

WAGENINGEN UNIVERSITY

Tourism Captured by the Poor

Evaluation of Aid Investments in
the Tourism Sector of Kenya's ASALs

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Glossary

ACC	African Conservation Centre
ASAL	Arid and Semi-Arid Lands
AWF	African Wildlife Foundation
EKN	the Embassy of the Kingdom of the Netherlands in Nairobi
FECTO	Federation of Community Based Tourism Organisations
KWCA	Kenya Wildlife Conservancies Association
KWS	Kenya Wildlife Service
LWF	Laikipia Wildlife Forum
PCP	Private-Community Partnership
NRT	Northern Rangeland Trust
SNV	Stichting Nederlandse Vrijwilligers (Dutch Development Organization)
USAID	United States Agency for International Development

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We would like to make clear that the content of the report reflects the perspectives of the research team and any shortcomings remain the responsibility of the authors.

Finally, we would like to express that we consider this project and the findings in this report as a next important stepping-stone in our scientific inquiries in the tourism-conservation-development nexus, which will also bring about follow up studies looking at the impacts of tourism on the local poor in Kenya (and elsewhere).

Executive Summary

Since 2007 the Embassy of the Kingdom of the Netherlands (EKN) has supported four Kenyan conservation organizations (AWF, ACC, NRT, LWF). Around 8% of the financial support of EKN has been spent on tourism activities (foremost into the construction of lodges, destination marketing, or private-community-partnerships), covering 61% of all tourism activities of these 4 NGOs, which in turn generated 400-450 direct jobs. Approximately 2000-2250 people directly depend on these jobs economically through income dependence. Another 100,000 people (in nearby communities) are benefitting from the work of these four organizations through school bursaries (at least 2500 bursaries), health facilities (at least six facilities), improved infrastructure, water systems, safety, and local decision making (effective governance).

Introduction

This report examines the extent to which investments in tourism¹ projects in the ASALs in Kenya (in the period of 2007-2013) of four conservation organizations (AWF, ACC, NRT, LWF), financially supported by the Embassy of the Kingdom of the Netherlands (EKN), have led to 'Value for Money'. By interviewing and reviewing project documents from these partners we evaluated what livelihood outcomes have been achieved by the various partner organizations through tourism. By inspecting four best practices we also have examined how projects perform and differ 'on the ground'. By doing so we have provided a baseline for future in-depth analysis of tourism interventions within Kenya's ASALs.

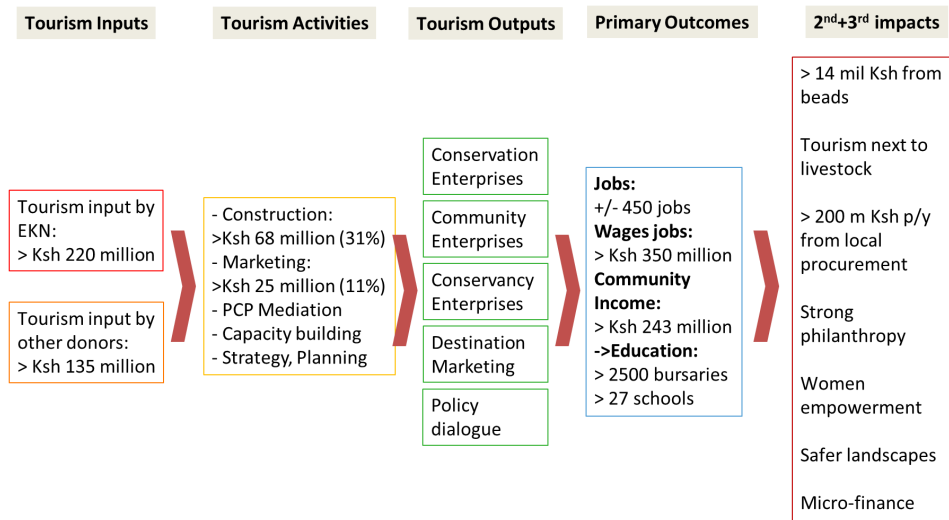
Main Findings

Due to lacking data and inconsistencies between the monitoring systems of the four NGOs, it has been difficult to make fully accurate estimations and comparisons of tourism impacts. Based on the available data, provided to us by the four partner organisations, we have been able to reconstruct for the period 2007-2013 that:

- The financial input of the EKN into the four partner organisations has been Ksh. 2,767 million in total (approx. 26.4 million euro);
- At least Ksh. 220 million (8 % of total EKN inputs) has been invested in tourism of which at least a third has been invested in the physical construction of tourism enterprises;
- EKN finances approximately 61 % of all tourism activities of the four partner organisations;
- These activities have contributed to more than Ksh. 243 million community income and approximately 400-450 direct jobs, which in turn have generated on average Ksh. 70-75 million per year upon which approximately 2000-2250 people directly depend;
- At least 100,000 people (in nearby communities) are benefitting from the work of these four organizations through school bursaries (at least 2500 bursaries), health facilities (at least six facilities), improved infrastructure, water systems, and local decision making (effective governance);
- The main indirect impacts were earnings from beadworks, philanthropy and local purchasing. More research on the indirect effects would have to reveal the true contribution to local economic development.

Our findings are summarized in the figure below:

¹ By Tourism investments we refer to any hours/resources spent on tourism development. For a clear definition of tourism, see methodology section 3.1



Financial Input of the EKN

The financial contribution of the EKN to the four partner organisations between 2007-2013 has been Ksh. 2,767 million in total (approx. 26.4 million euro). AWF has received funding since 2003 and is the largest beneficiary of EKN funding (on average Ksh. 262 million per year), while other partner organisations each receive a yearly grant of around Ksh. 60-80 million. NRT has only recently (since 2012) started to receive grant funding by EKN.

Funding has proven to be crucial for the execution of the NGO programmes in Kenya, because of the overall share the EKN contribution represents on their total budgets (e.g. LWF, AWF, ACC) and because of the conditions under which the grants are received. Generally speaking, EKN funds have not been restricted to particular programs or projects, but have been used for a wide range of expenses (e.g. overhead, salaries, material costs, projects, mediation services). These 'unrestricted' (but not unconditional) funds are critical for each organisation, and make sense in the current stage of development in conservation tourism as sustaining conservation tourism projects requires that EKN funding can be spent on mediation between communities and private investors, and revising and updating partnerships when required.

Tourism Share

We estimated that between 2007-2013 at least Ksh. 220 million (8 % of total EKN inputs) has been invested in tourism projects, of which at least a third has been invested in the construction of tourism enterprises. In comparison to other donors funding tourism activities of the same partner organizations, EKN financed 80% of the tourism activities of ACC and LWF; 19% of NRT and 51% of AWF. The EKN support has also been imperative in relation to other donor support in Kenya's ASALs. From all tourism investments made by these four organizations, 61% has been covered by EKN support.

Next to construction work, the four partner organisations spent most of their investments into marketing (at least 11 % of investments into tourism coming from EKN), especially through the work of LWF in Laikipia. Private-Community Partnerships (PCPs) (especially AWF, NRT and ACC) have taken a great deal of time. Other important tourism related activities include capacity building (in particular ACC), policy lobbying (all organizations), and only small portion on monitoring and evaluation of tourism activities (only ACC has indicated to spent 0,06% on specific M&E of tourism).

Tourism and Development Pathways

Although it is nearly impossible to show the exact attribution effect of various organisational approaches, in general we conclude that the various initiatives in tourism for Kenya's ASALs have had a large impact on community livelihoods in places where different organisations have been active; AWF in the Samburu and Kilimanjaro heartlands (Laikipia and Amboseli); ACC in Amboseli and to some degree in Laikipia; NRT in the Northern rangelands (with some overlap in Laikipia); and LWF in Laikipia only.

Direct Impacts

Based on the available data we estimate that AWF, ACC and NRT have contributed to more than Ksh. 243 million community income (benefitting approximately 100,000 people in the ASALs), a number that keeps growing on a yearly basis, partly due to renewed negotiations between communities and private operators active in Kenya's ASALs. Next to income, approximately 400-450 direct jobs have generated on average Ksh. 70-75 million per year, upon which approximately 2000-2250 people directly depend. Less clear is what type of jobs are generated, what education level is required for these jobs, and the extent to which gender and youth are benefiting from these. Looking into larger scale effects towards community benefits through income to, for example, group ranches and conservancies, at least 100,000 people are benefitting from the work of these four organizations on paper, through school bursaries (at least 2500 bursaries), health facilities (at least six facilities have been constructed), improved infrastructure and water systems.

Indirect & Dynamic Impacts

According to tourism experts, the influence of indirect and dynamic impacts on people's livelihoods is generally similar to, if not larger than, the direct impacts mentioned above. These indirect effects are, unfortunately, not recorded by the four partner organizations. Nonetheless, our research revealed at least three important indirect impacts: indirect earnings from beadworks (examples given by ACC and NRT); philanthropy (related to the work of AWF and NRT) and local purchasing contributing significantly to local economic development in places like Laikipia (examples given by AWF and LWF).

The dynamic impacts of EKN investments in conservation organisations, and subsequently in conservation tourism, yield more effects than merely livelihood and conservation benefits. Donor money allows organisations to experiment with new and different approaches in ways that would not have been able with commercial funding only. Donor funding also allows for learning between different approaches of organisations. Also in this regard the EKN has played an important role over the years in providing not only funding but also a platform for communication and lessons learned.

Differences between the four conservation organisations

Our analysis has shown interesting differences in organizational approaches that particularly vary in their scale of operation. Where AWF focuses on heartland conservation, NRT secures land for conservation on a large scale through conservancies, ACC supports small scale community based initiatives in cultural tourism and LWF focuses on the branding of Laikipia as a destination. It is therefore important that organizations are assessed taking their scale of operation and specific approach into account. Each approach has unique characteristics that other partners can learn from. Moreover, tourism projects with these organizations are part of a more holistic conservation approach and tourism will always be put into strategic use within broader programmes.

AWF stands out on creating businesses for nature conservation through their focus on conservation enterprises. AWF implements this strategy throughout Africa both by investments in construction of lodges as well as private-community-partnerships (PCPs). NRT's approach on conservancies differs as tourism enterprises only partly (or often only marginally) can help to finance large scale conservation (and securing) of landscapes in Northern Kenya. However, through the establishment of PCPs, tourism is the main source of

commercial income generated for and by conservancies. ACC has a strong scientific and bottom up approach in working on small scale and community based forms of cultural tourism. They nevertheless made large investments in the construction of new tourism related enterprises. LWF has shifted away from direct involvement in tourism enterprises through its support of Laikipian tourism enterprises in destination branding.

Overall we conclude that the EKN support to the four partner organisations has not only led to important contributions to livelihood and conservation, but also enabled the four organisations to be international and national frontrunners in conservation tourism, to experiment and learn. Moreover, the EKN funding has set a productive process in motion for many years to come. In order to sustain these important results we recommend (international) donors in Kenya to continue to support tourism initiatives undertaken by these organisations, enabling them to continue to play their important role in brokering, facilitation and lobbying, while at the same time urging them to improve their monitoring approaches in order to better capture the direct, indirect as well as dynamic impacts of their work in tourism.

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1 Introduction

In the last ten years, despite the increasing focus on tourism and poverty reduction, there have been very few reported interventions where any attempt has been made to measure beneficiary impact (Goodwin, 2007, p. 74)

Tourism is generally recognized as one of the most dynamic sectors to generate both economic growth and employment opportunities in developing contexts, potentially even supplementing traditional sectors that face economic downturn due to the global economic and financial crisis (ILO & UNWTO, 2009). Tourism continues to show economic growth and number of tourists have reached one billion in 2012. The sector is particularly important for developing countries, and has proven to generate substantial economic progress and employment (Spenceley & Goodwin, 2007). According to Mitchell and Ashley, in 2007 tourist expenditure reached \$ 295 billion in developing countries, equal to almost three times the level of official development assistance, making tourism "the world's largest voluntary transfer of resources from rich people to poor people" (2010, p. 1).

In context of Kenya's poor population, tourism is frequently considered as a promising sector driving growth in arid and semi-arid lands (ASALs). The Tourism & Travel sector is generally considered the second-best contributor to Kenya's GDP (between 12-14% of GDP in 2007-2014², contributing approx. Ksh. 400 billion) and responsible for around 5 % of direct, and around 12 % of total, employment in Kenya³. Kenya's Vision 2030 considers tourism as one of Kenya's six priority sectors to establish a high quality of life for its citizens. Three strategic goals for tourism have been recognized in Kenya's Vision 2030: the (direct) contribution to the GDP from tourism needs to increase fourfold, international visitors and average spending of tourists in Kenya need to increase considerably; and the number of hotel beds need to increase from 40,000 to 65,000 (emphasizing high quality accommodation and a total of at least 3,000 high-end beds). It is expected by the WTTC that tourism in Kenya will reach a total contribution of just over Ksh. 600 billion by 2022 already.

Arid and Semi-Arid Lands (ASALs) cover 80 % of land in Kenya. This vast amount of land has strong (eco/cultural/sustainable) tourism interest, yet also houses around 70 % of Kenya's livestock through traditional pastoralism. Despite increasing diversification of local economies, ASALs face critical challenges such as long-lasting poverty, population increase, human-wildlife conflicts and degrading ecosystems (Zeverijn & Osano, 2013). It is within these dry savannah landscapes that many of the poorest Kenyans live today and where contrastingly high end resorts for wildlife based tourism have been established, many of them in collaboration with partner organisations supported by The Embassy of the Kingdom of the Netherlands (EKN). EKN has sponsored the programmatic work of four partner organisations that predominantly target nature conservation within ASALs. These organizations are: African Wildlife Foundation (AWF), African Conservation Centre (ACC), Laikipia Wildlife Forum (LWF) and the Northern Rangelands Trust (NRT). Tourism often appears to be used to complement alternative livelihoods of people in ASALs hoping to incentivize nature conservation. Although the policy environment of Kenya currently misses cohesion and clear direction for tourism development in ASALs, various experimental approaches by these partner organisations have gradually filled this institutional deficiency in partnership with governmental organizations (e.g. Kenya Wildlife Service) and private enterprises (e.g. tour operators) (Lamers, Duim, Wijk, & Nthiga, 2014). The extent to which these organizations have used Dutch, and other donor, funding sources to develop tourism for conservation and local economic development, has never been studied. It is for this purpose that EKN commissioned an external evaluation of (Dutch) aid investments in the tourism sector of Kenya's ASALs.

