

Dialogue Report

4th July 2018

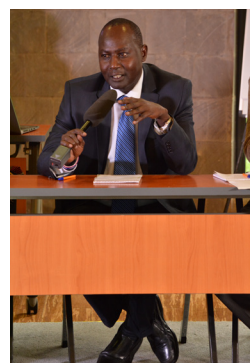
Strengthening Partnerships
In African Conservation:
Kenya's Wildlife Conservancies
Movement



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Executive Summary

With more than 65% of the country's wildlife found outside parks and reserves on community and private lands, actions by local landholders are critical to the future of wildlife and tourism in the country. During the past decade, a range of different conservancies have been established, which now are formally recognized by the 2013 Wildlife Conservation Act and cover around six million hectares around the country. Conservancies are providing critical conservation outcomes on a growing scale and creating mechanisms for private and community landowners to improve their management of conservation efforts and wildlife-related enterprises.

As the conservancy movement spreads, it is being supported by a new generation of Kenyan conservation leadership that is working to integrate people's livelihoods, national economic priorities, and conservation outcomes. The Kenya Wildlife Conservancies Association (KWCA) was created in 2013 as a national umbrella association for supporting the development of conservancies and linking them to national policy and decision-making processes. Other emerging local organizations are also playing a role in the development of conservancies at the local scale and connecting conservancies to national actors. More established organizations such as the Lewa Wildlife Conservancy and Northern Rangelands Trust (NRT) have played a key role in catalyzing the conservancies movement and supporting it at different scales.

A key strategic issue for conservation in Kenya today is how to build strong partnerships between these local and national conservation organizations and global conservation groups and networks, in order to provide the most effective support to scaling up conservancies and other proven conservation approaches. Strong partnerships between international and local actors has been key to the development of conservancies in Kenya thus far, and these partnerships need to be reinforced and improved in order to bring the most effective deployment of technical skills, organizational capacity, and financial support to bring about lasting change and transformative impact.

To explore this, KWCA and Maliasili in collaboration with The Nature Conservancy (TNC) with support from the African Biodiversity Collaborative Group (ABCG) held a dialogue session on Strengthening Partnerships in African Conservation with a focus on the Kenya's Wildlife Conservancies Movement in Kenya on the 4th of July 2018. The session was hosted by the African Wildlife Foundation and brought together 41 participants from the conservancies movement.

The participants explored current practices, challenges and opportunities related to local partnership models and emerging opportunities for which transformative long-term

partnerships can be built, to yield much needed conservation impacts for wildlife conservation in Kenya and Africa.

Participants critically examined partnership models and collectively worked to design approaches for fostering robust local-national-global partnership models that will ultimately result in efficient support to scale up wildlife conservancies and other proven conservation approaches.

The dialogue was held through panel sessions with representatives from the conservancies, private sector, national non-governmental organizations, international non-governmental organizations and the government. The participants also held group discussions to identify strategic opportunities to strengthen partnerships for African conservation leadership.

The main recommendations from the dialogue were that to develop the sustainable partnerships, the following enabling blocks were required as building blocks:

- 1 **Transparency and accountability:** A culture of openness and accountability will serve to strengthen the partnership and build trust.
- 2 **Alignment:** Ensure that visions, goals and values are aligned. There should be some alignment of purpose. Due diligence should be undertaken to ensure this.
- 3 **Long term engagement:** Partnerships take time to develop and for impact to be realized. Engagements should therefore focus on long term relationships.
- 4 **Complementarity:** Partners should acknowledge each other's strengths and skills for complementarity.
- 5 **Participatory:** Planning and decision making should be participatory in nature with the relevant stakeholders. This will ensure there is equity in the relationship.
- 6 **Context specific:** Engagement should be based on the context of operation. It should also be adaptable based on the specific context.
- 7 **Structured:** Partnerships should be established within a structured framework for clarity of purpose and roles.

8 **Communication:** Regular communications between partners is critical for long term sustainability and engagement. This will build on trust and provide clarity as well as manage expectations.

9 **Structured Monitoring and Evaluation:** Adequate systems need to be in place to ensure progress and impact is monitored over time to inform decision making in adaptive management.

The dialogue session concluded with the following being identified as strategic opportunities for ABCG, KWCA and Maliasili as they support the strengthening of partnerships in African conservation.

- 1 Build local institutional capacity to establish and maintain effective partnerships by sharing best practice and model design.
- 2 Provide a learning and sharing platform for the conservancies movement in Kenya.
- 3 Provide opportunities for networking and collaboration through events and other channels.
- 4 Develop guidelines and tools on partnerships for application within the wider network of stakeholders.
- 5 Host similar dialogue sessions in other regions to strengthen community conservation in Africa.

The participants committed to an annual meeting to share best practice and lessons learned.

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Conveners



Kenya Wildlife Conservancies Association (KWCA) is a landowner led national membership organization that serves the interests and collective voice of community and private conservancies. We work to create an enabling environment for conservancies to thrive by advocating for the right laws and incentives and supporting them through sharing information and building capacity. We believe conservancies go far beyond just wildlife conservation and instead have the potential to improve livelihoods, unite communities, promote wildlife and community co-existence, strengthen local democracy and preserve cultures and traditions.



Maliasili: Maliasili is a US-based non-profit organization that supports the growth, development, and performance of leading civil society organizations and social enterprises working to advance sustainable natural resource management practices in Africa. Maliasili presently works with nine local partner organizations in east and southern Africa and is involved with a number of wider technical and organization development activities at regional or global scales that are designed to advance innovative rights and incentive-based approaches to natural resource management. By integrating long-term and adaptive organizational strengthening services with technical expertise, Maliasili is helping its partners achieve their full potential and scale up their impact – for people and nature.



The Nature Conservancy: TNC seeks to protect ecologically important lands and waters for nature and people. The organization addresses the most pressing conservation threats at the largest scale. The Nature Conservancy collaborates to find and share good ideas to improve people's lives and protect the world's great places. We incorporate those same ideas into business practices and governing policies while inspiring others to act, amplifying our influence and the speed of positive change.



World Resources Institute: It is a global research organization that spans more than 50 countries, with offices in the United States, China, India, Brazil, Indonesia, and more. More than 700 experts and staff work closely with leaders to turn big ideas into action and to sustain natural resources. Its focus is on six critical issues at the intersection of environment and development including: climate, energy, food, forests, water, and cities and transport.



