

PD-ARF-602

95231



UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT
U.S.A.I.D. MISSION TO KENYA

UNITED STATES POSTAL ADDRESS

US AID MISSION TO KENYA
UNIT 64102
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INTERNATIONAL POSTAL ADDRESS

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10 SEP 1997

Mr. Koikai Oloitiptip
Executive Director
Amboseli/Tsavo Group Ranches
Conservation Association
P. O. Box 362
Loitokitok

Subject: Award No. 615-0266-G-00-7018

Dear Sir:

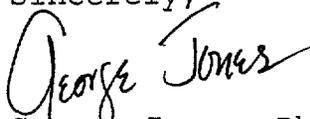
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (hereinafter referred to as "USAID" or "Grantor") hereby grants to the Amboseli/Tsavo Group Ranches (herein after referred to as or ATGR "Recipient"), the sum of \$96,000.00 to provide support for a program in Amboseli/Tsavo Group Ranches Capacity Building, as described in the Schedule of this award and the Attachment 2, entitled "Program Description."

This award is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending August 31, 1998. USAID shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This award is made to ATGR, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule"; Attachment 2, entitled "Program Description"; and Attachment 3 entitled "Standard Provisions, which have been agreed to by your organization."

Please sign the original and each copy of this letter to acknowledge your receipt of this award, and return the original and all but one copy to the Grant Officer.

Sincerely,



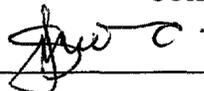
George Jones, PhD
Grant Officer

Attachments:

1. Schedule
2. Program Description
3. ~~Standard Provisions~~
4. ~~Standards for USAID Funded Communications Projects~~

ACKNOWLEDGED: Amboseli/Tsavo Group Ranches
Conservation Association

BY:



Title:

Executive Director

Date:

11/9/97

ACCOUNTING AND APPROPRIATION DATA

A. GENERAL

- 1. Total Estimated Amount: \$96,000.00
- 2. Total Program Amount: \$167,000.00
- 3. Total Obligated Amount: \$96,000.00
- 4. Cost-Sharing Percentage (Non-Federal): 57%
- 5. Project No.: 615-0266 & 615-0267
- 6. USAID Project Office: OSPP
P. O. Box 30261
Nairobi
- 7. Tax I.D. Number:
- 8. CEC No.:
- 9. LOC Number:

B. SPECIFIC

- 1. PIO/T Number: 615-0266
- 2. Appropriation: 727/81021
- 3. Allotment: V271057 \$25,800.00 V271058 \$70,200.00
- 4. BPC: GDV7-97-21615-KG13
- 5. PIO/T Obl. Amount: \$96,000

FUNDED AS FOLLOWS

Project 615-0266	-	25,800
Project 615-0267	-	<u>70,200</u>
Total		96,000

196

Funds Available
CONT/KENYA
Initials <i>NSA</i>
Date <i>9/3/97</i>

05 SEP 97

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ATTACHMENT 1

SCHEDULE

1.1 PURPOSE OF AGREEMENT

The purpose of this Agreement is to provide support for the program described in Attachment 2 of this Agreement entitled "Program Description."

1.2 PERIOD OF AGREEMENT

The effective date of this Agreement is the date of the Cover Letter and the estimated completion date is August 31, 1998.

1.3 AMOUNT OF AWARD AND PAYMENT

- (a) USAID hereby obligates the amount of \$96,000.00 for the purposes of this Award.
- (b) Payment shall be made to the Recipient in accordance with procedures set forth in the Standard Provision of this Award entitled Payment - Periodic Advance as shown in Attachment 3.

1.4 AWARD BUDGET

The following is the Award Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with the Standard Provision of the Award entitled "Revision of Grant Budget".

