

**Protected Areas: Neighbors as Partners.
Community Conservation Around Tsavo
West National Park: Phase II**

Final Report

July 1991 to September 1994



AFRICAN WILDLIFE FOUNDATION

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Submitted to United States Agency for International Development

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Kenya

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SUMMARY

The Tsavo West Community Conservation Project (TWCCP) was funded by a direct grant from USAID to initially run for two years from July 1991 to June 1993, and then with a no-cost extension to September 1994. The purpose of the grant was to provide funding to support the activities of the community conservation programme around Tsavo West National Park. The project was supposed to act as a bridging project within the Kenya Wildlife Service before the Conservation of Biodiverse Resource Areas (COBRA) project became fully functional. Thus the project had to address both needs of an evolving Kenya Wildlife Service (KWS) Community Wildlife Service (CWS) at headquarters, together with field based activities as defined in the LOGFRAME. This required some adaptive management, for instance during the one year no-cost extension, TWCCP funded a number of COBRA activities which, though essential, had not been budgeted for in the initial COBRA document.

Both Phase I and II of TWCCP provided an initial catalyst for testing field based methods for community conservation in Kenya within the institutional context of the protected area authorities - Wildlife Conservation Management Division and then KWS. This, and other experience, provided important input into evolving the community conservation policy for the newly formed KWS, which AWF was involved with helping to formulate. As a result emphasis was placed on training through training courses for the Project Officer (PO) and Junior Project Office (JPO); involvement with a variety of workshops and training events for KWS staff to re-orient them from the more law enforcement approach to conservation to one of community dialogue and participation; and a wide range of community level based activities. These activities were focused in the Kuku-Rombo areas in particular, but also around Amboseli and Mwatata in order to create awareness in, responsibility for and involvement with conservation related activities, for instance linked to grazing incursions into Tsavo West National Park, revenue sharing and enterprise development.

TWCCP has helped evolve conservation extension methods and processes together with the means of tracking and monitoring such work that has proved invaluable for KWS-CWS. The expertise in this has subsequently been incorporated into the much larger COBRA project. This has helped, over time, to change what was a negative conservation attitude by the local people in the area into one which is now much more positive, particularly in the project area. This also demonstrated the importance of linking and collaborating with other Government of Kenya and NGO bodies, to create a more synergistic approach to conservation, where both rural development and conservation needs are addressed.

TWCCP staff were instrumental in the initial Revenue Sharing trial by KWS. This helped pave the way for the Wildlife Development Fund (WDF-RS) component of KWS-CWS, and the spread of both community and enterprise development projects which have been and are funded from the WDF-RS, together with the application criteria, implementation mechanisms and tracking procedures required to run this programme.

Phase I and II of TWCCP, together with the one year no-cost extension of Phase II, have been instrumental in the evolution of KWS Community Wildlife Service, through the testing of community conservation techniques, mechanisms for benefit sharing, and helping in attracting much larger institutional support for KWS-CWS through the COBRA programme. By the end of 1994, all of the TWCCP activities had been incorporated into the COBRA project. Both the PO and JPO had been incorporated into the COBRA project as Coordinator for the Field Programme and Field Programme Coordinator for the Amboseli-Tsavo area.

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LIST OF ACRONYMS

AD-CWS	Assistant Director Community Wildlife Service
ASAL	Arid and Semi Arid Lands
AWF	African Wildlife Foundation
CCC	Community Conservation Coordinator
COBRA	Conservation of Biodiverse Resource Areas
CWO	Community Wildlife Officer
CWP	Community Wildlife Programme
CWS	Community Wildlife Service
DANIDA	Danish International Development Assistance
DDC	District Development Committee
DMS	Data Management Specialist
FPC	Field Programme Coordinator
GR	Group Ranch
GREP	Group Ranch Education Programme
JPO	Junior Project Officer
KWS	Kenya Wildlife Service
MP	Member of Parliament
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
PO	Project Officer
RS	Revenue Sharing
TC-CWS	Training Coordinator Community Wildlife Service
TWCCP	Tsavo West Community Conservation Project
TWNP	Tsavo West National Park
USAID	United States Agency for International Development
WDF	Wildlife Development Fund
WEP	Wildlife Education Project

1. INTRODUCTION.

The Tsavo West Community Conservation Project (TWCCP) was funded by a direct grant from USAID to initially run for two years from July 1991 to June 1993. The purpose of the grant was to provide funding to support the activities of the community conservation programme around Tsavo West National Park. The project was supposed to act as a bridging project within the Kenya Wildlife Service before the Conservation of Biodiverse Resource Areas (COBRA) project became fully functional.

The long term goal of TWCCP was to ensure the conservation of Tsavo West National Park and the Tsavo ecosystem through demonstrating to the local communities surrounding Tsavo West National Park the importance of a productive and stable ecosystem which would be beneficial to both sides. Its main aim was to help enhance the quality of life for the local communities by integrating conservation and development.

The TWCCP has undergone Phase I, Phase II and the no-cost extension. By the end of the no-cost extension (June 1993 - Sept 1994) the TWCCP was fully integrated into the Community Wildlife Programme (CWP) around Tsavo West, and has become part of the USAID-funded COBRA project assistance to KWS.

2 OBJECTIVES

The objectives of this project comprised:

- To establish an extension program in the area west of Tsavo West National Park which will encourage local communities to participate in the conservation and management of wildlife.
- To identify the environmental needs and problems perceived by communities living adjacent to wildlife areas and to seek methods to help solve these problems on their own.
- To set up communication channels between park authorities, the Kenya Wildlife Service (KWS) and the local communities so that all parties will benefit from an increased understanding of the objectives and problems of each other together with the means to reconcile differences.
- To help local communities become aware of the direct benefits of wildlife so that wildlife conservation is seen to be worthwhile.
- To help promote sustainable development in the region through activities that involve the local people.
- To provide relevant education activities and train the local community leaders in community organization.
- To lay the foundation for an extension program within Kenya Wildlife Service.

For the sake of clarity this final report is divided up into the following major sections:

1. Institutional Development,
2. Testing Methodologies and Techniques, and
3. Evolution of the KWS Community Wildlife Programme (CWP) and integration into COBRA.

3. SUMMARY OF PHASE I ACHIEVEMENTS

The Tsavo West National Park Community Conservation Project, funded by USAID under grant No. AFR-0052-G-SS-8046-00, for two years (1989-1990) comprised Phase I of the overall Tsavo West Community Conservation Project (TWCCP). This Phase provided an initial catalyst for testing field based methods for community conservation in Kenya within the institutional context of KWS. This, and other experience, provided important input into the evolving community conservation policy for the newly formed KWS, which AWF was involved with helping to formulate.

Prevention of illegal grazing in the Tsavo West National Park (TWNP) was the major objective of TWCCP Phase I, which ended in November 1991. The park shares most of its western border with two Maasai group ranches (GRs) Rombo and Kuku which in the past were exclusively grazing areas. The reasons identified, through investigations by the Project Officer (PO) and informal talks with herdsmen and other people living near or inside the park, for livestock grazing inside the park were:

- Large numbers of livestock depend on a shrinking grazing resource base on the group ranches. The Maasai people have leased or sold much of the high potential land for crop production and irrigation. These areas lost had in the past served as dry season grazing lands and the Maasai therefore have to look for alternative grazing areas. The park which is the nearest option was to be ideal for grazing;
- Secondly the park has been known to provide palatable pastures for a long time in the history of the Maasai people and it is ideal for fattening steers and raising calves. Its commonly referred to by the Maasai people as 'Ongata naropil olkeju sapuk' meaning good smelling and excellent for cattle of the great river 'Sapuk' which is the original Maasai name for 'Tsavo'. This area is known to be 'free from tick-borne diseases'. Most of the people that have been illegally grazing have had their livestock increase in numbers even by four times; and
- Cross border movements of livestock between Tanzania and Kenya creating an additional pressure on the resource.

The PO consulted with the GR management committees and the area chiefs. The main purpose was to identify reasons for livestock grazing in the park and to map out strategies for solving the problem. Several strategies were selected for solving these problems and these included:

- Creation of a buffer zone.
- International cooperation to control cross border illegal grazing.
- Formation of group ranch grazing and conservation committees.
- Restoration of the traditional grazing systems within the group ranches.
- Reduction of livestock numbers.
- More sustainable ranch and range management practices.
- Revenue sharing and generation.

Achievements of Phase I included:

- Illegal grazing inside Tsavo West National Park was brought to an end by the communities living adjacent to the park. This was achieved through meetings and local workshops.
- A 5 km wide buffer zone was established along the edge of the park which would only be used for dry season grazing. The agreement to establish the zone was formalised by the Chief's order no. 2/1990 of 5th April 1990.
- A wildlife committee consisting 10 members was established for Kuku GR through which dialogue between Tsavo West NP authorities and the adjacent GRs would continue.

However, since then, due to subsequent droughts, the agreement has been broken in part by KWS allowing some grazing for a limited time period. Currently efforts are being made to try to ensure that the agreement is upheld and implemented.

4. PROJECT MANAGEMENT: STAFFING, TRAINING AND EQUIPMENT

4.1. STAFFING

Under Phase II of TWCCP Peter Lembuya, the Project Officer worked full time with the project. In March 1992, the Junior Project Officer (JPO), Mr Paul Ole Ntiati was recruited and has been based in Loitokitok.

