatory approaches to forest management. It facilitated the formation of CFAs, bestowing local people with user rights and security of tenure to encourage investment in better-farming practices. The policy also underscored the aspiration to increase the area under forest cover to an internationally acceptable level of 10%.
77. **The National Livestock Policy (2008)** focuses on addressing the challenges in the livestock sub-sector and takes into consideration the impact of livestock activities on the environment. This policy is important for the conservation of the Amboseli landscape, because of the required harmony between livestock husbandry and wildlife conservation. The elements of the policy critical to the Amboseli landscape include value addition as a way of encouraging enterprise-centred livestock production, incentive mechanisms for cottage industries and focusing on wildlife resources as an alternative for income generation and livelihoods.
78. **The National Trade Policy (2008)** has direct implications on natural resource management and conservation, especially with regards to the extraction and trade in nature-based products. The policy matrix is broadly cognisant of the contribution of natural resources to the economy, livelihoods and social progress.
79. **The National Land Policy (2009)** reclassifies land according to three categories: Public, Private and Community land. The policy places emphasis on sustainable and productive management of

land-based resources.

80. **The Constitution of Kenya (2010)** is the overarching policy and legal framework for Kenya. The Constitution has laid out principles through which land and the environment shall be managed. Under the Constitution, the government is obligated to promote the conservation of habitats and species as well as ensuring sustainable utilisation and conservation of the environment and natural resources. The county governments established in each county have to include environment management committees to ensure sustainable use and management of natural resource.
81. **Tourism Act (2011)** seeks to provide for the development, management, marketing and regulation of sustainable tourism and tourism-related activities and services.
82. **National Climate Change Action Plan (2013-2017)** addresses the options for a low-carbon climate resilient development pathway as Kenya adapts to climate impacts and mitigates growing emissions. It supports efforts towards the implementation of the Kenya Constitution 2010 and the attainment of Vision 2030; and encourages people-centred development, ensuring that climate change actions help the country move toward its long-term development goals
83. **Conventions.** Kenya is a member of the Convention on Biological Diversity (CBD), the Ramsar Convention, the United Nations Convention to Combat Desertification (UNCCD), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), United Nations Framework Convention on Climate Change (UNFCCC), the World Heritage Convention (WHC) and the World Conservation Union (IUCN).

## **INSTITUTIONAL AND GOVERNANCE CONTEXT**

### **Ministry of Environment, Water and Natural Resources**

84. The Ministry is the government agency charged with principal responsibility for safeguarding Kenya's environmental resources. The MEWNR also has overall responsibility for coordinating the work of all Lead Agencies whose work directly impacts on environment through the National Environment Management Authority (NEMA). Specific responsibilities for the ministry are: to initiate environmental policies; coordinate the activities of sectoral agencies; advise government on environmental issues; and support the country's UN REDD-Readiness efforts.

### **National Environmental Management Authority**

85. The National Environmental Management Authority (NEMA) was established under the Environmental Management and Coordination Act (EMCA) No. 8 of 1999, as the principal instrument of government in the implementation of all policies relating to the environment. NEMA has the mandate to: safeguard, restore and enhance the quality of the environment through coordination and supervision of stakeholders for sustainable development; exercise general supervision and coordination over all matters relating to the environment and implementation of environmental law; and supervise and coordinate all environmental matters and implement all policies relating to the environment for sustainable development.
86. NEMA has to date considerably developed its human and other resource capacity to enable it to coordinate the environmental management activities of agencies and institutions whose activities impact on the environment; oversee the management and smooth functioning of the semi-autonomous government agencies - KWS, KFS and KEFRI and support the country's UN REDD-Readiness efforts.

## **Kenya Wildlife Service**

87. Kenya has established an extensive network of protected areas to conserve biodiversity, covering over 11% of the land area of 586,600 km<sup>2</sup>. These comprise 51 terrestrial National Parks and National Reserves (44,400 km<sup>2</sup>) administered by the Kenya Wildlife Service and set up to protect wilderness areas harbouring large mammals. The network of protected areas is concentrated in the southern rangelands, which harbour the highest densities of large mammals in the country, and the target of the proposed project. KWS is the custodian of Kenya's National Parks and National Reserves, with an overall mandate to conserve and manage wildlife in Kenya.
88. The Kenya Wildlife Service is the apex national agency mandated with the management of wildlife resources in the country. The overall mandate of KWS is to conserve and manage all of Kenya's wildlife resources (inside and outside protected areas) for posterity. To ensure the effective management of all the protected areas spread all over the country, Kenya Wildlife service has decentralised its operations, resources and activities by creating eight regional offices: *Western, Mountain, Tsavo, Southern, Coast, Central Rift, Northern and Eastern*; with each of the regions headed by an Assistant Director.
89. The KWS seeks to promote sustainable wildlife management as a viable land-use option on community and private lands – especially ranches. This multiple land use strategy encourages the integration of wildlife management objectives with other land-use objectives such as livestock and eco-tourism. In order to be able to reach outside of protected areas under its direct mandate, KWS has established a Community Wildlife Service (CWS), which encourages landowners in selected districts to maintain wildlife on their land, and provides them with certain incentives. Certain responsibilities (and costs) for managing wildlife on their lands are delegated to them by KWS. In return, the participating land-owners receive certain benefits including revenue-sharing, rights to some consumptive utilisation of wildlife and assistance with wildlife-related capacity building and enterprise development such as tourism. Similar benefits are also shared with landowners and communities neighbouring the parks.
90. KWS partnered with the African Conservation Centre (ACC) and other stakeholders to develop the **Amboseli Ecosystem Management Plan** (2008-2018). The management plans aims at maintaining ecosystem integrity and enhancing benefit sharing to the local community in view of the increasing environmental threats facing the local community, their livestock and wildlife. KWS has already established clear planning processes and structures to enhance management, implementation of its programmes and monitor performance. In the greater Amboseli landscape, KWS works with the group Ranches, community and private conservancies to provide financial and technical support. It provides direct funding to the group Ranches in the Amboseli landscape through its revenue sharing programme. In both community and private conservancies, it is providing free or subsidised training at Manyani for the Community Rangers and providing them with equipment.

## **Kenya Forest Service**

91. The Kenya Forest Service (KFS) has the major mandate for: formulation of policies for the management and conservation of forests; preparation and implementation of management plans; Management and protection of Kenya's gazetted forests; Establishment and management of forest plantations; Promotion of on-farm forestry; and Promotion of environmental awareness.
92. KFS management structure comprises ten conservancies that are ecologically demarcated, 76

Zonal Forest Offices, 150 forest Stations, and 250 divisional forest extension offices located countrywide. The KFS also works closely with local communities in the establishment of Community Forest Associations (CFA) to encourage community participation in conservation.

### **Regional Authorities**

93. In the 1970s and 1980s, the Government of Kenya established a number of Regional Authorities to address development and investment imbalances in the country. These authorities were established on river basins and were intended to provide balanced, integrated multi-sectoral programmes across administrative boundaries; one of these regional development authorities is Ewaso Nyiro South Development Authority (ENSDA).

#### ***Ewaso Nyiro South Development Authority***

94. ENSDA was established by an Act of Parliament Cap 447 of the Laws of Kenya (1989), and started its operations in 1991. The Authority covers the entire of Narok, Kajiado and Transmara and parts of Nakuru and Nyandarua districts. As a government body, ENSDA is mandated to initiate, plan, implement and co-ordinate development projects and programs within the region. The region under the authority covers an area of 47,094 sq. km.; about 80% of the region falls within the ASAL zones. The Authority's mandate is to initiate, plan, implement and coordinate socio-economic development projects and programmes within its region. Its vision is to be a facilitator and catalyst for sustainable and equitable development and improved livelihoods. Its main role is therefore to act as a facilitator for various actors particularly the local communities and investors to invest in development programmes and create employment.

### **County and District Level Institutions**

95. The national institutions, established under the new constitution as the National Land Commission, are required to decentralise their functions by establishing County and District Officers. Existing institutions already have a presence in the Counties and have or are in the process of establishing offices in the new Districts. The Constitution of Kenya 2010 creates an ambitious County Government structure based on principles of democracy, revenue reliability, gender equity, accountability and citizen participation. The roles allocated to the county governments include the implementation of national policies on environment and natural resources (including soil and water conservation and forestry) and local tourism, among others.

#### ***District Environment Committees***

96. The EMCA mandated the creation of several institutions at national, county and district levels to facilitate the fulfilment of its functions. The District Environment Committee (DEC) is responsible for the proper management of the environment in the Districts. They develop the environment action plans of their districts and pass them on to the National Environmental Action Plan Committee.

### **CIVIL SOCIETY AND DEVELOPMENT PARTNERS**

97. NGOs in Kenya are involved in a variety of social, economic, environmental and political issues. Their work covers gender, human rights, environment, advocacy and participatory development. The majority have been assisting in strengthening civil society through informing and educating the public on various issues, such as their legal rights, entitlement to services or by helping them attune to government policies.

### **The African Conservation Centre**

98. The African Conservation Centre (ACC) is a not-for-profit NGO dedicated to excellence in conservation in Africa. The ACC's work, places emphasis on a three-tier approach of integrating *Knowledge, Environment and Livelihoods*, in resolving problems facing biodiversity conservation in the region. ACC's work in Amboseli over the years has focused on reconciling the interests of people and wildlife through an integrated ecosystem approach that maintain abundance and resilience of wildlife populations to the benefit of pastoral communities. The Amboseli Research and Conservation Programme (ARCP) that established ACC has worked continuously in the area since 1967. During that time, ARCP and ACC laid the foundation for Kenya's integrated ecosystem approach to parks and community-based conservation. As a means for long-term conservation of the Amboseli Landscape, ACC has partnered with KWS and other stakeholders to formulate the Amboseli Ecosystem Management Plan 2008-2018. The management plan aims at maintaining ecosystem integrity and enhancing the ecosystem's benefits to the local community in view of increasing environmental threats facing the local community, their livestock and wildlife.

### **Maasai Wilderness Conservation Trust**

99. The Maasai Wilderness Conservation Trust (MWCT) is a pioneering partnership between professional conservationists and young Maasai leaders to engage the Maasai community in managing their ecosystem wisely. The Trust works to preserve the wilderness, wildlife and cultural heritage across the Amboseli-Tsavo ecosystem by creating sustainable economic benefits for the Maasai people. MWCT funds and operates programs that promote sustainable economic benefits from conserving this ecosystem. Lease/Management payments for conservancy zones, carbon credits, proposed payments for watershed protection, sustainable ecotourism, wildlife monitoring and security, conservation and tourism employment and 'Wildlife Pays' are some of the ways MWCT is encouraging community-based conservation.

### **Maasailand Preservation Trust and Big Life**

100. The Maasailand Preservation Trust (MPT) has been operating since 1993 on the Mbirikani Group Ranch, which borders the Amboseli and Chyulu Hills National Parks in the Amboseli Landscape. This 300,000 acre ranch is an integral part of the wider Tsavo/Amboseli landscape, which is a key area for wildlife including large herds of elephant, buffalo, wildebeest and other plains game. The Trust was founded in response to the increasing conflict between the ecosystem and its human inhabitants. MPT's main focus is to provide the Maasai people with financial and other critically important benefits in return for conserving wildlife and habitat. Given the rapid population growth rates of people and livestock over the last century, the Maasai have found themselves in a situation where the costs of living with wildlife far exceed the benefits. The Trust also works closely with the Kilimanjaro Lion Conservation Project (KLCP), which monitors the diminishing lion population in the region and aims to determine the mechanisms of predator-livestock conflict, working with the communities to encourage the coexistence between people, livestock and predators. Since Big Life's inception in 2010, its focus has been conservation of wildlife and anti-poaching efforts within the Amboseli landscape with MPT managing its on-the-ground operations. Similarities in conservation philosophies and goals resulted in the two organisations merging their operations to form one entity, namely *Big Life* in 2013.

### **Amboseli Ecosystem Trust**

101. The AET was established and registered as a charitable, non-governmental not-for-profit organisation under the provisions of Trustees (Perpetual Succession Act) Cap. 164 of the Laws of

Kenya. The Trust was established for the primary purpose of promoting conservation of wildlife and their habitats within the Amboseli landscape. The Trust brings together key stakeholders including the group ranches, ATGRCA, partner NGOs (ACC, AWF), Kajiado County Council and KWS. These organisations constitute the Board of Trustees of AET. The objectives of the AET include: *promoting the conservation of the Amboseli Landscape; partnership with organisations promoting wildlife conservation; promoting community benefits and livelihoods from conservation; partnering with group ranches to establish and manage wildlife conservancies and sanctuaries; and support implementation of Government Policies that are relevant for the Conservation of the Amboseli Landscape.* However, the AET faces some challenges which include: lack of interagency coordination and adherence to timelines; inconsistency in implementation of the management plan; lack of an established executive function (the secretariat is managed by ACC in Nairobi), absence of a proper progress monitoring system; and lack of full support of the role of AET by key players in the landscape.

### **Nature Kenya**

102. Nature Kenya (NK) - the East Africa Natural History Society (EANHS) was established in 1909 to promote the study and conservation of nature in eastern Africa. The objectives of NK include: *enhancing knowledge of Kenya's biodiversity; promote conservation of key species, sites and habitats; encourage community participation in conservation through promotion of sustainable benefits; and advocate policies favourable to biodiversity conservation.* NK engages in various activities that promote sustainable benefits and incentives through nature based enterprises such as beekeeping, butterfly farming, mushroom and aloe farming, ecotourism, bird guiding, tree seedlings for business and forest restoration, and energy saving technologies such as solar cookers and food warmers. The NK advocates for the protection of Important Bird Areas (IBA) and Key Biodiversity Areas (KBA) through: passage of appropriate policies and their implementation; national recognition of IBAs and KBAs and promoting their joint management; expansion of the PAs network; and development that takes into account the full value of natural resources and biodiversity and sound climate change mitigation. NK is involved in the management of a GEF IV funded project in western Kenya.

### **The Amboseli Trust for Elephants**

103. The Amboseli Trust for Elephants aims to ensure the long-term conservation and welfare of Africa's elephants in the context of human needs and pressures through scientific research, training, community outreach, public awareness and advocacy. It is not-for-profit trust registered in Kenya and the USA. The Amboseli Elephant Research Project is the trust's research arm. Since 1972 it has studied the Amboseli elephants, making it today one of the longest studied populations of free living large mammals in the world —researchers can identify virtually each one of the c.1,500 living elephants in the population. Now in its 40th year, its work is of considerable importance to the understanding of elephants in the Amboseli landscape and across Africa.

### **The Northern Rangelands Trust**

104. The Northern Rangelands Trust (NRT) is a registered Kenyan Trust with a Board of Trustees and with constituent communities as members. In 2004, individuals from Lewa Conservancy teamed with government, private and community conservation initiatives to develop the Northern Rangelands Trust as a home-grown umbrella organisation aimed at addressing their development problems and creating long-lasting local solutions. NRT was conceived as a catalyst for development of community-based conservation initiatives and is currently working with 19 community conservancies in Laikipia, Samburu, Isiolo, Marsabit and Baringo/East Pokot and

Ijara districts, covering an area of more than 5,000km<sup>2</sup>.

105. The role of the NRT is to develop the capacity and self-sufficiency of its constituent community organisations in biodiversity conservation, natural resource management and natural resource based enterprises. It connects different interest groups with a goal of collectively developing strong community-led institutions as a foundation for investment in community development and wildlife conservation. It provides these communities with a forum for exchanging ideas and experience, and serves as a technical, advisory and implementing organisation for community programmes. Other roles of the NRT are: support the management of conservancies; facilitating development and capacity building; raising funds for conservation and development; building partnerships with county and national governments and supporting institutions and NGOs; promoting business and engaging community conservancies in social enterprises; and facilitating peace building and security. The objectives of the NRT are: *ensure the conservation, management and sustainable use of the natural resources within the Trust Area; promote and develop tourism and all other environmentally sustainable income-generating projects within the Trust Area; promote culture, education and sports of the residents of the Trust Area; promote better health of the residents of the Trust Area through the provision of better health services and facilities; alleviate poverty of the inhabitants of the Trust Area through improved social services, provision of employment and establishment of community-based enterprises; and promote and support trusts, corporations, NGOs and other charitable organisations with similar objects to those of the Trust.*
106. The NRT model builds capacity in governance, financial management and security, which promotes independence and long-term sustainability. NRT assists the community conservancies to design and implement community conservation programs, improve rangelands conditions and improve livestock and water management programs. This includes building community capacity to resolve resource-based conflicts and improve natural resource governance. The NRT programme assists KWS with the immense task of conserving and managing Kenya's abundant wildlife, 80% of which exists outside of KWS-managed and protected areas. Through the NRT, 131,000 hectares of communal land in the West Gate Community Conservancy have been set aside for wildlife and pastoralism, preserving a habitat for the endangered Grevy's zebra. Herds of up to 500 are now regularly observed.
107. Other achievements of the NRT include that community led conservancies in northern Kenya have substantially improved wildlife conservation efforts through community development. NRT is now widely seen as a model of how to support community conservancies that can be redeveloped in the south. Its success has helped shape new government regulations on establishing, registering and managing community conservancies in Northern Kenya; wildlife populations in all the conservancies are either stable or increasing; rangeland health is improving where grazing management is practised; improved security is one of the strongest benefits of conservancies to local communities; conservancies have had some success resolving conflict and building trust and peace between communities; conservancies provide legal recognition to communal ownership and strengthened community rights and management and provision of employment and education bursaries to the local communities.

### **The East African Wildlife Society**

108. The East African Wildlife Society (EAWLS) is engaged in facilitating and shaping natural resource policy debates, particularly in Kenya. For over fifty years, EAWLS has been involved



in efforts for protecting endangered, rare or threatened species and habitats in East Africa. EAWLS works on a wide range of forest, marine, and wildlife conservation and management initiatives across Kenya and works with partners in Tanzania and Uganda on regional issues such as timber and wildlife trade and cross-border management. The Society is also implementing a project entitled “*Advancing Consensus Building in Enactment and Implementation of a New Wildlife Law.*” This project seeks to ensure that Kenya’s wildlife resources are sustainably managed as part of Kenya’s natural heritage, with economic, social and conservation benefits accruing at local as well as national levels.

### **The African Wildlife Foundation**

109. The African Wildlife Foundation (AWF), an NGO, was established in 1961 to work towards the conservation of Africa’s unique wildlife resources, in partnership with African individuals, local communities and institutions. AWF’s land programme focuses on supporting existing protected areas and expanding and linking protected areas, which is in line with the Amboseli landscape Management Plan which advocate for the conservation and protection of critical wildlife dispersal areas and corridors within Amboseli landscape. Through its lease programme, which commenced in 2008, AWF has secured 328 land parcels in Kimana area, which has resulted in 19,680 acres of land being set aside by individual landowners for conservation – a key step forward in the development of a Kimana conservancy. Protection of this corridor will successfully link three of Kenya’s most celebrated national parks: Amboseli, Chyulu and Tsavo and help to ensure the long-term viability of the ecosystem. AWF’s community partnership program aims at improving livestock productivity and enhancing community livelihoods and livestock marketing. Efforts to improve productivity through range rehabilitation have been made with 500 acres of degraded land rehabilitated in Mbirikani group ranch under the management of Siana women’s group.

### **The International Fund for Animal Welfare**

110. The International Fund for Animal Welfare (IFAW) was founded in 1969 and works to save individual animals, animal populations and habitats all over the world. IFAW works with campaigners, legal and political experts, as well as scientists in different programs including marine mammal research and education, rescuing, rehabilitating, and releasing animals in distress, promoting whale watching as an alternative to hunting, protecting endangered species, educating children about animal welfare and wildlife conservation, and carrying out legislative and educational campaigns around the world in an effort to prevent animal cruelty, preserve endangered species, and protect wildlife habitats. In the Amboseli landscape, the IFAW East Africa team manages a research project in Amboseli National Park working in collaboration with the Amboseli Elephant Research Project. It is also supporting wildlife monitoring in the park which has included the provision of elephant collars and other equipment. IFAW is also working closely with AWF to secure for conservation some of the land in Kitenden area.

## **PRIVATE SECTOR AND COMMUNITY BASED ORGANISATIONS**

### **Amboseli/Tsavo Group Ranch Conservation Association**

111. ATGRCA was registered in July 1995 under the Company’s Act cap 486 as a Private Company with liability limited by guarantee and not having any share capital. It started operations in 1997, mainly providing a platform for group ranch representatives to coordinate conservation activities that impact across group ranch boundaries. The Association has very ambitious objectives – which initial consultations suggest it has yet to reach - but the key ones include; to: be a development, coordination and an environment and wildlife conservation forum for the member group ranches; conserve the ecological diversity and the integrity of the Amboseli and Tsavo landscapes;

consolidate the management of the group ranches under the Association, without having preemptive rights over them; conserve the wildlife resources in Amboseli and Tsavo; promote the best possible coordination of land-use and minimise conflicts between wildlife conservation and development; develop programmes for environmental education, training and other forms of capacity building; restore the degraded habitats and re-introduce wildlife where necessary or appropriate; and represent the group ranches in all matters of mutual interest pertaining to the conservation and protection of natural resources.

### **The Kenya Rangelands Coalition**

112. The formation of a rangelands coalition was based on the fact that rangelands, which constitute 80% of Kenya and hold 60% of its livestock and virtually all of its wildlife was under severe pressure and threats. At a KWS workshop held in August 2011, it was agreed that pastoral communities, ranchers and community conservancies would unite to form the Kenya Rangelands Coalition (KRC) to advocate for the rangelands and to form an umbrella body to assist in the management and sustainable development of these landscapes. The KRC would be expected to influence policy at a critical period when Kenya is revising and developing new land, environmental and conservation policies and legislation. It would also provide a platform for the generation of new ideas, strategies and opportunities for integration into the future of rangeland management and perpetuation and protection of the rights of millions of communities in these landscapes. However, following its inception, take-up of the KRC has been limited due to the perceived broad mandate of the coalition and a perceived lack of clarity of focus.

### **The Kenya Wildlife Conservancies Association**

113. The Kenya Wildlife Conservancies Association (KWCA) brings together 120 community and private ranches and local authorities with game reserves or which have wildlife outside protected areas. The formation of the association is a significant milestone towards harmonisation of efforts in wildlife sector governance. It is expected to provide private landowners, communities and conservationists with a platform to directly and progressively participate in wildlife industry governance in Kenya. Their coming together is expected to help shape the destiny of wildlife conservation within and outside protected area systems. The move also accords with the Draft Wildlife Policy and Bill and the Draft Conservancy Regulations of 2012, which have explicitly recommended devolution of rights to landholders and the institutionalisation of the wildlife industry in Kenya which the now formed body actualises. The formation of the KWCA is supported by KWS, The Nature Conservancy (TNC) and WWF.

## **Part IB: Threats, Root Causes and Impacts**

### **National Level Threats**

#### **HABITAT AND LAND USE CHANGE**

114. The increasing population size and changing lifestyle needs lead to changes in land use and habitat. The demand for agricultural produce to meet the needs of the growing population has led to more extensive and intensive agricultural practices, resulting in the expansion of agriculture into arid and semi-arid areas whose ecosystems are unable to sustain these practices. This leads to degradation of these ecosystems with greater implications on landscape ecosystem functioning, wildlife conservation and provision of ecosystem good and services.

## OVEREXPLOITATION OF NATURAL RESOURCES

115. The current State of the Environment report highlights poaching and uncontrolled harvesting as major contributors to the decline of biodiversity. The seriousness of poaching is increasingly well known, especially in relation to elephants and rhino. Less well documented is the illegal harvesting of plant species such as the African Sandalwood tree (*Osyris lanceolata*) which is exploited for its essential oils used in perfumes. Initially reported in the Chyulu Hills, this plant is heavily harvested in Kajiado including the ranches surrounding Amboseli. The increasing population puts greater demand on the available natural resources and the economic incentives for their extraction leads to overexploitation.

## CLIMATE CHANGE

116. The Intergovernmental Panel on Climate Change (IPCC) has established that the planet is experiencing a significant shift in climate, with human activity being the main causal factor<sup>35</sup>. As the global climate as a whole increases in temperature, ecosystems are predicted to shift through increasing latitudes and altitudes, threatening the ecology of mountain and highland habitats in particular. With increased variability and a general decrease in precipitation, desert ecosystems are expected to expand and the sustainability of wetland ecosystems threatened. The impacts on humans include increased water stress; crop failure due to pests and diseases as well as unfavourable growing environments and soil degradation; an increase in human disease; and increases in environmental shock events such as landslides and floods, all of which disrupt livelihood security. Most IPCC predictions indicate that the resilience of many ecosystems will be reduced by the changes expected over the course of this century. In general, the most threatened elements of biodiversity would be those with nowhere to shift, particularly mountaintop communities, island species or those living in isolated habitat refuges. On a regional scale, there has been a notable warming trend between 1901 and 2000, with large inter-decadal variability. East Africa's climate is mainly controlled by the seasonal changes in the latitudinal location of the Inter-Tropical Convergence Zone (ITCZ). This is superimposed on regional topography, surface water bodies and, and maritime influences. A recent study suggested that fertilisation by atmospheric carbon dioxide is shifting the odds in favour of trees throughout Africa and that large parts of the savannah may turn into forests by 2100.<sup>36</sup>

117. A study carried out by the UK Department for International Development (DFID) in 2008 concluded that on average, Kenya experiences floods every seven years and drought occurs every five years. The DFID study estimated Kenya's future climate into the late 2020s and beyond. According to the projections, average annual temperature is likely rise 1°C by 2020s and 4°C by 2100. The country is likely to become wetter in both rainy seasons with rainfall in northern Kenya increasing by up to 40% by the end of the century. Greater rainfall may also be experience in the west of the country with seasonality remaining unchanged. Consequently flood and drought events are likely to increase in both frequency and severity<sup>37</sup>. Kenya has in the recent past reported successive seasons of crop failure, increasing the country's food insecurity. The country's famine cycles have reduced from 20 years (1964-1984), to 12 years (1984-1996), to 2 years (2004-2006)

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<sup>35</sup>IPCC, 2007. Climate Change 2007: The Physical Science Basis. Contribution of Working Group I to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change [Solomon, S., Qin, D., Manning, M., Chen, Z., Marquis, M., Tignor, K.B.M and Miller, H.L. (eds)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA, pp 996.

<sup>36</sup>Higgins, S.I. and Scheiter, S. (2012). *Atmospheric CO<sub>2</sub> forces abrupt vegetation shifts locally, but not globally*. Nature DOI: 10.1038/nature11238

<sup>37</sup>Downing C., Preston, F., Parusheva, D., Horrocks, L., Edberg, O., Samazzi, F, Washington, R., Muteti, M., Watkiss, P. and Nyangena, W. (2008). *Kenya: Climate Screening and Information Exchange*. Report to Department for International Development. ED 05603 Issue Number 2.

and to yearly 2007/2008/2009, necessitating the Government's distribution of 528,341.77 metric tonnes of assorted foodstuffs worth KES 20 billion over the last five years to feed a population of between 3.5 million and 4.5 million people annually<sup>38</sup>. In Kenya, farmers, due to dependence on rain-fed agriculture have felt the effects of climate change significantly. The changing and unpredictable raining seasons has greatly affected their ability to plan their farming activities. Areas that received adequate rainfall now receive insufficient rainfall reducing the land that can support agriculture. This brings the need for the application of more appropriate land-uses and technologies.

118. Pastoralism is the main form of livelihood for communities living in ASALs of the country. This practice has experienced the brunt of climate change manifested in the form of frequent, intense and long lasting droughts. For instance the 2006 to 2009 droughts are testament to the devastation that climate change could cause to the livestock sector. In 2009, most pastoralists lost more than half of their herds to drought<sup>39</sup>. Climate change also makes wildlife populations prone to new diseases, increasing the vulnerability of various animal species. This would result in more deaths among animal and plant populations that could subsequently result in localised extinction of a species if the disease outbreaks occur with greater frequency.

### **INVASIVE ALIEN SPECIES**

119. Invasive alien species are another pervasive problem in the conservation of Kenya's biodiversity. A number of species have recently emerged as particularly serious threats. The tick berry (*Lantana camara*) has already invaded a number of PAs, including Nairobi and Oldonyo NPs. The Velvet mesquite (*Prosopis juliflora*), while not yet recorded in any PA, is already a serious problem to native plant species in several parts of the country. The same is true of Mauritius thorn (*Caesalpinia decapeltata*) and several other plant species. Aquatic and wetland biodiversity is seriously compromised by alien invasives. Notable among these is the water hyacinth (*Eichhornia crassipes*). In Amboseli, the Red water fern (*Azolla filiculoides*) is already been described as rampant, threatening to clog the open portions of the swamps.

### **Threats to the Greater Amboseli Landscape**

120. Although the Amboseli-Chyulu-Tsavo ecosystem is the bedrock of Kenya's tourism, the biodiversity therein is threatened by declining ecological integrity of the ecosystem, habitat degradation, loss of migration and dispersal areas and insularisation, poaching for commercial or subsistence purposes, encroachment of incompatible land uses, and, an escalating human-wildlife conflicts. The Greater Amboseli landscape has undergone significant changes in land use with an overall increase in the amount of land under cultivation and settlement. Analysis of satellite images of the landscape from 1975, 1990, 2000 and 2010 show a 24.4% increase in cultivation and settlement, a 15% decline in dense woodland/forest and wooded/shrub grassland vegetation while wetlands declined by 12.3%. Currently, the increased land subdivision around the Amboseli NP has constrained animal movement.

### **LAND SUBDIVISION**

121. Maasai pastoralists have inhabited the rangelands of southern Kenya for roughly over three hundred years, over which they developed a nomadic pastoral lifestyle that allowed them to co-

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<sup>38</sup>Heinrich Boll Stiftung. *Climate Change Vulnerability and Adaptation Preparedness in Kenya*. Camco Advisory Services Ltd and Heinrich Boll Stiftung East and Horn of Africa.