CONSERVATION
INTERNATIONAL



the Jane Goodall Institute



The Nature
Conservancy



WORLD
RESOURCES
INSTITUTE



AFRICA BIODIVERSITY COLLABORATIVE GROUP

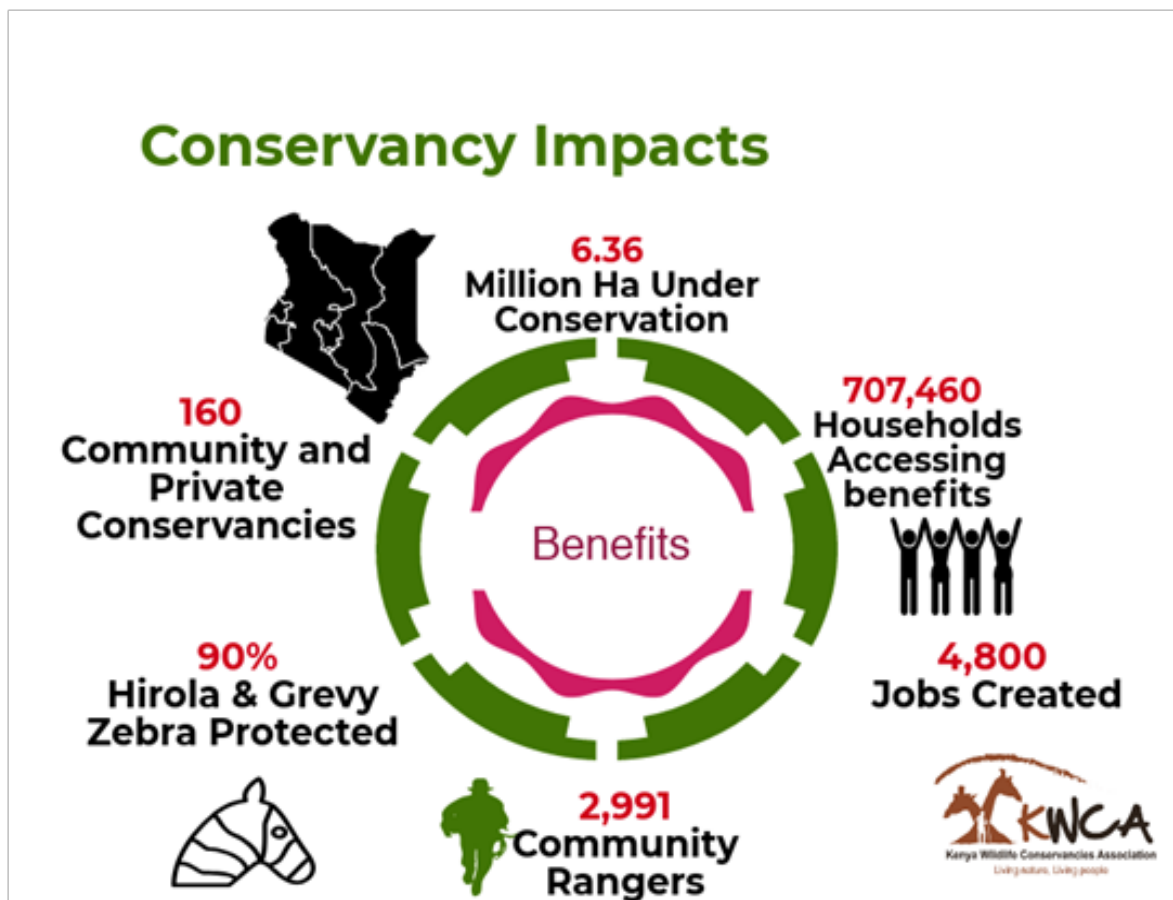
African Biodiversity Collaborative Group (ABCG): ABCG is a voluntary coalition of seven US-based international conservation non-governmental organizations with extensive field programs in Africa: African Wildlife Foundation, Conservation International, The Jane Goodall Institute, The Nature Conservancy, Wildlife Conservation Society, World Resources Institute and World Wildlife Fund.

ABCG's core members share their experiences and work together to translate their knowledge into practical tools and guides to address conservation challenges, inform policy, and integrate biodiversity conservation into international development agendas.

Acronyms

ABCG	Africa Biodiversity Collaborative Group
AET	Amboseli Ecosystem Trust
AWF	African Wildlife Foundation
CAK	Conservation Alliance of Kenya
CI	Conservation International
DPWIG	Development Partners Wildlife Issues Group
FFI	Fauna and Flora International
KWCA	Kenya Wildlife Conservancies Association
KWS	Kenya Wildlife Service
MMWCA	Maasai Mara Wildlife Conservancies Association
NGO	Non-Governmental Organization
NRM	Natural Resource Management
NRT	Northern Rangelands Trust
SORALO	South Rift Association of Land Owners
STTA	Sustainable Travel and Tourism Agenda
TNC	The Nature Conservancy
WRI	World resources Institute
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

Kenya's Wildlife Conservancies: The Journey



Conservancy partnerships

Kenya hosts 160 community and private conservancies covering an area size of 6.5million Ha about 11% of Kenya's land area under integrated conservation management. Kenya only has 8% of land that is gazette and used as protected area. This is low in comparison to Uganda where 16% is protected. Tanzania lies at 32% while Botswana boasts an impressive 40% of land set aside as protected area. Of the 8% of protected area that Kenya has 19% is non-functional and half of the functional protected area comprises of the Tsavo National Park. The land gazetted for conservation, under national parks and reserves means that Kenya will be among countries that will attain the 2020 Aichi target of 17% of land under conservation.

While the emerging community and private conservancy effort is promising, it is unclear whether in its current form conservation as a land use can compare or compete with other alternative land uses. Concerns have been raised on whether the current donor dependent conservancy models

can outlast the community members or private landowners desire for better income from diverse sources.

Kenya is among a few African countries where partnerships between local communities, private landowners, tourism investors, philanthropists, conservation NGOs and the County and National government is innovating and testing approaches for mainstreaming wildlife conservation as a land use. If the Wildlife conservancy model currently under various stages of development succeeds in the long term, valuable lessons applicable to many places in Africa will be learnt.

In recent years (1985 - 2016), Kenya Wildlife Conservancies have been expanding in space with community conservancies leading in number. Due to their diversity, conservancies have built strategic partnerships to optimize their conservation work. Some of these partnership models can serve as best practices for conservation NGOs, conservancies, CBOs, NGOs, national and county governments.

Despite their different visions, missions, and mandates, the partnerships run across various issues, last for different time spans, and use different models for collaboration e.g. networking, peer exchange, learning-by-doing, and even function under varying funding arrangements.

