KWCA

Kenya Wildlife Conservancies Association

Living nature, Living people









Report of the 2nd Biennual National Conservancy Managers' Policy Workshop

EFFECTIVE LEADERSHIP AND POLICIES FOR CONSERVANCIES IN KENYA

MONDAY 27TH TO TUESDAY 28TH FEBRUARY, 2017

CORAT AFRICA

USAID FROM THE AMERICAN PEOPLE

The Nature Conservancy. Protecting nature. Preserving life.

WWF

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Acronyms

ABS	Access and Benefit Sharing
CBD	Convention on Biological Diversity
CBO	Community Based Organisation
EIA	Environment Impact Assessment
GoK	Government of Kenya
HWC	Human Wildlife Conflict
IIED	International Institute for Environment and Development
IUCN	International Union for the Conservation of Nature
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forest Service
KWCA	Kenya Wildlife Conservancies Association
KWS	Kenya Wildlife Service
M&E	Monitoring and Evaluation
NEMA	National Environment Management Authority
NGO	Non-Governmental Organisation
NRM	Natural Resource Management
PA	Personal Assistant
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WWF	Worldwide Fund for Nature

Acknowledgements

KWCA would like to express its heartfelt gratitude to those who made this conservancy managers' conference possible through the provision of financial and planning support.

First and foremost, KWCA thanks all the conservancy managers who participated in this conference, some travelling long distances, over two days, to get here. Also, a meeting like this would not have been possible without the dedication and commitment of a well-organized KWCA team. We thank USAID, The Nature Conservancy, under the Community Conservancy Policy Support Programme (CCCSP) Programme, who provided funds to support this conference.

Additionally, KWCA acknowledges Kathryn Combes and John Kamanga for representing the KWCA Board during the two-days conference. The staff members at CORAT Africa were instrumental in ensuring the logistics was well taken care of.

The conference agenda was delivered by an enthusiastic team of facilitators including: Apollo Kariuki, Jack Marubu, Allan Ward, Heiz Wadegu from Forward Consulting.

Introduction

This report captures the proceedings of the KWCA National Conservancy Managers Policy Workshop that took place at CORAT Africa from Monday 27th to Tuesday 28th March, 2017.

The report comprehensively covers the plenary sessions with speeches by the guest and key note speakers; the working group sessions; question and answer sessions and brief introductory remarks by some KWCA Board members. Additionally, it presents annexes that include the workshop programmes for the two days of the conference and a list of participants who attended the workshop.



Conservancy Managers attend the 2nd Biennial National Conservancy Policy Workshop held at CORAT Africa, Nairobi, on Monday 27th - Tuesday 28th, February, 2017

Executive Summary

INTRODUCTION

The Kenya Wildlife Conservancies Association (KWCA) National Conservancy Managers' Policy Conference was held from Monday the 27th to Tuesday the 28th of March, 2017, at CORAT Africa, in Nairobi Kenya. The two-day conference was organized by KWCA with support of partners, USAID, The Nature Conservancy, World Wildlife Fund (WWF).

A similar conference was held by KWCA for conservancies' managers 9th to 10th December, 2014, with about 68 managers in attendance at the Lake Naivasha Panorama Lodge. The great success of this earlier conference led to a unanimous decision to hold the meeting every two (2) years, to enable conservancy managers to collaborate and share best practices, and together contend with challenges and opportunities they face in their day-to-day work. Fifteen (15) of the conservancy managers who had attended the first conference in Nairobi were present in this 2nd biennial meeting at CORAT Africa. This 2nd Biennial Conservancy Managers' Conference was meant to have taken place in December, 2016, but the long dry spell and resultant drought in many conservation areas came with an increased work-load for conservancy managers and rendered it impossible for them to organize to attend such an event; hence the reason why the conference was held in March, 2017.

Photography, videography, as well as report-writing were used to capture the proceedings of the conference, and regular updates and feedback were uploaded on the KWCA Website and Facebook and Twitter handles by the KWCA Communication Officer, on a real-time basis. The conference coincided with celebrations of the World Wildlife Week, and World Wildlife Day whose focus was on listening to young voices.



This 2nd biennial conference brought together a total of 105 conservancy managers who are members of KWCA, selected from well-established conservancies across 10 KWCA regions in Kenya, to deliberate on the following specific objectives:

1. To solicit recommendations on the ongoing review of the *Wildlife Policy, 2013,* and the *Wildlife Act Regulations.*
2. To sensitize conservancy managers on the modalities of preparing a management plan under the *Protected Area Management Plan Guidelines.*
3. To enhance the capacity of managers on leadership, conservancy management, and management of wildlife scouts, and
4. To understand the conditions required in select conservancies for stronger engagement of local communities to combat illegal wildlife trade.

BACKGROUND

Kenya Wildlife Conservancies Association (KWCA) works to enhance the capacity of conservancies' managers by providing an avenue for them to share lessons and best practices with each other to promote good standards in wildlife conservation in Kenya.

A conservancy manager plays is pivotal position in the management and eventual success of a conservancy. As a multiple land use, a conservancy has to balance the needs of livestock, wildlife, tourism and other land uses and enterprises that compete for space and resources within the conservancy. Decision making falls on the shoulders of the conservancy manager regarding the optimal allocation of time, natural resources and the efficient use of finances to satisfy the competing stakeholders or land uses. Managers often work with limited budgets, lack access to external support, and seldom access peers to share experiences. A conservancy manager requires integrated training, multiple skill sets, experience, and a variety of tools to be effective at work.

The Ministry of Environment and Natural Resources and KWS has been leading the effort to review the *Wildlife Act, 2013 Regulations* which are at their final stages of development following a validation workshop held in November, 2015; to review the *Draft Wildlife Policy, 2012*, which is awaiting gazettement; and to amend the *Wildlife Conservation and Management Act, 2013*. It is against this background that the KWCA, with the support of WWF Kenya prepared a *Conservancy Managers' Handbook* and *Standard Operating Procedures for Wildlife Scouts,* as reference material and tools to support conservancy managers in their daily duties. The reviewing process requires public participation; hence the conference at CORAT Africa provided an opportunity for conservancy managers as a key stakeholder group to preview and seek to understand the publications as well as provide their feedback on the same.

The conference in CORAT Africa therefore enabled participating conservancy managers the *Draft Wildlife Policy, 2012* which is awaiting gazettement, and the *Wildlife Act, 2013 Regulations,* as all these documents have a strong bearing on the development and future of conservancies.

TABLE OF KEYNOTE AND GUEST SPEAKERS

This Kenya Wildlife Conservancies Association (KWCA) National Conservancy Managers' Policy Conference brought on board conservancy experts to facilitate discussion on the above-mentioned publications. These included:

SPEAKER	ORGANIZATION	POSITION
Mr. Dickson Kaelo	KWCA	CEO
Mr. Michael Kipkeu	KWS	Senior Assistant Director Devolution and Community Wildlife Service
Allan Ward	Forward Consulting	Management Consultant
Apollo Kariuki	KWS	Head of Planning
Gladys Warigia	KWCA	Policy Coordinator
Jack Marubu	Consultant	SHAKART

HIGHLIGHTS BY KEY NOTE AND GUEST SPEAKERS

The conservancy managers therefore congregated at this conference to review the *Draft Wildlife Policy, 2012* and make recommendations to *Wildlife Act, 2013,* especially those referring specifically to conservancies, as well as look at the incentives and benefit sharing regulations. Additionally, the conference was to help build the capacity of conservancy managers.

Each wildlife conservancy manager has about 6-30 Wildlife Scouts as staff members and they help with security and other conservancy operations. However, they have been operating without Standard Operating Procedures (SOPs) and their performance

has been affected because of lack of clarity on the environment, ranking and so on. They were therefore here to discuss the KWCA Standard Operating Procedures that have been developed to deal with this particular problem.

The conference also served as a place to launch the KWCA Conservancy Managers Handbook, which will help conservancy managers be more efficient in the complex undertaking of managing their different target audiences, which include: donors, local community members, staff members, land owners, government representatives, among others.

Allan Ward who has worked in the wildlife sector for many years took participants through pertinent lessons in leadership and management, using different tools for analysis such as the Spagetti Tower Exercise, and group work sessions. He taught on the importance of livelihoods technical training as well as generic personal skills for the effective management of people, partnerships and resources, and also highlighted the importance and use of the KWCA Conservancy Managers' Handbook to guide day-to-day running of conservancies.

Gladys Warigia helped participants understand the implications of the *Wildlife Act, 2013* and Policy especially with regards to the legal running of conservancies, and participants were able to give feedback on areas in the two legal documents that still required clarification and amendment.

Apollo Kariuki, a conservancy planning expert with KWS, ran through the conservancy management planning process which is now a legal requirement under the *Wildlife Act, 2013.* He covered important issues such as: the process, the plan, and best practices in conservancy management. He also used a number of plans being used by different conservancies in Kenya to highlight strengths and weakness of such plans. This served to guide the conservancy managers in the requirements for their own management plans, which they were expected to develop after the conference.

Mr. Kaelo, the CEO of KWCA, ran through the challenges and opportunities conservancy managers face in a fast-changing world, as well as the growth of different types of conservancies in Kenya.

WAY FORWARD

Overall the conference was a success as participating conservancy managers interacted deeply with pertinent wildlife laws and policies, and were able to give their much needed input on amendments required for the effective running of conservancies.

Additionally, they received capacity building relevant to their work. As a way forward KWCA will meet with representatives of the Ministry of Wildlife and Natural Resources, KWS, the Wildlife conservation and Compensation Committees (CWCCCs) and other relevant stakeholders to:

KWCA ACTION POINTS	CONSERVANCY MANAGERS' ACTION POINTS
1. Discuss amendments to the wild-life laws and policy	1. Follow-up on how to practically integrate the voices of young people in the running of their conservancies in order to ensure sustainability for posterity
2. Finalise on the mapping of conservancies in Kenya	2. Seek innovative and practical ways of income generating activities in conservancies
3. Develop a list of what disincentives exist for conservancies and share these with the managers and stakeholders	3. Regularly review and apply the lessons learned during this conference as conservancy managers
4. Follow-up on the CWCCC's role in supporting the conservancies	4. Build competencies as managers and appreciate and work well with different character traits represented in our teams
5. Recruit more concervancies to KWCA	5. Share the lessons learned of the conference with our staff and conservancy management committees
6. Clarify on KWS's role in training rangers, registration of conservancies, and other aspects raised in this conference	6. Send a map of our conservancy to KWCA if our map is not already included in the maps developed by KWCA of all conservancies
7. Determine and organize exchange trips to other countries where possible for conservancy manager to build their capacity	
8. KWCA to develop a template of a conservancy management plan for use by conservancy managers in the preparation of their own	
9. Follow-up on all salient points raised by conservancy managers for follow-up in this conference	
10. Organise 2019 Conservancy Managers' Conference	

Day One

Proceedings

MONDAY 27TH, FEBRUARY, 2017

Morning Session

Day One

KWCA
Kenya Wildlife Conservancies Association
Living nature, Living people

Day One Proceedings/
MONDAY 27TH, FEBRUARY, 2017
Morning Session



REGISTRATION AND INTRODUCTORY SESSION

About 105 managers from selected conservancies, who are members of the Kenya Wildlife Conservancies Association (KWCA), converged at CORAT Africa in Nairobi, for this *2nd Biennual National Conservancy Managers' Policy Conference,* that took place from the 27th to the 28th of February, 2017.