<sup>39</sup>Heinrich Boll

exist with the wildlife, with many traditional range management practices aimed at maximising human wellbeing while protecting the integrity of the ecosystem. Seasonal migration and the *ololili*, (dry season refugia – a term used by the Maasai people) are particularly well suited to sustainable exploitation of the rangelands by both wildlife and people. Habitat loss through land-use change has been repeatedly cited as the leading constraint to wildlife dispersal and integrity in the Amboseli landscape. It diminishes the ability of the entire rangeland resource base to maintain wildlife density and diversity. The capacity to sustain natural ecological processes in the protected areas is also severely reduced. This exposes species to the deleterious impacts of ecological segregation and island biogeography processes.

122. However, land use change started in the 1960s with the formation of group ranches, meant to allow members to gain collective group title to their land. The group ranch concept represented a new approach to pastoral development and was a first attempt to radically transform a nomadic subsistence production system into a sedentary, commercially oriented system. The group ranches have, over the years, served as migratory corridors and dispersal areas for wildlife migrating between Amboseli, Tsavo, Chyulu Hills and Kilimanjaro National Parks, but with increasing human activities, subdivision of the group ranches and subsequent fencing of individual parcels of land, these corridors are being lost. The patterns and trajectory of on-going fragmentation in the Amboseli region have clear implications for the mobility of pastoralists and their ability to access ecological resources. The contraction of dispersal areas decreases the rate of migration of wildlife or halts it altogether. The loss of dispersal areas limits the ability of a protected area to support viable, genetically diverse populations, leading to populations prone to inbreeding and local extinction. Concentration of wildlife in the park especially elephants has been detrimental to the regeneration of vegetation. As a result of group ranch subdivision, it is likely that more wildlife will be forced to remain in the park, as more and more dispersal areas are fenced off, causing more damage to the already degrading environment.
123. Subdivision and sedentarisation, in tandem with other system drivers, compresses the range of traditional economic choices households perceive as being practicable, and necessitates new coping strategies. Land-fragmentation is resulting in increasing numbers of people dropping out of the pastoral system with few alternative assets and means to survive.

## **FARMING**

124. As a result of sub-division, individual parcels of land would not sustain sufficient livestock to support basic family needs. Most people are therefore opting for cultivation as an alternative means of livelihood. Following increase in farming activities especially horticulture around the swamps and other water sources, soil and water pollution is increasing as a result of intensified use of chemicals and fertilisers. Cultivation has quickly expanded from the high potential farmlands around Loitokitok along nearly all the watercourses in Rombo and Kuku group ranches and into parts of the Kitenden corridor. The improvement of the Emali-Loitokitok road has stimulated the mushrooming of new trading centres and urbanisation is rapidly taking its place among threats. Similar concerns arise over the opening up of mining and industrial production activities on Mbirikani group ranch.
125. Land cover change is expected to increase due to clearing of land for cultivation around the swamps, rivers and wetlands. Some indigenous hard wood trees such as the acacias are being cleared for charcoal burning while other tree species are being felled for building and fencing materials. The cover change impacts negatively on both wildlife and livestock. New “market

values” and practices focusing on the exclusive acquisition of monetary profit-making are conflicting with the egalitarian ‘culture of sharing’ supported by traditional values like solidarity, cooperation, reciprocity and collective wealth.

## **HUMAN SETTLEMENT**

126. In the last 20 years or so there has been a steady increase of spontaneous and unplanned human migrations to ASALs from the densely populated areas of Kenya. The rising population from both immigrations and natural increase is making it difficult to meet local livelihood needs even during above average production years. The most conspicuous result is the haphazard expansion of cultivated areas in ASALs. Conflicts between cropping requirements and the use of natural pastures by both wildlife and domestic stock undermine the long-term productivity of the land, reducing the capacity of the ASALs to support both human and animal life.
127. With land scarcity in high population density areas, the rangelands are becoming the new frontier for land seekers and speculators. The lure of quick money and political pressure are key drivers of sub-division. However, many of those who were induced to sell their parcels of land (e.g. in Kimana) have become landless paupers. This displacement of the local community from their traditional lands reduces their participation in conservation.

## **OVERSTOCKING AND OVERGRAZING**

128. The increased sedentarisation of the Maasai community has constrained the movement of livestock leading to overgrazing within the accessible areas. The limited benefits from conservation, increased sedentarisation as well as risks from wildlife attacks have necessitated the increase in livestock numbers to improve incomes. This has led to overstocking of livestock resulting in further land degradation, as the ecosystem cannot support the increased demands for limited resources.

## **UNPLANNED TOURISM DEVELOPMENT**

129. The economic benefits attained from tourism attract investment and establishment of the supporting infrastructure such as roads and lodges. The unchecked expansion of tourist facilities has been the subject of much debate in the ecosystem since the 1970s, especially with the emphasis on mass visitation and concentration on the park. These concerns are, however, dwarfed by the scale of transformation being witnessed in parts of the ecosystem. The study observed on-going proliferation of low-budget establishments on the eastern fringes of the park. This is significant on the privately held or leased parcels on the recently subdivided Kimana Group Ranch.
130. This development can have further negative impacts on conservation through increased poaching due to accessibility of the rangeland areas as well as possible disruption of animal movement patterns from the establishment of settlements along wildlife corridors and dispersal areas.

*Table 4: Threats to Biodiversity in the Greater Amboseli Landscape*

<b>Threats</b>	<b>Impacts</b>
Land subdivision	Loss of wildlife migration corridors and dispersal areas. Habitat degradation in Amboseli National Park and surrounding areas. Constrained mobility of pastoralists and wildlife. Unconstrained land development and farming.

Threats	Impacts
	Loss of ecological viability of the Amboseli National Park.
Farming	Change of vegetation cover in the group ranches Increase in soil and water pollution. Loss of traditional community lands by the local communities.
Human settlement	Haphazard expansion of cultivated areas. Loss of migration corridors.
Overstocking and Overgrazing	Degradation of the ecosystem.
Unplanned Tourism	Movement of wildlife especially elephants is curtailed. Increased poaching.
Lack of Coordination	Difficulty in coordinated land use and investments into the landscape

131. The increased insularisation of Amboseli National Park has serious implications for wildlife conservation in the area, and in Kenya generally, as Amboseli NP is likely to become an unviable ecological island. As the human population in the area grows, there is increased construction of houses, roads, markets, and towns, and conversion of land to agricultural practices. These development activities around the park and in the entire ecosystem fragment wildlife habitats and block the movement of wildlife to neighbouring national parks, and within the dispersal areas in the group ranches. Insularisation of protected areas and habitat fragmentation would hasten the extinction of species, directly reducing biodiversity. If the protected areas have no dispersal areas, genetic drift and inbreeding may occur, leading to population instability, loss of ecological integrity and possibly local extinction. These extra-ecosystem linkages are also necessary to buffer Amboseli NP against extreme droughts and climatic change.

### **INADEQUATE STAKEHOLDER COORDINATION**

132. The Greater Amboseli Landscape is of increasing interest to investors in various sectors, although primarily in tourism, wildlife management and agriculture. It is also of considerable interest to the research community, a legacy of having been intensively studied since the 1960s and to a lesser degree earlier still. Linked to this is a strong degree of interest in the landscape from the donor and NGO communities. With tourism opportunities, amongst others, the landscape is also of perceived value to private sector, community and individual economic interests. The wide range of stakeholders operating in the Amboseli landscape is a threat if not properly coordinated, with a lack of cohesion between interest groups apparent in many cases – which can lead to competition for resources and political influence and diminished conservation outcomes as a result.

### **Long-term Solution and Barriers to the Solution**

#### **LONG TERM SOLUTION**

133. The Greater Amboseli Landscape has little arable potential, but it has enormous national and global heritage and touristic value, which PAs alone cannot secure in the long term. The long-term solution is to conserve the Amboseli landscape's threatened species and habitats, and especially the large ungulates, such as elephants, and expansive swamps, and promote sustainable development of the ecosystem for the benefit of the present and future generations.

134. The solution to the conservation challenge lies in embracing a landscape approach to conservation and development, allowing the ecosystem to provide a broad range of benefits to the broad range of interests dependent on it, including wildlife, pastoralists, off-site communities (and water) and indeed the environment. This will only be achieved if there is meaningful involvement of the local communities in a landscape approach, given the better legacy of coexistence over millennia of joint use of the land. The ideal solution would include an all-encompassing rangelands network organisation – one that has the full support of community, private, government and NGO stakeholders alike. Thus a landscape approach in the context of Amboseli also requires a greater degree of coordination and networked interests between stakeholder groups and individuals than is found currently.

## **BARRIERS TO THE SOLUTION**

135. Although there are currently numerous projects partially addressing conservation and the consequences of land subdivision and ecosystem fragmentation in the landscape, their effectiveness has been limited by the various barriers described, which need to be addressed if the long-term solution is to be achieved.

### **Weak institutional and policy framework for collaborative governance of natural resources and delivery of multiple benefits amongst relevant stakeholders.**

136. Although many rural communities depend on natural resources and wildlife for livelihoods, many emerging nations in the transitional and post-independence periods adopted a model of conservation that separated wildlife into PAs (such as national parks) where people were often excluded. The agenda for PA managers was to conserve biodiversity, and often differed from that of the local communities, which was to regain control over natural resources and improve their lives. The model was essentially alien to the use and interactions pastoralists had with such resources, and did not accommodate customary rights of Maasai communities to continue using wildlife and protect their families, crops and livestock from attack.
137. This was further compounded by the interplay of communal land ownership and population growth. Although the Maasai people bordering the Amboseli-Chyulu Hills-Tsavo PAs have some security of tenure through group ranches, the majority do not feel that this form of ownership is secure enough, in the face of the rapid population growth in the country and amongst the Maasai. Kenya's population is five times higher than the 1940s levels, driving land shortage, poverty, inequality and conflict with wildlife. Livestock holdings among pastoralists have fallen from fifteen per capita to five in southern Kenya. The faltering subsistence economies cast millions of pastoralists into the fringes of the market economy. Without secure land rights, the rural communities want subdivision of the open commons to privatise and develop their lands, ward off land-grabbers and keep out wildlife.
138. The governance of natural resources requires a strong sense of congestion. Whilst bold initiatives such as the development of an Amboseli Ecosystem Management Plan have begun to pave the way for greater coordination over ecological and biological resources in the landscape, the take up of the plan remains minimal. There are a variety of institutions operating in the Amboseli landscape, many of which have the potential to support the implementation of landscape level plans, yet few are as yet either in a position of financial security or have sufficient political support to enable them to functionally implement. Greater governance systems need applying to the landscape to enable sound plans to be pragmatically implemented with sufficient ownership and support from communities, investors and other stakeholders.



### **Limited application of landscape level, knowledge-based land use planning and management that maximises biodiversity conservation needs.**

139. The Greater Amboseli landscape comprises of Amboseli and Chyulu Hills NPs and six communally owned group ranches, which act as both resident and wildlife dispersal areas from Amboseli, Tsavo West and Chyulu Hills national parks. These resources are linked as wildlife, livestock and people need land, water and pasture for survival or benefit. Rainfall is a critical limiting factor in biotic productivity here, and water distribution affects how the Maasai people and wildlife utilise land across the landscape. Under these circumstances, a comprehensive landscape-wide knowledge based land use plan – and thereafter its functional implementation - is required as the basis of resource exploitation. With the support from ACC amongst others, KWS has concluded a ten year Amboseli Ecosystem Management Plan (2010-2018), which details the program of work on ecological management of PAs, tourism development and management, community partnership and education, security and landscape-level operations. However - while the management plan is forward looking and innovative, it focuses more on the management of the core PAs and does not comprehensively address threats emanating from the competing land use in the group ranches. It thus needs a renewal period and greater linkage into the wider landscape before it is effectively implemented with wide-ranging political support.
140. Furthermore, planning and decision making by related sectors, agencies and communities of the Greater Amboseli landscape often takes place based on limited/fragmented information. Knowledge and capacity constraints also limit production sectors from pursuing alternate ecologically benign revenue mobilisation options, e.g. farm tourism and crop diversification. Where it is applied, knowledge has tended to be segmented with the expertise and resources from various sectors focusing on only part of the system instead of a unified goal; thus - in simple terms - ecologists tend to only look at the ecological factors, conservation authorities at wildlife populations, and NGOs, private sector conservationists focusing on the socio-economic aspects, and often giving hand-outs. This has led to extension of agriculture and livestock activities into migratory corridors, reducing the ecological integrity of the three NPs; as exemplified in the table of threats and their impacts (e.g. in the Kimana area, Mbirikani group ranch, Kuku A and B group ranches and Chyulu Hills NP)

### **Inadequate balance in rights, responsibilities and access to economic benefits from tourism by communities.**

141. The Amboseli landscape is one of the most important tourism destinations in Kenya receiving over 130,000 visitors annually. Unfortunately, the Maasai have not benefitted much from the proceeds of this tourism, due to limited tourism infrastructure outside the core PAs, limited exposure to markets, poor financial endowment limiting their opportunities for participation and investment, and low levels of expertise in tourism enterprises. The predominant tourism activity in the ecosystem is wildlife viewing and photography against the backdrop of Kilimanjaro, the tallest mountain in Africa on the Kenya/Tanzania border. The concentration of wildlife in swamps in the Park and the nascent Kimana conservancy is a major attraction especially during the dry season, leading to tourist congestion in these two wildlife focal areas.
142. While wildlife disburses throughout the Amboseli landscape during the wet season, this has not changed the pattern of distribution of visitors due to lack of roads and other tourism infrastructure in the group ranches. This is exacerbated by the fact that development of tourism facilities within the Amboseli landscape has been largely investor driven and therefore not sufficiently coordinated with resident communities. As such, most development is concentrated in a few places without

significant effort to distribute it more evenly throughout the wider landscape.

143. The relatively low levels of education and limited technical expertise in tourism among the Maasai communities living in the greater Amboseli landscape have exacerbated the skewed distribution of benefits even when tourism spreads into the group ranches. Some landowners have adopted tourism as an alternative land use through the establishment of sanctuaries and leasing of concession areas to private investors. Nevertheless, of the leases and tenancy agreements of the lodges, campsites, and tourist enterprises have been poorly negotiated and prepared, with the result that they are often in favour of the lessee rather than the landowners. Since a viable and sustainable wildlife tourism sector depends primarily on maintaining connectivity between the Park and adjacent ranches to allow wildlife to access forage, it is vital that local communities receive tangible benefits for them to continue supporting wildlife-based tourism.

### **Baseline Course of Action**

144. The Amboseli landscape already benefits to some extent from baseline investments, particularly by KWS, the tourism industry as well as key NGOs, such as ACC, MWCT and Big Life. Without further investment into the landscape, these organisations, state, private and public would likely continue with the progress that they have made to date.
145. Due to the close link between economic development and tourism in Kenya, KWS is a core partner in the Government's strategy on formulation and implementation of strategies for tourism and the sustainable exploitation of natural resources for economic recovery, employment and wealth creation. KWS's annual budget exceeds USD \$30 million; a third of which goes to the greater Amboseli landscape, where it supports security against poaching (personnel, equipment, gadgets and vehicles); community wardens and community rangers for the Community Based Conservation (CBC); schools, roads, community enterprise projects, water projects, targeted fencing, and control of problem animals within the Human-Wildlife Conflict programme. A substantial part of the budget supports ecosystem planning, applied research on carnivores, the habitat integrity, livelihoods, veterinary and disease surveillance, ecological research and monitoring (vegetation composition, structure, trends); species monitoring (site specific species conservation plans for lions, wild beast, giraffe, elephants). The rest of the budget supports overall financial and human resource management and related infrastructure. With support of several development partners, KWS has produced a ten year Amboseli Ecosystem Management Plan (2010-2018), which includes preliminary zones for various land uses.
146. The Amboseli Conservation Program (ACP) has been involved in the conservation of Amboseli and its wildlife for the last four decades and continues to pursue and champion human and wildlife studies into the mid-1980s when its outreach activities were formally incorporated into the African Conservation Centre (ACC), based in Nairobi. The ACC has been deeply involved in setting up community-based programs in Amboseli, establishing community wildlife sanctuaries; community scouts associations, the Amboseli Tsavo Group Ranch Wildlife Association and the Amboseli Ecosystem Trust. ACC continues the ACP's dedication to using research to sustain the integrity of the Amboseli landscape, and applying its findings to the betterment of conservation nationally and internationally. Its current program of work involves regular monitoring of habitats, vegetation dynamics, land-use changes, drought, and socio-economic change. It still undertakes periodic animal counts and has helped to establish electric fences to protect irrigated farms at Namelok and restore woodland refuges in the national park.

147. The Maasai Wilderness Conservation Trust (MWCT) is a grass roots community conservation trust established in collaboration with the Maasai community of Kuku Group Ranch, covering 1133km<sup>2</sup> of land which borders Tsavo West and Chyulu National Parks. For the last 12 years, MWCT has promoted community access to direct benefits from wildlife and sustainable natural resource management (including revenue from ecotourism activities, local employment, health and education), to stem the spread of unsustainable subsistence agriculture, with its negative impacts on ecological viability of the ecosystem. MWCT provides the communities a valuable opportunity to successfully leverage conservation benefits through biodiversity conservation (wildlife security, monitoring and mitigating human-wildlife conflict), climate change adaptation and mitigation (carbon credit projects and alternative fuel sources) and local capacity building. MWCT is the first organization to successfully negotiate a conservation area deal on a Maasai group ranch, within the Amboseli Chyulu migration corridor, and has two such conservation areas in Kuku Ranch. These conservation areas demonstrate economically viable, land use alternatives to conservation-incompatible practices. MWCT also works in wildlife monitoring and wildlife protection through the employment of 90 community scouts. It is also in the process of developing a PES scheme for water catchment rehabilitation on the Chyulu hills. This is in addition to another ecosystem services initiative, which they have been running for over three years, through the *Wildlife Pays* programme, which compensates communities for livestock damaged by wildlife. This scheme is financed through a levy collected from tourists who visit the ecotourism lodge owned by the community and managed by the group ranch on their behalf.
148. The Maasailand Preservation Trust (MPT) merged its operations with the Big Life Foundation in September 2012. MPT has operated a conservation programme in the Amboseli-landscape for the past twenty years. Since Big Life's inception in 2010, MPT has also managed the operations of Big Life on the ground, working in a highly integrated fashion, leading to the merger. Big Life is operated from the United States and (primarily) Kenya and has invested in the region of \$2 million into the Amboseli landscape since January 2011.

## STAKEHOLDER ANALYSIS

149. The key stakeholders involved in the project include civil society organisations, the private sector and the local and indigenous communities.

**Table 5: Key Stakeholders and their roles in the project**

STAKEHOLDER	RELEVANT ROLES
Ministry of Environment, Water and Natural Resources (MEWNR)	Leadership and coordination for the implementation of the project. Implementing the project. Providing co-finance. Technical consulting and capacity building.
National Environment Management Authority (NEMA)	Advisory oversight at executive level, Support at a policy advisory level
Kenya Wildlife Service (KWS)	Leadership and coordination for implementation of the project. Implementing the project. Providing co-finance. Day to day operational execution of the project. Technical consulting and capacity building. Marketing and infrastructure development.

STAKEHOLDER	RELEVANT ROLES
	Support to development and growth of the Southern Rangelands conservancies
African Conservation Centre (ACC)	Providing co-finance. Implementing the project. Marketing and infrastructure development. Support to development and growth of the Southern Rangelands conservancies
Amboseli Ecosystem Trust	Likely implementation of selected project activities under guidance and support of ACC. Support to development and growth of the Southern Rangelands conservancies
Maasai Wilderness Conservation Trust (MWCT)	Providing co-finance. Implementing the project. Marketing and infrastructure development. Support to development and growth of the Southern Rangelands conservancies
Maasailand Preservation Trust (MPT) / Big Life	Providing co-finance. Implementation of the project activities. Support to development and growth of the Southern Rangelands conservancies
Nature Kenya	Providing co-finance. Implementing the project. Marketing and infrastructure development. Support to development and growth of the Southern Rangelands conservancies
Maasai and other local communities	Responsible for the implementation of the project activities. Participating in education and capacity building activities.
Kenya Wildlife Conservancies Association	Providing linkage between the capacitated Southern Rangelands conservancies, Northern Rangelands Trust, investors and conservancy owner-managers on a national level
Northern Rangelands Trust	Advisory support, lessons learning for the development of the Southern Rangelands conservancies and necessary linkages
African Wildlife Foundation (AWF)	Technical consulting and capacity building. Dissemination and up-scaling of best practices. Marketing and infrastructure development.
Private hoteliers/ tour operators, including: Hoopoe Adventure Tours; Kenya Association of Tour Operators (KATO); Ker & Downey Safaris; Cheli & Peacock; Southern Cross Safaris; Serena; Finch Hattons.	Participate in business ventures. Marketing and infrastructure development.
South Rift Association of Land Owners (SORALO)	Providing co-finance and linkage to the southern rift – likely future partner within the conservancies.

STAKEHOLDER	RELEVANT ROLES
Amboseli-Tsavo Game Scouts Association (ATGSE)	Consultation and advice as a landscape stakeholder
Amboseli-Tsavo Group Ranch Conservation Association (ATGRCA)	Consultation and advice as a landscape stakeholder
Ewaso Nyiro South Development Authority (ENSDA)	Consultation and advice as a landscape stakeholder, linkage to government co-financing
Amboseli Trust for Elephants (ATE)	Consultation and advice as a landscape stakeholder
East African Wildlife Society (EAWLS)	Consultation and advice as a landscape stakeholder
National Museums of Kenya (NMK)	Consultation and advice as a landscape stakeholder

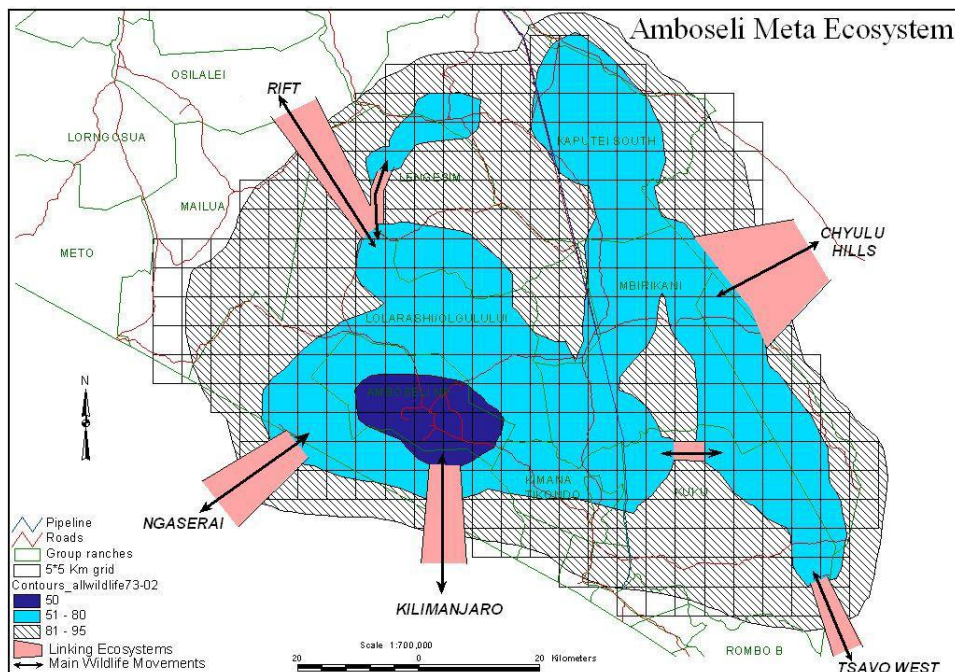
## PART II: Project Strategy

### Project Rationale

150. The project will contribute to Global Environment Facility Biodiversity Focal Area Strategic Objectives one: Improve sustainability of Protected Area (PA) systems; and two; Mainstream biodiversity, conservation and sustainable use into production landscapes. It will provide a resource governance model that allows communities and conservationists to utilise revitalised skills and guided by knowledge-based landscape planning, take advantage of modified policies and market based incentives to balance resource use and resource conservation across the greater Amboseli and secure a broader range of benefits for the onsite and offsite dependents in a more equitable and sustainable manner.
151. Facilitated by the project, the stakeholders will map out and secure wildlife dispersal areas, connectivity corridors between the core PAs of Amboseli, Tsavo and Chyulu Hills, and expand the Kimana conservancy to offer greater protection of selected species (SO1). The project will also catalyse a shift from the current sector-focused planning to a more integrated land use planning system. This will ensure that different production activities across economic sectors factor in long-term biodiversity conservation plans; thus increasing productivity of livestock and agriculture while protecting environmental services, including the watershed services of the Chyulu Hills (SO2). Collectively, these measures will improve the ecological integrity of the mosaic of protected areas to sustainably support long-term conservation, while nested in a productive landscape that provides greater opportunities for economic development of the resident Maasai community.
152. Despite the high returns from wildlife based tourism and the large baseline of investment in protected area management in Kenya, tension between conservation and development persists in the greater Amboseli landscape, where the ecological viability of the PA estate to sustain healthy populations of wildlife is threatened by loss of animal dispersal areas, migratory corridors and drought refugia. The Greater Amboseli is part of the Maasai lands in the southern rangelands of Kenya where communities continue to perceive conservationists as using a protectionist approach that lacks a full understanding of the modern realities of landscape management and runs contrary to their preferred approach of integration of people and nature. Here, the high returns from tourism

have - to a greater degree - bypassed the local communities who have borne the high cost of conservation, not only from lost opportunities from the rangelands, but also from damage to crops, livestock and lives, visited on them by legally protected wildlife. Additional pressure from growing populations, nationally and locally, has heightened the fear of losing the remaining rangelands, particularly given the inadequate security of tenure for group ranches. This has provided a clear incentive for subdividing group ranches, converting them into fenced cultivated land, at the expense of the ecosystem's ability to provide for both wildlife conservation and livelihoods, and ultimately, at the long term expense of the communities themselves. The rise in poaching of wildlife necessitates the improved support to KWS in its operational capacities within and around the NPs by supporting the capacitation of the conservancies.

153. This project focuses on the Greater Amboseli landscape covering the Amboseli National Park, the surrounding group ranches, and connecting to other ecologically important ecosystems such as Chyulu Hills NP, Mt. Kilimanjaro in Tanzania and Tsavo West NP. The rationale behind this project is to adopt a landscape level conservation approach that goes beyond PA boundaries in their different forms or communal lands by viewing landscapes as ecological blocks that provide shared productive resources which require effective biodiversity management approaches if species and habitats are to be maintained.



**Figure 4: The Amboseli National Park and wildlife corridors connecting to neighbouring ecosystems**

154. The project will lead to the development and capacitation of Southern Rangelands conservancies, enabling them to coordinate the policies and activities within the five conservancies surrounding the Amboseli NP – and more as they arise. The conservancies include existing conservancies as well as new conservancies that will be established within the group ranches and on subdivided land. The project will provide support to these conservancies in accessing finance and coordinating biodiversity conservation plans and income-generating activities. The conservancies will increase the dispersal areas for wildlife within the greater Amboseli landscape and enhance connectivity with other critical ecosystems such as Chyulu Hills, Tsavo NP and Mt. Kilimanjaro.

This will enhance the resilience of the greater Amboseli landscape by improving wildlife dispersal and movement within the ecosystem.

155. The proposed project is expected to enhance the integrity of the Amboseli landscape, and improve its capacity to support both wildlife-based tourism and livestock and agricultural activities. Considering that the tourism sector accounts for 21% of total foreign exchange earnings and 12% of the GDP, project interventions would be expected to positively impact local incomes. One of the targets the project seeks to achieve is the proportionate sharing of benefits from the Kenyan economy trickling down to the communities. This will be achieved through the support to community conservancies, promotion of ecotourism and alternative livelihoods.
156. The use of improved biodiversity management measures by the Southern Rangelands conservancies will enhance benefit sharing and community involvement in conservation, resulting in reduced pressure for land conversion and subdivision. The approach involves a rights-based, incentive-based and market-based participatory approach to natural resources management, biodiversity conservation and rural development. The project aims to identify important wildlife corridors and establish conservancies to enhance integrated wildlife conservation and economic development for increased benefits for the local communities. The establishment of conservancies along important wildlife corridors will allow for conservation as well as the development of sustainable economic activities within the conservancies.
157. The proposed project will provide a platform for the networking of conservancies within the southern rangelands region. The project will lead to enhanced capacity of local institutions that will positively drive policy change towards more equitably redressing the balance of rights, responsibilities and benefits of conservation between central and county governments, local communities and the private sector.

## **Project Goal, Objective, Outcomes and Outputs/Activities**

158. **The project's goal is** the biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands. This is through the capacitation of Southern Rangelands conservancies for an effective landscape approach to conservation and development which allows the ecosystem to provide a broad range of benefits to a multitude of stakeholders sustainably; allowing for the integration of biodiversity conservation with economic development activities.
159. **The project objective is to** mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.
160. The project aims to reorient the baseline to effectively redress the current tension between conservation and development; which can be advanced considerably by departing from the protectionism and segregation mode of conservation, and moving towards a continuum that promotes better coexistence of people and nature; one that re-balances the rights, responsibilities and benefits of natural resource management between conservation and local development more equitably. The proposed project is designed to streamline and consolidate the priorities of various conservancies for a landscape approach for the management of the ecosystem.

161. In order to achieve the above objective, and based on a barrier analysis as above (which identified the problem being addressed by the project and the barriers that need to overcome to actually address the problem), the project's intervention has been organised in three components (also in line with the concept presented at Project Identification Form, PIF, stage), under which eight 'outcomes' are expected from the project:

- **Component 1: Effective governance framework for multiple use and threat removal outside PAs.**
- **Component 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.**
- **Component 3: Increased benefits from tourism shared more equitably.**

#### **Component 1: Effective governance framework for multiple use and threat removal outside PAs.**

162. This will entail the formation and capacitation of institutions that will drive policy change to redress the balance of rights, responsibilities and benefits of conservation more equitably between the government, communities and the private sector. The project will therefore facilitate the formation of regional and local collaborative governance institutions and strengthen their vertical and horizontal linkages so that they can empower the communities to better participate in balancing conservation and economic development, thereby ensuring the sustainability of the Amboseli landscape with its NPs. The institutions are:

- **County Rangelands Management Committee** – to be established; this will be a county level institution similar to those catering for human rights (Kenya Human Rights Commission); it will benefit all communities living in wildlife conservation areas in the county.
- **Kenya Wildlife Conservancies Association** – this institution has already been established, but it is very new. Modelled along the non-government Kenya Forestry Working Group but with significant improvements and greater ownership by landowners and users, the KWCA will bring together interest groups to lobby for community-friendly wildlife conservation. This will also benefit all communities living in wildlife important areas in the country.

