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Kenya Wildlife Conservancies Association

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ESTABLISHING A WILDLIFE CONSERVANCY IN KENYA



A guide for Private Land-owners and Communities

J. King , D. Kaelo, B. Buzzard & G. Warigia

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Published by: Kenya Wildlife Conservancies Association

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Citation: King J., Kaelo D., Buzzard B. & Warigia G. (2015) Establishing a Wildlife Conservancy in Kenya: a guide for Private Land-owners and Communities. Kenya Wildlife Conservancies Association.

Photos: Juliet King, Sophie Harrison, The Safari Collection, Kathrine Webb, Michael Gunther, Anne and Steve Toon, Natalie Solveland, NRT, Anne Powys, Ishaqbini Walkon, Daniel Herna'ndez - Salazar,

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This manual was produced and published with support from GEF UNDP Small Grants Program.

FOREWORD

At the time of Kenya's independence in 1963, a central pillar to Kenya's conservation strategy was the strong network of State and local Government protected areas. While significant progress was made to secure Kenya's wildlife and wild places using this approach, it is apparent that unless communities and Land-owners attach sufficient value to, and benefit from wildlife, wildlife loss is irreversible.

Conservancies are Kenya's response to the challenges of poaching, human-wildlife conflict, land degradation and rising poverty. They are based on the premise that given the necessary support, incentives and policy framework, communities and Land-owners can be the stewards of wildlife conservation working together with County and National Government to protect and benefit from a healthy and productive environment. Since the first few Conservancies began in the 1990s their scope and institutional complexity has grown far beyond just wildlife conservation and tourism to include peace and conflict resolution, land management, income generation, employment, community cohesion and community-led development.

Today, 65% of wildlife is found outside the network of government protected areas, on Private or Community land. This wildlife supports a vibrant tourism industry that brings in vital foreign income to the country, employs thousands of people and builds the local economy. Wildlife is being lost at rates that are unsustainable, space is quickly vanishing and the time to act is running out faster than most of us realize. Kenya must act decisively to reverse this trend, or we risk witnessing the complete decimation of wildlife during our lifetime.

This guide is a collective description of the Conservancy 'journey' in Kenya so far, drawing on the wealth of experience from individuals who have been driving Conservancy establishment. In the absence of a legislative framework and with limited resources these individuals drove the creation of new conservation models; today wildlife conservation has become an accepted land use on Private and Communal land.

Today, there are over 140 Conservancies in Kenya, the majority of which have been established in the past 15 years. Despite this remarkable growth, the full potential of Conservancies in Kenya is yet to be realized. The Wildlife Act 2013 has laid the foundation. Private and Community Land-owners, supported by a growing number of highly motivated partners, have the potential to conserve 12% of Kenya's land mass, benefit over 5 million people and protect 65% of Kenya's wildlife. To achieve this, more conservancies need to be established and the existing ones supported. This important mission is what motivated the preparation of this guide.



Tom Lalampaa – Chairman KWCA

PHASES OF CONSERVANCY ESTABLISHMENT

STARTING OUT

IDENTIFY CONSERVANCY MOBILIZERS	DOCUMENT THE LAND OWNERSHIP	MAP THE LAND AREA	BUILD CONSENSUS	AGREE ON A NAME FOR YOUR CONSERVANCY
• People and partners who can lead in the initial stages of Conservancy development.	• Private/Community Land, or multiple Private land-holdings. • List owners/ registered Community members. • Other communities who use land on a seasonal basis.	• Participatory mapping of land use and natural resources with land owners. • Determine potential boundary of Conservancy.	• Agreement among owners, community members, partners and supporters of the purpose and general objectives of your Conservancy.	• Choose a name that has meaning and can create a recognisable brand.

FORMALISING YOUR CONSERVANCY

WRITING A CONSERVANCY CONCEPT DOCUMENT	REGISTER AS A LEGAL ENTITY	CREATE YOUR GOVERNANCE STRUCTURE	REGISTER WITH KWS
• Brief document outlining ownership, natural resources and wildlife, a map, threats and challenges, proposed activities, and resources that are needed.	• Determine the appropriate legal entity for your Conservancy registration e.g., CBO, Trust, Company. • A Conservancy may initially register as a CBO and later register as a stronger legal entity.	• Determine the arrangement between ownership, decision-making responsibilities and management structure of your Conservancy. • Ensure transparent and equi table representation of owners including women and youth. • By-laws for Board elections, collective decision-making and Benefit Distribution Plan.	• Register your Conservancy through your County KWS Warden, for conservation to be recognised as a land-use. • Requirements for registration set out in the Wildlife Act 2013, Conservancy and Sanctuary Regulations • Apply for Wildlife User Rights through the CWCCC & County KWS Warden.

PLANNING AND IMPLEMENTATION

ESTABLISH A MANAGEMENT STRUCTURE	WRITE A MANAGEMENT PLAN	DEVELOP A BUSINESS PLAN	DEVELOP YOUR CONSERVANCY PROGRAMS	BUILD CAPACITY FOR MANAGEMENT
• Determine number and position of staff needed. • Set criteria for transparent and equitable recruitment. • Create clear job descriptions and reporting lines for all staff. • Identify key positions for initial recruitment.	A working document to: • Guide conservancy management and focus priorities. • Hold managers and Boards to account by their members. • Assist with fundraising.	• Identify sources of funding and revenue for your conservancy. • Formalise partnerships with investors, donors, technical agencies etc. to build financial sustainability.	• Linked to your management plan and depending on your goals. • Develop programs around conservation and management of wildlife and natural resources, social and economic development.	• Key infrastructure (e.g., headquarters, scout outposts, roads). • Equipment (vehicle, radio network). • Skills and training of staff.

CHARACTERISTICS OF A STRONG CONSERVANCY

- Good leadership; visionary, united, selfless leaders.
- Strong support from Conservancy members, community and neighbours.
- Clear vision and objectives, with a clear strategy of how to achieve these.
- Respect and consideration of community rights, customary rules and governance by traditional institutions.
- Good populations of wildlife and healthy ecosystems.
- Equitable and transparent sharing of benefits.
- Strong partnerships for technical support and business development.
- Diversified income sources; varied business revenue, donor and Government income.
- Adherence to carefully developed land-use plans produced with participation of Land-owners and key stakeholders.
- Clearly defined boundaries, agreed and accepted by members and neighbours.
- Good infrastructure such as headquarters, outposts, road network.
- Motivated, skilled and adequate staff.
- Strong brand; good communications, name and logo recognized by members and partners.
- Monitoring system in place to measure impact and inform adaptive management.



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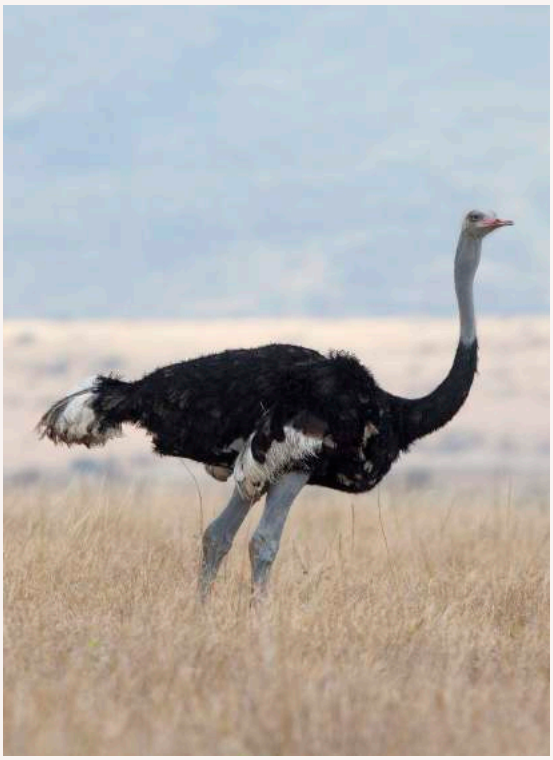
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AIM OF THIS GUIDE

The aim of this guide is to promote the expansion of land under conservation and increase Land-owners participation in wildlife management in Kenya by outlining the process, policies and resources required to establish and manage a Conservancy on Private or Community land. It is designed to help Communities, Land-owners, conservationists, donors, government agencies and policy-makers develop sustainable Conservancies that conserve wildlife and improve the livelihoods of local people. The guide is based on the experience of almost 20 years of Conservancy development in Kenya, and consolidates the various approaches that have evolved in different parts of the country, aiming to draw out examples of best practice.



This guide was developed in response to numerous requests from Land-owners and Communities to assist with conservancy formation. It outlines the process of forming a Conservancy on Community and Private land, and the requirements for Conservancies under the laws of Kenya. This guide also aims to provide useful information for existing Conservancies, researchers and training institutions with lessons learnt and practical examples from across the country. It is generic enough to be used anywhere in Kenya, and draws in particular on information from Private Conservancies in Laikipia, Community Conservancies in Northern Kenya and Group Conservancies in the Mara.

It is important to note that there is no single or correct way of establishing or managing a Conservancy in Kenya. Local circumstances including the history of the area, existing land use, Community traditions and practices, and the objectives for which a Conservancy is being established will determine the approach for forming and running the Conservancy. There are many different Conservancy models that have evolved in Kenya; in fact adaptation to local circumstances and the diversity of successful models is probably the biggest strength among Conservancies in this country. The absence of specific legislation on Conservancies prior to the enactment of the Wildlife Conservation and Management Act (2013) created a space in which, through experimentation, different Conservancy models could evolve. This flexibility, the support from the Kenya Wildlife Service, the tourism industry and private individuals has enabled the proliferation of Conservancies across the country.

The Kenya Wildlife Conservancies Association (KWCA) is a Land-owner-led national membership organization formed in 2013 representing Community and Private Conservancies in Kenya. KWCA works with Conservancy Land-owners and regional Associations to create an enabling environment for Conservancies to deliver environmental and livelihood benefits. Our mission is to be the forum where Land-owners have a uni-fied voice, share experiences and actively participate in protecting and benefi¬ting from wildlife. KWCA works towards a future where wildlife and Communities bene¬fit from a network of functional Conservancies that complement state protected areas. KWCA is setting out to change how Kenya's wildlife and wild places are managed as well as strengthen people's rights to manage and benefit from nature.

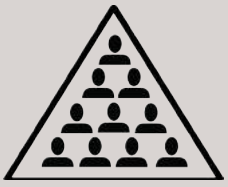
HOW TO USE THIS GUIDE

1 Part 1: gives a background to the history of Conservancies, their origin in Africa and a short history of wildlife conservation in Kenya.

2 Part 2: focuses on protected areas in Kenya and describes different types of Conservancies, illustrating their range of wildlife conservation,land-management, social and economic activities and benefits.

3 Part 3: describes in detail the different steps for establishing and developing a Conservancy and includes a list of exercises to help guide you through the process. It covers the legal requirements and options for registration, draws on best practice in areas such as Community mobilization, consensus building, governance and development of Management Plans, and highlights pitfalls that should be avoided. Where appropriate we differentiate the process or approach to be taken for Private, Group or Community Conservancies, shown with the following symbols:





4 Part 4: gives an overview of the National and County conservation institutions and their links to Conservancies.

IMPORTANT DEFINITIONS

Definitions in the Constitution of Kenya 2010 and Wildlife Conservation and Management Act 2013:

Wildlife: Any wild and indigenous animal, plant or microorganism or parts thereof within its constituent habitat or ecosystem on land or in water, as well as species that have been introduced into or established in Kenya

Wildlife Conservancy: An area of land set aside by an individual Land-owner, body corporate, group of owners, or a Community for purposes of wildlife conservation

Wildlife Sanctuary: An area of land or water set aside for the conservation and protection of one or more specific species of wildlife

Protected Area: A clearly defined geographical space, recognized, dedicated and managed through legal or other effective means, to achieve long-term conservation of nature with associated ecosystem services and cultural values

1 A BRIEF HISTORY OF CONSERVANCIES

1.1 GLOBAL RECOGNITION

There is growing global recognition of the role of Community and Private protected areas in the conservation of wildlife and the natural environment. Conservancies are a type of protected area and are encompassed within the International Union for the Conservation of Nature's (IUCN) broad definition of a protected area as 'a clearly defined geographical space recognized, dedicated and managed, through legal or other effective means to achieve the long-term conservation of nature with associated ecosystem services and cultural value'. Specifically, Conservancies fall under IUCN Protected Areas Category (VI) whose objective is: to promote sustainable use of natural resources for social and economic benefits to local communities, integrating cultural approaches while maintaining a balanced relationship between humans and nature.

Additionally, The Convention on Biological Diversity (CBD) has its own definition of a protected area as 'a geographically defined area which is designated or regulated and managed to achieve specific conservation objectives'. More specifically, Indigenous peoples' and Community conserved territories and areas (ICCAs) are also recognised under the CBD (Aichi Target 11 Protected Areas, 'other effective area-based forms of conservation') and defined as 'natural or modified ecosystems containing significant biodiversity values and ecological services, voluntarily conserved by (sedentary and mobile) indigenous and local communities, through customary laws or other effective means'.

Internationally there are three types of Protected Areas that are widely recognized: **State Protected Areas, Community-owned Protected Areas,** and **Privately-owned Protected Areas.** In Kenya, Community and Privately owned protected areas are generally referred to as **Wildlife Conservancies.**



1.2 THE ORIGIN OF CONSERVANCIES IN AFRICA

The word 'Conservancy' originally referred to an organization that is in charge of protecting an area of land, wildlife or wildlife habitats. In Africa, Conservancies originated from the concept of wildlife ranching and the privatization of wildlife on Private land in the late 1960s and 1970s in Southern Africa (South Africa, Namibia and Zimbabwe in particular). Later, Community Based Natural Resource Management programs (CBNRM) developed in these countries in the 1980s. Community-based conservation or natural resource management models differ across Africa as does the level of devolution of wildlife user-rights to Land-owners depending on national legislation.

In 1968 Namibian freehold farmers were given limited rights of ownership over wildlife, providing farmers incentives to manage their wildlife for economic gain; these rights were further reinforced in legislation in 1975. However it was not until 1993 that Namibia began its CBNRM program and in 1996 passed legislation giving Communities power to create their own Conservancies. The Conservancy program in Namibia, which is supported by local and international NGOs, seeks to promote and integrate wildlife production and tourism development into the welfare and livelihoods of communal-area residents; and is today considered the most successful Community conservation program with 82 registered communal Conservancies (including Community forests) covering 163,396 km2, and a further 70 Community Conservancies or forests being established.

As early as 1975, the Zimbabwean Parks and Wildlife Act gave land-holders the right to manage wildlife for their own benefit but this was largely targeting commercial farmers and ranchers. The CAMPFIRE project in Zimbabwe, which began in 1988, while different from the Conservancy model, was one of the earliest CBNRM programs to generate significant benefits for Communities from wildlife.

The history of Wildlife Conservation in Tanzania was one of heavily centralized authority over wildlife by the State; however, in 1998 community wildlife management was given more prominence through a new Wildlife Policy which called for the establishment of Wildlife Management Areas (WMAs) as a new protected area category. Regulations on the establishment of WMAs were published in 2003 which transferred wildlife user rights to 'Authorised Associations' (registered as a CBO) thereby giving communities the mandate to manage wildlife on their land. In reality however, the user-rights granted to these CBOs are often restricted; granting of hunting block concessions and investment agreements in WMAs require approval of the Director of Wildlife and the revenue-sharing arrangements between the community and higher levels of government remain unclear .

In Kenya, the term 'Conservancy' refers to institutions for the governance and management of wildlife, as well geographic areas identified for wildlife management on Private and Communal land. Early on the terms Wildlife Sanctuary or Community Wildlife Association were used, and it was not until the enactment of the Wildlife Conservation and Management Act 2013 that Conservancies were defined; 'an area of land set aside by an individual Land-owner, body corporate, group of owners or a Community for the purposes of wildlife conservation'. Prior to 2013 there was no specific legislation for Conservancies and as a result Conservancies have evolved over the past 20 years resulting in several different models. Today (2015) there are over 140 Private and Community Conservancies covering 7.5 million acres (30,300 km2) of land, located in 24 Counties.

A brief history of conservation in Kenya and the evolution of conservancies

Pre-1800:	Long history of cultural and ecological change, diverse human-wildlife relationships,natural resources managed according to traditional arrangements and customs.
1800-1890:	Elephant populations decimated by ivory trade, widespread disease (like rinderpest) changed ecosystems.
1890's:	British East Africa Protectorate, first hunting regulations were established.
1900-1910:	First Game Department and Game Reserves (particularly the large Northern and Southern Reserves on pastoral land).
1910-1939:	Increased wildlife loss as land cleared for growing European settlement, human-wild life conflict grows, local people marginalized by land policies.
1939-1945:	First Game Policy Committee explores ways to conserve wildlife amidst increased land pressure.
1945-1950:	National Park Ordinance, establishment of Nairobi, Tsavo, Mount Kenya and Aberdares National Parks. First revenue sharing with local Communities to promote conservation.
1950-1963:	Increased land competition and poaching, human-wildlife conflict grew in Reserves. Expansion of controlled hunting as a way to share revenue and gain local support. First District Council managed Reserves
1963-1976:	Increased centralization of wildlife governance by Kenyan government, conversion of some District Reserves into National Parks, increased human-wildlife conflict.
1976:	First Act to regulate wildlife issues in Kenya. Consolidated earlier legislation, formed the Wildlife Conservation and Management Department, regulations for consumption and trade in wildlife. Sessional paper No. 3 recognizes Community wildlife conservation as a wildlife management strategy. Addition to the Act bans the trade of ivory.
1977:	Addition to the Act prohibits hunting, cancels hunting licenses.
1970s :	First non-state protected areas formed on Private and Community land, later referred to as Conservancies. Solio ranch, Taita Hills sanctuary, Kimana wildlife sanctuary and Ol Chorro Oiroua ranch were among the pioneers.
1980s:	Several Community Conservancies were formed around Taita and Kajiado areas.
1990s:	Many Community and Private Conservancies established; policy environment created by KWS (e.g., the Zebra Book; USAID COBRA (1992-1998) Parks beyond Parks & establishment of Community Wildlife Service within KWS (1996)) and support by conservation organizations and tourism investors provided a platform for Conservancies to develope.
1992:	KWS introduced pilot game-cropping program in Laikipia, Kajiado, Nakuru, Meru, Samburu & Machakos. Formation of district wildlife forums (e.g. Nakuru Wildlife Forum, Laikipia Wildlife Forum, Machakos Wildlife Forum) predominantly to coordinate and oversee cropping on Game Ranches and increase Land-owner engagement in wildlife conservation.
2002:	Game-cropping pilot program ended following task force review, led to dissolution of most district forums.
2000 - 2010:	Ongoing establishment of Conservancies, particularly in Northern Kenya. Regional conservation groups formed to support Conservancies (e.g. Northern Rangelands Trust, SORALO, Amboseli Ecosystem Trust) ; KWS CORE program continued to promote conservation outside National Parks.
2013:	Establishment of the Kenya Wildlife Conservancies Association (KWCA), a Land-owner-led national membership organization representing Community and Private Conservancies, and 5 regional Associations.
2014:	Enactment of the Wildlife Conservation and Management Act (2013); recognition of Conservancies, Community Wildlife Associations and Community Scouts.
2015:	Drafting of Regulations legislating Conservancies; establishment of regional wildlife associations and conservancies ongoing.