Sample partnerships:

1. Intercommunity – Tribes, groups of landowners – Ruko Conservancy
2. Inter-conservancy partnerships - Lewa and Borana Conservancies
3. Community & Conservation NGOs - Amboseli
4. Community & tourism investors - Maasai Mara
5. Regional Associations/Networks & County governments
6. National alliances for conservation - CAK & KWCA & KWS
7. Tourism Coalitions - Greater Mara Management
8. Development partners groups - ABCG, DPWIG

Reasons for partnerships

1. Support Implementation of Wildlife Laws, Policies and Regulations

Fortunately, Kenya has made strides in addressing this potential trajectory. The Wildlife Act 2013 provides a framework for recognition of wildlife conservation as a land use. Community and Private wildlife conservancies and sanctuaries are recognized, Community wildlife Associations, Community rangers (Wildlife Scouts), and County Wildlife committees are among institutional mechanisms of enlisting local populations in the management of wildlife and tourism. Recent policy frameworks approved for implementation by the country provides a very promising outlook. The 2018 Budget policy statement promotes mainstreaming of wildlife conservancies among the tourism value chains and the national Tourism Blue Print and the National Wildlife Strategy 2030 clearly outlines the country's intention to include wildlife conservation among the wide array of land uses that are promoted and incentivized to benefit the country's population and for economic growth.

2. Increased partner funding to National Parks, Conservancies and communities

conservancy partnerships have led to immense progress; as a tool for rural development through provision of job opportunities for local communities, infrastructure development, increased income from tourism proceeds and increased wildlife populations. Funding and support to these institutions will be critical in reconciling development and conservation needs; nurturing the many nascent conservancies currently in place; restoration of degraded rangelands; management of unsustainable practices in wildlife areas; minimisation of wildlife loss from unnatural causes and inpromoting an ecosystem conservation based planning. These partnerships should strive to last longer than 5 years.

3. Incentives for land owners and communities

There needs to be an increase in incentives and a reduction of costs associated with living with wildlife. Our policies should provide incentives to landowners as a way of encouraging communities to adopt land use types that recognize the importance of protecting wildlife and reducing land fragmentation

4. Increased tourism investment

The tourism sector has the greatest potential to financially support protected areas. wildlife-based tourism can leverage to grow and diversify the country's economies while protecting biodiversity, and contributing to many sustainable development goals (SDGs). Local communities, private sector enterprises, and governments can also benefit from investments in tourism through increased market opportunities and linkages to tourism services such as, hoteling, restaurants, transportation, health services, etc.



Collaboration For Impact

Following the presentation on Kenya's Wildlife Conservancies movement, Maliasili gave a brief on the events that led to the dialogue session as highlighted below.



As shown above, Maliasili in collaboration with Well Grounded, conducted some research on the organization growth and capacity of local conservation organizations in Africa to better understand their needs and how they should be supported effectively. This was as a result of the realization that a number of the partners that both Maliasili and Well Grounded worked with had one or two long-term partnerships that were key to their growth and development, providing fairly flexible, long-term support- a pattern that was observed across the sector. Examples included World Wide Fund (WWF) support to the Namibian Association of CBNRM Support Organizations (NACSO); TNC support to KWCA and NRT; African Conservation Centre Support to the South Rift Association of land Owners (SORALO) and the Dorobo Fund to Ujamaa Community Resource Team (UCRT).

The critical issue under investigation was the capacity development models by International Non-Governmental Organizations (INGOs) and funders that proved to be both enabling and constraining. The key recommendations that emerged from the study were:

- **Improve partnerships between African CSOs and international actors** for greater long-term impact, by developing more collaborative and mutually accountable approaches to partnership design, structure, and investment.
- Change the way **organization development support** is delivered, shifting to a more long-term, customized, sustained, and demand-driven organizational support paradigm.
- Support new approaches to **organizational leadership** development to address one of the major gaps in the African natural resources field.

- Bolster investments in **documentation** and learning to build up the base of empirical evidence **about practices and impacts of organizational strengthening** in the African natural resource management, governance, and conservation fields
- Encourage **greater dialogue around fundamental organizational issues** affecting CSO performance that relate to values, constituent accountability, financial sustainability, and the role and function of CSOs within the wider context of African civil society.

● In 2016, with support from ABCG via a USAID grant Maliasili and TNC piloted the first African Leaders Conservation Learning Network and documented effective partnership models. This was with the intention of building the capacity of African conservation leaders and promoting effective partnerships. The Network has been a success with partnerships arising from their interaction and dialogue around fundamental organizational issues discussed.

● WRI, then embarked on a study to review their support to east and southern African civil societies from 1995 - 2005 with the objective of identifying lessons to inform the ongoing exploration of best practice in investments and partnerships between local CSOs, INGOs and international donors, through a retrospective review and analysis. It documented the lessons learned and recommendations that have informed future engagements.

● The findings (extracted from the report) of the WRI study were as summarized below:

Cross-cutting

- Be willing to **take risks** – including chance of setbacks or failures.
- **Tailor support** to the partnership and context, while maintaining a clear overall vision and a scope that allows meaningful engagement. Focus on the quality rather than quantity of partnerships. Working closely and over time with a few partners may be more impactful than providing shorter term or less in-depth support to a large number of organizations or individuals.

Relationships

- Partner where there is a **convergence of missions, commitment, and values**, and where you can meaningfully contribute.

- Build **respectful and reciprocal** relationships – engage partners as equals and ensure that support is invited / wanted by local partners.
- Partner for **collaboration on shared outcomes**. Avoid contracting local CSOs as service providers for external agendas.
- Be open to new leaders, organizations, and ideas and seek innovative ways of connecting with partners.
- Support change agents, including individuals and organizations willing to take risks.

Support Models

- **Understand and respond to the context**, including changing dynamics in political environments and funding sources.
- Support **‘learning by doing’**, including through meaningful and sustained collaboration and mentoring. Recognize that mistakes are part of learning.
- Support **network building and peer exchange**.
- Include **appropriate and meaningful monitoring mechanisms**, including for learning.
- **Support (or help partners find support for)** developing and advancing local leadership, vision, and strategies, as well as for change management.

Funding Arrangements

- Provide **appropriate and sufficient funding** - flexible, long-term, and inclusive of overhead – with accountability.
- Provide **seed funding** for promising organizations and initiatives. Everything starts small. If you see something worth growing, take the risk and invest there.
- **Facilitate access to other funding sources**.
- **Invest in leaders, ideas, and organizations** – not just in projects.
- **Be open and honest** – acknowledge that funding is often difficult to secure, and that mutual accountability is essential.

● Following these studies and initiatives, ABCG in collaboration with Maliasili organized a dialogue on Strengthening Partnerships for African Conservation

Leadership hosted by WRI in Washington, DC in February 2017. The WRI report was presented as well as discussions held on key obstacles and strategies to creating robust and durable global-local partnerships to support African conservation leadership. The summary can be found here; http://www.abcg.org/news?article_id=73

- The meeting emphasized the need to have a similar conversation in Africa which led to the dialogue session convened by ABCG, Maliasili and TNC in July 2018. As highlighted the purpose was to current practices, challenges, factors to consider and opportunities, so as to ensure transformative long-term partnerships in African conservation with a focus on the conservancies movement.