The majority of managers, from 27 of the 47 counties in Kenya, arrived at the venue on the 26th of February, 2017, a day earlier, to ensure they were registered, rested, and ready for ample discussion over the next two days on the salient issue of *'Effective Leadership and Policies for Conservancies in Kenya',* which was the theme of the two-day conference. Of these, six (6) were women conservancy managers as opposed to only two (2) in the last such conference.

After registration and a word of prayer from two participants, Dickson Kaelo CEO of KWCA welcomed participants and led them in a round of introductions where each conservancy manager mentioned who he/she was and which conservancy they managed in Kenya.

Kaelo introduced the Board of Directors present at the conference including Kathryn Combes, KWCA Vice Chairperson. He also called the full-time staff of KWCA, who were present and who had played an integral role in organizing the managers' conference, forward.

KWCA Conference Planning Team



MR. DICKSON KAELO
CEO



GLADYS WARIGIA NJOROGE
POLICY COORDINATOR



RAYMOND CHERUIYOT
FINANCE AND ADMINISTRATION OFFICER



JOYCE MBATARU
COMMUNICATIONS AND DEVELOPMENT OFFICER



FARIA TARUS
PROGRAMMES ASSISTANT



LUCY GAITI
OFFICE ASSISTANT



MARTIN MUCHUMA
MONITORING AND EVALUATION OFFICER

Joyce Mbataru urged conservancy managers who were present to post their photos, comments, and questions regarding the conference onto the KWCA Twitter account (#KWCAKenya) as well as on the KWCA Facebook page in the course of the conference to enable real-time updates were available online for KWCA stakeholders.

In this introductory session, the KWCA CEO Mr. Dickson Kaelo underscored the need for conservancy managers to integrate the voices of young people in the running of their conservancies in order to ensure sustainability for posterity. Conservancy managers present were also urged to attend a celebratory event organized by Mr. Kipkeu of the Kenya Wildlife Service (KWS), who was a Keynote Speaker at this biennial conference, which was to take place at the Lake Nakuru National Park and Afraha Stadium in Nakuru. Due to these celebretations, the conference was collapsed into two days as opposed to the originally planned three days, in order to enable conservancy managers to travel to Nakuru in time for these celebratory events.

Mr. Kaelo mentioned that KWCA in partnership with Ecotourism of Kenya, regularly recognize one private and one community conservancy each, whose performance was outstanding and the winning conservancies are given an award during an *Annual Gala Dinner for Conservancy Managers*. In the 2015 Gala Dinner, the following conservancies won an award for outstanding conservancy management: Mara Naboisho Conservancy in Maasai Mara (Community) and OlPejeta Conservancy in Laikipia (Private). In 2016, Kaelo announced that the winning conservancies were: Olentile Conservancy in Laikipia (Community) and since they were absent, their award was received on their behalf by Naaibung'a Conservancy's Manager, and the Olkinyei Conservancy in Maasai Mara was the runner-up. OlPejeta Conservancy won in the private conservancy category again in 2016, and the Oljogi Conservancy were the runners-up.

MR. DICKSON KAELO

CEO KWCA

PRESENT SCENARIO FOR
CONSERVANCY MANAGEMENT



Challenges

According to the Department of Resource Sensing and Reporting (DRSR, 2016), Kenya has lost 68% of wildlife in 4 decades, hence the urgent need to stem this unsustainable wildlife loss through conservancy development.

Some of the causes of this great wildlife loss include increased human-wildlife conflict arising from the encroachment by wildlife into ranches, and livestock into protected areas, in search of pasture during severe drought and flooding brought about by climate change. This encroachment is markedly noted in Tsavo National Park and in Laikipia. Countrywide, increased infrastructural development of for example, railways, resort cities, dams, and towns, as well as a population boom, land use changes, fencing and land subdivision by communities living close to protected areas, have all resulted in encroachment of wildlife areas. Wildlife populations have also suffered as a result of Illegal wildlife crime and trafficking of trophy.

It is against this background that there is urgent need for innovative ideas on how to better manage conservancies in face of these challenges.

Opportunities

These opportunities include:

1. Legal recognition of conservancies as legal entities with a legally recognized land use mandate
2. An unprecedented level of policy and law reviews that all provide a legal framework in which conservancies can operate
3. Recognition of community wildlife associations as legal institutions
4. A devolved system of government that supports the setting up of conservancies at county level with increased County Government support for conservancy work
5. The development of CWCCCs in counties to support the work by conservancies
6. Increased donor support for community-based conservation and their recognition that conservancies can create jobs, reduce poverty and help meet the Sustainable Development Goals (SDGs)
7. A strong interest by land owners and communities in the establishment and running of conservancies and game ranches.

Growth of Conservancies

In the 1950s, one could count the number of conservancies in Kenya on one hand. Today, just over 60 years later, there has been an exponential growth of conservancies to over 155 between 1994 and 2012.

Kenya has now ratified international conservation agreements committing itself as a country to set aside 17% of its landmass for biodiversity. Currently, conservancies, parks and reserves take up only 8% of the land in Kenya as set aside for conservation, so the challenge remains to increase conservation land to the targeted 17%. Conservancies provide the best opportunity to attain this Aichi target.

Conservancy Types

Despite the fact that conservancies in Kenya started out as a few private ones, community conservancies have increased in number such that they comprise 70% of all conservancies in the country as shown in Fig. 1. below:

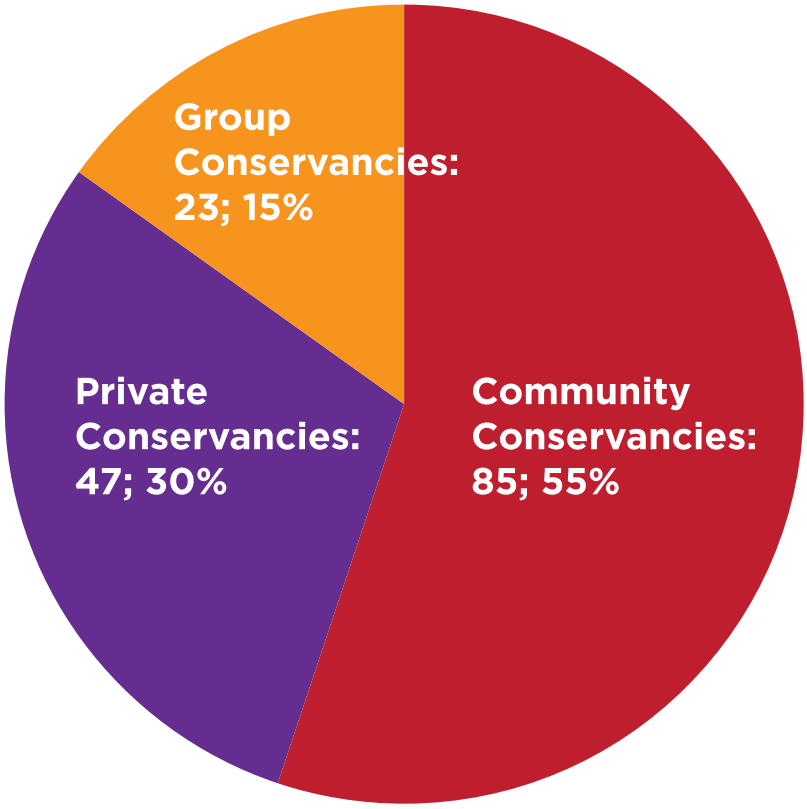


Figure 1| Conservancy Types

Local community conservancies have increased employment by providing jobs for local community members. Of these conservancies, 64% are operating to-date while 36% of them still need a lot of infrastructural and other improvements. KWCA is currently developing a Status Report on Conservancies and a map of Kenya Conservancies in 2016 has already been developed. This map was displayed at the conference, showing the locations and extents of the existing conservancies, and participants were encouraged to interact with the maps in order to guide KWCA management on any changes that were required to ensure accuracy in the map details.

Mr. Kaelo mentioned that conservancy management was a demanding job that required prudence in the management of different relevant stakeholders including staff members, community members, donors, land-owners, the KWCA Board members/Management Committee members, and other partners.

He then ran through the objectives of this conference, which included:

1. Conservancy Managers learning from each other and sharing experiences and best practices with each other.
2. Conservancy Managers learning how to become better managers and leaders by going through facilitated sessions that would enable them to interact with the following publications:
    - Conservancy Managers' Handbook by Allan Ward
    - Standard Operating Procedures (SOPs) for Wildlife Scouts

3. Conservancy Managers participating in and contributing to the amendment of national policies by closely perusing and giving feedback to content in the following publications:
    - Draft Wildlife Policy that was drafted by the Ministry of Environment and Natural Resources on the 8th of July, 2011
    - *The Wildlife Act, 2013*
    - Wildlife Regulations
        - Access, Incentive and Benefits Sharing
        - Conservancy

4. Conservancy Managers preparing a management plan that complies with protected area management plan guidelines and Schedule 5 of the *Wildlife Act, 2013.*

COMMENTS

John Ole Kamanga
Member of KWCA Board representing Southern Rift Region

> *'I have been a KWCA Board Member since its inception and I am pleased to see so many conservancy managers here. I appreciate the effort by KWCA to make such a meeting possible. This is a great opportunity to honestly and constructively share the constraints and challenges we face as conservancy managers, as well as solutions and positive experiences. Let us take advantage of this rare opportunity.'*

Kathryn Combes
Vice-Chairperson KWCA Board

> *'I am very happy to be here as a member of the KWCA Board. It is important for all the conservancy managers here to share the practical ways in which conservancies can be made more viable, relevant, and sustainable in Kenya. I am especially happy to see more women present in this conference to ensure gender inclusion. Kindly receive greetings from Tom Lalampaa the Chairperson of the KWCA Board.'*

MR. MICHAEL KIPKEU

Senior Assistant Director Devolution and Community Wildlife Service
KWS



OFFICIAL OPENING AND LAUNCH OF CONSERVATION MANAGERS' HANDBOOK AND STANDARD OPERATING PROCEDURES (SOPs) FOR WILDLIFE SCOUTS IN KENYA, 2016

Mr. Kipkeu underscored the huge responsibility that conservancy managers have in Kenya and mentioned that he had been in park management for 25 years, and that he ardently desires that Kenya continues to optimally manage its wildlife conservation programmes even as it is considerate of the communities in and around the national parks and other protected areas.