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2 CONSERVANCIES AS PROTECTED AREAS IN KENYA

2.1 PROTECTED AREAS IN KENYA

A protected area is 'a clearly defined geographical space, recognized, dedicated and managed through legal or other effective means, to achieve long term conservation of nature with associated ecosystem services and cultural values'. Kenya has a number of different types of protected areas, divided broadly into three categories according to the land ownership (Public, Community, Private). Governance arrangements (i.e. management institutions) of these areas may vary and are either managed by the Government, Private, Community institutions or co-management arrangements (e.g. partnerships between Government and Community such as Community Forest Associations). Table 1 gives an overview and definitions of different types of protected areas in Kenya and their typical governance arrangements.

TABLE 1: DEFINITIONS OF DIFFERENT TYPES OF PROTECTED AREAS IN KENYA

PUBLIC LAND	COMMUNITY/PRIVATE LAND
• **National Park:** an area of land or sea dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal and other effective means. Managed by Kenya Wildlife Service (KWS). • **Marine Park:** a protected marine area where no fishing, construction work, or any disturbance is allowed. Managed by KWS. • **National Reserve:** an area of land declared to be a National Reserve. Managed by County Government or KWS. • **Marine Reserve:** a marine protected area where subsistence fishing is permitted. Managed by KWS, Fisheries and co-managed with Beach Management Units. • **Wildlife Sanctuary:** an area of land or water set aside for the protection and conservation of one or more specific species of wildlife. Managed by KWS or County Government. • **State Forest:** all forests on un-alienated government land or land purchased by the Government. Managed by Kenya Forest Service, or KWS; can have co-management with Community Forest Association. • **Local Authority Forest:** a forest that is on land under the jurisdiction of a local authority. Managed by County Government, can have co-management with a Community forest Association. • **Sacred Forest:** (e.g. Kaya) a grove or forest with religious or cultural significance to a forest Community. Managed by National Museums of Kenya with Community participation.	Management arrangements are primarily by Land-owners (Community/Private) or there may be co-management arrangements (e.g. Community - private company; Community – government agency). • **Wildlife Conservancy:** an area of land set aside by an individual Land-owner, body corporate, group of owners, or a Community for purposes of wildlife conservation. • **Wildlife Sanctuary:** an area of land or water set aside for the conservation and protection of one or more specific species of wildlife. • **Game Ranch:** An area of land where wildlife is kept under natural extensive conditions with the intention of engaging in wildlife conservation, recreation and trade (game-ranching classified as a wildlife user-right; but not a specific land use). • **Game Farm:** An area of land where wildlife is reared in an enclosed and controlled environment for wildlife conservation, trade, or recreation (game-farming classified as a wildlife user-right; but not a specific land use). • **Private forest:** any forest owned privately by an individual, institution or body corporate. • **Protected Wetland:** land with important habitat for wildlife declared as a protected area by the Cabinet Secretary in consultation with the National Land Commission, KWS and legal owner. • **Conservation Easement:** a voluntary conservation area established on private land through a legal agreement, for an agreed upon time period and to conserve wildlife and restrict activities that would adversely affect biodiversity and habitat.

2.2 WILDLIFE CONSERVANCIES

Under the Wildlife (Conservation and Management) Act 2013, Wildlife Conservancies are now legally recognized as a land-use. Conservancies are defined as:
'An area of land set aside by an individual Land-owner, body corporate, group of owners or a Community for the purposes of wildlife conservation'.

Wildlife is defined as:
'Any wild and indigenous animal, plant or microorganism or parts thereof within its constituent habitat or ecosystem on land or in water, as well as species that have been introduced into or established in Kenya'

It is important to note that in the definition of a Conservancy in the Wildlife Act 2013 and in the IUCN/CBD definitions of protected areas and ICCAs, exclusion of people and their traditional use of the land is not a requirement for protected areas and thus the term 'set-aside' in the Wildlife Act 2013 definition should not be viewed as 'exclusive use' by wildlife. Similarly the broad definition of Wildlife under the Act means that Conservancies are not only directed to the conservation of large, charismatic animals but may also encompass important habitats for plants, fish, or broader biodiversity conservation in general.

A key aspect of this definition is the statement 'for the purposes of wildlife conservation'. Though the motivations for forming a Conservancy may be different (e.g. to develop a decision-making institution for an area of land, to regulate grazing and improve livelihoods, to promote tourism, to improve security or secure land tenure, etc.), there must be a desire and commitment to conserving and managing wildlife.

What land is suitable for a Conservancy?

Any Private or Community Land where the principle management objectives include wildlife conservation may qualify as a Conservancy.Land with existing wildlife populations; high wildlife potential where wildlife historically existed; low agricultural potential for settlement and farming; important water catchment areas; forests; marine areas or wetlands are suitable for the establishment of Conservancies.

Land ownership will define whether the Conservancy is a Community, Group or Private Conservancy.

There is no limit to the size of a Conservancy, however, in general wildlife requires large areas of land for long-term conservation and therefore larger land areas are encouraged. This can be achieved by connecting contiguous smaller Conservancies or adjoining a National Park or Reserve.

Smaller land areas will typically be defined as a Sanctuary or Game Farm with a species specific conservation focus.

LAND as defined under the Constitution of Kenya 2010 includes 'marine waters in the territorial sea and exclusive economic zone' – therefore coastal and marine areas can qualify as a Conservancy with co-management arrangements with the relevant Government Authorities.

In Kenya, a Conservancy is **not a fixed model with only one definition or way of doing things,** and Land-owners and Communities are encouraged to create their own models of Conservancies while adhering to a set of key underlying principles, guided by legislation and the standards agreed upon by regional Conservancy Associations and the national Association, KWCA.

Kenya's network of National Parks, National Reserves and Forest Reserves covers 14.4% of the land-area , however only 35% of the nations wildlife is found within the State protected areas (National Parks and Reserves); 65% of Kenya's wildlife is found outside of State protected areas predominantly coexisting with livestock on the rangelands .

Conservancies in these areas are therefore providing a vital role in protecting a large percentage of land where wildlife still exists.

The number of Conservancies continues to grow in Kenya, and today there are more than 140 Private and Community Conservancies (2015). The reasons why Land-owners and Communities are choosing to adopt them are varied as people recognise how Conservancies can be a tool to address their social and environmental needs. Conservancies are playing an important role in conservation, as well as providing social and economic benefits to Land-owners and Communities.

Key principles of the Wildlife Conservation and Management Act 2012

The Wildlife Conservation and Management Act (2013) highlights the role of Conservancies in conserving wildlife on Private and Community land; for the first time conservation is recognised as a form of land-use. The Act has as one of its guiding principles the devolution of conservation and management of wildlife to Land-owners and managers in areas where wildlife occurs. This is a major shift from the past where Conservancies though recognized, operated in the absence of a legal framework. Other guiding principles include effective participation of citizens; ecosystem based planning for wildlife conservation; sustainable utlilisation of wildlife; benefits from wildlife conservation to be used to offset management costs; and equitable sharing of benefits from wildlife.

Ownership of wildlife is held collectively by the people of Kenya through the state, and its custodianship lies with KWS, however the management of wildlife outside of protected areas has been devolved to Land-owners. Devolved entities have also been established at the County level through the County Wildlife Compensation and Conservation Committees providing an opportunity for communities, County Government and KWS to collectively participate in wildlife governance. Means for effective participation of citizens has been provided through election of community representatives in the Boards of KWS, Kenya Wildlife Research & Training Institute, County Committees (CWCCC) and a specific requirement for public consultation in any wildlife management decisions and plans including development of Regulations under the Act. Compensation for damage, injury or death caused by wildlife has been expanded and an Endowment Fund to generate revenue needed for wildlife management and compensation has been created. High penalties for wildlife crime have been introduced to deter poaching and illegal trafficking of wildlife and trophies.



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6 WESTERN, D., S. RUSSELL and I. CUTHILL (2009), "The Status of Wildlife in Protected Areas Compared to Non-Protected Areas of Kenya", PLoS One, 4: e6140

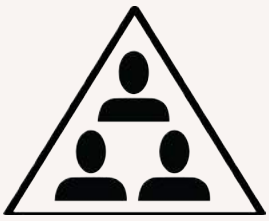
2.2.1 Types of Conservancies

Three types of Conservancies are recognised, based on the Land-ownership and land-use arrangements. These are Private, Community and Group Conservancies.



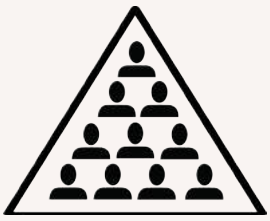
PRIVATE CONSERVANCY

A Conservancy set up on Private Land by a private individual or corporate body for the purpose of wildlife conservation.



GROUP CONSERVANCY

A single Conservancy created by the pooling of land by contiguous Private Land-owners for the purpose of wildlife conservation.



COMMUNITY CONSERVANCY

A Conservancy set up by a Community on Community Land.

Conservancies may also exist on **Public Land**, where communities have customary or traditional rights of access or use of resources (e.g. marine areas, Forest Reserves and National Reserves). In such cases **co-management arrangements** with the relevant Government authorities are required. Co-management of Public Land by Conservancies has not been well developed and there are only a few cases, however, this has the potential to be expanded as a way of improving the conservation and management of natural resources and benefiting communities in areas where they do not have formal land-tenure.

Governance arrangements (i.e. the institution that has ownership, control or responsibility for management) differ in Conservancies across the Kenya; to date all Conservancies on Community and Private land are either managed by local Communities or private companies or individuals, with co-management arrangements between Communities and private-companies in many Group Conservancies. There may be potential for co-management arrangements to be developed in future between government agencies and Land-owners if beneficial.

Wildlife Conservancies, Wildlife Sanctuaries, Conservation Easements and **Protected Wetlands** are the only legally recognised conservation land-uses on Community or Private land, while game-farms and game-ranches are provided for as a wildlife user right. However the term 'Conservancy' can encompass a broad range of land-uses, activities and habitats that are being managed with wildlife conservation as an **explicit objective**.

Table 2 summarizes various characteristics of different types of wildlife land-uses based on size, intensity of management and management objectives.

TABLE 2: DESCRIPTION OF DIFFERENT TYPES OF LAND-USES

Land-use & management characteristics	Game Farm	Game Farm or Ranch	Community Conservancy or Community Conservation Area	Private or Group Conservancy	Wildlife Sanctuary	Wildlife Conservancy with a Core Conservation Area
Land Ownership	Mostly Private	Mostly Private	Community	Private	Mostly Private, some Community	Private and Community
Land Size	Small	Large	Large	Large	Small-Medium	Large with small core area
Human Settlement	Limited to farm housing	Usually limited to farm housing, low density	Settled; settlement planning encouraged	Usually limited to Conservancy & tourism infrastructure, low density	No, or limited to sanctuary & tourism infrastructure	No settlement in core conservation area; settlement planning encouraged
Livestock Grazing	Limited grazing (if space allows)	Managed through grazing plan	Managed through grazing plan, seasonal restrictions on certain areas	Strictly managed & regulated	No grazing or occasional planned grazing	Managed through grazing plan, controlled or no grazing in core area
Farming	If space allows	Within farming zone	Restricted to settlement/ farming areas	Within farming zone	No farming allowed	Restricted to settlement areas
Species Protected	Reptiles, amphibians, some birds, butterflies (Wildlife Act 10th schedule)	All species, with a focus on large mammals	All species, with a focus on large mammals	All species, with a focus on large mammals	Endemic or endangered mammals	All species, with a focus on large mammals

CONSERVANCIES AS INSTITUTIONS

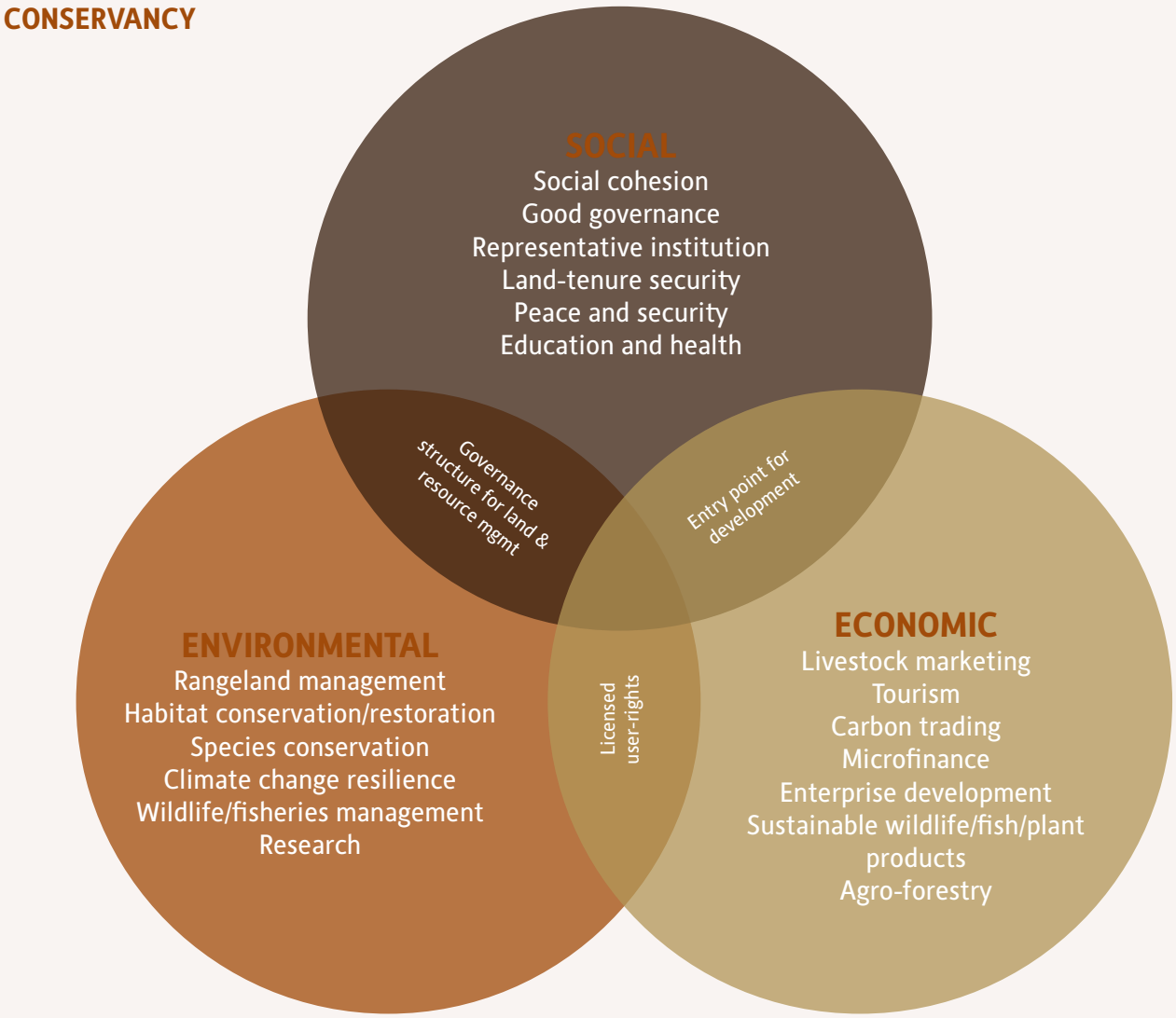
Conservancies are increasingly being recognized as institutions, which are registered legal entities, for conservation, land management and Community development that are providing a foundation for economic growth in rural areas. Conservancies directly support and contribute to global and national strategies for development and sustainable use of natural resources including United Nations Sustainable Development Goals, the Constitution of Kenya 2010, Kenya's Vision 2030 and County Integrated Development Plans.

Conservancies are providing dispersal areas for wildlife around National Parks and Reserves, increasing habitat available to wildlife; they are keeping critical wildlife corridors intact and providing space and protection for the recovery of critically endangered species. Additionally Conservancies are playing a critical role in combating poaching by creating benefits to Communities and Land-owners from wildlife and creating local informer networks that are essential in the fight against wildlife crime. Conservancies are having significant social and economic impacts, in particular through employment,

peace and security, and tourism revenue which supports development such as education and health projects. Critically, Conservancies as a recognized land-use provide greater land-tenure security for Private and Community land. With these diverse benefits realized, Conservancies are a competitive land-use, keeping land open and protecting habitats for wildlife in the face of increasing pressure from agriculture and expanding development infrastructure.

An important role of Community and Group Conservancies is their impact on social cohesion by creating a recognized and representative institution for stakeholders to make decisions about communal management of their land and resources. Conservancies, as legally registered institutions serving their Communities, are the entry point for development partners in these areas, enabling coordination of land-use and development plans.

FIGURE 1: HOLISTIC FUNCTIONS OF CONSERVANCIES



3 ESTABLISHING A WILDLIFE CONSERVANCY

There is no single way of setting up a Wildlife Conservancy; Part 3 of this manual will guide you through various aspects of Conservancy establishment. It is not a step-by-step procedure, but rather highlights important steps to follow and strategies to use. The context of each Conservancy and Land-owner is different and the order of when things are done may depend on many factors (conservation experience, resources available, Community cohesion etc.).

For some sections we set out specific exercises, to help you through the process. In the early stages of formation it is important to identify a person or group of people (champions) who will take forward the steps of establishing the Conservancy; facilitation may come from external partners, KWS or from within the Community/owners themselves.

WHO CAN ESTABLISH A CONSERVANCY?