² World Travel and Tourism Council Data, 2013

³ WTTC (2012) Travel & Tourism; economic impact 2012 for Kenya

1.1 Objectives

The main objectives of this study were:

- To understand the extent to which previous EKN tourism related investments in the ASALs in Kenya in the period of 2007-2013 have led to 'value for money';
 - o By reviewing various strategic approaches of selected conservation organizations (AWF, ACC, NRT, LWF);
 - o By reviewing project documents from these partner organizations to ascertain total tourism investments (financial flows) done in Kenya's ASAL, and to what extent these are made possible with the support of the EKN in collaboration with other donors, commercial income or in kind contributions;
 - o By assessing what livelihood outcomes have been achieved by the various partner organizations due to tourism development;
 - o By assessing 'on the ground' experiences of various organizational approaches through their best practices in tourism for local economic development;
- To provide recommendations on (more) effective (re) design of tourism interventions in Kenya's ASALs;
- To provide a baseline for future in-depth analysis of tourism interventions within Kenya's ASALs.

1.2 Research Questions

The following questions guided our research (see also Appendix A for the Terms of Reference of this project):

1. How much have partners (financially) allocated to the development of tourism to date, since the NL funding from 2007 onwards, including (a cost estimate of) the investment in terms of their human resources?
2. How and to what extent have the four organizations converted, or expect to convert, their tourism related resources (such as money, expertise, time, etc.) in outputs between 2007-2013? What activities have been and will be undertaken and what are the (intended) outputs?
3. How and to what extent have intended outcomes been achieved in between 2007-2013, or how likely are they to be achieved in the future?
4. What is the evaluator's assessment on attribution: to what extent have the activities (1) and outputs (2) resulted in outcomes (3)?
5. What is the evaluator's assessment of the developmental and distributional effects of tourism in the respective areas targeted by partners?
6. What could be done in the (re)design of tourism related interventions to make them more effective and/or efficient in terms of delivering developmental impact (recommendations)?

1.3 Structure of this Report

- Chapter 2 presents the background of this study: a. explanation of the policy deficiency of tourism, conservation and development in Kenya and b. the use of theory to understand the relationship between tourism and local economic development; three pathways to impact.
- Chapter 3 explains the approach of this study in more detail, including a methodological note on the collection of findings for this study. It furthermore explains the limitations of this study.
- Chapter 4 assesses the effectiveness of various organizational approaches. A sub-chapter is dedicated to each organizational approach.
- Chapter 5 discusses the overall findings of all partner organizations involved, and includes a set of general recommendations for the sector of tourism in Kenya's ASALs.

2 Tourism Regulation and the Effects on Local Economic Development

2.1 Kenya's Institutional Deficiency

Over the past 25 years, the Kenyan landscape has been transformed by a wide variety of 'new' conservation practices and institutional arrangements. These include conservation areas, reserves, conservancies and parks, in which a range of governmental organisations, local communities, international organisations and private tourism businesses generate, or are confronted with, costs and benefits for conservation and development. Tourism has gained an increasingly central role in addressing conservation-development issues and Kenya has been at the forefront of experimentation with institutional innovations looking at the possible role of tourism for conservation and development. Especially in Kenya's ASALS tourism has increasingly become important as a strategy to contribute to alternative livelihoods in the poorest areas of Kenya's rural and distant landscapes and nature conservation (allowing more space for wildlife to maintain in both core and communal conservation areas).

Until recently many surrounding communities in Kenya's ASALS would not only benefit from tourism indirectly (by receiving conservation/bed night fees), but also get directly involved with the actual management of, and employment within, these enterprises. These so-called community-owned or -managed enterprises have had varying levels of success. Nevertheless, achieving sustained success in community based tourism projects has proven to be challenging. Nowadays, most community based tourism enterprises are managed by private operators, as experiences with community owned/managed enterprises showed that *"people need to be wired into what they do best; don't make a farmer a tourist guide, but instead let them cooperate and benefit from developments taking place on their land"* (interview KWS). Organizations like AWF and NRT hence now focus on partnerships between communities and private sector organisations where communities require the facilitation of 'honest' and 'neutral brokers'. The organizations evaluated in this study have precisely played this role for many enterprises established in ASALS of especially Amboseli, Laikipia and Samburu landscapes. Yet their role has often moved beyond being a simple broker only. In many cases, as this study will further look into, partner organizations have also invested into the actual construction of these enterprises, doing their marketing, building community capacities to work in high end and/or cultural tourism, etcetera.

By doing so they addressed the existing policy deficiency in Kenya. As Van Wijk et al. (2014) explain, landowners in Kenya have no property rights to wildlife on their land and their user rights are limited to photographic tourism since the 1977 ban on hunting, drastically reducing the incentive for landowners to protect wildlife on their land. Moreover, the lack of a comprehensive land use policy made it difficult to conserve biodiversity outside protected areas. With no proper policies in place on tourism and community involvement in wildlife conservation, communal landowners furthermore occupied a deprived position, facing the burdens of wildlife (e.g. crop raiding, livestock killing). As national parks are too small to guarantee wildlife survival, income-generating activities were needed to make wildlife pay for their own protection. Exactly this situation motivated the four partner organizations to develop tourism related activities. As KWS focused primarily on facilitating their own deals within national parks, this governmental agency accepted the help of NGOs, such as AWF, ACC, LWF and AWF, to manage conservation outside state protected areas.

This report specifically looks at the role of these four organisation in meeting the institutional deficiency and the related effects this has had on local economic development of ASALS in Kenya.

2.2 Effects of Tourism on Local Economic Development

There is no doubt about the impact of tourism on general economic growth for countries and destinations, yet there is no consensus on the impact of tourism on local economic development. This is partly due to various methodologies used by tourism experts and researchers, as well as confusion about the conceptualization of poverty itself (Thomas, 2013). There is strong disunity in the level of analysis done by different practitioners (both academic and non-academic) who have performed their analytical work in practical isolation. Jonathan Mitchell and Caroline Ashley (2010) have recently provided a useful and promising conceptual tool to comprehend various approaches towards understanding economic impacts on poverty through tourism. Mitchell and Ashley distinguish three different kinds of effects (direct, secondary and dynamic) that each requires its own form of analysis depending on research foci and levels of geographical scale. These tourism effects, which are further discussed in detail below, assists tourism researchers/consultants to establish a comprehensive picture of the multidimensional and complex relationship between tourism developments and poverty. So far, studies have focused on either one or a combination of these pathways, yet an aggregate picture is regularly absent.

2.2.1 Direct Effects

Direct effects deal with (relatively) straightforward micro-level analyses of tourism income from e.g. direct earnings through employment in hotel, restaurant, camp site, tea shops, souvenir sales, taxi drivers, local guiding, etcetera. Next to income through labour, there are direct earnings through royalties (e.g. a community receives money for every tourist staying at a community owned lodge, or that visits a neighbouring national park) or land leases (e.g. a community receives money from an outside entrepreneur who leases the land for tourism purposes). Mitchell & Ashley (2010) underline that direct earnings can only account if they are accumulated through active involvement in the tourism sector. It does not matter whether someone who owns direct benefits from tourism has actual face to face contact with a tourist, and effects do not necessarily need to be financial; they can also translate into direct financing of student bursaries, new health facilities or roads.

Tourism spending beyond the accommodation sector in Kenya are indicated to be much higher for safari tourism than coastal and city tourism, namely respectively 113-188% to 50% of accommodation spending (Christie and Crompton, 2001; in Mitchell & Ashley, 2010). Such spending can make a large difference for small and medium sized enterprises to answer such demand, leaving possibly more opportunities for local economic development in comparison to more mass forms of tourism elsewhere on the coast or in the cities of Kenya.

2.2.2 Secondary Effects

Secondary effects are difficult to measure . These effects deal with in-direct effects that are often occurring on the supply side of tourism activities (e.g. food supply to restaurants, shopping done by tourists in local supermarkets), but can also include re-investments of former direct earnings in the local economy of a destination analysed (so called induced effects). These effects are, in other words, not directly created by the tourism sector itself, but deal with developments in other sectors that have significant effects on the tourism sector. Philanthropy is also such an indirect effect, especially in the context of high end accommodation in ASALs, where wealthy tourists contribute to the development of local community projects, bursaries, etc.

The size of indirect income through tourism is often large, as highlighted by several studies done in Namibia (86% of direct impact), Brazil (63% of direct impact), or Tanzania (220% of direct impact) (Turpie et al, 2006; Blake et al, 2008; Kweka et al, 2003; all in Mitchell and Ashley, 2010, p. 68-69). In fact, in many destinations the indirect impact from tourism is expected to be larger than direct impacts:

With the exception of wages, most of the income generated through direct effects within the tourism economy goes to hotel and restaurant owners, namely local or international elites. By contrast, the income generated through indirect effects trickles down to the lower income layers of the economy. Since most of the industries that supply the tourism economy are non-high tech and labour intensive, the majority of backward linkages are forged by smaller unskilled producers. From a policy perspective, increasing the ratio multiplier promotes an equitable distribution of the tourism pie and offers a sustainable livelihood to smaller and lower-income producers in a broad array of economic sectors. (Lejarraga and Walkenhorst, 2006, p. 19; in Mitchell and Ashley, 2010, p. 72)

2.2.3 Dynamic Effects

Dynamic effects are less tangible to delineate, but relate to growth patterns occurring in tourism destinations at different geographical scales that can seriously impact on the livelihoods of the poor. For example, those that depend on local agricultural produce might be seriously impacted with vast foreign tourism investments that possibly deliver economic, social, cultural or even environmental costs. These costs are not necessarily covered by mainstream tourism economies, and can as such fall into the hands of those who ideally would have been targeted as beneficiaries in pro-poor policies. On the other hand, there is also the possibility that tourism can bring positive side effects to infrastructure, efficient communication and distribution networks, human resource training, or the promotion of women and youth employment in traditional economic networks. Employment in tourism has been productive for especially women, youth and rural populations (ILO, 2001; ILO & UNWTO, 2009; Spenceley & Goodwin, 2007). Depending on the definition of what tourism exactly stands for (excluding/including accommodation and catering services), the ILO describes that between 46% and 90% of waged employment in tourism is performed by women (ILO, 2001). The ILO further underlines that:

[Women] occupy the lower levels of the occupational structure in the tourism labour market, with few career development opportunities and low levels of remuneration (some estimates suggest that wages for women are up to 20% lower than those for men). The greater incidence of unemployment among women is attributed to their low skill levels and their low social status in many poor countries. They also tend to be the first affected when labour retrenchment occurs as a result of recession or adjustment to new technology. It should be noted that the majority of workers in subcontracted, temporary, casual or part-time employment are women. (ILO, 2001, p.74)

Moreover, where tourism can directly contribute to poor households, tourism could potentially still reach other poor households that are not situated or typically targeted within the boundaries of a particular tourism destination.

Figure 2.1 summarizes how different direct, secondary and dynamic pathways of tourism can possibly influence local economic development (Mitchell and Ashley, 2010, p.25).

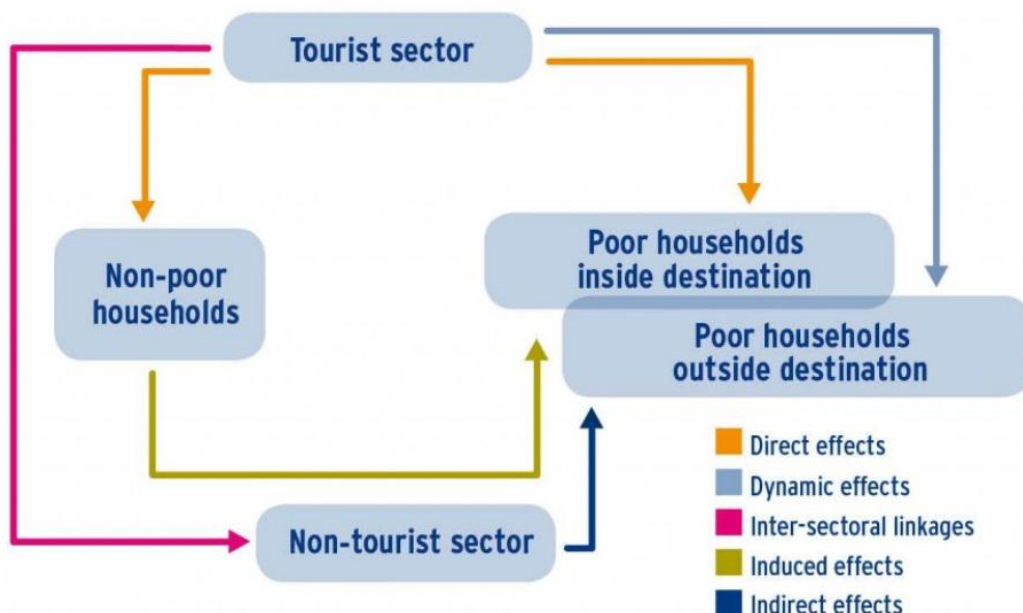


Figure 2.1: Mitchell & Ashley's pathways of tourism effects on the poor

2.2.4 The Multidimensionality of Poverty

An important and ongoing debate is the debate about the definition of 'poor' or 'a poor household'. While there is consensus on the multidimensionality of poverty, most studies still use a poverty line index of 1.25 or two dollar per day as an indicator of poverty (Spenceley and Goodwin, 2007; Thomas, 2013). However, according to the World Bank (Haughton and Khandker, 2009; in Thomas, 2013, p.3) poverty includes a broad variety of factors:

Poverty is pronounced deprivation in wellbeing, and comprises many dimensions. It includes low incomes and the inability to acquire the basic goods and services necessary for survival with dignity. Poverty also encompasses low levels of health and education, poor access to clean water and sanitation, inadequate physical security, lack of voice, and insignificant capacity and opportunity to better one's life.

In this report we will make use of the model of Mitchell and Ashley (2010) and will not only look at direct effects in terms of income and jobs, but also indirect and dynamic effects which might support livelihoods of the poor. The aim of this study is not to assess whether specific households have benefitted livelihoods through tourism as this would require a broad understanding of people's livelihoods (on household level) before and after tourism interventions have taken place. Instead in this study we try to assess what impact pathways have been established for people in targeted ASALs by means of donor support by the EKN. We assume that an increase in number of jobs, community income, gender balance, levels of security, roads, healthcare, school bursaries, etcetera. can have positive effects upon people's lives. This still leaves open the question of equitability which, again, cannot be studied in the framework of this project but would require in-depth follow up studies amongst local tourism projects.