ESTIMATED GRANT BUDGET

Cost Element	USAID US\$	Counterpart US\$	Total US\$
Salaries	12,960	14,000	26,960
Office Space & Utilities	0	4,000	4,000
Equipment	42,800	5,000	47,800
Program Costs	37,850	46,000	83,850
Audit Evaluation	<u>2,390</u>	<u>2,000</u>	<u>4,390</u>
Total	96,000	71,000	167,000

Exchange Rate: KShs. 55.00 to US\$1.00

1.5 REPORTING

1.5.1 Financial Reporting

- (a) Financial reporting requirements shall be in accordance with the Standard Provision of this award entitled Payment - Periodic Advance as shown in Attachment 3.

1.5.2 Performance Monitoring and Planning Reports

- (a) Reports. The Recipient shall submit an original and one copy of brief quarterly program performance reports, which coincide with the financial reporting periods, to the USAID Project Office specified in the Cover Letter of this Award.

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1.5.2 (Continued)

These reports shall be submitted within 30 days following the end of the reporting period.

(b) Paying Office. The paying office for this award is:

RFMC
P. O. Box 30261
Nairobi

(c) Final Report. Within 90 days following the estimated completion date of this Award, the Recipient shall submit the original and one (1) copy of a final report to the USAID Project Office specified in the Cover Letter of this Award. It will cover the entire period of the Award.

1.6 RESOLUTION OF CONFLICTS

Conflicts between any of the Attachments of this Award shall be resolved by applying the following descending order of precedence:

Attachment 1 - Schedule
Attachment 2 - Program Description
Attachment 3 - Standard Provisions

1.7 COST SHARING

The Recipient agrees to expend an amount not less than 57% of the total Federal contribution. Cost sharing contributions will meet the criteria as set out in the Standard Provision entitled "Cost Sharing (Matching)" as shown in Attachment 3.

1.8 TITLE TO PROPERTY

Title to all property financed under this award shall vest in the Recipient in accordance with the Standard Provisions of this Award set forth in Attachment 3.

1.9 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this award is 935.

1.10 COMMUNICATIONS PRODUCTS (OCT 1994)

- (a) Definition - Communications products are any printed materials (other than non-color photocopy material), photographic services or video production services.
- (b) Standards - USAID has established standards for communications products. These standards must be followed unless otherwise specifically provided in the agreement or

1.10 (Continued)

approved in writing by the agreement officer. A copy of the standards for USAID financed publications and video productions is attached.

- (c) Communications products which meet any of the following criteria are not eligible for USAID financing under this agreement unless specifically authorized in the agreement schedule or in writing by the agreement officer:
- (1) Any communication product costing over \$25,000, including the costs of both preparation and execution. For example, in the case of a publication, the costs will include research, writing and other editorial services (including any associated overhead), design, layout and production costs.
 - (2) Any communication products that will be sent directly to, or likely to be seen by, a Member of Congress or Congressional staffer; and
 - (3) Any publication that will have more than 50 percent of its copies distributed in the United States (excluding copies provided to CDIE and other USAID/W offices for internal use.

ATTACHMENT 2

PROGRAM DESCRIPTION

The Recipient's proposal entitled "Amboseli/Tsavo Group Ranches Capacity Building" and dated July 22, 1997 is attached hereto as the Program Description (Attachment 2) and is made a part of this Award.

**AMBOSELI/ TSAVO GROUP RANCHES
CONSERVATION ASSOCIATION**

P.O. Box 362, LOITOKITOK, KENYA Telephone / Fax 0302 22047

"Solidarity with Nature" "NABOISHU" Maa

22nd July 1997

The Director
USAID
PO BOX 30261
Nairobi

Att: Nancy Gitau

**RE: FUNDING FOR AMBOSELI/TSAVO GROUP RANCHES
CAPACITY
BUILDING**

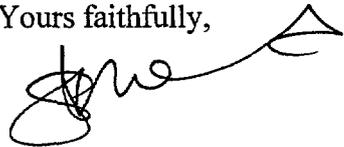
It gives me and the Board of Directors pleasure to send you the attached proposal.

The proposal intends to build a framework for encouraging consultative and participatory structure among the stakeholders in the Amboseli/Tsavo ecosystem as a framework for encouraging cooperative efforts and to maintain the cultural integrity and improve the well being of Maasai pastoralists through better management of their natural resources.