Panel 1: Conservancies And Regional Associations: Current Practice, Challenges and Opportunities



Daniel Leturesh - Chairperson, Olgulului Olarashi group ranch (Amboseli)

Daniel Sopia - CEO, Maasai Mara Wildlife Conservancies Association

Tom Lalampaa - CEO, Northern Rangelands Trust

Tuqa Jirmo - COO, Lewa Wildlife Conservancy

Moderator:

Judy Kepher-Gona - CEO, Sustainable Tourism Travel Agenda (STTA)

This panel session brought together representatives from conservancies and the conservancy support organizations. A summary of the organizations and their current practice is highlighted below.

CASE STUDY 1: Lewa Wildlife Conservancy

Formed in 1995 and located in Northern Kenya, Lewa Wildlife conservancy works in exemplary fashion with neighbouring local communities. The conservancy was once a cattle ranch, then a guarded black rhino sanctuary, and now it is the headquarters for a non-profit wildlife Conservancy, which has gained a world-wide reputation for extending the benefits of conservation beyond its borders.

Trust has been the cornerstone of this sort of successful partnership engagement because Lewa is uniquely an expanse of land that was formed by individual landowners uniting their formerly sub-divided and individually-titled land to willingly form the conservancy. This demanded a rare and high level of trust for the sake of wildlife conservation. The individuals leased their land to Lewa for fifteen (15) years.

In addition to partnership with local communities, Lewa also partners with civil society and government for the conservation of wildlife and its habitat. This is how the conservancy has managed over the years to protect and manage species, run community conservation and development programmes, and educate community members about the value of wildlife. The Conservancy is home to the Northern Rangelands

Trust and has used this partnership model to encourage communities around the conservancy to give their land to the conservancy for the preservation of wildlife.



Different partners - Different models

To the people who neighbour the Conservancy, Lewa provides the chance to maintain their traditional way of life in a modern and sustainable way through progressive grazing and forestry initiatives. To families living on its boundaries, Lewa offers improved livelihoods with its adult education and women's micro-credit programmes, community-managed water projects, and access to health care at its four (4) health clinics. To thousands of children in local schools, Lewa opens doors to a future with more choices than the generations before them.

With over 18 partners, including the County Governments of Isiolo, Meru, and Laikipia, Lewa Wildlife Conservancy has served to show that there are linkages between the environment, poverty and development, and that through partnership with local communities, it is possible to sustainably manage and conserve nature. It has ultimately become a centre for biodiversity by resisting the urge to go it alone.

Space is crucial for wildlife habitat conservation. The conservancy's efforts to increase wildlife dispersal areas led to reaching out to the Borana people to dialogue and agree on the removal of a fence that separated the community from the Ngare Ndare Forest. This helped maintain existing wildlife corridors and increase the acreage of the Lewa Wildlife Conservancy, which covered only 61 thousand acres before the partnership.

Partnership with the Kenya Wildlife Association (KWS) has also led to the successful translocation of 16 rhinos to Lewa.

In terms of security, neighboring communities, KWS and other organisations frequently request Lewa's assistance with support in addressing incidents such as poaching, cattle rustling, robbery and banditry. Lewa is in a position

to respond rapidly and effectively to such incidents as it has exemplary internal security operations.

Impressively, poaching, especially of rhino, has hit a record low on Lewa over the past five (5), a large part due to the conservancy's highly trained anti-poaching teams, even leading to one of Lewa's rangers, Edward Ndiritu (Head of the Anti-Poaching Unit at Lewa), receiving the Tusk Wildlife Ranger Award from Prince William.

Community investment – crucial spring board to successful conservation

Lewa has also invested in the communities in the five (5) conservancies that surround it. This has been done through: community healthcare, community water management, a women's micro credit programme, community forestry, agricultural development, and also through the Lewa Youth Programme.

One of Lewa's key development objectives is to engage young people from the neighboring communities, recognizing that their understanding of conservation imperatives is key in securing a future for endangered species. Additionally, Lewa is placed in a unique position to extend skills that promote unity, peace and enterprise amongst these young people whilst providing a platform for them to develop their skills and improve their livelihoods.

Despite this great success in nature and wildlife conservation through effective partnerships, Lewa grapples with project sustainability, incompatible land use, drought and the rangeland degradation due to overstocking.

Lewa Wildlife Conservancy has served to show that there are linkages between the environment, poverty and development, and that through partnership with local communities, it is possible to sustainably manage and conserve nature.



CASE STUDY 2: Maasai Mara Wildlife Conservancies Association (MMWCA)

This is an association that supports the creation and development of conservancies and the neighboring areas across the greater Mara ecosystem so that equitable and value-based benefit sharing is derived from land under conservation. It helps in human development and conservation and has been internationally recognized with additional funding for its operations.

This association epitomizes a partnership model by its very structure which is made up of a network of protected areas (conservancies and conservation areas) with the aim of conserving the greater Maasai Mara ecosystem, and ensuring its conservancies are strong and thriving.

The Maasai Mara ecosystem is home to approximately 25% of Kenya's wildlife. It hosts more than 95 mammal species besides being a recognized Important Bird Area (IBA) with 550 bird species. Presently, about 70 per cent of this wildlife is living outside the gazetted conservation area -the Maasai Mara National Reserve. Adjacent land owned by the local community forms key dispersal and diversity areas.

The regional association is also a member of the Kenya Wildlife Conservancies Association (KWCA). On a basis of trust with open communication and transparency, it engages with its conservancy members and a wide spectrum of stakeholders to

create impact. Some of these stakeholders include tourism companies, lodges, camps, community-based organizations and other entities. These include Basecamp Foundation Kenya, Kenya Wildlife Service, Mara Beef, Mara Elephant Project, Narok County Government, Olare Orok & Motorogi Trust, Rangeland Solutions, Serengeti Watch, WWF, Africa Wildlife Foundation, among others.



Why come together in trust?

The Maasai Mara ecosystem has seen an inordinate amount of land grabbing, poor governance, corruption and a lack of transparency. Additionally, there have been a series of failed land management and ownership regimes, including communal land managed as group ranches. This left a legacy of distrust and a lack of community cohesion. After the failure of group ranches, land was subdivided among members, with a few powerful individuals amassing extensive benefits, while the majority of landowners remained disempowered and disenfranchised. Broken trust and weak regulatory frameworks led to unplanned development and exploitation of the resources of the Mara, with stakeholders lacking a vision of what sustainable management of the Mara could or should be.

It is against this background that the Maasai Mara Conservancies Association set out to aggressively work at building trust anew and establishing partnerships.

“This trust-based partnering with stakeholders ultimately bore fruit, as many individuals consolidated their formerly sub-divided land, and leased it to the association for 15 years, to benefit wildlife.”