Conservancy managers play an integral role in the good management and reduction of human-wildlife conflict. Mr. Kipkeu highlighted that the *Wildlife Act, 2013* is premised on devolution and the *Kenya Constitution, 2010* recognizes community participation in wildlife management unlike in the 1970's when this was not the case. In fact, communities living in and around protected areas were formerly considered antagonists with regards to wildlife management but now the Kenya Government is bringing them on board as fellow managers in wildlife protection. This therefore calls for greater capacity building efforts for conservancy managers. Mr. Kipkeu thanked KWCA for spearheading the capacity building process by making the *Conservancy Managers' Handbook* by Allan Ward, and the *Standard Operating Procedures (SOPs) For Wildlife Scouts In Kenya,* available for conservancy managers to use in their conservancies as this equips them with the requisite knowledge in natural resource and conservancy management. He asserted that conservancy managers had systematically and effectively curbed wildlife poaching through their own creativity and effort; something that was there-before considered the ambit of the Kenya Wildlife Services only. These managers also provide important linkages with communities and leaders and they play an important role in carrying out wildlife research in their conservancies and doing this successfully requires capacity building in research methods. He urged conservancy managers to familiarize themselves with the *Wildlife Act, 2013* even after going through it during

this conference, to clearly understand the role of the communities they serve as managers, in wildlife conservation.

Mr. Kipkeu pointed out that most endangered species reside outside the protected areas. For example, 55% of rhino population is found in Laikipia which is outside a government-managed national park, and one finds that Kenya Wildllife Service (KWS) scouts and wardens often operate outside protected areas. Conservation areas also shrinking due to encroachment into these areas by communities as populations increase. Drought and other negative climate change effects are also driving wildlife into community ranches and farms, often resulting in human-wildlife conflict. All these changes require that conservancy managers strategically and compassionately manage wildlife as well as community members so as to preserve wildlife and human life. He spurred KWCA to push County Governments to allocate monies to community conservancies to help conservancy managers operate optimally and to reduce over-reliance on external donors for wildlife management. He also pointed some innovative ways in which some conservancies were generating income for operations, for example, the Northern Rangelands Trust (NRT) where managers were buying and fattening cows and selling them for a profit. This empowers the local community in terms of livestock management and income generation for livelihood support and was an example of management 'out of the box' that could be emulated by other managers instead of relying too heavily on foreign funding. Community conservancies were also increasingly becoming attractive tourist destinations, for example the Laikipia Conservancy is now second to the Maasai Mara Game Reserve in terms of tourist attraction. Conservancy managers will do well to familiarize themselves with the statutory documents regarding wildlife conservation such as those that will be studied during this conference, as well as the *Kenya Vision 2030.*

Mr. Kipkeu applauded the strong and good relationship that KWCA has with KWS, which has led to working together in this conference to harness the views of conservancy managers on important legal government documents to get feedback that will inevitably be integrated in the amendment processes. He also thanked KWCA partners such as USAID, WWF, Nature Conservancy and the IIED for their financial and other contributions that have made this conference possible and urged the conservancy managers present to share openly with each other so as to improve their management experience. He mentioned that he was especially happy to note that the *Conservancy Managers' Handbook* by Alan Ward was portable and small enough for conservancy managers to carry around easily for continued reference. The WWF, TNC and USAID, also supported the development of these publications and KWCA will continue producing more tools that conservancy managers will use to improve on their work in the communities they serve.

Mr. Kipkeu then launched the Conservancy Managers' Handbook by Alan Ward and *KWCA Standard Operating Procedures (SOPs) for Wildlife Scouts* before official opening of the workshop.

PETER MUIGAI

WORLD WILDLIFE FUND (WWF)

BRIEF COMMENTS

Peter Muigai of WWF introduced himself and mentioned that he was especially happy about the wide representation from all parts of Kenya of conservancy managers. He pointed out that wildlife management is increasingly in the hands of communities as wildlife encroaches on non-protected areas, and livestock enter protected areas in search of food. He assured the participants that WWF will continue to support KWCA's efforts in wildlife conservation through the conservancies. He mentioned for example that though WWF did not have a budget line for this conference, it still made some resources available to support KWCA for this great effort. He thanked Mr. Michael Kipkeu of KWS for his comments and mentioned that KWS and Anne Kahihia of KWCA have been very supportive in this collaborative effort. He urged conservancy managers to use all the publications they would go through at the conference as working tools that need regular perusal.

ALLAN WARD

MANAGEMENT CONSULTANT

FORWARD CONSULTING LTD



Allan Ward is the consultant who helped develop the *Conservancy Managers' Handbook* for KWCA. When he first came to Kenya in 1987, he was doing wildlife research on seals and whales. He finally moved his family to Kenya in 2010 and carries out leadership and management training as a consultant in Forward Consulting Ltd. He believed such training is vital for Kenya and he thanked KWCA for giving a national perspective to wildlife conservation, and for supporting such training.

He said that according to Mike Harrison, the Northern Rangelands Trust (NRT) CEO, a lot of training in the conservation field is centred on conservation or livelihoods technical training. However, it is important for conservancy managers to understand generic personal skills for the effective management of people, partnerships, or resources in order for them to effectively manage and sustain their conservancies. He underscored that such skills were just as important for conservancy managers and boards if conservancies were to operate to the best of their ability. He then took the conservancy managers through a practical task developed by himself and Heiz Wadegu of Forward Consulting. The participants then went through an exercise of building a Marshmallow Spagetti Tower.

He said that according to Mike Harrison, the Northern Rangelands Trust (NRT) CEO, a lot of training in the conservation field is centred on conservation or livelihoods technical training. However, it is important for conservancy managers to understand generic personal skills for the effective management of people, partnerships, or resources in order for them to effectively manage and sustain their conservancies. He underscored that such skills were just as important for conservancy managers and boards if conservancies were to operate to the best of their ability. He then took the conservancy managers through a practical task developed by himself and Heiz Wadegu of Forward Consulting. The participants then went through an exercise of building a Marshmallow Spagetti Tower.

The Spagetti Tower Exercise

The participants sat in groups of about eight each and were led through a a practical task that required them to construct in 18 minutes a tallest free-standing structure to support a single marshmallow on the top of it. They were to use only 20 sticks of spaghetti, 1 metre of tape, and 1 metre of string. They were free to use as much or as little of the materials as they felt they needed.

Apparently, this challenge is often used in team-building exercises by corporates in many parts of the world, and was first shown in the YouTube TED talk' videos by Tom Mujec, in February, 2010. It reveals that young children do better than business students in creating more interesting and taller structures. This is because they spend more time playing and prototyping optional structures and start by placing the marshmallow on sticks of spaghetti before they begin to build the structure. They are therefore constantly focused on the goal of the exercise – having the marshmallow atop - and work towards it. Business students on the other hand, spend an inordinate time planning rather than executing the plan, and often end up with an incomplete structure by the deadline. Additionally, often, players assume that since the marshmallow is light, the building will be easy, but this is not the case.

The construction drew a lot of laughter and jostling from the participants as they struggled to finish constructing the spaghetti tower with the materials and within the 18 minutes allotted. The conservancy managers discussed different permutations of



Participants enjoying the spaghetti tower exercise

the structure and with ample laughter and sighs of frustration the groups all managed to come up with their own idea of the perfect structure. It proved a delicate exercise as spaghetti is fickle and easily breaks.

After 18 minutes were over, each group's spaghetti tower structure was measured and the heights were called out and documented to help determine the winning team with the tallest structure. Two teams won as they both had equally high structures, which were taller than those of the other groups. Each group was then asked to assess what leadership and management skills they used in the spaghetti tower exercise and share this with the plenary. Though the spaghetti tower construction exercise seemed simplistic, participants were able to glean a number of salient and important lessons on leadership and management from it, including:

1. Collaborating quickly is essential and there is no single right way of doing things
2. The higher the stakes, the more this impacts final outcome and performance by team members
3. Incentives are therefore important for the success of any project
4. Conservancy managers must identify the assumptions they are making in any project before they begin it, in order to test them early and often to lead to effective innovation and management.
5. Prototyping matters
6. It is important to work as a team, listen to each other, agree and complete the work within the deadline.

Participants highlighted a number of skills that they used in the groups to complete the spaghetti tower exercise including:

Planning, organizing, team-work, time-management, technical skills, commitment, delegation, prioritization, creativity, allocation of resources management, communication, evaluation, imagination, motivation, monitoring and evaluation, leadership, application of science, patience, dialogue/community engagement, vision, crisis-management, disaster-management, conflict resolution, and persistence.

Mr. Ward went on to point out that leadership and management were two different functions that played an integral role in getting the right things done in the right way in conservancies. Leadership involved inspiring staff to do the right thing, and management involved instilling good operational processes to get the work done right. Using the matrix below (Fig. 2.) he highlighted the fact that strong leadership and management skills led to growth in an enterprise.

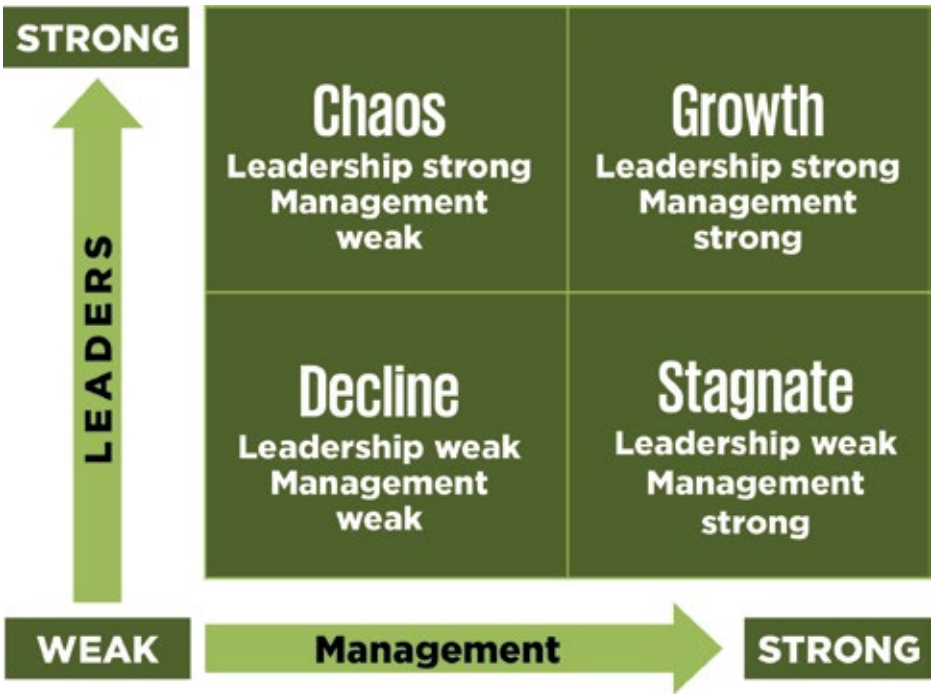
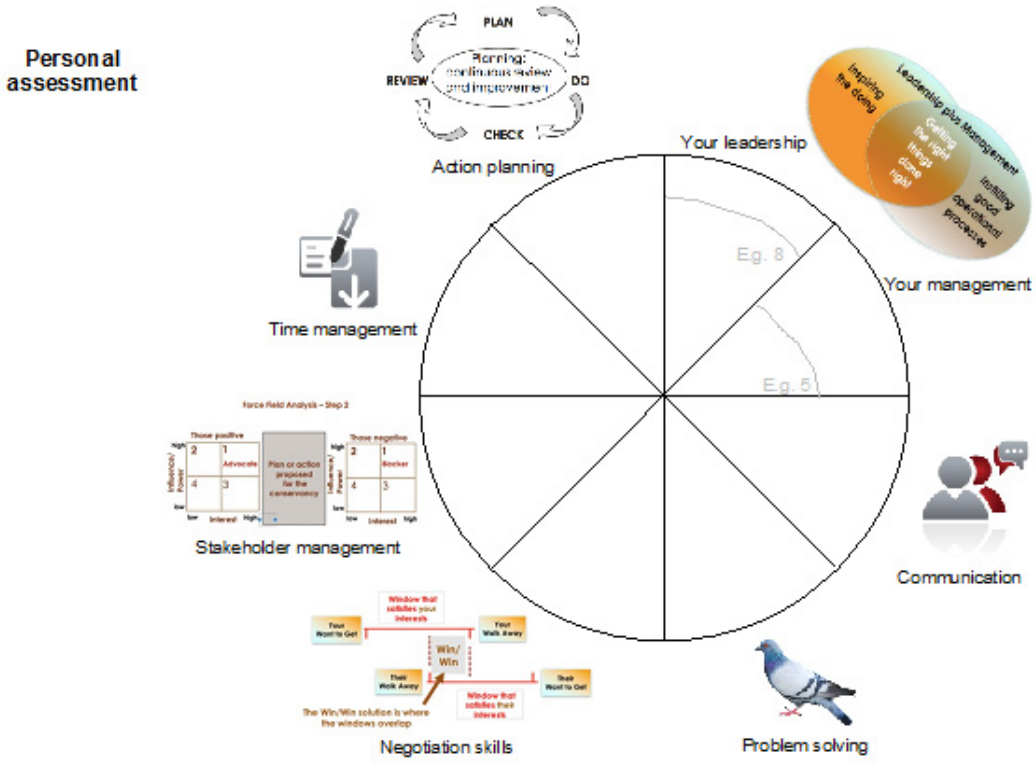