3 Methodology

3.1 The Approach

In order to understand the extent to which 'tourism is captured by the poor', we have applied a relatively linear value chain approach: financial input has been made available by the Dutch government through EKN, a percentage of this input is spent on tourism activities, which has led to certain tourism outputs, outcomes and impact for local economic development. Taking Mitchell and Ashley's impact pathways into account, we have distinguished between direct tourism outcomes, and other tourism impacts that are either secondary (indirect effects) or dynamic (3rd)(see again section 2.2).

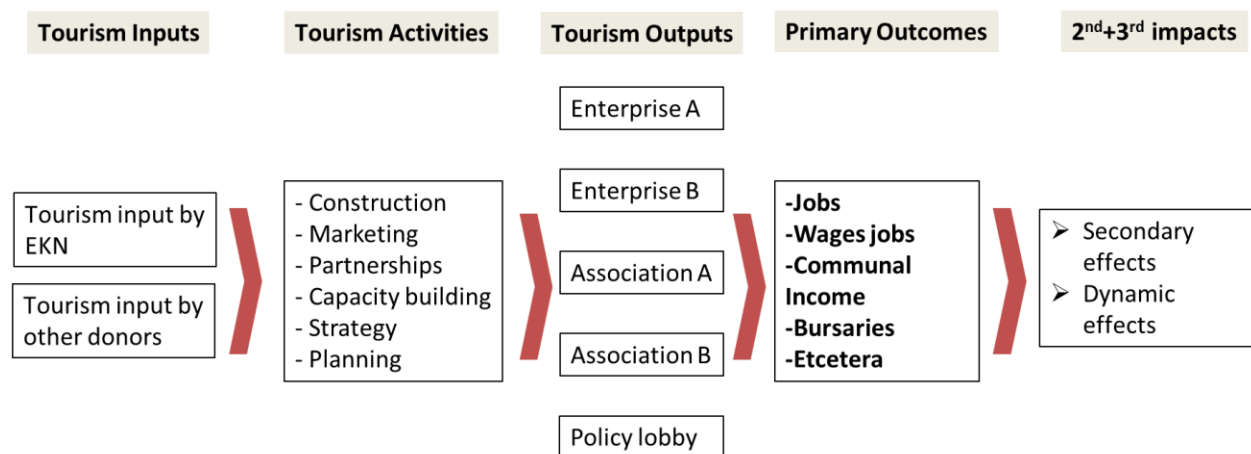


Figure 3.1: Tourism 'value for money' flowchart

We have not defined 'tourism' prior to this assessment as we were especially interested to learn from various organizations how they conceive the tourism activities that they initiated. Their personal/organizational understanding of tourism led to a better understanding of different organizational approaches. For example:

- ACC provided a very clear picture of tourism activities, as it clearly matches their work on the ground with communities, especially women groups, to set up small scale cultural experiences in ASALs. This includes construction of important facilities (e.g. sewage systems, toilets, receptions, etcetera) that visitors to these cultural experiences would expect. An important role in tourism development is therefore also awareness raising with communities about these expectations, and on top of that, a strong focus on capacity building by organizations like ACC to deal with incoming visitors independently and effectively (e.g. strong local governance or financial management).
- AWF and NRT had more difficulties in framing tourism as it is integrated with their heartlands/conservancies programmes, and not a programme activity in itself. Although they take different scales in their approach, their emphasis is on securing land for conservation. Tourism, in particular high end wildlife/photographic tourism, comes in as a means to finance this securing of land, and is as such always closely interrelated to their work on conservation. It seemed difficult therefore to draw a line for both organizations on where tourism (input) ends and where conservation (input) starts.
- LWF operates more on an aggregated level, like AWF and NRT, yet decided to bend their focus on destination development for Laikipia. They strongly believe that connectivity between supply and demand of tourism is necessary if tourism is to function effectively.

It has been difficult to compare the tourism inputs between organizations. Since approaches are different or at times impossible to define (as will be illustrated in the case of AWF), we could only compare (and conclude that there exist) differences between organizations. To some extent all organizations are involved in policy dialogue within the larger national discussions on tourism and nature conservation, yet even in this respect it was hard for organizations to exactly specify the extent of their efforts as they have not been framed in terms of tourism. Tourism is normally not explicitly framed within requests for funding but rather related to or captured in broader conservation programmes and projects.

For each partner organization we have re-constructed a flowchart as outlined in figure 3.1, to understand how each organization contributes to local economic development through tourism in its own unique approach. The data available for this analysis is principally depending on past monitoring efforts of partner organizations. On basis of the input of each organization, an overall picture has been created that summarizes the total value for money from Dutch donor income through the EKN between 2007 and 2013. This comprehensive representation (see also the conclusions in chapter 5), together with organizational visualizations (in chapter 4), helps to understand the effectiveness of tourism as a development tool from the perspective of partner organisations. Our role as researchers has been to re-order existing data and to assess the performance of individual organizations comparatively. Within the time frame and financial limitations of this project we have not been able to collect primary data other than through interviews with the four partner organisations and site visits to four best practices. Our analysis therefore predominantly rests on the reports and documents provided to us by the four partner organisations and the EKN. The next section details our data collection methods.

3.2 Data Collection

On the basis of the agreed ToR (see Appendix A) and relevant concepts for this study (cf. Mitchell and Ashley, 2010), a pre-field visit questionnaire was constructed (see Appendix B). Policy makers of each partner organization were given the task to complete this questionnaire as detailed as possible, providing us with a first indication of how (easily or difficult) data on tourism inputs, outputs or outcomes could be detected.

Complementary to this questionnaire, a manifold of additional data collection efforts was necessary for this study:

- Follow-up telephone interviews on basis of the questionnaire;
- Follow-up face-to-face and in-depth interviews with employees of partner organizations that also included a broader set of questions that addressed the three pathways of Mitchell & Ashley (2010). In total 12 employees have been interviewed (see further Appendix C);
- A total of five interviews with employees of other sector relevant organizations: USAID, SNV, KWCA, KWS and EKN to help contextualize our findings;
- Analysis of policy documentation available with the EKN and the partner organizations in the period of 2007-2013. Data generated through the questionnaires was either validated or falsified on the basis of documentation, and missing gaps completed as far as possible. Documents mainly consisted of EKN funding proposals and evaluation reports, including annual progress statements.
- An enterprise analysis of four best practices, including interviews with 53 respondents, each representing the work of partners evaluated here (see further section 3.4).
- Workshop on preliminary findings (23rd of April 2014, AWF office in Nairobi); both partner organizations as well as other Kenyan stakeholders have been able to further validate and discuss findings. In total, 17 stakeholders attended the workshop (see further Appendix D).

3.3 Data Analysis

It has generally proven difficult to exactly define measurable indicators for the flowchart (see figure 2), to calculate what share of EKN input has been transformed into tourism investments, and even more so in understanding secondary and tertiary impacts to local economic development. Nevertheless, the variety of resources has helped in making assumptions on resources spent, activities undertaken and direct outcomes achieved.

Further, in order to establish an understanding of the relative share that EKN has provided to tourism developments of the four partner organizations involved, we also tried to identify how much of the tourism efforts has been funded by other donors. With ACC and LWF this has been relatively easy to calculate and categorized into activities undertaken by the organization (marketing, construction, capacity building, institutional support, etc.); for AWF and NRT this proved to be nearly impossible. For NRT we have been able to combine annual budgets in combination with information on estimated time dedicated on tourism meetings. We have supplemented these findings with follow-up interviews. Information on tourism support from other donors helped to estimate what was left for EKN to fund NRT's efforts into tourism. With AWF it has been impossible to assess the relative share of work in tourism as this had never been accounted for. This, again, is mainly due to the fact that tourism is only marginally part of the holistic approach of AWF towards securing conservation impacts.

For the second part of our flowchart (see Figure 3.1), the various organizations were at least able to report on simple and direct indicators for local economic impact, such as information on jobs, community income, wages, and beneficiaries. More in-depth information was lacking. Furthermore, the organizations have not been able to consistently record information on direct impact indicators. In order to make a complete overview, we again had to make assumptions. This was especially the case when different reports showed contrasting results. In this case we have always opted to make use of the most recent information available, and asked partner organizations to validate our findings.

Finally, partner organizations could generally not provide information on indirect forms of impact. As an exception to the rule, only LWF has provided a few traces of evidence on e.g. local procurement in Laikipia. It therefore was impossible to make any far-reaching conclusions on the basis of very limited or inconsistent information. However, the different organizations have, in more descriptive forms, been able to explain how their work impacted communities dynamically through e.g. women empowerment, economic diversification through education, improved security situation, or tourism aiding in securing land for nature conservation.

Even though more (in-depth) information would have been necessary to make stronger and more valid comparisons between the various organizational approaches in tourism, all organizations have contributed to delineating a fair idea of what is happening in tourism developments of Kenya's ASALs.

3.4 Best Practices

Most secondary sources of information in this project were aggregated at a macro/meso level of analysis. However, any analysis of local economic development needs to include at least the perspective of the local poor. It is for this reason that we have complemented our study with a livelihoods assessment of best practices. Each partner organization was given the opportunity to indicate a best practice example of a tourism intervention that would adequately represent their organizational approach. The following four tourism enterprises have been identified for analysis:

- Satao Elerai Lodge, established with the support of AWF. AWF indicated that there was not any particular conservation enterprise considered as the best practice. For AWF "the model of conservation enterprise is a best practice in itself". Since Satao Elerai is often used in presentations of AWF, we opted to look into this case to represent the model of AWF.
- Twala Tenebo cultural village, established with the support of ACC. ACC claims to excel in more cultural village approaches, including women empowerment. Twala is considered a good representation of ACC's approach to tourism.
- Sarara Lodge, established with the support of NRT. Where NRT does not invest in the hardware of lodges, they have had a good working relationship with the conservancy in which Sarara is established,
- Tassia Lodge, established with the support of LWF. Where LWF is currently focusing on destination management of Laikipia, its (marketing based) work in tourism is difficult to compare with other partner organizations. Nevertheless, LWF used to have a similar role like other partners, and was part of the initial community partnership building for Tassia.

The best practices have been visited in person by one of the authors during 3-day visits to each enterprise. The enterprises have been analysed individually and comparatively on basis of a broad set of indicators, including, i.e.: key outstanding features of the arrangement between the community and the enterprise, key actors involved, community benefit sharing mechanisms, income, economic viability, employment, beneficiaries, spin offs, contribution to non-monetary benefits, and challenges.

3.5 Limitations

The main limitations of this project stem from two factors, i.e. the limited time and (financial) resources available for executing this project and the lack of data available and hence provided by the four partner organisations. As a consequence it has been difficult to assess:

- **The scale upon which a particular tourism activity has been effective.** For conceptualizing effects from tourism upon local economic development, it is crucial to understand the exact boundaries of a destination, organisation, or tourism enterprise. Where have tourism outputs been targeted at? Solely to one enterprise? To larger landscape scale approaches such as associations, conservancies? To regional branding of a destination? Different partners have various approaches on various scales; this makes it difficult to exactly compare who is responsible for what. Mitchell and Ashley (2010) advise that effects need to be studied as part of regional economic development and not merely to one hotel or, contrastingly, a (national) destination. It makes more sense to establish an idea of a collection of related destination components for one spatial unit of analysis.
- **The importance of secondary effects.** A full picture of especially secondary (in-direct) effects was well beyond the boundaries of this study, yet could be sketched in general terms by our respondents. A more detailed insight is desirable as secondary (in-direct) effects are considered to have a larger impact upon local economic development in comparison to direct effect (Mitchell & Ashley, 2010).
- **The difference between tourism and non-tourism activities.** Where tourism is still a relatively broad term, we asked respondents to make their own distinction between tourism and other activities undertaken by the organization. The results of this study illustrate that at various steps (of figure 3.1) some organizations have been more capable to show results where others could not or were constrained due to the way they monitor their programmes and projects, or the intrinsic and integrated approach of the organization that tourism is made part of.
- **The contribution of the activities to outcomes and impacts.** As it has been very difficult to develop a story on attribution instead of contribution, we have primarily looked into the extent to

which an organization has contributed effectively to livelihood enhancements amongst people directly and in-directly affected by tourism development.

4 Results

4.1 African Conservation Centre

4.1.1 Introduction to ACC

ACC's mission is to conserve wildlife and the natural environment in East Africa and beyond through collaborative application of scientific and indigenous knowledge, enhanced livelihoods and development of local institutions⁴. In doing this, ACC strongly focusses on sustainable landscapes and resilient livelihoods, by empowering marginalised and vulnerable pastoral communities⁵. The majority of pastoral communities supported by ACC are Maasai. ACC covers four main landscapes: South Rift, Amboseli, Maasai Mara and Mukogodo-Laikipia (see Figure 4.1.1).

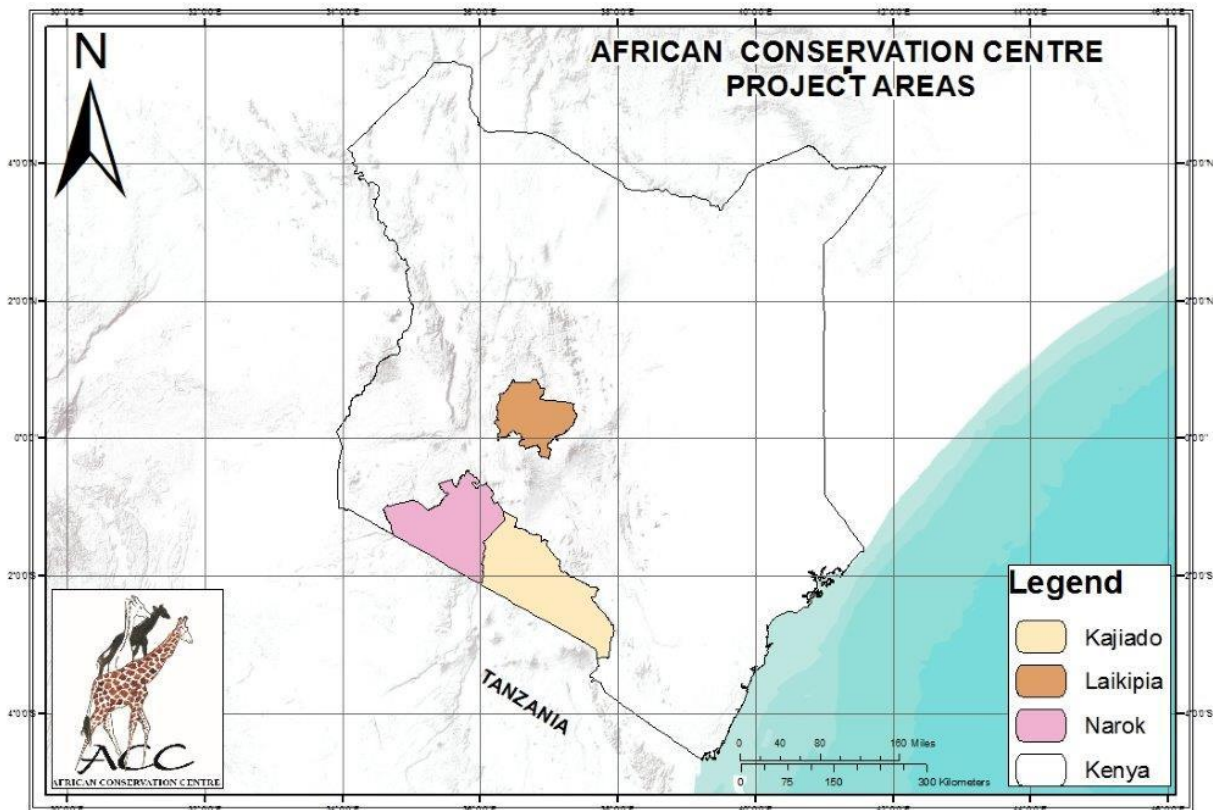


Figure 4.1.1 Project Areas ACC (source: ACC)

A main strategic goal of ACC is to build a national hub that brings together the best expertise in local development from local, national and international collaborative partners⁶. These should incorporate communities, the new government counties, and national agencies. ACC does this through partnerships and the establishment of appropriate local institutions that deliver benefits to communities within its landscapes⁷. This is exemplified by the results of the 2010 Biodiversity, Land-use and Climate Change

⁴ COCA:2

⁵ Sustainable Landscapes and Livelihood, Jan 2012:3

⁶ Sustainable Landscapes and Livelihood, Jan 2012:12

⁷ Sustainable Landscapes and Livelihood Programme Activity no. 23716, May 1, 2012 to December 31, 2012 – April Report:2

Conference supported by the 2011 Dutch grant and other partners in which ACC created a policy environment that engaged government and stakeholders.