At AWF Nairobi, Mr Edmund Barrow was appointed as Community Conservation Coordinator in January 1992, and 40% of his time has been devoted to the Tsavo Programme until COBRA came on line. He has mainly been helping to strengthen the Kenya Wildlife Service Community Wildlife Service (KWS-CWS) capacity and capability with community conservation primarily at the headquarters level. The rest of his time, but not funded by this project, has been devoted to integrating community conservation activities in AWF's regional

community conservation activities programme in Kenya (Tsavo, Amboseli National Parks and KWS-CWS strengthening), Tanzania (Arusha, Tarangire and Serengeti National Parks and TANAPA Community conservation strengthening) and the Lake Mburo National Park, Uganda).

The Tsavo West Community Conservation Project has been instrumental in the identification of potential Community Wildlife Officers (CWOs) who KWS has since deployed to carry out extension work around Tsavo and Amboseli National Parks in collaboration with the AWF field team. The value of employing field personnel who have an appreciation of the local culture and practices has been demonstrated throughout the project.

4.2. EQUIPMENT AND LOGISTIC SUPPORT

In the first year of the Phase II project, a new hard top Land Cruiser was purchased for the Project Officer while the old vehicle was used by the Junior Project Officer. A second vehicle was purchased at the start of the no cost extension for field activities and for use by AWF staff in their field work with the COBRA project. During the Phase I of TWCCP, AWF proposed to build an office/store for the Junior Project Officer, and other KWS staff in Taveta, Taita Taveta District. The office was also to be used by the KWS-CWS staff who were to be attached to the project for practical field training in extension skills. However, this construction could not take place until KWS had legal ownership of the plot in Taveta. The Tsavo East Park Warden who is also the District Warden had followed this issue up with the District Physical Planner at the District Headquarters in Wundanyi and until early 1994, had not been able to resolve the issue.

As a result of this delay and the establishment of the Amboseli/Tsavo areas as COBRA's focal areas, KWS-CWS requested AWF to establish the office at Loitokitok in Kajiado District to be used for the same purpose instead of the one proposed for Taveta in Taita Taveta District. Being a COBRA focal area, Loitokitok is seen to be more convenient in serving the Amboseli/Tsavo focal area. The construction work on the office in Loitokitok is complete, and will be used by the CWS Field Programme Officers (FPCs), the Warden-in-Charge of the KWS Loitokitok station, the CWO for Amboseli - Tsavo West and the AWF Junior Project Officer. AWF will be donating some furniture to help the offices become functional. This office will be an important aid to the implementation of the COBRA programme in Kajiado district, and in particular to the Amboseli and Tsavo areas.

The recent wave of car thefts in the country resulted in the TWCCP losing a vehicle at gun point in Loitokitok in December 1993. This issue is still pending with the insurance company and police. Meanwhile AWF has continued its support by providing a small 4x4 vehicle to enable project activities to continue.

4.3. STAFF TRAINING

The AWF field staff both attended overseas training courses relevant to their jobs. Peter Lembuya attended a one year diploma course on Rural Development with the University of Reading, UK which he can later extend to a Masters Degree. Paul Ntiati attended a three month course on Sustainable Management of Programmes and Projects with the University of Bradford, UK. They also undertook, along with other KWS a 5 weeks course on Small Scale Enterprise Development Promotion. This course was offered by the Kenya Institute of Management in conjunction with the Cranfield University, UK, and was funded for by COBRA.

These courses have been very useful for the two project staff, both in the context of career development, implementing their field activities and enabling them to grow into the roles with the COBRA project in KWS where Peter Lembuya is Coordinator for the Field Programme, and Paul Ntiati is Field Programme Coordinator for the Amboseli-Tsavo area.

5. PROJECT ACHIEVEMENTS

5.1. INSTITUTIONAL DEVELOPMENT AT THE KWS

5.1.1. Headquarters level

As part of this project's bridging support to KWS' Community Wildlife Programme (CWP), AWF has helped in developing a vision and direction for the CWP. This involved active support and work on the development of KWS policy in general and the community conservation aspect in particular (reference is made to Annex 6 of KWS Policy framework and Development Programme 1991-6, Community Conservation and Wildlife Management Outside National Parks and Reserves). This support has continued with the implementation of the work of KWS-CWS through AWF who helped KWS recruit an Assistant Director for CWS, Mrs Grace Lusiola in April 1992 and the CWS Training Coordinator, Mrs Esther Keli in May 1992.

Their salary and personal emoluments have been paid to KWS from this project until the COBRA project came fully on line, in July 1993. The project also supported a six month consultancy by Calvin Cottar for six months from November 1992 to help initiate wildlife management forums in Tsavo East and West, Amboseli, Laikipia, Narok, and Nakuru areas.

The project further supported a consultancy by Mr. Raymond Munene to carry out extension conflict resolution work in the Shimba Hills, Tsavo East and Mwaluganje Elephant Corridor in Kwale, in 1993. A Data Management Specialist, Mr. David Sumba was also deployed for the life of the no-cost extension, to help set up databases for revenue sharing, use rights, dialogue sheets and training undertaken by the Community Wildlife Programme.

The project has procured two computers for strengthening data collection and analysis. The project has also provided training for HQ staff through planning of training workshops for the re-orientation of KWS staff who are working with the Field Project Coordinators (FPCs),

and at the community level. Table 1 provides a summary of some of the workshops that this project has been involved with. This training focused on:

- Communication and extension methodology(ies) to be applied.
- Organization of workshops and involvement of local people.
- Relating workshops to action and follow up
- Strengthening the monitoring and evaluation section of CWP.

However constraints at the headquarters level included

- Delays in the recruitment and filling up of the post of Assistant Director, CWP and other related posts within the CWP; and
- Changes in the KWS leadership.

5.1.2 FIELD LEVEL

Orientation for the CWOs in extension work and methodology was important since most were formerly wardens, and had been using law enforcement emphasis rather than dialogue and cooperation. This approach has not only helped improve the relationship between park authorities and the neighbouring communities, but has also further enhanced the communities' attitudes and involvement in the conservation of wildlife and environment. Table 1 provides a listing of many of the workshops which the TWCCP has been involved with. The participants were drawn from KWS headquarters and field staff, as well as, in some case community representatives. This has helped establish a more community type approach in the TWCCP project area, compared with the more traditional law enforcement approach.

While training in extension skills for the two CWOs based in the project area is well under way, a major constraint has been the reluctance of the Senior Wardens to allow the CWOs to work outside park boundaries on a continual basis. In addressing this problem, negotiations between the AWF field team and the Senior Wardens with support from KWS HQs has resulted in the wardens' more positive attitude towards the importance of extension work in relation to the broad management approaches of the parks.

Table 1: Summary of KWS-CWS re-orientation workshops attended and/or facilitated by AWF.

Month, Year	Duration	Type of Workshop	Location	Total Number	Participants	AWF staff input
October 1991	3 days	Fencing and Community Conservation outside National Parks and Reserves.	Naro-Moru	17	Wardens and KWS HQ - 15	P.Lembuya E. Barrow
November 1991	3 days	CWS - Community and Conservation and Wildlife Management outside Protected Areas	Naivasha	41	KWS - 35 AWF - 2 Other - 4	D. Snelson E. Barrow
April 1992	4 days	Revenue Sharing around Amboseli, Tsavo, Narok and Samburu Protected Areas	Amboseli	33	KWS field - 16 KWS HQ - 8 County Council - 2 AWF - 3	E. Barrow P. Lembuya P. Ntiati
April 1992	6 days	Wildlife Use Rights	Naivasha	28	KWS - 26 AWF - 2	E. Barrow P. Lembuya
May 1992	3 days	Establishing cooperation in Mombasa reef National Park through conflict resolution	Mombasa	41	Fishermen - 6 Boat Operators - 10 Hotel Operators - 5 KWS field - 5 Fisheries staff - 5 KWS HQ - 8 AWF - 1 Other - 1	E. Barrow
June 1992	3 days	Collaborative approaches to fencing and community conservation around Aberdare NP between people, KWS and Forestry Department.	Nyeri	37	Local people - 15 KWS - 13 Forestry Dept - 8 AWF - 1	E. Barrow
July 1992	3 days	KWS - Forestry Dept - KIFCON Aberdare Community Workshop	Nyeri	37	AWF - 1	E. Barrow
October 1992	3 days	Wildlife Extension Service	Loitokitok	37	GR Committees	P. Lembuya P. Ntiati

November 1992	5 days	Conflict resolution in areas of high agricultural potential	Nakuru	38	CWOs and KWS - 37 AWF - 1	E. Barrow
November 1992	5 days	Collaboration approach workshop on forest conservation	Nyeri	27	CWOs and KWS - 26 AWF - 1	E. Barrow
March 1993	½ day	First Information, Tracking and Monitoring workshop	KWS HQs	18	AWF - 3 KWS Field - 9 KWS HQs - 5 Other - 2	E. Barrow P. Ntiati D. Sumba
November 1993	3 days	Familiarise DDC with KWS Policy	Tsavo West	40		
January 1994	2 days	Community project planning workshop	KWS HQs	16		
February 1994	½ day	Monitoring and Evaluation Training	KWS HQs	18		E. Barrow

5.2. DEVELOPING MECHANISMS, GUIDELINES AND TECHNIQUES FOR CWP.

5.2.1 EXTENSION METHODOLOGY

Tsavo West Community Conservation Project (TWCCP) has demonstrated the value of employing workers who speak the local language. This has been instrumental to the successful communication and acceptance of projects by different communities in the project area, by building trust, and providing insight into the benefits that could be derived from conserving wildlife. It shows that such extension work needs full time professionals based at the community level with local link people such as game scouts.