Fig. 2 | Leadership Management Matrix, 2016 (Forward Consulting Ltd, 2016)

In order to assist the conservancy managers to assess the direction of their conservancies in terms of conservancy and personal assessment, Mr. Ward asked each participant to do a self-assessment exercise and determine where they stood regarding: action planning, management, leadership, planning, entrepreneurship, community benefit; recruitment; staff management; and conflict resolution, as captured in the following Fig. 3.:



If 0 is at the center, and 10 is on the outer rim mark in each section your current level of satisfaction with that area (10 being very satisfied).

Fig. 3 | Personal Assessment Wheel (Forward Consulting Ltd)

An important lesson learned using this personal assessment was that all aspects need to be in balance to avoid a bumpy ride in conservancy leadership and management and that alignment between the two areas was largely based on having a conservancy management plan in place. All areas of conservancy leadership and management cascade out starting from the foundation in terms of Vision and Mission, right down to the Action Plan of the conservancy.



Participants shared which areas they felt they needed to work on as managers according to the Personal Assessment Wheel and also according to what they considered were the strengths and weaknesses they had, and to identify two areas where the conservancy would develop more if they became more effective in those areas. The aspects in all the diagrams used to teach on leadership and management are also covered as independent chapters in the *Conservancy Managers' Handbook.*



Fig. 4 | Colourful Statements (Fortune Consultants Ltd)

Colourful Statements

Using different colours to define different personality types, conservancy managers were asked to select one pack of cards each from coloured cards that had been put at each table. The colours used were: blue, green, yellow and red, according to Fig. 4: above.

Participants were first to pick the two cards that described their personality best, and then the two that least described their personality. Thereafter, they were to trade the cards that least described them with the conservancy manager who felt they best suited their own personality. Finally, the conservancy managers were to place any cards they still held in their hands that did not match their personality types, and only remain with those that did, in their hands. These they were then to put in groups according to their colours, e.g. green cards all together, blue ones together, and so forth. Depending on which card colour they had the most of, they stood in different corners of the conference room: blue card holders all together, red card holders all together, and so on.









Discovery From Coloured Cards

Interestingly, conservancy managers realized that there was no group without representatives. All four groups had a number of conservation managers. This meant that a conservancy manager could have any one of the personalities.

Different colour cards therefore made different statements regarding the personalities of the conservancy managers. For example, the RED card holders were the more energetic, creative, achievers, who got results and pushed for things to happen, while the GREEN card holders were more honest, sincere, loyal, respectful, dependable, reliable, caring, calm, non-confrontational, helper, consistent, sensitive team players who gave others a listening ear.

The BLUE card holders were more: responsible, worked with figures and procedures, supportive, organized, detailed, analytical, planners, had willpower, were strong, had a strong sense of duty, were logical and organized, systematic, and orderly and could easily miss the bigger picture. Careers that sprang to mind for such personalities were: auditors, judges, analysts, perfectionists, processors, advisors, supervisors, managers, accountants.

YELLOW card holders were more inspiring, democratic, communicators, adaptive and versatile, creative, optimistic, flexible, fun, multi-taskers, innovators, imaginative, hands-on, friendly, perceptive, generous, and considerate. Careers for them that came to mind included: politician, entrepreneur, pastor, visionary, and salesperson. One problem raised for yellow card holder' personalities was that they were often easily distracted.



Conservancy managers were additionally asked to plot where their staff members could be placed according to the four colours. Through these simple tasks, conservancy managers learned profound lessons about their work and their staff teams.

IMPORTANT LESSONS LEARNED

1. Different colours represent different character traits for conservancy managers and their staff
2. No one way is the only right way
3. There is no need to change other people so as to be able to work with them
4. Grouping staff according to their personality strengths ensures they are in the right place at work, and that they excel.
5. There are 'good' as well as 'bad' day personalities and understanding this better makes conservancy managers compassionate and more understanding with staff, and helps them harness staff' strengths at work.
6. Leadership and management are founded on competencies and not character traits or preferences.
7. All colours/character traits can develop strong leadership and management skills.
8. Some character traits are dominant and external but can change with time to become more internal and dormant; it is up to a conservancy manager to note strengths and positive dominant traits and encourage their use by staff.
9. Different people have different skills and performance levels.
10. Rarely does the leader/manager need a better team; often the team needs a better leader/manager!
11. Performance of a conservancy is related in large part to leadership and management; staff members who are not performing may need to change, but a conservancy manager most often needs to look first at leadership before judging staff members.
12. A conservation manager needs a combination of all the personality traits in his workplace and teamwork is crucial despite differences.
13. A conservancy manager needs to create a work environment that is conducive for enable staff with different character traits to be proactive and effective
14. Delivering conservancy programmes requires the right people in the right places doing the right things at the right time
15. Effective management of people, partnerships, or resources requires conservation or livelihoods technical training, as well as generic personal skills training.
16. Simplicity leads to success

Mr. Kaelo thanked Mr. Ward for the presentation and urged conservancy managers to interact more deeply and regularly with the *Conservancy Managers' Handbook.* He also mentioned that the book was a result of regular brainstorming and team effort between KWCA and at least eight (8) people who were present at the conference. He thanked those who participated in its development for their sterling effort and success in ensuring the book was ready on time for the conference.

He said that KWCA takes leadership training very seriously and that the association has facilitated leadership training sessions even in countries like Tanzania in the region, and such sessions have always revealed staff with different character traits in all conservancies. He underscored the need for all conservancy managers to use the *Conservancy Managers' Handbook* and share their experiences based on its application with each other.



Peter Muigai, Programme Coordinator WWF handing over copies of the conservancy managers' handbook to KWCA CEO Mr. Dickson Kaelo

MR. DICKSON KAELO
MY EXPERIENCE AS A
CONSERVATION MANAGER

" When I worked as a conservancy manager in 1998, conservancies were referred to as Associations. I worked in two group ranches and built the headquarters then went immediately for a strategic planning and training meeting as staff members. We had three vehicles and very few resources. In fact, the Board of Directors at that time said that they would reduce my salary. I was totally discouraged and felt like leaving my employment but instead I decided to push on with my dream. In fact, this made me aspire to study for my Masters so I left to pursue further studies then came back to the ranches. I was heart-stricken to find that in my absence the vehicles had been taken. The office was abandoned. Again, I felt that this dream would never bear fruit and that I should just give up. But then I thought that this was the best to start again, when I had already seen the good and back sides of my work.

Together with six (6) elders, and a retired tourism operator, we started exploring ways to develop a conservancy on privatized land, I started a conservancy in the Mara and today I am proud to say that they have grown to be 13 conservancies there in total. In 2011, on the 22nd of May, we decided that it was time to build an umbrella organization for the conservancies. I invited 60 people to come and celebrate with me the founding of this organization and only 11 turned up. Again, this was extremely discouraging, and what made it worse is that, I later asked one of the people I had invited to the event why he did not turn up and he retorted 'this is just a way of creating a job for yourself, so why should I have come?'.

Despite these hardships, we went ahead and formed the association. In fact, I learned a number of important lessons from all these hardships, including:

To be effective, you must have a long term vision to be able to overcome disappointments and bottlenecks that come in the way of your work. A vision keeps you motivated to work and over time you are rewarded as you see happy people, more wildlife, better landscape, and benefits flowing into the community and their standards improving.

Managing a conservancy is a complex undertaking. It involves balancing many differing interests among various stakeholders—land-owners, resident/neighboring communities, conservationists, investors, researchers, policy makers, staff, government agencies, among others.

A conservancy manager doesn't necessarily need to be a conservation expert, he or she needs to have passion, be a good listener, a lover of wildlife, and be a good community mobiliser.

The job requires sacrifice because it often starts when things are not in place. Accommodation may be lacking, there may be few or no rangers and the community may not like your ideas and may oppose you and your ideas. Therefore, you'll need patience and a willingness to sometimes volunteer until the community comes around and resources become available. Every failure opens a new opportunity and new ways of doing things. Develop a culture of reading because it helps you search for solutions.

Be outgoing, open-minded, and endeavor to network with new people, because good ideas come from interactions with people. It is important for managers to establish development programs such as bursaries and medical health programs that can benefit the community. When the community's needs are addressed, then they can participate in wildlife conservation and see the value in wildlife and, consequently, prevent wildlife loss because they understand the economic value of wildlife.

But be careful in raising the community's expectations. It's important to promise less and achieve more because any promise you don't achieve can destroy the achievements you've made.

I am very happy today that I never gave up because the conservancies in Maasai Mara, their regional association and the association that I now head, are successfully implementing their mission of working with landowners to secure space for wildlife conservation. Kenya Wildlife Conservancies Association (KWCA) today exists and employs 23 people. We operate on a budget of approximately fifty million shillings annually (Kshs. 50 million) despite financial constraints in the past. I therefore urge all of you as conservancy managers to keep on keeping on and never give up your passion because of discouraging people and events. I am even today a land owner in two (2) conservancies. Today, I look back and see success has replaced what I considered a failure, and you will all be able to look back in the future and see success as a result of your perseverance and efforts as conservancy managers.'