The Group Ranches initiated and through a series of sensitization workshops and meetings organized by African Conservation Center formerly WCI and the Community Wildlife Service presently Partnership department of KWS sponsored by the USAID funded COBRA project formed and registered the Association. The Association's main goal is to conserve and benefit from wildlife and other natural resources.

We pray for your favorable consideration.

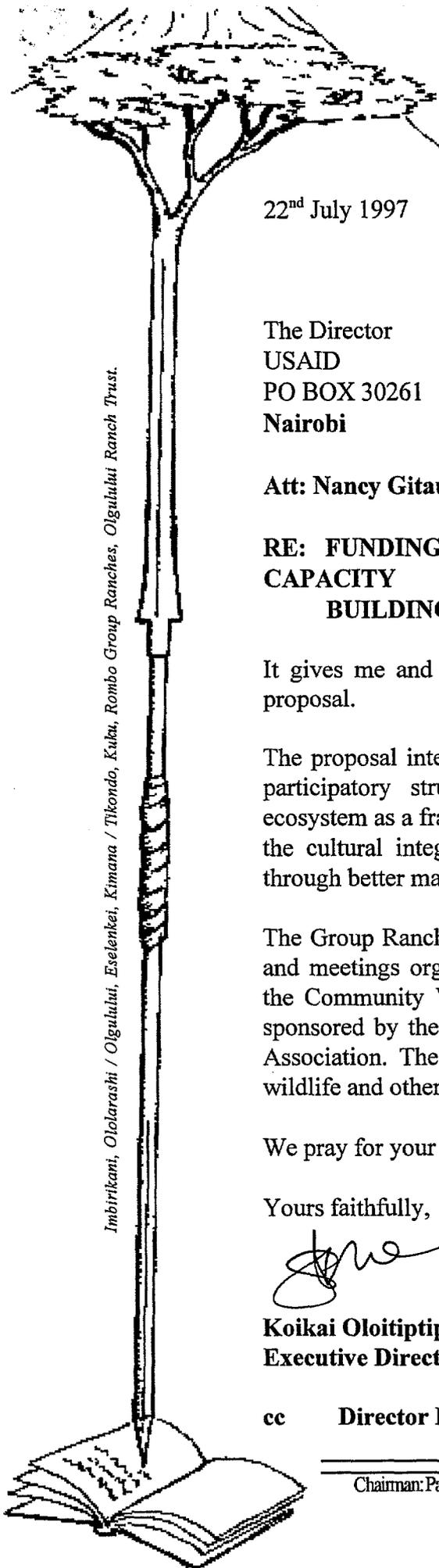
Yours faithfully,



**Koikai Oloiptip
Executive Director**

cc Director KWS

Chairman: Paul Nangoro, Vice Chairman: Isaiah Loonkama, Secretary: Daniel Moimo, Treasurer: Kenneth Ole Saci,
Executive Director: Koikai Oloiptip



Imbirikani, Ololarashi / Olgululu, Eselenkei, Kimana / Tikondo, Kuku, Rombo Group Ranches, Olgululu Ranch Trust.

A FUNDING PROPOSAL

**1.0 TITLE: AMBOSELI/TSAVO GROUP RANCHES
CAPACITY BUILDING**

**1.1 Submitted By: Amboseli/Tsavo Group Ranches
Conservation Association
P.O. Box 362,
LOITOKTOK**

**Contact Person: Koikai Oloitipitip
Executive Director**

1.2 Submitted to: USAID/Kenya

1.3 Duration: One year (12 months)

1.4 Amount Required: \$166,010.00

1.5 Amount Requested: \$94,810.00

2.0 PROJECT DESCRIPTION

The primary goal of the proposed project is to build the managerial and organizational capacity of the Amboseli/Tsavo area Maasai community in order to maintain the cultural integrity and improve the well-being of Maasai pastoralists through better management of their natural resources. Pursuing this goal through the medium of the Amboseli/Tsavo Group Ranches Conservation Association is an experiment in grassroots consultative and participatory action. The success of this experiment, however, is threatened by apathy, demoralization and conflicts among age groups and clan factions. Both internal and external forces are destroying the Maasai culture and its people. These destructive forces will not be easily stopped. But there is hope. Adequate funding for consolidation, further organization, and operation of the Amboseli/Tsavo Group Ranch Conservation Association is one way, perhaps the only way, to build upon the consultative tradition of Maasai cultures and reverse the destructive forces of the past two centuries. Consequently, we are requesting a modest amount of funding, \$94,810, for one year - 1997/98.