The TWCCP strategy of combining locally based field workers with link people facilitated communication both vertically to KWS and horizontally within and between communities. The project staff worked closely with KWS staff in the area, and in particular the Park Warden, and the staff designated to work with communities, together with the rangers. This helped establish working norms for community conservation, and provided a useful lesson to KWS in defining the future role and the work procedures of the CWS Field Programme Coordinators (FPCs), as well as increased emphasis on community game scouts.

Throughout Phase II of the TWCCP, the AWF field team has played and continues to play an instrumental role in training the CWOs both in Tsavo and Amboseli National Parks in the field of extension approaches and methods that can be used in:

- ways of organising communities
- collection of data and information and their application
- identification of community projects
- how to mitigate and manage conflicts and changes.

Over the life of the project, dialogue with local communities and officials has been a vital component of the whole programme to create opportunities, resolve conflicts, in short become good neighbours. This has been achieved through a variety of sources, for example meetings at different levels, workshops, surveys, and training events (Table 2). Issues discussed at these meetings, small group discussions and workshops included:

- Establishment and safeguarding of wildlife corridors.
- Formulation of 6 - 12 months work plans.
- Fundamental components of WDF and RS formats and revenue sharing projects, success and failures.
- Problem animal control.
- Income generating activities eg. campsite development, utilisation programme, and resource management.

- Formation and strengthening of organised groups.
- Future of cultural centres (bomas).
- Creation of stock routes.
- Regional and inter-regional collaboration.
- Monitoring and evaluation of CWP.
- Removal of livestock from Tsavo West National Park and creation of a buffer zone.
- Declining water resources for group ranches due to increasing water demand for irrigation upstream.
- Leasing of GR land to other groups of people for cultivation which has resulted in a reduction.
- Community involvement in the construction of livestock auction yards.
- Conservation and protection of the Kimana Swamp.
- Regional dialogue between Kenya and Tanzania wildlife authorities and the communities along the boundary between Kenya and Tanzania.
- Group ranch annual meetings for all the six group ranches in the region; and
- Establishment of cultural centres (bomas) in some of the group ranches.

The project staff worked with a variety of other Government agencies and NGOs involved with conservation issues in the area. This is important in ensuring that conservation is seen in context with other rural development and natural resource management interventions. GREP (Group Ranch Education Programme) and WEP (Wildlife Education Programme), two of the early awareness and wildlife extension programmes are no longer functioning due to funding problems. However the project has developed links with the Kajiado and Taita Taveta Arid and Semi-Arid Lands (ASAL) projects:-

- **Taita Taveta ASAL**
As a result of discussions held with the Taita-Taveta ASAL programme, DANIDA through that ASAL programme have agreed to fund a live fence to help deter crop damage caused by elephants around Mutate and Bura in Taita Taveta Division. It is hoped to also link this initiative to the proposed AWF research programme for Tsavo.
- **Kajiado ASAL**
Discussions were held with the Kajiado ASAL project concerning the over-population of livestock in the Rombo area. This has resulted in the construction of a livestock auction yard at Rombo and Imbirikani GRs with 50% of the funding coming from the ASAL programme. The construction of the Rombo auction yard is now complete and

traders will shortly be introduced to the Rombo and Kuku GRs. The opening up of such auction yards will help alleviate the grazing pressure on the group ranches and consequently the level of encroachment into the park, by providing a more ready market for livestock.

Table 2: Local Community Level Dialogue.

Target Group	Number of meetings	Where	Number attended
Group Ranch Committees	30	Kajiado (Group Ranch office)	440
Annual General Meeting	11	Kajiado (Group Ranch Office)	3766
District Development Committee	11	Kajiado, Taveta	360
KWS Workshop	12	Thika, Nairobi, Machakos, Kajiado	386
KWS Headquarters staff	8	KWS offices	63
Village meetings	25	Group Ranch level	963
Other organised small groups	12	Group Ranch level	534
Kenya Government officials	34	Kenya Government Offices at District and Divisional level	204
Political leaders	3	Kajiado, Taita Taveta	18
ASAL Programme	14	Kajiado, Taveta	83
Park Wardens	16	Park Offices	74
KWS Headquarters	25	KWS Offices	58
Attitude Surveys	4	Makueni, Taita Taveta and Kajiado District	3359
Land use options workshop	2	Kajiado, Loitokitok	48
Cultural Manyatta Workshop	4	Namanga, Loitokitok	64
Exchange visits	68	Zimbabwe, Narok, Laikipia, Turkana, Tanzania	119
Total	211		10,575

- **Range Management Department**

Continued close working relations occur between the TWCCP and officials of the Range Management Department of the Ministry of Livestock development in Loitokitok in order to foster the importance of rangeland management, community conservation and protected areas.

A number of field trips were undertaken during the project in conjunction with work and the showing of important visitors around the project area. These included The US Ambassador to Kenya, Mr. Hempstone and his wife together with the Director of the Kenya country USAID programme, Mr. Westley and his wife and Ms. Mary-Pope Waring; The Danish Minister of Environment, the Danish Ambassador to Kenya and officials of DANIDA.

These and other visitors were exposed to various aspects of the community project in the Tsavo and Amboseli areas where they:

- saw at first hand some of the revenue sharing projects being undertaken in the Amboseli area including a cattle dip being constructed, a nursery school building and a clinic in the Olgulului group ranch,
- visited a potential income generating project, namely Rombo women's cultural centre,
- held discussions with the Amboseli park warden and his staff, the Tsavo West Park warden and his staff,
- reviewed some of the changes that have taken place in Amboseli and Tsavo parks, including the new roads in Amboseli, the constructions on the observation hill in Amboseli, the problems related to livestock incursion in Tsavo, and the rhino sanctuary there.

These field trips provided useful experience for the participants in sharing information, looking at the problems and opportunities that exist.

As a result of the revenue sharing workshop held in Amboseli in April 1992, a field trip to Laikipia was planned for and funded from funds for that revenue sharing workshop. This field trip was attended by the Amboseli Park warden, the Community Wildlife Officer of Amboseli as well as the Warden for Loitokitok, and Peter Lembuya. The objective was to look at the opportunities and constraints that exist in the Laikipia area, particularly in the ranch areas and to see what lessons there are for the Amboseli area as well as to look for other revenue generating options in the group ranches in addition to the KWS revenue sharing money. The main outcome of this field trip was the need to expose some of the group ranch members to this area.

During March 1992, a community conservation field trip took place which brought seven participants (three AWF project officers and their counterparts in Kenya, Tanzania and Uganda, together with the AWF-CCC) for discussions in Nairobi and a field trip to Amboseli National Park (2 days) in Kenya and Arusha National Park (1 day) and Tarangire National Park (1 day) in Tanzania. This field trip was very constructive and will help in the establishment of a number of regional linkages through AWF to:

- share experiences, opportunities, constraints and solutions,
- establish mechanisms for cross border dialogue to resolve common problems, for example links are being established between Amboseli and Kilimanjaro national parks to look at some of the issues that affect them both (poaching, crop damage), and later on it is hoped to establish links between Tsavo National Park and Mkomazi Game reserve in north Tanzania.

5.2.2 TEAM WORK BUILDING

During the course of the project, a community liaison forum has been established which involves the Senior Wardens, CWOs, and agencies representing NGOs ie. AWF. The objectives of such meetings are aimed at reflecting and planning of future activities necessary for promoting conservation related activities.

These community liaison communities have attracted participants from CWOs within Amboseli and Tsavo West and East National Parks and the managers of Chyulu National Park. As a result of this committees, four meetings took place and are summarized in Table 3.

Table 3: Liaison meetings with GR committees, Park wardens, CWOs and AWF..

Date	Place	No. of Participants	Issues discussed
16/8/93	Voi	4	• WDF guidelines and plan of work
30/9/93	Kamboyo	8	• Livestock incursion into the park • Elephant-Human Conflict • Revenue sharing and the WDF
2/10/93	Olgirra	11	• Problem animal control
18/10/93	Kamboyo	9	• Environmental issues • Problem animal control • Regional and inter-regional collaboration

Outcomes of these meetings included the

- Creation of an Amboseli - Tsavo Community Conservation team,
- Establishment of a stock-route to Kambo Market, Makueni District passing through the Chyulu National Park which the community has requested the Tsavo West National Park Warden to allow,
- Formation of two Problem Animal Control Committees at Njukini in Taita Taveta and Esosian in Kajiado,
- Reduction of illegal livestock incursion in the park, and
- Exposing Senior Warden to the Community Wildlife Programme (CWP).

During 1994 such meetings were covered under COBRA budgets, and were part of the COBRA workplan for the Kajiado area.

5.2.3. KNOWLEDGE, ATTITUDES AND PRACTICES SURVEYS

During 1992-1993 AWF, through its regional Community Conservation Programme helped initiate, plan and carry out "Knowledge, Attitudes and Practises Surveys" for some of the key northern national parks in Tanzania where AWF was helping Tanzania National Parks (TANAPA) evolve a community conservation programme. This included the east part of Serengeti National Park, Lake Manyara National Park, Tarangire National Park and Arusha National Park. Since the "Maa" group of people, mainly Maasai, were the dominant people in these areas, it was logical that the survey instrument should be adapted for Kenya and in particular the TWCCP area.