The Wildlife Act 2013 states that 'any person or community who own land on which wildlife inhabits may individually or collectively establish a wildlife conservancy or sanctuary'. We extend this to include **any Land-owner with sufficient land for wildlife conservation to be a viable objective of the management of that land can form a Conservancy**. This can be a Community, Group of Private Land-owners with adjoining land, individual or family, or corporate body. The critical factor is that the Land-owner must agree to the formation of a Conservancy on their land. Since the formation of a Conservancy is a voluntary undertaking, its success is dependent on the full cooperation and support of the legal owners of the land. Other actors such as conservation organizations, tourism operators, County government or development agencies help enable and facilitate Conservancy formation with the agreement of the Land-owners.

Critical to early stages of Group or Community Conservancy formation is identifying a Conservancy-mobilizer, a person or group of people to champion the cause, who have vision and commitment to both conservation and the Community. A mobilizer could come from within the Community, someone who has a position of influence and has the right qualities (see text box below); or a third party who is known and trusted by the Community. Often the best Conservancy champions are people who work in the background, but are genuine leaders who are committed to making a difference for their Community.



A Conservancy-mobilizer should be:

- Patient, a good listener and communicator, honest, passionate, determined, and dedicated to the cause. Trusted, empathetic and someone who has the time to commit. Politically neutral, skilled in negotiation, respectful of local traditions and cultures. An insider yet someone who can create change.
- Training and mentorship can build effective mobilizers.
- Consensus building among landowners and stakeholders takes time.

MOTIVATIONS FOR ESTABLISHING A CONSERVANCY?

The reasons why individuals and Communities form Conservancies are varied. Before you establish your Conservancy it is helpful to understand what the motivation is among different stakeholders involved. This will help in later defining the goals and objectives of the Conservancy and the activities or programs it will carry out. This will in turn inform the planning process (Development of a Management Plan, Annual Operational Plans).

The table below shows various social, ecological and economic reasons cited by Conservancy managers as to why their Conservancies were established.

TABLE 3: SOCIAL, ECOLOGICAL AND ECONOMIC REASONS WHY CONSERVANCIES ARE ESTABLISHED.

SOCIAL	ECOLOGICAL	ECONOMIC
• Create a representative, decision-making institution • Secure land-tenure and strengthen right of access to land • Maintain culture and traditions particularly among pastoralist Communities • Improve security for people especially where inter-clan or inter-tribal conflicts are prevalent • To respond to a request from a conservation organization or a tourism investor • Prevent encroachment by non-Land-owners or neighbors • A passion for wildlife	• Keep the land open for wildlife and livestock • Effectively manage natural resources to ensure long-term productivity e.g. forests, grasslands, water, fish • Protect and secure wildlife by reducing threats such as poaching • Reduce conflict between people and wildlife • Restore degraded land and enhance land productivity • Reduce practices that are destructive to the environment such as charcoal burning, bush clearing, coral mining • Maintain dispersal areas and migratory corridors for wildlife • Protect endangered species • Create buffers around National Parks and Reserves	• Diversify sources of income to reduce vulnerability and increase revenue to Land-owners and Communities • Create employment for the local Community • Enable tourism development • Access partners to support rural development • Access consumptive or non consumptive wildlife user-rights • Increase tourism revenue by ensuring no change of land-use and providing exclusive access and high-quality tourism product • Formally securing rights to access the land through negotiated agreements • Improving infrastructure (roads, airstrips, bridges) • Improve land value

GETTING SUPPORT TO START YOUR CONSERVANCY

The technical experience and cost required to establish a Conservancy may be beyond the ability of most communities and even Private Land-owners to do alone. Finding a partner who can help you start by providing expertise and/or funding may be necessary; ask your County KWS Warden for advice on organizations that may be able to support your conservancy. The following organizations have either had an historical role in Conservancy development or have a mandate to support Conservancies:

- Kenya Wildlife Service (see Part 4)
- County Wildlife Conservation and Compensation Committee (see Part 4)
- Kenya Wildlife Conservancies Association (see Part 4)
- County Government
- Regional wildlife or conservation Associations (see Part 4)
- Local and international conservation organizations
- Tourism operators
- Development organizations, local charities, companies and philanthropists who have an interest in conservation and sustainable livelihoods

EXERCISE

Identifying mobilizers and supporters

- For Group and Community Conservancies, identify a person or group of people who can 'champion the cause' and lead the process of Conservancy establishment.
- List the conservation, development or tourism organizations that are already working in your area – could they support the development of your Conservancy?

Approaching individuals, organizations or tourism operators already working in your area early on in the discussion of a Conservancy may be the best way of bringing them on board as a partner.



3.1 IDENTIFYING THE LAND AREA

Land is the critical foundation of a Conservancy; the geographical area of the Conservancy needs to be defined. The land area for a Conservancy is largely determined by the land ownership but also depends on other factors including the management objectives, the wildlife species that are being conserved, and other activities that are currently going on in the area or adjacent land. Land that is suitable for a Conservancy may include:

- land adjacent to a national park or reserve that is a dispersal area or migratory corridor for wildlife;
- land with existing populations of wildlife;
- areas where the land-use is compatible with wildlife conservation;
- land which has intact habitats which historically had wildlife and where wildlife could be reintroduced;
- or smaller parcels of land which through active management could be managed as Sanctuaries or Game Farms specifically for the conservation or trade in a particular species.

A range of different Conservancy models exist in Kenya:

- A Conservancy can cover the **entire area of land** owned by an individual, Community or group of land-owners, which could be **zoned for different land- uses** (e.g. settlement, farming, livestock management, wildlife and tourism)
- A Conservancy can be **restricted to only parts of the land** where wildlife management and tourism is a focus
- A Conservancy can cover a **single land-holding** such as a Ranch or Group Ranch
- A single Conservancy can encompass **multiple Private land holdings** that border each other, or a combination of **adjoining Private and Community land**
- A Conservancy may also encompass an area of **Public land over which a Community has customary use and rights**, but not legal title, and where a co-management agreement with the relevant Government authority has been attained.

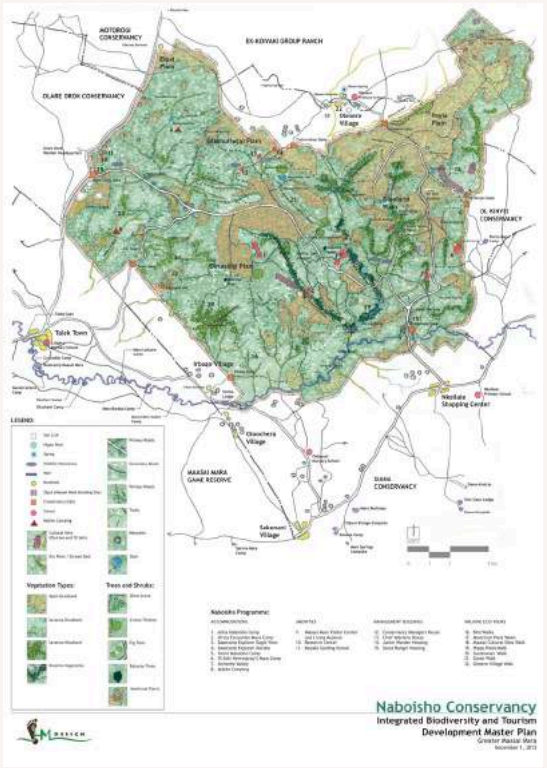
Determining the geographical area of a Conservancy comes from defining both the **ownership** as well as integrating information on the **natural resources and physical features of a landscape**. A phased approach to inclusion of land in a Conservancy may be required, particularly when forming a Group Conservancy with multiple Land-owners; initially bringing in a core group of Land-owners and extending to neighboring land as resources become available and the Conservancy gains momentum. In delineating a Conservancy boundary it is important to be as inclusive as possible, remember areas excluded may become unavailable later or may convert to other land-uses.

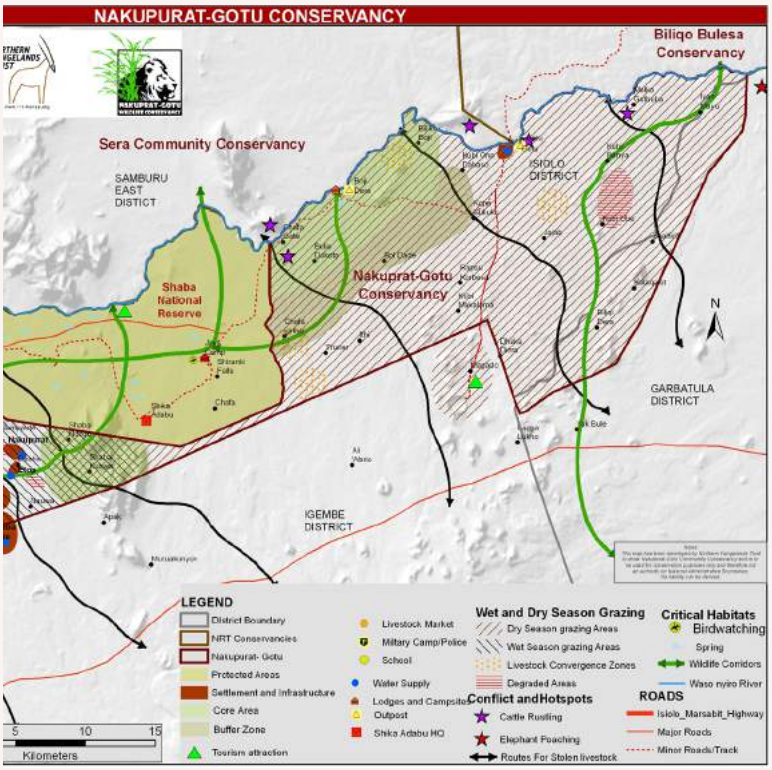
Participatory Mapping

This is the process by which Land-owners document their knowledge of the historical and current uses and characteristics of the land, on a map. This is good way to start discussions and gain consensus among Land-owners and Communities on the future use of the land as a Conservancy including zones for settlements, grazing, farming, tourism etc. Through this process the boundary of the Conservancy is defined, a clear understanding is gained of how the land is used as well as the opportunities and challenges for conservation.

Defining the Conservancy area is best done through participatory mapping , where stakeholders identify and map ownership and key features of the landscape either on a printed base-map (1:50,000 or 1:250,000 topographic maps are available for the whole of Kenya) or through creating their own hand-drawn map. Initial discussions are usually done with a core group of people who are the drivers of the Conservancy establishment, prior to wider Community awareness or consultation meetings. It is important to label features or areas with local names that are known by everyone.

Information from the participatory mapping exercise is then transferred to a computerized or digital map using Geographic Information Systems (GIS). Ground-truthing (or getting the exact location) of specific features and infrastructure such as roads, water points, villages, airstrips etc. may be done using GPS units. GIS mapping will usually require specialist skills and you may need assistance from partner organizations or researchers working in the area.







7 Sustaining communities, livestock and wildlife – a guide to participatory land-use planning. 2009 FAO, AWF, ILRI, United Republic of Tanzania, GEF and World Bank.
8 Topographic Survey of Kenya maps are available through the following organisations e.g. RCMRD, CETRAD or Ramani

3.1.1 Who owns the land?

For **Private Conservancies** ownership is generally straightforward. The registered owners of the land are the key stakeholders. It is important to find out whether the land is registered under one owner, a family or a corporate body. The owners of the land and in some cases those that will inherit the land should be brought on board.

For **Community and Group Conservancies,** however, ownership is more complex and requires an understanding of both the legal ownership of the defined area of land, and the customary and historic use of the land by communities who are not necessarily the legal owners.

Group Conservancies - compile a list of all individuals/families owning each parcel of land proposed to be included in the Conservancy.

Community Conservancies - it is important to determine:

- Who are the customary or legal owners of the land (e.g. list of Group Ranch/ Community Land members)?
- Ownership must encompass all members including sub-groups or clans.
- Understanding the historical use of the land and recognising sub-groups or communities who may have customary rights to the land but who may not be the legal owners (e.g. nomadic groups who use the land on a seasonal basis only).
- Gender: Ownership must encompass all members including sub-groups, clans, and genders.

Persons with legal rights to land, e.g. a leasee, and those with land management agreements may also establish a conservancy with the approval of the owner.

EXERCISE

Documenting land ownership

- Will it be a Private, Community or Group Conservancy?

Private Conservancies

- Identify which land-holdings are to be included in your Conservancy
- Who are the legal owners of that land?
- Has any land been sold, leased or are there plans for sale/lease, what are the terms?

Group Conservancies

- compile a list of land owners for all parcels of land to be included, indicating acreage and name on title.
- where possible obtain a map of the area showing the location of each parcel o land and adjacent land holdings.

Community Conservancies

- Who are the registered members, do they include all sub-groups who are resident or have customary rights to that land?
- Is there an existing register of members and is it up to date?
- Are there any disputes over ownership of the land?
- Which other Communities use the land on a seasonal basis.



3.1.2 What natural resources should be included?

Where the geographical area is not defined by the boundary of a single land-holding (e.g. Ranch or Group Ranch), the boundary may be expanded to include e.g.:

- **Areas with existing wildlife populations,** or areas that provide important wildlife habitat - wildlife corridors, areas used by wildlife permanently or seasonally.

- **Areas with wildlife potential** - areas that if protected could provide good wildlife habitat in future.

- **Key natural resources** such as lakes, swamps, forests, rivers - these may be critical water sources for wildlife, or provide refuge and resources for wildlife at certain times of year.

- **Key physical features** - hills, cliffs, caves that may not be important wildlife habitat but have scenic or cultural value for tourism or the Land-owners.

Similarly it is important to understand how the land is currently being used and where there are existing activities that are incompatible with wildlife conservation; these areas can either be zoned later, or excluded from the Conservancy boundary altogether. Zonation of the land will require in-depth discussion and consensus from the wider Community or group of Land-owners and may include designation of e.g. core conservation area or sanctuary, wet and dry season grazing zones, tourism areas, Conservancy headquarters, settlement areas, agriculture or farmland, water access points for livestock.

In the context of Group and Community Conservancies, a Conservancy should not restrict traditional use of an area or access to specific natural resources in the early stages of formation; **zonation of land-uses and development of rules governing access and use of resources takes time and must be done in a participatory way with consensus from all members.**

EXERCISE

Mapping the land area

Nominate a small team of Community members and key people interested in the Conservancy formation such as tourism partners or conservation organizations.

- Discuss and document the history of the land, its use and how the landscape has changed.
- Discuss and map on a large piece of blank paper or a printed base map:
- Infrastructure e.g. towns, villages, schools, water points, roads.
- Important natural resources (rivers, springs, forests, plains, hills).
- Scenic or culturally important areas.
- Other land-uses/activities e.g. farming, grazing areas.
- Areas where wildlife occurs, wildlife corridors and seasonal dispersal areas.
- The potential extent/boundary of the Conservancy.
- Is the land big enough for wildlife conservation to be viable in the long-term?
- Would it be more suited to a Game Farm or Sanctuary?
- Transfer the information to GIS and if possible use GPS units to ground-truth key features. The digitized map can be used later for discussions on use of the land and zonation.

3.2 BUILDING CONSESUS AMONGST STAKE HOLDERS

Once the area of the Conservancy has been defined and the ownership identified (usually through preliminary meetings of owners, traditional and administrative leaders, key stakeholders or partners), it is critical to engage all owners and members of the Conservancy and other stakeholders to build consensus early on. Ensuring the participation of stakeholders in the process of Conservancy establishment creates a sense of ownership, allows people to discuss how the Conservancy may affect them, builds capacity, enhances responsibility and provides opportunities to build partnerships and relationships . Consideration should also be given to stakeholders who may not permanently reside in the conservancy area but have an interest or concern in the land.

It is important to ensure representatives from KWS, County Government, NEMA, CWCCC and in some cases KFS, are engaged early on. Potentially overlapping functions between these National and County-level institutions in ongoing establishment and support of the Conservancy should be highlighted in order to avoid confusion later on.



Who are the Stakeholders?

These are individuals, communities or organizations that have an interest or concern in either the land, natural resources or the objectives of the Conservancy. They are people or organizations that will be affected by the Conservancy's objectives and activities and have something to gain or lose from the Conservancy.

- Primary Stakeholders are the legal or traditional owners of the land (Private owners, Group of owners or Community members)
- Secondary stakeholders are individuals, communities or organizations with an interest in the land and/or conservation and management of natural resources e.g. KWS; County Government; NEMA; KFS; CWCCC; conservation, tourism and development organizations; neighboring communities.
- Note: Not all stakeholders are equal.
- The participation and support of all stakeholders early on in the conservancy formation is key to success.

For **COMMUNITY & GROUP CONSERVANCIES,**
building consensus and creating awareness on the broad vision and objectives of the Conservancy takes time and should not be rushed. The approach used is important and this is where the skills of your Conservancy mobilizer are critical; it must be inclusive and transparent.

Timing - when you decide to create awareness and build consensus, consideration must be given to the context of what is going on in the Conservancy area; are there conflicts among the Community or Land-owners that will be made worse by introducing the idea of a Conservancy? Are there issues that may be resolved through formation of a Conservancy? Is the Community facing hardships such as drought, floods or disease outbreaks? The right timing can provide an opportunity for widespread support for the Conservancy idea or, if badly timed, will stall further discussions and undermine establishment of the Conservancy.

Approach – building consensus requires skill: dialogue should be transparent and inclusive. Make sure all your primary stakeholders are involved and participation is not dominated by one particular group. Discussions should be holistic and allow ideas to come from the Community members themselves. It is a slow process and requires building trust with all your stakeholders by listening to their concerns and ideas and not coming with a rigid or fixed agenda. A process of gradual involvement of all stakeholders may be needed depending on the size of your Conservancy, the number of members and other organizations or individuals with an interest in the area. Ensure there is agreement on the broad vision, objectives and activities of the Conservancy.

It is important that your Conservancy mobilizer is available and present within the Community for most of the time to ensure dialogue is continuous and prevent misinformation taking root in the Community or group of Land-owners. Have a plan to engage dissenting voices, being aware that their dissent may not be a reaction to the Conservancy idea but on a different issue. Plan meetings with opinion leaders, government officials and other key people in the Community. Arrange exchange visits to other Conservancies, and hold open meetings attended by all stakeholders. Organize workshops for representatives of the Community or Land-owners where important decisions are made, and which can be presented to the wider Community at open meetings for further discussion and approval.

EXERCISE

Building consensus

- Stakeholder analysis – identify the primary and secondary stakeholders; what are their interests and concerns in the Conservancy?