2.1 Primary Goal

The primary goal of the proposed project is to build the capacity of Amboseli/Tsavo area Maasai to use a consultative and participatory structure as a framework for encouraging co-operative efforts to maintain the cultural integrity and improve the well-being of Maasai pastoralists through better management of their natural resources.

2.2 Immediate Project Objectives

1. To establish a fully functioning office, with a director and staff that will lead and coordinate activities designed to build the participatory and consultative capacity of the Amboseli/Tsavo area Maasai. (The lack of a stable office situation, basic equipment, a telephone, and a secretary have hindered progress to date. Thus, as basic as this is, realizing this objective is necessary for the success of the proposed project.)
2. To hire core office staff for the Amboseli/Tsavo Group Ranches Conservation Association office: clerk/messenger, administrative secretary, accountant, and administrator.
3. To provide leadership and team building training for the Amboseli/Tsavo Group Ranches Conservation Association leaders and for members of the various working groups.
4. To instill team spirit and provide leadership training for traditional Maasai leaders and elders. (As with the preceding objective, and as later explained in greater detail, this objective will be accomplished primarily through workshops that will use oral communications, as some trainees do not read English or Swahili. However, written documents, reports, and training materials will be used when appropriate and resource persons will be hired when necessary.)
5. To train Association members in management of sanctuaries and conservation concession areas as well as in the maintenance and management of electric elephant fences.
6. To hold quarterly rotational meetings in the constituent group ranches to disseminate information to members of the various group ranches; publish a monthly newsletter that will educate and inform the group ranch members and other stakeholders about association activities and encourage outside participation.
7. To constitute working group committees on Education, Development, Conservation and Investment involving members of the Association, government technical departments, private sector of our fraternity, NGOs, conservation and development agencies, and other organized groups.
8. To plan an ecosystem management strategy.

Future Project Objectives

The following are offered as examples of objectives that will be pursued once the preceding "Immediate" objectives are realized. Later, they will be extended and refined. For now, they will

help to put the “Immediate” objectives into perspective and show their relationship to the longer run, “Primary Goal” of the proposed project.

1. To develop consultative participatory structures and a plan for strengthening the decision making capacities of constituent group ranches, including assisting them in developing long-term sustainable development plans.
2. To identify, solicit, and acquire the assistance of Maasai and other resourceful people to help inspire and motivate Amboseli/Tsavo Maasai to support, participate in, and help develop consultative and participatory approaches to solving community problems and pursuing community opportunities. This will necessitate group meetings and workshops to build enthusiasm and support for active involvement among local Maasai.
3. To facilitate discussions among formal and informal Maasai leaders to enhance communications and build an understanding of consultative institutions and processes, with the intention of encouraging cooperation through consultative processes.
4. To develop and provide opportunities for leaders of group ranches to participate in management training for effective group ranch management.
5. To implement group ranch management strategies through the use of consultative processes.
6. To develop and provide opportunities for leaders and members of group ranches to participate in ecosystem management training, with particular emphasis placed on the conservation of range land resources to simultaneously enhance livestock production while protecting wildlife and preserving biodiversity.
7. To implement range ecosystem management strategies through consultative and participatory processes.
8. To assess the profit earning potential of tourist lodges that have been given concessions within group ranch boundaries. Individual group ranches have given concessions to entrepreneurs without having a basis for compensation negotiations. Therefore, group ranch leaders have no way of knowing whether or not the compensation paid for concessions is “appropriate” and fair. To negotiate intelligently and effectively, Association members and other group ranches leaders need accurate estimates of tourist lodge profit levels.