The Knowledge, Attitudes and Practises Survey was first carried out in Kuku and Rombo Group Ranches in Tsavo West. The survey instrument which had been extensively used in Tanzania (see Table 4), was then adapted for the Kenya situation. The instrument was first pre-tested with about 30 questionnaires being filled in. This enabled most of the possible answers to be predicted making computer data entry and analysis much simpler. The surveys were administered in an open ended fashion, through questions which had been translated into Ki-Maa, with the answer then being checked in on the survey sheet.

Prior to this the PO and JPO made an assessment of all the households or "manyattas" in the two group ranches. This enabled a 30% random sample of the manyattas to be taken. The sample size was high because of the sparse and widely distributed pastoralist population, and also because as many people wanted to be surveyed as possible!

Table 4: AWF's Regional Knowledge, Attitudes and Practices Survey.

National Park Area	Country	No. of Respondents
Kuku-Rombo Tsavo West National Park	Kenya	964
Mangelete-Maktau Tsavo West National Park	Kenya	996
Amboseli National Park	Kenya	1399
Arusha National Park	Tanzania	976
Tarangire National Park	Tanzania	1256
Lake Manyara National Park	Tanzania	1614
Serengeti National Park	Tanzania	451
Lake Mburo National Park	Uganda	304
7 National Parks	3 Countries	7960 respondents

The PO and JPO worked with a number of Maasai elders and Group Ranch committee members to ensure that all understood the aims and objectives of the survey. Local enumerators were recruited from the group ranches. KWS-CWS provided additional logistical and staff support for the surveys. These activities helped ensure, in so far as is possible, that the survey portrayed a true picture of Knowledge, Attitudes and Practises with respect to conservation as well as providing base line household data.

The Tsavo West Survey took 2 months to complete, while the Amboseli survey took an additional two months, and the Mangelete-Maktau survey took one month to complete. On completion the data was computerized, checked and a draft analysis produced across a range of variables. This draft analysis was submitted to KWS-CWS in early 1994, and is being used as baseline socio-economic data for the Kajiado focal area of COBRA, as part of COBRA's monitoring and evaluation.

Table 5: Basic Socio-Economic Data for the Amboseli and Tsavo Surveys.

Variable	Amboseli 4 GRs	Tsavo 2 GRs	Tsavo: Maktau- Mangelete
No. Respondents	1399	964	996
% Women	15	4	37
% Men	85	96	63
% Farmers	9	2	40
% Pastoralists	40	17	0
% Agro-pastoralists	46	72	45
% No education	77	80	35
% Some primary education	12	12	33
% Finished primary	4	3	16
% Secondary and onwards	7	5	16
% Lived 1-5 years in area	10	40	10
% Lived 6-10 years in area	46	25	12
% Lived 11-20 years in area	30	18	27
% Lived more than 20 years in area	10	16	51

Annex 2 presents some summary analysis of the survey, While Table 5 provides a basic breakdown of the surveys by occupation, education and years lived in that area

5.2.4. THE KWS REVENUE SHARING (RS) PROGRAMME

In January 1991, as a result of its experience in community conservation, AWF was requested by KWS to assist in working out mechanisms for sharing Kshs 4 million set aside for the four group ranches (GRs) within Amboseli ecosystem as an example and trial on which work around other national parks could be based. This was KWS's first effort with revenue sharing, and helped demonstrate to KWS how this might be achieved on a national basis, as it helps to create responsible conservation partnerships with its neighbours. This process-oriented approach has helped the initial revenue sharing trial to evolve into the WDF-RS programme of KWS.

The main purpose of Revenue Sharing is to demonstrate to the park neighbouring communities the value of wildlife and is an incentive for the communities to conserve and

manage wildlife alongside other resources. Revenue sharing has also created awareness that wildlife conservation can have direct income benefits.

Of all the national parks in Kenya, Amboseli is the one most dependent on good cooperation with its neighbours. It is where KWS has already started to implement new policies aimed at securing constructive cooperation and dialogue through Revenue Sharing. Thus the work around Amboseli and Tsavo West is of great importance to KWS and its CWP. The PO worked with the Warden Amboseli to explain the principles behind Revenue Sharing (RS) to local communities and help complete a disbursement structure which was considered equitable by KWS, the local communities, the District and County Council officials.

In January 1992, KWS appointed a CWO to be attached to the Tsavo Project. The project then became a testing ground for KWS policies and mechanisms, and as a result AWF staff played a pivotal role in guiding the CWP in its role of community conservation. AWF also assisted KWS by documenting experiences and guidelines for Revenue Sharing. These guidelines became a backbone in helping in the establishment of the Wildlife Development Fund (WDF) and Revenue Sharing guidelines. Subsequently, with COBRA funding this has been developed much further. Table 6 summarizes some of the Revenue Sharing projects and their impact in the communities in the Amboseli where they have been initiated.

Table 6: Revenue sharing projects and their impact on communities in the Amboseli Group Ranches.

Group Ranch	Projects Requested	Completed Projects	Funds Used Kshs	Impact of the project
Olgulului Ololarashi	14	8	5,496,090	<ul style="list-style-type: none"> • slowed down land subdivision • positive attitude change • increased conservation efforts • encouraged secondary school enrolment through bursaries • encouraged proper land utilisation
Kimana Tikondo	14	6	1,764,365	<ul style="list-style-type: none"> • strengthened goodwill • Kimana swamp sanctuary identified • secondary school enrolment increased • slowed land subdivision
Mbirikani	10	7	2,082,000	<ul style="list-style-type: none"> • slowed land subdivision • Chyulu West identified as good sanctuary • increased livestock offtake • secondary school enrolment increased
Eselenkei	7	6	927,000	<ul style="list-style-type: none"> • increased area collaboration with other agencies • positive attitude change
Total	45	27	10,269,355	

In 1992/93, KWS allocated Kshs. 2,010,000/= as Revenue Sharing to the communities living adjacent to Tsavo West National Park. This money was divided amongst three districts (Makueni, Taita Taveta and Kajiado) and was shared as follows:

- Kajiado District (Kuku and Rombo GRs) received Kshs. 1,000,500.

- Makueni District received Kshs. 502,500.
- Taita Taveta District received Kshs. 502,500 (for Maktau sub-location)

Table 7: Projects funded through the KWS Revenue Sharing Programme.

Group Ranch	Projects requested	Projects completed	Amount in Kshs.	Use of revenue and it's impact
Rombo	6	4	505,000/=	<ul style="list-style-type: none"> • obtained a title deed for a piece of land covering an area of 4500 acres which the GR had bought some years back and for which due to financial difficulties they were unable to obtain it's certificate.
Kuku	5	1	200,000/=	<ul style="list-style-type: none"> • expansion of Iltialal primary school • goodwill towards KWS created
Total	11	5	705,000/=	<ul style="list-style-type: none"> • Kuku GR is yet to spend its RS allocation balance of Kshs. 300,000/=

During the life of the TWCCP Phase II project, a number of projects were identified and implemented through the KWS Revenue Sharing Programme. Table 7 represents those projects and their impact on the recipients.

5.2.5. Livestock Grazing Incursions in Tsavo West National Park

While AWF's Project Officer was assisting KWS with the revenue sharing in Amboseli NP, other problems in the project area around Tsavo were emerging. The October/December 1991 dry season was equated to the 1984 drought. Members of Kuku and Rombo GRs approached their area Member of Parliament (MP) to assist them in seeking permission to graze in Tsavo West NP until the rains came. The area MP approached powerful politicians in the district which eventually resulted in the Director of KWS granting limited (20 km into the park) grazing permission to the two GRs adjacent to the park (Rombo and Kuku).

This was done on the understanding that the GRs would move their livestock out of the park as soon as the rains started. However, because of the already deteriorated grazing conditions on the western side of the park, livestock were taken as far as near Wundanyi which is 50 km from the border into the park. This was in violation of the 20 km limit agreement. The park had neither personnel nor resources to control the situation. In addition, the park warden was under heavy pressure from other groups (Wataweta, Wakamba, and a group of Masaai living in Kwale District) requesting similar grazing rights.

Permission to allow livestock in the park caused great concern to AWF, because of the two years' effort which AWF had invested, during Phase I of this project, in moving livestock out of the park and establishing a 5 km buffer zone for dry season grazing purposes.

However, negotiations to re-establish the zone have now reached an advanced stage and income generating projects have been initiated in the buffer zone area. These projects include bird hunting concessions and camping sites, the leasing out of portions of the buffer zone to tour companies for the creation of tourist tented camps. Some of this has been funded by COBRA.

5.2.6. Income Generating Activities in TWCCP

TWCCP has assisted GRs in ways through which they could earn money directly from wildlife and in so doing has enabled people to recognise the value of their land for wildlife and tourism. The TWCCP team initially concentrated on issues such as educating communities on the importance of organising themselves and the need to use their resources in an organised way, for example creating a dry season grazing area. Emphasis was also placed on the need to diversify the community's sources of income.

Income generating activities, other than cattle rearing especially others which are environmentally friendly are still a new idea to the majority of rural communities. Most of the pastoralists are acquainted with the steer fattening enterprise which often results in the increased livestock numbers. In both Rombo and Kuku GRs, the increase in human/livestock populations on a declining land base has among other reasons trigger the illegal livestock incursion into TWNP.