For Group and Community Conservancies:



- Who are the traditional and formal leaders in your area? Bring them on board with the Conservancy idea early on.
- Set out a plan for consultation meetings across all zones/villages of the Conservancy – be transparent and inclusive.
- Give yourself enough time and resources to build consensus. Do not rush the process
- Discuss among different stakeholders why they want to form a Conservancy? What are their expectations?
- If you have enough resources, take key stakeholders on an exposure tour to an existing Conservancy – the greatest awareness is often through peer process.
- Develop a broad vision, objectives and expectations that members and stakeholders have for the Conservancy.
- List any concerns and fears about the Conservancy (it will be important to develop strategies to address these concerns later on)
- Agree on a name for your Conservancy.

10. King, J., Lalampaa, T., Craig, I. & Harrison, M. 2015 A guide to establishing community conservancies – the NRT model. Northern Rangelands Trust.

Leadership – engaging leaders at the beginning is an important part of the process of creating awareness of the Conservancy concept. Leaders include traditional leaders, administrative and government leaders (Chiefs, Members of the County Assembly, Members of Parliament and officials from Government agencies), as well as strong individuals who are natural leaders in their Community but who may not hold formal positions. Informally recognizing the role of these leaders and seeking their support is a critical part of the process of establishing the Conservancy; failure to engage and recognize leaders is likely to undermine any attempts to form a Conservancy.

It is inevitable that some individuals and stakeholders may initially oppose the idea of a Conservancy and a mediation process may be needed to bring everyone on board. However, as long as there is majority support this should not stop you from moving ahead with planning your Conservancy, as negotiations continue.

Getting a name for the conservancy is an important activity once you have built support for the idea. If possible, the name should have a meaning, be easy to pronounce and reflect the vision or aim of your conservancy; remember that your conservancy name will be important in creating your 'brand' in the long-term.



3.3 HOW TO DEVELOP YOUR CONCEPT DOCUMENT

You have already made three important steps in establishing your Conservancy: you have identified the Land-owners, you have identified and mapped your area, and you have mobilized stakeholders to build consensus. A concept document is a short description of your Conservancy and documents all that you have achieved so far and the plans ahead. This may be done before your Conservancy has been legally registered or formally established. The benefit of developing your concept early is that it can be used to gather initial support from partners and donors to provide expertise and funding for initial activities of the Conservancy, and to seek partnerships with tourism investors. These may include exposure tours for members, costs of registration, recruitment of staff or development of a Management Plan.

In developing your concept it is important to do a brief **needs assessment** to outline what resources are already available to support the Conservancy these can be e.g. financial, existing infrastructure or equipment, expertise, existing partnerships or in-kind contributions pledged by members. You should then set out broadly what additional resources and funds are needed for the first phase of establishment of the Conservancy.

EXERCISE

Writing a Conservancy concept

- Outline the Land-ownership, membership, key wildlife and natural resources, proposed vision, objectives and activities of the Conservancy.
- Describe the threats to natural resources and wildlife, and challenges faced by people that justifies the formation of the Conservancy.
- Prepare a map or a general description of the geographic location of the proposed Conservancy.
- Needs assessment – document what resources are already available; outline what the Conservancy wants to achieve, how it will do this, and what additional resources are needed.
- Develop a simple business plan that outlines the Conservancy's costs and potential income generation.

The concept document should outline what has already been done (in Sections 3.1 & 3.2). It should include:

- a map of the proposed Conservancy
- a description of the Land-ownership and members of the Conservancy
- details of the key wildlife and other natural resources in the area
- the broad vision and objectives of the Conservancy
- the types of activities the Conservancy intends to undertake
- resources that are already available, including existing partnerships
- knowledge, expertise, partnerships, funding and physical resources that are needed to successfully establish the Conservancy

A concept document is an important part of Conservancy creation as it is a requirement for registration as a Conservancy and is often the precursor to a Management Plan.

3.4 LEGAL FRAMEWORK

An individual or Community may form a Conservancy without registering a legal entity; however, most Conservancies are set up as legal entities in order to carry out their operations. Registering as a legal entity is also important for limiting liability (of owners), establishing better governance and management, providing donor confidence, and increasing accountability and transparency. The legal entity will also formalise the name of your Conservancy and create a brand or profile for marketing and fundraising. A conservancy may register one or more legal entities for various purposes, such as a Company for management of the Conservancy and a Trust for fundraising, if appropriate.

3.4.1 Registering the Conservancy as a Legal Entity

Before a Conservancy can start operating, employing staff or entering into agreements with, for example, management companies, tourism partners, donors or conservation organizations, it needs to be registered as a legal entity under Kenyan law. The legal entity must reflect the land ownership i.e. all or the majority of its Directors/Trustees are nominated or elected representatives of the Land owners.

There are several different options which are currently used by Private, Community and Group Conservancies, including:

- Community Based Organization/ Self Help Group
- Society
- Cooperative
- Trust
- Private Company (non-profit or profit; limited by shares or by guarantee)
- Public Company (Limited by shares)
- Public Benefit Organization (previously non-governmental organization, NGO)

Table 4 outlines the requirements for registration of different legal entities, and the advantages and disadvantages of each of these entities for Conservancies. A Conservancy may initially register in the simplest form (e.g. a CBO) and as it develops can later register as a stronger legal entity such as a Company or Trust.

EXERCISE

Registering as a legal entity

- Determine what legal entity to register your Conservancy as.
- If registering as a Trust, Company or PBO you will need assistance from a lawyer.
- List the founding Directors/Board Members.
- Develop Memorandum and Articles of Association for the Company, Trust Deed if a Trust, or Constitution if a CBO, Society, Cooperative or PBO.
- If registering as a non-profit private company ensure non-profit objectives are captured in Memorandum of Association.
- For Group and Community Conservancies: compile a list of members/beneficiaries.

In cases where the Land-owners are directly managing the Conservancy and will be employing staff (i.e. not entering into a management agreement/lease with another company or organisation) a

11 Kahata, J. Institutional arrangements and management styles in CBNRM in Kenya. WWF report
12 Mwaura, F. & Mtawali, G. 2011 Guidelines for conservancy-based tourism development in Kenya. Report for Basecamp Foundation and Kenya Wildlife Trust
13 King, J., Lalampaa, T., Craig, I. & Harrison, M. 2015 A guide to establishing community conservancies – the NRT model. Northern Rangelands Trust.

non-profit company with limited liability may be the most appropriate and legally secure entity. This provides legal cover for all aspects of a Conservancy's operations including legal agreements with investment partners, employment contracts as well as liability for employees and visitors. It establishes a legal firewall on litigation issues, avoiding Directors (or Board Members) being personally responsible. Through stipulating the non-profit nature of the company in the Memorandum and Articles of Association, it also provides a level of confidence and accountability to donors who are less likely to fund a for-profit company.

In the case of Community and Group Conservancies, a Constitution (equivalent to but more detailed than a Trust Deed or Memorandum and Articles of Association) should detail the objectives, powers, operating principles, requirement for rotation of leadership, Benefit Distribution Plan, membership, and responsibilities of the Board, and is the basis for registration of the Trust or Company .

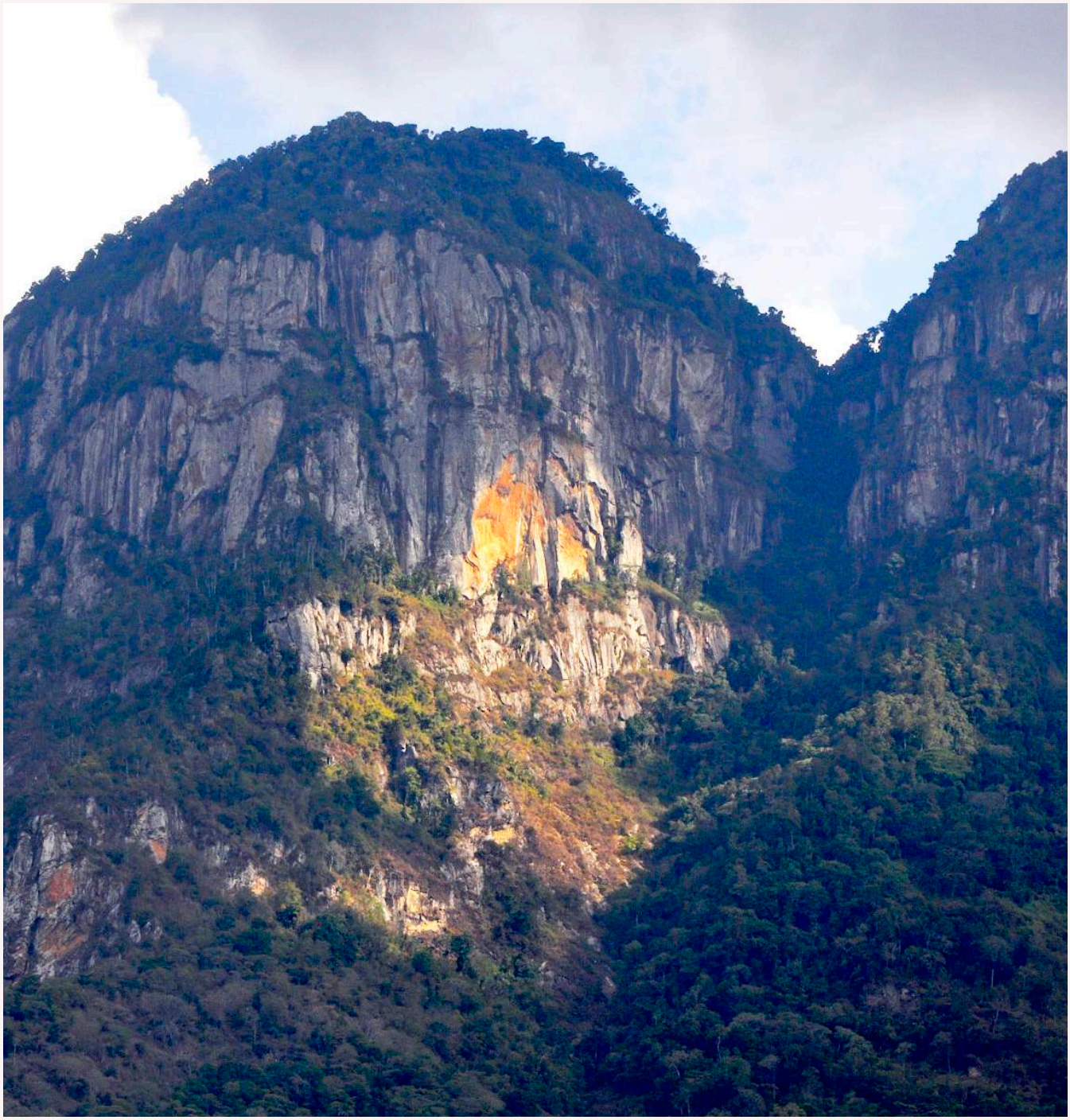
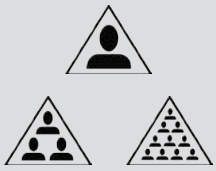
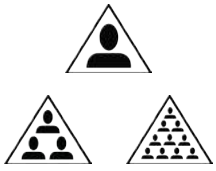
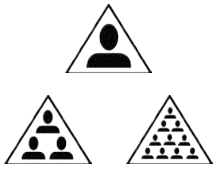


Table 4: Different legal entities for registering Conservancies, their requirements, advantages and disadvantages

Legal Entity	Type of Conservancy	Registration Requirements	Act under which it is registered
Community Based Organisation or Self-Help Group	Community or Group 	Minutes of meeting; List of Members; By-Laws (or Constitution)	Under no written Act; Departmer Social Services
Society or Association	Community or Group 	List of Office Bearers; By-laws (or Constitution)	Societies Act Cap 108 through Registrar
Cooperative	Community or Group 	By-laws (or Constitution)	Cooperative Societies Act Cap 490 through Commissioner of Development of Societies
Trust	Private, Community or Group 	Trust Deed	Registration of Trust Deed - Registry of Documents Act Cap 285 Incorporation - Trustees (Perpe Succession) Act Cap 164 or Trustee Act Cap 167
Private Company (Non-profit or profit; Limited by shares or by guarantee)	Private, Community or Group 	Memorandum and Articles of Association	Companies Act 2015** (Companies Act, CAP 486); Registrar of Companies
Public Company (Limited by shares)	Private 	Memorandum and Articles of Association	Companies Act 2015** (Companies Act, CAP 486); Registrar of Companies
Public Benefit Organisation (previously Non-Government Organisation)	Private, Community or Group 	Constitution; List of founders	Public Benefits Organisation Ac 2013*; PBO Regulatory Authori (previously NGO Act 1990; NGC Regulations of 1992)

	Advantages	Disadvantages
	• Easy to Register • Governed by its elected Members	• Not a legal entity • Cannot own property; cannot enter into contracts • No power to sue or be sued • Annual registration required
	• Simple to register • Requires more than 10 members • Allows registration with some exemptions e.g. no annual returns to registrar	• Not a body corporate • Can only own property or enter into contracts through office bearers • Liability with office bearers • Any changes in members, Constitution, management or office requires communication with Registrar
	• Can enter into contracts and own property • Liability limited to value of shares • Designed for pooling savings and promoting investments – good transparency & accountability • Simple to register with a minimum of 10 persons	• Least utilized in conservation • Objectives usually limited to economic development
	• Can enter into contracts and own property • Trustees may be individuals (local or foreigners) or body corporate • Trustees can only use property in the interest of beneficiaries of the Trust. If Trust comes to an end, any property reverts to the beneficiaries • Liability limited to value of capital • Can apply for tax exemption on donations and income, and stamp duty • Preferred by donors • Annual returns simpler than for Companies	• Lengthy registration process • Trustees personally liable • Guidelines for disposal of property not provided for in Trustees Act
	• Can enter into contracts and own property • Liability limited to value of shares held • Limited by guarantee: liability limited to amount stated in Articles, no issuance of shares or share capital • Directors protected from personal liability • Non-profit objectives, set out in Memorandum of Association, preferred by donors • Limited by guarantee is correct vehicle for companies with non-profit objectives	• No tax exemption • Complex annual returns • Limited by guarantee companies take long time to register due to security clearances • Difficult to register limited by shares companies with non-profit objectives
	• Can enter into contracts and own property • Can invite public to buy shares (as a way to raise funds) • Liability limited to value of shares held • Directors protected from personal liability	• No tax exemption • Complex annual returns • Public companies cannot commence operations until Certificate of Business issued (can be lengthy process) • Not preferred for conservation and attracts limited donor support due to for-profit nature
	• Can enter into contracts and own property • Can apply for exemption from Duty, Income Tax and VAT • Members of governing body protected from personal liability	• Potentially lengthy and cumbersome registration process • Fees for registration (not yet defined) • Complex annual returns including annual report • Cannot register as both PBO and another legal entity e.g. company • Any change in members, governing body, or constitution requires notification of PBO Authority

* Note: PBO Act 2013 is not yet in use; the NGO Act 1990 and NGO Regulations of 2012 are still operational
** Note: Companies Act of 2015 will repeal the Companies Act CAP 486 once it comes into effect

3.4.2 Developing Partnership Agreements

Establishing and managing a Conservancy is a complex undertaking with many different facets. Developing partnerships is key to the success of your Conservancy. Through partnerships you are able to bring in expertise that may be difficult to build within your Conservancy management structure. Partnerships may include:

- **Conservation organizations** – bring in specialist expertise on conservation and wildlife management, funding opportunities, and an element of external oversight.
- **Conservancy management companies** – in cases where the Conservancy or Land-owners are not directly managing the Conservancy.
- **Research organizations/Academic Institutions** – bring in specialist expertise particularly in ecological and social research and monitoring.
- **Donors** – individuals, charitable foundations, national or multi-lateral donors; direct financial support for the Conservancy's activities and development priorities.
- **Tourism partners** – expertise in tourism development, management and marketing to create direct revenue for Conservancy operations, lease payments to Land-owners and revenue for community development.
- **Enterprise/business investors** – expertise in natural resource-based business development, financial investment (it is critical to ensure business is developed in a way which is compatible with the conservation objectives of the Conservancy).
- **Development organizations** – invest in social needs of the Community such as water, health and education.
- **Government** – National government, government agencies, KWS, County government support a wide range of development and conservation programs and activities.
- **Financial institutions** – loans to develop enterprises, tourism facilities etc.

Agreements should be a balance between maximizing the benefits or returns to the Conservancy and Land-owners while accommodating the needs of the partner organization. It is often useful to have a neutral broker to assist with negotiating critical agreements.

It is important that the Conservancy develops formal agreements to manage the relationship between the Conservancy and the partner organization, to ensure the roles and responsibilities of each party are clear and agreed at the start of the partnership. Agreements may take the form of a land-lease, Memorandum of Understanding (MoU), or Heads of Terms and usually require input from a lawyer to ensure they are legally sound. The agreement becomes the reference document for any disputes, should they arise, and is legally binding if signed by both parties. Historically many Conservancies have failed because of the absence of, or poorly structured, agreements.

In the case of Community and Group Conservancies, negotiating agreements with a third party over land-management and access to natural resources (e.g. tourism partner or Conservancy management company) requires extensive discussions among the Community to ensure there is widespread agreement. The rights of the Community to managing the land and accessing natural resources must be carefully considered. If this is done in a hurried manner, without widespread consensus it is likely to create conflict between the Conservancy and the partner organization in future.

Conservation Easements

Conservation Easements are an additional tool to create long-term security of land for conservation, whether the land is registered as a Conservancy or not. Conservation easements are currently possible for Private Land (Private and Group Conservancies) and should also be possible for Community Conservancies once the Community Land Act comes into force.

Prior to the Wildlife Act 2013, Environmental Easements under the Environmental Management and Coordination Act (EMCA) were non-voluntary which was contentious and a disincentive to Land-owners (Watson, R., Fitzgerald, K. H. & N. Gitahi 2010 Expanding options for habitat conservation outside protected areas in Kenya: The use of environmental easements. AWF technical paper: 2).