163. The County Rangelands Management Committee and the Kenya Wildlife Conservancies Association will lead the review of wildlife conservation policy to ensure that it corrects the historical imbalance in accessing benefits from conservation. The project will in turn facilitate the establishment of local conservancies in the Amboseli landscape. These conservancies will be linked to traditional resource management institutions and will be provided with capacity to function, as well as strategies for ensuring sustainability. They will also, in a collaborative knowledge-based manner, facilitate the identification of a future land holding model for the southern rangelands. They will for example explore the possibility of systematic sub-division while retaining the connectivity of rangelands for both livestock and wildlife.

164. Subdivision does not necessarily prevent wildlife from using group ranches as dispersal areas, except if fences and persecution of wildlife through human-wildlife conflict increases. There are indeed cases where land owners in subdivided group ranches are combining their land to form private wildlife sanctuaries, thereby benefiting wildlife and cattle movement while protecting the



lands from land grabs, this is through removing fencing and allowing for free movement of wildlife. This has contradicted the notion that subdivision automatically ends the use of group ranches by wildlife. Wildlife sanctuaries by individual or group of organised individual land owners are as likely to succeed as those owned jointly in communal ownership as long as the system for doing so is viable. Under this component, the project will support existing and new conservancies to identify business models that overcome the current challenges in order for communities to fully benefit from ecotourism (detailed further in component 3). The component will establish the systems that will ensure that, in the long run, the role of government in conservation becomes smaller and supportive as local initiatives take root, and are effective in bridging disparate interests to provide a common framework for conserving biodiversity in perpetuity

165. The county level institutions described will benefit all communities living in rangelands, particularly rangelands supporting conservation based tourism and will benefit the Amboseli landscape (Amboseli, Tsavo West and Chyulu Hills National Parks and the six group ranches that form the buffer zones, including the farming community on Chyulu Hills). The long-term financing of the regional governance systems will be secured through contributions by regional membership: like in the Northern Rangelands Trust, the project will draw membership from group ranches and/or village based groups. Like the Kenya Forestry Working Group, the Kenya Wildlife Conservancies Association will draw membership and strength from national institutions, civil society, and academia.
166. In order to ensure that these institutions wield enough weight to secure sustainable and equitable PA governance, their formation will be informed by lessons generated from establishing and running similar institutions in other sectors. For instance the Kenya Wildlife Conservancies Association is modelled in the same way as the successful Kenya Forestry Working Group. The regional and local institutions such as the County Rangelands Management Committee, will work with the new county governments (established under the new constitution), whose structures are also newly emerging, giving the PA governance institutions support in exerting influence, especially since most of the County revenue will most likely be from wildlife based tourism.
167. This will lead to the following outcomes:
  - (i) Maasai community empowered through policies to balance conservation and economic development objectives.
  - (ii) Institutional and legal basis for increased participation of the Maasai in tourism industry, with a fairer share of the tourism benefits.
  - (iii) Increased level of participation of the community in national rangelands policy formulation and implementation.
168. The outputs necessary to achieve these outcomes are described below.

*Output 1.1 County level rangelands management committee is emplaced and capacitated, coordinating activities amongst the conservancies at county level.* This will involve the establishment and capacitation of County rangelands management committee by MEWNR and KWS. This committee will engage the County Environment Officers and County Wildlife Management Committee to support implementation of environmental policies. This will also

involve the development of a standard NRM policy framework by KWS, with long-term national and county level interests and incorporating predictive modelling and scenario planning techniques. Sensitisation and capacity building for the understanding of the Wildlife Conservation and Management bill 2013 to enhance alignment with regulations on the establishment of conservancies will also be conducted by KWS through the county rangelands management committee.

*Output 1.2 Independent, national level Kenya Wildlife Conservation Association emplaced, with at least 10 active member organisations.* The development of the KWCA (already in place) by the KWS is expected to benefit all communities living in wildlife conservation areas in the country as well as providing a forum for stakeholder inclusion. An integral part of this process will be strengthening the mandate of the KWCA through the enactment of the Wildlife Conservation and Management bill 2013 and the Conservancy regulations and this aspect will be facilitated by KWS. The KWS will also be involved in the development of infrastructure, governance and management systems for capacitation of the KWCA.

*Output 1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust and conservancies in southern Africa.* This will involve the development of county level dialogue platform to enhance consultation and inclusion of relevant stakeholders in wildlife conservation and economic development i.e. stakeholders identified during PPG activities and through further consultations. These stakeholders will then be engaged in discussions with the KWS on the importance of capacity building for enhanced management. The KWS will also develop a county-level conservancies' model. This will involve close collaboration amongst the KWS, MWCT, ACC, Big Life and NK (i.e. relevant stakeholders) in the dissemination of lessons learnt from the NRT and community-based natural resource management (CBNRMs) programmes in Southern Africa, in order to develop a capacity building programme based on best practices, lessons learnt & analysis of baseline situation. It will also lead to the establishment of training programmes for stakeholders and local communities in conservancy management and land use planning and conservation advocacy.

*Output 1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer term harmonious co-existence of wildlife, livestock and economic development.* KWS will facilitate the assessment of conservation and economic development practices implemented within the conservancies and throughout the greater Amboseli. Through this assessment, KWS, MWCT, ACC and Big Life will develop integrated land use plans informed by on-the-ground experiences as well as developing site level long-term monitoring programmes to ensure consistent monitoring and evaluation of practices put in place. This will also involve the implementation of the Amboseli Ecosystem Management Plan (AEMP). The Amboseli Ecosystem Trust (AET) will therefore be capacitated as a Network organisation for advocacy roles in the implementation of AEMP.

**Component 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.**

169. This will be achieved through the formulation of a management framework for the buffer zones of the 3 core Parks (Amboseli, Chyulu Hills, Tsavo West) covering 5,500km<sup>2</sup>. The project will

support the application of the concept of multiple use management for the delivery of multiple benefits to the widest range of users, including people, animals and the environment, as a means of reducing threats to the PAs from the competing land uses in the wider ecosystem.

170. This will result in the following outcomes:

- (i) Maintenance of wildlife populations at landscape level.
- (ii) Security for wildlife movements across land units and water and range access.
- (iii) Compatibility of land uses in adjacent communities with overall biodiversity management goals.
- (iv) Containment of threats from infrastructure placement and tourism impacts.

171. Building on the KWS-led ten-year Amboseli Ecosystem Management Plan, the project will support the implementation of the integrated land use plan in the following hotspots:

- Dispersal areas south of Amboseli NP where farming, settlement and land subdivision are blocking wildlife corridors to and from the Kilimanjaro forest.
- Along the Loitokitok pipeline where settlements are threatening migrations between Amboseli and Mbirikani dispersal areas as well as access to the Chyulu Hills.
- In Namelok and Kimana where subdivision, crop farms, fences and unplanned tourism are blocking elephant movements to and from Amboseli.
- In Kimana and Lenker swamps where farming and irrigation are threatening swamps critical to livestock and wildlife populations, hence tourism businesses on Kimana, Kuku and Mbirikani Group Ranches.
- On Chyulu Hills where loss of forest cover on the upper Chyulus, as well as farming and settlement on the lower slopes is threatening the ecological links (and processes) between Chyulu and Amboseli National Parks.
- At the base of the Chyulu Hills where settlement and farms along the corridor are blocking wildlife movements that connect Tsavo West to Amboseli through Kuku and Mbirikani Group Ranches.
- In Selengei where subdivision and settlement are threatening the link between the Amboseli and Eastern Kaputei, hence the migration of herbivores between the two.
- In Ngaserai where loss of water down the Ngaserai furrow reduces water availability in the dry season, reducing wildlife numbers and the flow of animals to and from Amboseli.
- In Matapato where land subdivision is curtailing wildlife movements, especially elephants, west to the Rift Valley.

Collectively, these measures will result in compatibility of land uses in adjacent communities with overall biodiversity management goals, stabilise water availability to wildlife and human use,

security for wildlife movements across land units and water and range access; and, ultimately to the maintenance of wildlife population the landscape level.

172. The outputs necessary to achieve this outcome are described below.

*Output 2.1 Establishment/Formalisation of 5 conservancies ensuring key corridors of connectivity between the 3 core Parks (Amboseli, Tsavo West, Chyulu Hills) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBA's and forest fragments in the project landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/ eco-restoration of critically degraded areas (with co-finance).* This will involve KWS and ACC in the identification and mapping of important wildlife corridors linking the three core PAs and critically degraded areas of biodiversity importance for prioritisation for gazettelement and then clear boundaries for these corridors will be designated. Conservancies in group ranches within these key corridors will be formalised i.e. Kuku GR, Rombo GR, Kimana, Mbirikani GR, Olgulului GR and Eselenkei GR. the management plans in these conservancies will then be consolidated to streamline management and capacitation activities. Through collaboration with KWS, and relevant stakeholders i.e. ACC, MWCT and Big Life, restoration programmes will be developed to help in restoration of degraded areas. This includes grass-reseeding programmes facilitated by ACC and MWCT and the establishment of dry season seed banks in overgrazed and degraded habitats such as in Kimana GR; as well as the rehabilitation of dense woodlands around water sources and along river banks to improve elephant-vegetation dynamics.

*Output 2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders.* This will involve the creation of new conservancies in the group ranches based on stakeholder consultations at PPG i.e. Lmao Hills, Loingarunyoni Hill, Olenariko, Mitikanjo, Opusare and Olkeri and establishment of clear boundaries for the new conservancies. This will be followed by formalisation of the new conservancies with appropriate governance and management structures emplaced. Training and capacity building activities will then be conducted for key stakeholders in the new conservancies on conservancy management and land use planning.

*Output 2.3 The Southern Rangelands conservancies project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta.* This will involve the development of project implementation structure based on NRT best practices, Southern Africa lessons learnt & discussion with local communities during PPG activities. The project will provide a platform for the networking of various conservancies for the development of streamlined policies and plans for implementation in the conservancies to enhance institutional capacity. The project will include the development of an ecological monitoring and research department, law enforcement department and an economic development department. KWS, ACC, MWCT and Big Life will then develop financial management systems and capacities that will distribute resources to the conservancies that will then manage them autonomously. This will involve allocation of resources to the conservancies for community development and wildlife conservation. Utilising the county level dialogue platform and KWCA, the organisations will also explore future possibilities of establishment and expansion of conservancies into neighbouring counties of Narok, Makueni and Taita Taveta through stakeholder consultations.

*Output 2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas.* The KWS, ACC, MWCT and Big Life will be involved in the creation of wildlife zones in the migratory corridors for conservation in accordance to practices laid down in the AEMP, after Environmental Impact Assessments (EIAs) and streamlined with Output 2.1. The utilisation of these wildlife zones will then follow established protocols for their use and access as agreed upon by the stakeholders and based on the AEMP and the land use plans developed.

*Output 2.5 Protection of swamps, river systems and Chyulu Hills' water catchment stabilises water availability to wildlife and human use.* Water use monitoring programmes will be developed based on ecosystem assessments and the AEMP. Water use monitoring programmes developed by the KWS and ACC will thus be put in place with protocols to regulate water use and access to swamps and water catchments. The establishment of wetland conservancies such as Opusare will also enhance the protection of water catchments. This will also involve the development of land use plans by the ACC especially for agriculture extraction, based on the landscape level land use plans, AEMP and results of EIAs.

*Output 2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows and no net loss of natural forest blocks in critical corridors.* Facilitated by the KWS and ACC, this will involve improving livestock production and welfare through collaborations with livestock welfare and production associations and improved access to veterinary and extension services. This will also involve increasing availability of feeds through bulk buying agreements with suppliers for the Group ranches and local communities instead of retail sales to individual farmers; as well as improving water availability and distribution points through upgraded water piping and pumping systems. Value addition of livestock and agricultural products and marketing by Big Life will improve economic benefits while also reducing intensive and extensive agricultural practices. This is through improved access to abattoirs and storage (silos, refrigeration units) and improved marketing. It will also involve the adoption of a combination of new and traditional agricultural technologies that improve yield and minimise environmental impacts; as well as alteration of current agricultural methods to alternatives that limit or eliminate the use of irrigation through programmes initiated by the MWCT. Capacity building programmes carried out by KWS, ACC, MWCT and Big Life and through training workshops and education programmes split into associated geographical sections and linked through the project will enhance knowledge of holistic range management techniques and lead to compliance with biodiversity friendly farming practices.

*Output 2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.* This will involve the establishment of Kenya Police Reservists training post to train local communities as anti-poaching rangers for the conservancies. This will also involve improved operational support for the KWS in anti-poaching activities through provision of equipment such as communications and monitoring equipment and uniforms for rangers and other staff.

### **Component 3: Increased benefits from tourism shared more equitably.**

173. This entails the increase of carefully planned and sustainable tourism activities in the outside the three state PAs and stronger participation of the Maasai communities in the business to ensure that communities access greater socio-economic benefits from tourism. The project will therefore facilitate the formulation of a negotiated landscape-wide tourism development plan, and support the six group ranches to access capital to undertake the required infrastructure development.
174. It will also facilitate the formation and operationalisation of finance management mechanisms, for the purpose of boosting tourism, and based on lessons generated from Southern Africa gathered during the PPG. It will also support the development of new tourism products to diversify wildlife viewing and photography. Products that draw tourists further into the buffer zones while enhancing visitor experience and cash injection into the local economies will be prioritised. Potential opportunities for such activities include cultural tourism, volunteer tourism, horse riding, walking and bird watching among others. These activities are well developed in some of the group ranches with conservancies and they will be developed further through the project. To escalate them, the project will facilitate formation of fairer partnerships between the private sector and conservancies in joint ventures and support renewed branding and marketing. Finally, a PES for green water credits will be supported (by co-finance) to incentivise restoration of the Chyulu Hills water catchment.
175. The outcome of this component will be greater socio-economic benefits from tourism in the Amboseli landscape flow to a broader range of stakeholders, including communities, through the conservancies system. This will involve development of high quality and sustainable tourism that optimises benefits locally and nationally within agreed limits of acceptable use. The outputs necessary to achieve this outcome are described below.

*Output 3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs.* KWS, ACC, MWCT and Big Life will participate in the identification of key viable tourism activities and areas for development as well as assessment of tourism potential in Amboseli and Chyulu regions. This will result in the development of a tourism development strategy for the Amboseli and Chyulu region based on the tourism potential assessment and sustainability practices. This will also involve the development of protocols and monitoring mechanisms by KWS, ACC, MWCT and Big Life for tourism development so as to prevent unsustainable development and further damage to the landscape.

*Output 3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms.* This will involve the development of financing mechanisms and finance management strategies for the conservancies. The community conservancies will be involved in the development of management strategies through self-managed, direct and embedded leaseholds that maximise tourism benefits and the development of these agreements will also be modelled on MWCT, who will also facilitate learning on these practices. This will also involve the development of a tourism investment strategy for community based tourism based on best practices and market dynamics. Investment forums will also be established of to bring together tourism investors with the conservancies.

*Output 3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and*

*marketing*. This will involve KWS, ACC, MWCT and Big Life, in the development sustainable tourism products in the established conservancies and improved marketing and branding of sustainable tourism products. Training and raising awareness activities will also be carried out on alternative sustainable incentives such as Investment schemes. This will be followed by the establishment of Insurance schemes and other sustainable incentives for conservation.

*Output 3.4 PES for green water credits operation and earning money to land users on the Chyulu Hills(co-finance).*In order to establish successful PES schemes, there needs to be clear designation of land ownership to provide a clear payment structure and distribution of PES benefits. The KWS, ACC, MWCT and Big Life will be involved in the verification of land ownership in the key sections in which they are allocated responsibility as above. MWCT will also be involved in the identification and valuation of ecosystem good and services as well as possible markets. The values of alternative land uses must also be analysed for a comprehensive valuation of the ecosystem and to enhance cost-benefit analysis. To offset possible undervaluing of ecosystem services, bundling of their values can increase and diversify the benefits accrued. The MWCT will therefore be involved in development of the PES schemes, diversification of benefits and determining values of alternative land uses. There would also be provisions for funding for non-use values with GEF.

## Project Indicators

176. The project indicators contained in Section II / Part II (Strategic Results Framework) include only impact (or ‘objective’) indicators and outcome (or ‘performance’) indicators. They are all ‘SMART’<sup>40</sup>. The project may however need to develop a certain number of process-oriented indicators to compose the ‘M&E framework’ at the site level. For this reason, activity 1.5.3 foresees exactly the establishment of a ‘site-level M&E framework’. These indicators are also expected to feed into the project’s overall M&E framework (below).
177. The organisation of the logical framework is based on the general assumption that: *if* (1) baseline conditions in the selected areas can be extrapolated to other rangeland ecosystems; *if* (2) increased awareness and capacity leads to changes in behaviour with respect to wildlife conservation and economic development; *and if* (3) landscape-based, integrated land use management becomes a national priority for conservation and development; *then* the project will mainstream biodiversity conservation and sustainable use into production landscapes and improve the sustainability of Protected Area systems. This logic is based on the barrier analysis carried out (as above). In turn, the choice of indicators was based on two key criteria: (i) their pertinence to the above assumption; and (ii) the feasibility of obtaining / producing and updating the data necessary to monitor and evaluate the project through those indicators. The following are therefore the project’s key indicators:

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<sup>40</sup>Specific, Measurable, Achievable, Relevant and Time-bound.

**Table 6: Elaboration on Project Indicators**

INDICATOR	EXPLANATORY NOTE
<b>At objective level</b> -To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	
1. Increased area of conservancies within the productive landscapes with streamlined management guidelines.	<ul style="list-style-type: none"> <li>▪ Some buffer zones under biodiversity set-asides but without any systematic management regime for biodiversity conservation. At the end of the project, the 5,500km<sup>2</sup> of buffer zones of the 3 core parks under a systematic management framework</li> </ul>
2. METT scores improved in selected PAs: Amboseli NP and Chyulu Hills NP.	<ul style="list-style-type: none"> <li>▪ Currently the METT score for Amboseli NP is 66 and Chyulu Hills is 52. At the end of the project, it should increase by at least 10%.</li> </ul>
<b>At Component1 level</b> – Effective governance framework for multiple use and threat removal outside PAs.	
1. Financial sustainability score (%) for national systems of protected areas: Component 1: Legal, Regulatory and Institutional frameworks. Component 2: Business planning and tools for cost effective management. Component 3: Tools for revenue generation.	<ul style="list-style-type: none"> <li>▪ Current financial scores range between 35-55%, the project will result in an improvement of these scores by 10% in each of the components.</li> </ul>
2. Number of institutions formalised for empowerment of local communities.	<ul style="list-style-type: none"> <li>▪ The project will result in the formalisation and capacitation of 2 institutions that empower the local communities. These institutions will be CRMC, and KWCA.</li> </ul>
3. Number of capacity building and training programmes in place (Ecological monitoring, Security and livelihoods)	<ul style="list-style-type: none"> <li>▪ At the end of the project, the number of training programmes will be increased to 5 with a streamlined curriculum that includes Ecological monitoring, Security and Livelihood development courses.</li> </ul>
<b>At Component 2 level</b> – Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.	
1. Movement of elephants within the greater Amboseli landscape, between the 3 core NPs.	<ul style="list-style-type: none"> <li>▪ The project will result in the increased movement of elephant populations within the Amboseli landscape and among the 3 core NPs as wildlife corridors are secured through the establishment of conservancies.</li> </ul>
2. Proportion of productive land in the Group Ranches under conservancies.	<ul style="list-style-type: none"> <li>▪ The proportion of productive land under conservancies (baseline of 10.8%, approximately 57,700ha from PPG activities) will be increased to 20.7%, approximately 101,902ha.</li> </ul>
3. Number of conservancies managed under a landscape level coordinated management programme.	<ul style="list-style-type: none"> <li>▪ The project will result in development and operationalization of 2 landscape based land use management plans.</li> </ul>
4. Number of operational wildlife conservancies managed by local communities.	<ul style="list-style-type: none"> <li>▪ At least 5 conservancies will be established, including the rehabilitation of the largely derelict Kimana conservancy.</li> </ul>
5. Threats to wildlife from unplanned tourism infrastructure development mitigated.	<ul style="list-style-type: none"> <li>▪ The project will result in the development and implementation of protocols governing infrastructure development within the landscape.</li> </ul>



INDICATOR	EXPLANATORY NOTE
<i>At Component 3 level</i> –Increased benefits from tourism shared more equitably.	
1. Number of leasehold agreements entered into by the local communities with tourism investors for use of conservancies or wildlife zones.	<ul style="list-style-type: none"> <li>▪ The project will facilitate the development of at least 5 leasehold agreements in the community-owned conservancies between the local communities and tourism investors.</li> </ul>
2. Proportion of household income generated from wildlife-related activities.	<ul style="list-style-type: none"> <li>▪ In the baseline, less than 3% of household incomes are generated from wildlife-related activities. This project will result in an increase in incomes by up to 10% through tourism development and diversification.</li> </ul>
3. Number of alternative livelihoods engaged in by the local communities.	<ul style="list-style-type: none"> <li>▪ The project will result in the implementation of at least 4 alternative livelihoods that are wildlife-friendly and sustainable including beekeeping, sericulture, aloe farming and eco-charcoal burning.</li> </ul>
4. Number of tourists visiting conservancies.	<ul style="list-style-type: none"> <li>▪ The majority of tourists visit the 3 core NPs and few venture to the conservancies. The project will result in an increase of up to 50% in the number of visitors to the conservancies.</li> </ul>
5. Number of PES schemes established and implemented.	<ul style="list-style-type: none"> <li>▪ The project will result in the establishment and implementation of at least 2 additional PES schemes for watershed conservation and carbon trading.</li> </ul>

## Risks and Assumptions

178. The project strategy, described in detail within this project document, makes the following key assumptions in proposing the GEF intervention:

- The baseline conditions in the selected areas can be extrapolated with a high confidence level to other rangeland ecosystems and buffer zones bordering protected areas, and lessons learnt can be successfully disseminated leading to the establishment and operationalisation of more conservancies and the relevant institutions as well as halting land subdivision and unsustainable agricultural activities within rangeland ecosystems.
- Increased awareness and capacity will lead to a change in behaviour with respect to the integration of wildlife conservation with other land uses and community participation in natural resource management.
- Landscape based, integrated land use management will gradually become a national priority for wildlife conservation and economic development in the rangelands as knowledge and technical capacity is made available to the local communities.

179. During the PPG phase, projects risks were updated from what has been presented at the PIF stage. They were further elaborated and classified according to UNDP/GEF Risk Standard Categories<sup>41</sup>, and assessed according to criteria of ‘impact’ and ‘likelihood’

<sup>41</sup> Includes the following eight categories: environmental; financial; operational; organisational; political; regulatory; strategic; and other.

**Table 7: Elaboration of Risks**

IDENTIFIED RISKS	CATEGORY	RATING	ELABORATION
Slow operationalisation of legislation	POLITICAL	Low	While Kenya has made great strides in the development of policies for the management of rangelands, the enactment of these policies is slow and the implementation structure for the legislation developed is limited. Disconnect between the programmes established by the county governments and KWS plans could impede progress. The absence of supporting institutions also makes the implementation of legislation difficult. This leads to uncertainty over the role of conservancies as co-management instruments.
Declining tourism revenues	FINANCIAL	Medium	The benefits from tourism remain limited in comparison to other land uses such as agriculture. This could be due to mismanagement of conservancies, lack of supporting infrastructure for tourism development, lack of access to financial resources and technical capacity for tourism development and concentration of revenues in a single tourism product.
Complexity in establishing the project and other institutions	STRATEGIC/ ORGANISATIONAL	Low	The formalisation of the structure of the project and other institutions could be delayed due to complexity arising from ensuring stakeholder inclusion and lack of support from national institutions and the local communities. Resistance to the project could delay its implementation as stakeholder support is sought.
Climate change affects distribution of biodiversity and demand for resources	ENVIRONMENTAL	Medium	Climate change results in the expansion and retraction of ranges for wildlife due to rise in global temperatures. This leads to the migration of wildlife to more suitable habitats and could affect wildlife distribution within the project area. Climate change also results in increased incidence of drought putting more pressure on water resources during such periods as animals concentrate in the few remaining water sources.
Continued subdivision of group ranches	ENVIRONMENTAL/ POLITICAL/ STRATEGIC	Medium	Subdivision is due to the lack of security of land tenure for the group ranches resulting in fears over possible loss of land. Mismanagement of the group ranches resulting in reduced benefits and lack of compensation for damage incurred from wildlife also pushes the members to subdivide the property. The subdivision results in fencing to prevent further crop and animal damage as well as to indicate clear ownership. Poor returns from livestock as well as the sedentary life due to land subdivision results in establishment of intensive agriculture to provide additional incomes.
Conservancies are reluctant to join the project	OPERATIONAL	Low	The fear of loss of autonomy of the individual conservancies leads to suspicion of the project concept and resistance to the proposed management

IDENTIFIED RISKS	CATEGORY	RATING	ELABORATION
			plans. This results in limited implementation of the project activities and resistance to collaboration and low membership response by conservancies to the project.
Participation by women is limited	STRATEGIC/ OPERATIONAL	Low	Lack of awareness of the potential benefits of the project in wealth creation and securing livelihoods results in limited involvement by women. Lack of engagement of women through forums will also lead to the limited participation in the project. Cultural norms will also limit women's participation especially in activities considered to be the domain of men.
Complexity in stakeholder collaboration	OPERATIONAL	Low	The wide range of stakeholders involved in the project make collaboration difficult as access to information and representation of all relevant stakeholders within the project could make coordination of project activities difficult.
Climate change	ENVIRONMENTAL	Medium	Climate change impacts on the ecosystem such as changes in pasture productivity and increased drought incidence which result in massive deaths of wildlife and livestock, result in ecosystem degradation and inhibit its ability to support animal populations and provision of ecosystem goods and services.

<i>Box 1. Risk Assessment Guiding Matrix</i>						
		Impact				
		CRITICAL	HIGH	MEDIUM	LOW	NEGLIGIBLE
Likelihood	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low
	VERY LIKELY	Critical	High	High	Medium	Low
	LIKELY	High	High	Medium	Low	Negligible
	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible
	UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no determinable risk

**Table 8: Project Risks Assessment and Mitigation Measures**

IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
Threat of continued subdivision of the Group Ranches accompanied by fencing, overgrazing, extension of	Medium	Likely	Medium	Subdivision is driven by the fear of losing land in the absence of secure title, higher returns from marginal agriculture compared to conservation (tourism); further fencing is encouraged by a lack of compensation for crop and livestock losses in the absence of any returns from wildlife. Cost benefit analysis consistently show that for most of

IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
agriculture and unplanned human settlements				the rangelands (such as the Amboseli landscape), conservation based tourism yields higher returns per unit of land than marginal agriculture; the challenge is accessing those higher benefits for the majority of the community. All three components of the project will address these failures: component 1 will provide policy base and institutions for a more balanced distribution of rights, responsibilities and benefits from conservation based tourism; component 2 will provide the land use plan with clear zonation of use levels and the minimum standards, as well as stronger enforcement; component 3 will create the conditions for stronger participation of the community in tourism with a higher return from conservation accruing to the communities. Collectively, these outcomes will ensure that the Maasai play a stronger role and access more benefits from conservation than from the marginal agriculture, hence the incentives for maintaining the traditional production system which is more compatible with conservation. There is already evidence of land owners coming together to form conservancies, removing fences and pooling their privately owned lands, where the benefits of such action has yielded financial benefits in Kimana.
Slow operationalisation of the legislation legalising conservancies as the vehicle for co-management	Medium	Moderately Likely	Low	The government of Kenya is showing an increasing support for an ecosystem /landscape approach to rangeland /wildlife management through greater cohesion on a policy level initiated by the 2010 referendum, and resultant Constitution as well as new Wildlife and Land acts which have empowered communities to manage their own lands and access revenues considerably. Although the current legislation covers management of community conservation areas through conservancies or community forests, the challenge is operationalisation. This project will create institutions and empower them to advance operationalisation, using lessons from within Kenya and abroad.
Declining tourism revenue unable to stimulate the necessary paradigm shift from unsustainable to sustainable wildlife management	High	Moderately Likely	Medium	The project has at its heart a strong focus on developing the financial aspects of rangeland and wildlife management, recognising that it is financial sustainability that will play a key role in ecological sustainability. The role of component 3 underlines this approach.

IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
Delays caused by the complexities in establishing the institutions required for the southern rangelands	Low	Likely	Low	The project is supported in its initiation by the already considerable successes of the Northern Rangelands Trust. There is thus precedence and widespread support amongst government, pastoralist communities and the private sector for an initiative that will enhance the capacity of conservancies in ecological and socioeconomic sustainability.
Climate change could lead to both changed distributions of BD components, and changes in demands on biodiversity-based resources.	Medium	Likely	Medium	A focus on landscape level management (as opposed to small areas); with sufficient buffer zone protection mitigates against climate change. The maintenance of a landscape approach in Kenya's southern rangeland areas is good adaptation strategy and fits well with the concept of adapting land use to improve resilience to climate change.
Conservancies are slow to join the project for fear of loss of autonomy	Medium	Moderately Likely	Low	The project aims to streamline the efforts of the conservancies by providing a landscape-based management plan to ensure coordination of conservation and development activities. The conservancies will therefore have autonomy in their strategies. The project aims to provide an overarching management plan and support structure to coordinate activities in conservancies. Interest in the project was generated during the PPG activities and conservancies interested in the project were identified. The success achieved in the initial conservancies will thus attract the interest of other conservancies.
Participation by women in the project is limited by lack of awareness and cultural norms	Low	Moderately Likely	Low	The role of women in economic development and conservation is emphasised in the project. Raising awareness on the benefits of the project has been raised during the PPG activities by holding forums with women's groups. The participation of women in the project will be ensured through engaging the participation through women's self help groups and the development of alternative income-generating activities geared towards women such as beekeeping and silk worm rearing. The project will also provide education and access to markets for the products from sustainable economic activities.
Complexity in stakeholder collaboration due to differing interests and wide range of stakeholders	Medium	Moderately Likely	Low	The project has a strong focus on stakeholder participation with forums established to ensure coordination with stakeholders. The structure of the proposed project provides adequate representation for the wide range of stakeholders as well as ensuring compliance with plans and policies through comprehensive dissemination of relevant information to stakeholders through the forums.