To achieve some of its goals, ACC runs Tourism Support Programs to specifically 'support the development of resilient livelihoods to reduce vulnerability, enhance food security and alleviate poverty'⁸. In practice this involves empowering the local community with skills to sustainably manage and benefit from tourism activities. ACC has made major steps towards this in women projects. For example, in 2011 ACC trained 38 women in beadwork as part of a Train-the-Trainers (ToT) workshop; the newly trained trainers transferred their new skills to the rest of their group members in Amboseli, Laikipia, South Rift and Maasai Mara⁹. ACC also supports richer visitor game viewing experiences in its focal landscapes through ecotourism (supporting the development of viable eco-tourism facilities and related enterprises and viable tourism products) and cultural activities (Maasai heritage program)¹⁰.

In the future, ACC aims to become 'a national and regional NGO with the skills and credibility to draw together the institutions needed to support initiatives in environmental conservation and management at local and national scales'¹¹. This also leads to the main strengths of ACC when it comes to tourism:

- Capacity building and infrastructure development of small scale tourism ventures for marginalized community groups, particularly women
- Strong bottom up approach with great respect for both indigenous and scientific knowledge;
- Connected to regional institutional development that small scale ventures can be linked up to larger networks, like domestic and international tourism markets

4.1.2 Input

Between 2007 and 2013, ACC received 83% of its tourism donations from EKN (see Table 4.1.1: Known income from donors during the project cycle: 2007-2013). The main purpose of the Dutch funding was 'to enhance livelihoods and empower gender in ACC focal landscapes'¹². In the same period, donations from the Ford Foundation were used for a two-year Community Capacity Building Project that would increase benefits to communities from ecotourism ventures. The donations from the Liz Claiborne Art Ortenberg Foundation (LCAOF) were focussed on a Trans-border Elephant Monitoring between Kenya and Tanzania to reduce human-wildlife conflict.

There have been at least 12 other sources of income in the same period (2007-2013), including WWF ESARPO, the Ministry of Environment and Mineral Resources, USAID through Kenya Wildlife Services and the Regional Centre for Mapping of Resources for Development¹³. In addition, ACC had collaborations with 36 partners including IUCN, WWF and USAID Kenya. EU also funded an ecotourism project in Magadi that established community conservation enterprises.

⁸ Sustainable Landscapes and Livelihood Programme Activity no. 23716, May 1, 2012 to December 31, 2012 – April Report:7

⁹ Sustainable Landscapes and Livelihood Programme Activity no. 23716, May 1, 2012 to December 31, 2012 – April Report:7-10

¹⁰ Sustainable Landscapes and Livelihood, Jan 2012:9

¹¹ Sustainable Landscapes and Livelihood, Jan 2012:4

¹² Strategic plan 2009-2013:7

¹³ COCA, February 2012:7

Table 4.1.1: Known income from donors during the project cycle: 2007-2013

Period	Donor	Total donation	%	Target
2011-2013	Liz Clairebon Art Ottenburg Foundation (LCAOF)	KES 1,700,000.00	2%	Community tourism enterprises and their supporting networks; governance structures for 10 Tourism regional nodes
2009-2011	FORD Foundation	KES 11,839,336.00	15%	Community Based Tourism enterprises (formation of FECTO)
2007-2013	EKN	KES 67,809,188.00	83%	
	Total	KES 81,348,524.00	100%	

Of the total EKN donor funding, on average 11% was targeted to tourism related activities (see table 4.1.2), in some years reaching up to a significant share of nearly 25%.

Table 4.1.2: % of EKN funding targeting tourism related activities

Year	Income from EKN total	to tourism	% to tourism
2007	KES 63,272,856.00	KES 100,000.00	00.16%
2008	KES 68,148,260.27	KES 5,945,098.00	08.72%
2009	KES 95,781,313.65	KES 7,013,923.00	07.32%
2010	KES 90,000,000.00	KES 12,599,155.00	14.00%
2011	KES 57,396,186.00	KES 7,537,092.00	13.13%
2012	KES 108,127,245.00	KES 12,428,382.00	11.49%
2013	KES 42,158,948.00	KES 10,185,538.00	24.16%
2014	KES 87,612,500.00	KES 12,000,000.00	13.70%
Total	KES 612,497,308.92	KES 67,809,188.00	11.07%

4.1.3 Activities

Of tourism related activities by ACC, a significant proportion (+/- 60 %) was spent on construction (see figure 4.1.2). Most of the construction investments (approx. 25% of total construction output) involves clean and running washrooms with toilet and shower facilities, as well as running water and sewage systems, typical basic facilities that need to be present if a facility likes to receive visitors, see further figure 4.1.3.

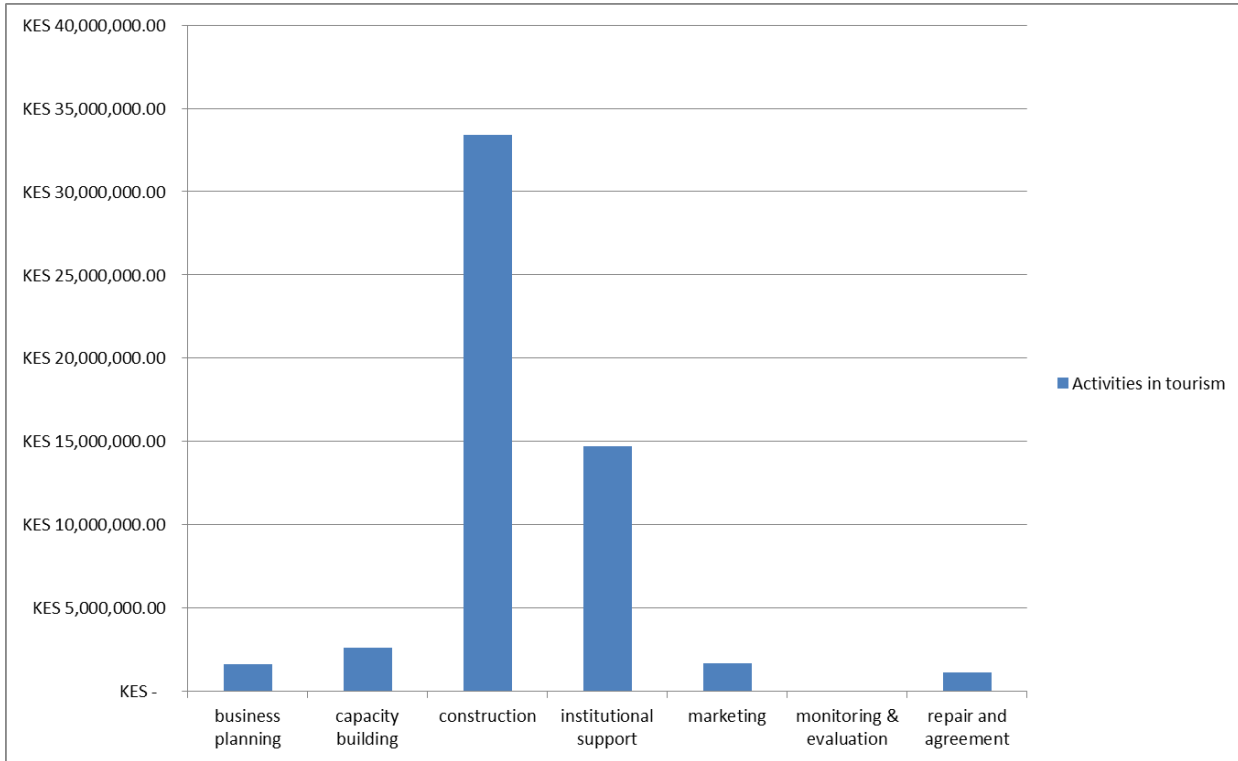


Figure 4.1.2: Tourism activities organized by ACC between 2007-2013

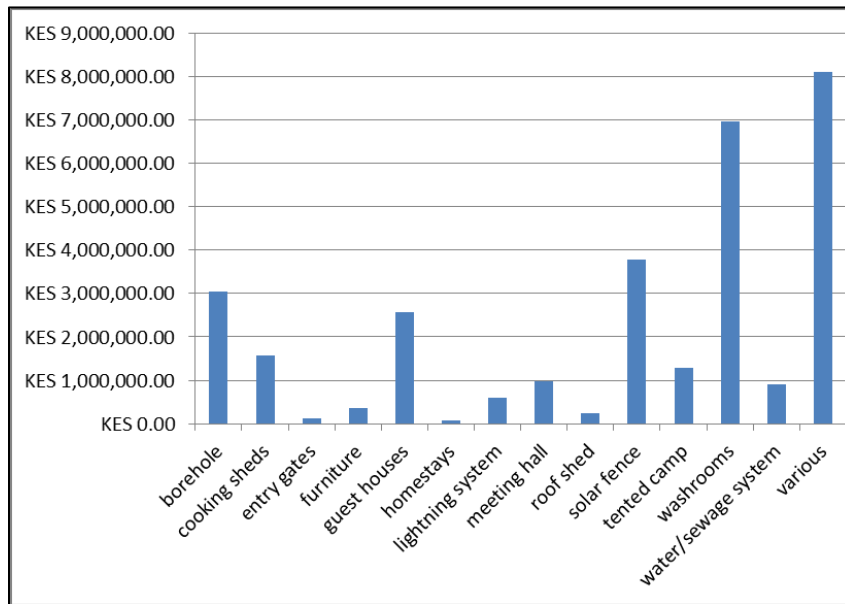


Figure 4.1.3: Specification of construction investments ACC

Besides construction, ACC has a large portfolio of other tourism related activities, including institutional support and marketing. Much of ACC's institutional support since 2012 goes to the Federation of Community Based Tourism Organisations (FECTO). ACC and AWF have jointly supported the foundation of FECTO, where AWF is still supporting FECTO by using EKN funds. FECTO targets four key areas: operations and establishment of regional circuits; product development and standardisation to offer authentic cultural experiences; marketing and branding products; and development of financial sustainability plans and benefit sharing schemes¹⁴. On marketing, ACC notes that "professional marketing of the eco-tourism and bio-enterprises is necessary for business to be viable and successful"¹⁵. Nevertheless, as part of the EKN contribution, only 3 % of ACC's input into tourism is dedicated to marketing.

ACC also stresses the importance of monitoring and evaluation from a 'science based approach'¹⁶. Towards this, ACC has invested a large proportion of donor income in the establishment of baseline livelihood profiles/scenarios or monitoring of poverty levels. For example, in Amboseli and the Transrift Area 20-25% of EKN support was spent on monitoring and evaluation¹⁷. However, in general, less than 1% has been spent on monitoring tourism business progress.

Further, ACC has indicated that the majority of their work is related to building partnerships that any of these tourism enterprises need to maintain a sustainable basis for on-going performances. Some institutional or private partners have expertise that ACC does not have, e.g. some are good in beehive training, others in aloe production, etcetera. In case any partner loses vital donor support, a targeted community continues to lean on other support organizations that have on-going income to support their operation. Since tourism activities of ACC is integrated with these activities, the total investment in tourism is estimated to be much larger for ACC, but impossible to turn into figures. What we do know, however, is that EKN is responsible for the majority of personnel costs at ACC (approximately 70%).

... the big role that takes us anything between two to four years, is mobilizing groups, getting them to agree on a common vision, agreeing on the frame of management, and then getting them to start working with projects. And that many times it can be understated in terms of efforts it takes, because it isn't a money effort, it's a personnel effort. If we were then to say that we can quantify personnel time in a process, in money (...) terms, for ACC that would be a huge chunk of the investment that we make (interview ACC).

4.1.4 Outputs

ACC has three main foci for the Dutch funding, i.e. empowerment of women, establishment of community institutions and income generation for the wider community. First, ACC pays special attention to the position of women within male dominated Maasai societies. With Dutch funding, ACC has supported several women groups: Imbirikani, Twala Tenebo, Oloolaimutia, Loosho, Laleenok, Oloika, Masaai Mara cultural villages association and Nekishon. Of these, the Nekishon Women Group received substantial support in 2009 when almost Ksh. 4 million was spent on the construction of a solar fence. In general, ACC advises women groups to distribute their benefits as follows: 60% of income to member dividends, 20% to girl-child education, and the remaining 20% is reinvested into general maintenance and/or domestic use.