CONSERVANCY MANAGEMENT PLANNING

APOLLO KARIUKI
KWS HEAD OF PLANNING



Mr. Apollo Kariuki speaking to participants on Management Planning

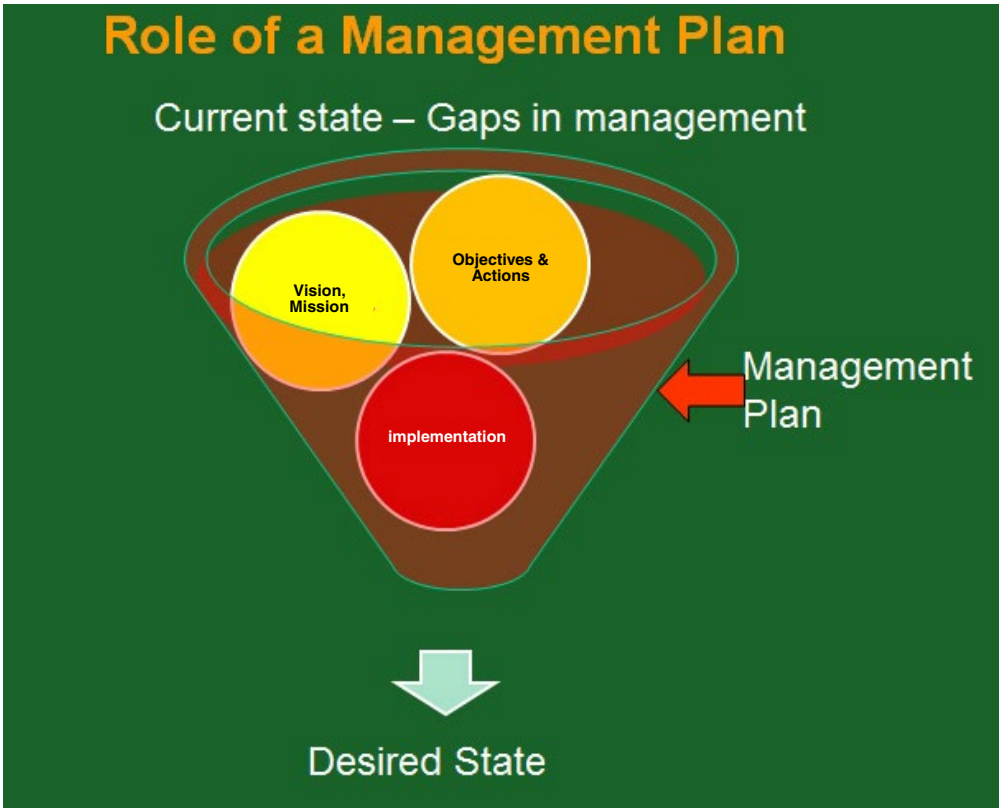
Introduction to Management Plans

The *Wildlife Act, 2013*, under the 5th Schedule of the Wildlife Conservation and Management Act, 2013, described management plans as a good practical tool of active management. This Schedule defines management plans in the following way:

> *"the instrument in which all the ingredients……Act). Management planning should be a practical tool – one that can be created in simple form and build upon overtime, using progress reports."*
> (5th Schedule of the Act)

A conservancy manager is expected to build upon this tool regularly based on progress reports on the conservancy. The Act also provides that there is need for guidelines to be used in the development of these plans.

This led to KWCA seeking ways to develop guidelines written in simple and not technical language, that conservancy managers could use as a template to develop their own conservancy-specific management plans, especially as this is now a legal requirement in the *Wildllife Act, 2013*. It is now an offense to contravene a management plan and a significant fine can be imposed if found guilty of this. A management plan



has now become a legal document. KWCA has now developed the management plan guidelines and these will be reviewed in this conference to provide feedback on any amendments required.

Conservancies are also required to register their conservancy with a concept paper if it has existed for less than three (3) years, and develop a management plan if it has existed for over three (3) years in order to get licensed as a conservancy. A conservancy manager therefore needs to have certain things in place to actively manage his conservancy including: resources, a Vision and Mission, objectives, a strategic management plan, and an implementation framework for that plan.

Mr. Apollo Kariuki has helped develop conservancy management plans over many years including developing the guidelines on how protected area management plans will be prepared in the future. So far 17 conservancies represented in the meeting have management plans and others are in the process of being developed such as in Lemek Conservancy in the Mara Ecosystem.

There is usually a hierarchy of plans from the legislative level right down to the action plans in a conservancy. The management plan serves as a roadmap for managing a conservancy and assists conservancy managers to set a long-term vision of approximately five (5) years, with clear results noted down to achieve the conservancy's conservation goals, and address local priorities and issues. This plan must be reviewed annually, and a progress report submitted to the CWCCC, and a five (5) year third-party management report submitted once every five (5) years.

A Lot can go Wrong without a Conservancy Management Plan



Fig. 5 | Things that can go wrong without a Conservancy Management Plan

If a conservancy manager does not take the time to develop a conservancy management plan it becomes difficult to balance conservation and use (e.g. farming, livestock production etc.), and development occurs on a haphazard basis. There is also often unplanned and unregulated development of tourism facilities e.g. in the Mara Game Reserve, and of market centres, and vested interests can influence decision-making instead of community concerns guiding decision making. There is also the real danger of irreversible damage to resources and values if there is no management plan in place. These resultant problems are well-captured in Fig. 5:

However, all this can be avoided by taking time to develop a conservancy management plan. This plan enables managers to identify management problems and desired future conditions, and it provides a framework for managers and stakeholders to work together in defining an area's management objectives and actions. It plays an important part in helping managers to have a framework for day-to-day management of operations. It is therefore important for a conservancy manager to plan for the following: appropriate tourism infrastructure and activities; conservation of exceptional biodiversity and habitats; building good relations with stakeholders, especially neighbours; ensuring that operations are efficient and effective, and addressing long-term threats impacting on the area, such as diminishing water supplies.

The Need for Conservancy Management Plans

A conservancy management plan serves as a contract between the conservancy manager and the Board, the public, and the Cabinet Secretary in the Ministry of Environment and Natural Resources revealing what the conservancy will do and with whom. It also guides the conservancy management in a manner which is consistent with the purpose for which it was established; provides continuity of management because of possible relocations and transfers of managers; and also serves as a tool for fundraising.

The conservancy management plan also establishes what should occur in the conservancy in terms of activities, responsibilities; timing and resources needed to achieve the management objectives, as well as delineates what should not occur including: limits of acceptable use and prescriptions needed to achieve the management objectives. The plan clarifies the zoning scheme regarding which parts of the conservancy should be used, and establishes a monitoring plan showing positive and negative outcomes that can be expected from implementing the plan, and how to measure progress.

Sections deal with different aspects of the MPs; requires CWCCC and neighbouring communities are consulted; those 17 mentioned here were developed before the CWCCC was in place so can no longer be gazette; will need to review them; Amboseli ecosystem, Kisite Mpunguti, Marsabit Forest Ecosystem MP have been gazetted so far; hoping to have Amboseli Landowners Conservancies Association to be gazette and will see how that goes; no development without a gazette MP; have to document consultation process when preparing the MP as record of the meetings will support the gazetting of the MP:

There are important legislative requirements to keep in mind about a conservancy management plan. The *Wildlife Act, 2013* mentions in different sections what the management plan must include, for example: how Personal Assistants (PAs) shall be managed; CWCCC and neighboring communities are consulted during plan development and implementation; the need to gazette management plans; no development to be approved in the absence of a gazetted management plan (a copy of the gazettement is kept by the KWS); and to have a report detailing participation of Neighboring communities/Stakeholders in management development. Contravening an approved management plan or fraudulently altering a conservancy management plan attracts a fine of not less than one hundred thousand shillings (Kshs. 100,000). This offers protection to conservancies that develop and gazette their management plans. The development of a conservancy plan is therefore a must for conservancy managers. However, as detailed conservancy management plans are awaited, some activities can continue in conservancies, due to the length of time it takes to develop them and for gazettement to take place at the early stage of conservancy development

and at least within three (3) years since registration with KWS, a conservancy can operate with a Concept Paper prepared for purposes of guiding decision making in the conservancy.



QUESTION AND ANSWER SESSION

Q:	**Can a management plan in place be amended or does a conservancy manager start from scratch?**
A:	An existing conservancy management should be reviewed to ensure that it is in line with the Wildllife Act, 2013, and the Management Plan Guidelines. If they meet these criteria, they are acceptable for gazettement. It is important to comply with the law and demonstrate this with the development of a management plan, and amend it to fit the Act, as well as ensure it is endorsed by CWCCC and the neighbouring communities. After that, ensure the amendment is gazetted.
Q:	**What is this list of prohibited activities that must be included?**
A:	This includes those activities that are not authorised in the conservancy or in certain areas of the conservancy as agreed by the conservancy decision makers.
Q:	**Shimba Hills National Reserve has an ecosystem plan (Shimba Hills, Kenya Forest Service, Mwalungaje); must they now develop individual management plans?**

A:	There is still need for a detailed plan for each conservancy as at ecosystem level salient management and leadership details may not be captured.
Q:	**Some of the conservancies are so small (not even big enough for campsite) so does it make sense to have one management plan each? Additionally, they have different land uses (zones) as small conservancies and prefer to join with others to form one large management plan to apply to them all. Is this possible?**
A:	This can be possible if the smaller conservancies are dealt with as small management sectors of one large conservancy. They management plan needs to be clear that this is the case and it needs to be gazette as one large conservancy for it to be acceptable to have one management plan.
Q:	**What would be the support of KWCA as far as this process is concerned as capacities and resources are different for different conservancies and the timelines are short?**
A:	In the *Kenya Wildlife Act, 2013, Section 7,* KWS is supposed to assist community and private conservancies to develop management plans and it is already doing that, for example the Lemek Conservancy. This is because the mandate of managing wildlife conservation rests with KWS.
Q:	**What should come first between ecosystem management plan and the conservancy management plan?**
A:	The ecosystem management plan should come first then come down to protected or conservancy level plans, but because of logistics, where an ecosystem plan does not exist, conservancies can go ahead and develop their own management plans.

THE CONSERVANCY MANAGEMENT PLANNING PROCESS

Overview of the Planning Process

Management planning is a continuous process that comprises: taking an inventory of where a conservancy is; developing objectives of where the conservancy wants to go and how to achieve this; planning what actions need to take place to get there; and implementing the action plans together with monitoring and final evaluation.

Mr. Apollo then quickly ran through an overview of the planning process regarding the activities and outputs that a conservancy manager should focus on, and used a number of plan structure examples to elaborate on the planning process. He urged managers to ensure their plans comprehensively covered the following management programmes: conservation and natural resource management; tourism development; community participation and development; wildlife utilization; operations and security; and the organization and management of the conservancy.