Through extension activities and the use of the newly created livestock auction yards, some of the rich livestock owners in the GRs have started to sell their livestock. The proceeds from such sales are being used to acquire commercial plots both in Rombo and Itilal (Kuku GR) trading centres. Between 1993/94, six prominent livestock keepers sold approximately 220 steers to construct shops at these trading centres. Other income generating activities created within the buffer zone include campsites and bird shooting concessions. Table 8 represents those projects created on the buffer zone and their impact. Though not funded from the project, the TWCCP has been instrumental in negotiating these projects with the group ranch communities, private campsite and bird hunting operators, as well as with the Kajiado ASAL programme for the livestock auction yard.

Other Forms of Income Generating activities include:

a). Eco-Tourism

Tourists visiting cultural villages along the tourist route are now charged Ksh. 500/= per car. The project has helped to organise eight (8) such cultural bomas so that they could agree on a uniform charges where previously each village charged varying fees and so undercut each other. So far, it has not been possible to quantify the exact amount received from tourists at these cultural villages.

While the cultural villages should be making more money from the tourists visiting them, a major obstacle has been the uncooperative tour companies and drivers. Drivers who seem to be making a lot of money from tourists, who they charge Ksh 500/= per person and for the vehicle pay ksh. 500/= to the cultural bomas, while they pocket the remainder. In

solving this problem, the project staff have made efforts in negotiating with 4 tour operators in Mombasa and plans are at an advanced stage to map out a tour route which includes these cultural bomas in their visitor's itinerary. Each tourist will be charged a fee for the visit to the cultural boma and these receipts will be used as entry tickets to the cultural bomas. The money can then be collected from the tour offices, on a monthly basis.

Table 8: Projects created in the buffer zone and their impact.

Group Ranch	Nature of Activity	No.	Annual Gross Income	Use of the Revenue and its Impact
Kuku	Campsite Development	3	225,000	<ul style="list-style-type: none"> •Income from campsite showing benefits from conservation •Has increased the value of the area's natural resources •construction of a cattle dip and the purchase of acaricide in Elang'gata Enkima area •construction of a water pipeline leading water to Enkii Primary School •Surveying of GR boundaries to reduce inter GR border conflicts •one of the campsite will be used as a training place on wildlife management and utilisation to GR members and other interested people from other African countries.
Rombo	Bird shooting Campsite Development Livestock auction Yard	3	150,000	<ul style="list-style-type: none"> •Has increased the value of the area's natural resources •Income from the charges (cess) on livestock offered for sale is used for other development needs in the GR •The livestock auction yard has helped increase livestock offtake in the GR

b). Sale of Bead Work and Food stuffs to Near-by Camps

With assistance from the project, women of the cultural bomas have negotiated with the nearby tented camps (Fitch Hatten, MacDonalds, and Kilaguni Lodge) for the sale of their artifacts to the tourists staying in those facilities. Some GR members have also started to sell sheep and goat meat, and vegetables to these camps.

5.3. PROJECT EVALUATION

As specified in the project document, an external evaluation was carried out towards the end of the project phase, in the middle of 1993 by a team of two evaluators. The objective of the evaluation was to produce a report on the progress of the project in reaching its objectives. A report was produced submitted to USAID and AWF.

The evaluation focused on the following:

- a) To what extent the project had worked with local communities in the project area in benefiting more directly from wildlife so that wildlife became a resource worth conserving; and promoted an understanding of why protected areas should be protected?
- b) Assessed the extent of local people's participation in conservation and sustainable wildlife based development, and how this contributed to information and ideas to conservation and development planning in the area?
- c) How had the project worked with Kenya Wildlife Service (KWS) in enhancing its capability in the development and implementation of revenue sharing mechanisms in local communities adjacent to protected areas?
- d) What extension methods and approaches were being used, and what were their successes and failures? What were the lessons for KWS-CWS.
- e) How far had the project progressed with income generating projects in the target area? Were they viable?
- f) How had the project helped in the institutionalization of the Community Conservation within Kenya Wildlife Service, in terms of training of staff, logistics etc.?

A report was produced, and the summary is reproduced in Annex 1. Overall the evaluation was constructive and provided many good pointers as to how the project has progressed, what it has achieved. It also made a number of recommendations which were taken up as part of the project's no-cost extension and KWS-CWS activities with funding from the COBRA project.

5.4. EVOLUTION OF THE KWS COMMUNITY WILDLIFE PROGRAMME (CWP) AND INTEGRATION INTO COBRA.

The objectives and activities undertaken as part of the TWCCP helped provide relevant and important data and experience and input into the formation of CWP as well as activities that were directly linked with Community Wildlife Service. Furthermore the project was able to fill gaps in the COBRA project where resources were not allocated. Below is a summary of activities of TWCCP which complemented the COBRA project.

- Negotiated the mechanism for distribution of the first trial revenue sharing with the group ranches around Amboseli and then helped in the identification of projects to be funded.
- Funded the first CWS workshop on fencing in 1991 at Naro Moru, and facilitated or helped in the facilitation of other workshops, for instance the first Revenue Sharing workshop (1992 in Amboseli), Utilisation, Conflict Resolution, WDF etc.

- Provided funding to pay salaries and allowances for the Assistant Director and Training Coordinator of CWS from when they were deployed in 1992 until this was absorbed by the COBRA grant in July 1993.
- Supported a 6 month consultancy (C.Cottar, 1992-93) to help initiate wildlife management forums in Tsavo East and West, Amboseli, Laikipia, Narok and Nakuru areas.
- Supported a 6 month consultancy (R. Munene, 1993) to carry out extension and conflict resolution work in the Shimba Hills, Tsavo East and Mwaluganje Elephant Corridor area in Kwale.
- Implemented Knowledge, Attitudes and Practises Surveys in Kuku/Rombo Area (964 group ranch members surveyed), Mang'elele/Maktau (996 surveyed) and the Amboseli area (1314 surveyed), as baseline surveys for COBRA.
- Deployed a Data Management Specialist for the life of the no-cost extension, to help set up databases and analysis frameworks for the Revenue Sharing, use rights, Dialogue sheets and training undertaken by the Community Wildlife Programme.

The above activities have helped to provide insight and strength to CWS in its effort to adapt to the project implementation process which is flexible and responsible to the natural evolution of an extension program as it undergoes the rigorous test of reality. The TWCCP proactive approach to community conservation is one of the technical know-how that could be replicated by the COBRA project. Further it allowed the COBRA project to build on the good community relations established over the life of the TWCCP project.

A community conservation project under COBRA requires skills in extension, dialogue, communication, and a keen ability to understand community needs and the potential human resources which exist within the rural communities. The integration of TWCCP activities into COBRA and the involvement of AWF staff in collaboration with KWS staff offers the COBRA program a stronger chance of success.

With the end of TWCCP in September 1994, staff associated with TWCCP were absorbed into the COBRA project through being seconded to KWS-CWS on either a full or a part time basis as follows:

Name	TWCCP Role	COBRA role
Peter Lembuya	PO	Focal Area Coordinator
Paul Ntiati	JPO	Field Programme Coordinator for Tsavo/Amboseli
David Sumba	Data Man. Specialist	Data Management Specialist
Edmund Barrow	40% as CCC	60% as AWF COBRA PO

6. END OF PROJECT STATUS: ANALYSIS OF TWCCP LOGFRAME OUTPUTS

Annex 3 presents the TWCCP project LOGFRAME. This section briefly summarizes some of the TWCCP achievements in the context of the project LOGFRAME from the perspective of KWS Headquarters and field based activities. The four end of project status indicators are listed, from the project LOGFRAME as follows:

- Increased cooperation and support from local communities in the management and conservation of the Tsavo Ecosystem including TWNP.
- Identification and establishment of income generation activities based on wildlife resources in local communities outside TWNP.
- Existence of a mechanism for KWS whereby local communities share wildlife generated revenues.
- Establishment of an effective Community Conservation program around TWNP, with experience used in design of KWS Community Conservation Service.