IDENTIFIED RISKS	IMPACT	LIKELIHOOD	RISK ASSESSMENT	MITIGATION MEASURES
Climate Change affects ecosystem resilience	Medium	Likely	Medium	The project intends to adopt a landscape based management plan that will enhance ecosystem resilience to climate variability by reducing habitat fragmentation and enhancing wildlife and livestock movement especially during periods of drought. This is assisted by the establishment and protection of buffer zones around critical biodiversity regions.

\*Risk rating – H (High Risk), M (Modest Risk), and L (Low Risk). Risks refer to the possibility that assumptions, defined in the logical framework, may not hold.

## Incremental reasoning and expected global, national and local benefits

180. The project will put in place governance and institutional frameworks to facilitate inclusive landscape level management of the Greater Amboseli landscape for integrated biodiversity conservation and economic development. This will deliver global benefits through enhanced habitat integrity and through the maintenance of ecosystem function and resilience. The multi-use landscape level approach demonstrated by the project is expected to serve as a new model for managing similar savannah ecosystems throughout the southern rangelands of Kenya such that the rangelands are sustainably managed by ensuring an optimal balance among multiple competing uses – one which maximises environmental, economic and social benefits to the society.
181. The global benefits from the project include the sustainable management of the Greater Amboseli landscape leading to reduced land fragmentation and habitat degradation. The establishment of national level rangelands commission will result in increased participation of local communities and other stakeholders in policy development. The establishment of conservancies and development of streamlined policies for integrated management of the ecosystem results in improved implementation and coordination of conservation and development activities.
182. Improved management of the Amboseli landscape through the implementation of a landscape based integrated land use plan while lead to the dissemination of multiple benefits to a wide range of users and reduce threats to wildlife and conservation. The identification of areas of high biodiversity and wildlife movement, as well as the establishment of conservancies in these areas, will enhance rangeland regeneration as animals are not concentrated in a few areas. This will also reduce pressures from livestock grazing, improve wildlife movement and reduce degradation of soil and water resources in the ecosystem.
183. In addition, the project’s attention to increasing the role of local communities and women in conservation will increase direct tourism benefits from the rangelands while reducing the burden placed by wildlife conservation. The development of tourism and distribution of the responsibilities and benefits of tourism among stakeholders will be through the development of a landscape level tourism development plan, diversification of tourism products, development of alternative livelihoods, such as beekeeping, and improvement of community conservancy management practices. This will result in improve livelihoods for the local communities while reducing the burden of conservation. The socio-economic benefits will span across all sections of the society including women and marginalised groups. Women are identified as active natural

resource users and will be targeted as key beneficiaries. The project will expend efforts in carrying out, wherever possible, gender analysis for the design of project interventions especially under component three and shall take steps to ensure that perceptions of both women and men are taken into consideration.

**Table 9: Current Practices and the GEF Alternative**

Current Practice	Alternative to be put in place by the project
Insufficient policy and governance for integrated wildlife conservation and economic development	<p>Improved planning and management of rangelands through:</p> <ul style="list-style-type: none"> <li>- Review of national policies on wildlife conservation policies.</li> <li>- Establishment of rangelands management committee and establishment of forums for stakeholder participation.</li> <li>- Coordination with conservancies to streamline management policies and plans within the ecosystem.</li> </ul> <p>Global benefits include establishment of more conservancies and increased participation of local communities in policy development.</p>
Land subdivision, overgrazing and indiscriminate tourism development leads to ecosystem degradation	<p>Formulation and implementation of a landscape based integrated land use plan that allows for multiple uses thus delivering benefits to a wide range of stakeholders. This is through:</p> <ul style="list-style-type: none"> <li>- Areas of high biodiversity significance identified and wildlife zones designated.</li> <li>- Establishment of conservancies that allow for integrated sustainable land use practices.</li> <li>- Improved livestock management integrated with wildlife conservation.</li> </ul> <p>Delivers the following benefits: reduced pressures from livestock practices and grazing, reduced threats to wildlife and conservation, better regeneration of rangelands, reduce degradation of soil and water resources and improved wildlife movement.</p>
Limited tourism benefits to local communities	<p>Development of tourism and distribution of responsibilities and benefits equitably among stakeholders through:</p> <ul style="list-style-type: none"> <li>- Formulation of a tourism development plan and finance management mechanisms.</li> <li>- Diversification of tourism products and improved community conservancy management practices.</li> <li>- Development of income alternatives including PES systems.</li> </ul> <p>Benefits generated include improved and secure livelihoods for the local communities, reduced burden of conservation on local communities and increased participation of women in economic activities.</p>

## **RATIONALE AND SUMMARY OF GEF ALTERNATIVE**

184. In the baseline scenario there is insufficient policy and regulatory basis for integrated rangelands multiple use management. Currently environmental conservation policies are scattered in various pieces of legislation and fall under the jurisdiction of different institutions, resulting in weak implementation and enforcement. This lack of an overarching logical framework results in a reactive or tactical approach to policy formulation resulting in short-sighted policies and the exclusion of community interests. The current governance framework within the southern rangelands focuses on conservation and protectionism, limiting the economic choices available to the local communities. This has created a situation where the local communities do not engage in wildlife conservation in favour of other economic activities that lead to land subdivision and the loss of migratory corridors.

185. The differing interests of stakeholders within the Amboseli landscape has been exacerbated by these restrictive policies. In the choice between conservation and livestock production, various stakeholders opt for the higher income returns resulting in further land subdivision that restricts animal movement. This also has resulted in further degradation of the ecosystem as local communities resist conservation attempts that would concurrently improve income generation.

186. The management capacity within the Amboseli landscape is not streamlined with different stakeholders employing varying approaches to wildlife conservation resulting in weakened implementation and fractured ecosystem management. The development of an integrated, multiple-use ecosystem management plan – which has been developed in the baseline course of action - requires coordination but with different conservancies and stakeholders implementing differing management strategies, the implementation of this plan will be difficult without this project. The distribution of resources for conservation management also tends to focus on limited sectors, resulting in restricted development of a multiple use system that allows for the integration of conservation and economic development.
187. The information available to stakeholders is also limited as research carried out for conservation is usually disseminated to few individuals. This results in limited knowledge available for planning and decision-making and limits the capability of local communities' engagement in environmentally sustainable livelihoods.
188. The Maasai community has engaged in a traditional system of pastoralism that integrated livestock production with wildlife conservation, however, in the 'business-as-usual scenario' the local Maasai community continues to bear significant costs for conservation while receiving few benefits. Limited education and technical capacities has further skewed the distribution of resources and benefits from tourism. This discourages their participation in conservation as well as resulting in the loss of an integral source of information for landscape level multiple use strategies. The local communities continue to turn to other economic activities that provide greater income returns but are environmentally unsustainable resulting in land subdivision, ecosystem degradation and loss of biodiversity.

## **GEF ALTERNATIVE**

189. Under the GEF alternative the Greater Amboseli landscape will be significantly strengthened through the establishment of county-level and regional institutions that will provide a platform for the development of coordinated conservation and development strategies within the ecosystem. A number of national and regional projects have sought to improve natural resource management in Kenya but none have focused specifically on an integrated approach or on strengthening the protected area network through such an approach.
190. The project will aid in the development of a county-level natural resource management policy that will streamline enforcement and enhance the effectiveness of environmental policies. The inclusion of different stakeholders in the development of policies governing rangelands and wildlife will incorporate divergent interests for an inclusive policy. Mainstreaming the conservation of rangelands and their biodiversity outside of PAs into government policies will help to ensure that all activities influencing the landscape are carried out in a way that minimises impacts and sustains ecosystem health in the long term.
191. The establishment of the project will result in the formation of an county level management institution in the south based on the best practices learned from the north through the Northern Rangeland Trust that will be geared towards rangelands conservation and drive policy change for more effective and inclusive rangeland management policies that incorporate the local communities' interests and concerns. The systems enacted will then ensure that, in the long run, the role of government in conservation becomes smaller and supportive as local initiatives take root, and are effective in bridging disparate interests to provide a common framework for



conserving biodiversity in perpetuity. The project will also act an effective vehicle for the implementation of an enhanced and improved Amboseli Ecosystem Management Plan in the context of conservancies and the landscape outside KWS managed national parks.

192. The project aims to develop conservancies along critical migratory routes and prevent further subdivision of group ranches by illustrating the importance of a collaborative response to land use and management. This will result in improved and environmentally sound land use systems and wildlife management. The Greater Amboseli landscape makes an important contribution to Kenya's economy through tourism and livestock production. The development of a landscape-level management framework for the Amboseli landscape will harmonise stakeholder interests and development plans. The framework will lead to improved wildlife movement through the identification and zoning of critical wildlife corridors and in particular secure the link between the Chyulu Hills / Tsavo West NPs and Amboseli NP. The integrated management approach will enhance conservation of important ecosystem goods and services, such as water, by providing guidelines on their utilisation as well as monitoring resource use.
193. The project aims to provide an overarching governance system for at least five conservancies initially that will include existing conservancies as well as those established in the group ranches. The conservancies will cover critical migratory corridors identified providing connectivity between the Amboseli NP, the Chyulu hills and Tsavo NP, enhancing wildlife movement throughout the Greater Amboseli landscape. Multiple-use, integrated rangeland management will allow the local Maasai communities more power over their land, a greater sense of ownership and therefore more reason to want to protect it. Establishing functional conservancies involving community-engaged management will aid successful rangeland management and provide a forum for stakeholder engagement.
194. Through the GEF alternative, the project will redress the balance of rights and responsibilities and empower the communities to participate in balancing conservation and economic development. The development of an ecosystem-wide tourism development plan will enhance development of infrastructure, diversification of tourism products and facilitate the establishment of community conservation areas. This will increase benefits, streamline tourism development and lead to equitable distribution of benefits to local communities and other stakeholders, thus reducing the burden borne by the Maasai community in conservation while increasing their benefits.
195. The diversification of income-generating activities will also increase the participation of women in economic development, enhancing women's access to the economic benefits in order to mitigate suffering from the effects of rangeland degradation and climate change. The establishment of PES systems could provide alternative income sources, increase benefits from wildlife conservation and alleviate poverty. The establishment of eco-tourism activities allows for bundling of different ecosystem values in order to increase and diversify incomes.

#### **FIT WITH THE GEF FOCAL AREA STRATEGY AND STRATEGIC PROGRAMME**

196. This proposed project in Kenya is in line with GEF Biodiversity Focal Area Strategic Objective 2 of GEF5: **Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors** and in particular Outcome 2.1: *Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation* and Outcome 2.2: *Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks*.

197. The proposed project is also in line with GEF Biodiversity Focal Area Strategic Objective 1 of GEF5: **Improve sustainability of Protected Area (PA) systems** and in particular Outcome 1.1: *Improved management effectiveness of new and existing protected areas.*

**Table 10: Project Contribution to GEFBD-2and GEFBD-1 Indicators**

<b>Strategic Outcome</b>	<b>Outputs</b>	<b>Project's contribution</b>
Outcome 2.1 Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation.	Output 1. Policies and regulatory frameworks for production sectors (Pastoralism, Agriculture & Tourism)	Establishment of and support to capacitated institutions at national and regional levels incorporating stakeholder inputs for a collaborative governance system that influences policy development and enhances capacity building and community involvement for landscape level sustainable management.
Outcome 2.2 Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks.	Output 2. Landscape level land use plans that incorporate biodiversity and ecosystem services valuation for the Greater Amboseli landscape (covering over 500,000ha)	Putting in place a management framework with an integrated land use plan formulated and implemented that includes development of tourism and PES systems as well as sustainable alternative economic activities for the Amboseli landscape.
Outcome 1.1 Improved management effectiveness of new and existing protected areas	Output 1. New Protected Areas that cover unprotected ecosystems and improve management effectiveness of 100,000ha of existing PAs.	Establishment of conservancies that incorporate wildlife zones thus expanding the protected area coverage outside state managed lands, for conservation and movement of wildlife within the Greater Amboseli landscape, with streamlined policies and implementation plans for the conservancies for improved landscape level management.

198. Through its second component, the project responds to a need to create new community-managed conservation areas in productive landscapes, and to test and adapt new joint management systems for such areas. It is expected that the number of community-managed conservation areas will increase over time and will be under sound management.

## **LINKAGES TO UNDP COUNTRY PROGRAMME**

199. The United Nations Development Programme's (UNDP) work on biodiversity and ecosystems involves integrating biodiversity into development, unlocking the potential of PAs and ecosystem-based mitigation of/ and adaptation to climate change, in order to secure livelihoods and the provision of food, water and health. It aims to enhance resilience of ecosystems and biodiversity, conserve threatened species and their habitats; reduce vulnerability to climate change and increase carbon storage and sequestration. UNDP's comparative advantage lies in its capacity to support governments in accessing finance, encouraging innovation for development and provide technical and legal advice.

200. In its ecosystems and biodiversity portfolio, UNDP draws on its extensive technical expertise and experience in successfully supporting inter-country and country-level programming for biodiversity management. The UNDP's biodiversity and ecosystems portfolio contains 512 projects, working in 146 countries. The UNDP's Biodiversity and Ecosystems Framework for 2012-2020 organises its work into three signature programmes which contribute to its overall

strategic objective to *Maintain and enhance the goods and services provided by biodiversity and ecosystems in order to secure livelihoods, food, water and health, enhance resilience, conserve threatened species and their habitats, and increase carbon storage and sequestration*. The three signature programmes are:

- a. Integrating biodiversity and ecosystem management into development planning and production sector activities to safeguard biodiversity and maintain ecosystem services that sustain human wellbeing.
  - b. Unlocking the potential of protected areas, including indigenous and community conserved areas, to conserve biodiversity while contributing towards sustainable development.
  - c. Managing and rehabilitating ecosystems for adaptation to and mitigation of climate change.
201. UNDP partners with the GEF, national and local governments, NGOs and CBOs to fund and implement projects in these thematic areas. GEF-funded projects and activities are integrated into UNDP's programme of work on environment and energy.
202. UNDP is well placed to support countries in integrating biodiversity and ecosystems management into development processes. With its on-the-ground presence, local knowledge, and ability to promote the important interface between local, national, and global communities and scientific research, UNDP assists developing countries in removing barriers to effective biodiversity and ecosystems management based on their national priorities and strategies, and improving system capacity through integrated policy development, institutional strengthening, and non-governmental and community participation.
203. UNDP is selected as the GEF Implementing Agency (IA) by the Government to implement this project. With forty years of experience in the biodiversity and ecosystems field, working at the national level, UNDP is well placed to work with developing countries and countries in transition. UNDP has accumulated considerable experience in developing and implementing improved governance systems for biodiversity conservation and has significant experience in capacity building and in working collaboratively with different government agencies and other stakeholders. UNDP has strong and effective working relationships with all concerned government agencies, as well as with many other stakeholders.
204. UNDP Kenya operates projects under the umbrella of five priority areas to support the attainment of the Millennium Development Goals (MDGs): *Poverty Reduction; Democratic Governance; Peace Building and Conflict Resolution; **Energy and Environment**; and Disaster Risk Reduction*. The overall focus of UNDP in Kenya is to support the Government of Kenya to promote enhanced opportunities, empowerment, security (HIV/AIDS, natural and man-made disasters), sustainability and strategic outreach.
205. UNDP has invested heavily in the management of protected areas in East Africa with GEF funded and other initiatives in Tanzania and Uganda as well as in Kenya. UNDP is a founder member of the Kenya Protected Areas Planning Committee, whose members include NEMA, PA authorities and the donor community. This project is in line with one of UNDP's signature programs on biodiversity, which focuses on unleashing the economic potential of Protected Areas so that they

are better able to fulfil their management functions, are sustainably financed, and contribute to sustainable development. Indeed, UNDP is supporting some 1,000 GEF financed PA projects aimed at strengthening PA management effectiveness, and PA financial sustainability. The portfolio is global and has a combined area of 130 million hectares. UNDP will ensure that lessons learned from this work are applied to the proposed project.

206. Interventions proposed under this project are also in line with Kenya's efforts to meet its commitments under the Millennium Ecosystem Assessments (MEA) while meeting national environmental goals under three thematic areas – biodiversity conservation, land degradation and climate change (adaptation), as well as with the Millennium Development Goals (MDGs), especially MDG-7 on “*Environmental Sustainability*”. This is in line with the country's effort to tackle the twin realities of high-income poverty and food insecurity in rural Kenya, in support of the United Nations Development Assistance Framework (UNDAF) outcome 3.2 on facilitating better environmental stewardship. The Energy and Environment component of the current Government of Kenya-UNDP programme responds and contributes to Pillar 3 of Vision 2030, MDG7 and UNDAF Outcome 3.2 “*To enhance environmental management for economic growth with equitable access to energy services and response to climate change*”, focusing on challenges and opportunities of climate change, management of natural resources for poverty reduction and managing energy for sustainable development and achievement of MDGs for sustainable development.
207. Specifically the project will support the Kenya Country Programme outputs that contribute to the UNDAF outcome outlined below: (a) integration of environmental issues in poverty reduction and national development plans; (b) enhanced capacity to generate and use disaggregated environmental data at all levels; (c) support to enforcement and compliance with national environmental laws and guidelines; (d) increased support to infrastructure and forest protection protocols; (e) integration of energy services and efficiency in all sectors; and (f) support to the design of climate change adaptation and mitigation strategies.
208. UNDP Kenya CO has sufficient capacity to handle this project with a dedicated team (with three Programme Officers having a combined experience of more than 40 years) dealing with natural resources management. The project will also benefit from technical expertise of staff from other work clusters such as climate change, governance and poverty reduction. Further, UNDP has also been selected as the Implementing Agency for this project during the GEF Portfolio identification exercise and the confirmed during the GEF National Dialogue Initiative conducted by the government in 2011. This project, together with UNDP as IA, was prioritised by the National Portfolio Identification exercise following a detailed in-country consultation, led by the Operational Focal Point (OFP).
209. UNDP has experience in supporting the development and implementation of community based natural resource management systems and creation of PAs internationally. In Kenya, UNDP has ongoing and recently completed biodiversity conservation and sustainable land management projects. UNDP has considerable experience in the arena of biodiversity conservation in Kenya and across sub-Saharan Africa working with a broad range of partner institutions. UNDP is thus in a good position to ensure inter-project learning within Kenya, and with similar initiatives in neighbouring countries.

## LINKAGES WITH GEF FINANCED PROJECTS

210. This initiative forms part of a suite of GEF supported initiatives that aim at biodiversity conservation. The project will collaborate closely with other related initiatives in Kenya supported by both GEF and other co-financiers.

*Table 11: Additional GEF Approved Projects in Kenya*

GEF ID	Country	Project Name	Focal Area	Agency	Project Type
4549	Kenya	Support to Kenya for the Revision of the NBSAPs and Development of Fifth National Report to the CBD	Biodiversity	UNEP	EA
3693	Kenya	Strengthening the Protected Area Network within the Eastern Montane Forest Hotspot of Kenya	Biodiversity	UNDP	FSP
1999	Kenya	Wildlife Conservation Leasing Demonstration	Biodiversity	IBRD	MSP

211. This project will collaborate closely with, and build on the findings of, other GEF projects in Kenya, without repeating the efforts made in those projects. Notably, these are:

212. **Strengthening the Protected Area Network within the Eastern Montane Forest Hotspot of Kenya.** The project aims to bring an additional 75,000 ha of land into PA categories designed to conserve biodiversity, including unprotected forestlands and reserve forests being managed for production. The interventions planned would indirectly improve the status of the entire western forest estate and this would be achieved by improving accountability for decision-making, monitoring and adaptive management.

213. **Wildlife Conservation Leasing Demonstration.** The project under the KWS and through the International Bank for Reconstruction and Development (IBRD) as it implementing agency, demonstrated the effectiveness of wildlife leasing as a tool in the conservation of biodiversity in pastoral areas. The project aimed to integrate the management of the Nairobi NP including the maintenance of critical migratory routes and reverse trends in land partitioning and cultivation. It aimed to improve the livelihoods and increase interest and capacity of local communities in biodiversity-compatible enterprises. Lessons learned will be sought.

214. UNDP Kenya has a substantial Small Grants Programme (SGP) and various projects documented, supported and influenced in Kenya include:

- Planning and conducting community training and facilitating the formation of Community Forest Associations in the Mt. Kenya region.
- Establishing an eco-resource centre that offers an integrated educational programme to encourage an appreciation of the importance of the Mt. Kenya ecosystem and biodiversity.
- Bee-keeping project designed to enhance conservation efforts by community members as well as to provide an avenue for generating income through the production and marketing of honey in the Mt Kenya region.

- Installation of EE cook-stoves in schools and woodlot establishment in school compounds.
215. The work of the UNDP Kenya-SGP has contributed to the protection of six globally important and highly threatened fauna species and influenced National Energy policy which has resulted in the creation of an enabling environment for decentralised power production. SGP activities have also resulted in the rehabilitation and/or sustainable management of 12,500 hectares of terrestrial indigenous forests and 3,700 hectares of mangrove forests.

### **Project consistency with national priorities/plans**

216. The project is well aligned with several national priorities and programmes. This project is in line with stated national priorities including the National Biodiversity Conservation Strategy and Action Plan (2000) and the new Constitution (2010). The project is also aligned with the National Forest Policy, the Wildlife Policy and Environmental Policy and Strategies.
217. The major policy tool guiding national development in all sectors is the National Development Plan (NDP), which takes into consideration all other plans and strategies from various sectors; of relevance are the Poverty Reduction Strategy Paper, the Economic Recovery Strategy Paper, the National Biodiversity Strategy and Action Plan. Others include the Kenya Wildlife Service Strategic Plan and the Forest Master plan.
218. The project also addresses key priorities in the National Biodiversity Strategy and Action Plan (NBSAP) of 2000, which stresses the need to develop a representative and sustainable national PA system. The project also addresses key priorities in the Environmental Management & Coordination Act, 2000, and Forest Act, 2005 which provide for the establishment of Community Conservation Areas (CCAs) with the intention that such areas be co-managed by the Government, local communities and, where feasible, the private sector (for example Land Trusts).
219. The project aims to implement one of the guiding principles governing the National Policy for Sustainable Development of ASALs (2004) through the development of a collaborative and inclusive framework that governs conservation and development within the Greater Amboseli landscape. The project will implement the ASAL National Vision and Strategy (2005 - 2015) by providing livelihood security for all through sustainable natural resource utilisation, community capacity building, participatory planning and decision making within the Amboseli landscape.
220. Kenyan law has provision for the creation of conservancies as it stands, both from communal lands such as group ranches as well as through private ownership. With the success of the newly introduced national Constitution, a number of bills are expected to be updated including the Wildlife act and the Land Act. These, in draft form, offer an encouraging picture for the legal status of conservancies in the future. The project builds on the concepts presented in these policies to allow for community ownership of conservancies in order to enhance biodiversity conservation.

### **Country Ownership, Eligibility and Drivenness**

221. Kenya is signatory to the Convention on Biological Diversity and ratified this convention in 1994 along with the Framework Convention on Climate Change. The CBD considers protected areas as cornerstones for biodiversity conservation and as critical tools for reducing the current rate of loss of species and habitats in all types of ecosystems. In addition, Kenya has ratified a number of other environmental conventions such as CITES, the Ramsar Convention, the WHC and

UNCCD as well as the UNFCCC. Kenya is eligible for technical assistance from UNDP.

222. This project addresses multiple priorities for the development of a mainstreaming approach to biodiversity conservation and responds to the NBSAP. GEF is the main funding mechanism for providing assistance to developing countries to facilitate them to achieve the targets set out within the CBD – to which they are signatories.
223. The Government of Kenya is currently making strides in the development of policies for conservation of the environment. Under the Kenya Constitution 2010, the environment, natural resources and their stewardship and sustainable management have been accorded greater recognition, prominence and higher priority than in the past. The new Constitution has devolved the decision making process in such critical areas as land administration and management, which will result in more equitable access and sustainable management of land. The government has also reviewed various policies affecting rangelands and their management resulting in the new Draft Wildlife and Environment policies and the draft Wildlife Management Act. Vision 2030 also takes into consideration environmental conservation under its Social Pillar.
224. The Government of Kenya launched a National Policy for Sustainable Development of ASALs (2004) which aimed at providing a coherent and practical framework for the implementation and realisation of a new vision for these areas, for the achievement of both development environmental goals. The Policy provides key instruments for improving land tenure and related policies within these vast areas of Kenya, and to curb land degradation. Policy also informs the ASAL National Vision and Strategy (2005 - 2015) which aims to revitalise the ASALs of Kenya and provide livelihood security for all through sustainable natural resource utilisation, community capacity building, participatory planning and decision-making.
225. Further the constitution of Kenya places obligations on the government to promote conservation of habitats and species as well as the sustainable utilisation and conservation of the environment and natural resources.

## **Cost-effectiveness**

226. The project's cost effectiveness is evident in the collaborative strategy it has employed. The project will work with a wide range of stakeholders, building support for the implementation of the project activities across multiple sectors and local communities. The inclusive and collaborative nature will lead to the development of a governance framework that incorporates stakeholder interests and enhances adaptive conservation management measures. The project thus enhances community ownership of management plans leading to effective implementation and reduced resistance to the management plans. This is unlike the 'business-as-usual' scenario in which policy and framework development is reactive and does not take into consideration interests of local communities.
227. The cost efficiency of biodiversity management will be addressed in the project by:
  - (i) Managing productive landscapes rather than a patchwork of protected areas, thus generating significant economies of scale in overall biodiversity management operations.
  - (ii) Improving institutional effectiveness, thus ensuring that resource utilisation is improved and threats to wildlife reduced.

- (iii) Sharing conservation benefits and costs with other stakeholder groups especially the Maasai community through collaborative arrangements and addressing biodiversity incompatible land uses.
228. The project is also considered cost effective as it builds on the best practices of other similar systems such as the Northern Rangelands Trust, avoiding duplication of work, by ensuring timely sharing of information and resources and by avoiding biodiversity degrading and economically unsound investments, which would require additional resource.
229. The multiple use approach aims to reduce degradation of the ecosystem by encouraging a shift from unsustainable to sustainable practices such as sustainable pastoralism and tourism. The project will increase biodiversity benefits without undermining the economic viability of production systems. This has the added benefit of mitigating potential land degradation thereby avoiding potential rehabilitation costs.
230. The collaborative management approach will allow the costs of biodiversity management operations to be shared amongst beneficiaries, underwritten through income secured from sustainable biodiversity use, rather than shouldered mainly by the local Maasai community. In addition, the transfer of technical capacity to the community will eventually reduce the government involvement to an advisory role thus making the project cost effective. This is unlike the business-as-usual scenario in which knowledge and technical capacity is limited to a few public and private sector players.
231. The project aims to increase the benefits from tourism through diversification of tourism products and the equitable sharing of these benefits. The alternative livelihoods proposed offer some solutions for generating suitable revenues that are sustainable. The project puts emphasis on the inclusion of women in the implementation of these economic activities to reduce vulnerability to environmental risk such as droughts.

## **Sustainability and Replication Strategy**

232. The sustainability of the project will be in its ability to continue functioning at the end of the programme and that from the lessons learnt and practices employed; the project can then be replicated across other ecosystems, eventually extending from the areas surrounding the Amboseli NP towards the other critical National parks of Chyulu Hills and Tsavo West to cover the Greater Amboseli landscape and eventually replicated throughout the southern rangelands.

### **SUSTAINABILITY**

233. The project proposed is integral for the ecological, social, institutional and financial sustainability of the Greater Amboseli landscape. Without this GEF intervention, land subdivision and habitat conversion will continue with attendant unsustainable agricultural practices, resulting in further land degradation and the loss of globally significant biodiversity. This will result in the potential loss of future revenue from tourism and increased vulnerability of the local communities to environmental risk.
234. Sustainability is incorporated in this project through the provision of an enabling framework for wildlife conservation and economic development. Project sustainability is also by collaborative management through an integrated landscape based conservation and development plan that



builds technical capacity for long-term management by the local community. It is also through livelihood enhancement activities that are tied to sustainable management of rangeland ecosystems.

### **Ecological Sustainability**

235. The focus of this project on establishment of a landscape approach to wildlife conservation places importance on the interlinkages between protected areas. Biodiversity will therefore be protected in key areas and sustainably managed throughout the Amboseli landscape. Integrated management at a landscape level will take into account ecological processes such as water flow and the ecological processes affecting the entire ecosystem. This leads to the development of protocols to monitor the use of ecosystem goods and services to reduce over-utilisation and degradation resulting in environmental sustainability.
236. Developing buffer zones and enhanced connectivity through wildlife corridors is expected to expand the coverage of protected biodiversity and improve wildlife movement while also reducing pressure on resources within the protected areas, offering greater opportunity through extended ranges to smaller (antelope species) and larger game (elephants) thus increasing chances of population success and increase in numbers and a wider sustainably exploitable asset base from which to derive economic benefits.
237. The establishment of conservancies promotes the expansion of protected areas for biodiversity conservation and the restoration and enhancement of the productivity of land so that animal and plant wildlife can flourish as well as promoting the harmonious existence of wildlife with other sustainable economic activities. This reduces pressure on ecosystem resources while also enhancing biodiversity conservation.