The development of any management plan should, as far as possible, be based on relevant, up-todate and accurate information including information on: conservation and ecology; tourism; community livelihoods and resource use; management operations; and institutions and governance for it to be useful to the users. To elaborate on the need to have a very clear geographic scope of the plan, Mr. Apollo used the examples of Lemek Conservancy, Tatu City NOA, and Olgulului GR to show that geographic scope may include details of whether a conservancy borders national or forest reserves; which ecological processes link the conservancy to rivers or wildlife migration, and whether the conservancy has a buffer zone. The management plan must also contain prescriptions and limits of acceptable use and all owners must agree on this, as well as on the plan activities, and on what resources in the conservancy provide outstanding value and unique ecological character to the conservancy. These include: biodiversity, scenic, social and cultural values that make the conservancy unique. An example of these values is captured in Fig. 6:

Category	*Exceptional Resource Value*
Biodiversity	▸ Black rhino
	▸ Grevy's zebra
	▸ Elephant
	▸ Mosaic of vegetation types
Scenic	▸ Undisturbed wilderness ▸ Tana River and Adamson's Falls
Social	▸ Community consultative committees and forum
	▸ Water catchments
	▸ Ngaya Forest
Cultural	▸ Ethnic and cultural diversity ▸ Adamson's grave and camp

Fig. 6 | Examples of Exceptional Resource Values to note in the Conservancy Management Plan

The plan should have a clear Vision and Mission, clarify on limits of use, provide a clear link between the planning and actual work plans and budgets, information on livelihoods and resource use, the conservancy institutions and governance structure, as well as deal with problems (poaching, poor visitor experience); and opportunities (trained community scouts and tour guides).

A conservancy management plan is approved by the Conservancy Board then sent to the CWCCC for endorsement, and thereafter to the KWS. It is then transmitted to Ministry of Environment and Natural Resources for the Public Secretary to publish in the Kenya Gazette.

QUESTION AND ANSWER SESSION

C:	**KWCA is working together with KWS to develop a database of affordable consultants who can assist in the development of conservancy management plans and this will be put on the KWCA website. In future, KWCA intends to develop its capacity in management planning to support conservancies in the development of their management plans.**
Q:	**Will KWCA need to train managers on how to implement the plan?**
A:	The Conservancy Managers' Handbook is a tool for conservancy managers, developed by them in a language they can understand, and focusing on their areas of interest so implementation should not be a problem if they read through the handbook.
Q:	**Does the *Community Conservation Planning Framework* still exist?**
A:	The *Community Conservation Planning Framework* still exists and this too can be adjusted to serve as a template to help conservancy managers come up with their plans.
Q:	**Is there a conflict of interest if the conservancies are based on Kenya Forest Service Regulations?**
A:	Conservancies are regulated by the *Wildlife Act, 2013* only so the Kenya Forest Service only acts as a stakeholder that a manager can invite to meetings and consult with.

Best Practices for Development of Management Plans

The process used in plan preparation should be 'participatory', involving the people affected by management of the protected area (external stakeholders and internal stakeholders) for example: KWS, the CWCCC, and neighbouring communities. Wide participation of stakeholders is an ongoing process and it ensures implementation is successful. It does not however need to be an expensive exercise. Management plans are prepared primarily for regular use by area managers. Other stakeholders can also use the plans for various purposes e.g. fundraising. They therefore meet managers' needs in terms of content, level of detail, and ease of use. In terms of presentation, style and content, the conservancy management plan must be user friendly and SMARRT:

Smart,
Measurable,
Achievable,
Relevant,
Realistic, and
Time -bound

A timeline is crucial; for example Elementaita has been planned for 11 years despite moratoriums from NEMA. Twelve months is a good time line for the development of a conservancy management plan.

Should a Conservancy Management Plan be outsourced?

A conservancy management plan can be developed in-house by competent staff, or even be outsourced to expert consultants who will lead the process in a participatory manner to include all stakeholders. This has to be decided by the core planning team. However, there are advantages and disadvantages of internal development verses outsourcing, including:

Advantages of using consultants:

- Performance of the work is isolated from competing demands
- Gain access to more experienced personnel

Disadvantages of using consultants:

- Limited freedom to change brief
- No regeneration of knowledge and experience in house
- Input from contracted planners not usually available during implementation phase of the plan
- Decreased likelihood of organisational learning and progressive improvement in management planning

It is encouraged that a conservancy will develop its own plan internally with the support of stakeholders, to save on money, and also because the plan is based on work that the conservancy manager carries out on a day-to-day basis.

Q:	**What can KWCA do about the bottleneck of funds not being devolved to County Governments as this constrains their support for conservancies in their counties?**
A:	KWCA has sent a protest letter to the government requesting for sufficient money to be sent to CWCCCs by the Cabinet Secretary in the Ministry of Environment and Natural Resources. Conservancies should also vote out members of the CWCCCs who are not carrying out their duties.

TEA BREAK





COMMENTS, QUESTION AND ANSWER SESSION

C:	Mara North started three (3) years ago but the CWCCC has delayed visits and approvals regarding the conservancy for almost three years now, so it looks as if the conservancy has been doing nothing yet this is not the case. The timelines are therefore dependent on stakeholders outside the conservancies as well. We are happy to hear that KWCA will continue to guide us in the development of our management plans.
C:	KWCA has preempted this problem by having a discussion with Ministry of Environment and Natural Resources officials. A CBNRM desk will be set up in the Ministry shortly, and a CBNRM Coordinator will fast-track gazettement of management plans from conservancies to reduce such delays. It is important for conservancy managers to work together with all stakeholders to develop our strategic management plan, and an implementation framework for that plan.
C:	KWCA will consider developing a template to use for developing management plans, as long as this does not stifle innovation as management plans need to be specific to conservancies and they are all unique. They cannot be duplicate plans, or copies of others already created. KWCA will keep the conservancy managers informed on this.
C:	Management plans need to keep in mind the larger picture covering five (5) years or more, as well as the minute day-to-day planned activities in a conservancy, even though these are covered in the smaller activity plans.
Q:	**What incentives are needed to develop management plans??**
A:	Registration is important and there are implicit benefits for registration, and in order to carry out any development on a conservancy you need the NEMA assessment complete, which can only be carried out on registered conservancies. The management plan is also an effective and important fundraising tool, and it protects you from unscrupulous operators developing structures on your conservancy, especially if your management plan is comprehensive enough to detail on the licensing and potential structures you will have.
Q:	**Does the government ensure there is a benefit in terms of reinvestment into the conservancy from an economic sustainability perspective?**
A:	Currently there are no government mechanisms that support conservancies except those that are through tourism, e.g the Tourism Fund.
C:	We can all learn from those conservancies that have developed management plans already and follow in their footprints.
A:	KWS is already helping develop the management plans for Lemek Conservancy in the Mara
C:	Conservancies should ensure that their plans are captured in the County Integrated Development Plans and County Spatial Plans by participating in County meetings.
C:	Investment opportunities through conservancies also need to be disseminated at county level to attract investment to the counties.
C:	CWCCCs can be supported by County Government to facilitate the meetings with managers on their management plans. This will also reveal to donors how sustainable conservancies can be. We also need to think innovatively to attract investment as they have done with Chaka Ranch where one can enjoy enjoy activities such as white-water rafting in Kenya. Kenyans are in dire need of increased recreational activities and conservancies can add value by creating such activities. This can be planned for in the management plans as a means of creating wealth to benefit the community.

C:	Benefit sharing in conservancies should be transparently carried out so that the community can appreciate the benefits. This sharing process must be integrated in the management plans and unintended consequences must be captured in them as well so as to plan for risk mitigation in conservancies.
C:	It is advantageous that the conservancy management plans require all stakeholders to participate in the process as all of them will inevitably benefit from the knowledge and experience shared.
C:	Seventy percent (70%) of wildlife is within conservancies, therefore KWS, the conservancy managers, and KWCA have a shared goal, so it might be prudent to put together a small task force with representatives from the three groups to help develop management plans for all the conservancies to save on time, instead of using a consultant;
C:	The CWCCCs have a broad mandate including endorsing conservancy management plans. If they fail in this small part then they are also failing in compensation requirements.
C:	It is important to also consider what the dis-insentives are in conservancy management.

SOME POSITIVE STORIES ON CONSERVANCIES

1. OlPejeta doing so well because of better management
2. Communities having sanctuaries
3. Reducing cost of living with wildlife through conservation programmes even when the Government is struggling to do conservation e.g in West Pokot
4. Savory Institute has given an award to the Enoonkishu Conservancy.
5. Ishaqbin Community Conservancy and the Irola and Ruko Community Conservancy and giraffe conservancy introduced a few years back in a very volatile area and yet it is thriving
6. Pardamat Conservancy in Mara was the biggest hot spot for killing elephants but in 2016, not a single elephant has been killed since the conservancy was created
7. Amboseli first to create Ecosystem Management Plan
8. Integrating livestock and creating Value Chain that is now selling meat from the Enoonkishu Conservancy.

Prayer by a participant

CLOSED FOR DAY

Day two

Proceedings

MONDAY 28TH, FEBRUARY, 2017

Morning Session

Kenya Wildlife Conservancies Association

Living nature, Living people

Day Two Proceedings/
TUESDAY 28TH, FEBRUARY, 2017
Morning Session



Gladys Warigia speaks to participants on laws and policies pertaining to Wildlife in Kenya

A participant led in a word of prayer to start the day.

Recap of Day One by Mr. Kaelo and Participants

Mr. Kaelo differentiated some definitions

- **National Reserves:** Under the *Wildlife Act, 2013*, there are no longer game reserves but all are considered national reserves. Additionally, wildlife conservancies are different from sanctuaries.
- **Sanctuary:** In a sanctuary, a particular species of animals e.g. giraffes or lions, are managed as the main priority, even if there are other species present in the conservancy.
- **Conservancy:** These tend to be larger and focus on all wildlife not a particular species. A conservancy manager must use the correct technical terms when working. One can also have a sanctuary inside a conservancy e.g. chimpanzee sanctuary in OlPejeta).
- **Game Farm:** This is an area where a conservancy manager is tending to eight (8) species of animals, four (4) of birds, and four (4) species of plants listed in the Act.
- **Game Ranch:** This is in an area that has a fence and where wildlife is generally managed based on wildlife user rights.
- **Land Easement:** This by law is a right to cross or otherwise use someone else's land for a specified purpose. This is common in the UK and US and often a conservancy enters into a 10-15-year arrangement and partnership with a land

owner through a negotiation or court process. Such an agreement can also be for perpetuity.

- **Protected Wetland:** This refers to an area that through a court process has been designated as protected because of the important biodiversity there and also to stop misuse of the area. This might soon be the designation for some parts of Western Kenya where there are endemic species that need protection

Participants mentioned that they were happy the Conservancy Managers' Hand book and the KWCA SOPs had been launched; that there are now conservancies in Mandera and Chachabole; that the *Wildlife Act, 2013* empowers conservancy managers more; that there was now a map of all conservancies in Kenya; that they had learned important skills in leadership and management; and that there are about 16 human personality types that they need to understand in order to better manage themselves and their staff members.