¹⁴ Sustainable Landscapes and Livelihood, Jan 2012:11

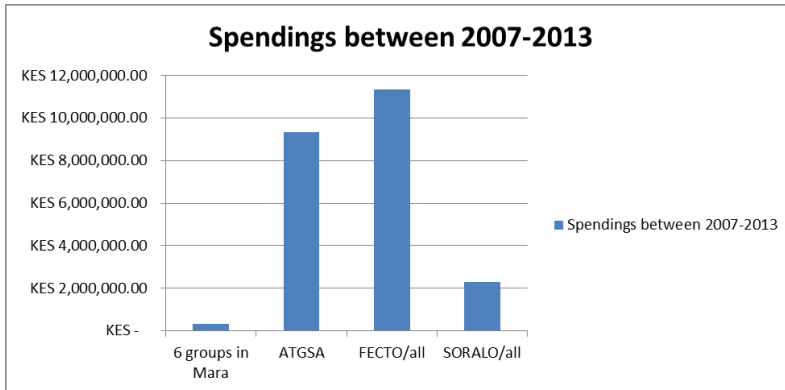
¹⁵ ACC, Lessons Learned for the period 2007-2011:3

¹⁶ c.f. Lessons Learned for the period 2007-2011:3

¹⁷ ACC, landscape conservation grant, financial statement 2007-2011

In its on-going plans, ACC aims to establish 15 cultural villages with membership of 1,500 women receiving Ksh. 100,000 per month per manyatta, enhance beadwork products for six women groups, and in general increase women involvement in tourism businesses by 40%¹⁸.

Secondly, related to the establishment of community institutions, ACC has taken up the task of facilitating equitable benefit distribution by getting involved in the governance of communities. The challenge has been the lack of transparency and underlying power structures that "have all hampered the development of effective interventions"¹⁹. On the ground level, ACC employs local project officers to coordinate each activity while on a more overarching level, it establishes trusts and associations. This way it creates clear institutions



that also involve less dominant groups such as women and youth. These institutions include the formation of the Amboseli Tsavo Games' Scout Association (ATGSA) in 2008, support of Federation of Community Based Tourism Organisations (FECTO) since 2012, and the formation of the South Rift Association of Landowners (SORALO) that connects the Mara and Amboseli in 2012. The amount of EKN funds spent on these institutions is summarised in Figure 4.1.4:

Figure 4.1.4: Spendings on institutional support by ACC

Currently, ACC is working on developing benefit sharing plans for all supported cultural villages (representing over 500 households), supporting 10 community tourism enterprises through marketing exposure, and training 10 community groups on business skills and product development. In partnership with IUCN, ACC also hopes to assist Ugandan counterparts in replicating an organisation similar to FECTO²⁰.

The third focus of ACC is on income generation for the wider community. Most of the tourism income flows into communities through group ranches. In general group ranches are not in favour of dividend distribution to individual members because the portion would be considered 'not significant enough' for individual consumption. Instead, group ranches spend their income on community projects that mainly target education (the largest priority for communities), but also include development of roads and improvement of livestock yields.

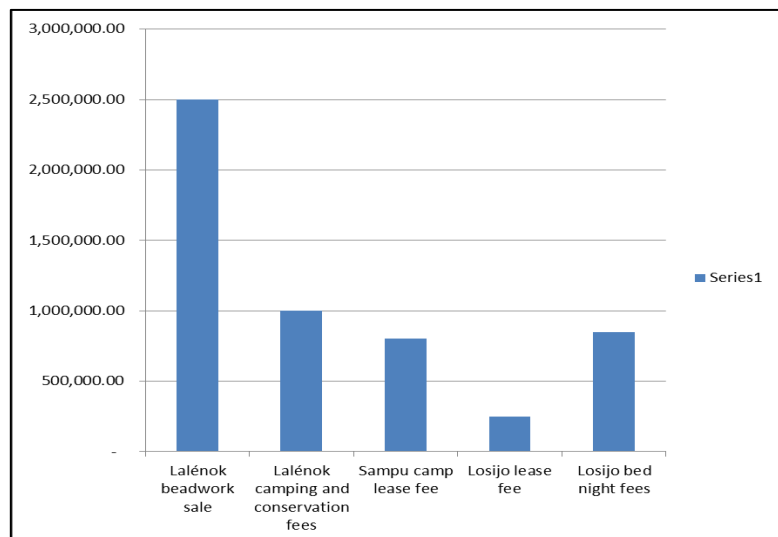


Figure 4.1.5: Diversification of income for SORALO in 2013

¹⁸ Sustainable Landscapes and Livelihood, Jan 2012 annex 2

¹⁹ ACC, Lessons Learned for the period 2007-2011:2

²⁰ Sustainable Landscapes and Livelihood, Jan 2012 annex: 2.2

In 2013, Soralo generated the highest income and this was mostly done through beadwork sales, see figure 4.1.5. Beadwork sales is the only activity that is done in all four regions. Beadwork sales and sale of food and drinks are the main sources of income for enterprise developments within e.g. Twala Tenebo (see figure 4.1.6).

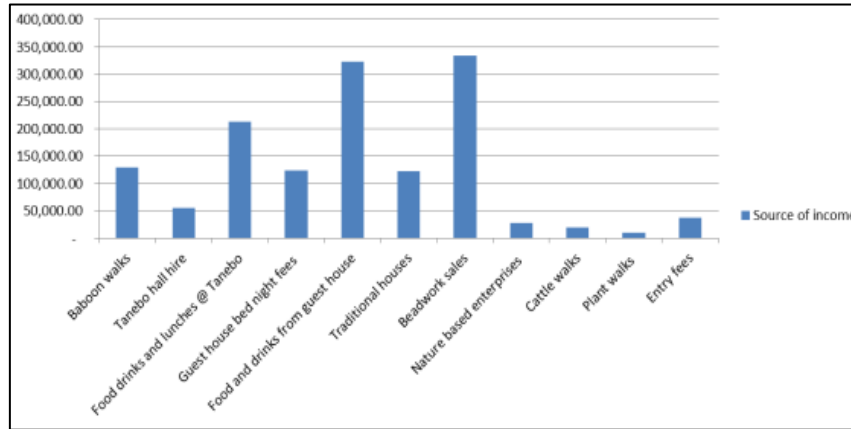


Figure 4.1.6: Income sources for Twala Tenebo

In other places, like Amboseli, beadworks sale is not always as significant even though these enterprises are situated close to the more well-known tourism circuit of Amboseli, Mara. However, entry fees are a significant source of income for places like the Mara. In general, it seems that ACC community projects seem to generate more tourism income from areas with lower national tourism attention.

4.1.5 Outcomes

The outcomes of ACC activities can also be grouped according to the three main areas mentioned above. To begin with, through empowerment of women there has been an increase in income, health and education. For example, between 2007-2013, the women group at Maasai Mara generated income amounting to Ksh. 1,200,000 from entry fees, Ksh. 1,000,000 from beadwork and Ksh. 600,000 from kitchen gardens. They also registered improved health due to growing of vegetables and provision of clean piped water. The Imbirikani Women Group (30 women) raised Ksh. 900,000 from tourism activities out of which they bought 11 Cows (Ksh. 220,000) and 30 sheep (Ksh. 90,000) and constructed a hay store to mitigate dry weather conditions for their livestock. The Oloika Women Guest House generated Ksh. 800,000 in 2011 from their two bedroom guest house. 20% of the income generated by women groups is directed towards education for young girls.

Next, through establishment of community institutions, ACC has linked proximate communities through overarching umbrella bodies, thus enhancing cooperation between them and increasing their combined leverage. At SORALO, ACC attracted funding partners including the Cincinnati Zoo and Botanical Garden (Ksh. 7.5 m), the Tourism Trust Fund (Ksh. 8m), the Community Environmental Facility (Ksh. 4m), the Angel Fund (Ksh. 18.7m) and the Liz Claireborn Art Ottenberg Foundation (LCAOF). Also, Loisiijo developed a management agreement with African Latitude and Mt. Suswa Conservancy attracted the Global Geopark Network through support from UNESCO to be branded as an African Geopark. At the Amboseli Ecosystem Trust (AET), ecosystem conservation issues have been addressed through stakeholder forums. The Strategic Environmental Assessment (SEA) for the Amboseli Ecosystem Management Plan, 2008-2018 (AEMP SEA Process) is almost ready for implementation. Websites have also been developed for SORALO and AET to brand and market the regions both locally and internationally. In addition, ACC provides strong institutional support for FECTO. In the period 2007-2013, it identified 202 Community based tourism enterprises (CBTEs)

out of which 60 were trained. Through FECTO, ACC also conducted a baseline survey in six tourism circuits (Northern Kenya, Coast, Nyanza, Western, Eastern and North Rift), and carried out business plan development workshops in Northern Kenya and the Coast.

Finally, ACC has contributed towards income generation for the wider community through establishment of community institutions, marketing efforts such as participation in tourism trade fairs, and development of community constitutions and benefit sharing schemes. By 2012, four community conservancies had functional conservancy management plans and three grass root community-driven institutions were established²¹. In general, the outputs have translated into total revenue of Ksh. 92,658,000 (see various sources of income in table 4.1.3) and 128 jobs between 2007-2013. There have also been contributions towards increased security, for example at AET 60 Game Scouts were further trained to acquire the Kenya Police Reservist status. Conservation areas have also increased (e.g. 25,000 acres set aside by Rombo Conservancy for conservation) and research centres for conservation related research have been established at various places including the L'aleenok Resource Centre, the Noonkotiak Resource Centre and the Twala Tenebo Resource Centre – resulting in an increase of visits from educational groups. At the L'aleenok Resource Centre this is further enhanced through the installation of a solar system. ACC has also used EKN funds to widen support of the Twala Tenebo Resource Centre through establishing a consortium of 11 partners.

Table 4.1.3: Sources of revenue tourism projects initiated by ACC between 2007-2013

Summary						
Activity		Income generated	Fundraising	Beadwork	Lease & bed nights	Kitchen gardens
Maasai Mara Cultural Tourism Initiative	Maasai Mara Cultural Tourism Initiative	1,220,000		1,000,000		600,000
	Mara Women Beadwork	275,000				
Develop South Rift as a Tourism Destination	Loisijo				3,320,000	
	L'aleenok Resource Centre	17,400,000				
	Sampu Camp	1,800,000				
	Oloika Women Guest House	800,000				
Amboseli Business Enterprises	Amboseli Tsavo Scouts Camp	1,410,000				
	Imbirikani Cultural Village	900,000				
	Rombo Conservancy	3,240,000				
	Noonkotiak Resource Centre					
Mt Suswa Conservancy	Mt Suswa Conservancy	1,400,000				
Twala Tenebo Resource Centre	Twala Tenebo Resource Centre	4,893,000				
SORALO	SORALO		37,000,000			
FECTO	FECTO					
AET	AET	17,400,000				
		50,738,000	37,000,000	1,000,000	3,320,000	600,000
	Total revenue	92,658,000				

4.1.6 Impacts

Through income generation for women and the community at large, EKN funds have directly impacted local livelihoods by contributing to increased household revenues and thereby contributing to poverty alleviation. It has also directly impacted the status of women in these male-dominated societies by providing them with sources of monetary income, a platform to address their issues, and skills, training and education not only for earning a living, but also to help them in acquiring more confidence, dignity and collaboration with others. In developing countries, women generally hold the status of being the poorest of the poor and key for reducing poverty in the wider society when given the opportunity. The EKN donation has also acted as a seed fund that has attracted other funders covering tourism and other developmental areas, thereby enhancing donor diversification. This is exemplified by the consortium of 11 partners at the Twala Tenebo Resource Centre. In addition, the EKN funds to ACC have contributed towards uplifting the communities' status by providing institutions through which they can get involved in broader regional and national issues.

²¹ Narrative report, 01 May 2012 U/T 31 December 2012

For example, through the Amboseli Ecosystem Trust, there is a plan involving KWS, the tourism industry and other NGOs to address wildlife conservation and management issues in the entire Amboseli ecosystem. Another impact has been the improvement of overall security for both human and wildlife.

The most prominent dynamic effect has been the contribution to the construction industry. This would in turn have multiplier effects, for example, in providing seasonal jobs especially to young men and a market for building materials. As is often the case in other construction sites in Kenya, it can also be assumed to result in other spin-off activities such as small food businesses often set up by women near the sites to feed labourers. Through these ventures, young people and women are further given the opportunity to develop and diversify their skills. Furthermore, there is a relative importance of the livestock industry. For example, at Imbirikani tourism revenue was not only used to purchase cows and sheep, but also to provide structures that would help in mitigating dry weather impacts on livestock to sustain a healthy livestock business.

4.1.7 Best Practice: Twala Tenebo

Description

Twala Tenebo Cultural Village is a low-end, community based tourism initiative in Il Polei and Munishoi group ranches about an hour north of Nanyuki (Laikipia county). The cultural village welcomes day visitors for a cultural experience with, among others, Maasai dances and dinners, a walk with domesticated baboons, a guided cattle walk, participation in daily village life and help with the aloe vera or honey production. The village also offers the possibility for large meetings, workshops or seminars in its newly constructed resource centre. Both cultural and workshop visitors have the possibility to



Figure 4.1.7: Beadworks at Twala Tenebo

stay overnight at Twala Tenebo and can choose between staying in one of the Maasai *manyatta* houses, their own tents or one of the two guesthouses with three beds each. In the middle of the cultural village is the visitor centre, where Maasai beadwork made by the women is exhibited and dinners take place. The neighbouring group ranches Il Polei and Munishoi collaborate very closely together in the Twala Tenebo project. Il Polei has 308 registered members, Munishoi 560. The total estimated population is 7,000 persons, including children. The entire enterprise is led, managed and run by 143 women of the community who organized themselves in the Twala Tenebo Women's Association (TTWA). There is no private investor involved.

History and Governance

The African Conservation Centre (ACC) took the project on board in 2006 after it had been started by AWF and USAID years earlier but stalled when funds froze after 9/11. ACC has been essential for the funding and construction of the resource centre, cultural centre and guesthouses and continues to play a role in institutional and knowledge support. The largest element of that support has been capacity building and the empowerment of women within the strictly male-led Maasai culture. Each group ranch is governed by a committee. The TTWA is governed by a committee of nine women, aided by a hospitality manager who is employed by the association but paid by ACC, and her assistant. The committee members are chosen according to a rotation system with overlapping periods to ensure continuity. The project manager is a community member with extensive tourism experience from Ol Lentille Sanctuary and, besides being the

direct link with ACC, functions as the ever needed link between men and women. The project manager is employed and paid by ACC. Salaries of the six wildlife scouts are also paid by ACC.

Impacts

The TTWA is an independent entity. Income from the resource centre, cultural activities, baboon walks and other excursions, tourist overnights or day visits, is collected in an association account. Twice per year, in June and December, the economic performance of the cultural village is presented to villagers. Dividend is solely for the members of the women's association. Overnight occupancy is dependent on season and ranges between 10% and 50%. Bookings of the resource centre are not included in the occupancy rate and brings in much day clientele. Visitors are mainly Kenyan residents where marketing is limited to word-of-mouth.