Daniel Sopia, CEO of MMWCA

Successes

These partnerships have resulted in a number of successes such as:

- i. The growth of conservancies from 8 in 2014 to 15 in 2018.
- ii. Five (5) proposed conservancies are under consideration.
- iii. Increase in wildlife population with the highest lion densities in Africa scientifically (Motorogi 100 lions on 32 thousand acres)
- iv. Reduction in poaching (14 elephants poached compared to 50 in 1 year before the formation of the association and the increased partnership efforts against poaching.
- v. Conservancies and INGOs are supporting the work of the association
- vi. Approximately 13,000 land owners earn a monthly income of approximately 7m US dollars annually from conservation in the Maasai Mara.
- vii. Community conservancy members benefit annually from school bursaries to cattle enterprise solutions, access to credit for livestock, among others.

Challenges

Some of the main challenges faced by MMWCA include the following:

- i. Fencing of increasingly sub-divided land and putting up of electric fences is harming wildlife and interfering with wildlife corridors
- ii. Limited funding for wildlife projects despite the increase in tourism in the country
- iii. Human wildlife conflict increase as population increases
- iv. Reduced wildlife dispersal areas
- v. Climate change affecting food security and destroying habitats
- vi. Infrastructure development such as a military base, power lines cutting across conservancies, etc. is destroying habitats and endangering wildlife

CASE STUDY 3: Northern Rangelands Trust (NRT) Kenya

Managing 31 community conservancies, including group ranches and marine conservancies that all comprise 480,000 people, is no small task! This is exactly what the Northern Rangeland Trust (NRT) Kenya does.

As a community led, non-governmental organization that was set up in 2004 in northern Kenya, the NRT brings together a coalition of local leaders, politicians, and conservation interests. Through partnering and dialogue it is managing to develop resilient community conservancies, transform people's lives, secure peace, and conserve natural resources.

This partnership cuts across 35-member conservancies on 4.5 million hectares of northern and coastal Kenya. Its donor stakeholders include USAID, The Nature Conservancy, DANIDA, AFD, and others. NRT and its partners have pooled together their resources, knowledge, and expertise and over time helped develop locally-led governance structures, carry out peace and security programmes, take the lead in natural resource management, and manage sustainable businesses linked to conservation, so much so that their success has helped shape new

government regulations on establishing, registering and managing community conservancies in Kenya.

The Trust is accountable to an over-arching Council of Elders, together with community members who make up the majority in the Council, institutional members representing county governments, the Kenya Wildlife Service, and the private sector. The Council guides NRT policy and is responsible for maintaining high standards of governance and accountability amongst member conservancies. It also appoints eight of the 15-member NRT Board of Directors, who the chief executive officer reports to.



How NRT supports member conservancies

NRT supports the conservancies in various ways including fundraising, monitoring & evaluations, governance, capacity building, providing governance oversight, standardization, enterprise development and preventing networking success.

Successes

Some of the successes as a result of the partnerships developed include the following:

- i. Development of Conservancy Livelihood Fund applied to support projects (water, micro-credit)
- ii. Transformed lives and enhanced livelihoods of local communities
- iii. Peaceful co-existence between communities
- iv. Augmented conservation of natural resources
- v. Enhanced tourism facilities for example, a lodge in Namunyak Conservancy with 16 beds was developed.
- vi. Improved interaction and communication with tour operators through bi-annual meetings.
- vii. Increase in Hirola from 48 to 135 due to efforts by NRT and partners
- viii. Creation of sanctuaries to protect endangered species in the conservancies
- ix. A County Conservancy Fund is also under development

Challenges

The Trust however continues to face some challenges that include the following:

- i. Parachuting NGOs – those that enter the community for short-term projects with little or no impact
- ii. Negative ethnicity between majority and minority tribes (NRT seeks therefore to balance governing body representatives to share out roles and responsibilities between tribes)
- iii. Elite capture of development projects
- iv. Misconceptions about conservation especially by the elite
- v. Infrastructural development compromising nature conservation by interfering with wildlife corridors and encroaching on community land
- vi. Misappropriate land use and population increases leading to degrading the environment

CASE STUDY 4 : Olgulului Group Ranch

Before 1900, uncultivated and unforested land was used by nomadic pastoralists to graze their animals. The pastoralists moved from place to place depending on various conditions such as access to water and pasture; presence or absence of livestock diseases; conflict and traditional ceremonies.

With the increase in population and encroachment by other communities into formerly pastoralist areas, the colonial government set up the African Land Development Board (ALDEV) to organize grazing schemes

complete with dips and water facilities in Machakos, Kiambu, Kajiado and Narok. Group ranches were thereby formed.

These were defined as livestock production systems or enterprises where a group of people jointly owned freehold title to land, maintained agreed stocking levels and herded their livestock collectively. Most groups were formed along the lines of kinship and traditional land rights.

Purpose of Partnering through Group Ranches

There were various reasons for the establishment of the group ranches. These include the following:

- i. To increase the productivity of pastoral lands through increased off-take
- ii. To improve the earning capacity of pastoralists
- iii. To avoid possible landlessness among pastoralists in case large tracts of land were allocated to individual ranchers
- iv. To avoid environmental degradation due to overstocking on communal lands
- v. To establish a livestock production system that would allow modernisation or modification of livestock husbandry and still preserve many of the traditional ways of life without causing social frictions or an abrupt break with traditional ways of life.

Ultimately group ranches were to transform to deed holdings with rights and responsibilities of land ownership invested in group ranch members (IBRD, 1977).

Partnerships with Olgulului-Olarashi Group Ranch

There are six group ranches in Amboseli: Mbirikani, Kuku, Kimana, Rombo, Olgulului-Olarashi, and Selenkei group Ranch.

Olgulului-Olarashi group ranch is the mother of the Amboseli National Park. It has a Management Plan in place and encompasses four (4) conservancies, two (2) of which are operating, and two (2) proposed. The two in operation have been leased to investors and currently support 80% of the wildlife population in Amboseli National Park. The ranch is in Kajiado County, and Iloitoktok sub-Conty.

The ranch is owned by the local community and it has about 147,050 ha acres of land and approximately 3,000 members. The group ranch borders Amboseli National Park on the South Eastern side and Kilimanjaro National Park in Tanzania. The famous Kitenden corridor which joins Amboseli and Kilimanjaro is situated here. The ranch has a public campsite which is run by the group ranch. Concessions have also been signed with tour operators to allow their visitors to use the Kitirua concession area which runs along Tanzania – Kenya boarder, and acts as migratory/Dispersal area for Both Amboseli and Kilimanjaro National Parks Wildlife.

The Amboseli ecosystem and its seven (7) group ranches has a strong partnership with the KWS, NGOs, HIVOs, and AWF.