6.1 HEADQUARTERS

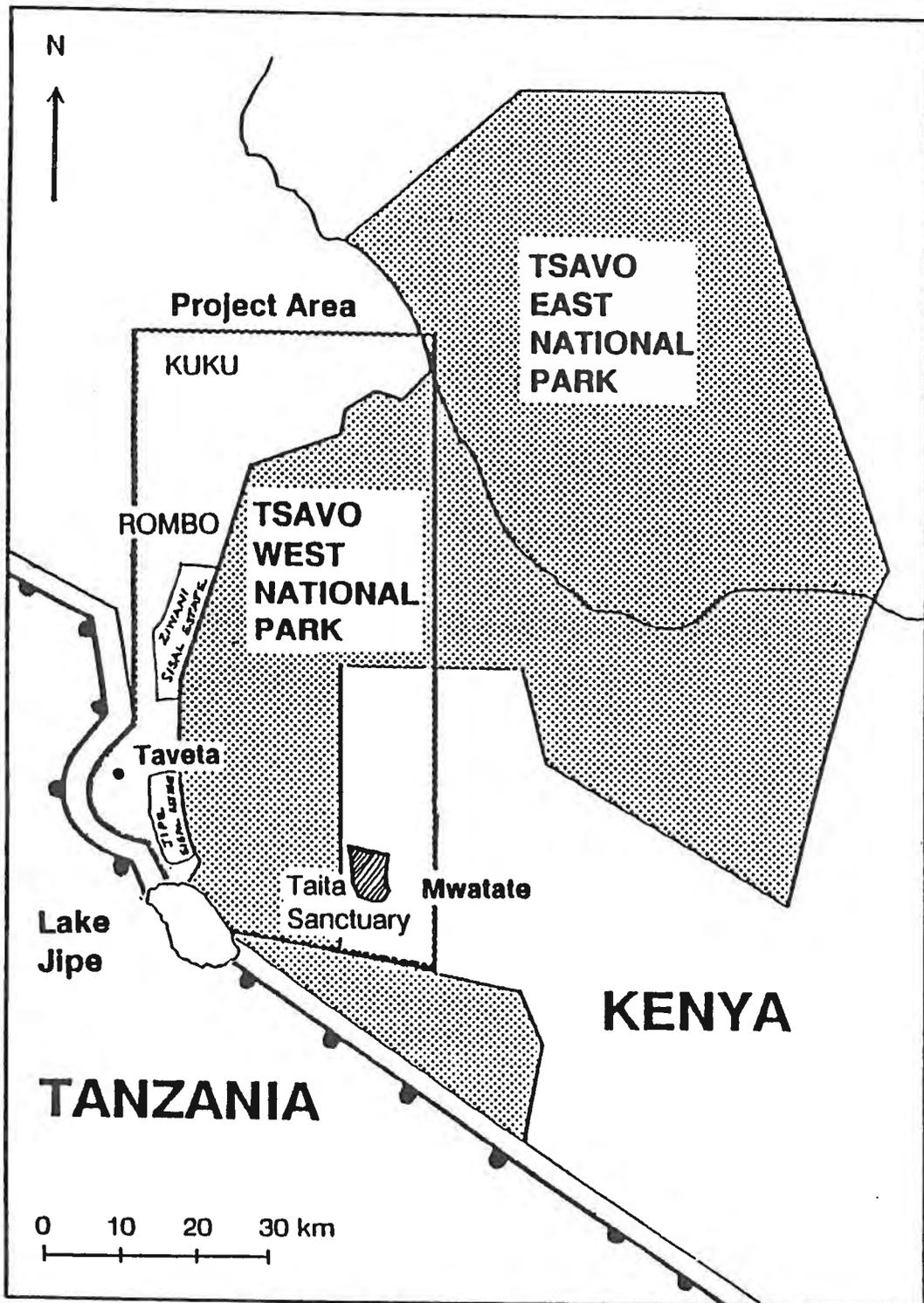
1. CWS salary support for AD-CWS and TC-CWS taken over by COBRA project, thereby strengthening the institutional basis for the KWS-CWS.
2. Cottar consultancy helped lay foundation for wildlife fora and important input to the whole utilization debate and study, which will help in further benefits being accruable to local communities.
3. Munene consultancy helped to resolve conflict in the Mwaluganje corridor area of Shimba Hills, which later resulted in the establishment of the Mwaluganje Community Game Reserve with enterprise development funding from COBRA.
4. HQ training, mainly through workshop resulting in a greater acceptance of the CWP within KWS and by local communities, thus further strengthening the institutional basis for CWS and its field activities.
5. Two project staff, later seconded to the COBRA project in relatively senior positions, attended and completed overseas training courses.
6. Input into the debate on, and development of the KWS WDF/RS guidelines and policy through the trial revenue sharing around Amboseli, two major workshops funded by the project on revenue sharing, and establishing field norms for WDF-RS.
7. Development of information and data gathering and analysis capacity for M&E through the data management specialist for tracking and analysis of WDF-RS database, tracking the effectiveness of community dialogue, and establishing a use rights database, together with one for training. These are now being used by CWS, with its COBRA M&E component.

8. Facilitation of some, contribution and attendance to other CWS workshops.
9. Initial capacity building of CWS before the COBRA project came on line at HQ.

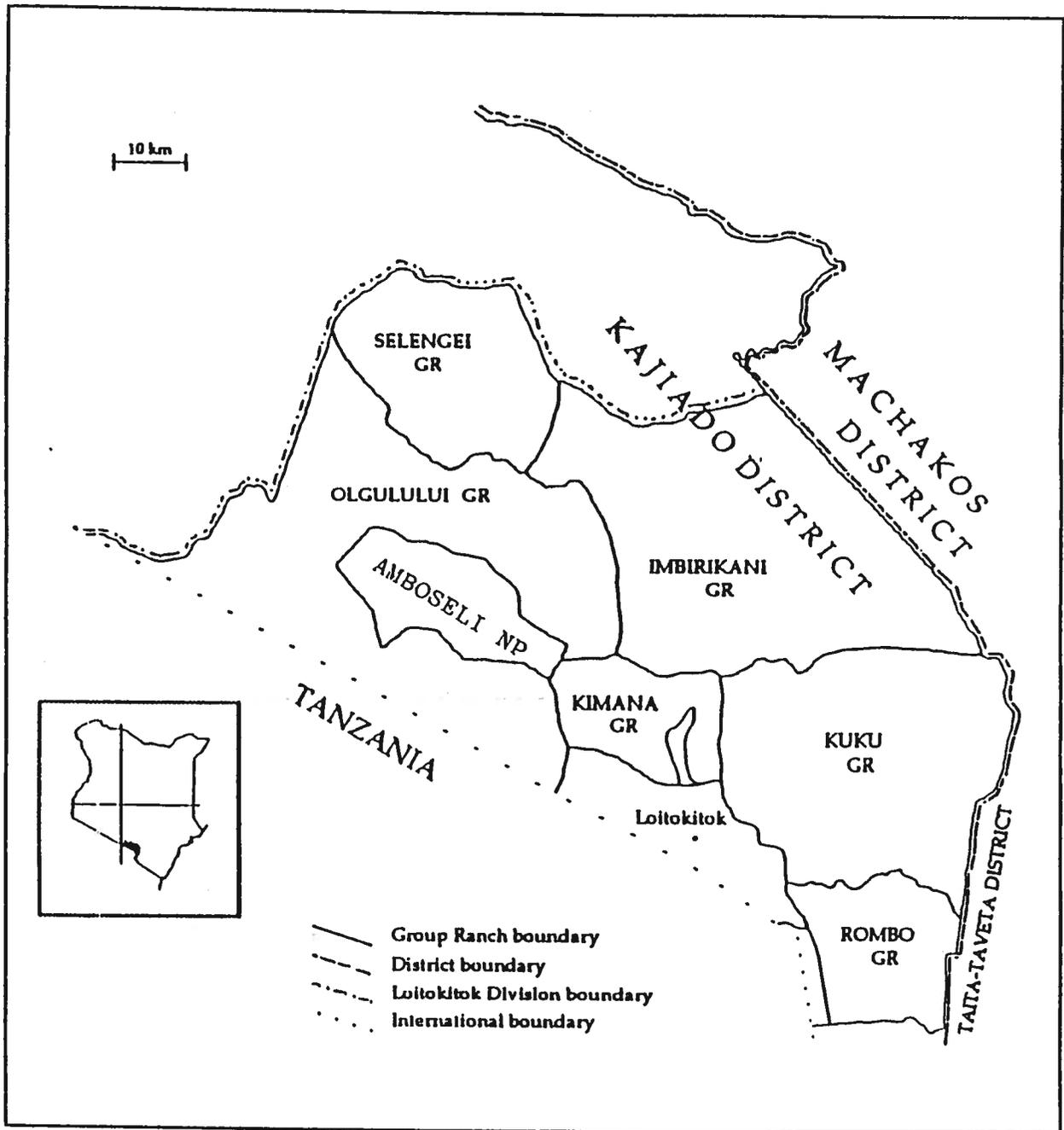
6.2. FIELD

1. Operational field office for KWS-CWS activities was constructed at Loitokitok, since KWS could not obtain the necessary land in Taveta. Loitokitok considered as best option because of its importance to the COBRA focal area.
2. PO, JPO and Data Management specialist seconded to KWS to work with COBRA in their areas of expertise for the life of the COBRA project.
3. CWO orientation, in-service training and team building resulting in a more effective cadre of officer.
4. Partial to complete resolution of the Tsavo West illegal grazing with the creation of a buffer zone. However this agreement has been broken on occasions and will need to be continually reinforced. The breaking of this agreement has made the implementation of revenue sharing and enterprise development projects difficult.
5. Development in initial revenue sharing scheme with the Amboseli group ranches with 27 completed projects funded from the KWS Revenue sharing budget line; and a further five completed in Kuku-Rombo.
6. Baseline surveys carried out for Kuku/Rombo (964 respondents) area of Tsavo, Mangelete/Maktau (996 respondents) of Tsavo area, and the group ranches of the Amboseli system (1314 respondents). Summary data analysis produced which broadly show an increasingly positive attitude towards conservation.
7. Help in the support and development of some income generating projects including campsite development in Kuku; bird shooting, campsite development and livestock sales yard in Rombo.
8. Through regional CC programme, helped in the establishment of cross border dialogue with Tanzania, and in particular Tanzania National Parks with respect to conflict resolution, illegal grazing, and maintenance of the wildlife corridor between Amboseli and Kilimanjaro
9. Field capacity building in one of the key COBRA focal areas before the COBRA project took over the activities.
10. Collaboration with a variety of agencies, especially the ASAL programme in Kajiado resulted in the implementation of projects which also help address conservation needs, and help bridge the gap between rural development and conservation.