With its variety of activities, the enterprise created a good diversification of income generation. There is cash flow from the guesthouses, homestays, dinners, excursions, honey production, aloe vera production, the resource centre, entree fees of day visitors and sale of handmade beadwork. Sixty percent of all income goes directly to the association's bank account. Twenty percent is destined for management expenses and is used for maintenance of the resource centre and the guesthouses, food for guests upon arrival, food for seminars/workshops in the resource centre, on the spot expenses, etc. The remaining 20% goes to school bursaries for girls. Beadwork income is 90% for the individual maker and 10% is reserved for girl school bursaries. Tourism income in the first quarter of 2014 amounted to \$5,000.

Women empowerment is the main characteristic of the project and the largest direct effect. Culturally, women were not allowed to have a voice in Maasai tradition and were not supposed to earn income or organize themselves. Nowadays it is decided to have three women in each group ranch committee and the tourism enterprise is run by women only. The women association is divided in six subgroups, in which women provide each other with support in terms of health care and large incidental expenses. Women provide their households with diversification of livelihood besides their traditional pastoral existence. Other direct effects are direct employment (10 FTE) and education for girls. Secondary effects are stronger collaboration between the two group ranches, supply chain linkages by newly constructed shops by the women, among others. Economic diversification and improvement of human resources are some of the dynamic effects achieved.

Contribution to Conservation

The area of the two combined group ranches covers some 8,000 hectares. Currently, 300 hectares of Il Polei and approximately 100 hectares of Munishoi are designated conservation area, meaning free of livestock grazing. This conservation land is to be expanded in the future. ACC is fulfilling a role as mediator in a conservancy development plan in which the two group ranches combine their land with two neighbouring private ranchers who own large strips of land, and other nearby ranchers. The direct aim of such partnership is the establishment of a new, middle-end eco lodge, for which negotiations are in its starting phase. A potential affiliation with the larger Naibunga Conservancy Trust (NCT) is part of the objective. The current six wildlife scouts (three from each group ranch) are installed with support of ACC and are a direct effect of the tourism enterprise. They monitor the entire group ranch area for poachers and human-wildlife conflict and contribute to an increased sense of security among the population.

Conclusions

The focus on women empowerment makes this project unique. The enterprise is fully owned and operated by women, showcasing gender equality. It is an achievement to place the culturally sensitive women association in the institutional functioning of the group ranches, despite heavy internal power struggles. ACC's support has been intense and essential and turned the association into a considered and respected entity. Like most other community-based tourism initiatives, Twala Tenebo has been highly dependent on

external support for its establishment. But also like most others, it knows a low occupancy rate, lack of internal management skills and poor marketing. Twala Tenebo shows its first signs of self-reliance and durability, but still has a way to go. If the enterprise is not able to gain independence and sustain itself by creating links with external, (inter)national tourism operators and the larger tourism value chain, it is not unlikely that it undergoes the same fate of many CBT initiatives before them (making public support vanish in vain). The potential new eco lodge nearby is intended to provide a business synergy with the cultural village and might be both beneficial for the expansion of the conservation area, as well as durability of Twala Tenebo Women's Association. The larger project shows great potential, but seems to remain dependent mainly upon ACC.

4.1.8 Conclusion on ACC

The Dutch funding was earmarked to enhance livelihoods and empower women in ACC focal landscapes. Towards this, ACC has made significant headways, especially in the area of women empowerment. There have also been remarkable contributions towards increased income to communities. ACC has made efforts towards sustainable financing by attracting a diversity of funders. ACC's strength has notably been in community projects with deep indigenous roots but by endeavouring to stretch this to a wider regional and national level, this is likely to be weakened in areas where ACC is not firmly connected to the communities. As a way forward, such a step should be taken very gradually and with great caution.

ACC's tourism inputs have had a strong emphasis on both construction efforts and larger scale institutional support that small scale tourism ventures need to operate effectively (see Figure 4.1.9). The funding of, predominantly Dutch, donor income has as such been invested in the early stages of tourism developments in these new enterprises which without any such funding could not have been established for especially marginal women groups spread over Kenya. A large part of ACC's funding in tourism is through its time investment in partnership building, yet this has been impossible for ACC to express into exact figures (time nor expenses). Figures in tourism input by ACC are hence fairly conservative indications.

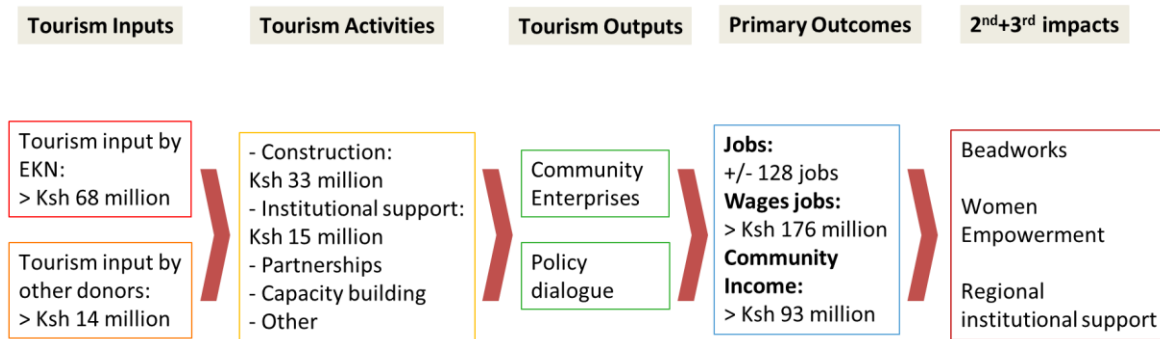


Figure 4.1.9: Summary flowchart ACC

In general we recommend to ACC:

- To follow up the on-going monitoring of their progress in various tourism related projects around Kenya, yet incorporating more information on in-direct and dynamic effects of small scale tourism initiatives. These initiatives are different in scale in comparison to other conservation organizations evaluated here (e.g. AWF and NRT), and it needs to be seen to what extent these initiatives can perform in relation to large scale tourism lodges that other conservation NGOs seem to be more familiar with. ACC stands out in this regard, but could work on its legitimization of these projects through stronger monitoring of livelihood effects that clearly seem to go beyond enterprises themselves. ACC has proven to stand at the basis of many spin off businesses that lead to a great

span of new economic development that by itself could only exist through initial investments in tourism.

- To make tourism a programme element of ACC considering the high percentage of income flowing into tourism projects already. ACC is establishing a strong basis of lessons learned on community based tourism which could potentially reach out more to other organizations that are involved in tourism projects with a strong bottom-up approach like ACC. The support to FECTO is a good example of how knowledge on community based tourism can become institutionalized, and we underline its importance for the future.
- To be cautious with on-going investments into tourism projects' hardware, and instead continue to build upon the establishment of strong and diversified support for community interests into tourism that ACC can contribute to through their expertise in community based tourism. It seems that some tourism enterprises like women projects' involvement into beadworks, has led to profitable returns. Such development is positive in light of decreasing donor support that also ACC is facing, leading to a greater independency of any tourism initiative. ACC could consider looking into a reversed business model where its main form of income is coming from the communities it is supporting (e.g. see also envisioned approach of NRT explained in section 4.4), instead of providing communities with donor income and additional capacities.

4.2 African Wildlife Foundation

4.2.1 Introduction to AWF

The mission of the African Wildlife Foundation is to ensure, together with the people of Africa, that the wildlife and wild lands of Africa will endure forever. Related to tourism, AWF has created a successful process of developing and brokering eco-lodges between communities and experienced private operators. While both provide funding, the community owns the land and lodge, and the operator is responsible for running it. The operators then lease the land from the community and agree to pay a percentage of all revenue earned, creating incentives for communities to protect areas for wildlife. The work in Kenya focuses on two Heartlands: Samburu and Kilimanjaro Heartland.²²

The main strengths of the AWF conservation enterprise approach compared to the three other organisations are:

- Its business orientation and its potential to attract sustainable commercial finance (through its affiliate African Wildlife Capital);
- Its advocacy role in Kenya;
- The community contributions per beneficiary (in terms of community income, jobs, bursaries, health facilities etc.).

The experimentation with (tourism) conservation enterprises has provided important lessons learned, increasingly documented by AWF as well as external partners.

4.2.2 Inputs

AWF has been granted Ksh. 1,573,026,219 by the EKN between 2008 and 2013; which is on average over Ksh. 262 million per year (between July 2007-June 2011 & July 2012-June 2014). Although varying per year, EKNs contribution constituted less than 10% of the total AWF income per year. However, when we consider AWF income in Kenya only, EKN's input constituted in some years for more than 70% of AWF's total budget (COCA reports).

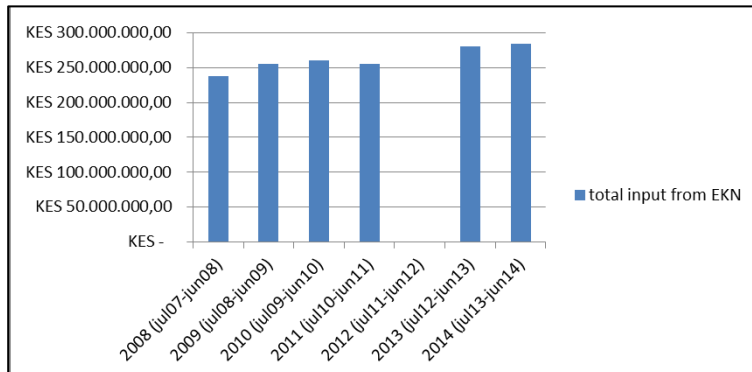


Figure 4.2.1: Input EKN to AWF between 2008-2014

²² Heartlands are "large landscapes of exceptional wildlife and natural value where AWF works with a variety of partners, including local people, governments and other resource users to fulfil our mission of conserving wildlife and wild places in Africa." - AWF (2003) Heartland Conservation Process (HCP), A framework for effective conservation in AWF's African Heartlands

On basis of (limited) data available on support from other donor organizations, we estimate that EKN's contribution towards AWF's tourism activities adds up to 51 %²³. USAID and the EU biodiversity fund have played a significant role in the financing of tourism conservation enterprises like Satao Elerai. In most cases AWF has used a diversity of funding sources to invest in conservation enterprises, table 4.2.2 provides an overview of examples in different cases.

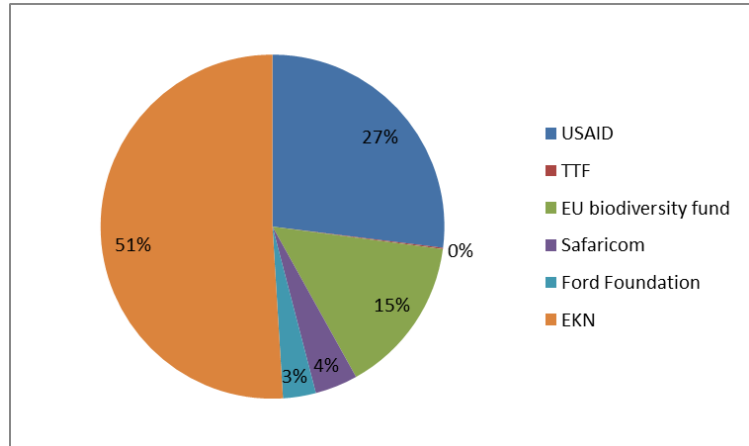


Figure 4.2.2: Relative donor support to AWF's tourism activities

4.2.3 Activities

It has been impossible for AWF to clearly articulate how EKN payments have specifically contributed to tourism related activities (like investments done, hours spent, etcetera):

We simply do not have this data. Staff time is charged to landscapes, and trying to estimate the hours for each area of engagement would be something that is quite time intensive, and built on guesswork – nothing that would be reliable. Similar story for the hourly wages. (...) Keep in mind that these enterprise initiatives are part of larger, more integrated programming – and often meetings and efforts are not one-subject events. Our recording of staff time is at a higher level than any specific activity (interview AWF).

Nevertheless, AWF continued to support 12 conservation enterprises in the period 2008-2013, 10 of which are tourism enterprises: Koiya Starbeds, Satao Elerai, Lumo, Tawi, ADC Mutara, Enduimet, Olgulului, Chiawa, Umoja's women manyatta, and Ol Lentille. In other cases AWF had a non-financial engagement. AWF has been able to reconstruct how much investments have been made in various years between 2004-2012²⁴, see table 4.2.1. Table 4.2.2 has been reconstructed by AWF to give an indication of their key activities and resources spend on tourism enterprises, as far as details are known by AWF.

Even though there is limited information, in terms of exact numbers and specifications of numbers given, we conclude from this data that AWF has had both successful and less successful engagements with tourism facilities. Shompole is an example where AWF's efforts have been unsuccessfully due to tensions between community and private operators. Nevertheless, AWF was generally able to show significant results elsewhere, the most striking examples being Satao Elerai and the re-structuring of Lion's Bluff. Taking the evaluation period 2008-2013 into account only, we can conclude that AWF has invested approx. Ksh. 117 million into construction, post-deal services, business planning, negotiations between private partners and communities. Tourism activities as such have utilized approximately 7% of AWF's total budget received by EKN. The exact distribution of these funds into tourism related activities is unknown. At least Ksh. 32 million went into construction, Ksh. 2 million into post-deal/-construction services, and Ksh. 8 million into restructuring and planning (Lion's Bluff). Yet this only accounts to a third of proclaimed expenses in tourism by AWF between 2007-2012.

²³ Estimation on basis of information in table 4.2.2

²⁴ Only figures between 2007-2012 are used for the overall analysis of AWF's performance in comparison to other organizations assessed.