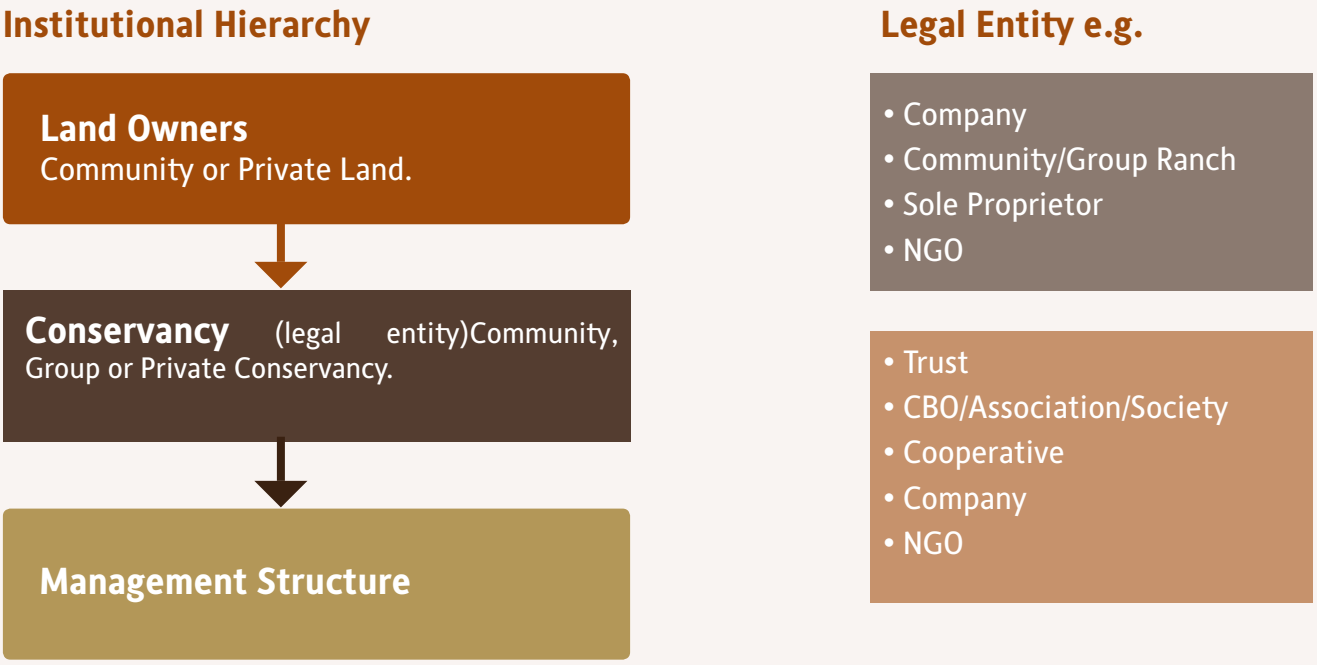
The Wildlife Act 2013 now allows for voluntary Conservation Easements through agreement between the Land-owner and a second party. A Conservation Easement is a legal mechanism to secure the land for conservation that will prevent or restrict the scope of mining, agriculture or other land-use, or infrastructural development that would detrimentally affect wildlife conservation (WCMA 2013 Section 65-69). Conservation Easements do not require a court application process; however the agreement must be legally recognised. The Easement can be registered against the title of the land for either a defined number of years or in perpetuity. Parties to a voluntary Easement may negotiate the compensation value for any loss or diminished value of the land resulting from the Land-owner giving up certain user-rights to that land.



3.5 GOVERNANCE & MANAGEMENT STRUCTURE

The Governance Structure of a Conservancy encompasses the ownership and decision-making arrangements and management structure. These vary across Private, Community and Group Conservancies and within each of these Conservancy types there are also different models in existence. The governance of a Conservancy is **who owns, controls or has decision making responsibility for management**. This may be a complex arrangement between owners of the land, the Conservancy legal entity and the management arrangement that has been agreed, which could be with a third party. Governance arrangements between two or three legal entities are often the case in Private and Group Conservancies, but currently less common in Community Conservancies.

Figure 2: Institutional Hierarchy of Conservancies



3.5.1 Governance of Private Conservancies

For Private protected areas, IUCN recognizes three different governance or institutional arrangements :

- Individual (the area is under control of a single person or family).
- NGO (the area is under control of a charitable non-profit organization).
- Corporate (the area is under the control of a private, for-profit company or group of people authorized to act as a single entity).

Private Conservancies in Kenya broadly fall into these categories however there are slight variations and many different institutional arrangements for both ownership and management. In the context of Conservancies, we generally interpret NGO to mean conservation organisations that have a wider

14 Dudley, N. (Editor) (2008). Guidelines for Applying Protected Area Management Categories. Gland, Switzerland: IUCN.

mandate beyond just the Conservancy in question i.e. with a regional, national or international remit for conservation. It is unclear whether Conservancies owned by non-profit private companies would fall under the NGO or Corporate definition given by IUCN.

The Conservancy legal entity (Company, Trust or PBO) may enter into an agreement with a management company, Conservation NGO or may undertake the management directly.

EXERCISE

Governance of Private Conservancies

- Identify the most suitable management arrangement for your Conservancy e.g.:
    - Managed by owners
    - Managed by a management company
    - Managed by conservation NGO
- Ensure you have the appropriate legal entity in place to support this management arrangement
- Determine if a Conservation Easement is useful in creating greater security for the land to be managed for conservation over a defined period or in perpetuity
- See Figure 3 B for an example of typical governance structure.



TABLE 5: Different institutional and management arrangements currently in use in Private Conservancies in Kenya, some of their advantages and disadvantages:

Management Arrangement	Institutional structure for management	Advantages	Disadvantages
Agreement/ Lease with a Conservation NGO	• Board comprised of independent representatives and may or may not have owner representation. • CEO reports directly to the Board. • NGO employs all staff.	• Clear management structure and oversight by Board allows proper accountability and integration into regional/ international conservation planning. • Can build political and international support as NGO mandate goes beyond the Conservancy. • Good fundraising platform, NGO likely has established donor network and provides accountability needed by donors.	• Decision making can be drawn out and cumbersome if Board not engaged or meeting regularly. • NGO approach may be inefficient, high operating costs since not driven by for-profit 'business' approach. • Land-owners likely to have less control of management decisions on their land.
Agreement/ lease with a non-profit Private Company	• Management company may have representation of owners on the Board, plus independent and Conservation NGO representatives. • CEO reports directly to the Board. • Company employs all staff.	• Likely more efficient management than NGO. • No private beneficiaries. • May be able to draw on enterprise generated profits more easily than NGO. • Non-profit is good fundraising platform as provides accountability generally needed by donors. • Can more easily build political and regional support as not seen to be benefiting just one individual/family.	• Decision making can be drawn out and cumbersome if Board not engaged or meeting regularly. • Requires building in house capacity for fundraising and grant management, which can be expensive. • Operating costs can be high if not managed on for-profit business approach (can end up with inefficiencies often seen in NGOs). • May not have profile to build International support unless affiliated with international Conservation NGO.
Agreement/ lease with a for-profit Private Company	• Management company may have owners as majority shareholders, with independent representatives. • Management company employs all staff.	• Owners retain more control of management if they are majority shareholders of the company. • Flexibility and easier decision-making. • Likely more efficient management as driven by for-profit principles. • Independent Board Members provide degree of oversight and accountability.	• For-profit company may not provide levels of transparency and accountability required by some donors. • Investment into management relies mainly on good commercial performance and willingness of shareholders to reinvest profits into conservation. • May not have sufficient resources to maintain high standards of management (particularly for highly threatened species). • May not have profile to create political or international support.

Management Arrangement	Institutional structure for management	Advantages	Disadvantages
Managed by Owner(s)	• Owners either manage Conservancy themselves or directly appoint Management.	• Decision making on operations made easily, no bureaucratic management system to follow. • Owners retain control of management of their land. • Management costs likely to be less expensive.	• May not have a legal entity to receive funds that has appropriate levels of accountability for donors. • Investment into conservation management relies on good commercial performance and willingness of owners to subsidise conservation. • Generally political and international support lacking as seen to be benefiting individual/family. • May not be well integrated into regional conservation planning or have access to conservation expertise.

3.5.2 Governance of Group Conservancies

Governance and management arrangements of Group Conservancies are varied across Kenya, and more closely follow the arrangements described for Private Conservancies (since Group Conservancies are typically made up of private parcels of land adjoining one another). Group Conservancies are commonly registered as Private Land-holding companies jointly owned by all Land-owners. The company enters into an agreement to lease the land from each Land-owner. Management of the Conservancy is either directly by the land-holding company (legal entity for the Conservancy), or through a joint-management company with tourism investors, or through a contracted private management company.

EXERCISE

Governance of Group Conservancies

- Set by-laws for land-holding company Board election and rotation to ensure transparency and equitable representation of owners.
- If appropriate, set up a joint-management company with representation from Land-owners and tourism partners.
- Identify the most suitable management arrangement for your Conservancy:
  - Managed by owners land-holding company
  - Managed by a joint-management company
  - Managed by private-management company
- See Figure 3C for an example of governance structure of Group Conservancies in the Mara.

Land-Holding Company Board

The Board of Directors of the land-holding company is made up of Land-owner representatives. Directors are nominated/elected according to the following principles:

- Nomination at regional/zonal/village level through consensus or election – ratified at the Annual General Meeting.
- Democratic process for elections is important to avoid individual Land-owners pulling out (and therefore undermining the Conservancy as a whole).
- Should be a 3-5 year term for Board Members; often there is no limit on the number of terms, however, this should be restricted to avoid individuals dominating decision making and benefit sharing.
- Consideration of Board Members should be made based on size of land holding.

Including tourism partners or conservation organization representatives on the Board ensures that wildlife conservation remains a high priority for management.



15 Elliot, J., Gibbons, H., King, D., King, A. & Lemenager. T 2014 Exploring Environmental Complementarity between Types of Protected Areas in Kenya. Agence Française de Développement Focales No 19. http://recherche.afd.fr
16 Kahata, J. Institutional arrangements and management styles in CBNRM in Kenya. WWF draft report.

Joint-Management Company Board

The principle of a joint-management company is equal representation and decision-making authority between the Community (group of Land-owners) and the tourism partners. It is important to ensure Members appointed to the Board have capacity to make decisions to avoid one partner dominating decisions; if the owners feel the tourism investor has too much decision-making power it can lead to conflict between Land-owners and tourism partners. An independent Chairman is commonly appointed by the Board Members.

- Generally the executive (Chairman, Secretary, Treasurer etc.) of the Land- holding company Board are nominated to the joint-management company Board.
- The Land-owner representatives must appoint alternates to sit at Board meetings in their absence.
- There is either majority or equal representation of Land-owner Board Members versus tourism partner members.
- The joint-management company Board may also appoint any other Member, and usually appoint an independent Chairman.

In cases where the Land-holding company and joint-management Company are for-profit, the Land-owners and tourism investor/s may jointly or independently establish a Trust or non-profit company to raise funds from donors.

3.5.3 Governance of Community Conservancies



Community Conservancies fall on Community Land including what were previously referred to as Group Ranches and Trust Land; there are some areas where Community Conservancies overlap with Public Land such as livestock holding grounds, gazetted forests or National Reserves. In some cases these operate through co-management agreements, however in others there is no formal agreement with the relevant government agency (this may mean registration of these Conservancies with the Ministry/KWS is problematic in future).

IUCN defines governance by indigenous peoples and local Communities as: **protected areas where the management authority and responsibility rest with indigenous peoples and/or local communities through various forms of customary or legal, formal or informal, institutions and rules**. Decision-making in a Community Conservancy should ensure that 'the Community is the major player in decision-making and implementation regarding the management of the Conservancy, implying that a local institution has the capacity to develop and enforce decisions, either by law or practice. Other stakeholders may collaborate as partners, but the local decisions and management efforts are predominant'. Exclusion of Communities in decision making is a common source of conflict and leads to the eventual collapse of a Community Conservancy.

Community Conservancies are established to represent their constituent Communities therefore the principles of democracy, fairness, transparency, accountability, collective decision-making and equitable benefit sharing are critical and must be upheld by the Conservancy as an institution. 'Good governance is a measure of the effectiveness of the decision making process by the Conservancy as an institution representing its Community. Weak governance, on the other hand, can lead to low Community participation, expropriation of benefits by Community leaders and will ultimately erode trust in and support for the Conservancy'.

Community Conservancy Board

The Conservancy Board is the primary decision-making institution of a Community Conservancy and should be made up of democratically elected representatives with equitable representation from settlement zones and ethnic groups as well as women and youth. A Community Conservancy Board typically consists of 7 – 11 Members, including the following:

- Majority of the Board must be elected Members from the constituent Community.
- Independent Members nominated by the Board who have specialist skills (and have full voting rights).
- Ex-officio Members from Government (e.g. KWS, County government).
- Ex-officio Members from conservation, development partners, religious institutions.
- Ex-officio Members from tourism investors.

Limiting the size of the Board reduces costs, makes decision-making and consensus easier, and allows adequate time for discussion of issues.

The Board may have sub-committees which will vary depending on the programs the Conservancy wishes to undertake; their roles should be very clear and the number of sub-committees kept to a minimum (to avoid unnecessary expense). These are commonly Finance, Tourism, Grazing and Wildlife. Sub-committees are tasked with providing closer oversight of management in each of these program areas and reporting back to the wider Board during meetings. It is important that the decision of sub-committees is not final but must be ratified by the wider Board.

An interim Board will need to be set up when the Conservancy is being established; thereafter the Board Members are elected at the first Annual General Meeting. The elected Board may mirror the formal Land-ownership governance structure (e.g. Community Land Management Committee, previously Group Ranch Committee), or include their membership as well as membership of traditional Community leaders (these traditional decision-making institutions still exist in many Communities and are known). Rotation of the Board is a critical part of ensuring transparency and equity in representation. It is common for Board Members to have a 3-year term of office and only be allowed to serve two terms. This should be set out in the Conservancy's Constitution at the time of registering the Conservancy.

EXERCISE

Governance of Community Conservancies

- Appoint interim Board which can include ex-officio Members.
- Arrange AGM to be held within 1st year of registering Conservancy as a legal entity.
- Organize democratic election of Board Members at first AGM (according to e.g. zones, villages, including sub-groups women and youth).
- Select ex-officio Members of the Board.
- Select Sub-committees within the Board, may vary depending on Conservancy programs (e.g. finance, tourism, grazing, peace etc.).
- Board meetings should be held quarterly.
- See Figure 3A for example of typical governance structure of Community Conservancies.

The Board will need to hold an AGM within the first year of registration of the Conservancy as a legal entity. The AGM is a critical meeting as it provides an opportunity for the Board and Management to present progress to its members as well as for Community members to question performance of the Board and ensure accountability to the members. A notice informing members of the AGM including the venue and agenda should be posted in a public place (Chief's office, Conservancy office, Churches/Mosques etc.) with sufficient time to allow information to reach everybody (at least 21 days).

For both Group and Community Conservancies, the Board should set out a **Benefit Distribution Plan** for the Conservancy, and it is their responsibility to oversee this. The plan should be based on principles of transparent and equitable sharing of benefits, including employment, revenue and communal benefits. The list of beneficiaries and projects supported by the Conservancy should be displayed in public places and declared at the AGM. The Board will also need to develop a Workplan early on in the inception of the Conservancy in order to guide activities, particularly until such time as a Conservancy Manager is appointed.

How to hold an effective AGM

- Appoint an independent facilitator – such as religious leader, government official, or regional conservation Association representative.
- Provide sufficient notice of the meeting (at least 21 days)
- Quorum should be at least 2/3rds members in attendance including minority groups, women and youth.
- Ensure there is geographic representation; facilitate members from far areas to attend by providing transport.
- Effective Chairing; ensure there is an Agenda, or order of who can speak. Facilitator should provide strong guidance, focus on decisions to be made, allocate sufficient time for each Agenda item.
- Minute keeping is essential; documenting discussions and decisions, duly signed and dated.
- Election of Board Members may take place during the AGM or prior to the AGM in each Conservancy region/ zone/village. Methods of election may include nomination of proposed Members, consensus or voting by head-count or secret ballot.
- Elected Members must then be ratified by the wider Community at the AGM.



17 Dudley, N. (Editor) (2008). Guidelines for Applying Protected Area Management Categories. Gland, Switzerland: IUCN.
18 Corrigan, C. and Hay-Edie, T. 2013. 'A toolkit to support conservation by indigenous peoples and local communities: building capacity and sharing knowledge for indigenous peoples' and community conserved territories and areas (ICCAs)' UNEP-WCMC, Cambridge, UK
19 Note: much of this section is drawn from King, J., Lalampaa, T., Craig, I. & Harrison, M. 2015 A guide to establishing community conservancies – the NRT model. Northern Rangelands Trust.

Figure 3: Examples of different governance structures used in Private, Group and Community Conservancies

Figure A: simplest management and governance structure commonly used in Community Conservancies and Private Conservancies.

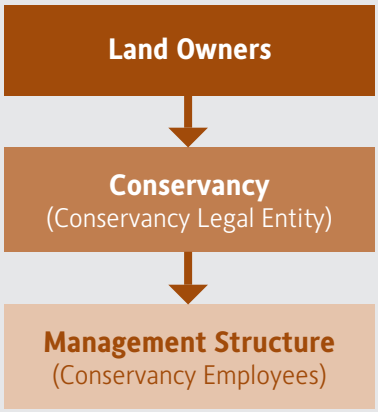


Figure B: governance and management structure commonly used in Private Conservancies and some Group Conservancies.