MAP 1: TSAVO WEST COMMUNITY CONSERVATION PROJECT AREA



MAP 2: LOCATION OF GROUP RANCHES IN LOITOKITOK DIVISION



ANNEX 1. MAJOR RECOMMENDATIONS FROM THE EXTERNAL EVALUATION

During 1993-4 (NCE phase) it is planned that TWCCP work and some resources will be integrated with COBRA supported activities in the Community Wildlife Program. Implementation of the following recommendations will thus be the responsibility of AWF in collaboration with KWS. However, as KWS will continue to depend to some extent on NGOs and government programs to carry out community work, some recommendations require leadership by other agencies. This will require KWS to establish more formal collaborative partnerships to accomplish some of its objectives. AWF HQ and field officers, through their contribution to COBRA, can facilitate inter agency links.

1. SUPPORT TO INSTITUTIONAL DEVELOPMENT OF CWS

- 1.1. CWS should organize a **Kajiado District Workshop** on wildlife resource management for Government agencies and NGOs to provide information on the CWP and develop cooperation with the ASAL Programme and agencies working on group ranches. At Amboseli and Tsavo West, the CWOs should be encouraged to set up **Community Liaison Committees** involving park wardens, agencies and community groups.
- 1.2. TWCCP, throughout the NCE year, needs to better define relationships and partnerships with other extension agencies, in order to provide **guidelines to CWS for establishing partnerships** with NGOs and GOKs in other wildlife areas. COBRA can support and evaluate a variety of partnerships designed for different places and situations.
- 1.3. For a CWP to be sustained around Tsavo West after the end of the NCE phase, it will be necessary for KWS to post a CWO at Taveta with transport and resources. The CWO duty stations should be outside the Park within the communities with whom they work. Resources handed over to KWS from TWCCP at the end of the project can contribute to this.
- 1.4. Further workshops and meetings are needed to **build understanding and supportive bridges between CWOs and Wardens in parks and at District**. Division of responsibilities for community conservation and procedures for communication need to be clarified to strengthen the CWP.
- 1.5. KWS must give priority to setting up a **extension training programme** to prepare community wildlife officers with social and technical skills. Educational tours, internships and training exercises can be organized in the Tsavo West-Amboseli. The experience of collaborating development agencies and other wildlife agencies involved in community conservation in Kenya and other countries can be drawn on.
- 1.6. Support for training for community leadership for the Tsavo-Amboseli program should be given priority during the NCE phase i.e. for GR scouts, grazing committees, enterprise groups.

2. REVENUE SHARING MECHANISMS

Specific recommendations for Tsavo West and Amboseli are:

- 2.1 **Revenue for Kuku and Rombo Group Ranches must be disbursed by KWS as soon as possible, as TWCCP and KWS have already worked with communities to select projects for funding. If there is further delay KWS must communicate with GRs to explain the delay.**
- 2.2 **An intensive evaluation of RS project implementation should be carried out at Amboseli, examining how projects have been selected, planned, costed, supervised and accounted for. The study should assess the extent of benefit and the environmental and wildlife impact. The findings should be shared with the community and used to strengthen the programme and to improve present KWS guidelines for RS.**
- 2.3 **To improve distribution of the benefits from wildlife revenues on Olgulului GR, the CWO-A needs to involve and have a dialogue with people from all localities, and interest groups in the GR through meetings, training, distribution of guidelines and reports. He can work through game scouts, customary leaders, village heads, school educated youth, community based development agencies etc.**
- 2.4 **The CWO-A should involve group ranches in gathering information on wildlife, livestock and human population and distribution, through participatory inventories and appraisals. This information, together with other data should be made available at workshops and meetings where distribution of revenue between the ranches at Amboseli is discussed.**
- 2.5 **More generalized recommendations for RS based on the lessons of Amboseli are discussed in the text.**

3. STRATEGIES FOR TWCCP DURING AND BEYOND NCE PHASE

The following recommendations can be implemented through a participatory extension program initiated by KWS with support from COBRA. It will require a partnership already established with local NGOs and government agencies. The evaluators' view is that the emphasis should be the organization and training of community groups/institutions and individuals to make their own analysis of problems, search for solutions and manage projects and enterprises.

Preventing livestock incursions and balancing resource use and conservation

- 3.1. **KWS and AWF community wildlife workers need to continue to analyze the causes of illegal grazing and search for solutions with more widespread community involvement. Detailed information and mapping on the extent of legal and illegal grazing should be included.**

- 3.2. **An analysis of grazing needs and patterns, and the present carrying capacity of ranches** should be carried out with group ranches and agencies, paying attention to the environmental/wildlife impact of different land use systems i.e. pastoralism, ranching, dry land farming and irrigation. Draw from **traditional husbandry and combine it with modern knowledge**, to devise ways for sustainable use of group ranch lands under today's circumstances.
- 3.3. The CWP should encourage a **multi-fronted approach to ranch and resource management and conservation** (see section 3.3. on AWF-KWS partnership) through partnership with agencies and community to devise an **early warning system and strategies to combat the effects of drought** and so reduce the dependency of Maasai on park grazing.
- 3.4. The extension program needs to organize discussions at village and sub location level to examine the **consequences of subdivision of ranches**, exploring how the Maasai can ensure their security, while also protecting the resources on which they depend. They should explore possibilities of a modified subdivision strategy that will satisfy both the needs of wildlife and the Maasai and to find ways to implement and evaluate proposals.
- 3.5. CWS to take action at national and district level to **influence policy and programs in other sectors besides wildlife**. Land use and policy study results should be shared with CWOs for use in their educational work.

Wildlife and Tourism Enterprise Development

- 3.6. A feasibility study of **tourism/recreation potential on Rombo GR** could be organized with ranch and tour operator involvement through assistance of TWCCP (NCE) and COBRA.
- 3.7. More **safari operators should be contacted** to play a central role in bringing to the Maasai benefits from wildlife-based tourism.
- 3.8. Employment of woman extension worker by KWS to **develop training and marketing systems to assist women in wildlife and tourism related enterprises**.
- 3.9. A **participatory study of the extent and nature of agriculture and wildlife damage on ranches** should be carried out.

Problem Animal Control (PAC)

- 3.10. Use the results of the Rombo/Kuku community survey to develop a **ranch PAC strategy and plan of action** and to assist formulate KWS PAC policy.
- 3.11. KWS can involve the **Njukini PAC committee** in workshops to share their approach with other agricultural areas.
- 3.12. More **KWS rangers and group ranch game scouts to be trained for PAC**.

4. EXTENSION METHODOLOGY

- 4.1 The TWCCP/KWS field team should design **an extension methodology which combines agency problem analysis with community diagnosis, exploration and implementation of solutions.** It should spell out a step by step iterative strategy which can be monitored and reported to be shared through KWS' network of community programs.
- 4.2 Extension programs needs to give **priority to the needs and conservation role of wealthy elders grazing in the park, out of school youth and women.**
- 4.3 KWS must recruit a **woman extension worker** to work as part of the CWP at Tsavo and Amboseli.
- 4.4 A **conservation leadership program for young men** from group ranches should be designed by the **Outward Bound Mountain School at Loitokitok** in collaboration with the CWS Training Unit. AWF and DAI could explore possibilities for funding from outward bound centres in USA.

**ANNEX 2: SUMMARY TABLES FROM THE AMBOSELI AND TSAVO
KNOWLEDGE, ATTITUDES AND PRACTICES SURVEY**

1. Has Anyone from the National Park visited you, and Why did they visit you?

Question	Amboseli 4 Grs 26-40 age group %	Tsavo 2 GRs 26-40 Age Group %	Tsavo: Maktau- Mangaleta - All respondents %
Yes	45	15	25
Education on wildlife	43	14	
Check water supplies	44		
Information gathering, visit	37	16	23
Elephant damage assessment	13	3	
PAC, patrol, security	9	11	26
Stop Park grazing		21	
Self Help collections		34	2
Assess crop, livestock damage			31
Listen to people's problems			14

2. What are the good things of living next to a National Park?

Question	Amboseli 4 Grs 26-40 age group	Tsavo 2 GRs 26-40 Age Group	Tsavo: Maktau- Mangaleta - All respondents
Provide meat	68		35
Build classrooms	27	21	
provide transport	34	24	
Graze in park	47	23	
Security	26		
Provide firewood	13		
Attract tourists	42		65
Provide employment	46		
Revenue sharing	30		40
Bring water		29	
No animal disease		20	
Cash from photos			27
See park/animals			81

3. What are the bad things of living next to a National Park?

Question	Amboseli 4 Grs 26-40 age group	Tsavo 2 GRs 26-40 Age Group	Tsavo: Maktau- Mangaleta - All respondents
Ranger disturbance	43		31
Wildlife disturbance	86	55	87
Spread of animal diseases	73	1	62
Eat livestock	74	75	76
Crop destruction	50	80	87
Chase us from grazing	29		27
Wildlife cause overgrazing	42		
Do not share resources	13		

4. What is one good thing that the National Park could do for you?

Question	Amboseli 4 Grs 26-40 age group	Tsavo 2 GRs 26-40 Age Group	Tsavo: Maktau- Mangaleta - All respondents
Electric fence	26		36
Problem animal control	15	8	30
School construction	21	20	33
Provide security	5		30
Allow grazing	5	21	10
Provide water	12	24	27
Build dip	6	5	4
Build dispensary	5	20	6