GLADYS WARIGIA

KWCA POLICY COORDINATOR

Conservancy Managers' Input on *Wildlife Act, 2013* Conservancy Regulations

KWCA is pushing for better policies and laws governing conservation in Kenya. The *Community Land Act, 2016* now exists and has improved the rights of those in trust lands and group ranches specifically, and now the Wildlife Regulations and Conservancy Regulations are complete but there is need for feedback from conservancy managers on those regulations that are important for conservancy managers.

Developing the *Wildlife Act, 2013* involved six (6) months of participation by relevant stakeholders including some of conservancy managers who attended this conference, and this enabled them to remove some of the clauses in the Act that they felt were not correct, fair, or relevant to their work.

Aspects highlighted for amendment or consideration by participants:

- KWCA needs to agree on the colour of conservancy rangers' uniform so as not to be confused with other uniformed forces
- Conservancy managers need to send KWS the names of all their Wildlife Scouts so that they can be registered. Managers must also inform the KWS when a Wildlife Scout is hired or fired.
- Standard Operating Procedures are now published for use by conservancy managers instead of all conservancies having their own. With the participants' agreement they can now be signed as per SOPs of KWCA.
- Conservancies suggest a change to the name 'scout' as this is used elsewhere e.g. girl and boy scouts.

TEA BREAK

QUESTION AND ANSWER SESSION

Q:	**Do the regulations apply to all conservancies including those that have existed before, or just newly registered ones?**
A:	They apply to all conservancies.
Q:	**As it takes time to develop a management plan, can concept papers suffice for now so that operations in conservancies can still be ongoing?**
A:	There is a window period allowing operations to begin based on concept papers only (5-page summary of conservancy work and plan) as a conservancy develops a complete management plan, which must however be completed three years from the inception of the conservancy.
Q:	**Does one have to provide a medical report to prove they are medically fit to be a scout?**
A:	It is recommended as a good practice to require a medical certificate before recruitment as some of the work requires a high level of physical exertion that can even be fatal if one is not fit. Additionally, this protects all scouts from transmittable disease.
Q:	**Do you register sequentially or concurrently a sanctuary and conservancy if you have both?**
A:	The Act is silent on this, so it is advisable to register both at inception.
Q:	**Public, marine and forest lands fall under different regulations so what if a conservancy deals with more than one category?**
A:	Ensure that when you are dealing with registration of your conservancy you mention this and provide adequate evidence of the same so that you are covered with registration for all aspects from the outset.
C:	Amboseli ecosystem over 360 rangers, not called game scouts but community rangers and registered by Attorney General; to train them in KWS Manyani is expensive so they opened their own Amboseli Ecosystem Rangers' Academy expected to open soon and reduce the cost.
C:	KWS should have a leading role to register conservancies and sanctuaries with the explicit mandate of protecting wildlife.
C:	Wildlife Scout is created by the Act not the Regulations so have to use the term as KWS is keen to make a distinction between those employed by KWS and those with conservancies. However, this title is still being debated for use of correct terms in the final and approved regulations.
C:	Registration of conservancies should not be left with KWS alone, but include CWCCC because Monitoring and Evaluation is left with CWCCCs.

JACK MARUBU

DEVELOPMENT OF STANDARD OPERATING PROCEDURES (SOPs) FOR WILDLIFE SCOUTS IN KENYA, 2016



Instead of each conservancy having their own operating procedures, several meetings with stakeholders, including twelve (12) managers, were held to help come up with a template of SOPs that all conservancies could use. Ideas on the SOPs were borrowed from: Big Life, Tsavo Conservation Group, Maasai Mara, and NRT. This effort was supported by WWF, which also sent Mr. Kaelo (CEO KWCA) and Anne Kahihia (Treasurer, KWCA Board) to Namibia to see what others have developed as SOPs. Namibia have NACSO in Namibia and there is also the CWMA in Tanzania (32 WMAs), which are also associations that are similar to KWCA. In future, KWCA hopes to have exchange learning programmes with the two countries. Developing the SOPs was a participatory learning process that took three (3) to complete.

According to the conservancy and sanctuary regulations of 2015, conservancy management and the KWS are to develop SOPs to guide the operations, discipline and directions of community wildlife scouts.

Objectives of the SOPs:

- To support wildlife industry governance in Kenya
- To better understand conservancies' mandate
- To mainstream participation of wildlife scouts in law enforcement
- To define rules of engagement in the promotion of standards in conservancies

The process therefore included external review and as the SOPs are applied, this will ensure they are tested, and conservancy managers can continually post possible amendments they might need in the SOPs, and retraining will be an ongoing process. The SOPs outline the steps that workers, managers and advisors need to take in all operations in a collaborative way in order to improve efficacy in achieving government outcomes.

Mr. Marubu also ran through a number of definitions of terms used in the SOPs so that there was clear understanding of them by conservancy managers. He highlighted the fact that the SOPs would help to standardize activities, explain performance expectation, and serve as a training and reference document in conservancy management work. They provide a framework for the standardization of operations, and clarify operations and systems, as well as promote effective development and management of conservancies on private and community land.

Mr. Marubu defined a Wildlife Scout, the powers vested in him/her, the wildlife scouts rank and command structure, their training needs, and the role he/she played including:

1. Problem animal control
2. Tourist and community security
3. Wildlife and ecological monitoring
4. Human-wildlife-conflict mitigation
5. Environmental protection & fire management
6. Education awareness & community mobilization
7. Guiding of tourists during tourism activities
8. Providing security for wildlife within the conservancy
9. Wildlife security operations including anti-poaching patrols
10. Verification of compensation claims to the (CWCCC)

Scene of Crime Management

Due to their spatial locations, wildlife scouts are often the first to arrive at a wildlife crime scene. It is vital that all information and evidence that may help track, apprehend, and aid to prosecute perpetrators is secured until the relevant security enforcement team is in place.

Mr. Marubu underscored the importance of training for Wildlife Scouts regarding scene of crime management. He mentioned that often KWS lost crime cases in court simply because Wildlife Scouts mishandled a crime scene and rendered the evidence useless when presented in court. The scouts need to guard against contaminating a scene of crime e.g. taking selfies on dead/poached elephants, and walking around the crime scene. Conservancies were also challenged to train their staff on indigenous methods of First Aid e.g. traditional ways of dealing with snake bite.

Wildlife Scouts therefore needed to keep certain things in mind, including:

1. Keeps unauthorized persons at bay and secures perimete.
2. Evacuates casualties from the scene
3. Ensures safety of personnel at the scene
4. Guards crime scene processing equipment
5. Controls entry and exit into the crime scene
6. Guards exhibits from the scene
7. Reports the crime or incident to the Conservancy Manager
8. Conservancy Manager relays information to the KWS County Warden or officer in charge of County Police matters.

Mr. Marubu pointed out that a Wildlife Scout could only use a firearm if he/she had a license, and as long as a disturbance is within a conservancy/area of jurisdiction, unless directed otherwise, a Wildlife Scout can use their powers with justification.

Moreover, because Wildlife Scouts are usually unarmed, their linkages with the local communities provide a strong basis for effectively collecting information and intelligence. Mr. Marubu discussed the use of canines in wildlife security operations, and quickly ran through an intelligence gathering checklist that can be very useful for Wildlife Scouts.

Disciplinary Action

In the case of misdemeanor, the SOPs provide important guidelines regarding the discipline of offending Wildlife Scouts in order to maintain order in the conservancies. These are clearly outlined for use by the managers in the course of their work.

QUESTION AND ANSWER SESSION

Q:	**Armed scouts having to comply with national police reserve issues; what about civilians who are armed?**
A:	They have to go through registering through KWS Director and IG, but this is different as it is not for wildlife conservation. One must register civilians with KWS as well for rangers carrying civilians' weapons and give this list to KWS.
Q:	**SOPs will be amended annually to capture any emerging issues but the uniform issue contravenes decision made by the Uniforms Forces Committee; advice?**
A:	Regulations currently propose the standard uniform colour to be jungle green.
Q:	**How much should a scout be paid?**
A:	Come up with your own sustainable model as a conservancy.
Q:	**In cases of arrest, should prosecutors not have some knowledge of environment and wildlife conservation?**
A:	There is a huge gap between law and implementation and the training of the judiciary is ongoing. KWCA and KWS are also pushing for prosecutors to have training in environment and wildlife conservation issues. Conservancy managers need however to ensure they do due diligence when it comes to preparing cases.

LUNCH BREAK

AFTERNOON SESSION

GLADYS WARIGIA

POLICY DEVELOPMENT OFFICER

FACILITATOR

INCENTIVES ACCESS AND BENEFITS SHARING REGULATIONS, 2016

Gladys took participants through sections of the draft Wildlife Conservation and Management Regulations, 2016, specifically parts that referred specifically to incentives and benefits sharing. In the Regulations the two terms are defined in this way:

- **Access** – 'obtaining, possessing and using of wildlife resources, their derivative products, and intangible components for purposes of research, bio-prospecting, industrial application or commercial use;'

- **Benefit** – 'any gains, proceeds or profits from the utilization of wildlife resources.'

- **Benefit sharing** – 'any form of compensation including but not limited to monetary and non-moteray reward by a user to a provider on utilization of biological resources, derivatives and associated knowledge for commercial or otherwise;'

These Regulations were developed by KWS and were not approved, so KWS was asked to review them through interaction with relevant stakeholders. KWCA organized this in order to ensure any amendments were drawn directly from the conservancy managers as the association was created to serve their interests.

For instance a foreigner can come to Kenya after acquiring a license to carry out research, discover a tree that produces a dye that he can use in commercially. Kenya will benefit from the monetary payment for research and prospecting, but there should also be benefits from the industrial and commercial use of this dye thereafter and the conservancy should also benefit as the dye was found on the conservancy. As wildlife is a national asset, the government is a recognized stakeholder of access and benefits sharing, as well as the provider of the incentives required by other wildlife sector stakeholders.

Participants were able to share what the government in Kenya should do to incentivize them to become more interested in developing and growing a conservancy. In small groups of around six (6) participants, discussions were held and a number of suggestions were made regarding access and benefit sharing, as well as incentives. They were also encouraged to continue discussing this on their conservancies after the conference, and to send the suggestions back to the KWCA office, which will craft recommendations on amendments to the access and incentives and benefits Regulations.