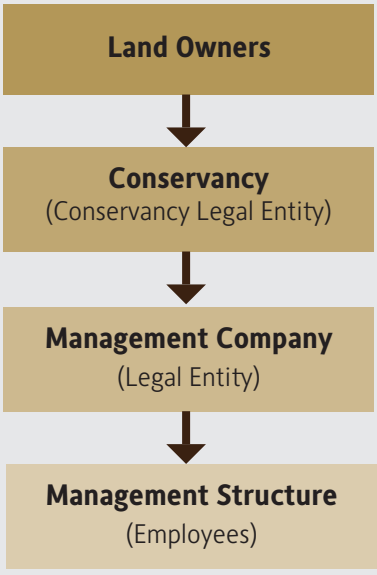
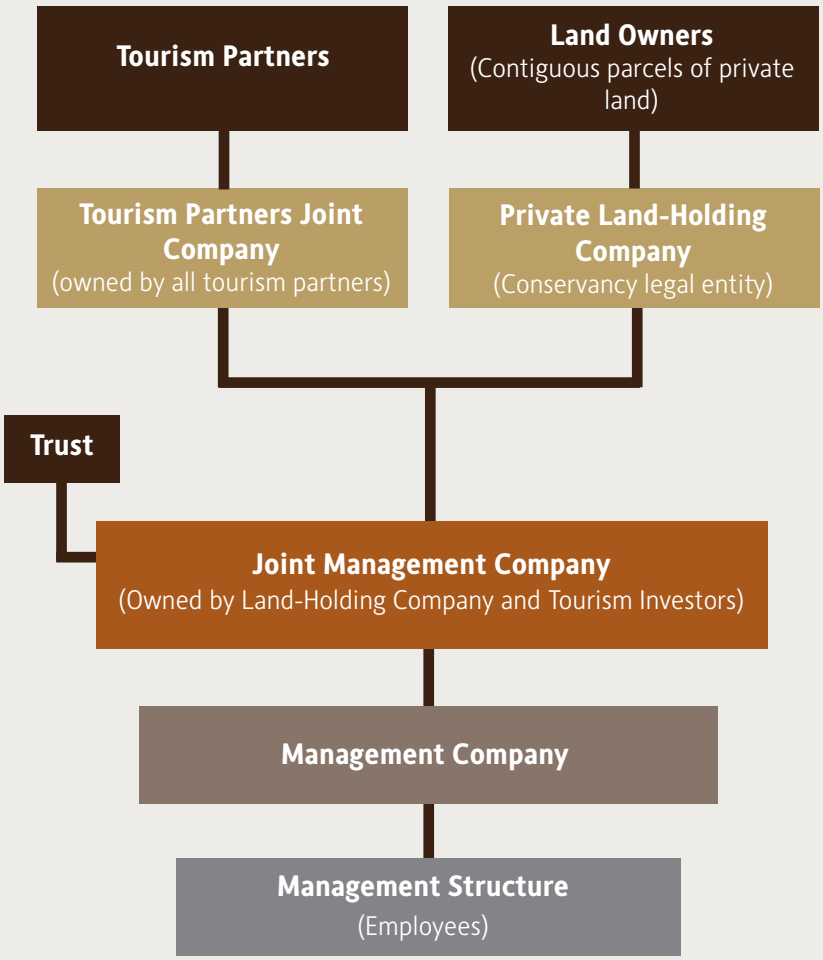


Figure C: governance and management arrangements of many Group Conservancies in the Maasai Mara; the joint management company may also own a Trust to recieve donor funding.





3.5.4 Conservancy management structure

The Conservancy management structure consists of the people employed to manage the Conservancy and carry out all its activities. As discussed earlier the Conservancy staff may be employed directly by the Land-owners (or organization representing the Land-owners), or by a management company with a lease or agreement to manage the Conservancy. The number of staff employed in a Conservancy varies considerably and will depend on many factors, for example:

- Level of funding
- Level of threat to wildlife, habitats or people
- Presence of endangered or highly threatened species (in particular rhino)
- Whether there is tourism
- Conservancy programs and activities
- Size of the Conservancy

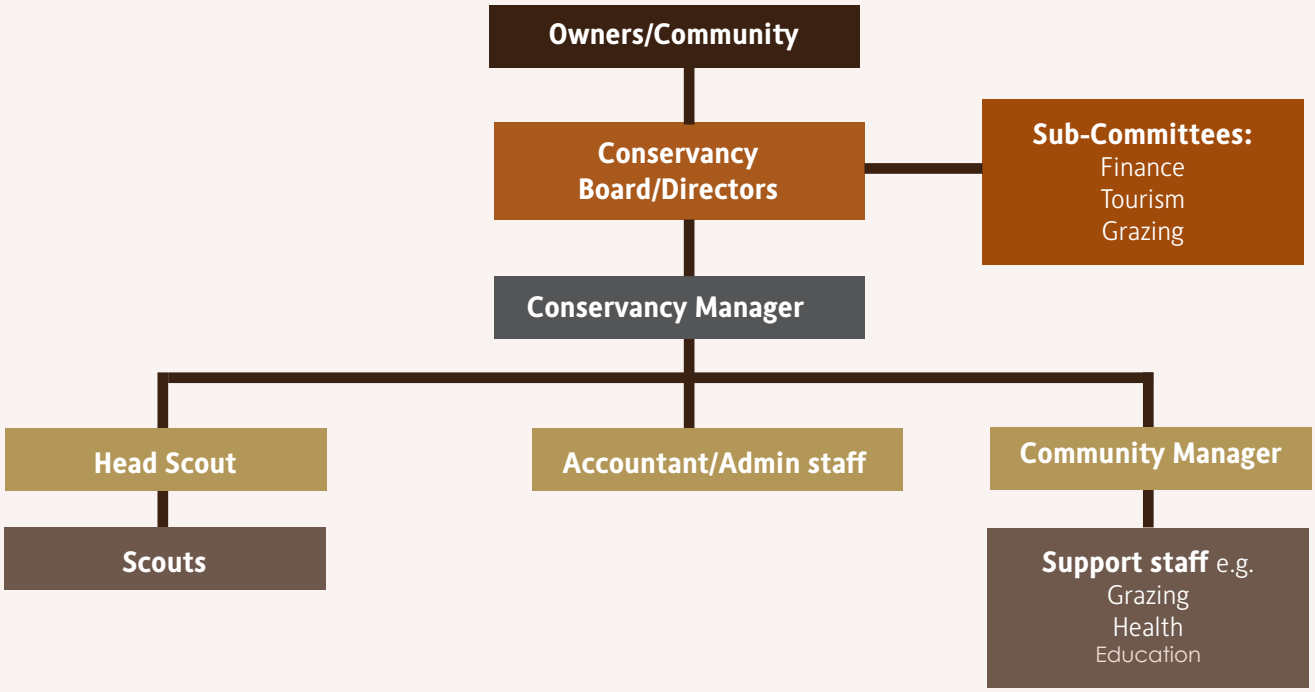
EXERCISE

Establishing a management structure

- Determine number of staff the Conservancy can afford based on funding available.
- Identify key positions for initial recruitment e.g. Manager and Scouts.
- For Group and Community Conservancies: set criteria for recruitment process, minimum qualifications and experience; determine if recruitment from within Community or open to others – BE TRANSPARENT.
- Identify essential training for staff that should be done early on in the establishment of your Conservancy.
- Create clear job descriptions and reporting lines for all staff.

It is important to determine the staffing needs for your Conservancy based on the above criteria Often Conservancies will start with a few staff, a Manager and Scouts, until funding streams are established and programs developed. The management structure of a Conservancy typically consists of some or all of the following positions shown in Figure 4.

Figure 4: Typical Conservancy management structure



What makes Management and staff effective?

Transparent and effective recruitment process - in Community and Group Conservancies:

- This should be equitable, allowing fair representation from different zones or groups of people in a Conservancy.
- Selection should be based on merit (interview, qualifications, performance) not on personal relationships, and can be from within the Community or external depending on skills needed.
- Use a selection panel with independent members (e.g. KWS, NGO or tourism partner) as well as Board Members and senior Management.

Clear job description

- Each position in the Conservancy should have a clear job description (written or verbal) so employees understand what is expected of them.

Clear communication channels and chain of command

- Set up a chain of command which is known by all staff and followed by the Management and Board – this is especially important within the Security Department.
- Establish disciplinary procedures that are known and followed by all staff.

Salaries and incentives

- Salary structure should be fair and comparable with other Conservancies.
- Create opportunities for growth of job roles in the organization.
- Look after staff welfare: provide reasonable standard of housing, food allowance, clean water, uniforms etc.

Performance based

- Establish simple annual or bi-annual evaluations of staff that are performance based. These should allow Management and the Board to assess the performance of individual staff against a set of agreed targets or objectives.
- Reward for good performance (salary increment, bonus, prizes/recognition).
- Set out a clear and structured process for dismissal.

Skills and training

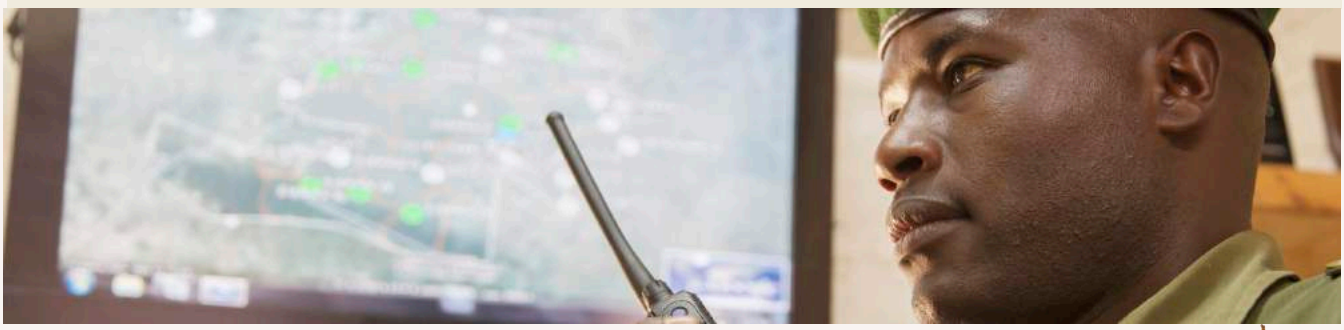
- Invest in training for all staff. Identify the skills that need to be built among different employees and actively seek funding or set aside income to build the capacity of your staff.

Well understood vision and objectives of the Conservancy

- For each staff member to contribute effectively it is important that they understand what the Conservancy is aiming to do and how it plans to do this. Do not keep this knowledge only among the senior Management and Board but take time to discuss this with all staff.

Lead by example - It is critical that the Board and Management team lead by example:

- They must build the trust of their staf.f
- Instill a culture of high-performance and teamwork and be active and in-touch with what is going on in their Conservancy.



3.6 REGISTERING WITH KWS

3.6.1 Registration of Conservancies

For your Conservancy to be recognized under the Ministry of Environment and Natural Resources it must be registered with KWS. This enables the Conservancy to be formally recognized with conservation as a land-use therefore giving wildlife conservation equal status with other land-uses such as agriculture.

What are the benefits of registering with KWS as a Conservancy?

The Wildlife Act 2013 and regulations on Conservancies, Incentives Access and Benefit Sharing set out a number of benefits of registering as a Conservancy with KWS, including:

- legal use and recognition of the term Conservancy and conservation as a land-use, including formal recognition of your contribution to conservation from government and the public.
- by recognizing conservation as a land-use this improves security of tenure for communally owned or managed land, and Private land.
- access to incentives including tax and fiscal incentives e.g. potentially Customs and Excise waiver in respect of imported capital supplies for conservation, tax rebates to conservation activities, land rates waiver.
- more effective access to KWS services and technical support, and financial support through the Wildlife Endowment Fund.
- application for National Police Reservists status and arming of trained and registered Community Wildlife Scouts will be facilitated by KWS.
- recognition of the role of community wildlife scouts in conservation and protection of wildlife.
- assist in accessing wildlife user-rights.
- enable Conservancies to control mining and quarrying on your land, including oil or gas exploration, and any bio-prospecting.
- formal participation in dialogue, advocacy and lobbying on wildlife matters through national and regional conservancy Associations (such as KWCA), participate in elections and influence nominations to the Board of KWS and other national wildlife institutions such as CWCCC.

The **Wildlife Act 2013** and the **Conservancy and Sanctuary Regulations** set out the specific requirements and documentation that is needed in order to register as a Conservancy, and the frequency for renewal of registration. Creation of a Sanctuary within a Conservancy requires a separate application. Application for registration as a Conservancy should be submitted through your County KWS Warden.

As part of the registration process or within a specified time-period defined in the Conservancy Regulations, the Conservancy will be required to submit a Management Plan (**see Section 3.7 of this guide**). You will also be required to submit an annual report each year which sets out the progress of activities, incidents of human-wildlife conflict and any incidents that have a serious bearing on conservation.

It is important to note that registration of a Conservancy does not require a social or environmental impact assessment to be carried out. However, the development of infrastructure within a conservancy will require the requisite EIA and NEMA approval.

By registering as a Conservancy you agree to uphold the standards of management set out in your Management Plan. If the County Wildlife Conservation and Compensation Committee (CWCCC) or KWS determine that this has not been done, the CWCCC may recommend, with the approval of your Conservancy and at your expense, strategies to bring the Conservancy management up to standard; e.g., second KWS staff to your Conservancy for an agreed period of time; deregistration of wildlife user-rights; or in extreme circumstances KWS will take over entirely the management of the Conservancy for an agreed period.

3.6.2 Deregistration of Conservancies

Any person, community or corporate body that has established a Conservancy may voluntarily apply to KWS to have it deregistered. Deregistration of a Community or Group Conservancy requires minutes of the AGM showing two-thirds majority decision to deregister.

An individual or group of members from a Group or Community Conservancy may also apply for deregistration of their Conservancy on the grounds of failure to meet the required standards, corruption, lack of regular democratic elections, unlawful practices, non-conformity with the Benefit Distribution Plan or management plan. Such cases would result in an investigation of the Conservancy by the CWCCC and KWS.

Similarly the CWCCC or KWS, upon annual inspection of a Conservancy, can also recommend deregistration on similar grounds if the Conservancy fails to address the weaknesses or issues highlighted within an agreed time-period.



3.6.3 Applying for Wildlife User Rights

User-rights represent ways in which Communities and Land-owners can use and benefit from wildlife in their Conservancies. User-rights are not restricted to registered Conservancies but can be granted to any person, group of people or company wishing to benefit from wildlife. User-rights should be thought of as separate to the Conservancy formation process, although the establishment of a Conservancy will be informed by potential user-rights in an area. This means that a Conservancy can exist without registering for user rights, and that a single Conservancy could have multiple user-rights.

Conservancies should pursue user-rights depending on their objectives and the reasons for forming a Conservancy in the first place. If, for example, the main activities involved in a Conservancy are maintaining habitat for wildlife and livestock, with livestock being the primary income source, then that particular Conservancy may not need to apply for wildlife user-rights.

EXERCISE

Registering with KWS and applying for wildlife user-rights

- Submit all documentation required for registration as a Conservancy to your County KWS Warden (see Wildlife Act, Conservancy and Sanctuary Regulations).
- Decide what wildlife uses you want in your Conservancy – are these consumptive or non-consumptive?
- Submit application forms and documentation required for user- rights to your CWCCC through the County Warden (see Wildlife Act 2013 and Licensing and Wildlife User Rights Regulations).

User rights are divided into non-consumptive and consumptive use of wildlife. Consumptive uses are set out in the **Wildlife Act 2013 (Article 80 and Ninth Schedule).**

Non-Consumptive	Consumptive
Wildlife-based tourism.	Game farming of listed species (Schedule 10 of the Act).
Commercial photography and filming.	Game ranching (species currently not specified).
Educational purposes.	Live sale of game-farmed species.
Research purposes.	Research involving off-take.
Cultural purposes.	Cropping of game-farmed and game-ranched species.
Religious purposes.	Culling in a conservation area as a management tool.

The Conservancy will need to apply for a permit for user-rights as set out in the **Wildlife Act Licensing and Wildlife User Rights Regulations**. For non-consumptive user rights the Conservancy needs to apply for a general permit, whereas for consumptive user-rights a more detailed application is required specific to each use. Refer to the Regulations for specific information required. Permits are valid for the period specified in the Regulations, and may be renewed upon application and payment of the prescribed fee.

Schedule 10 of the **Wildlife Act 2013** lists the wildlife species for which **Game-farming** is allowed (note that list of game-ranched species not yet provided for in the schedules of the Act):

Animals	Birds
Crocodile	Ostrich
Tortoise	Pigeon (except those listed in Schedule 5)
Chameleon (other than snakes)	Doves (except those listed in Schedule 5)
Snails	Ducks
Frogs	Helmeted Guinea Fowl
Lizards	Vulturine Guinea Fowl
Butterfly	Quelea
Snake (for display and venom extraction, export of live for breeding)	



3.7 Management Plan

A Management Plan is a working document that is used, adapted and referred to; a tool to:

- Guide the conservancy Management in their activities, ensuring they focus on priorities that have been determined by the wider community and conservancy management.
- Provide continuity of management and hold Managers and Boards to account by their members.
- Assist with fundraising, highlighting where additional resources are required.

A Management Plan is the guiding document for the Conservancy; it should capture the long-term vision for the Conservancy, and outline realistic targets, the objectives and activities a Conservancy will undertake in order to achieve these targets. The plan should capture the conservation and Community development priorities and include a land-use plan, it can be thought of as an extension or more detailed version of the original Conservancy concept **(Section 3.3)**. Under the Wildlife Conservation and Management Act 2013, there is a legal requirement for all Conservancies to submit a Management Plan within a specified time-period after registration.

A Management Plan should be a simple document and not overly elaborate with too much detail or background information – many Management Plans are so long and wordy which makes them unusable by Management. The level of planning should be tailored to the capacity of the Conservancy, keeping it simple and realistic. It is a dynamic working document that should be updated over time, and used as a reference for annual progress reports. Management Plans are usually for 5 years, and, where possible, the planning period should be aligned with national and county planning processes.

The Wildlife Act 2013 Sets out requirements for guidelines for the development of conservancy management plans to be developed and these should be referred to; schedule 5 sets out the basic requirements for a management plan which should include:

- A legal description of the land area and Conservancy institution.
- A brief statement of the wildlife management goals and objectives.
- The time period for which the plan is valid.
- The species covered by the plan.
- Description of habitat types.
- Description of activities being undertaken.
- Section detailing the participation of Communities in the preparation of the plan.
- Description of anticipated benefits and beneficiaries.

In more complex Conservancies with larger areas, habitats and species more information on the following can be included

- Land-use plan or zonation, and objectives for each zone.
- Tourism carrying capacity.
- Management of specific species or habitats.
- Management of potential conflict with neighbouring communities.
- Monitoring to be undertaken.

EXERCISE

Writing a Management Plan

- You can expand your Conservancy concept into a Management Plan – use the background information from your concept as an introduction.
- Use a base map of the Conservancy as the basis for discussion and planning activities.
- With a group of key stakeholders (the Board and other key partners) identify the main challenges, opportunities and long term priorities for the Conservancy.
- Develop these priorities into a set of Goals and Objectives.
- For Group and Community Conservancies, open the discussion to a wider forum by including representatives from each settlement zone and other stakeholders
- Discuss and identify activities in each zone, including land-use, settlement planning, grazing planning, use of other natural resources, business opportunities and Community development priorities.
- Identify key partners to assist in different elements of the Plan and, where possible, outline the resources needed.
- REMEMBER: YOUR MANAGEMENT PLAN IS A WORKING DOCUMENT and should not be too long or detailed. It should be a guide for the Conservancy Management to ensure they focus on activities that have been identified as a priority.
- The Management Plan will enable the Conservancy to establish different programs and activities (Section 3.8) according to the priorities developed by the Board/and or Community.

For Conservancies undertaking consumptive utilisation, include

- Data on historical culling, cropping or hunting (if appropriate).
- Approved method for determining sustainable off-take levels.