3.0 Rationale

Maasai pastoralists are facing many problems, in fact our future as a people is threatened by policies and pressures of “modernism,” policies and pressures that are weakening our traditions and destroying our culture. One of the underlying causes of Maasai problems is that we have been reduced to a marginalized position in society. This, in turn, has led to the loss of lands traditionally used for grazing during dry periods, loss of access to water, and inadequate access to markets. At a minimum, reversal of these destructive forces will require reinstatement and expansion of traditional Maasai consultative institutions and processes along with education.

At the present time, in an attempt to protect the land on which our present and future survival depends, Maasai have accepted existing political and legal powers. Our recent experiences in the Association have shown how, when they get organized, group ranch leaders and the local communities can influence policies that directly affect them. But to do this effectively we need information and understanding about situations and issues, both local and national. In addition, we need the skills and capacity to communicate with agents of change, such as politicians, provincial administration, government officers, NGOs, and people from the private sector of the economy. We also need to understand the influences of introduced beliefs and religions.

Traditional institutions have been destroyed and several new categories of leaders have been created, such as chiefs (members of the community who represent the executive arm of the government), councilors (members of the community elected to the local government), the member of parliament (representatives of the people in the legislative arm of the government), and, of course, the group ranches officials who represent the members on matters pertaining to the land. In such a set up, where there are several categories of leaders and institutions with conflicting interests, and with Maasai people lacking a communication network among themselves, problems are bound to surface. Indeed, numerous problems exist, problems that put Maasai at a serious disadvantage in the negotiation arena.

Therefore, there is a need to restructure decision making institutions in the group ranches. The best place to start is to assess the role of traditional indigenous systems and methods in solving community leadership problems. Before they were weakened, and in some cases destroyed, our traditional institutions were very democratic. We need to build on our history of consultative decision making and reestablish traditional institutions and participatory procedures, particularly in selection of leaders and in community decision making. Given a potentially explosive mix of traditional structures, knowledge, and ideas alongside of contemporary pressures, structures, and ideas, it will not be an easy task to re-institute consultative institutions and procedures.

To elaborate, the younger generation, mainly junior elders, together with a few senior elders and young people who have very little formal education, are cooperating to improve the lives of Maasai pastoralists. But they face formidable opposition from those who would like to see the status quo remain. They, in their efforts to frustrate our endeavors, turn to the politics of age group and clan divisiveness. Given the apathetic nature and circumstances of Maasai pastoralists today, we can be manipulated in many ways by outsiders. Add to this our own tendency to choose leaders who make decisions based on how much they can personally benefit from their decisions, and you have the ingredients for corruption and failure.

This is a real danger because the majority of the Maasai are not prepared to meet the challenges through modern processes. Most outsiders, and even many of our own leaders, have no commitment to genuinely serve the Maasai community. In fact, most people view Maasai as illiterates to be exploited and our resources as wealth to be appropriated.

The general feeling is this: at best, we see ourselves as condemned to perpetual servitude and dependency; at worst, we will become totally extinct.

However, the project proposed here offers us hope; the dangers we see could possibly be avoided. While recognizing the dynamic nature of all cultures and traditions of the world, including our own,

the proposed project could encourage harmony and cooperation between older generation leaders, both formal and informal, and younger generation leaders. We could build on our ancient consultative traditions. By blending the lessons, experiences, and decision making structures of older Maasai generations with the enthusiasm and formal education knowledge of younger Maasai generations we could create a new *participatoristic* cultural dynamism. Such dynamism would be further strengthened with the involvement of other agents of change from other communities.

4.0 Lead Organization

The lead organization in pursuing the just specified goals and objectives would be the Amboseli/Tsavo Group Ranches Conservation Association. (From this point on it will be referred to simply as the "Group Ranches Association" or the "Association.") Thus, this proposal is being submitted by the executive director, Koikai Oloiptip, of the Association, with the approval of the Association Executive Committee.