FEEDBACK ON ACCESS, INCENTIVES AND BENEFITS SHARING

ITEM	FEEDBACK
Access benefit sharing ratio to the local communities	• The county governments should come up with a benefit sharing mechanism and this should be in consultation with the CWCCC. • Losses by conservancies should also be shared by government. • Conservancy managers should be able to access national and county government budgets and accounts for transparency purposes. • The fee structures should be different for conservancies as opposed to foreign prospectors and hedgers • The fee structures should be different for local people. • Accounting of apportionment of monies earned should be accessible so that communities can see what they are earning. • Tax incentives should be clearly defined and accessible.
Clarification on definitions	• **Community** should mean people who are adjacent or within the conservancy. • Remove use of word **'commercial'** in definition of access as it includes other uses e.g. tourism.
Tax waivers/exemption and rates payment	• No VAT on conservation fees charged by conservancies and zero rate VAT on conservation equipment e.g for conservation-related materials (radio frequencies, fencing, vehicles and other capital equipment, research, training for communities) and no stamp duty or land rates payment for conservations, waiver on security equipment, no payment for culling fee until you get a buyer and it should be in two installments, financial support for translocation of animals. • No VAT on entry fees. • No water payment if it is being used for wildlife (abstraction). • KWCA to carry out research and write a report to government on disincentives that exist for conservancies • Exemption needed from Tourism Regulatory Authority.
Endowment Fund	The Endowment Fund should take up between 20% and 40%
Other government support	National and County governments should include budgets for conservancy support
National Government	Benefit sharing with the National Government should be between 30% and 50%
County Government	Benefit sharing with the County Government should be between 25% and 60%
Local community	Benefit sharing with the local community should be between 18% and 40%

User Rights Permits	• User Rights Permits should be issued on time. • Those applying for permits to work on conservancies from the national and county governments should include consultations with the actual conservancies in case this leads to ownership in future. • If the permit contravenes what the management plan states, the permit should be revoked. • The permit holder should provide comprehensive reports of research carried out to: KWS, Environmental Authority, and the conservancy.
Grants and Bursaries from KWS	• Grants and bursaries should be dependent on how large the conservation area is e.g. the greater the number of group ranches in an ecosystem the more the financial support required. • For the support of conservancy development, research, rangeland rehabilitation, securing/leasing more land for wildlife, ecotourism development, development of marketing strategies. • Ministry of environment and natural resources should give grants for development of infrastructure and management plans, community livestock projects. • During travel advisories against travel to Kenya and gluts in tourism. • For capacity building and management support.
KWS	• To provide equipment for Wildlife Scouts. • KWS registration should suffice without additional registration with Environmental Authority • Affordable registration fee for conservancies. • To lobby the I. G. on attainment of KPR status • Financial support for training of rangers/scouts • Provide handcuffs since Wildlife Scouts can arrest according to the Act
Management plans	The plan does not capture an EIA
Investors	Those who have invested in campsites and other income earning ventures within conservancies should employ conservancy members, and share income earned with the conservancy.

TEA BREAK

GLADYS WARIGIA

POLICY DEVELOPMENT OFFICER

NEED FOR FEEDBACK ON WILDLIFE ACT, 2013 AND DRAFT WILDLIFE POLICY, 2012

The *Draft Wildlife Policy, 2012* has been existence for four (4) years but has not been finalised. KWCA has been invited by the Ministry to participate in a policy review and the conference serves as an opportunity for conservancy managers to discuss it and provide input on sections that still need amending.

Amendment of the Policy has been ongoing and in fact the Kenya National Assembly Committee on Environment, and the Ministry of Lands has a private members' motion to amend the Wildlife Act, 2013 before the next general elections in Kenya. The Ministry of Environment and Natural Resources has therefore requested that KWCA look at the Act and the Bill with constituent members in order to amend it. This in turn will lead to amendment of the Regulations as they stem from the Act.

Feedback on the Draft Kenya Wildlife Policy and Wildlife Act, 2013

Participants were able to discuss certain sections of the Act and proposed that definitions such as 'Deal', 'game ranching', 'sport hunting' be clarified in terms of meaning and legality in Kenya. It was also not clear whether 'bio-prospecting' was allowed or not. With regards to mining and quarrying, one now needs a permit and there is a penalty for contravening mining provisions. Participants wondered whether one could be accused of poaching if they inadvertently wounded a wild animal as this too was not clear.

Other terms that needed clarification in terms of definition included: community, wildlife scout, wildlife conservancy, sanctuary, wildlife manager, wildlife security, and wildlife conservation area. Participants felt that the structure/functions of CWCCC were not realistic or balanced and that their capacity needed to be increased. In terms of illegal grazing, participants felt this should include illegal grazing in reserves and state clearly that this was carried out without consent of owners.

Mr. Kaelo mentioned that the term 'Wildlife Scout' has been suggested by scouts across the country to be removed and replaced with Conservancy Ranger. Also, a conservancy manager is separate from the actual land owner. A conservancy is defined as 'land set aside' for conservation but this is problematic as it excludes marine land and conservations do other things compatible to wildlife other than take care of wildlife specifically. In the Lands Act, a conservancy is defined as land set aside for purposes of wildlife management and compatible land uses. He also asserted that conservancy management plans must make it clear that grazing on the conservancy is now against the law.

In terms of the CWCCC, it was suggested that it should be left with its core business of wildlife conservation and KWS can focus on compensation, and other roles that require day-to-day engagement the CWCCC should not be the one to carry them out. The role and ability of the CWCCC needs to be looked into more seriously so that they are able to carry out their mandate.

Gladys mentioned that there has been a misunderstanding on the role of the CWCCC as Section 7c of the Act states they are also in charge of compensation although they are not employees of the County Government. They are only called in if there are compensation issues and damage to person or asset. The CWCCC has 13 members

including a chairperson and 4 local community members, but it seems to be in charge of too many functions: user rights, MP, benefits from wildlife resource, bringing community members to give views, M & E, human wildlife conflict, and one function only is compensation, yet they are known more for compensation issues. They lack full time facilitation or office/secretariat, and there is an increasing and unfortunate rift with KWS together with which they are supposed to work. Eleven (11) functions for a committee of thirteen (13) members are rather heavy as a workload for the CWCCC.

Mr. Silantoi, a CWCCC member from Soralo Narosura in Narok County thanked KWCA for the excellent learning experience, and the opportunity to share best practices with each other.

He stated that there is a way through the difficulties and challenges they had all discussed at the conference and for the sake of wildlife and posterity they needed to find this way. He stated that pastoralists have lost mobility in changing times and this made the need for conservancies even more urgent. He stated that especially with grazing management plans; the CWCCCs would be better able to support the conservancies to ensure that conservancy management supports livelihoods of the communities. He then declared the workshop officially closed.

Thereafter participants celebrated with KWCA, through a cake-cutting ceremony, the four (4) years that they have been in operation. There thereafter closed for the day after a vote of thanks.



Cake-cutting ceremony to celebrate KWCA's four (4) year existence since its inception.

VOTE OF THANKS

Several participants thanked KWCA for organizing the conference and helping them peruse the *Wildlife Act, 2013* and *Draft Wildlife Policy, 2012,* as well as learn so much about leadership and management. They were encouraged to protect wildlife for posterity and urged that each conservancy manager implement what was discussed once they got back to their conservancies.

Mr. Kaelo thanked different stakeholders for their financial and technical support including: USAID, The Nature Conservancy, and WWF.

He thanked the KWCA staff members, KWCA Board members, the facilitators and presenters, and all the participants for making the time to attend the conference and make it a successful learning and sharing event. He said that they had expected eighty (80) conservancy managers to attend but the KWCA team was pleasantly surprised when all those invited reported to the workshop. He urged those present to tell their friends in other conservancies, who had not made it to the event, to register as KWCA members and also attend future conferences like this one as there was a lot to learn together.

Mr. Kaelo thanked all present for their feedback on the *Draft Wildlife Policy, 2012* and *Wildlife Act 2013,* Amendment Bill and urged them to interact more deeply with all the publications they were able to go through at this conference, as well as to collaborate and connect with each other and with KWCA on the same. He urged them to exchange contacts, and promised that KWCA would initiate a Whatsapp group for serious discussion on the issues raised at the conference.

He said that conservancies are best way to conserve wildlife and to help communities. He singled out some conservancy managers for the great work they were doing in their conservancies, including: OlPejeta Conservancy which won an international tourism award; Tom Lelampaa from the Northern Rangelands Trust (NRT), who became the first African to be awarded the Standford University Bright Award for Environmental Pioneers; Rebecca Kochulem from Ruko Conservancy who created peace between two warring communities. Josephine Ekiru who has also been a peace ambassador in the NRT. He said the KWCA looks forward to the next conservancy managers' conference.

Appendices

Appendix 1: Conference Programme

2ND BIENNUAL NATIONAL CONSERVANCY MANAGERS POLICY WORKSHOP

THEME:

EFFECTIVE LEADERSHIP AND POLICIES FOR CONSERVANCIES IN KENYA

MONDAY 27TH – TUESDAY 28TH MARCH, 2017
VENUE: CORAT AFRICA

TIME	AGENDA ITEM	PRESENTER / FACILITATOR
SUNDAY FEBRUARY 26TH 2017		
5.00-7.30pm	Arrival and overnight at CORAT AFRICA	
DAY 1: MONDAY FEBRUARY 27TH 2017		
08:00 – 08:15	Registration	Faria Tarus Joyce Mbataru
08:15- 08:45	Introductions and Welcome Remarks	Dickson Kaelo
08:45-09:00	Opening address-KWCA Board members	Kathryn Combes John Kamanga
09:00 - 09:15	Official Opening-KWS Senior Assistant Director, Community Service	Michael Kipkeu
09:15 - 10:45	Conservancy Managers Handbook: Leadership and Management Skills	Allan Ward
10:45 - 11:00	**Coffee/Tea Break**	
11:00 - 12:30	Conservancy Managers Handbook: Delivering Conservancy Programs	Allan Ward
12:30 - 13:00	Feedback from conservancy managers	Dickson Kaelo
13:00 - 14:00	**Lunch**	
14:00 - 16:00	Conservancy Management Planning	Apollo Kariuki
16:00 - 16:15	**Coffee/Tea Break**	
16:15 - 16:45	Gazetting of Conservancy Management Plan	Apollo Kariuki
16:45 - 17:30	Q/A	Dickson Kaelo

DAY 2: TUESDAY FEBRUARY 28TH 2017		
TIME	**AGENDA ITEM**	**PRESENTER / FACILITATOR**
08:30 - 09:30	Wildlife Regulations: Conservancy Regulations	Gladys Warigia
09:30 - 10:30	Wildlife Regulations: Incentives and Benefit Sharing	Gladys Warigia
10:30 - 10:45	**Coffee/Tea Break**	
10:45 - 11:45	Wildlife Regulations: Incentives and Benefit Sharing	Gladys Warigia
11:45 - 13:00	Introduction to Standard Operating Procedures for Wildlife Scouts	Jack Marubu
13:00 - 14:00	**Lunch**	
14:00 - 16:00	Group Discussion on Wildlife Policy	Gladys Warigia
16:00 - 16:15	**Coffee/Tea Break**	
16:00 - 17:00	Recommendations for Wildlife Policy	Gladys Warigia
17:00 - 17:30	Meeting Close-Assistant Director, Community Wildlife Service	Ann Kahihia

Appendix 2: Participants List

	Conservancy / Organisation	Manager Name	Email
1.	MWCT	Samson Parashina	admin@maasai.com
2.	Sidai Oleng Wildlife Sanctuary	John Parit	jparit@yahoo.com
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