1. **Background information** – field mapping of key features; collation of baseline statistics on human population, livelihoods and partners etc.

2. **Board brainstorming session** – identifying main challenges and opportunities, and long term priorities which are condensed into a set of draft goals and objectives.

3. **Consultation with Community and key partners** – in each settlement zone, discussing the challenges and realistic and specific priority activities in each zone and land-use; settlement planning; identifying key partners; participatory mapping of key resources and their use.

4. **Feedback of draft plan including land-use map** – to Board, Committees and wider Community.

5. **Approval of final managment plan by Board and endorsement at the AGM** - publication of final plan including land-use map.

20 King, J., Lalampaa, T., Craig, I. & Harrison, M. 2015 A guide to establishing community conservancies – the NRT model. Northern Rangelands Trust.

3.8 FINANCIAL MANAGEMENT

3.8.1 Developing a business plan

Financial sustainability of the Conservancy needs to be considered from the start and the Conservancy should identify early on how it intends to fund operational costs in the short, medium and long-term; this can be considered your Conservancy 'Business Plan'. Initially many Conservancies may be dependent on donor funding, until tourism or other income-generating activities are established. Donor funding may continue to be important for some Conservancies even in the long-term. The ability of a Conservancy to manage its donor partnerships is therefore critical and should be proactively maintained; each donor will have their own requirements for financial management and reporting that must be followed. Donations may come from different sources and the Conservancy should identify which agencies, individuals or organizations it has the capacity to apply to for funding, e.g.:

- County Government.
- KWS or National Government.
- Local conservation or development organizations.
- International conservation or development organizations.
- Private individuals.

The Conservancy should develop a strategy for income generation based on wildlife user-rights as well as other enterprises and payments for ecosystem services, or other innovative businesses that can generate revenue for the Conservancy. Developing these revenue streams at a scale that will generate meaningful income will likely require partnerships with the private-sector for investment or technical expertise.

Options for revenue may include:

- Tourism.
- Marketing of agricultural produce (livestock, other farm products).
- Fisheries marketing.
- Other bio-enterprise projects (usually generating small amounts of revenue) honey, aloes, indigenous tree nurseries etc.
- Payments for Ecosystem Services (PES).
- Carbon trading (forest carbon, soil carbon, mangrove/blue carbon).
- Conservation Easement payments.

Payment for ecosystem services (including carbon trading) and Conservation Easements have the potential to generate significant revenue to Conservancies. However, few Conservancies are utilizing these avenues as a means of achieving financial sustainability. Investing in such projects is long-term and requires considerable technical expertise and cost to set up, plus there are strict terms and conditions for payment once the project starts. However, they should be explored particularly in Conservancies with high biodiversity, large size and where, in the absence of the Conservancy, the threat to the environment would be severe (i.e. where PES would create 'additionality' or extra incentive to protect these environmental services). In such cases it is essential that the Conservancy partners with an organization with expertise in this subject (e.g., TNC, WWF, AWF, Wildlife Works, EAWLS to name a few).

Examples of current PES projects in Conservancies include:

- Kasigau Corridor (Wildlife Works) in Tsavo has an established Carbon project (REDD+) under which carbon payments are made in return for the protection and conservation of forest and bush habitat.
- A self-organised private deal for PES by commercial farms to Ngare Ndare Forest Trust for protecting important water sources for downstream users.
- A large-scale, soil-carbon project in 15 NRT Conservancies is in the final stages of registration (supported by The Nature Conservancy), which is linked to improved grazing management as a means of increasing soil carbon storage.

What are Payments for Ecosystem Services and Carbon Trading?

Payment for ecosystem/environmental services (PES) places a financial value on ecosystems which provide people, Communities and economies with a wide range of environmental 'services' or benefits. PES provide incentives to Communities and Land-owners in exchange for managing their land to provide some sort of environmental service such as reliable flows of clean water, productive soil, carbon sequestration (storage) and maintenance of biodiversity. Formal markets – some voluntary and others mandated by law – now exist relating to carbon, water and biodiversity, placing an economic value on maintaining or improving these ecosystem 'services'.

Types of markets and payments for ecosystem services include:

- Public (Government) payment schemes for Private or Community Land-owners to maintain or enhance ecosystem services.
- Formal markets (e.g. carbon market) with open trading between buyers and sellers either through legislation, or through voluntary markets.
- Self-organised private deals in which individual beneficiaries of the ecosystem services contract directly with the providers of those services.

3.8.2 Managing Conservancy Finances

Accountable and efficient management of Conservancy finances is essential. Poor management of Conservancy finances, corruption and misuse of funds will lead to the collapse of your Conservancy as Community members, donors and supporting partners lose confidence and trust in the organization. Good financial management does not need to be complicated, particularly if the Conservancy's budget is small (e.g. a hand-written ledger book may be sufficient), however from the start it is important to have 'checks and balances' in place to manage your finances. As the Conservancy grows and different revenue streams are generated you may need to have a dedicated accountant and specific accounting software (e.g. Quickbooks).

Conservancies should develop a Finance Manual that sets out procedures to be followed to ensure:

- Proper use of funds.
- The Conservancy is meeting legal reporting requirements (e.g. audited annual financial statements).
- The Conservancy is meeting donor and owner contractual requirements.
- Greater management efficiency.

KWCA has developed a **Sample Financial Procedures Manual** that provides detailed information on basic standards for financial management, from purchasing to managing petty cash, payroll and annual auditing of accounts.

The following systems to ensure transparent accounting are commonly used in Community and Group Conservancies:

- Separate bank accounts for Operational Funds and Community Funds, ensures funds set aside for Community projects are managed separately from day-to-day operational expenditure.
- The Finance Committee of the Board oversees all financial matters and should review the budget and expenditure report with the Conservancy.
- Manager and Accountant on a quarterly basis; this should be reported to the full Board at each meeting.
- Avoid cash-payments as far as possible – ensure payments are made by cheque or electronic transfer.
- Cheques require more than one signatory – i.e. Manager/Accountant and Finance Chairman, or Chairman.
- All payments should be authorized in writing by the Manager.
- Annual external audit of accounts.
- Preparation of an annual budget by the Board and Management forecasting Conservancy revenue and donations for the year – this helps in planning activities at the start of the year.

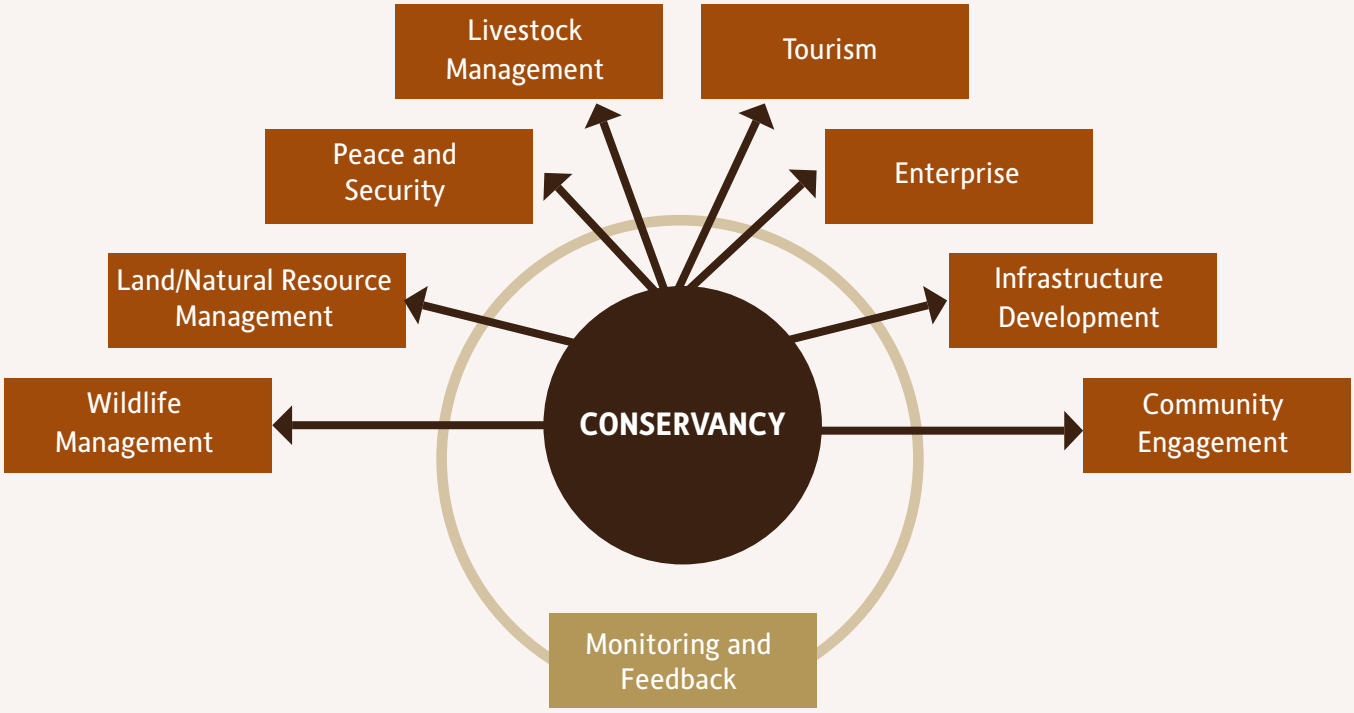
The Benefit Distribution Plan should also outline how payments to Communities should be made; keeping a detailed account and list of all beneficiaries is essential (this may be displayed in a public place and should be reported at the AGM). It may set out the proportion of Community funds to be spent on different areas of development e.g. health, education, infrastructure etc. It may also include details of the proportion of funds to be shared among different zones/villages in a Conservancy.

A simple income and expenditure report should be displayed at the end of each financial year in a public place and reported at the AGM. This should include a list of all sources of revenue (donor funding, government funding, tourism revenue, other commercial revenue etc.) and a summary of expenditure according to different budget categories.



3.9 CONSERVANCY PROGRAMS

Figure 5: Common programs undertaken by Conservancies



The programs and activities a Conservancy undertakes are determined by its vision and objectives (what the Conservancy wants to achieve). These are set out in initial discussions when establishing the Conservancy and more specifically in the Management Plan. The variety of programs will develop over time and will also be determined by the financial and human resources available (e.g. funds, staff and expertise). By definition, a **Conservancy must have conservation of wildlife as one of its primary objectives** and hence must explicitly undertake activities that are designed to promote the protection and management of wildlife. Refer to KWCA best practices handbook 2015 for more detail in particular areas.

Typically a Conservancy will undertake some or all of the following programs (there may also be others that are not mentioned here).

3.9.1 Wildlife Management

Purpose: to maintain healthy populations or wildlife, and to increase numbers and diversity through the protection and management of wildlife.

This is primarily the role of Conservancy Scouts and includes anti-poaching patrols, wildlife monitoring, and management of human-wildlife conflict. It may include species research, usually in partnership with research organizations or individuals, and reintroduction of wildlife through translocations which are done in partnership with KWS. A Conservancy may have a Sanctuary within it, where there is more intensive management of a particular species in some cases this may require an area of the Conservancy to be fenced.

Management of wildlife in a Conservancy may also include consumptive utilization of wildlife which will be defined in the Management Plan and requires application to KWS for licensed user-rights (See section 3.6 of this guide). If you are intending on undertaking consumptive utilization (cropping and culling) of wildlife in your Conservancy this will require more detailed information on how this activity will be managed to be included in your Management Plan and license application to KWS.



3.9.2 Land and Natural Resource Management

Purpose: to promote healthy ecosystems that support wildlife, livestock and human needs; to improve the condition of degraded areas and minimize invasive species; to ensure adequate supply of water for wildlife, people and livestock.

Wildlife management cannot take place in isolation from the habitats in which wildlife live and the natural resources on which they depend. Management of the land (or sea in the case of marine Conservancies) and the resources upon which wildlife and people depend is an important function of a Conservancy. This may include:

- **Grazing management** – development of grazing plans for livestock and zonation of the Conservancy into areas where livestock may be restricted at certain times of year. The objectives of a grazing program may be to increase grass cover and productivity for livestock as well as to minimize disturbance of wildlife and tourism.
- **Habitat restoration** – in rangelands this may include rehabilitation of degraded areas such as re-seeding, gully healing, use of bomas on areas of bare land, or clearing of invasive species.
- **Forest protection and management** – this may include setting up forest Management Plans to restrict use of forest products, zonation of the forest for different uses, re-planting of indigenous trees in degraded areas (including mangroves), establishing rules governing logging and collection of firewood etc.
- **Fisheries management** – marine Conservancies may establish by-laws for fisheries management including restricting the type of fishing gear used, setting aside locally managed marine areas and no-take zones, active rehabilitation of coral reefs etc.
- **Fencing** – fencing may be used as a tool to manage human-wildlife conflict, or to create exclusion zones which protect key resources (e.g. springs) from over-use and damage by people and wildlife, or establish Sanctuaries for endangered species.
- **Settlement planning and other land uses** – this is a critical component of good Conservancy management and should be undertaken early on to ensure key resources (e.g. springs, rivers, swamps) and habitats (forests, grazing areas etc.) are managed and conserved. Zonation of Conservancies can include settlement areas, grazing and tourism and farming areas with rules governing what is allowed in these different areas.

3.9.3 Peace and Security

Purpose: to promote peace with neighboring Communities as a foundation for economic development and effective planning and management of natural resources.

Conservancy Scouts are also responsible for providing security for residents and visitors to the Conservancy. The need for armed Scouts (National Police Reserve) will depend on the context of each Conservancy and the level of threat to people and wildlife. In areas where inter-tribal conflict is prevalent, usually involving livestock theft, Conservancy Scouts are actively involved in following up and recovering stolen livestock in collaboration with the Police. Scouts also provide security for tourism facilities and it is generally the responsibility of the Conservancy to ensure the safety of visitors.

Conservancies in Northern Kenya are providing a crucial role in peace and conflict resolution. This is usually through creating a platform for dialogue and mediation between different groups of people; Conservancies in these areas commonly have Peace Committees made up of respected elders, facilitate meetings, and engage County government and local administration in mediating conflicts.



3.9.4 Livestock Management

Purpose: to maximize income from livestock, and improve livestock health, while minimizing impact on the environment and ensuring coexistence with wildlife.

Livestock management is having an increasingly important role for Conservancies in pastoralist areas. This includes grazing management to improve condition of rangelands and avoid overgrazing, as well as developing markets for livestock. Creating better access to markets for livestock is particularly important in remote areas, and investing in markets also helps in branding livestock products as conservation friendly. For many Conservancies livestock is the primary form of income generation (for households and the Conservancy itself), ahead of tourism, and coexistence of livestock and wildlife is a model promoted by almost all Conservancies. Livestock management may include many options e.g.

- livestock owned and managed by the Conservancy;
- grazing of Community livestock on Private Conservancies (revenue generated from grazing fees);
- purchase of Community livestock through use of revolving fund: profits from sales generate revenue for the Conservancy;
- slaughter and sale of livestock products (Conservancy owned slaughter house)

Some Private Conservancies have invested in slaughter houses and cover all aspects of livestock marketing. Improved livestock production through interventions in health and breeding are more commonly used in Private Conservancies. This could be promoted in Group and Community Conservancies. However, before starting such a program, it is essential to understand the pros and cons of highly adapted indigenous livestock breeds versus high-yielding non-indigenous breeds, and the impacts on human livelihoods.



3.9.5 Tourism

Purpose: to promote diverse forms of tourism which generate income to support Conservancy operating costs and improve livelihoods of Communities; or to regulate tourism numbers and establish guidelines to ensure the Conservancy offers a high-quality and sustainable tourism product, minimizing social and environmental impacts.

For many Land-owners, tourism is the motivation for forming Conservancies as a means of benefiting from the wildlife on their land. Currently tourism is the main way in which vital revenue for the long-term financial sustainability of the Conservancy is generated. Tourism revenue is used to support the operating costs of Conservancies, and in many Conservancies it is also used to support Community development projects. Many different models for tourism partnerships exist and each has its own advantages; tourism may be managed by the Land-owner/Conservancy or by a tourism partner. Tourism facilities can be owned by the Land-owner/Conservancy and leased by a tourism operator, or owned by the tourism investor. There are many spin-off benefits from tourism including employment, revenue to the Community from sale of crafts and locally grown produce, and support from visitors to Community projects. As discussed in section 3.5, structuring long-term agreements with tourism partners requires a balance between maximizing the gains to the Conservancy or Community while accommodating the needs of the tourism investor.



3.9.6 Enterprise

Purpose: to build the financial sustainability of the Conservancy and provide alternative income generating opportunities for local people.

Conservancies engage in enterprise development to generate income as well as to leverage support for conservation from Communities through diversifying livelihoods. Enterprises can be diverse; however, a common factor to all nature-based business development that a Conservancy undertakes must be that it adheres to the principles of conservation and sustainable utilization of natural resources. Enterprises cannot conflict with the Conservancy's primary role in wildlife conservation. Examples of businesses supported by Conservancies include:

- Marketing of local craft products (for tourism and other markets).
- Bio-enterprise such as honey, aloes, medicinal plants, snake-venom, butterflies.
- Fish farming or fisheries marketing.
- Marketing of agricultural products.
- Tree nurseries.

A Conservancy logo is important in identifying your Conservancy on publications or other communication materials; similarly a Conservancy may also create its own website and email as a means of communicating with the outside world.

MARA NORTH CONSERVANCY
PROMOTING PARTNERSHIPS IN CONSERVATION

LEPARUA COMMUNITY CONSERVANCY

NAKUPRAT-GOTU WILDLIFE CONSERVANCY

3.9.7 Infrastructure Development

Purpose: to provide the necessary infrastructure for effective Conservancy operations and to support tourism.

Conservancies invest in infrastructure and equipment both to facilitate effective Conservancy management as well as to improve access to transport for Community members. Infrastructure in a Conservancy will evolve over time, depending on funding and resources available, and the needs of each Conservancy. Conservancy infrastructure typically includes:

- Headquarters – offices and Scout accommodation
- Road network
- Airstrips
- Scout outposts
- Bridges
- Signage
- Campsites with basic facilities

Conservancies also usually require vehicles or motorbikes and a radio network to function effectively.

3.9.8 Community Engagement

Purpose: to encourage Community support for conservation and participation in decision making; to ensure equitable sharing of benefits and improve Community access to services such as health, water and education, supplementing government services.

Community engagement includes investment in Community development, as well as communication by the Conservancy to their own, or neighboring, Communities. Creating tangible benefits from conservation to Communities is critical to leverage support for conservation and to change attitudes and behavior of Communities towards wildlife.