### **Social Sustainability**

238. Social sustainability is addressed through the development of a collaborative management strategy, which incorporates stakeholder interests, participation capacity and potential conflicts and their mitigation measures. This ensures community ownership and participation in the implementation of the project as well as ensuring their continued involvement in the established activities after the completion of the project. An integrated multiple-use management plan will provide guidelines on responsibilities and rights, reducing the risk of conflicts on utilisation and benefit sharing.
239. The project's social sustainability is also addressed through its emphasis on the role of women in conservation and development. The empowerment of women will be through the utilisation of women's self-help groups to provide training, access to resources and forums for women's participation.

### **Institutional Sustainability**

240. The project aims to build institutional capacity and establish institutions that incorporate the stakeholders and sustainable ecosystem management priorities. Institutional sustainability is therefore attained through the development of a national rangelands policy and attendant institutions as well as through the increased participation of the Maasai in the management of rangelands conservation institutions. The KWCA, conservancies and other institutions established

become self-sustaining as the technical capacities of the local communities improve.

241. The application of best practices and lessons learnt from similar projects and the adaptation of these models to suit local situations results in the institutional sustainability of the project. The establishment of rangelands management institutions increases the influence of local communities in policy development as well as enhancing the inclusion of these institutions in national development agendas and forums. The project strategy will lead to more effective planning and management of the landscape outside PAs and the development of new legal instruments will also help to enhance effective protection and governance mechanisms.

### **Financial Sustainability**

242. The financial sustainability of this project rests in part on the development of tourism and diversification of incomes and tourism products. The establishment of conservancies will not only lead to the expansion of protected areas but will secure land rights that will allow local communities to establish tourism infrastructure and will therefore provide direct tourism benefits to the local communities. The local communities will also be able to enter leasing agreements with tourism investors for the use of these wildlife zones resulting in more secure revenue returns from tourism.
243. Further, the diversification of incomes through development of a wider range of tourism products as well as establishment of alternative livelihood activities such as beekeeping and PES schemes will result in financial sustainability. The inclusion of women in economic activities will also boost local economies, household incomes and wealth creation. The project will enhance financial sustainability by providing access to financial resources and markets for sustainably produced tourism and sustainable non-tourism products. In addition the enhanced cooperation and shared planning mechanisms is expected to alter the distribution of tourism activities within the Amboseli landscape, reducing the concentration of tourist attractions in specific areas and expanding tourism to cover the entire landscape. This results in distribution of tourism activities in the wider landscape, the retention of revenue within the area and the resultant distribution of tourism revenues to more members of the local Maasai community.

### **REPLICATION STRATEGY**

244. The overall replication strategy will involve the implementation of the model developed by the project in other conservancies established in the buffer zones surrounding the Chyulu hills and Tsavo West NPs, as well as to the west (Mara, Loita) to eventually cover the entire southern rangelands ecosystem.
245. The project will result in a model incorporating sustainable integrated land use management practices that have been demonstrated elsewhere and that can be replicated throughout the rangelands of Kenya. The participation of a wide range of stakeholders at different levels will lead to the dissemination of information to a wider base and enhance the knowledge base other relevant sectors and stakeholders have access to for future landscape based multiple land use planning. The project will involve preparing operational guidelines for the development of management plans for integrated land use outside the PAs. Adjusting policies and frameworks will mean that broader landscapes outside the project area will be covered by the same guidelines. The inclusion of local communities will encourage their participation and implementation of the management plan outside of the project area.

246. The results from the implementation of the landscape based integrated land use management in the conservancies will enable a comprehensive assessment and plan for appropriate replication and adaptation for other landscapes in the future. The management plan will then be expanded to include other group ranches and their conservancies and to extend towards the Chyulu hills and Tsavo West NPs, and so on, eventually covering the entire southern rangelands.
247. The formulation of a tourism development plan to be applied in the 5 initial conservancies will attract greater tourism revenues and attract interest from other group ranches. This will lead to the establishment of more conservancies within the landscape and leads to the retention of tourism revenues within the region.

**Table 12: Replication Strategy by Component**

<b>Component</b>	<b>Needs/ Opportunities for Replication</b>	<b>Project Strategy for Replication</b>
<b>COMPONENT</b> 1. Effective governance framework for multiple use and threat removal outside PAs.	The governance frameworks should target the development of policies for diversification of economic activities, development of sustainable alternative livelihoods and increase community participation in policy development.	The project will involve preparing operational guidelines for the development of management plans for integrated land use outside the PAs. Adjusting policies and frameworks will mean that broader landscapes outside the project area will be covered by the same guidelines. The inclusion of local communities will encourage their participation and implementation of the management plan outside of the project area.
<b>COMPONENT</b> 2. Landscape-based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.	Incorporating best practices in sustainable landscape based multiple use management will result in considerable gains in productive rangelands and these gains would benefit the stakeholders and reduce threats to biodiversity.	The results from the implementation of the landscape based integrated land use management in the conservancies will enable a comprehensive assessment and plan for appropriate replication and adaptation for other landscapes in the future. The management plan will then be expanded to include other group ranches and their conservancies and to extend towards the Chyulu hills and Tsavo NPs, eventually covering the entire southern rangelands.
<b>COMPONENT</b> 3. Increased benefits from tourism shared more equitable.	A proven approach to distribution and diversification of tourism products and revenues will provide opportunity for replication in the landscape and further afield.	The formulation of a tourism development plan to be applied in the 5 initial conservancies will attract greater tourism revenues and attract interest from other group ranches. This will lead to the establishment of more conservancies within the landscape and leads to the retention of tourism revenues within the region.

## **CLIMATE CHANGE ADAPTATION**

248. Climate change adaptation involves improving society's ability to cope with climatic variability and the associated risks. Climate change will disrupt the interaction of flora and fauna; reduce the ecological viability of habitats and threaten the survival of many species. The impacts of climate change on Kenya's rangelands include changes in pasture productivity, extreme weather such as flash floods that erode grass seed banks thus inhibiting grass regeneration. Other impacts include loss of wildlife habitats, shift in species' ranges and increased drought incidence resulting in massive deaths of livestock and wildlife. Significant changes in vegetation structure and function

are projected in several areas of Kenya due to climate change; with grassland projected to lose its spatial dominance to shrubland and projected increases in bush encroachment. As a result, pastoralist livelihoods are likely to be affected.

249. Spatial planning that takes ecosystem requirements with a landscape scope into consideration will be increasingly crucial. The adoption of landscape based management plan (Amboseli Ecosystem Management Plan) by this project will help mitigate some of the impacts of climate change such as providing alternative income sources for the Maasai community thus buffering them from the effects of climate variability such as drought.
250. The landscape-based approach of the project will also enhance ecosystem resilience to climate variability by reducing habitat fragmentation and enhancing wildlife movement through the establishment and protection of buffer zones around Amboseli and Chyulu Hills NPs. This will allow for livestock and wildlife movement during periods of drought into drought refuges and reduce the pressure placed on these critical ecosystems by allowing the dispersal of animals throughout the ecosystem rather than concentrating in a few areas within the national parks.
251. The development of PES systems by the project will aid in mitigating the impacts of climate change. The local communities are reliant on pastoralism as their primary economic activity and the increased incidence of drought that results in massive livestock deaths leave these communities vulnerable. The identification and valuation of ecosystem services and identification of markets for these services could provide the local communities with alternative incomes as well as enhancing their role in the conservation of ecosystem resources. The project will provide access to markets and aid in the establishment of PES systems in the Amboseli landscape.

## **PART III: Management Arrangements**

### **Project Management & Implementation**

252. The project will be implemented over a period of five years beginning in early 2014. The project implementation plan is presented below. An inception period will be used to refine the project design where appropriate and bring on board fully the relevant stakeholders for implementation.

### **IMPLEMENTATION MODALITY**

253. The project will be implemented under National Implementation Modalities (NIM) where KWS will act as the provider of the services and facilities that come about through a successful proposal. The project will be funded by GEF through UNDP, which is accountable to GEF for project delivery, as well as through other forms of financing (UNDP TRAC, and co-finance parallel and in-kind contributions). As a NIM project, KWS has overall responsibility for supervision, project development, guiding project activities through technical backstopping and logistical support.

#### ***Implementing Partner***

254. KWS shall retain overall responsibility for UNDP support and shall be the National Implementing Partner. KWS will work in close cooperation with the Ministry of Environment, Water and Natural Resources, the GEF Focal Point. KWS will also coordinate activities on a local pilot level with through direct engagement with its provisional level offices. The Ministry of Environment, Water and Natural Resources is ultimately responsible for policy mainstreaming whereas KWS is

ultimately responsible for site activity implementation, however site implementation by KWS will be managed in close collaboration with responsible parties, the stakeholder implementation partners (government, communities, civil society and private sector). Within the government, the Ministry of Environment, Water and Natural Resources (MEWNR) will be the GEF Focal point for this project and have a close association to other Ministry and KWS senior officials in ensuring top-level project oversight.

255. The project will thus be executed by KWS but in close collaboration on an implementation level with other government divisions as well as with civil society and private sector stakeholders ('responsible parties' and others) and with financial and technical support from UNDP.

### ***Responsible Parties***

256. Several organisations will be appointed "responsible parties". That is to say they will report directly to the steering committee and ultimately government (KWS) as the implementing partner.

257. The primary role of KWS will be to implement the project, manage responsible parties and execute project activities, both through its role as Implementing Partner and Chair of the Project Steering Committee and through its mandate as government representative to the project. KWS will specifically support the development of the regional and county level institutions being developed as well as provide the technical guidance to Ministerial partners in the creation of a rangelands commission. KWS will also assist in the liaison with local government and other government agencies at the landscape level to ensure buy in and engagement.

258. Appointed responsible parties will be as follows: (a) the **Maasai Wilderness Conservation Trust** (MWCT); (b) **Big Life Foundation**; and (c) **African Conservation Centre** (ACC), (whereby acknowledging that the ACC has set up the Amboseli Ecosystem Trust as a site based organisation the trust {AET} is as yet nor sufficiently functional - including having its executive managed by ACC to act as a responsible party in its own right. ACC will therefore take that role and support AET as appropriate according to its own governance and management frameworks. Each of the appointed responsible parties have defined roles and responsibilities and allocated budget, which is laid out in summary below and in further detail in the project budget below.

259. The primary roles and responsibilities of the appointed responsible parties vary according to their specialist skills and mandates and their geographical locations and spheres of influence.

260. The African Conservation Centre, working with its existing partners in the landscape, in particular the Amboseli Ecosystem Trust, will be jointly responsible for providing support to the development of the project in a number of key ways. In particular: ACC will support the development of a leadership structure for the project based on conservancy membership in Olgulului /Olorarashi and Eselenkei Group Ranches. ACC will act as a service provider to the project in the creation and facilitation of functional conservancies in the area of Olgulului /Olorarashi and Eselenkei Group Ranches. Further, ACC will carry out a range of ecological development activities including restoration programmes, rehabilitation of dense woodlands, grass reseeding and the development of dry season refugia. ACC will also support livestock improvement programmes and tourism interventions in the area of Olgulului /Olorarashi and Eselenkei Group Ranches.

261. The Maasai Wilderness Conservation Trust will provide support to the development of the project in a number of key ways. In particular: MWCT will provide guidance on the development of a

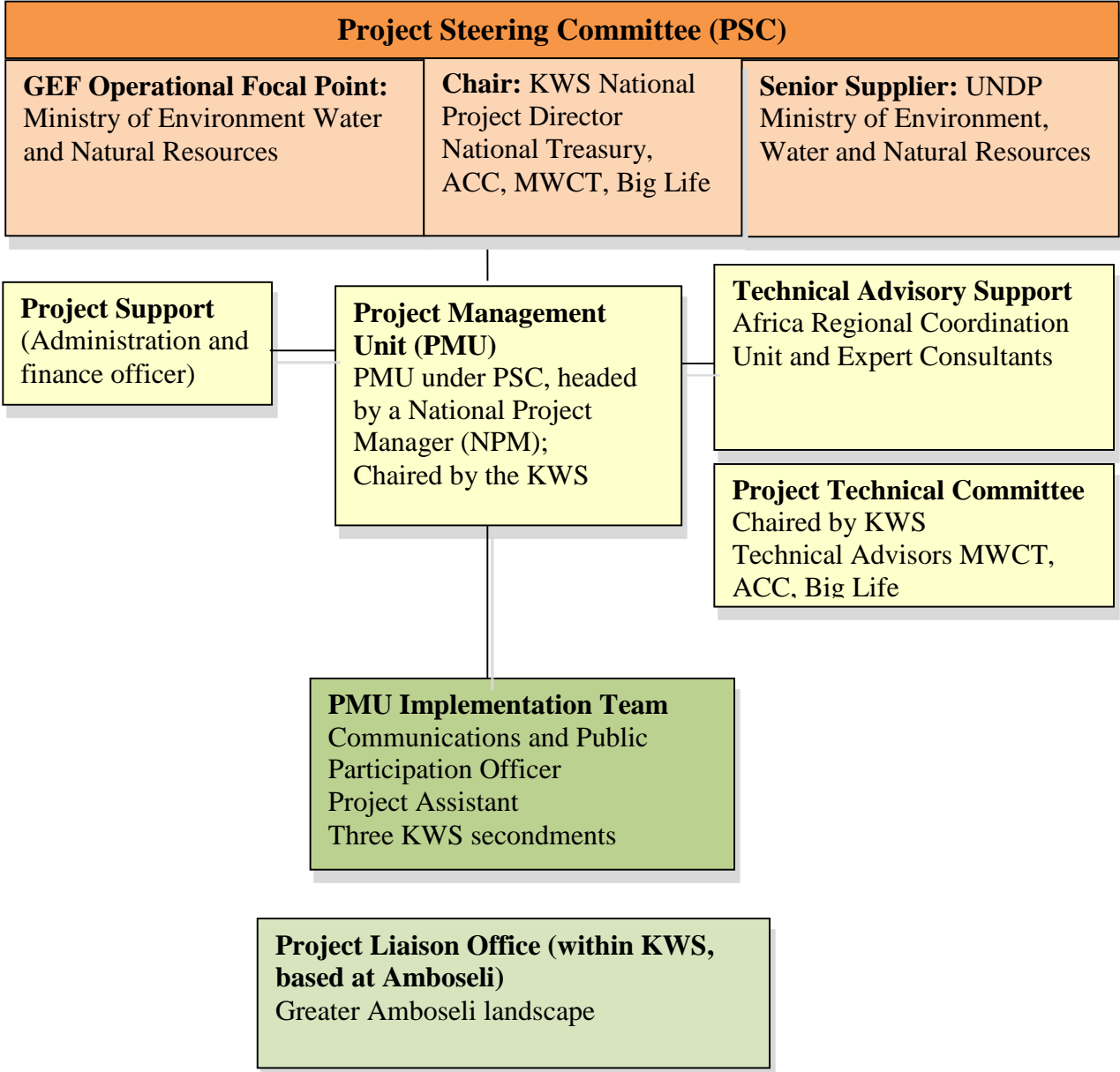
governance and leadership structure for the project based on conservancy membership in Kuku A and B and Rombo Group Ranches. MWCT will act as a service provider to the project in the creation and facilitation of functional conservancies in the area of Kuku A and B and Rombo Group Ranches. Further, MWCT will carry out a range of ecological development activities including restoration programmes, rehabilitation of dense woodlands, grass reseeding and the development of dry season refugia. MWCT will also support livestock improvement programmes and tourism interventions in the area of Kuku A and B and Rombo Group Ranches, as well as an intervention in PES and water management.

262. The Big Life Foundation will provide support to the development of the project in a number of key ways. In particular, BLF will provide guidance on the development of a governance and leadership structure for the project based on conservancy membership in Mbirikani Group Ranch. BLF will act as a service provider to the project in the creation and facilitation of functional conservancies in the area of Mbirikani Group Ranch.

### **IMPLEMENTATION MODALITY**

263. Coordination among the Government ministries and KWS will be achieved through creation of a **Project Management Unit (PMU)**. A **Project Steering Committee (PSC)** and allowing for project assurance and technical advisory support from UNDP, will oversee the PMU. The PSC will allow not only high-level coordination between government and the responsible parties, but will also provide a mechanism for open and effective project management.
264. Project activities will be implemented at the overall management and the landscape level. The PMU will be responsible for overall coordination of project activities, but in particular, it will coordinate national and intra-landscape level activities that are largely linked to policy and systematic and institutional capacities for managing PAs landscapes. The PMU will also be responsible for coordination and mainstreaming of lessons and experiences into government operations, lessons learnt from activities in other related GEF funded projects and linking with additional on-going related projects.
265. The PMU will be headed by a National Project Manager (NPM) who shall be a fulltime resource acquired competitively. Funds will flow from UNDP to a dedicated project account, managed by KWS. At the Greater Amboseli landscape level, the NPM will be supported by a project assistant, a finance and administration officer, a communications and public participation officer and three or four KWS staffers, seconded from KWS - dedicated to implementing the work of the project via the PMU on the landscape level. The PMU will also engage the support of volunteer researchers if necessary. The PMU will be guided by the PSC.

**PROJECT ORGANISATION STRUCTURE**



*Figure 5: Overview of Project Organisation Structure*

**PROJECT STEERING COMMITTEE**

266. The PSC will be chaired by an agreed senior KWS representative, who will also take the role of National Project Director and shall be responsible for supervising project development, guiding project activities through technical backstopping and for contracting staff where necessary. In total one representative of each government agency shall be members (Ministry of Environment, Water and Natural Resources and NEMA) as well as the National Treasury which is always member of the PSC for all UNDP projects. UNDP will have one representative present who will advise the PSC in its deliberations and may vote in cases where a majority has not been met. Members shall have been elected during the Inception meeting. The PSC will include one senior

representative from each of the appointed responsible parties (Maasai Wilderness Conservation Trust, African Conservation Centre, Big Life Foundation and Nature Kenya). Over time it will also incorporate the appointed senior delegates of (a) the Kenya Rangeland Commission and (b) the Kenya Wildlife Conservancies Association. The PSC shall report to UNDP and GEF.

267. The PSC members shall meet at least twice in a year prior to PMU meetings. The NPM will be a member of the PSC as an ex-officio observer responsible for taking and distributing minutes. Other PMU staff working under the NPM shall attend meetings of the PSC by invitation and only on a need to basis.

268. The role of the PSC will be to:

- Provide strategic advice to the PMU for the implementation of project activities to ensure the integration of project activities with poverty alleviation and sustainable development objectives
- Ensure coordination between the project and other on-going activities in the country
- Ensure interagency coordination and ensure full participation of stakeholders in project activities
- Policy advice in adherence of GOK, UNDP and GEF policies and procedures
- Provide technical backstopping to the project
- Assist with organisation of project reviews and contracting consultancies under technical assistance as well as approval of annual work plans and budgets
- Provide guidance to the PMU

## **PROJECT COORDINATION**

269. The PMU project management team will be responsible for day-to-day oversight and coordination on implementation of project activities including supervision of activities contracted to consultants by Government. The NPM heading the PMU will report to the Project Steering Committee, on a quarterly basis and maintain a direct liaison with UNDP through the Energy and Environment cluster. The PMU will be chaired by the KWS. The NPM shall be assisted by an Administrator/ Accountant and will be based at KWS headquarters in Nairobi. The NPM will receive reports and feedback from the project site, fed through KWS liaison officers for the Greater Amboseli landscape. The liaison officer shall act as a lynch pin to coordinate activities between the partners. The Project Technical Committee will provide the technical and field implementation think tank as well as clearing all documents (outputs of consultants and responsible parties other GEF and UNDP reports, work plans/budgets) before they are presented to PSC.

270. The NPM will link with other GEF project coordinators sharing lessons learnt relevant to mainstreaming activities and also to other government led initiatives such as institutional strengthening activities, policy and preparation of management plans. The NPM will report directly to the PSC on the basis of approved work plan participate directly at the PSC with the agencies reports and work plan approved at the same meeting, and shall work under the guidance



of outputs from PAC meetings.

## **LANDSCAPE LEVEL PROJECT IMPLEMENTATION**

271. Overall management of activities in these pilots will be coordinated by the PMU through the NPM and his/her team under the guidance of the PSC.
272. In order to gain maximum efficiency in project implementation, under the guidance and assistance of the NPM in Nairobi with regular site visits required dedicated liaison officers seconded from KWS will be responsible for the implementation of related activities. Where there are lessons learnt, intra-landscape crossover issues, or higher-level engagement is required, responsibility will be decreed to the NPM. Specific responsible parties will take defined roles at landscape level.

## **PROJECT COMPONENTS**

273. The project will comprise three complementary components. Each addresses a different barrier and has distinct outcomes. Overall management of these shall be coordinated by the PMU under the leadership of the Project Steering Committee.

## **INCEPTION SESSION**

274. The project will begin with an inception session. The Project Steering Committee, with the support of the NPM will review the project document prior to the meeting and recommend revisions in light of the prevailing situation. This may include updating the log-frame and institutional arrangements. The NPM will present the finalised work plan and first quarterly plan to the Steering Committee, copied to the PSC. All key stakeholders will participate and the workshop will offer an opportunity to ensure coordination between all the players and establish a common ground of understanding necessary to ensure the smooth running of project implementation.
275. A fundamental objective of the Inception Session (IS) will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalise preparation of the project's first annual work plan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalise the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.
276. Additionally, the purpose and objective of the IS will be to: (i) introduce project staff with the UNDP-GEF expanded team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit (RCU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and the project team; (iii) provide a detailed overview of UNDP-GEF reporting and M&E requirements, with particular emphasis on the Annual Project Implementation Reports (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Reviews, as well as mid-term and final evaluations. Equally, the IS will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget re-phasing.
277. The IS will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, and broadened, as needed, in order

to clarify each party's responsibilities during the project's implementation phase.

## **TECHNICAL ASSISTANCE**

278. Short-term national as well as international technical assistance will be provided by the Project, on a consultancy basis, in order to overcome barriers and achieve the project outputs/outcomes. Technical assistance will be directly contracted by the PSC, through a transparent procurement process (i.e. the development of Terms of References and recruitment) following UNDP regulations and will directly assist the implementing entities and report to the Project Steering Committee. Many of the project components are innovative and need some level of consultancy input. These include issues such as: Landscape planning, PA Economics, Business Plans, Institutional Capacity Building, Gap analysis and Climate change adaptation strategies, etc. Where needed these local consultancy inputs have been identified and budgeted.

## **PUBLIC INVOLVEMENT PLAN**

279. At the national level the project will engage with governments, the private sector, communities, donors, NGOs and experts over meeting the project objective according to its strategy. The project will also seek to inform all stakeholders of the values of landscape level activities, the problems that they are facing, why they need to support project outcomes and how this should go about in an equitable and efficient manner.

## **REPORTING**

280. As head of the PMU, under the Steering Committee, the NPM will be responsible for the preparation of reports for the Steering Committee, PSC and UNDP on a regular basis, including the following: (i) Project Inception Report (PIR); (ii) APR; (iii) Project Implementation Report; (iv) Quarterly Progress Reports; and (v) Project Terminal Report. The Quarterly progress reports will provide a basis for managing project disbursements. These reports will include a brief summary of the status of activities, explaining variances from the work plan, and presenting work-plans for each successive quarter for review and endorsement. The APR will be prepared annually, and will entail a more detailed assessment of progress in implementation, using the set indicators. It will further evaluate the causes of successes and failures, and present a clear action plan for addressing problem areas for immediate implementation.

281. *Annual Monitoring* will occur through the *Tripartite Review (TPR)*. The TPR will be composed of Government representatives, UNDP and the Project. This will serve as the highest policy-level meeting of the parties directly involved in the implementation of the project. The project will be subject to TPR at least once every year. The first such meeting will be held within the first twelve months of implementation. The APR will be prepared and submitted to UNDP-CO and the UNDP-GEF Regional Office at least two weeks prior to the TPR for review and comments. The project will be subjected to at least two independent external evaluations:

- **Mid-term Review** - will be undertaken at the end of the second year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed;
- **Final Technical Evaluation** - will take place three months prior to the terminal TPR meeting, and will focus on the same issues as the mid-term evaluation. The

final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals.

282. The PMU will, utilising input from the NPM, provide the country UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of funds.

#### **Audit Clause**

The Project audits will be conducted according to UNDP Financial Regulations and Rules and applicable Audit policies.

## **PART IV: Monitoring and Evaluation Plan and Budget**

### **Monitoring and reporting<sup>42</sup>**

283. A Project Inception Workshop (IW) will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goal and objective, as well as finalise preparation of the project's first AWP. This will include reviewing the log-frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalising the AWP with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.
284. Additionally, the purpose and objective of the IW will be to: (i) introduce project staff with the UNDP-GEF team which will support the project during its implementation, namely the CO and responsible RCU staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting M&E requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR), as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget re-phasing. The IW will also provide an opportunity for all parties to understand their roles and responsibilities within the project's decision-making structures, including reporting and communication lines.
285. A detailed schedule of project review meetings will be developed by project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the PIR. Such a schedule will include: (i) tentative time frames for Project Steering Committee Meetings (PSCM) and (ii) project related M&E activities. Day-to-day monitoring of implementation progress will be the responsibility of the NPM based on the project's AWP and

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<sup>42</sup> As per GEF guidelines, the project will also be using the BD 1 Management Effectiveness Tracking Tool (METT). New or additional GEF monitoring requirements will be accommodated and adhered to once they are officially launched.

agreed indicators. The NPM will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The NPM will also fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the AWP. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

286. Measurement of impact indicators related to global biodiversity benefits will occur according to the schedules defined in the Inception Workshop, using tracking tool scores, assessments of forest cover, wildlife movements and other means. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the Implementing Partner, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Annual Monitoring will occur through the Project Steering Committee Meetings (PSCM). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PSCMs four times a year. The first such meeting will be held within the first six months of the start of full implementation.
287. A terminal PSCM will be held in the last month of project operations. The NPM is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF RCU after close consultation with the PSCM. It shall be prepared in draft at least two months in advance of the terminal PSCM in order to allow review, and will serve as the basis for discussions in the PSCM. The terminal meeting considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its objectives and contributed to the broader environmental objectives. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation.
288. UNDP COs and UNDP-GEF RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's PIR/AWP to assess first hand project progress. A Field Visit Report/BTOR will be prepared by the CO and UNDP-GEF RCU and circulated no less than one month after the visit to the project team, all PSC members, and UNDP-GEF.

## **Project Reporting**

289. The core project management team (under the NPM) in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and their focus will be defined during implementation.
290. A Project Inception Report (PIR) will be prepared immediately following the Inception Workshop. It will include a detailed First Year Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year

of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP, and including any M&E requirements to effectively measure project performance during the targeted 12 months' time-frame.

291. The PIR will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalised, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the PIR, the UNDP CO and UNDP-GEF's Regional Coordinating Unit will review the document.
292. The Annual Project Report/ Project Implementation Review must be completed once a year. The APR/ PIR is an essential management and monitoring tool for UNDP, the Implementing Agency and PCs and offers the main vehicle for extracting lessons from on-going projects at the portfolio level.
293. Quarterly progress reports: Short reports outlining main updates in project progress will be provided quarterly to the local UNDP CO and the UNDP-GEF RCU by the project team, headed by the Policy Specialist using UNDP formats.
294. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarising all project expenditures, is mandatory and should be issued quarterly. The NPM will send it to the PSC for review and the Implementing Partner will certify it. The following logs should be prepared: (i) the Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the NPM to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the NPM to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on the positive and negative outcomes of the project. It is the responsibility of the NPM to maintain and update the Lessons Learned Log.
295. Project Terminal Report: During the last three months of the project the project team under the NPM will prepare the Project Terminal Report. This comprehensive report will summarise all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure the long term sustainability and the wide replicability of the Project's outcomes.
296. Periodic Thematic Reports: As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as

troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered.

297. Technical Reports are detailed documents covering specific areas of analysis or scientific specialisations within the overall project. As part of the PIR, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialised analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.
298. Project Publications will form a key method of crystallising and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team, under the NPM, will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognisable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

## **Independent Evaluations**

299. The project will be subjected to at least two independent external evaluations as follows: An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organisation, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.
300. An independent Final Technical Evaluation will take place three months prior to the terminal Project Steering Committee meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Technical Evaluation should also provide recommendations for follow-up activities.

**Table 13: Project Monitoring and Evaluation Plan and Budget**

Type of M&E activity	Responsible Parties	Budget USD <i>Excluding project team Staff time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> <li>▪ National Project Manager</li> <li>▪ UNDP CO</li> <li>▪ UNDP GEF</li> </ul>	\$10,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP CO</li> </ul>	None	Immediately following Inception Workshop
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> <li>▪ National Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul>	To be finalised in Inception Phase.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> <li>▪ Oversight by National Project Manager</li> <li>▪ Monitoring and Evaluation Officer</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR and PIR	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF</li> </ul>	None	Annually
Quarterly progress reports	<ul style="list-style-type: none"> <li>▪ Project team</li> </ul>	None	Quarterly
CDRs	<ul style="list-style-type: none"> <li>▪ National Project Manager</li> </ul>	None	Quarterly
Issues Log	<ul style="list-style-type: none"> <li>▪ National Project Manager</li> <li>▪ UNDP CO Programme Staff</li> </ul>	None	Quarterly
Risks Log	<ul style="list-style-type: none"> <li>▪ National Project Manager</li> <li>▪ UNDP CO Programme Staff</li> </ul>	None	Quarterly
Lessons Learned Log	<ul style="list-style-type: none"> <li>▪ National Project Manager</li> <li>▪ UNDP CO Programme Staff</li> </ul>	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP- CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	\$30,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> <li>▪ Project team,</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	\$30,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-CO</li> <li>▪ local consultant</li> </ul>	Funds are budgeted for local consultants to assist where needed	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ Monitoring and Evaluation Officer</li> <li>▪ UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc.)</li> </ul>	0	Yearly
Audit	<ul style="list-style-type: none"> <li>▪ UNDP-CO</li> <li>▪ Project team</li> </ul>	\$3,000 per annum	Yearly

Type of M&E activity	Responsible Parties	Budget USD <i>Excluding project team Staff time</i>	Time frame
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP Country Office</li> <li>▪ UNDP-GEF Regional Coordinating Unit (as appropriate)</li> <li>▪ Government representatives</li> </ul>	Paid from IA fees and operational budget	Yearly
<b>TOTAL INDICATIVE COST</b> Excluding project team staff time and UNDP staff and travel expenses		<b>USD 150,000*</b>	

## PART V: Legal Context

301. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Kenya and the United Nations Development Programme, signed by the parties. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.
302. UNDP acts in this Project as Implementing Agency and all rights and privileges pertaining to UNDP as per the terms of the SBAA shall be extended mutatis mutandis to GEF.
303. The UNDP Resident Representative in Nairobi is authorised to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-EEG Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:
- a) Revision of, or addition to, any of the annexes to the Project Document;
  - b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
  - c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
  - d) Inclusion of additional annexes and attachments only as set out here in this Project Document.



## SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

### PART I: Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis

#### Indicator framework as part of the SRF

Objective/Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
<b>Objective</b> – To mainstream biodiversity conservation and sustainable use into production landscapes in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	Increased area of conservancies within the productive landscapes with streamlined management guidelines.	Some buffer zones under biodiversity set-asides but without any systematic management regime for biodiversity conservation.	The 5,500km <sup>2</sup> of buffer zones of the core parks under a systematic management framework.	Independent mid-term and final evaluations; Project reports	<b>Risk:</b> - Lack of cohesion amongst stakeholders  <b>Assumption:</b> Continued interest and support of government and staff in the implementation of policies and programmes to mainstream biodiversity conservation and economic development in national planning
	METT scores improved in selected PAs: Amboseli NP Chyulu Hills NP	66 52	75 65	METT applied at PPG, Mid-term and Final Evaluation	
<b>Component 1</b> – Effective governance for multiple use and threat removal outside PAs	Regional and local institutions for facilitating a more inclusive planning and conservation of the Greater Amboseli landscape established and made operational in the ecosystem: 1.1 County level rangeland management committee is emplaced and capacitated, coordinating activities amongst the conservancies at county level. 1.2 Independent, national level Kenya Wildlife Conservation Forum emplaced, with at least 10 active member organisations. 1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust and conservancies in southern Africa. 1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer-term harmonious co-existence of wildlife, livestock and economic development.				<b>Risks:</b> -Complexity in stakeholder collaboration due to differing interests and wide range of stakeholders.  - Slow operationalisation of legislation legalising conservancies as the vehicle for co-management.  - Delays caused by the complexities in establishing the institutions required for the southern rangelands
	Financial sustainability score (%) for national systems of protected areas:			Financial sustainability scorecard	

Objective/Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	Component 1: Legal, Regulatory and Institutional frameworks.	46.67%	55%		<u>Assumptions:</u> - governance systems will enable the necessary cohesion and pace of implementation
	Component 2: Business planning and tools for cost effective management.	52.5%	60%		
	Component 3: Tools for revenue generation.	36.62%	45%		
	National level institutions formalised for empowerment of local communities	1 (KWCA)	2 (CRMC and KWCA)	KWS reports; Government registration/formalisation documents	
	Number of capacity building and training programmes in place (Eco monitoring, Security & Livelihoods)	3 in each currently established conservancy (Big Life, ACC & MWCT)	At least 5 with streamlined curriculum	KWS reports; Training course curriculum	
<b>Component 2 – Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.</b>	<p>An integrated land use plan for the wildlife dispersal areas formulated and implementation initiated, clearly delineating different zones of use, providing specific regulations, standards and codes of practice:</p> <p>2.1 Establishment/Formalisation of 5 conservancies ensuring key corridors of connectivity between the 2 core Parks (Amboseli and Chyulu) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBA's and forest fragments in the project landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/ eco-restoration of critically degraded areas (with co-finance).</p> <p>2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders.</p> <p>2.3 The Southern Rangelands conservancies' project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta.</p> <p>2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas.</p> <p>2.5 Protection of swamps, river systems and Chyulu hills water catchment stabilises water availability to wildlife and human use.</p> <p>2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows, no net loss of natural forest blocks in critical corridors.</p>				<p><u>Risks:</u> - Threat of continued subdivision of the Group Ranches accompanied by fencing, overgrazing, extension of agriculture and unplanned human development.</p> <p>- Climate change could lead to both changed distributions of BD components, and changes in demands on biodiversity-based resources.</p> <p>- Conservancies are slow to join the project for fear of loss of autonomy.</p> <p>-Climate change affects ecosystem resilience.</p>

Objective/Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.				<u>Assumptions:</u> landscape approach understood and bought into by stakeholders
	Movement of elephants within the greater Amboseli landscape, between the 3 core NPs.	Concentration of elephants in the Amboseli NP irrespective of season	Increased movement of elephant populations within the Amboseli landscape and between the 3 core NPs.	Biodiversity monitoring database; Monitoring reports; DRSRS and ACP monitoring reports	
	Proportion of productive land in the Group Ranches under conservancies	10.8% (approximately 57,700ha)	20.7% (approximately 101,902)	KWS reports	
	Number of conservancies managed under a landscape level coordinated management programme	0	At least 5 conservancies	KWS reports; MOUs agreed upon by member conservancies	
	Number of operational wildlife conservancies managed by local communities	1 derelict (Kimana) community wildlife conservancy	At least 5 conservancies with rehabilitation of Kimana sanctuaries.	KWS reports; Independent mid-term and final evaluations	
	Threats to wildlife from unplanned tourism infrastructure development mitigated	Limited scope of procedures in place to deal with unplanned developments	Protocols for infrastructure development operationalised.	KWS reports; Approved infrastructure development guidelines	
<b>Component 3 –</b> Increased benefits from tourism shared more equitably.	3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs. 3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms. 3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and marketing. 3.4 PES for green water credits operation and earning money to land users on the Chyulu hills(co-finance);				<u>Risks:</u> -Declining tourism revenue unable to stimulate the necessary paradigm shift from unsustainable to sustainable wildlife management.  -Participation by women in the project is limited by lack of awareness and cultural norms  <u>Assumptions:</u> clear and defined interest in economic
	Number of leasehold agreements entered into by the local communities with tourism investors for use of	1 (Kuku GR)	At least 5 leasehold/management agreements	KWS reports; Independent mid-term and final evaluations	

Objective/Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	conservancies or wildlife zones				engagement by appropriate stakeholders including women
	Proportion of household incomes generated from wildlife-related activities	<3% as determined during PPG activities	Increase to at least 10%	KWS reports and Fiscal monitoring programmes	
	Number of alternative livelihoods engaged in by the local communities	1 (Bird shooting in Mbirikani Ranch)	At least 4 alternative livelihoods including Beekeeping, Sericulture, Aloe farming and eco-charcoal burning	Reports by ACC, ACP and KWS Independent mid-term and final evaluations	
	Number of tourists visiting conservancies	Majority of tourists visit the 3 core NPs, few venture to conservancies	Increase by up to 50% of number of visitors to conservancies.	Kenya Tourism Development Board reports KWS reports	
	Number of PES schemes established and implemented.	1 PES scheme (Tourism PES)	At least 2 additional PES schemes for watershed conservation and carbon trading.	KWS reports and Fiscal monitoring programmes	

### List of Outputs per Outcome as part of the SRF

**Project's Development Goal:** The biodiversity of the Greater Amboseli landscape is protected from existing and emerging threats through building an effective collaborative governance framework for multiple use management of rangelands.

**Project Objective:** To mainstream biodiversity conservation and sustainable use into production lands in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.

Outcomes	Outputs
<b>Component 1: Effective governance framework for</b>	Regional and local institutions for facilitating a more inclusive planning and conservation of the Greater Amboseli landscape established and made operational in the ecosystem:

<b>Project Objective:</b> To mainstream biodiversity conservation and sustainable use into production lands in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	
<b>Outcomes</b>	<b>Outputs</b>
<b>multiple use and threat removal outside PAs.</b>	1.1 County level rangeland management committee is emplaced and capacitated, coordinating activities amongst the conservancies at county level.
	1.2 Independent, national level Kenya Wildlife Conservation Forum emplaced, with at least 10 active member organisations.
	1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust and conservancies in southern Africa.
	1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer-term harmonious co-existence of wildlife, livestock and economic development.
<b>Component 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.</b>	An integrated land use plan for the wildlife dispersal areas formulated and implementation initiated, clearly delineating different zones of use, providing specific regulations, standards and codes of practice:
	2.1 Establishment/Formalisation of 5 conservancies ensuring key corridors of connectivity between the 2 core Parks (Amboseli and Chyulu) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBA's and forest fragments in the project landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/ eco-restoration of critically degraded areas (with co- finance).
	2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders.
	2.3 The Southern Rangelands conservancies' project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta.
	2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas.
	2.5 Protection of swamps, river systems and Chyulu hills water catchment stabilises water availability to wildlife and human use.
	2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows, no net loss of natural forest blocks in critical corridors.

<b>Project Objective:</b> To mainstream biodiversity conservation and sustainable use into production lands in the Greater Amboseli landscape and improve the sustainability of Protected Area systems.	
<b>Outcomes</b>	<b>Outputs</b>
	2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.
<b>Component 3: Increased benefits from tourism shared more equitably.</b>	3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs.
	3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms.
	3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and marketing.
	3.4 PES for green water credits operation and earning money to land users on the Chyulu hills(co-finance);

304. A detailed activity list and a chronogram of activities per output will be finalised upon project inception through the first Annual Work Plan.

## SECTION II: Total Budget and Work Plan

<b>Award ID:</b>		<b>Business Unit:</b>	Kenya
<b>Project ID:</b>	4827	<b>Project Title:</b>	Enhancing wildlife conservation in the productive southern Kenya rangelands through a landscape approach
<b>Award Title:</b>	PIMS 4490 [Kenya Southern Rangelands Project]	<b>Implementing Partner</b>	KWS

## Budget and Indicative Activities

Table 14 Budgeted Outputs and Indicative Activities at National/Landscape level by IA/Responsible Party

Outputs	Indicative Activities at National and Landscape Level	Budget	Lead Responsibility
<b>Component 1: Effective governance framework for multiple use and threat removal outside PAs.</b>			
1.1 County level rangeland management committee is capacitated, coordinating activities amongst the conservancies at county level.	1.1.1 County rangelands management committee capacitated.	28,500	KWS
	1.1.2 Development of standard NRM policy framework with long-term national and county level interests and incorporating predictive modelling and scenario planning techniques.	45,500	KWS
	1.1.3 County level management committee engaging the County Environment Officers and County Wildlife Compensation Committee capacitated to support implementation of environmental policies.	3,500	KWS
	1.1.4 Sensitisation and capacity building for the understanding of the Wildlife Conservation and Management Act (no. 47) 2013, to enhance alignment with regulations on the establishment of conservancies. The act has been operational since January 2014.	13,500	KWS with ACC, BLF and MWCT
1.2 Independent, national level Kenya Wildlife Conservancies Association emplaced and capacitated, with at least 10 active member organisations.	1.2.1 Strengthen the mandate of the Amboseli Ecosystem Trust (AET) through enactment of the Wildlife Conservation and Management bill 2013 and the Conservancy regulations.	15,500	KWS
	1.2.2 Infrastructure, governance and management systems developed for KWCA to ensure sustainable and equitable PA governance. AET capacitated in management and executive functions to act as the local chapter of KWCA.	50,000	KWS
	1.2.3 Capacitation of AET as a Network organisation for advocacy roles in the implementation of AEMP. CAPACITY BUILDING – WORK ON LANGUAGE, FOCUS ON AET WITHIN KWCA	44,000	ACC
1.3 Stakeholder-led process identifies existing rangeland management organisations and engages interest in the capacitation of a system of Southern Rangelands conservancies, modelled on best practice achieved by the Northern Rangelands Trust	1.3.1 Development of county level dialogue platform in the Amboseli- Chyulu ecosystem to enhance consultation and inclusion of relevant stakeholders in wildlife conservation and economic development i.e. stakeholders identified during PPG activities and through further consultations.	21,000	KWS
	1.3.2 Discussion with local communities, group ranches and conservancies on importance of a capacity building for enhanced management.	2,500	KWS with ACC, BLF and MWCT
	1.3.3 Development of a county-level conservancies' model with the Kajiado county.	15,000	KWS with ACC, BLF and MWCT
	1.3.4 Dissemination of lessons learnt from NRT and CBNRMs in Southern Africa and advocacy campaigns to encourage conservation efforts.	18,500	KWS

Outputs	Indicative Activities at National and Landscape Level	Budget	Lead Responsibility
and conservancies in southern Africa.	1.3.5 Development of a capacity building programme based on best practices, lessons learnt & analysis of baseline situation.	27,000	KWS with ACC, BLF and MWCT
	1.3.6 Training programmes for stakeholders and local communities in conservancy management and land use planning and conservation advocacy.	41,000	KWS with ACC, BLF and MWCT
1.4 Development of recommendations for wildlife conservation practices for the greater Amboseli for the longer term harmonious co-existence of wildlife, livestock and economic development.	1.4.1 Assessment of conservation and economic development practices implemented within the conservancies and throughout the greater Amboseli.	20,500	KWS with ACC, BLF and MWCT
	1.4.2 Development of integrated land use plans informed by on-the-ground experiences and implementation of these landscape-based land use plans.	25,000	KWS with ACC, BLF and MWCT
	1.4.3 Implementation of the Amboseli Ecosystem Management Plan (AEMP).	45,500	KWS
	1.4.4 Development of site level long-term ecological monitoring programmes to ensure consistent monitoring and evaluation of practices put in place.	83,500	KWS with ACC, BLF and MWCT
<b>Component 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.</b>			
2.1 Establishment/Formalisation of 5 conservancies ensuring key corridors of connectivity between the 3 core Parks (Amboseli, Tsavo, Chyulu) and the surrounding areas (group ranches) are secured through a) identification and mapping key HVBA's and forest fragments in the project landscape; b) elevating the legal status of identified critical biodiversity areas outside PAs; c) rehabilitation/eco-restoration of critically	2.1.1 Identification and mapping of important wildlife corridors and critically degraded areas of biodiversity importance for prioritisation for gazettment.	50,309	KWS with ACC, BLF and MWCT
	2.1.2 Establishing clear boundaries for these corridors through a process involving county government and grass roots organisations.	72,500	KWS with ACC, BLF and MWCT
	2.1.3 Formalisation of conservancies on group ranches within the key wildlife corridors for example in Kuku GR, Kimana, Mbirikani GR, Olgulului/Olorarashi GR, Rombo GR and Eselenkei GR.	95,000	KWS with ACC, BLF and MWCT
	2.1.4 Consolidation of the management plans in the conservancies to streamline management and capacitation activities.	18,000	KWS with ACC, BLF and MWCT
	2.1.5 Collaboration with KWS and other stakeholders to establish restoration programmes.	15,000	KWS with ACC, BLF and MWCT
	2.1.6 Rehabilitation of dense woodlands to improve elephant-vegetation dynamics along water courses such as riverine areas and swamps.	165,000	ACC
	2.1.7 Grass reseeding and establishment of dry season seed banks in overgrazed and degraded habitats such as in Kimana GR.	50,700	ACC with MWCT
	2.1.8 Development of streamlined policies and plans for implementation in the conservancies to enhance institutional capacity.	30,000	KWS



<b>Outputs</b>	<b>Indicative Activities at National and Landscape Level</b>	<b>Budget</b>	<b>Lead Responsibility</b>
degraded areas (with co-finance).	2.1.9 Development of financial management systems & capacities for the conservancies.	80,000	KWS
2.2 Creation and establishment of the proposed conservancies identified during PPG activities and consultations with local communities and key stakeholders.	2.2.1 Creation/support to potential conservancies in the group ranches based on stakeholder consultations at PPG and subsequent mapping e.g. Lmao Hills, Loingarunyoni Hill, Olenariko, Mitikanjo, Olpusare and Olkeri and establishment of clear boundaries for the new conservancies.	537,500	KWS with ACC, BLF and MWCT
	2.2.2 Formalisation of the new conservancies with appropriate governance and management structures emplaced.	50,000	KWS with ACC, BLF and MWCT
	2.2.3 Training and capacity building activities for key stakeholders in the new conservancies on conservancy management and land use planning.	22,500	KWS
	3.2.4 Establishment of Insurance schemes and other sustainable incentives for conservation.	235,500	MWCT
2.3 The Southern Rangelands conservancies' project is implemented at county level, with possible alignment of Tsavo /Chyulu conservancies with the wider landscape; possibly with bordering counties of Narok, Makueni and Taita Taveta.	2.3.1 Development of project implementation structure based on best practices, Southern Africa lessons learnt & discussion with local communities during PPG activities.	15,000	KWS
	2.3.2 Development of conservancy establishment structures with representatives from all stakeholder groups i.e. ecological monitoring and research department, law enforcement department and an economic development department.	75,500	KWS
	2.3.5 Allocation of resources to the conservancies for community development and wildlife conservation.	5,000	KWS
	2.3.6 Utilising the county level dialogue platform and AET, explore future possibilities of establishment and expansion of conservancies into neighbouring counties of Narok, Makueni and Taita Taveta through stakeholder consultations.	2,000	KWS
2.4 Minimum utilisation levels for wildlife corridors particularly for agriculture, livestock, settlements and tourism development areas/zoned in multiple use areas.	2.4.1 Creation of wildlife zones in the migratory corridors for conservation in accordance to practices laid down in the AEMP, after Environmental Impact Assessments (EIAs) and streamlined with Output 2.1.	25,000	KWS with ACC, BLF and MWCT
	2.4.2 Creating protocols for use and access to migratory corridors and wildlife zones based on the AEMP and the land use plans developed.	20,000	KWS
2.5 Protection of swamps, river systems and Chyulu hills	2.5.1 Water use monitoring programmes developed based on ecosystem assessments and the AEMP	74,000	KWS

Outputs	Indicative Activities at National and Landscape Level	Budget	Lead Responsibility
water catchment stabilises water availability to wildlife and human use.	2.5.2 Put in place protocols for water use and access to swamps and catchments enhanced by establishment of wetland conservancies such as Opusare	30,000	KWS
	2.5.3 Land use planning especially for agriculture extraction based on the landscape level land use plans, AEMP and results of EIAs	25,000	KWS
2.6 Implementation of alternative sustainable livelihoods plans and biodiversity friendly farming practices that include agri-livestock activities by farmers in Kimana Ranch and Chyulu Hills resulting in stabilisation in agriculture fields, increase in volumes and duration of stream flows, no net loss of natural forest blocks in critical corridors.	2.6.1 Improving livestock production & welfare through collaborations with livestock welfare and production associations and improved access to veterinary and extension services.	12,000	Big Life
	2.6.2 Increase availability of feeds through bulk buying agreements with suppliers for the Group ranches and local communities instead of retail sales to individual farmers.	36,000	Big Life
	2.6.3 Value addition of livestock & agricultural products through improved access to abattoirs and storage (silos, refrigeration units) and improved marketing.	100,000	ACC with BLF and MWCT
	2.6.4 Improving water availability and distribution points through upgraded water piping and pumping systems.	47,500	KWS
	2.6.5 Adoption of new & traditional agricultural technologies that improve yield & minimise environmental impacts as well as alteration of current agricultural methods to alternatives that limit or eliminate the use of irrigation	65,000	MWCT
	2.6.6 Capacity building for holistic range management and compliance with biodiversity friendly farming practices.	30,000	KWS
2.7 Capacitation of KWS for the protection of wildlife within and outside the NPs to cover the Greater Amboseli Ecosystem.	2.7.1 Training of community game scouts and the provision of Kenya Police Reserve Status	115,000	KWS with BLF and MWCT
	2.7.2 Improved operational support for the KWS in anti-poaching activities through provision of equipment such as communications and monitoring equipment and uniforms.	60,000	KWS
<b>Component 3: Increased benefits from tourism shared more equitably.</b>			
3.1 A negotiated ecosystem-wide tourism development plan formulated and implementation initiated, to support sustainable tourism development and infrastructure development outside the core PAs.	3.1.1 Identification of key tourism activities and areas for development as well as assessment of tourism potential in Amboseli and Chyulu regions.	40,000	KWS
	3.1.2 Development of tourism development strategy for the Amboseli and Chyulu region based on the tourism potential assessment and sustainability practices.	25,000	KWS
	3.1.3 Development of protocols and monitoring mechanisms for tourism development.	50,000	KWS

Outputs	Indicative Activities at National and Landscape Level	Budget	Lead Responsibility
3.2 Tourism returns to local communities enhanced through formation and operationalisation of finance management mechanisms.	3.2.1 Development of financing mechanisms and finance management strategies for the conservancies.	70,000	KWS
	3.2.2 Development of management strategies for these conservancies through self-managed, direct and embedded leaseholds.	40,000	MWCT
	3.2.3 Development of tourism investment strategy for community based tourism based on best practices and market dynamics.	50,000	KWS
	3.2.4 Establishment of investment forums to bring together tourism investors with the conservancies.	35,000	MWCT
3.3 Partnerships between the private sector and group ranches on tourism outside the core PAs increased and made more equitable through development of new and innovative tourism products and other incentives (such as tax breaks), and renewed branding and marketing.	3.3.1 Development of sustainable tourism products in the established conservancies and improved marketing and branding of sustainable tourism products.	290,000	KWS
	3.3.2 Training and raising awareness on alternative sustainable incentives such as Investment schemes.	30,000	KWS
3.4 PES for green water credits operation and earning money to land users on the Chyulu Hills (co-finance).	3.4.2 Identification of ecosystem goods and services and possible markets.	225,000	MWCT
	3.4.3 Analysis of values of alternative land uses.	125,000	MWCT
	3.4.4 Bundling of ecosystem values to increase and diversify benefits.	40,000	MWCT
	3.4.5 GEF funding for non-use values - co-financer.	195,000	MWCT
<b>Project Management: Effective project administration, M&amp;E and coordination has ensured timely and efficient implementation of project activities.</b>			
Effective project administration, M&E, and coordination have enabled timely and efficient implementation of project activities.	Establish project office	41,500	KWS
	Recruit skilled HR for efficient management and coordination of project components	58,000	KWS
	Establish project monitoring mechanism	82,900	KWS



## BUDGET SUMMARY

*Table 15 Budget Summaries per Component / Output and Responsible Party (Provisional)*

	KWS	MWCT	ACC	Big Life	TOTAL
<b>Component 1</b>					
1.1.1	28,500				<b>28,500</b>
1.1.2	45,500				<b>45,500</b>
1.1.3	3,500				<b>3,500</b>
1.1.4	13,500				<b>13,500</b>
1.2.1	15,500				<b>15,500</b>
1.2.2	50,000				<b>50,000</b>
1.3.1	21,000				<b>21,000</b>
1.3.2	2,500				<b>2,500</b>
1.3.3	15,000				<b>15,000</b>
1.3.4	4,600	4,650	4,600	4,650	<b>18,500</b>
1.3.5	6,750	6,750	6,750	6,750	<b>27,000</b>
1.3.6	41,000				<b>41,000</b>
1.4.1	5,125	5,125	5,125	5,125	<b>20,500</b>
1.4.2	6,250	6,250	6,250	6,250	<b>25,000</b>
1.4.3	45,500				<b>45,500</b>
1.4.4	20,800	20,900	20,900	20,900	<b>83,500</b>
1.4.5	20,000		24,000		<b>44,000</b>
<b>Component 2</b>					
2.1.1	50,309				<b>50,309</b>
2.1.2	72,500				<b>72,500</b>
2.1.3	2,000	31,000	31,000	31,000	<b>95,000</b>
2.1.4	4,500	4,500	4,500	4,500	<b>18,000</b>
2.1.5	1,500	4,500	4,500	4,500	<b>15,000</b>
2.1.6		35,000	30,000		<b>65,000</b>
2.1.7		25,700	25,000		<b>50,700</b>
2.2.1	20,000	160,000	160,000	160,000	<b>500,000</b>
2.2.2	5,000	15,000	15,000	15,000	<b>50,000</b>
2.2.3	5,625	5,625	5,625	5,625	<b>22,500</b>
2.3.1	15,000				<b>15,000</b>
2.3.2	18,875	18,875	18,875	18,875	<b>75,500</b>
2.3.3	7,500	7,500	7,500	7,500	<b>30,000</b>
2.3.4	20,000	20,000	20,000	20,000	<b>80,000</b>
2.3.5	5,000				<b>5,000</b>
2.3.6	4,500				<b>4,500</b>
2.4.1	10,000	30,000	30,000	30,000	<b>100,000</b>
2.4.2	5,000	5,000	5,000	5,000	<b>20,000</b>
2.5.1	37,000		37,000		<b>74,000</b>
2.5.2	15,000		15,000		<b>30,000</b>
2.5.3	12,500		12,500		<b>25,000</b>
2.6.1			6,000	6,000	<b>12,000</b>

	<b>KWS</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>	<b>TOTAL</b>
2.6.2			18,000	18,000	<b>36,000</b>
2.6.3				72,500	<b>72,500</b>
2.6.4	10,000		10,000		<b>20,000</b>
2.6.5		65,000			<b>65,000</b>
2.6.6	7,500	7,500	7,500	7,500	<b>30,000</b>
2.7.1	49,000	22,000	22,000	22,000	<b>115,000</b>
2.7.2	60,000				<b>60,000</b>
<b>Component 3</b>					
3.1.1	10,000	10,000	10,000	10,000	<b>40,000</b>
3.1.2	31,250	31,250	31,250	31,250	<b>125,000</b>
3.1.3	12,500	12,500	12,500	12,500	<b>50,000</b>
3.2.1	32,500	32,500	32,500	32,500	<b>130,000</b>
3.2.2		40,000			<b>40,000</b>
3.2.3	12,500	12,500	12,500	12,500	<b>50,000</b>
3.2.4		17,500	17,500		<b>35,000</b>
3.3.1	36,000	43,000	43,000	43,000	<b>165,000</b>
3.3.2	30,000				<b>30,000</b>
3.3.3	80,500	155,000			<b>235,500</b>
3.4.1	3,625	3,625	3,625	3,625	<b>14,500</b>
3.4.2		75,000	75,000	75,000	<b>225,000</b>
3.4.3		125,000			<b>125,000</b>
3.4.4		40,000			<b>40,000</b>
3.4.5		195,000			<b>195,000</b>
<b>Admin and M&amp;E</b>					
Establish project office	41,500				<b>41,500</b>
Recruit skilled HR	58,000				<b>58,000</b>
Establish project monitoring mechanism	82,900				<b>82,900</b>
<b>TOTALS</b>	<b>1,214,609</b>	<b>1,293,750</b>	<b>790,500</b>	<b>692,050</b>	<b>3,990,909</b>

305. Initial assessment has defined the layout of the indicative activities and while there will be lead responsibility as defined above in Table 14, the responsibilities for most will be shared amongst multiple responsible partners as outlined in Table 15 and below in the Budget notes.