Successes

These partnerships have led to many benefits including: Enhanced governance structures; increased employment opportunities; education bursaries; reduced poaching incidents; enhanced co-existence, reduced internal conflict , enhanced elephant research and the development of an ecosystem wide management plan.

Challenges

Some of the main challenges faced within the group ranch include the following:

- i. Transboundary border challenges in due to subdivision of land in neighboring Tanzania that interferes with the migratory corridors
- ii. Wildlife dispersal areas are limited
- iii. Conflicting country policies - the border policies in Kenya are different from those in Tanzania hence enforcement is challenging even though Kilimanjaro and Amboseli National Parks have joined to form a combined wildlife dispersal area.
- iv. Lack of a Conservation Fund to compensate those who lose cattle to wildlife
- v. Limited number of conservancies only 14 are registered. There is the potential to establish additional conservancies that would increase the wildlife dispersal areas.

It is clear that partnership in conservation efforts is dependent on multiple partners coming together. There is however the challenge of how to coordinate work between so many partners, and how to deal with transparency, accountability and information disclosure.



Conclusion

Following the panel presentations and the plenary discussions. The participants agreed on the following:

Ways To Boost Transparency In Partnership

- i. Ensure regular and open reporting of developments on the conservation work by partners
- ii. Develop clear partnership agreements on roles and responsibilities of partners in conservation (e.g. in NRT, the Council of Elders meet every February to learn of developments and thereafter disseminate these in their conservancies)
- iii. Ensure regular auditing of projects to ensure transparency and accountability
- iv. Develop clear and updated databases of donors and other partners for use by all stakeholders
- v. Have clear and strategic communication channels
- vi. Ensure positions in governance structures in conservancies are representative of all partner communities
- vii. Pool the funding to distribute equally between conservancies included the less popular tourist destinations (e.g. NRT)
- viii. Include the community members in planning and budgeting of donor funds
- ix. Link conservancy leaders with funding opportunities
- x. Ensure trust that is driven by a common goal
- xi. Coordinate partnerships wisely to avoid conflicts

Challenges

- i. Lack of clear frameworks guiding partnerships
- ii. Limited funding for conservancies considered non-'sexy' by donors in relation to others
- iii. Limited funding to support operations and conservancy livelihoods
- iv. Limited information on funding opportunities by conservancy leaders
- v. Misconceptions about conservancies and their role in natural resource management still exist
- vi. Livestock marketing (sheep, cattle, goats and donkeys) are still weak and do not effectively enhance off-take and returns through a collective effort by all partners: ranchers, local government, donors, NGOs and CBOs.
- vii. There is sometimes conflict between ethnic groups hindering a free flow of technical and non-technical information.
- viii. There is conflicts regarding funding priorities between communities and donors
- ix. Poor management of Private Public Partnerships for infrastructural development
- x. Local community politics can scuttle the process of partnerships



Panel 2: National and International Conservation Organizations, Private Sector and Government: Current Practices, Challenges and Opportunities

Panelists:

Steve Itela - Board Member, Conservation Alliance of Kenya

Mohanjeet Brar - Director, Gamewatchers Safaris Limited

Julius Cheptei - Director of Tourism and Wildlife, County Government of Isiolo

Peter Leshakwet - CEC Tourism, Wildlife Conservation, Trade and Cooperatives, Samburu County

Evelyn Namvua - Communication and Engagement Officer, Africa Biodiversity Collaborative Group (ABCG)

Moderator:

John Kamanga - South Rift Association of Land owners



Objective: To share best practice and partnership models within their sector

The panelists were able to share what they look for in partners, best practices, and the successes and challenges of these partnerships

CASE STUDY 5: Conservation Alliance Of Kenya (CAK)

CAK members which comprises of conservation NGOs and largely engaged in advocacy work, has learnt that engagement with government is not about making noise on social media, writing petitions and protesting in the streets. Instead it is about forging effective partnerships with other stakeholders to dialogue and come up with decisions that are mutually beneficial to the government and the con-

servation sector. One of the greatest lessons CAK has learnt, is that partnerships tend to be more effective if all stakeholders are engaged right from the project design. Early engagement through dialogue between CAK and government representatives during the construction of the Mombasa Express highway ensured that the construction work was re-aligned to suit conservation efforts.

Lessons from CAK

- Partnerships should be able to reconcile conservation and development needs. Infrastructural development has its positive and negative side. Often it leads to environmental degradation, loss of biodiversity, and disruption of wildlife corridors. There is need therefore for continued dialogue between conservationists, government and construction companies.
- Agreements on infrastructural development plans should be suitable for all parties and usually must begin at project identification to implementation and evaluation.
- In a partnership, all must abide by agreed rules as there is the risk of association with those who are not committed, transparent or accountable.
- Partners should have a united voice with a designated spokesperson to speak the same values and goals especially when communicating to the public.
- Continuous communication and sharing of outcomes also reduces the risk of duplication of efforts especially for short-term projects.

- All partners must also have a clear understanding of conservation, and global conservation agreements must be broken down to the regional, national and community level to ensure synthesis of effort. Without this, misconception regarding conservation and conservancies will continue to thrive.
- Concrete action plans from the National Wildlife Conservation Strategy is crucial to guide the donor community on priority conservation efforts. Conservancies must therefore dialogue frequently with government on their funding requirements and conservation plans to shape the conservation agenda.
- The ecosystem approach is a good one where all partners come together to complement each other with their clearly identified strengths.

CASE STUDY 6: Gamewatchers Safaris Limited

Operating for the last 30 years, Gamewatchers Safaris Ltd. a tour company with eco-friendly tented camps in different parts of Kenya, believe that to preserve Africa's unique wildlife, landscapes and local communities is through sustainable ecotourism ventures that benefit local communities and give guests a rewarding experience.

Trust has been the bedrock of the partnership between Olkinyei Community and Gamewatchers Safaris. Starting on a mere handshake, the relationship has grown and benefitted both parties for over 15 years now. This success has led to livelihood en-

hancement through tourist earnings amounting to over 130m shillings from tourists staying in the small eco-camps that the company runs.

The partnership has been mutually beneficial that they envision the continued partnership for another 50 years. The secret partnership mutual interest - they both value wildlife and the continuous dialogue of making conservation sustainable while benefitting from tourism. As the partnership is strengthened, it is envisioned that the revenue earned by the community members from these camps will increase.

Why come together in trust?