4.1 Background

4.1.1 Introduction

The Amboseli/Tsavo Group Ranches Conservation Association was officially registered on 20 July 1995. It draws its membership from the Mbirikani, Olgulului/Loolarashi, Kimana, Rombo, Kuku, and Eselengei Group Ranches and the Olgulului Ranch Trust. These group ranches encircle Amboseli National Park and encompass an area of over 500,000 ha. within the Amboseli/Tsavo ecosystem. The group ranch land is a wildlife dispersal area and an important wildlife migration corridor between the Amboseli, Tsavo West and Chyulu National Parks, and the Tanzanian Kilimanjaro National Park.

The inhabitants of this area are predominantly Maasai pastoralists. (A few Maasai lead sedentary lives in scattered irrigation schemes.) Park lands, like those enclosed by Amboseli National Park, were once used by Maasai pastoralists for grazing livestock, particularly during the dry seasons. The alienation of Maasai from park lands, along with the encroachment of immigrants of other ethnic groups (primarily agriculturists) into the area, especially around the swamps, have significantly reduced land available to Maasai pastoralists, contributing to problems of pastoral rearrangement and environmental sustainability in the Amboseli/Tsavo ecosystem.

The historical legacy of the conservation movement in Kenya was inherited from the colonial era, which was "protectionists," the rights and needs of the human inhabitants of wildlife areas tended to be overlooked or totally opposed.

4.1.2 Description of Setting

The Amboseli/Tsavo ecosystem falls within the ecological potential that would be best described as arid and semi-arid land (ASAL) areas. Technically, the area lies within agro-ecological zone iv and v with some parks along the Chyulu ranges falling under zone iii. There is very small variation in its agro-ecological zones thus making cultivation of rainfed crops quite limited, however, the area has a high potential for other forms of land use.

The Maasai contribution to conservation of natural resources (flora and fauna) for the benefit of world heritage is immeasurable. Conservation etiquette which is built into our cultural values due to our pastoralists lifestyle has persistently been abused by unrealistic conservationists, policy makers, and organizations who subscribe to a wildlife and natural resources protectionist philosophy.

The "protectionistic" or "preservationistic" approach takes little or no account of the human element, which if not considered is detrimental to the same goals they advocate. However, through recent revolutionary thinking on how sustainable conservation and development could be achieved, participatory approaches to conservation have become a priority.

It is through the recent acknowledgment of the participatory approach to conservation by KWS that communities have been recognized as crucial players and have become involved. It has become apparent that unless the communities living adjacent to protected areas are involved, conservation efforts may be futile. The group ranches land tenure arrangement within the Amboseli/Tsavo ecosystem provided an opportunity for KWS to demonstrate the effectiveness or the applicability of community based conservation and the partnership approaches, which, if successful, could be replicated elsewhere.

These group ranches initiated and through a series of sensitization workshops and meetings organized by the African Conservation Centre (ACC), a Kenya NGO, and the Community Wildlife Service, a division of KWS sponsored by the USAID-funded COBRA Project, formed the Association. The Association's main goal is to conserve and benefit from wildlife and other natural resources.

The Association, established as a development and wildlife/environment conservation forum, is making an effort to re-institute the Maasai consultation and consensus-reaching process for consolidating management of the eco-system and promoting equity in benefits-sharing commensurate to these efforts.

4.1.3 Justification

Members of the Group Ranch Association, on realizing the immensity of unexploited resources within the group ranches, agreed to set up an Association whose objective is to design a system for deciding how these resources should be utilized and shared equitably.

The Association's key role was to create solidarity, within the ecosystem, to ensure that needs and aspirations of constituent members are taken care of when decisions are being made concerning their destiny. The act of being passive participants in decisions and policies affecting them without being consulted should be a thing of the past.

It is now apparent that conservation approaches have to accommodate this emerging trend. For sustainability, partnership cooperation in conservation projects and practices, as well as in development, must be accommodated. This emerging scenario demands that the pastoralists be involved, organized, and understand the objectives of partnership cooperation.

Group ranch members organized themselves in an association to consolidate their management strategies. This association emphasizes the importance of equity in benefits sharing from wildlife as well as the attachment of benefits to responsibilities.