Ensuring the profile of the Conservancy is visible (e.g. through use of logo) in any projects supported by the Conservancy is critical to effectively leveraging support for conservation.

Many Private Conservancies invest in livelihood improvement projects for their neighbouring Communities through e.g., support to education and training, healthcare, domestic water supply, farm improvements, or access to grazing. Funds to support these projects are generated from tourism and donations. Similarly, Community and Group Conservancies invest in the development of their own Communities or members. The way in which projects are chosen should be through a transparent and equitable process and led by the Community themselves, thereby ensuring the Conservancy invests in development priorities identified by the Community, not imposed by the Conservancy or an external partner.

In Community and Group Conservancies it is essential that there is good accountability of funds used for Community development; often there will be a separate bank account managed by the Conservancy specifically for this. A **Benefit Distribution Plan** should be drawn up at the inception of the Conservancy to outline the way in which projects and beneficiaries are chosen and how funds will be administered. Projects and individuals supported by the Conservancy should be declared at the AGM and displayed in public areas (such as the Chief's office and Conservancy Office) showing names of beneficiaries/projects and amount awarded. Poor governance of funds earmarked for Community projects will erode trust and ultimately undermine Community support for the Conservancy and conservation as a whole.

Other areas of Community engagement are more broadly captured as awareness of the Conservancy itself as well as conservation. It is important that Community and Group Conservancies' Management proactively engage with their Communities through regular Community meetings and training to ensure members are well aware of Conservancy activities and any issues arising. This also provides an opportunity for Community members to feedback their concerns to the Conservancy Management. Good communication with members is usually a feature of a successful Conservancy.

21 King, J. 2013 Wildlife-Conservancy Management Monitoring System Wildlife CoMMS – a guide to ranger-based monitoring of wildlife and illegal activities. Northern Rangelands Trust.

3.9.9 Monitoring and Feedback

Purpose: to measure impact and track progress of the Conservancy against stated objectives and provide information to adapt and improve Conservancy management.

Upon establishing a Conservancy it is useful to have a baseline for key wildlife species, habitats and socio-economic status of the members; if the resources and capacity to do this are available. Without a solid method of monitoring progress it is difficult to determine what the Conservancy is doing well, and what needs to be improved. It is important to share this information with Conservancy members, partners, and the public and results from monitoring should be used to inform and improve management.

Monitoring is part of good management and provides an objective measure of the Conservancy's progress and impact . However, monitoring can be time consuming, expensive and often requires external expertise; it is therefore critical for the Conservancy to decide what are the most important aspects it would like to monitor, for example:

- If the Conservancy's primary objective is to reduce poaching of particular species – then monitoring trends in numbers of poached animals found and poachers' activities (e.g. snares, traps, poachers' camps) would be important.
- If the Conservancy's objective is to increase access to education for children then monitoring enrolment rates or percentage of school age children in school would be important.

It is important to remember that monitoring is not research and does not have to be undertaken by scientists – simple methods for monitoring ecological and social impacts have been developed which are designed to be carried out entirely by the Conservancy, for example: The Event Book System in Namibian Conservancies ; and the Conservancy Management Monitoring System in NRT Conservancies. Initial expertise is required for training and setting up the system, thereafter the Conservancy should be able to manage all aspects of the monitoring independently or with minimal external support.

Alternatively, a Conservancy can choose to create links with a researcher, academic institution or conservation organisation to develop and manage its monitoring program; there are many ecological monitoring methods that are used including aerial surveys, camera-trap surveys, ranger-based monitoring systems (e.g. SMART), wildlife density estimation, and rangeland monitoring .

Why do monitoring?

Monitoring is part of good management; it helps determine the impact of management and enables the Conservancy to assess whether its objectives are being achieved. It empowers Conservancies to use monitoring information to make better management decisions. BUT without regular analysis, reporting and feedback to guide and adapt management, the monitoring process is meaningless.

21 King, J. 2013 Wildlife-Conservancy Management Monitoring System Wildlife CoMMS – a guide to ranger-based monitoring of wildlife and illegal activities. Northern Rangelands Trust.
22 http://www.nacso.org.na/dwnlds/training_manuals/3.01%20Event%20Book%20System.pdf
23 www.nrt-kenya-comms.org
24 http://www.smartconservationtools.org/brochures/getting_started_english.pdf
25 http://mpala.org/Monitoring_Guide.pdf

OVERVIEW OF CONSERVANCY LINKS TO OTHER NATIONAL BODIES

CONSERVANCIES

Conservancies can become members of Community Wildlife Associations at a local or regional level.

Community Wildlife Association

An association that brings together landowners, groups of land owners, community members, or representitive organizations. Its role is to increase participation in conservation, assist in combating wildlife crimes, update the CWCCC on new conservation challenges/ considerations in the area, and help ensure that conservation targets are being met. CWA may be a at a local or regional level.

Conservancies apply to KWS for Registration and Wildlife User Rights through the CWCCC.

Conservancies can join as members with the national representative body for conservancies KWCA

Four conservancy members, nominated by the Community Wildlife Association, will sit on the CWCCC to ensure that community perspectives are heard at the county level. Community Wildlife Associations are registered with the CWCCC

Community Wildlife Associations made up of conservancies act as regional representative bodies for conservancies. 12 regional associations are recognized by KWCA

County Wildlife Conservation and Compensation Committee (CWCCC)

This county body is responsible for registering wildlife user-rights, overseeing management plans on private and communal land, ensuring wildlife benefits are distributed, bring stakeholders together, review and make recommendations on ecosystem-based management plans, make sure wildlife needs are met in county land-use planning, collaborate with KWS to monitor national park management plans, work with community wildlife associations to mitigate human-wildlife conflict, compensation claims, and pursue conservation education and extension services.

Kenya Wildlife Conservancies Association (KWCA)

A national membership organization of conservancies mandated to work on their behalf. In particular, it focuses on issues at the national level affecting conservancies, in particular policy, and helps ensure an ecosystem conservation approach across conservancies. Also provides technical support to conservancies.

Conservancy members nominated to KWS board through KWCA.

A minimum 5% of park benefits to go to local community.

Kenya Wildlife Service:

KWS sits as secretary of the CWCCC. Role is to assist conservancies in a regulatory and technical capacity through the CWCCC. Responsible for registering Conservancies.

National Reserves:

Managed by County Government and/or KWS.

National Parks:

Managed by KWS

COMMUNITY WILDLIFE ASSOCIATIONS

A Community Wildlife Association (CWA) is an association of Communities, Land-owners, groups of Land-owners and representative organizations or Conservancies registered under the law for the purposes of coordinating participation in wildlife conservation and management. This means that a number of Conservancies could form a CWA, or that Conservancies can be members of CWA alongside other individuals and groups that are not Conservancies. CWAs can be at a local/community, regional/ ecosystem or national level.

The Wildlife Act 2013 sets out the purpose of a Community Wildlife Association:

To facilitate conflict resolution and cooperative management of wildlife within a specified geographic region or sub-region

Functions of CWAs:

Wildlife Associations	Scope	Roles
Community or Local Association	Community level	• Community mobilization • Combat illegal activities • Wildlife security • Wildlife Monitoring • Human wildlife conflict mitigation • Land use planning • Wildlife compatible enterprises
Regional or Ecosystem Association	Ecosystem level	• Ecosystem level planning and coordination • County policy advocacy • Capacity building of wildlife stakeholders • Wildlife security coordination
National Association	National Level (e.g. KWCA)	• National policy advocacy • Setting and harmonizing standards • Up scaling and share of best practices • Networking for conservancies

Registering a CWA consists of an application process to the CWCCC, including:

- A list of wildlife conservation activities and membership.
- A constitution with a clear governance structures.
- A draft plan for the Association.

COUNTY WILDLIFE CONSERVATION AND COMPENSATION COMMITTEES (CWCCC)

The County Wildlife Conservation and Compensation Committees are established in each county to oversee conservation issues at a local level. However, their appointment and formation is new and partially overlaps with functions of County Government. This is likely to cause confusion in the registration and oversight of conservancies.

The CWCCCs have the following roles:

- Registration and establishment of wildlife user-rights.
- Oversee preparation and implementation of Management Plans on Community and Private land.
- Ensure distribution of wildlife benefits.
- Catalyze engagement of different stakeholders for wildlife conservation in the county.
- Review and make recommendations on ecosystem- based Management Plans.
- Participate in transparent land use planning in county, with particular focus on critical wildlife habitats, corridors and dispersal areas.
- Collaborate with KWS to monitor the implementation of Management Plans in National Parks.
- Work with Community Wildlife Associations to mitigate human-wildlife conflict.
- Review compensation claims.
- Education, extension service, and public awareness around wildlife conservation.
- Other functions as delegated by KWS.

While the intention of the Wildlife Act 2013 is such that the CWCCC will be at the heart of support to Conservancies at a County level, it is likely that the CWCCC will largely be focused on the enormous issue of compensation claims. Conservancies should, however, establish a relationship with the CWCCC and provide information that will allow the CWCCC to review the progress of each Conservancy relative to its capacity and stage of establishment.

Composition of the County Wildlife Conservation and Compensation Committees (CWCCC):

- A Chairperson appointed by Cabinet Secretary through competitive process.
- A representative of County government.
- An agricultural officer based in County.
- Land use planning officer responsible for County.
- Livestock officer responsible for County.
- County KWS officer (will be CWCCC Secretary).
- Medical officer of the County.
- Officer in Charge of County police matters.
- County Environment officer.
- Four people who are not public officers, nominated by Community Wildlife Associations in County through an elective process.
- Invited experts knowledgeable about wildlife issues (able to participate but don't have voting powers).

KENYA WILDLIFE SERVICE

The Kenya Wildlife Service is mandated by the Wildlife Act to oversee wildlife conservation issues in Kenya, including the management of protected areas under its jurisdiction, wildlife law enforcement and anti-poaching, coordinating wildlife research and implementation of conservation plans, advice on wildlife strategies and policies, and collecting revenue from protected areas under its jurisdiction on behalf of the government.

KWS role in relation to Conservancies:

- Establish County Wildlife Conservation and Compensation Committees (KWS will also sit as Secretary on each).
- Develop mechanisms for benefit sharing with people living in wildlife areas.
- Assist in the preparation of Management Plans for wildlife Conservancies.
- Register and maintain a registry of wildlife Conservancies, Wildlife Associations, and Community Wildlife Scouts.

KENYA WILDLIFE CONSERVANCIES ASSOCIATION

KWCA is a National Association acting as an umbrella for Wildlife Conservancies on Community and Private land. Conservancies are free to join and register with KWCA.

Why join KWCA?

- KWCA is your voice to advocate for better and enabling policy, laws, regulations and inclusion in development programs; by being a member, you strengthen this voice.
- Opportunity to learn from the successes and the failures made by other conservancies across the country and globally.
- Access to information including fundraising opportunities, technical meetings, training, KWCA conservancy tools and best practice guides.
- Eligibility to nominate County and National representatives on various Boards e.g. CWCCC, KWS and KWRTI.
- Marketing and publicity through inclusion in KWCA communication products .
- Recognition as a approved Conservancy in Kenya, facilitating easier access to Government services.
- Access to KWCA technical support.



Kenya Wildlife Conservancies Association
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Serial No:

Membership Certificate

This is to certify that

_____

is _____ member of **KWCA**

For the Year _____ Membership No _____

And this certificate is issued in recognition for effective contributions to the aims and objectives of **KWCA.**

Chairman

Chief Executive Officer

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Annex: Checklist of Exercises

Exercise: Identifying mobilizers and supporters

- For Group and Community Conservancies, identify a person or group of people can 'champion the cause' and lead the process of Conservancy establishment.
- List the conservation, development or tourism organizations are already working in your area – could they support the development of your Conservancy?

Exercise: Documenting land ownership

- Will it be a Private, Community or Group Conservancy?

Private Conservancies

- Identify which land-holdings are to be included in your Conservancy.
- Who are the legal owners of that land?
- Has any land been sold, leased or are there plans for sale/lease.If so, what are the terms?

Group Conservancies

- Compile a list of Land-owners for all parcels of land to be included, indicating their acreage and name on title.
- Where possible obtain a map of the area showing the location of each parcel of land and adjacent land holdings.

Community Conservancies

- Who are the registered members, do they include all sub-groups who are resident or have customary rights to that land?
- Is there an existing register of members and is it up to date?
- Are there any disputes over ownership of the land?
- Which other Communities use the land on a seasonal basis (these are not the owners but need to be considered as stakeholders)

Exercise: Mapping the land area

Nominate a small team of Community members and key people interested in Conservancy formation such as tourism partners or conservation organizations

- Discuss and document the history of the land, its use and how the landscape has changed
- Discuss and map on a large piece of blank paper or a printed base map:
  - Infrastructure e.g. towns, villages, schools, water points, roads.
  - Important natural resources (rivers, springs, forests, plains, hills).
  - Scenic or culturally important areas.
  - Other land-uses/activities e.g. farming, grazing areas.
  - Areas where wildlife occurs, wildlife corridors and seasonal dispersal areas.
  - The potential extent/boundary of the Conservancy.
- Is the land big enough for wildlife conservation to be viable in the long-term?
- Would it be more suited to a Game Farm or Sanctuary?
- Transfer the information to GIS and if possible use GPS units to ground-truth key features. The digitized map can be used later for discussions on use of the land and zonation.

Exercise: Building Concensus

- Stakeholder analysis – identify the primary and secondary stakeholders; what are their interests and concerns in the Conservancy?

For Group and Community Conservancies:

- Who are the traditional and formal leaders in your area? Bring them on board with the Conservancy idea early on.
- Set out a plan for consultation meetings across all zones/villages of the Conservancy – be transparent and inclusive.
- Give yourself enough time and resources to build consensus, do not rush the process.
- Discuss among different stakeholders why they want to form a Conservancy? What are their expectations?
- If you have enough resources, take key stakeholders on an exposure tour to an existing Conservancy – the greatest awareness is often through peer process
- Develop a broad vision, objectives and expectations that members and stakeholders have for the Conservancy.
- List any concerns and fears about the Conservancy (it will be important to develop strategies to address these concerns later on)
- Agree on a name for your Conservancy

Exercise: Writing a Conservancy concept

- Outline the Land-ownership, membership, key wildlife and natural resources, proposed vision, objectives and activities of the Conservancy.
- Describe the threats to natural resources and wildlife, and challenges faced by people, that justifies the formation of the Conservancy.
- Prepare a map or a general description of the geographic location of the proposed Conservancy.
- Needs assessment – document what resources are already available; outline what the Conservancy wants to achieve, how it will do this, and what additional resources are needed.
- Develop a simple business plan that outlines the Conservancies costs and potential income needed to achieve financial sustainability, and how this will be generated.

Exercise: Registering as a legal entity

- Determine what legal entity to register your Conservancy as.
- If registering as a Trust, Company or PBO you will need assistance from a lawyer
- List the founding Directors/Board Members
- Develop Memorandum and Articles of Association for the Company, Trust Deed if a Trust, or Constitution if a CBO, Society, Cooperative or PBO.
- If registering as a non-profit private company ensure non-profit objectives are captured as object in Memorandum of Association.
- For Group and Community Conservancies: compile a list of members/beneficiaries.

Exercise: Governance of Private Conservancies

- Identify the most suitable Management arrangement for your Conservancy e.g.:
  - Managed by owners
  - Managed by a management company
  - Managed by Conservation NGO
- Ensure you have the appropriate legal entity in place to support this Management arrangement.
- Determine if a Conservation Easement is useful in creating greater security for the land to be managed for conservation over a defined period or in perpetuity.
- See Figure 3 B for an example of typical governance structure

Exercise: Governance of Group Conservancies

- Set by-laws for land-holding company Board election and rotation to ensure transparency and equitable representation of owners.
- If appropriate, set up a joint-management company with representation from Land-owners and tourism partners.
- Identify the most suitable Management arrangement for your Conservancy:
  - Managed by owners land-holding company
  - Managed by a joint management company
  - Managed by private management company
- See Figure 3C for an example of governance structure of Group Conservancies in the Mara.

Exercise: Governance of Community Conservancies

- Appoint interim Board which can include ex-official Members.
- Arrange AGM to be held within 1st year of registering Conservancy as a legal entity.
- Organize democratic election of Board Members at first AGM (according to e.g. zones, villages, including sub-groups women and youth).
- Select ex-officio Members of the Board.
- Select Sub-committees within the Board, may vary depending on Conservancy programs (e.g. finance, tourism, grazing, peace etc.).
- Board meetings should be held quarterly.
- See Figure 3A for example of typical governance structure of Community Conservancies.

Exercise: Establishing a management structure

- Determine number of staff the Conservancy can afford based on funding available.
- Identify key positions for initial recruitment e.g. Manager and Scouts
- For Group and Community Conservancies: set criteria for recruitment process, minimum qualifications and experience; determine if recruitment from within Community or open to others – BE TRANSPARENT.
- Identify essential training for staff that should be done early on in the establishment of your Conservancy.
- Create clear job descriptions and reporting lines for all staff.

Exercise: Registering with KWS and applying for wildlife user-rights

- Submit all documentation required for registration as a Conservancy to your County KWS Warden (see Wildlife Act Conservancy Regulations).
- Decide what wildlife uses you want in your Conservancy – are these consumptive or non-consumptive?
- Submit application forms and documentation required for user-rights to the CWCCC through your County Warden (see Wildlife Act Licensing and Wildlife User Rights Regulations).

Exercise: Writing a Management Plan

- You can expand your Conservancy concept into a Management Plan – use the background information from your concept as an introduction to the Management Plan.
- Use a base map of the Conservancy as the basis for discussion and planning activities.
- With a group of key stakeholders (the Board and other key partners) identify the main challenges, opportunities and long term priorities for the Conservancy
- Develop these priorities into a set of Goals and Objectives.
- For Group and Community Conservancies, open the discussion to a wider forum by including representatives from each settlement zone and other stakeholders.
- Discuss and identify activities in each zone, including land-use, settlement planning, grazing planning, use of other natural resources, and Community development priorities.
- Identify key partners to assist in different elements of the Plan and, where possible, outline the resources needed.
- REMEMBER: YOUR MANAGEMENT PLAN IS A WORKING DOCUMENT and should not be too long or detailed; it should be a guide for the Conservancy Management to ensure they focus on activities that have been identified as a priority.
- The Management Plan will enable the Conservancy to establish different programs and activities (Section 3.8) according to the priorities developed by the Board/and or Community.

NOTES

NOTES


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