5. Some Analysis of Hunting

Question	Amboseli 4 Grs 26-40 age group	Tsavo 2 GRs 26-40 Age Group	Tsavo: Maktau- Mangaleta - All respondents
Do you hunt? Yes	10	20	27
	% of 10%	% of 20%	% of 27%
Why? - subsistence	64	80	70
Why? - earn money	36	43	33
Who controls hunting:			
KWS	71	74	92
Adminstration	49	13	18
Elders	55	44	10
Do you use wildlife as a food source? Yes	19	49	41

GOAL	INDICATOR	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> To demonstrate to the local communities surrounding Tsavo West National Park (TWNP) the importance of a Productive Ecosystem. To conserve TNWP and the Tsavo Ecosystem. To integrate conservation and development in areas surrounding the National Park To improve the quality of life for these local communities. 	<ul style="list-style-type: none"> Increased cash/kind income into local communities adjacent to TWNP Improved level of environment quality both inside and outside the Park Enhanced conservation status of TWNP through better relations with neighbours 	<ul style="list-style-type: none"> Socio economic study of communities near wildlife areas Reports from project field staff Assessments from KWS personnel Confirmation from Remote Sensing Centre (Dept of Resource Survey and Sensing) (DRSRS) Information from District authorities and local communities 	<ul style="list-style-type: none"> GOK through KWS maintains its commitments to wildlife management and community participation/benefits from the conservation of wildlife resources. GOK maintains proper security and transportation lines for tourism in TWNP, with infrastructure improvements GOK promotes sensible land use management at both the district and local levels Taita- Taveta District authorities support the policy of local communities benefiting from wildlife resources
<p>PURPOSE</p> <ul style="list-style-type: none"> To work with local communities in benefiting more directly from wildlife so that wildlife becomes a resource worth conserving. To work with Kenya Wildlife Services (KWS) in enhancing their capability in the development and implementation of revenue sharing mechanisms in local communities adjacent to protected areas. To build harmonious, mutually beneficial relations between TWNP and the adjacent local communities To ensure the protection and integrity of TWNP. 	<p>END OF PROJECT STATUS (EOPS)</p> <ul style="list-style-type: none"> Increased cooperation and support from local communities in the management and conservation of the Tsavo Ecosystem including TWNP. Identification and establishment of income generation activities based on wildlife resources in local communities outside TWNP. Existence of a mechanism for KWS whereby local communities share wildlife generated revenues. Establishment of an effective Community Conservation program around TWNP, with experience used in design of KWS Community Conservation Service. 	<ul style="list-style-type: none"> Reports and documents produced by the project Internal and independent evaluations Information and opinions from KWS, District authorities, local communities 	<ul style="list-style-type: none"> The initiation of developing income-generating projects based on wildlife resources capital funds are available as necessary KWS will establish policy to share revenues with local communities adjacent to protected areas KWS encourages mechanisms for incoming-sharing Private sector confidence and investment are reassured by tourist safety Tourism levels in TWNP (and hence one source of revenue) are maintained/increased through containment of elephant and rhino poaching. Attitudes of local people to wildlife and related income potential are favourable GOK will encourage formation and activity of appropriate management unit for efficient and accountable wildlife revenue generation and responsibility
<p>OUTPUTS</p> <ul style="list-style-type: none"> Community Conservation Office and housing for project staff established in Taveta. Establishment and training of one Junior Project Officer and four project Conservation Action Leaders (CALs). Identification and implementation of income generation opportunities with local communities. Identification and development of a mechanism for sharing revenues derived from wildlife-based activities. Enhanced collaboration with other agencies involved in natural resources management/community development in project area. Sound land-use practices promoted in areas surrounding the national park (including prevention of land degradation, soil erosion, livestock overgrazing). Examine potential for cooperatives. Physical boundaries of TWNP are respected with rules governing entry, grazing etc. Conflicts between local communities, the National Park and its wildlife are resolved (by means of the construction of the Mwatate Elephant Fence, establishing the Rombo Group Ranch buffer zone area as guidelines for its management). 	<ol style="list-style-type: none"> TCCP Team has greater capability through: <ul style="list-style-type: none"> Office and staff house built Four CALS trained and active in community conscious raising and mobilization Junior Project Officer trained and able to assume overall project administration in the field Establishment of linkages with appropriate government bodies to prevent land degradation in areas adjacent to the National Park Links with other NGO's for integrated development approach Local Communities have greater capability through: <ul style="list-style-type: none"> income generation projects established and operational Planned and conducted workshops/meetings to involve local communities in development of revenues sharing enterprises and natural resources conservation/management in their areas. Greater interaction with private land owners in Taveta area to assess land use management and strategies. Greater interaction with group ranches to examine alternatives or consequences of land subdivision and privatization Mwatate elephant fence built; mechanism for maintenance. TWNP and KWS have greater capability through: <ul style="list-style-type: none"> Buffer zone established and managed in a manner compatible with the conservation interests of the National Park Maasai cattle removed from the National Park Project is integrated with KWS Community Conservation activities for sustainability. Communication channels allow local communities, TCCP team, and KWS to work together. More positive attitudes of local people to the park and its wildlife including stronger recognition of the values of the park and a perception that it can contribute to their development. Good communications between TWNP authorities and local communities as developed in project Phase 1. Increased tourist use of TWNP with economic interaction with surrounding communities Project experiences used to benefit of (1) KWS Community Conservation Service, (2) application to other areas/problems. 	<ul style="list-style-type: none"> Evaluation missions (both internal and independent) will assess project activities and results and skills/concrete outputs of project, field activities conducted Minutes of relevant district development committee meetings Minutes/reports from local community workshops/village level meetings Documents produced from technical assistance component to project, or from activities or other programmes developed by this project Revenues/benefits from wildlife-based activities are generated Attitude changes amongst TWNP neighbours Project final report Minutes of the project's committee Proceedings of community conservation workshop - year 3 Collection of basic ecological, demographic, socioeconomic and sociological data 	<ul style="list-style-type: none"> AWF will be able to recruit motivated personnel for TCCP positions AWF will be able to locate high calibre technical advise for the design of income generation projects and proposed mechanisms to share revenues - Approval to build office/staff house in Taveta given by D.O. in Taveta Project administration and logistical support are good, without delays caused by cash flow or procurement problems or poor communication. A dependable contractor in Taita-Taveta is available to build office/staff house Mwatate fence will be maintained by KWS; local people will respect the fence and its integrity; Local community in Rombo and Kuku Group ranch will respect Chief's plan for establishment of buffer zone. KWS has plans to develop community conservation capabilities within its organizational framework. Benefits/revenue to local communities can be made available on significant scale.
<p>INPUTS</p> <p>AID</p> <ul style="list-style-type: none"> Finance Tsavo Community Conservation Project (TCCP) Second Phase Project <p>AWF</p> <ul style="list-style-type: none"> Administration of TCCP Expertise in community conservation, and project administration Agreement with GOK for tax exemption/duty free status <p>GOK</p> <ul style="list-style-type: none"> District and sub-District approval for project Support staff in TWNP and KWS HQ Identification of TWNP warden as focal point for project 	<p>Financial contributions for years 1, 2, & 3 (in \$US)</p> <p>USAID</p> <ul style="list-style-type: none"> \$316,517; \$158,179; \$178,007 	<ul style="list-style-type: none"> Contract with USAID Letters of agreement for project continuation from DC or DDC etc documentation from AWF 	<ul style="list-style-type: none"> District and sub-district approval of project obtained during second phase. KWS supportive of AWF extension efforts around TWNP KWS will design its own extension service concurrently for greatest project impact

ANNEX 4. LIST OF REPORTS PRODUCED DURING THE PROJECT

Berger D.J., and Ole Seno S. (1993). Project Evaluation: Tsavo West Community Conservation Project (TWCCP). Consultant's report for the African Wildlife Foundation. 35 p.

Munene R. (1993). Shimba Hills National Reserve and Tsavo East. Report on CWS Extension Work in the Shimba Hills, Tsavo East, and Mwaluganje Elephant Corridor - Kwale. 20 p.

African Wildlife Foundation (1990). Protected Areas: Neighbours as Partners. A Wildlife Extension team for Tsavo West National Park. Final Report Submitted to USAID. 36 p.

African Wildlife Foundation (1992). Protected Areas: Neighbours as Partners. Community Conservation Around Tsavo West National Park: Phase II. Annual Report. 32 p.

Project Officer Monthly reports

Junior Project Officer Monthly reports

Cottar C. (1993). Consultancy Mid Term Report

Cottar C. (1993). Consultancy final report of Wildlife Forums

Barrow E., Lembuya P., Ntiati P. and Sumba D. (1994). African Wildlife Foundation Community Conservation Neighbours as Partners Programme. Knowledge, Attitudes and Practises Assessment - Mangelete-Maktau Survey data summary.

Barrow E., Lembuya P., Ntiati P. and Sumba D. (1994). African Wildlife Foundation Community Conservation Neighbours as Partners Programme. Knowledge, Attitudes and Practises Assessment - Tsavo West National Park Survey data summary.

Barrow E., Lembuya P., Ntiati P. and Sumba D. (1994). African Wildlife Foundation Community Conservation Neighbours as Partners Programme. Knowledge, Attitudes and Practises Assessment - Amboseli National Park Survey data summary.

KWS-CWS and AWF (1991). Report on the Workshop on Fencing in relation to Community Conservation and Wildlife management outside Parks and Reserves. Naro Moru. 18 p.

KWS-CWS and AWF (1992). Draft Report on the First Workshop on Revenue Sharing. Amboseli. 29 p.