- Conservation tourist companies should focus on habitat and community decisions even as they seek business profits in wildlife areas. Entrepreneurship is good for economic empowerment, but only if it is carried out environmental conscious
- Partnerships are based on mutual goals, values and interests. They are not forced. They arise from a shared willingness to learn and grow together.
- Short-term partnerships do not have much impact. Long term partnership give beneficial returns
- The communities have to be keen to partner in business in a mutually-beneficial relationship if the business enterprise is to be sustainable for the long-run.
- Its crucial to plan together with communities to map out/ identify ecological and tourism areas and resources within the conservancy to avoid disputes.
- Clarity on the product or service being invested in for tourism earnings must exist from the outset, whether it is for local or international tourism.
- Control must shift to the community its members are to be empowered.
- Authentic and meaningful engagement with community members is important. For example, the Porini Camps rely heavily on the participation by community members in creating attractive tourist presentations. The camps also employ 245 community members as chefs, rangers and tour guides some of whom have had the opportunity to travel abroad for career development. The tourism company has therefore served as a training ground for career development for community members.

CASE STUDY 7: African Biodiversity Collaborative Group (ABCG)

ABCG is formed through the voluntary collaboration of seven (7) international conservation organisations, AWF, WWF, TNC, CI, WCS, WRI and the Jane Goodwill Foundation. The organization was formed with the aim of tackling biodiversity and conservation issues. It focuses on the themes of land use, human development, climate change and other emerging issues in conservation.

ABCG works in 10 counties in Africa and it uses a partnership model of the 7 organizations because they realized they cannot work everywhere at the same time and do everything. This partnership allows it to leverage on the strength of diverse experts in different areas of the world doing various activities. This allows it to harness strengths, and create activities

and projects that have greater impact and value in conservation. Learning is shared across the board, and often the organization is able to attract funding from non-conventional donors for example for documenting best partnership practices, for capacity building, testing innovations, developing literature review, carrying out cross-country studies, and developing tools to foster conservation.

ABCG has two full time staff members and works through a Steering Committee with representatives from the seven partner organisations. A quarterly meeting allows discussion on developments, successes and challenges faced in conservation by the seven partner organisations. Each member then reports back to the respective organizations,

Successes

1. Working in 18 countries in Africa, ABCG is able to reach diverse remote areas to share experiences and lessons on project innovations.
2. Pooling of resources enables saving of funds that is invested in other funding areas that conventional donors do not support.
3. They have diversified funding for activities, products and initiatives to ensure sustainability of their work
4. They disseminate information on best practices and tools for partnership in conservation between partners
5. Increase the adoption of partnership approaches, literature, documentation and tools by other conservancy organisations.
6. Strengthen partnership with local CSOs in the countries that partners work in to enhance the conservation work



CASE STUDY 8: County Governments Partnerships in Conservation

Samburu County works closely with the communities living with wildlife and facilitates grants to support community conservancies in the county. They closely work with conservation NGOs such as NRT, Ewaso Lions and Grevy Zebra Trust to develop the leadership and management capacity of community conservancies in the county. They are currently supporting five (5) conservancies.

The county grants is supplemented by donor funding to train and equip rangers in wildlife protection, preserving specific endangered species, ecological research. Peace keeping efforts with nearby Turkana and Isiolo counties has enhanced security to the extent that elephants numbers have increased in the county.

Additionally, the county, shares revenue gained through tourism with the communities and has allo-

cated land for investment or for use by the communities for their development. The county has proposed the Samburu County Community Wildlife Conservancies Bill to increase more conservation programmes to support the sustainable development of conservancies.

Inter-county Collaboration between Isiolo and Samburu Counties have created a benefit sharing agreement as a way of reducing the tourism fees to encourage more visitors into the two counties. Sarova Shamba, Buffalo springs and Samburu reserves require one entry permit.

KWS partners with county governments to share their expertise in park management. Mr. Julius Cheptei of KWS was seconded to Isiolo County to manage the county's wildlife reserves

Challenges

- i Lack of clarity on the enabling devolution policy on wildlife conservation. Given that wildlife conservation is a national function and the Wildlife Act 2013 devolves wildlife to owners and managers of the land where wildlife occurs. This dual approach excludes the county governments whose policies and investments could hamper or support conservation in community lands.
- ii Uncoordinated partnership leads to duplication of efforts in the counties caused by personal interests instead of community interests. Partnerships add value as stakeholders complement each other and use combined efforts to achieve objectives.
- iii Lack of support to review ecosystem management plans when expired
- iv Mismatches between partners can lead to conflict e.g. Turkana County Government and Tulow Oil conflicts reflect this mismatch.

Conclusion

- The Tourism sector is clearly structured with regards to mandates, responsibilities and competencies. Not so with conservation sector, where institutions notably work independently. There is need to understand how conservation is organized and structured in the country from regional to community levels. Kenya Wildlife Conservation Association gives a great example of how it has unified the voices of conservancies.
- There is also a thin line between control and empowerment when talking about global alliances. There is need to empower from global to grassroots levels not to kill innovation at community levels through partnerships that are not mutually beneficial.
- There exists the challenge to develop an ideal wildlife sector that is formed based on partner specializations from the global to the community levels.
- There is also need to measure the correlation between tourism increases and wildlife decreases. Participation by community members is crucial if conservation efforts are to be sustained. Communities feel that the tourism earnings are not sufficiently benefiting those at the grassroots where the conservation take place.
- Donors need to fund from bottom up, and tourism earnings to the government should filter through the County Governments to the grassroots. There is need to document and highlight the best practices by the Samburu County in supporting community conservation model.

- The KWS, the Government Exchequer, and the Ministry of Environment and Natural Resources must together determine how to include budgeting for conservancies' support in national and county planning, and how to direct this support even to nascent conservancies.

- There is also need for inter-county-corporation to foster conservation. Effective participation between counties is reflected by how the Isiolo and Samburu counties agreed to allow guests access into both the Samburu National Reserve and Buffalo Springs via only one fee payment. There is also a shared Samburu-Isiolo Management Plan in place.

Way Forward

In defining the way forward, the participants discussed how they can scale up some of the lessons learned within their organizations as well as how they can be effectively supported in designing effective partnership models.

The conclusion from the dialogue was that effective and robust partnerships were identified as critical for the future of wildlife conservation in Kenya. To be successful in creating the right kind of partnerships for the conservancies movement, the following enabling factors were identified as building blocks;

- Ensure partnerships are built on transparent and accountable to ensure trust among stakeholders are cultivated.
- A shared common vision, goals, values and objectives are identified at the early stage of partnership building and to the extent possible should be clear and accepted by all through a negotiated process.
- Partnerships ought to be long term engagements, results focused and ensure participation by all. A successful conservancy takes time to build and the journey to a sustainable conservancy is full of pitfalls and challenges.
- Each partner brings in some specific strengths and insights, leverage on each partner strengths and build and regularly modify systems to ensure each partner performs at its best.
- Collective prioritization of tasks, activities and allocation of resources and consistent communication between partners are vital in successful partnerships

- The context in which the partnership is established should be well understood by both or all parties and since context changes over time so must partners regularly define the current context and adjust the partnership to remain relevant.
- Create partnerships founded on mutual understanding and benefit and structure partnerships to empower instead of control.
- Develop a guiding framework for the partnership – assumptions that there is clarity on this should be avoided.
- Regular monitoring and evaluation of impact is critical for adaptive management.