4.1.4 Vision

Given our cultural values and practices which are in harmony with conservation, management and development of natural resources and our belief that these natural resources should be cherished for the benefit of present and future generations, our vision is of a pastoral society in which all members irrespective of age, social status, gender and disability have equal access to power, information, knowledge, and opportunities for deciding how to manage our natural resources with care and respect.

4.1.5 Mission

Pursuant to our vision, the Amboseli/Tsavo Group Ranches Conservation Association's mission is to enhance conservation, management and development practices that recognize the importance of our fragile ecosystem. Our mission will be pursued by:

- Providing solidarity and a common identity within the Amboseli/Tsavo ecosystem.
- Coordinating and facilitating development and conservation activities within our group ranches.
- Lobbying and advocacy to influence Government, conservation and development agencies, donors, and other powerful entities to encourage recognition of and support for our conservation efforts.
- Sharing equitably the benefits accruing from our conservation efforts.
- Sharing and exchanging ideas and information on sustainable use of the natural resources, particularly with other pastoralist societies.

4.1.6 Association Goals

The Amboseli/Tsavo Group Ranches Conservation Association intends, through the realization of its objectives and implementation of its planned activities, to achieve the following goals:

- To promote participatory/collaborative initiatives geared towards sustainable use of our resources.
- To ensure that the community is empowered to manage, conserve and control its natural resources.
- To pursue pastoralism and wildlife conservation in the context of our cultural values and consideration of the fragile nature of our rangelands.
- To improve the socioeconomic and cultural circumstances of the group ranch communities.

4.17 Association Objectives

In pursuit of our goals, our objectives are:

- To establish and operate an office that will facilitate management and coordination of Association activities.
- To develop and maintain democratic institutions and processes that will guide Association and group ranch management activities.
- To sustainably conserve the ecological diversity and integrity of the Amboseli/Tsavo Ecosystem.
- To promote in any manner possible the highest standards of wildlife management and conservation consistent with applicable National and international policies.
- To coordinate and draw up an integrated natural resource management plan that will ensure ecosystem integrity while benefiting the group ranch communities.
- To avoid natural resource management conflicts by bringing together development oriented and conservation oriented NGOs, government departments, and all stakeholders.
- To protect and nurture endangered wildlife species and their habitats.
- To restore degraded habitats and allow reestablishment of viable wildlife populations within biodiverse ecosystems.
- To facilitate accessibility of a high standard of education for our people in diverse fields.

5.0 Implementation Plan

With the guidance and approval of the Executive Committee of the Amboseli/Tsavo Group Ranches Conservation Association, the Executive Director of the Association will direct and or coordinate the following activities.

- i) Establish a fully functioning Association office, with a director and staff that will lead and coordinate activities designed to build consultative and active involvement capacity of the Amboseli/Tsavo area Maasai.
- ii) Manage the activities of the Association office once it is established
- iii) Design, develop, schedule, coordinate, and chair two workshops that will be designed to provide leadership, team building training, and coordination for the formal and informal group ranch leaders and members of the working groups - a total of 45 people in each workshop. It will be a training of trainers.
- iv) Design, develop, schedule, coordinate, and chair workshops that will provide leadership and team building training for the formal and informal group ranch leaders and other members among the literate and illiterates and Amboseli/Tsavo Group Ranches Conservation Association leaders. Members to be trained on management of conservation, sanctuaries, conservation areas, management and maintenance of elephant electric fences and conflict resolution - a total of 95 people.

6.0 Participation/Beneficiaries

As implied above, the participants will be board members of the Association, Maasai women who are formal and informal leaders, and formal and informal traditional Maasai leaders, including both junior and senior elders. A special effort will be made to identify, invite, and include in the workshops as full participants, Maasai women who are currently formal or informal leaders, as well as women who have leadership potential. Presently women are involved in income generating activities such as cultural Manyattas and other activities but such activities end up being exploited by

the men - most are managed by men - due to lack of education and basic management skills. In addition, we expect workshop information to be disseminated to the community at large by oral communications through "barasas", gatherings and a monthly newsletter. This expectation is based on the strong Maasai tradition of relying on group meetings and conversations for communication. The monthly newsletter is a tool in the modern way of communication that can enable us to kill several birds with the same stone; inform and educate and encourage reading and consequently fight illiteracy. Ultimately, through more effective participatory methods and better management of natural resources, everyone living within the Amboseli/Tsavo ecosystem should benefit from the funding of the proposed project.