## Total Budget

Award ID:	00083343
Project ID:	00091871
Award Title:	PIMS 4490

Business Unit:	KEN10
Project Title:	Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a Landscape Approach
Implementing Partner	Kenya Wildlife Service (Government)
Responsible Party	Maasai Wilderness Conservation Trust (MWCT), African Conservation Centre (ACC), and the Big Life Foundation

GEF Component/Atlas Activity	ResParty (IA)	SoF	Atlas Budget Account Code	Input/ Descriptions	Amount (USD) Year 1 (2014-15)	Amount (USD) Year 2 (2015-16)	Amount (USD) Year 3 (2016-17)	Amount (USD) Year 4 (2017-18)	Amount (USD) Year 5 (2018-19)	Total (USD)	Budget Notes
<b>COMPONENT 1: Effective governance framework for multiple use and threat removal outside PAs.</b>											
	KWS, MWCT, ACC, Big Life	GEF	71200	International Consultants	0	3,000	0	0	0	3,000	1
	KWS, MWCT, ACC, Big Life	GEF	71300	Local Consultants	3,000	6,000	12,000	4,500	3,000	28,500	2
	KWS, MWCT, ACC, Big Life	GEF	72100	Contractual Services - Companies	22,500	59,000	108,000	104,000	34,000	327,500	3
	KWS, MWCT, ACC, Big Life	GEF	72200	Equipment and Furniture	5,000	12,000	17,000	11,000	4,000	49,000	4
	KWS, MWCT, ACC, Big Life	GEF	75700	Training, Workshops and Conferences	3,000	5,000	7,000	5,000	4,500	24,500	5
	KWS, MWCT, ACC, Big Life	GEF	74100	Professional Services	2,000	3,000	5,000	4,000	2,000	16,000	6

KWS, MWCT, ACC, Big Life	GEF	74200	Audio Visual & Print Prod Costs	2,000	8,000	12,000	7,000	5,500	34,500	7
KWS, MWCT, ACC, Big Life	GEF	71600	Travel	3,000	4,000	5,000	3,000	2,000	17,000	8
<b>Total Component 1 (GEF)</b>				<b>40,500</b>	<b>100,000</b>	<b>166,000</b>	<b>138,500</b>	<b>55,000</b>	<b><u>500,000</u></b>	
<b>COMPONENT 2: Landscape based multiple use/management delivers multiple benefits to the widest range of users, reducing threats to wildlife from outside the ecosystem.</b>										
KWS, MWCT, ACC, Big Life	GEF	71200	International Consultants	0	3,000	3,000	3,000	0	9,000	9
KWS, MWCT, ACC, Big Life	GEF	71300	Local Consultants	1,500	3,000	9,000	4,500	3,000	21,000	10
KWS, MWCT, ACC, Big Life	GEF	72100	Contractual Services - Companies	85,000	297,000	620,000	315,500	185,009	1,502,509	11
KWS, MWCT, ACC, Big Life	GEF	72200	Equipment and Furniture	0	30,000	55,000	75,500	3,000	163,500	12
KWS, MWCT, ACC, Big Life	GEF	75700	Training, Workshops and Conferences	1,000	5,000	10,000	6,500	5,000	27,500	13
KWS, MWCT, ACC, Big Life	GEF	74100	Professional Services	2,000	5,000	10,000	5,000	4,500	26,500	14
KWS, MWCT, ACC, Big Life	GEF	74200	Audio Visual & Print Prod Costs	2,000	8,000	10,500	10,000	9,500	40,000	15
KWS, MWCT, ACC, Big Life	GEF	71600	Travel	3,000	4,000	6,500	3,000	2,000	18,500	16
<b>Total Component 2 (GEF)</b>				<b>94,500</b>	<b>355,000</b>	<b>724,000</b>	<b>423,000</b>	<b>212,009</b>	<b><u>1,808,509</u></b>	



<b>COMPONENT 3: Increased benefits from tourism shared more equitably.</b>											
	KWS, MWCT, ACC, Big Life	GEF	71200	International Consultants	0	1,500	3,000	3,000	1,500	9,000	17
	KWS, MWCT, ACC, Big Life	GEF	71300	Local Consultants	1,500	3,000	4,500	3,000	1,500	13,500	18
	KWS, MWCT, ACC, Big Life	GEF	72100	Contractual Services - Companies	86,000	380,000	450,000	248,000	170,000	1,334,000	19
	KWS, MWCT, ACC, Big Life	GEF	72200	Equipment and Furniture	8,500	15,000	30,000	21,500	17,000	92,000	20
	KWS, MWCT, ACC, Big Life	GEF	75700	Training, Workshops and Conferences	500	1,000	1,000	1,000	1,000	4,500	21
	KWS, MWCT, ACC, Big Life	GEF	74100	Professional Services	2,000	3,000	4,000	4,500	2,500	16,000	22
	KWS, MWCT, ACC, Big Life	GEF	74200	Audio Visual & Print Prod Costs	1,000	5,000	6,000	4,000	2,500	18,500	23
	KWS, MWCT, ACC, Big Life	GEF	71600	Travel	1,000	2,500	4,000	3,500	1,500	12,500	24
<b>Total Component 3 (GEF)</b>					<b>100,500</b>	<b>411,000</b>	<b>502,500</b>	<b>288,500</b>	<b>197,500</b>	<b><u>1,500,000</u></b>	
<b>PROJECT MANAGEMENT: Effective project administration, M&amp;E and coordination has ensured timely and efficient implementation of project activities.</b>											
	KWS	GEF	71300	Local Consultants	3,000	12,000	15,000	15,000	12,000	57,000	25
	KWS	GEF	72100	Contractual Services - Companies	0	35,000	5,000	0	0	40,000	26
	KWS	GEF	72200	Equipment and Furniture	0	60,900	17,000	0	0	77,900	27

KWS	GEF	74100	Professional Services	0	1,400	1,000	1,000	500	3,900	28
KWS	GEF	74200	Audio Visual & Print Prod Costs	100	300	300	200	200	1,100	29
KWS	GEF	71600	Travel	0	500	1,000	500	500	2,500	30
<b>Total Project Management (GEF)</b>				<b>3,100</b>	<b>110,100</b>	<b>39,300</b>	<b>16,700</b>	<b>13,200</b>	<b><u>182,400</u></b>	
<b>PROJECT TOTAL</b>									<b>3,990,909</b>	

## BUDGET NOTES

Budget Notes for Implementing Partner: KWS	
COMPONENT 1	
1	<p><b>International Consultants:</b> International consultants will facilitate the strengthening of the KWCA mandate through dialogue activities involving stakeholders (Output 1.2.1, USD 3,000). <b>Subtotal USD 3,000.</b></p>
2	<p><b>Local Consultants:</b> Local consultants will facilitate: Establishment of County rangelands management committee by facilitating reviews and dialogue among stakeholders (Output 1.1.1 USD 6,000); Sensitisation and capacity building through dialogue and awareness campaigns (Output 1.1.4 USD 1,500); Strengthen the mandate of the KWCA through reviews of regulations and policies and development of strategies for the KWCA (Output 1.2.1 USD 3,000); Development of county level dialogue platform by conducting reviews to establish the relevance of such an organisation as well as facilitating dialogue amongst stakeholders (Output 1.3.1 USD 1,500); Assess conservation and economic development practices by conducting reviews on the conservation and economic practices in the Greater Amboseli and especially of the conservancies in order to generate recommendations and improved practices (Output 1.4.1 USD 1,500); Implementation of Amboseli Ecosystem Management Plan through facilitating dialogue and awareness raising campaigns to disseminate information on the AEMP to local communities and other stakeholders (Output 1.4.3 USD 9,000); Capacitation of Amboseli Ecosystem Trust by conducting reviews of the role of AET in advocacy and implementation as well as facilitating education and awareness raising on the AEMP (Output 1.4.5 USD 6,000). <b>Subtotal USD 28,500.</b></p>
3	<p><b>Contractual Services – Companies:</b> Contractual services will be sought to: Develop standard NRM policy framework through reviews of the current frameworks and development of a framework based on recommendations and including basic training on the predictive techniques that will guide the framework (Output 1.1.2 USD 39,000); Sensitisation and capacity building for the understanding of the Wildlife Conservation and Management bill 2013 through training exercises and awareness-raising meetings with stakeholders (Output 1.1.4 USD 7,500); Develop infrastructure, governance and management systems for KWCA through conducting reviews and assessments of KWCA and developing management and operational strategies based on best practices and recommendations (Output 1.2.2 USD 11,100); Develop county level dialogue platform through reviews of the current situation and development of strategies including developing agreements with stakeholders and sensitisation (Output 1.3.1 USD 17,000); Development of a county-level conservancies’ model by conducting assessments of current practices and development of improved strategies based on best practices and including monitoring and management strategies (Output 1.3.3 USD 15,000); Dissemination of lessons learnt through awareness raising campaigns, information booklets and development of reports with links to best practices and recommendations (Output 1.3.4 USD 16,400); Development of a capacity building programme through the assessment of current capacity needs and development of a capacity building strategy based on best practices and in line with the project’s conservation and development goals (Output 1.3.5 USD 23,500); Training</p>

**Budget Notes for Implementing Partner: KWS**

	<p>programmes on conservancy management, land use planning and conservation advocacy for stakeholders that integrate the capacity assessment reviews and the capacity building strategy developed (Output 1.3.6 USD 36,000); Assessment of conservation and economic development practices implemented within the conservancies through assessments and reviews of these practices in the conservancies and development of practices that integrate best practices and recommendations (Output 1.4.1 USD 16,500); Development of integrated land use plans through reviews of current land use plans and development of effective integrated plans that incorporate best practices, in-line with the AEMP and stakeholder needs (Output 1.4.2 USD 22,000); Implementation of the Amboseli Ecosystem Management Plan by widespread awareness campaigns and operational activities for compliance with regulations (Output 1.4.3 USD 31,500); Development of site level long-term monitoring programmes through reviews of current monitoring practices, development of improved strategies and putting in place the necessary equipment and operational support (Output 1.4.4 USD 73,100); Capacitation of Amboseli Ecosystem Trust (AET) as a Network organisation through capacity building exercises and awareness building exercises (Output 1.4.5 USD 18,400). <b>Subtotal USD. 327,500.</b></p>
<p>4</p>	<p><b>Equipment &amp; Furniture:</b> In support of the achievement of Component 1, equipment will be purchased to support: County rangelands management committee such as operational support and communications hardware (Output 1.1.1 USD 10,000); Development of standard NRM policy framework such as GIS equipment, monitoring and predictive modelling software and hardware (Output 1.1.2 USD 3,000); Sensitisation and capacity building such as communications and public address equipment(Output 1.1.4 USD 3,500); Develop infrastructure, governance and management systems for KWCA such as communications and monitoring equipment (Output 1.2.2 USD 5,000); Development of county level dialogue platform such as communications and public address equipment (Output 1.3.1 USD 1,000); Dissemination of lessons learnt such as printing and public address equipment (Output 1.3.4 USD 1,500); Development of a capacity building programme such as communications equipment (Output 1.3.5 USD 2,000); Training programmes for stakeholders and local communities including communications and monitoring equipment (Output 1.3.6 USD 3,000); Implementation of conservation and economic development practices such as monitoring hardware and software (Output 1.4.1 USD 2,500); Development of integrated land use plans including map-making, monitoring and communications equipment (Output 1.4.2 USD 3,000); Implementation of the Amboseli Ecosystem Management Plan such as communications and monitoring equipment (Output 1.4.3 USD 5,000); Development of site level long-term monitoring programmes including ecological sensors, GIS and monitoring equipment (Output 1.4.4 USD 9,900). <b>Subtotal USD 49,000.</b></p>
<p>5</p>	<p><b>Training, Workshops and Conferences:</b> Stakeholder meetings will be held for: County rangelands management committee established and capacitated (Output 1.1.1 USD 5,000); Development of standard NRM policy framework (Output 1.1.2 USD 3,000); County level management committee engaging the County Environment Officers and County Wildlife Management Committee (Output 1.1.3 USD 3,500); Sensitisation and capacity building for the understanding of the Wildlife Conservation and Management bill 2013 (Output 1.1.4 USD 1,000); Strengthen the mandate</p>

<b>Budget Notes for Implementing Partner: KWS</b>	
	<p>of the KWCA (Output 1.2.1 USD 4,000); Development of county level dialogue platform (Output 1.3.1 USD 1,500); Discussion with local communities, group ranches and conservancies on importance of a capacity building for enhanced management (Output 1.3.2 USD 2,000); Dissemination of lessons learnt from NRT and CBNRMs in Southern Africa and advocacy campaigns (Output 1.3.4 USD 1,000); Development of a capacity building programme (Output 1.3.5 USD 1,500).</p> <p>Training programmes will be conducted for conservancy management and land use planning and conservation advocacy (Output 1.3.6 USD 2,000).  <b>Subtotal USD 24,500.</b></p>
6	<p><b>Professional Services:</b> Legal and/or accountancy specialists will be recruited in support of the securing of agreement between the government offices and other involved authorities for an appropriate protocol for the completion of EIAs and assessments during the planning of development projects and the development and implementation of land use strategies for the hotspots. Procurement, capacity support and auditing specialists will also be recruited to ensure compliance with procurement regulations and to ensure that finances are accounted for. <b>Subtotal USD 16,000.</b></p>
7	<p><b>Audio Visual &amp; Print Prod Costs:</b> Funds will be required for the printing of documents for various awareness raising strategies and the management plans and strategies developed, as well as for training materials, monitoring and reporting documents and other informative documents for dissemination to key stakeholders as appropriate. <b>Subtotal USD 34,500.</b></p>
8	<p><b>Travel:</b> Funds will be required for travel for consultants, contractors and project staff to reach project headquarters and landscape sites whether for research, training or project management and implementation. <b>Sub Total USD 17,000.</b></p>
<b>COMPONENT 2</b>	
9	<p><b>International Consultants:</b> International consultants will facilitate: Development of project implementation structure through review of current practices, stakeholder needs and project interventions and development of effective strategies based on best practices and recommendations (Output 2.3.1 USD 9,000). <b>Subtotal USD 9,000.</b></p>
10	<p><b>Local Consultants:</b> Local consultants will participate in: Identification and mapping of important wildlife corridors through assessment of current wildlife corridors, assessment of land uses, priorities, review of policies and regulations and development of guidelines and strategies for the prioritisation for gazettement of critical corridors (Output 2.1.1 USD 6,000); Establishing clear boundaries for these corridors through awareness and sensitisation of local communities on these critical corridors (Output 2.1.2 USD 1,500); Creation of new conservancies through dialogue and sensitisation of stakeholders (Output 2.2.1 USD 3,000); Formalisation of the new conservancies with appropriate governance and management</p>

**Budget Notes for Implementing Partner: KWS**

	<p>structures by reviewing current practices and developing effective strategies for governance and management of the new conservancies (Output 2.2.2 USD 1,500); Development of conservancy establishment structures with representatives from all stakeholder groups through review of stakeholder needs and intended project interventions and development of effective strategies based on best practices and stakeholder consultation (Output 2.3.2 USD 4,500); Explore future possibilities of establishment and expansion of conservancies into neighbouring counties through dialogue with stakeholders and awareness campaigns (Output 2.3.6 USD 1,500); Put in place protocols for water use and access to swamps and catchments through review of current practices, development of improved protocols and facilitating dialogue on the implementation of the protocols developed (Output 2.5.2 USD 3,000). <b>Subtotal USD 21,000.</b></p>
11	<p><b>Contractual Services – Companies:</b> Contractual services will be sought for: Identify and map important wildlife corridors through assessment of wildlife movements and corridors and review of priority areas for gazettement (Output 2.1.1 USD 43,309); Establishing clear boundaries for these corridors through boundary demarcation exercises and awareness campaigns for local communities (Output 2.1.2 USD 63,000); Consolidation of the management plans in the conservancies through review of current plans and development of improved, integrated plans for enhanced landscape based management (Output 2.1.3 USD 95,000), (Output 2.1.4 USD 17,000); Training and capacity building activities on conservancy management and land use planning for stakeholders (Output 2.2.3 USD 22,500); Development of conservancy establishment structures through the assessment of current conservancy structures and development of improved systems including ecological monitoring and research, law enforcement and economic development departments (Output 2.3.1 USD 15,000); (Output 2.3.2 USD 61,500); Development of streamlined policies and plans through assessment of current practices in the conservancies and development of improved integrated practices based on best practices and recommendations (Output 2.3.3 USD 30,000); Development of financial management systems &amp; capacities through assessment and review of current practices and capacities and development of financial strategies based on best practices (Output 2.3.4 USD 68,000); Water use monitoring programmes through conducting ecosystem assessments and review of current practices and developing improved programmes that incorporate best practices assessments and the AEMP (Output 2.5.1 USD 54,000); (Output 2.4.2 USD 14,000); Protocols for water use and access to swamps and catchments through assessment of current practices and the water use assessments and develop improved practices based on best practices and incorporating the water use monitoring programmes developed (Output 2.5.2 USD 21,000); Land use planning through review of current land use practices, current plans, EIAs and AEMP land use plans and development of integrated plans that incorporate best practices and stakeholder needs and enhance landscape based management (Output 2.5.3 USD 18,000); Improving water availability and distribution points through upgraded water piping and pumping systems by assessing current water access and distribution needs and practices and developing effective strategies to improve water availability and incorporating recommendations from the protocols for water use and water use monitoring programme strategies (Output 2.6.1/2/3 USD 120,500); (Output 2.6.4 USD 15,000); (Output 2.6.5 USD 65,000); Capacity building for holistic range management through training exercises on range management (Output 2.6.6 USD 27,000); Establishment of Kenya Police Reservists training post which will involve the assessment of current</p>

**Budget Notes for Implementing Partner: KWS**

	<p>enforcement practices and capacity and recruitment of personnel, awareness campaigns and training of local communities (Output 2.7.1 USD 75,000). <b>Subtotal USD 1,502,509.</b></p>
<p>12</p>	<p><b>Equipment and Furniture:</b> In support of the achievement of Component 2, equipment will be purchased to assist with: Identification and mapping of important wildlife corridors such as GIS and mapping equipment (Output 2.1.1 USD 1,000); Establishing clear boundaries for these corridors such as beacons, GIS and mapping and patrol equipment(Output 2.1.2 USD 5,000); Development of conservancy establishment structures such as monitoring and communications equipment (Output 2.3.2 USD 5,500); Development of financial management systems &amp; capacities for the conservancies such as financial planning and monitoring hardware and software (Output 2.3.4 USD 10,000); Creation of wildlife zones in the migratory corridors such as beacons, patrol equipment(Output 2.4.1 USD 5,000); Creating protocols for use and access to migratory corridors and wildlife zones such as sensors, communications, surveillance and ecological monitoring equipment (Output 2.4.2 USD 4,000); Water use monitoring programmes sensors, GIS and ecological monitoring equipment (Output 2.5.1 USD 20,000); Protocols for water use and access to swamps and catchments surveillance and ecological monitoring equipment (Output 2.5.2 USD 3,000); Land use planning especially for agriculture extraction GIS and mapping equipment (Output 2.5.3 USD 5,000); Improving water availability and distribution points through upgraded water piping and pumping systems GIS, mapping, monitoring and maintenance equipment (Output 2.6.4 USD 5,000); Establishment of Kenya Police Reservists training post (Output 2.7.1 USD 40,000); Improved operational support for the KWS in anti-poaching activities including communications equipment and uniforms, surveillance equipment including binoculars and night vision, laptops and GIS software for field patrols, anti-poaching an, intelligence and ecological monitoring Radio handhelds, base stations and repeaters, fire fighting equipment and first aid equipment (Output 2.7.2 USD 60,000). <b>Subtotal USD 163,500.</b></p>
<p>13</p>	<p><b>Training, Workshops and Conferences:</b> Stakeholder meetings will be held for: Establishing clear boundaries for these corridors (Output 2.1.2 USD 3,000); Consolidation of the management plans in the conservancies (Output 2.1.4 USD 1,000); Creation of new conservancies (Output 2.2.1 USD 2,000); Formalisation of the new conservancies (Output 2.2.2 USD 1,000); Development of project implementation structure (Output 2.3.1 USD 2,500); Development of conservancy establishment structures (Output 2.3.2 USD 4,000); Development of financial management systems &amp; capacities for the conservancies (Output 2.3.4 USD 2,000); Explore future possibilities of establishment and expansion of conservancies into neighbouring counties (Output 2.3.6 USD 2,000); Creating protocols for use and access to migratory corridors and wildlife zones (Output 2.4.2 USD 2,000); Put in place protocols for water use and access to swamps and catchments (Output 2.5.2 USD 3,000).</p> <p>Training programmes will be conducted for: Land use planning (Output 2.5.3 USD 2,000); Capacity building for holistic range management (Output 2.6.6 USD 3,000). <b>Subtotal USD 27,500.</b></p>

<b>Budget Notes for Implementing Partner: KWS</b>	
14	<b>Professional Services:</b> Legal and/or accountancy specialists will be recruited in support of the securing of agreement between the government offices and other involved authorities for an appropriate protocol for the completion of EIAs and assessments during the planning of development projects and the development and implementation of land use strategies for the hotspots. Procurement, capacity support and auditing specialists will also be recruited to ensure compliance with procurement regulations and to ensure that finances are accounted for. <b>Subtotal USD 26,500.</b>
15	<b>Audio Visual &amp; Print Prod Costs:</b> Funds will be required for the printing of documents for various awareness raising strategies and the management plans and strategies developed, as well as for training materials, monitoring and reporting documents and other informative documents for dissemination to key stakeholders as appropriate. <b>Subtotal US\$40,000.</b>
16	<b>Travel:</b> Funds will be required for travel for consultants, contractors and project staff to reach project headquarters and landscape sites whether for research, training or project management and implementation. <b>Sub Total USD 18,500.</b>
<b>COMPONENT 3</b>	
17	<b>International Consultants:</b> International consultants will facilitate: Development of tourism investment strategy by facilitating dialogue among stakeholders (Output 3.2.3 USD 9,000). <b>Subtotal USD 9,000.</b>
18	<b>Local Consultants:</b> Local consultants will be hired for: Development of tourism development strategy through review of current practices and secondary research and development of improved strategies based on stakeholder consultation, best practices and recommendations (Output 3.1.2 USD 4,500); Development of financing mechanisms and finance management strategies for the conservancies through review of current needs and practices and secondary research and development of improved strategies based on stakeholder consultation, best practices and recommendations (Output 3.2.1 USD 9,000). <b>Subtotal USD 13,500.</b>
19	<b>Contractual Services – Companies:</b> Contractual services will be sought for: Development of tourism development strategy to provide additional support to the local consultant and responsible parties (Output 3.1.2 USD 105,000); Development of protocols and monitoring mechanisms for tourism development through assessment of current practices and assessment of the tourism strategy developed to provide improved protocols and monitoring programmes (Output 3.1.3 USD 43,000); (Output 3.2.1 USD 106,000); (Output 3.2.1/2/3 USD 1041,000); Training and raising awareness on alternative sustainable incentives such as Investment schemes through training programmes and awareness campaigns (Output 3.3.1 USD 131,000); (Output 3.3.2 USD 30,000); Establishment of Insurance schemes and other sustainable incentives for conservation through assessment of current practices and development of improved strategies and management plans that incorporate sustainable processes and best



<b>Budget Notes for Implementing Partner: KWS</b>	
	practices (Output 3.3.3 USD215,000); Designation of land ownership through conducting land ownership verification exercises and awareness campaigns (Output 3.4.1 USD 14,500) (Output 3.4.2/3/4 USD 585,000). <b>Subtotal USD 1,334,000.</b>
20	<b>Equipment and Furniture:</b> In support of the achievement of Component 3, equipment will be purchased to assist with: Identification of key tourism activities and areas for development such as sensors, GIS, mapping and monitoring equipment (Output 3.1.1 USD 3,000); Development of tourism development strategy such as communications and public address equipment (Output 3.1.2 USD 14,500); Development of protocols and monitoring mechanisms for tourism development such as sensors, mapping and monitoring equipment (Output 3.1.3 USD 7,000); Development of financing mechanisms and finance management strategies for the conservancies including accounting and financial planning hardware and software (Output 3.2.1 USD 13,000); Development of sustainable tourism products such as establishing markets, processing plants and logo making and printing equipment(Output 3.3.1 USD 34,000); Establishment of Insurance schemes and other sustainable incentives for conservation such as monitoring and surveillance equipment and ethical wildlife deterrent equipment (Output 3.3.3 USD 20,500). <b>Subtotal USD 92,000.</b>
21	<b>Training, Workshops and Conferences:</b> Training programmes and Stakeholder meetings will be conducted for: Identification of key tourism activities and areas for development (Output 3.1.1 USD 2,000); Development of tourism development strategy (Output 3.1.2 USD 1,000); Development of financing mechanisms and finance management strategies for the conservancies (Output 3.2.1 USD 1,500). <b>Subtotal USD 4,500.</b>
22	<b>Professional Services:</b> Legal and/or accountancy specialists will be recruited in support of the securing of agreement between the government offices and other involved authorities for an appropriate protocol for the completion of EIAs and assessments during the planning of development projects and the development and implementation of land use strategies for the hotspots. Procurement and auditing specialists will also be recruited to ensure compliance with procurement regulations and to ensure that finances are accounted for. <b>Subtotal USD 16,000.</b>
23	<b>Audio Visual &amp; Print Prod Costs:</b> Funds will be required for the printing of documents for various awareness raising strategies and the management plans and strategies developed, as well as for training materials, monitoring and reporting documents and other informative documents for dissemination to key stakeholders as appropriate. <b>Subtotal USD 18,500.</b>
24	<b>Travel:</b> Funds will be required for travel for consultants, contractors and project staff to reach project headquarters and landscape sites whether for research, training or project management and implementation. <b>Subtotal USD 12,500.</b>
<b>PROJECT MANAGEMENT</b>	

<b>Budget Notes for Implementing Partner: KWS</b>	
25	<b>Local Consultants:</b> Skilled personnel will be recruited to support management and coordination of project components. <b>Subtotal USD 57,000.</b>
26	<b>Contractual Services – Companies:</b> Project monitoring mechanisms will be developed by contractors for project monitoring. <b>Subtotal USD 40,000.</b>
27	<b>Equipment and Furniture:</b> Equipment will be purchased to assist with the establishment of the project offices. This equipment will include laptops, hardware for enforcement, surveillance and ecological monitoring as well as other general communications and monitoring equipment. <b>Subtotal USD 77,900.</b>
28	<b>Professional Services:</b> Legal and/or accountancy specialists will be recruited in support of the securing of agreement between the government offices and other involved authorities, Procurement and auditing specialists will also be recruited to ensure compliance with procurement regulations and to ensure that finances are accounted for. <b>Subtotal USD 3,900.</b>
29	<b>Audio Visual &amp; Print Prod Costs:</b> Funds will be required for the printing of documents for various awareness raising strategies and the management plans and strategies developed, as well as for training materials, monitoring and reporting documents and other informative documents for dissemination to key stakeholders as appropriate. <b>Subtotal USD 1,100.</b>
30	<b>Travel:</b> Funds will be required for travel for consultants and project staff to reach project headquarters and landscape sites whether for research, training or project management and implementation. <b>Subtotal USD 2,500.</b>

*Table 16: Breakdown of Contractual Services by Responsible Party*

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
<b>Component 1</b>			
1.3.4 Dissemination of lessons learnt from NRT and CBNRMs in Southern Africa and advocacy campaigns to encourage conservation efforts. This will be in conjunction with KWS through conducting awareness campaigns, development of information booklets and development of reports with links to best practices and recommendations for local communities and key personnel. The necessary communications, printing and public address equipment will be purchased to facilitate this.	4,650	4,600	4,650

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
1.3.5 Development of a capacity building programme based on best practices, lessons learnt & analysis of baseline situation. This will involve review of the capacity needs and current practices in the existing conservancies and developing improved strategies based on best practices and recommendations. The Responsible Parties (RPs) will then implement the recommended capacity building exercises for key personnel such as training and the necessary equipment for support will be purchased.	6,750	6,750	6,750
1.4.1 Assessment of conservation and economic development practices implemented within the conservancies and throughout the greater Amboseli. This is through reviews of the current practices in the conservancies and development of practices that integrate best practices and recommendations. The RPs will then implement the improved practices and conduct monitoring to ensure effectiveness, including purchasing the necessary equipment.	5,125	5,125	5,125
1.4.2 Development of integrated land use plans informed by on-the-ground experiences and implementation of these landscape-based land use plans. Reviews of current land use plans and development of effective integrated plans that incorporate best practices, in-line with the AEMP and stakeholder needs will be conducted in conjunction with KWS; the land use plans developed will then be implemented, monitored and enforced by the RPs. GIS, mapping and monitoring equipment will also be purchased to support operations.	6,250	6,250	6,250
1.4.4 Development of site level long-term monitoring programmes to ensure consistent monitoring and evaluation of practices put in place. Reviews of current monitoring practices and development of improved strategies will be conducted in conjunction with KWS; the necessary monitoring equipment and operational support will be put in place by the RPs ensuring enforcement of the regulations.	20,900	20,900	20,900
1.4.5 Capacitation of Amboseli Ecosystem Trust (AET) as a Network organisation for advocacy roles in the implementation of AEMP. ACC will conduct capacity building exercises and aid in the development of AET's strategy in order to enhance its role as an advocacy and implementation organisation as well as purchasing the necessary equipment for operational support.		24,000	
<b>Component 2</b>			
2.1.3 Formalisation of conservancies on group ranches within the key wildlife corridors i.e. Kuku GR, Kimana, Mbirikani GR, Olgulului/Olorarashi GR, Rombo GR and Eselenkei GR. The RPs will implement activities to ensure that the current existing conservancies comply with existing legislation and the legal mandate and status of the conservancies has been completed and verified. This will include purchase of GIS and mapping and boundary demarcation equipment.	31,000	31,000	31,000
2.1.4 Consolidation of the management plans in the conservancies to streamline management and capacitation activities. This will be through the assessment of the different management plans in the conservancies and	4,500	4,500	4,500

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
development of improved management strategies that are streamlined and incorporate best practices including purchasing monitoring equipment for operational support of enforcement of management activities.			
2.1.5 Collaboration with KWS and other stakeholders to establish restoration programmes. This will be through assessment of degraded rangelands and analysis of areas for prioritisation. The RPs in conjunction with KWS will then develop a restoration strategy, conduct awareness and training campaigns and put in place restoration monitoring programmes. This will include purchase of ecological monitoring and GIS and mapping equipment	4,500	4,500	4,500
2.1.6 Rehabilitation of dense woodlands to improve elephant-vegetation dynamics along water courses such as riverine areas and swamps. MWCT and ACC will implement rehabilitation programmes including establishment of tree nurseries and tree planting exercises including purchase of equipment necessary for operational support.	35,000	30,000	
2.1.7 Grass reseeding and establishment of dry season seed banks in overgrazed and degraded habitats such as in Kimana GR. MWCT and ACC will implement rehabilitation programmes including establishment of grass seed banks and grass reseeding exercises including purchase of equipment necessary for operational support.	25,700	25,000	
2.2.1 Creation of new conservancies in the group ranches based on stakeholder consultations at PPG i.e Lmao Hills, Loingarunyoni Hill, Olenariko, Mitikanjo, Olpusare and Olkeri and establishment of clear boundaries for the new conservancies. This will involve stakeholder consultation on the new conservancies as well as boundary mapping and demarcation and formalisation of conservancies in accordance with regulations. This includes purchasing the necessary equipment such as communications, GIS, mapping and beacons and boundary demarcation equipment.	160,000	160,000	160,000
2.2.2 Formalisation of the new conservancies with appropriate governance and management structures emplaced. This will involve development of governance and management structures based on inclusive stakeholder consultations and in line with the AEMP and incorporating best practices.	15,000	15,000	15,000
2.2.3 Training and capacity building activities for key stakeholders in the new conservancies on conservancy management and land use planning. This will include training of key personnel and the purchase of the necessary equipment for operational support.	5,625	5,625	5,625
2.3.2 Development of conservancy establishment structures with representatives from all stakeholder groups i.e. ecological monitoring and research department, law enforcement department and an economic development department. This will involve assessment of the capacity needs and in line with the management strategies developed and will include purchase of the necessary equipment for operational support.	18,875	18,875	18,875
2.3.3 Development of streamlined policies and plans for implementation in the conservancies to enhance institutional capacity. This will involve review of current practices in the conservancies and development of improved integrated practices based on best practices and recommendations. The RPs will then implement these policies and plans and purchase equipment necessary for operational support such as monitoring and printing equipment.	7,500	7,500	7,500