Finally, participants identified strategic opportunities for ABCG, KWCA and Maliasili to consider as they seek to strengthen partnerships for African conservation leadership:

- Build local institutional capacity to establish and maintain effective partnerships by sharing best practice from their engagements and supporting the design of robust partnership models.
- Provide a learning and sharing platform for conservancy stakeholders where information on partnerships would be shared.
- Provide opportunities for networking and collaboration through events and other channels.
- Develop guidelines and tools on partnerships for application within the wider network of stakeholders.
- Hold similar dialogue forums in other regions to strengthen community conservation work in Africa.

Media resources

1. Photo gallery is available on this link <https://www.facebook.com/KWCAKenya/posts/1056596124489971>
2. The blog Strengthening partnerships in African Conservation: Kenya Wildlife Conservancies movement is on KWCA Website <https://kwcakenya.com/2018/09/10/strengthening-partnerships-in-african-conservation-kenyas-wildlife-conservancies-movement/>
3. A video clip of the dialogue is available on KWCA Youtube Channel <https://www.youtube.com/watch?v=xdcmRAV35GI&t=14s>

Annex 1: Programme



AFRICA BIODIVERSITY COLLABORATIVE GROUP

Strengthening Partnerships in African Conservation: Kenya's Wildlife Conservancies Movement

Date: 04th July 2018

Time: 8:30 a.m. – 3:30 p.m.

Venue: African Wildlife Foundation (AWF) Patrick Bergin Hall

Workshop Objectives

- To build strong partnerships between local and national conservation organizations and global conservation groups and networks
- To provide the most effective support to scale up conservancies and proven conservation approaches in Kenya.

Programme Outline:

Time	Activity
8:30 – 9:00 a.m.	Arrival & Registration
9:00 – 9:20 a.m.	Introduction, Meeting Expectations and Opening Remarks
9:20 – 9:40 a.m.	Journey to here: Genesis of Meeting and Purpose Joy Juma- Maliasili
9:40 – 10:00 a.m.	Wildlife Conservancies: Collaboration for Impact Dickson Kaelo- KWCA
10:00 – 11:00 a.m.	Panel Discussion 1: Conservancy Partnerships: Sharing Successes and Challenges in Developing Partnerships Panelists: <ul style="list-style-type: none"> • Dr. Tuqa Jirmo - Lewa Conservancy • Daniel Leturesh - Olgulului Olarashi Group Ranch • Daniel Sopia - Maasai Mara Wildlife Conservancies Association (MMWCA), • Tom Lalampaa - Northern Rangelands Trust (NRT) • Peter Leshakwet - CEC Tourism, Wildlife Conservation, Trade and cooperatives Samburu County Q&A Moderator: Judy Kepher- Gona – Sustainable Tourism Travel Agenda (STTA)

11:00 – 11.30 am	Health Break/Coffee/Tea Break/ Photo session
11:30 – 12:30 p.m.	<p>Panel Discussion 2: Best practices; Partnership Models at the International, Local and National levels.</p> <p>Panellists:</p> <ul style="list-style-type: none"> • Evelyn Namvua - Africa Biodiversity Collaborative Group • Steve Itela - Conservation Alliance of Kenya (CAK) • Mohanjeet Brar - Game Watchers Safaris • Julius Cheptei - Kenya Wildlife Service <p>Q&A</p>
12:00 – 1:00pm	Plenary Session:
1: 00 – 2:00 p.m.	Lunch Break
2:00 – 2:30 pm	<p>Group Work</p> <p>Facilitator: Joy Juma- Maliasili</p>
2.30 – 2.45pm	<p>Group Presentations</p> <p>Facilitator: Joy Juma- Maliasili</p>
2:45 – 3:30pm	<p>Findings Presentation and Way forward</p> <p>Facilitator: Dickson Kaelo- KWCA</p>
3.30 – 4.30pm	End of Session/ Tea Break

Annex 2: List of Participants



Strengthening Partnerships in African Conservation: Kenya's Wildlife Conservancies Movement

Venue: African Wildlife Foundation (AWF) Patrick Bergin Hall

Date: July 4th 2018

Time: 8.30 am- 3.30pm

No	Name	Position	Organization
1	Dickson Kaelo	CEO	KWCA
2	Brendan Buzzard		Maliasili
3	Evelyn Namvua	Engagement and Communications Officer	ABCG
4	FariaTarus	Programmes Assistant	KWCA
5	Joyce Mbataru	Communication Officer	KWCA
6	Margaret Southern	Associate Director of Programmes	TNC
7	Daniel Letoiye	Regional Coordinator	KWCA
8	Mathew Lewis	Director	Conservation International
9	TuqaJirmo	COO	Lewa Conservancy
10	Josephine Nzilani	Programmes Coordinator	FFI
11	Kathryn Combes	Director	Soysambu Conservancy
12	Lorna Sempele	Rapporteur	Consultant
13	Joy Juma		Maliasili
14	Julius Cheptei	Director Tourism and Wildlife	Isiolo County Government
15	Dominic Koya	Director	Naboisho Conservancy
16	Lydia Kisoyan	Assistant Director	KWS
17	Daniel Ole Sambu	Big life Foundation	Predator Program
18	Steve Itela	Partnerships officer	ANAW
19	Judy Gona	Director	STTA
20	John Kombo Ilume	Chairperson	Lumo conservancy
21	Tom Lalampa	CEO	NRT
22	Evelyne Karanja	Communication Manager	TNC
23	Samson Silantoi	Manager	SORALO

24	Isa Gedi	Regional Coordinator	NRT Coast
25	Daniel Sopia	CEO	MMWCA
26	Peninah Taki	Chairperson	Maasai Mara WomenForum
27	Peter Leshakwet	CEC	Samburu County Government
28	Irene Muthua	GIS	TNC
29	Jack Marubu	Tech officer	Freeland
30	John Kamanga	Director	SORALO
31	Peter Muigai	Project Coordinator	WWF Kenya
32	Mohanjeet Brar	Director	Gamwe watchers Safaris
33	Eileen Kairu	Communication	AWF
34	Daniel Leturesh	Chairperson	OOGR
35	Jackson Mwato	Executive Director	AET
36	Alfred Mwanake	Coordinator	TTWCA
37	GuyoAdhi	Communication Officer	AWF
38	Koech Gilbert	Reporter	Radio Africa
39	Joseph Nogu		KWCA
40	Edwin Thiongo		Uzi Video
41	Charles Muteru		Uzi video

Dialogue Report

4th July 2018

**Strengthening Partnerships In
African Conservation: Kenya's
Wildlife Conservancies Movement**