7.0 Monitoring and Evaluation

As described above, the primary goal of the proposed project is to build the capacity of Amboseli/Tsavo area Maasai community to use consultative and participatory framework for encouraging cooperative efforts to maintain the cultural integrity and improve the well-being of Maasai pastoralists through education and better management of our natural resources. Pursuing this goal through the medium of the Amboseli/Tsavo Group Ranches Conservation Association is an experiment in consultative and participatory action. The success of this experiment, however, is threatened by apathy, demoralization and conflicts among age group and clan factions. Both internal and external forces are destroying the Maasai culture and its people. These destructive forces will not be easily stopped. But there is hope. Adequate funding for consolidation, further organization, and operation of the Association is one way, perhaps the only way, to build upon the consultative and participatory traditions of Maasai culture and reverse the destructive forces of the past two centuries.

What does this have to do with the monitoring and evaluation of the proposed project? It provides perspective for the following questions and assessment criteria.

1. *Is the Amboseli/Tsavo Group Ranch Conservation Association still in existence and functioning as the lead organization in encouraging consultative and participatory decision making and improving natural resource management?* Even though inadequate office facilities and funding have seriously hampered operations, the Association is functioning as an officially registered organization, and we fully expect it to continue operating for the foreseeable future. The fundamental question is: How effective is the Association in pursuing its goals? Thus, this is the beginning and most basic level of assessment. ASSESSED BY: Discussions with Association leaders and members.
2. *Is the proposed Association office furnished, staffed and operating on a regular schedule?* ASSESSED BY: On site inspection of office facilities and operations at Oloitokitok, with inspection of office documents, including accounting records.
3. *What initiatives have been taken, and what are the related outcomes?* ASSESSED BY: Written records of working group committees initiatives taken and written documentation of outcomes.
4. *Have the proposed workshops been held?* ASSESSED BY: Facilities and supplies payment records, attendance records, and USAID observations.
5. *Have the proposed workshops produced any changes in the abilities of target audiences to use the lessons learnt, institutions and processes to make decisions, particularly natural resource management decisions.* ASSESSED BY: Standard questionnaires and follow-up observations of behavior could be used to document changes in attitudes and/or behavior.

6. *Have proposed projects, such as the combined tourist lodge and education center, received funding and made progress toward implementation?* (This refers to a community conservation project proposal that has been initiated by a volunteer working for and with the support of the USAID/COBRA Project. Further information about this proposal is available upon request.)
ASSESSED BY: Official records (like funding applications and grant approval documents) and reports (like concept papers and progress reports) showing funding commitments and accomplishments.
7. Recognition by visits by other members and improvement of their contribution and participation.
8. Improvement of lobbying skills.
9. Attracting other donors.

Some of the assessment criteria are relatively "soft". However, it should be possible for an experienced evaluator to determine whether or not reasonable progress has been made toward accomplishing the "Immediate Project Objectives" specified at the beginning of this document. Meanwhile, a committee of the Association board will be formed to monitor and report to the board.

Of course, neither the Executive Director nor the Executive Committee of the Amboseli/Tsavo Group Ranch Conservation Association have any reservations about providing quarterly financial and narrative reports or evaluations by outside consultants.

8.0 Project Feasibility

If operating funds are acquired, a physical office facility provided by the Kenya Wildlife Service is available for Association use. It is located in Oloitokitok and is composed of three relatively small rooms, a reception and two offices.

The Association applied to the African Conservation Center for funding. Funding have been granted and the first payment was made 16 May 1997.

Amboseli is a designated UN Biosphere Reserve and UNESCO (MAB-BRAAF) has pledged to support us.

The Department for International Development (DFID, formerly ODA) has also expressed interest in assisting us through KWS.

Finally, as specified below, only a modest amount of funding is being requested.