Table 4.2.1: Investments into tourism enterprises by AWF between 2004-2012

Financial Year	Resources from EKN Dedicated to Tourism	Key Activities
2004	Ksh. 2,097,171	Construction of Lentille, Chiawa cultural village
2005	Ksh. 6,085,530	Support to construction of Elerai and Lentille, Chiawa and Park tourism management model for Samburu National Reserve
2006	Ksh. 4,689,576	Construction for Elerai, Lentile and development of Kalama Conservancy for tourism
2007	Ksh. 14,881,236	Construction of Elerai, Lentile, Umoja womens manyatta and Chiawa Cultural Vilage
2008	Ksh. 4,505,633	Support to Enduimet, ADC Mutara and development of tourism enterprise tools
2009	Ksh. 19,397,681	Support to Enduimet, Mutara, post deal services to Koiya/Kijabe; Samburu Reserve tourism management; and scoping and business planning for Kitenden community
2010	Ksh. 23,871,860	Support to ADC Mutara; Enduimet; post deal support services; tool development (e.g. standard KWS tourism leases) and facilitation of new negotiations, Maasai Mara Plan
2011	Ksh. 43,469,913	Support to Enduimet, ADC Mutara, post deal support services and support to Samburu Reserve
2012	Ksh. 11,349,173	Support to Enduimet; deal negotiations and post deal support services
Total	Ksh. 130,347,773	KES 117,475,496 (2007-2012 only – for analysis purposes of this report)

However, it has been impossible to make any conclusions on the attribution level of AWFs work when it comes to taking pride in generated outcomes. Often the establishment of tourism facilities is done in collaboration with partners (communities, funders, private operators, etc.), each bringing in their stake (income, expertise, natural resources, etc.). We can only assert that EKN, through the work of AWF, has contributed to described (and well monitored) direct outcomes amongst communities connected to these tourism facilities (see further under AWF outcomes). As AWF asserts: "without our stimulating ideas and commitment to actualize them, there would be no lodges!".

Apart from brokering of partnership deals and construction of conservation enterprises, AWF has also played an important role in advocacy related to tourism, the foundation of organisations as FECTO and KWCA, and in sharing and dissemination of lessons learned. Therefore AWF has made use of the support of EKN to allocate staff time for these important tasks. This is also reflected in the Programme proposal for the 2012-2016 period in which AWF focuses on increasing commercial performance, developing sustainability among existing enterprises and diversifying from single (tourism) to value chain enterprises (including livestock, agriculture, harvesting and processing of natural products). Related to tourism this means:

- Development of a green marketing tourism plan for conservation enterprises;
- Technical support for restructuring partnership arrangements and benefit sharing mechanisms where necessary;
- Sharing and dissemination of lessons learned to stakeholders based on socio-economic impact surveys.

Table 4.2.2: Tourism investment by enterprise

Tourism Facility	Description of Activities	Description of Investment into Facility
The Sanctuary at Ol Lentille	AWF had a full engagement in this development, from working with the community to negotiate for a land conservancy, to identification and development of the lodge with the partner (Regenesis Ltd.)	Initial discussions and development of this lodge began in 2002 . AWF contributed in excess of US\$800,000 towards the construction of the lodge. Donor funding used for this project included USAID, EKN (\$150,000), EU TTF, Ford Foundation, an individual donor and Regenesis Ltd.
Koiya Starbeds	AWF had a full engagement in this development, from working with the community to negotiate for a land conservancy, to secure land ownership, to developing partnership institutions (KCT), to identification and development of the lodge with the partner (Oryx Ltd., operator of Loisaba Ranch)	AWF provided funding to construct the Starbeds in 2000 . Construction funding was provided by USAID (100%) and was approx. \$50,000 with another \$20,000 for support services . Over the years, a total of \$20,000 of EKN funds were used for post deal support services such as development of strategic plan, monitoring of partnership and dispute resolution.
Olgulului Campsite (Amboseli Community Campsite)	AWF had full engagement in the development of this campsite .	AWF provided \$48,000 from USAID funds to build the campsite. Later we contributed \$2,000 from the Tourism Trust Fund for marketing and another \$5,000 from EKN for post-construction support services.
Satao Elerai Lodge	AWF had a full engagement in this development, from working with the community to negotiate for a land conservancy, to development of partnership institutional arrangements, to identification and development of the lodge with the partner (Southern Cross Safaris)	Initial discussions and development of this lodge began in 2002 . AWF contributed approx. US\$412,000 towards the construction of the lodge . Donor funding used for this project included USAID (\$126,050), EKN (\$100,000), EU Biodiversity Conservation Project (\$240,000) .
Tawi Lodge	AWF had limited engagement here. The lodge was developed prior to AWF involvement. AWF worked with the lodge operators to secure access to larger portion of community land , thereby increasing the income of communities as well as the tourism concession of Tawi.	no investment in facilities
Lion's Bluff	AWF had full engagement in this lodge from supporting the development of LUMO conservancy to identification and development of the lodge in partnership with Tsavo Hotels Ltd. Later as part of post deal support, AWF facilitated a restructuring deal from Lion's Rock under previous operator to Lion's Bluff under current operator. Data for Lion's Rock (opened in 2001) was unreliable as prior operator was unwilling to share. AWF has	The mid-level lodge was built with funding from USAID CORE of \$192,308. Safaricom Foundation contributed \$65,000 for development of the conservancy; Ford Foundation provided \$50,000 for part of the restructuring and governance work while EKN funds (\$100,000 were used for restructuring, strategic planning and governance issues).

	data from the start of the new operations, under the camp name Lion's Bluff (opened in July 2009)	
Shompole	AWF was invited by the operator and the community to mediate growing tensions between the operator and the community . However because of political interference and unwillingness of the operator to negotiate, we were unsuccessful at resolving the conflict . Shompole has since closed and there are now various legal issues related to the dispute between the operator and the community. AWF has had no recent involvement and no plans to re-engage .	no investment in facilities
ADC Mutura	AWF successfully negotiated a deal between ADC (the owners of the land) and Chesterhouse Ltd, a private tourism operator for the successful development of Jambo Mutara Lodge. This 24-bed lodge opened for business in April 2014. AWF also assisted ADC and CHL to establish a 20,000 acre conservancy; equip scouts and enter a partnership with OI Pejeta Conservancy for tourism traversing rights.	no investment in facilities but in the preparation of conservancy and negotiation of deal (\$50,000).
Enduimet	Enduimet Lodge development is ongoing. There have been some difficulties in the construction and development of the lodge . AWF is hoping that construction will be completed by year-end 2014.	AWF has spent approx. US\$300,000 to date on Enduimet. Construction started in 2010 and was fully funded by income from EKN. However, the lodge is not yet open. Total construction budget will be about \$1 million with AWF contributing \$500,000 and the private sector providing the balance
Chiawa Cultural Village	In 2007, AWF successfully supported the Chiawa Chiefdom to construct the cultural village and negotiated deals with lodges along the Zambezi River to ensure a steady stream of visitors. AWF also created the institution to manage the village and built capacity.	\$100,000 was spent to construct the cultural village and build operational capacity

These lessons learned are also relevant for stakeholders outside Kenya. AWF also continued to participate in international dialogue on impacts from tourism as well as lessons learned from enterprise development. AWF worked together with the IIED and Dutch academics from both the Maastricht School of Management and Wageningen University on a training, a research project, and partnered in a NWO project to examine the role of AWF as an institutional entrepreneur. Research results have been published in various publications (Elliott & Sumba, 2011; Lamers et al., 2013; Van Wijk et al., 2014).

4.2.4 Outputs / Outcomes

Clearly, AWFs focus has been on the development of tourism conservation enterprises (e.g. brokering of partnership-deals, community capacity building and construction of lodges) and its related outcomes. Despite its PIMA-system aiming at systematic monitoring of key impact indicators, we have not fully been able to re-create a full picture of conservation enterprises and their related outcomes.

AWF claims that the six main tourism conservation enterprises (The Sanctuary at Ol Lentille, Koija Starbeds, Olugulului Campsite, Satao Elarai Lodge, Twai Lodge and Lions' Bluff) have generated since 2006:

- KSh. 108 million of direct community benefits (for lease, bed-night and conservation fees, etc.)
- Ksh. 81 million of wage benefits from employments;
- On average around 100 direct jobs per year.

For the period 2007-2011 in various reports²⁵ submitted to the Embassy detailed figures are available from tourism conservation enterprises (in Ksh.), which however substantially differ from other figures provided directly to us by AWF in 2014. They differ probably because, according to AWF, "some of the incomes accrued around eco-lodges are conservation related payments that are not necessarily tourism related e.g. payments for leases and other ecosystem services among others. Besides there are also livestock and other enterprise related costs for spin-offs of eco-lodges that we count which are not tourism related" (interview AWF).

Table 4.2.3 Summary livelihood impacts from a number of selected tourism conservation enterprises

Enterprise	Direct community income form enterprise (2007-2011)	Number of males employed in 2011	Number of females employed in 2011	Total wages from employment 2011	Total income to community from conservation in 2011	Beneficiaries in 2011
Sanctuary at Ol Lentille	13,803,087	78 (17 in 2010)	35 (4 in 2010)	15,082,254	120,392,915	10,000
Kijabe women's manyatta	1,761,813	--	2	--	272,510	53
Satao Elerai	8,057,166	33	--	2,682,645	6,408,523	400
LUMO lodge and sanctuary	4,502,002	30	7	3,865,715	4,865,715	6,200
Tawi Lodge	2,559,377	6	--	576,000	2,880,000	150
Amboseli Community Campsite	354,000	0 18 (in 2010)	--	0 <i>1,548,000 (in 2010)</i>	0 <i>1,902,000 (in 2010)</i>	11,485
Koija Starbeds Ecolodge	5,102,000	7	--	1.030,000	2,330,000	1,200
Total of tourism	36,139,445	154	44	23,236,614	134,269,663	19,003
Total of enterprises and projects	117,857,056	300	62	35,786,442	163,980,885	32,472
% share of tourism	23%	51%	70%	65%	82%	

²⁵ See Annual Report for Year 4 Activity 16360 (2010-2011) and Final Summary Report Activity 16360 (2007-2011)

Based on these figures, in the period 2007-2011 around 25% of all direct community income from AWF enterprises was directly related to tourism. However, in 2011 around half of men's employment (see also figure 4.2.3) and 2/3 of women's employments of all enterprises (22) employment was directly related to the seven tourism enterprises. Clearly in 2011 tourism enterprises generated much more beneficiaries than other types of enterprises, despite the fact that the closure of the Amboseli community campsite considerably reduced the amount of beneficiaries.

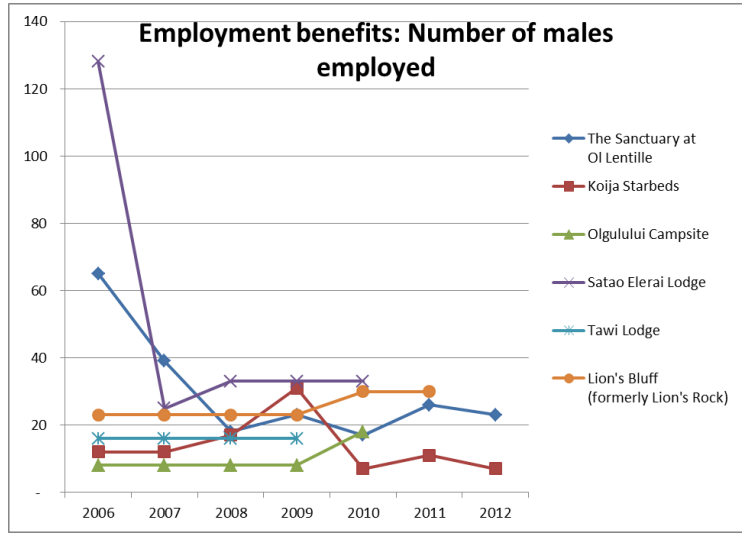


Figure 4.2.3: Males employed at AWF's Conservation Enterprises

In general there is a growing trend of income going to local communities from conservation enterprises between 2006-2012, see figure 4.2.4. Especially Satao Elerai and Lion's Bluff²⁶ are showing steady and almost linear growth of income towards communities. Others are relatively stable, even though Olgulului has shown to be relatively unpredictable in 2010 (and 2012).

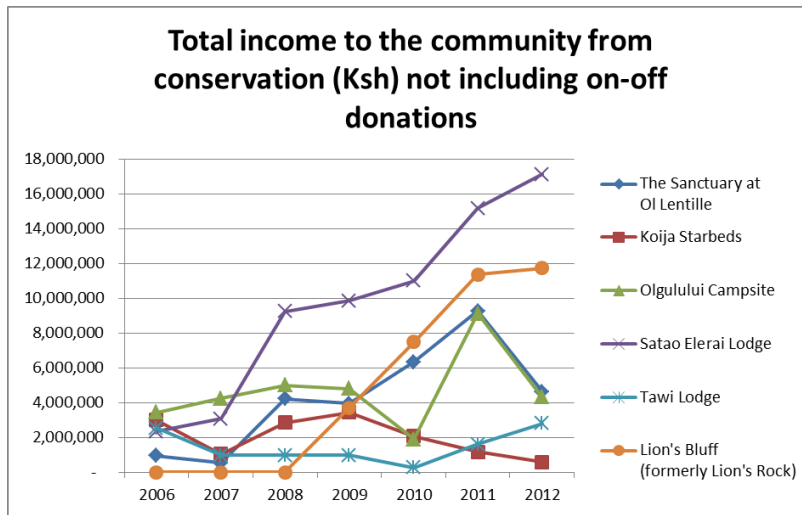


Figure 4.2.4: Communal income from conservation enterprises between 2006-2012

According to Sumba (interview 2014): "The dip in revenues and visitation for Olgulului in 2010 was related to the political campaigns for the referendum during the high season while in 2012 it was because of elections. Olgulului is frequented by backpackers who use road transport most of the time are most susceptible to suffer consequences of political activity".

²⁶ Lion's Bluff has been restarted with the support of AWF, only generating community income since 2009.

Yet, as McBrearity explains, in general, many enterprises had a difficult year in 2012 because "Kenya held presidential elections in 2012. Given the post-election violence that occurred in the prior elections (Christmas 2007) there was widespread avoidance of tourism in Kenya due to the fear of a repeat set of circumstances surrounding the election. The entire tourism sector in Kenya was significantly down – wildlife tourism, sun/beach, etc".

Looking at the relative income per individual per year from different conservation enterprises connected to AWF, we found that:

- a) community income is affected by changes in the tourism market (making community livelihoods very vulnerable in these events), and that
- b) data of Satao Elerai could not be compared with other conservation enterprises as benefit per capita from this enterprise are far beyond the average of Ksh. 1,214 per year per capita (with Satao Elerai the average is Ksh. 24,354 per year per capita). Instead, we have provided two separate visualizations of income to beneficiaries (on average); one of all other enterprises excluding Satao Elerai (see figure 4.2.5) and one of Satao Elerai only (see figure 4.2.6).