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
2.3.4 Development of financial management systems & capacities for the conservancies. This will involve review of current practices in the conservancies and development of improved financial management practices based on best practices and recommendations. The RPs will then implement these strategies, conduct training and purchase equipment necessary for operational support such as accounting and financial planning hardware and software, monitoring and printing equipment.	20,000	20,000	20,000
2.4.1 Creation of wildlife zones in the migratory corridors for conservation in accordance to practices laid down in the AEMP, after Environmental Impact Assessments (EIAs) and streamlined with Output 2.1. This will involve wildlife movement monitoring and boundary demarcation exercises and includes purchase of GI and mapping equipment and beacons and boundary demarcation and monitoring equipment.	30,000	30,000	30,000
2.4.2 Creating protocols for use and access to migratory corridors and wildlife zones based on the AEMP and the land use plans developed. This is through assessment of current practices and development of protocols based on land use plans, AEMP, stakeholder consultations and best practices as well as purchase of surveillance and ecological monitoring equipment.	5,000	5,000	5,000
2.5.1 Water use monitoring programmes developed based on ecosystem assessments and the AEMP. Ecosystem assessments and review of current practices will be conducted and improved programmes that incorporate best practices assessments and the AEMP developed. The ACC will then have lead responsibility to implement these monitoring programmes including purchase of water monitoring and predictive modelling equipment for operational support.		37,000	
2.5.2 Put in place protocols for water use and access to swamps and catchments enhanced by establishment of wetland conservancies such as Opusare. Assessment of current practices and the water use assessments will be conducted and improved practices based on best practices and incorporating the water use monitoring programmes developed. ACC will then implement these protocols including purchase of water monitoring and surveillance equipment for operational support.		15,000	
2.5.3 Land use planning especially for agriculture extraction based on the landscape level land use plans, AEMP and results of EIAs. Current land use practices, current plans, EIAs and AEMP land use plans will be assessed and integrated plans that incorporate best practices and stakeholder needs and enhance landscape based management will be developed. ACC will then implement these protocols including purchase of GIS, mapping, monitoring and surveillance equipment for operational support in enforcement of the land use plans.		12,500	
2.6.1 Improving livestock production & welfare through collaborations with livestock welfare and production associations and improved access to veterinary and extension services. ACC and Big Life will facilitate the development of agricultural and veterinary extension services including dialogue and training on animal welfare and improved production techniques.		6,000	6,000

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
2.6.2 Increase availability of feeds through bulk buying agreements with suppliers for the Group ranches and local communities instead of retail sales to individual farmers. ACC and Big Life will facilitate the development of bulk buying agreements for the Group ranches including purchase of transportation equipment and storage equipment.		18,000	18,000
2.6.3 Value addition of livestock & agricultural products through improved access to abattoirs and storage (silos, refrigeration units) and improved marketing. This will include purchase of equipment such as storage and processing equipment and training for local communities on use and maintenance as led by Big Life.			72,500
2.6.4 Improving water availability and distribution points through upgraded water piping and pumping systems. This involves assessing current water access and distribution needs and practices and developing effective strategies to improve water availability and incorporating recommendations from the protocols for water use and water use monitoring programme strategies. MWCT will then implement these strategies, conduct awareness campaigns and purchase sensors, water monitoring, surveillance and maintenance equipment.		10,000	
2.6.5 Adoption of new & traditional agricultural technologies that improve yield & minimise environmental impacts as well as alteration of current agricultural methods to alternatives that limit or eliminate the use of irrigation. MWCT will conduct assessments of the current practices and develop improved practices as well as conducting training exercises. This will include the purchase of the necessary equipment for operational support.	65,000		
2.6.6 Capacity building for holistic range management and compliance with biodiversity friendly farming practices. This will involve training exercises on range management and based on the improved agricultural practices developed.	7,500	7,500	7,500
2.7.1 Establishment of Kenya Police Reservists training post to train local communities as anti-poaching rangers for the conservancies. This will involve assessment of current enforcement practices and capacity and recruitment of personnel, awareness campaigns and training of local communities. The RPs will implement training exercises in conjunction with KWS and this includes purchase of enforcement, surveillance, communications and monitoring equipment as well as establishment of reservists posts in the conservancies.	22,000	22,000	22,000
<b>Component 3</b>			
3.1.1 Identification of key tourism activities and areas for development as well as assessment of tourism potential in Amboseli and Chyulu regions. This will involve assessment of key tourism areas and mapping of tourism potential areas and development of criteria for key tourism potential areas and products.	10,000	10,000	10,000
3.1.2 Development of tourism development strategy for the Amboseli and Chyulu region based on the tourism potential assessment and sustainability practices. Through review of current practices and secondary research and development of improved strategies based on stakeholder consultation, best practices and recommendations. The RPs will then implement the tourism strategy developed.	31,250	31,250	31,250

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
3.1.3 Development of protocols and monitoring mechanisms for tourism development. This will involve assessment of current practices and assessment of the tourism strategy developed to provide improved protocols and monitoring programmes. The RPs will implement the protocols and monitoring programmes developed, monitor and enforce practices including purchase of equipment necessary for operational support.	12,500	12,500	12,500
3.2.1 Development of financing mechanisms and finance management strategies for the conservancies. Through review of current needs and practices and secondary research and development of improved strategies based on stakeholder consultation, best practices and recommendation. The RPs will then implement, monitor and enforce the financing mechanisms and management strategies developed including purchase of accounting and financial planning and monitoring equipment.	32,500	32,500	32,500
3.2.2 Development of management strategies for these conservancies through self-managed, direct and embedded leaseholds. The potential for these management strategies will be assessed and MWCT will implement the most suitable strategy including monitoring and enforcement as well as purchase of the necessary equipment.	40,000		
3.2.3 Development of tourism investment strategy for community based tourism based on best practices and market dynamics. This will involve stakeholder consultation and assessment of tourism investment needs and development of a strategy based on best practices which will then be implemented by the RPS and monitored for effectiveness.	12,500	12,500	12,500
3.2.4 Establishment of investment forums to bring together tourism investors with the conservancies. This will involve stakeholder consultations and establishing dialogue with investors as well as branding exercises to enhance investor interest.	17,500	17,500	
3.3.1 Development of sustainable tourism products in the established conservancies and improved marketing and branding of sustainable tourism products. This will involve assessment of suitable tourism products and marketing and branding practices and development of improved products and strategies for marketing including branding exercises, purchase of equipment for establishment of tourist product markets and product processing plants.	43,000	43,000	43,000
3.3.3 Establishment of Insurance schemes and other sustainable incentives for conservation. Through assessment of current practices and development of improved strategies and management plans that incorporate sustainable processes and best practices. The RPs specifically MWCT will ensure implementation of the strategies developed including monitoring of progress and purchase of monitoring and financial planning equipment.	155,000		
3.4.1 Clear designation of land ownership for clear payment structures and distribution of PES benefits. This will involve land ownership verification exercises and awareness campaigns and development of PES schemes including monitoring equipment.	3,625	3,625	3,625

<b>Budget Notes for Contractual Services by Responsible Parties: Outputs/ Indicative Activities for which the Contractual services are sought</b>	<b>MWCT</b>	<b>ACC</b>	<b>Big Life</b>
3.4.2 Identification of ecosystem goods and services and possible markets. This will involve assessment of current goods, services and markets and development of a marketing strategy, taking into consideration regulations and cost benefit analyses and feasibility studies.	75,000	75,000	75,000
3.4.3 Analysis of values of alternative land uses. This will involve cost benefit analyses and assessment of land uses and the socioeconomic and ecological values of different land uses including mapping of land uses. This will involve purchase of GIS and mapping equipment and Ecosystem goods and services assessment software.	125,000		
3.4.4 Bundling of ecosystem values to increase and diversify benefits. This will involve review of ecosystem values and development of management and marketing strategies that incorporate strategies for benefit diversification.	40,000		
3.4.5 GEF funding for non-use values - co-financer. This will involve assessment of non-use values including cost-benefit analyses and development of management strategies including marketing of these non-use values. Dialogue forums will also be conducted to generate interest in development and investment in these non-use strategies.	195,000		
<b>TOTALS</b>	<b>1,293,750</b>	<b>790,500</b>	<b>692,050</b>



## Cofinancing

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount (\$)
Government	KWS	Grant	6,250,000
Implementing Agency	UNDP	Grant	1,000,000
Non-Governmental Organisations	MWCT	Grant	8,500,000
Non-Governmental Organisations	ACC	In-Kind Contribution	820,000
Non-Governmental Organisations	Big Life	Grant	8,250,000
<b>Total Co-financing</b>			<b>24,820,000</b>

## SECTION IV: ADDITIONAL INFORMATION

### PART I: Other agreements

#### Co-financing Letters

*~Please see attached document~*

### PART II: Terms of References for key project staff

#### National Project Manager

##### Background

National Project Manager (NPM), will be a locally recruited national selected based on an open competitive process. He will be employed by the Project for 46 weeks per year for the five years. He/She will be responsible for the overall management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors. The NPM will report to the KWS Project Director in close consultation with the UNDP RR (or duly designated UN officer) for all of the Project's substantive and administrative issues. From the strategic point of view of the Project, the NPM will report on a periodic basis to the Project Steering Committee (PSC). Generally, the NPM will be responsible for meeting government obligations under the Project, under the national implementation modality (NIM). He/She will perform a liaison role with the government, UNDP and other UN agencies, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

##### Duties and Responsibilities

- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilise all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work of all project staff, consultants and sub-contractors;

- Coordinate the recruitment and selection of project personnel;
- Prepare and revise project work and financial plans, as required by PSC and UNDP;
- Liaise with UNDP, PSC, relevant government agencies, and all project partners, including donor organisations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, DGA and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the steering committees, and ensure the fulfilment of steering committees directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally;
- Ensures the timely and effective implementation of all components of the Project;
- Assist community groups, municipalities, NGOs, staff, students and others with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Coordinate and assists scientific institutions with the initiation and implementation of all field studies and monitoring components of the Project
- Assists and advises the teams responsible for documentaries, TV spots, guidebooks and awareness campaign, field studies, etc.; and
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.

### **Qualifications**

- A university degree (MSc or PhD) in Natural Resource Management, Rangeland Management or Environmental Sciences;
- At least 10 years of experience in natural resource management and forestry;
- At least 5 years of project/program management experience;
- Working experiences with ministries and national institutions (Kenyan) is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about Kenya's political and socio-economic context, in particular at National and Municipal level;
- Excellent writing/communication skills in English and Kiswahili with a good working knowledge of English being a requirement.

# Project Liaison Officer

## Background

Project Liaison Officer (PLO), will be a locally recruited national selected based on an open competitive process. S/he will be responsible for the regional coordination of the project, including the implementation of all project inputs and supervision over project site staff. The PLO will report to the NPC and PCU for all of the project's coordination, implementation and supervisory issues. S/he will perform a liaison role with the NPC and the local communities, regional and traditional authorities and, community forest groups as well as maintaining close collaboration with the other PLOs.

## Duties and Responsibilities

- Supervise and coordinate the implementation of project activities in the region and hotspots;
- Supervise and coordinate the work of CF hotspot staff and local communities;
- Participate in the recruitment and selection of project personnel at CF hotspot level;
- Liaise with other project liaison officers and regional and traditional authorities for effective coordination of all project activities;
- Oversee and ensure timely implementation of project activities and prepare reports detailing project progress to be submitted to the NPC;
- Report progress of project to the NPC, PCU and CPP MC, and ensure the fulfilment of PSC directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects regionally and at the local and hotspot level;
- Ensures the timely and effective implementation of all components, outputs and activities of the project;
- Assist community groups, municipalities, NGOs, staff, students and others with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Coordinate and assist scientific institutions with the initiation and implementation of all field studies and monitoring components of the project
- Assists and advises the teams responsible for documentaries, TV spots, guidebooks and awareness campaign, field studies, etc.; and
- Carry regular, announced and unannounced inspections of all sites and the activities of the hotspot-site management units.

## Qualifications

- A university degree (B.Sc. or M.Sc.) in Natural Resource Management, Forestry or Environmental Sciences;
- At least 5 years of experience in natural resource management and forestry;
- At least 2 years of project/program management experience;
- Ability to effectively coordinate a team in a multi-stakeholder project;
- Ability to train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;

- Strong knowledge about Namibia’s political and socio-economic context, in particular at National and Regional level;
- Excellent writing/communication skills in English and Kiswahili with a good working knowledge of English a requirement.

## **PART III: Stakeholder Involvement Plan**

306. The PPG phase included consultations with the project’s key stakeholders at the national and local levels. Field trips were carried out to the Greater Amboseli landscape, where all project sites were visited. Local authorities and community organisations were presented the project proposal. Two workshops at the national and regional level were also held and the project was thoroughly discussed. In addition, several bilateral meetings were held, mostly with donors and key stakeholders who could not attend the workshops. Generally, project design was a highly participatory process, in line with UNDP’s and GEF’s requirements. See Annex III for the full stakeholder involvement plan.

### **Stakeholder engagement**

307. The project will provide the following opportunities for long-term participation of all stakeholders, with a special emphasis on the active participation of local communities:

308. Decision-making: Through the landscape mechanisms and stakeholder groups. The establishment of these structures will follow a participatory and transparent process involving the confirmation of all stakeholders; conducting one-to-one consultations with all stakeholders; development of Terms of Reference (ToR) and ground-rules; inception meeting to agree on the constitution, ToR and ground-rules for the mechanism and its active land use planning, ecological monitoring and community development units.

309. Capacity building: At systemic, institutional and individual level – is one of the key strategic interventions of the project and will target all stakeholders that have the potential to be involved in brokering, implementing and/or monitoring management agreements related to activities in and around the reserves. The project will target especially organisations operating at the community level to enable them to actively participate in developing and implementing management agreements.

310. Communication: Will include the participatory development of an integrated communication strategy. The communication strategy will be based on the following key principles:

- providing information to all stakeholders
- promoting dialogue between all stakeholders
- promoting access to information

311. The project will be launched by a well-publicised multi-stakeholder inception workshop. This workshop will provide an opportunity to provide all stakeholders with updated information on the project as well as a basis for further consultation during the project’s implementation, and will refine and confirm the work plan.

312. Based on the extensive list of stakeholders (mostly consulted) a more specific stakeholder involvement strategy and plan can be developed at that inception stage.

## ANNEXES

### ANNEX A.1: ENVIRONMENTAL AND SOCIAL SCREENING PROCEDURE CHECKLIST

#### QUESTION 1:

**Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?**

Select answer below and follow instructions:

**NO** → Continue to Question 2 (do not fill out Table 1.1)

**YES** → No further environmental and social review is required if the existing documentation meets UNDP's quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:

1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).
2. Ensure that the Project Document incorporates the recommendations made in the implementing partner's environmental and social review.
3. Summarise the relevant information contained in the implementing partner's environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.
4. Submit Annex A to the PAC, along with other relevant documentation.

**Note: Further guidance on the use of national systems for environmental and social assessment can be found in Annex B.**

**TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT** Yes/No

1. Does the assessment/review meet its terms of reference, both procedurally and substantively?
2. Does the assessment/review provide a satisfactory assessment of the proposed project?
3. Does the assessment/review contain the information required for decision-making?
4. Does the assessment/review describe specific environmental and social management measures (e.g. mitigation, monitoring, advocacy, and capacity development measures)?
5. Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues?
6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women?
7. Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues?

Table 1.1 (continued) For any “no” answers, describe below how the issue has been or will be resolved (e.g. amendments made or supplemental review conducted).

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**QUESTION 2:**

**Do all outputs and activities described in the Project Document fall within the following categories?**

- Procurement (in which case UNDP's [Procurement Ethics](#) and [Environmental Procurement Guide](#) need to be complied with)
- Report preparation
- Training
- Event/workshop/meeting/conference (refer to [Green Meeting Guide](#))
- Communication and dissemination of results

Select answer below and follow instructions:

- NO** → Continue to Question 3
- YES** → No further environmental and social review required. Complete Annex A.2, selecting Category1, and submit the completed template (Annex A) to the PAC.

**QUESTION 3:**

**Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)?(Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)**

Select the appropriate answer and follow instructions:

- NO** → Continue to Question 4.
- YES** →Conduct the following steps to complete the screening process:

1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
2. Summarise environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

**TABLE 3.1** EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS Check appropriate box(es) below

<p><b>1. Support for the elaboration or revision of global- level strategies, policies, plans, and programmes.</b>  <i>For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.</i></p>	
<p><b>2. Support for the elaboration or revision of regional-level strategies, policies and plans, and programmes.</b>  <i>For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).</i></p>	<input checked="" type="checkbox"/>
<p><b>3. Support for the elaboration or revision of national-level strategies, policies, plans and programmes.</b>  <i>For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g. PRS/PRSPs, NAMAs), sector plans.</i></p>	<input checked="" type="checkbox"/>



**TABLE 3.1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS**

Check appropriate box(es) below

4. Support for the elaboration or revision of sub-national/local-level strategies, policies, plans and programmes.

*For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.*

**QUESTION 4:**

**Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?**

To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicate a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:

**NO** → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.

**YES** → Conduct the following steps to complete the screening process:

1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.

2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g. as the first phase of the project) should be outlined in Annex A.2.
3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC.

**TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT**

<b>1. Biodiversity and <u>Natural</u> Resources</b>	<b><u>Answer</u> (Yes/No/Not Applicable)</b>
1.1 Would the proposed project result in the conversion or degradation of <u>modified habitat</u> , <u>natural habitat</u> or <u>critical habitat</u> ?	<b>No</b>
1.2 Are any development activities proposed within a legally protected area (e.g. natural reserve, national park) for the protection or conservation of biodiversity?	<b>No</b>
1.3 Would the proposed project pose a risk of introducing invasive alien species?	<b>No</b>
1.4 Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (e.g. <u>PEFC</u> , the <u>Forest Stewardship Council</u> certification systems, or processes established or accepted by the relevant National Environmental Authority)?	<b>N/A</b>
1.5 Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (e.g. the <u>Marine</u>	<b>N/A</b>

**TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT**

<a href="#">Stewardship Council certification</a> system or certifications, standards, or processes established or accepted by the relevant National Environmental Authority)?		
1.6	Does the project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction.</i>	No
1.7	Does the project pose a risk of degrading soils?	No
<b>2.</b>	<b>Pollution</b>	<b><u>Answer</u> <u>(Yes/No/Not Applicable)</u></b>
2.1	Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and <a href="#">trans-boundary impacts</a> ?	No
2.2	Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an <a href="#">environmentally and socially sound manner</a> ?	No
2.3	Will the propose project involve the manufacture, trade, release, and/or use of chemicals and <a href="#">hazardous materials</a> subject to international action bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <a href="#">Stockholm Convention on Persistent Organic Pollutants</a>, or the <a href="#">Montreal Protocol</a>.</i>	No
2.4	Is there a potential for the release, in the environment, of <a href="#">hazardous materials</a> resulting from their production, transportation, handling, storage and use for project activities?	No
2.5	Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health?	No
<b>3.</b>	<b>Climate Change</b>	<b><u>Answer</u> <u>(Yes/No/Not Applicable)</u></b>

**TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT**

3.1	Will the proposed project result in significant <sup>43</sup> greenhouse gas emissions? <i>Annex E provides additional guidance for answering this question.</i>	No
3.2	Is the proposed project likely to directly or indirectly increase environmental and social <a href="#">vulnerability to climate change</a> now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question. <i>For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population’s vulnerability to climate change, specifically flooding.</i>	No
<b>4.</b>	<b>Social Equity and Equality</b>	<b><u>Answer</u> (Yes/No/Not Applicable)</b>
4.1	Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	No
4.2	Is the project likely to significantly impact gender equality and women’s empowerment <sup>44</sup> ?	Yes
4.3	Is the proposed project likely to directly or indirectly increase social inequalities now or in the future?	No
4.4	Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?	Yes
4.5	Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process?	No

<sup>43</sup> Significant corresponds to CO<sub>2</sub> emissions greater than 100,000 tons per year (from both direct and indirect sources). Annex E provides additional guidance on calculating potential amounts of CO<sub>2</sub> emissions.

<sup>44</sup> Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. ([OECD, 2006](#)). Women are also more often excluded from other social, economic, and political development processes.

**TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT**

4.6	Will the project have specific human rights implications for vulnerable groups?	No
<b>5. Demographics</b>		<b><u>Answer</u></b> <b><u>(Yes/No/Not Applicable)</u></b>
5.1	Is the project likely to result in a substantial influx of people into the affected community (ies)?	No
5.2	Would the proposed project result in substantial voluntary or involuntary resettlement of populations? <i>For example, projects with environmental and social benefits (e.g. protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.</i>	No
5.3	Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project? <i>For example, a project aiming at financing tourism infrastructure in a specific area (e.g. coastal zone, mountain) could lead to significant population density increase which could have serious environmental and social impacts (e.g. destruction of the area’s ecology, noise pollution, waste management problems, greater work burden on women).</i>	No
<b>6. Culture</b>		<b><u>Answer</u></b> <b><u>(Yes/No/Not Applicable)</u></b>
6.1	Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles?	No
6.2	Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognised cultural claims?	No
6.3	Would the proposed project produce a physical “splintering” of a community?	No

**TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT**

*For example, through the construction of a road, power line, or dam that divides a community.*

<b>7. Health and Safety</b>	<b><u>Answer</u></b> <b><u>(Yes/No/Not Applicable)</u></b>
7.1 Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?  <i>For example, development projects located within a floodplain or landslide prone area.</i>	<b>No</b>
7.2 Will the project result in increased health risks as a result of a change in living and working conditions? In particular, will it have the potential to lead to an increase in HIV/AIDS infection?	<b>No</b>
7.3 Will the proposed project require additional health services including testing?	<b>No</b>
<b>8. Socio-Economics</b>	<b><u>Answer</u></b> <b><u>(Yes/No/Not Applicable)</u></b>
8.1 Is the proposed project likely to have impacts that could affect women’s and men’s ability to use, develop and protect natural resources and other natural capital assets?  <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?</i>	<b>Yes</b>
8.2 Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?	<b>Yes</b>
8.3 Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups?	<b>No</b>
<b>9. Cumulative and/or Secondary Impacts</b>	<b><u>Answer</u></b> <b><u>(Yes/No/Not Applicable)</u></b>

**TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT**

9.1	<p>Is the proposed project location subject to currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project?</p> <p><i>For example, future plans for urban growth, industrial development, transportation infrastructure, etc.</i></p>	<b>Yes</b>
9.2	<p>Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate <b><u>cumulative impacts</u></b> with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed “secondary” or “consequential” impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.</i></p>	<b>No</b>

## ANNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY

(To be filled in after Annex A.1 has been completed)

**Name of Proposed Project:** *Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands through a landscape approach*

### **A. Environmental and Social Screening Outcome**

Select from the following:

- Category 1. No further action is needed.
- Category 2.** Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.
- Category 3.** Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:
  - Category 3a:** Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).
  - Category 3b:** Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

### **B. Environmental and Social Issues** (for projects requiring further environmental and social review and management)

In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management that is conducted.

**4.2 Is the project likely to significantly impact gender equality and women's empowerment?**



Yes, the Project will impact gender equality and women's empowerment, in a positive manner. The establishment of the conservancies, strengthening of market linkages and supply chains, and capacity building for activities such as value-addition of products, accounting and conservancy management will significantly increase both the knowledge and skills of the women and the revenue generated by various economic activities. This will encourage women's empowerment and encourage gender equality. There will be many project activities involving stakeholder participation, including at management level for example, membership of the County Rangelands Management Committee, and equal representation of each gender in these activities will be strongly encouraged.

#### **4.4 Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?**

Yes, the Project will have variable impacts on women and men, different ethnic groups and social classes. Both women and men will be positively impacted by the Project; however, some activities will be targeted specifically at the Maasai community to enhance their participation in conservation and increase the community's access to benefits of wildlife conservation. Women will also be engaged through women's groups in ecotourism activities and inclusion into management and land use planning; to encourage women's socio-economic development to a relatively greater degree than for men.

#### **8.1 Is the proposed project likely to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?***

Implementation of the Amboseli Ecosystem Management Plan is likely to have impacts that could affect local peoples' ability to use and develop natural resources and may restrict peoples' access to natural resources. The project intends to develop conservancies and wildlife zones in key wildlife corridors which would limit access to various critical habitats and the resources contained in these habitats.

#### **8.2 Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?**

Yes, the proposed project is likely to significantly affect land tenure arrangements, particularly traditional cultural ownership patterns. In most cases the affect will be for the benefit of the community, through increased potential for co-management, generated through their involvement in landscape management planning, the establishment of conservancies and their involvement in monitoring activities and in planning of human-wildlife conflict mitigation measures. The project would support the establishment of conservancies and wildlife zones that would affect land tenure and community ownership patterns. The establishment of these conservancies would secure land rights for local communities.

**9.1 Is the proposed project location subject to currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project?**

The Amboseli Ecosystem Management Plan has been developed and the project will support its implementation. Landscape-based land use plans developed for the management and coordination of land use in the conservancies and throughout the Greater Amboseli ecosystem will need to take into consideration the AEMP.

**Additional Environmental and Social Issues**

- The project would lead to enhanced capacity of local institutions that will positively drive policy change towards more equitably redressing the balance of rights, responsibilities and benefits of conservation between central and county governments, local communities and the private sector.
- Fairer share of benefits from the tourism industry and increased productivity of the rangelands accruing to the Maasai community.
- Reduced threats from, and more effective mitigation of, human-wildlife conflict.
- Broader range of benefits for the onsite and offsite dependents of tourism, water resources, climate adaptation.
- Greater local and national consensus and capacity for conservation and sound environmental governance and practices.
- Improved incentives for sustainability of natural resource management through revenue from ecotourism activities, local employment, health and education.
- Reduced tension between conservation and development through the departure from protectionism and segregationism, promotion of better coexistence of people and nature and increased global environmental benefits.

**C. Next Steps** (for projects requiring further environmental and social review and management):

In this section, you should summarise actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be summarised here. Relevant guidance should be obtained from Section 7 for Category 2 and Section 8 for Category 3.

**ACTIONS & INTERVENTIONS**

**4.2 Significant impacts to gender equality and women’s empowerment:**

This impact will encourage gender equality and women’s empowerment, however, lack of support from men and male community leaders could derail women’s empowerment by

discouraging women from participating in the project capacity building activities. As a precautionary measure, the project will ensure women's representation in capacity building exercises, and develop gender disaggregated reporting. This will be through the inclusion of awareness campaigns targeting men and male community leaders on the importance of the inclusion of women in development activities; the project will also target women's groups for the development of alternative tourism activities and products. Capacity building activities to build the capacity on management of conservancies will also encourage use of a quota system to allow for a certain percentage of women to be included. In other cases, some Project activities would be conducted exclusively for women to encourage their participation in cases where women are reluctant to participate due to the presence of men. In all these actions, monitoring mechanisms will be utilised to monitor women's participation and the effectiveness of these interventions in enhancing women's empowerment.

#### **4.4 Variable impacts on women and men, different ethnic groups, social classes:**

This impact will encourage equalisation of gender, ethnic groups and social classes; however, as men tend to dominate the socio-economic and political landscape, there is a risk that women will be side-lined leading to greater gender inequity. In addition, since ownership of some of the individual and group ranches is mainly to the upper and middle income classes as compared to the lower income classes, the benefits to the lower income classes could be greatly reduced. As a precautionary measure, the project will ensure representation of different ethnic groups and women in capacity building exercises, and develop gender disaggregated reporting. The project will facilitate the development of tourism investments targeting women's groups to encourage their participation and adopt modified quota systems to encourage inclusion of women in management positions and in capacity building exercises. The establishment and development of conservancies will provide jobs and increase benefits to the communities; this will therefore improve the benefits flowing to the lower income classes by providing jobs and alternative income sources. In order to monitor the effectiveness of these actions, monitoring mechanisms will be utilised to track women's participation and inclusion in management, the inclusion of different ethnic groups in the capacity building exercises and management of conservancies as well as the flow of benefits to lower income classes and women. This can be through monitoring the distribution of jobs and flow of benefits among men, women, ethnic groups and socioeconomic classes.

#### **8.1 Impacts on women's and men's ability to use, develop and protect natural resources and other natural capital assets:**

The Project's strategy is to encourage sustainable use of natural resources. To achieve this, all stakeholders will be involved in the development of sustainable landscape management plans and capacity will be developed (within both genders) for their implementation, thereby increasing women's and men's ability to use, develop and protect natural resources and capital assets. To compensate for the restriction of resource use in certain key areas for connectivity, use of natural resources in other areas (the majority of areas) will be enhanced in terms of income generation and sustainability, thereby increasing benefits. Capacity will be developed specifically for community-level monitoring of wildlife and forestry crime, thereby increasing

women's and men's ability to protect natural resources. In all these actions, both women's and men's ability and roles in society will be carefully looked at to ensure neither group will be adversely affected by the project support overall. The project will also encourage dialogue with stakeholders to develop strategies to ensure access to resources by men and women. The project will also develop sustainable utilisation plans for wildlife zones to allow access by local communities to these habitats.

## **8.2 Significant effect on land tenure arrangements and/or traditional cultural ownership patterns:**

The project will take particular measures to avoid any adverse effects on local communities resulting from changes in resource ownership patterns (through increasing income generation potential from natural resources elsewhere); it will not support the resettlement of local communities. The establishment of conservancies will be through collaborative agreements with local communities to ensure they are not adversely affected by these new zones.

### **9.1 Proposed project location subject to currently approved land use plans:**

The Project's management plans will build on current management plans to ensure compliance, but it will also ensure that all planned activities are adapted as necessary for maximum sustainability. The project will develop land use plans that will build on the AEMP such that the environmental and social sustainability of the Project will not be affected.

## **Broad-level project interventions**

- Formation of several institutions, such as a County Rangelands Management Committee and Kenya Wildlife Conservancy Association, that would benefit all communities living in wildlife conservation areas in the county, the Greater Amboseli ecosystem and the entire southern rangelands region.
- Strengthening of the Amboseli Ecosystem Trust in line with the implementation of the stakeholder-led ten-year Amboseli Ecosystem Management Plan. This would focus on the Amboseli and engage actively with county and national level governance and NRM instructions.

## **Site-level interventions**

- Implementation of the Ecosystem Management Plan
- Supporting existing and proposed conservancies
- Supporting community conservancies management and governance
- Habitat restoration and rehabilitation
- Securing migratory corridors and connectivity
- Safeguarding and improving access to drought refuges
- Improving rangeland productivity and livestock marketing
- Responding to the poaching challenge
- Resolving human-wildlife conflict

<u>D. Sign Off</u>	
Project Manager	David Cutheuse <i>[Signature]</i> Date 03/12/13
PAC	Date
Programme Manager	Date