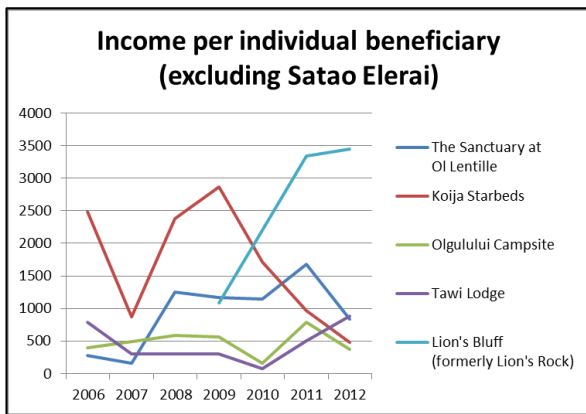


Figure 4.2.5: Income per beneficiary (excluding Satao Elerai)

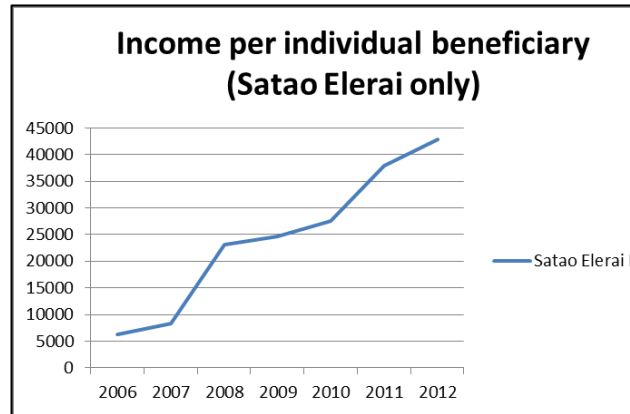


Figure 4.2.6: Income for Satao Elerai

At Satao Elerai, a small community (with around 400 beneficiaries) is connected to this enterprise. As a result the benefits per capita are much higher in comparison to larger communities such as e.g. Olgulului (with more than 11,000 beneficiaries). Notwithstanding elite capturing of this income, it makes sense that an enterprise has potential to be more effective to community income if communities are smaller in size.

There has been a large decline of male employees at Satao Elerai and Ol Lentille after 2006. This is due to the fact that initially many local construction workers were needed to set up the lodges before they could operate. "Many more males were on the payroll during construction. After the lodges were finished, the overall staffing numbers went down, and most of those were men (heavy labourers)" (McBrearity, interview 2014). Nevertheless, the amount of jobs for men seem generally to stay steady through time as depicted in figure 4.2.3. Women are also employed at some of these enterprises (according to AWF): 10% at The Sanctuary at Ol Lentille, 33% at Tawi and 22% at Lion's Bluff. According to AWF, "most of the locally hired positions are low level – cooks, housekeepers, security people, waiters" (McBrearity, interview 2014).

Generally speaking, in-depth analysis of singular cases provides more detailed and accurate information on direct effects than general data provided by AWF. For example, a detailed case study of PhD candidate Nthiga (forthcoming) of two conservation enterprises, the Sanctuary at Ol Lentille and Koiya Starbeds, revealed the following employment data, see table 4.2.4.

Table 4.2.4: Direct effects from Sanctuary OI Lentille and Koiya Starbeds (Nthiga, forthcoming)

Place/ type of employment	Sanctuary at OI Lentille	Koiya Starbeds
Lodge	21: paid by RL (8 are from Kijabe)	5: paid by Oryx Limited All from Koiya
Health centre	35: paid by the OI Lentille Trust 34 community health workers and 1 nurse	2: paid by LCCT 1 nurse, 1 assistant
Schools	27: both primary and nursery school teachers 5: paid by Kijabe group ranch 22: paid by OI Lentille Trust	3: 2 paid by LCCT
Security + Administration	37: Security scouts for the conservation area 8 paid by Kijabe group ranch 29 paid by KCT	5: paid by Koiya group ranch, part income from KCT
FSO (Village Bank) To change to a SACCO	2: paid by AWF	-
Others	-	>40 Koiya community members employed at Loisaba Wilderness

4.2.5 Impacts

Obviously one of the most important dynamic impacts of the work on conservation enterprises has been the acres of land leveraged for nature conservation by enterprises. Currently around 170,000 acres is secured through six tourism conservation enterprises, varying from 96,400 acres for Lion's Bluff to a sheer 500 acres for Koiya Starbeds.

But other dynamic impacts have also been reported²⁷. For example, results from two sample surveys by AWF in Elerai Group Ranch show that the percentage of very rich decreased (from 7% to 4.6%) over the period of two years (between 2009-2011) while the proportion of poor (24% to 15%) and very poor (from 59% to 44.4%) substantially declined over the period. Overall in Elerai, AWF concluded that wealth status and livelihoods of the people improved. The increase of cell phone ownership increased by 30% and bank accounts by 10%. AWF also supported the Nasaruni financial service organisation (FSO), a spin-off of the Sanctuary at OI Lentille. Originally starting at the Kijabe Group Ranch, it has been expanded to reach six extra group ranches. By January 2012 there were 28 lending groups with 816 members, 73.9% being women.

Similarly, at Kijabe a female led manyatta developed. In 2011 the women's manyatta had Ksh. 272,510 direct income, employed two females and had 53 beneficiaries. Related, AWF claims to have assisted the Duputo Women's Group to develop a bead making business as a way of improving livelihoods. This group is made up of 30 women and makes \$ 3,000 yearly from the sale of beadwork to Kenyan and international markets. In order to spread the benefits of the group, AWF also facilitated an exchange visit where this group helped to train 50 women of another group in Imbirikani near Amboseli NP. According to AWF the latter group is now selling their beadwork to tourists in a cultural village on the way to Amboseli NP.

²⁷ See Annual Report for Year 4 Activity 16360 (2010-2011) and Final Summary Report Activity 16360 (2007-2011)

Finally, especially at the Sanctuary at Ol Lentille, but also at other tourism conservation enterprises, philanthropist have considerably contributed to socio-economic development. At Ol Lentille philanthropy generates around \$ 250,000 of guest donations for community projects to be carried out in the region. At Koiya the Loisaba Community Trust generates on average \$ 30,000 per year.

4.2.6 Best Practice: Satao Elerai

Description

Bordering Amboseli National Park, Satao Elerai Camp is a high-end camp with twelve luxurious tents and five suites. The lodge consists of a dining mess, bar, lounge, terrace and pool with view of the plains of Amboseli National Park and Mt. Kilimanjaro. The standard capacity is 34 beds, with a maximum of 41. The current occupancy rate is between 40-50% with clients mainly from Germany and the Netherlands and a mix of UK, Australia and Kenyan residents. The camp is situated 45 minutes from Kimana. Satao Elerai Camp is community owned, but run by a private operator. The community consists of eight extended families of the original landowner and counts around 638 members today, on a 6,000 hectares tract of land.

History and Governance

The area of Satao Elerai is situated in parts of the greater Kimana group ranch and Olgulului group ranch, and is an important wildlife corridor between Amboseli, Mt. Kilimanjaro and Chyulu national parks. However, over time the group ranch has been subdivided in countless 60 acres plots. The result is an extremely fragmented collection of private lands. Combined with an ever growing population and agricultural land use, this has increased human-wildlife conflicts.



Figure 4.2.7: View from Satao Elerai

AWF started negotiations with the eight offspring families of the original and major landowner, resulting in an agreement to set aside their collective 6,000 hectares of land and divide it into three zones of approximately 2,000 hectares: a conservation and tourism zone; a settlement, cultivation and agricultural zone; and a grazing zone. During the construction of the luxury eco camp, AWF found an interested tour operator to run the facility, Southern Cross Safaris (SCS). The Satao Elerai Community Wildlife Trust (SECWT) was founded as the main governance body of the project and consists of a total of seven persons from the family (3), the operator (3) and AWF (1). Below the SECWT, the families are represented in the family committee with two persons from each family, totalling 16 members. From these 16, eight (one per family) also sit in the management committee – the most active committee, and the other eight sit (with others) in one or more of five subcommittees (water, education, settlement, cultural village and conservation subcommittee). Additionally, each family has two to four administrators, with a total of 17, who fill an overseeing role, but could also be members of one or more committees. The construction dictates that all families must be represented in the committees. The trust is not meant to interfere with how the families spend their income, that is strictly seen as internal affairs.

Impacts

The agreement is based on four pillars. First, the private operator initially paid a land lease fee of Ksh. 25,000 per family per year with a 10% annual increment, starting in 2006, regardless of occupancy. This

amount has now increased to Ksh. 50,000. Thirty percent of this fee is reserved for school bursaries, the remainder is divided among the respective family members according to their own will. Secondly, a trust fund is fuelled by a conservation fee of \$20 per visitor per night and is used for wages of scouts and teachers, fuel for vehicles and water pumps, maintenance of the water piping system and roads, medical expenses of community members, a livestock compensation program and occasional expenses for school construction. Third, a bed night fee of \$14 per visitor per night is charged of which \$3 go to school bursaries and the remaining \$11 to the eight families' private accounts. Finally, at the cultural village \$20 per visitor is collected and flows directly to the 48 women of the village, after deduction of \$3 for school bursaries. Total tourism income currently lies around \$100,000 per year.

The several income flows benefit the community in multiple ways. As all community members are members of the eight extended families, the entire community of 638 persons is benefiting from the Satao Elerai tourism enterprise. Besides direct cash to the family bank accounts, the larger community benefits in the following more general pillars: school bursaries, water infrastructure due to boreholes; health care due to an emergency medical expense mechanism; security due to conservancy scouts; employment due to 58 direct jobs at the lodge and 48 at the cultural village and indirectly due to the multiplier effect (for example local farmer suppliers) and infrastructure due to maintenance to the road network.

Contribution to Conservation

The initial motivation for the project was to maintain open wildlife corridors between the national parks and can be seen as the single largest conservation success of the project. The conservation activities of Elerai Community Conservancy (ECC) are directly funded by the trust fund, private philanthropy and donors and consist of patrols to mitigate poaching, charcoal burning and illegal grazing; ensuring maximum security for tourists in the conservancy; maintaining the road network; networking with surrounding conservancies and ranger teams. Land quality of the conservancy has greatly improved and the number and protection of wildlife species increased. AWF also established a payment for environmental services (PES) system in the area. As the land surrounding the ECC is all divided in small, privately owned plots, AWF pays owners KSh. 500 per acre per year to secure the wildlife corridor, which otherwise would be blocked.

Conclusion

Satao Elerai is a successful conservation tourism enterprise as it delivers direct (labour income, community income, wildlife conservation, etc), secondary (supply chain linkages, multiplier effect, reduced human-wildlife conflicts, etc) and dynamic effects (livelihood diversification, educated new generation) to the community of eight families, the greater community at large and the ecosystem it is part of. At the same time it should be noted that the beneficiaries of the project are a relatively small group of persons and in reality one large extended – closed – family.

The project is unique in terms of ownership, but at the same time ownership is its biggest challenge. Eight families own the land and receive collective as well as private benefits. In most community projects expenditure is public and decided upon by public trust boards. In the case of Satao Elerai, there is an important element of family politics that complicates the allocation of funds. A small number of family elites has been able to occupy high positions in the trust board as well as other committees and therefore been able to exert power over benefit flows, led by private gain and kin preference. This has led to serious internal incongruence and threatens the continuity of the partnership. At the same time it should be noted that even though the beneficiaries of the partnership are a closed group, it is dependent more than ever on the presence of AWF in the arrangement. AWF monitors the internal congruence of the family in order to keep the partnership functioning for the sake of maintaining a durable and vital wildlife corridor on land connected to the community of Satao Elerai. A constant dependency on a third party in the partnership is a necessary result.

Family members have expressed interest to remove family politics from the partnership by altering the benefits distribution mechanism and leave it to private families to decide how benefits should be spent. This may questionably lead to in-family gains opposed to community gains.

Overall, Satao Elerai represents a unique partnership and successful tourism conservation enterprise, bringing great benefits to a local (family) community, but is small in scope and afflicted by (ongoing) internal challenges.

4.2.7 Conclusion on AWF

The EKN has supported AWF on average with Ksh. 262 million per year between 2008-2013, which funded a large share of AWF operations in Kenya. Although it has not been possible to exactly calculate the relative share of tourism related activities in the total portfolio of AWF Kenya (we know that at least Ksh. 32 million has been invested in construction work), the experimentation with brokering and implementing tourism conservation enterprises has led to substantial developmental impacts and has incentivized many community landowners to support conservation (see Figure 2.2.6).

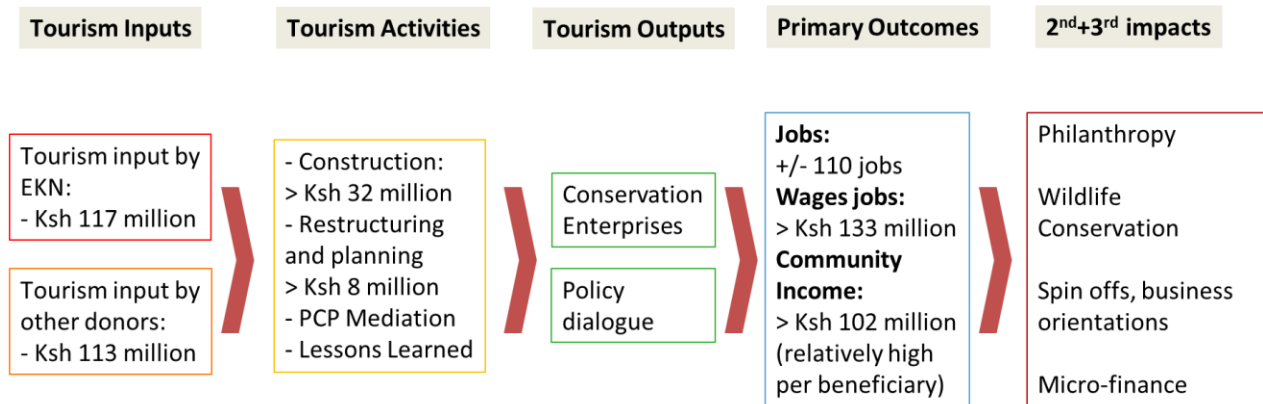


Figure 2.2.6: Summary flowchart AWF

Apart from that AWF has, in cooperation with other NGOs, played an important role in influencing policy making in Kenya on conservation related issues and the foundation of organisations like FECTO and KWCA. According to Sumba (interview, 2014):

"key AWF tourism related activities [in policy making] include: (1) development of the Maasai Mara Management Plan that seeks to rationalize tourism in the reserve [...] (2) Support a government task force on tourism from various government ministries to visit Amboseli and Maasai Mara to understand the dangers of over development of tourism facilities. [...] (3) standardization of commercial tourism leases for KWS."

We recommend AWF in the last two years of EKN funding to secure the results for tourism so far and to give technical support to optimize the functioning and governance of the tourism conservation enterprises. More specifically we recommend:

- To optimize the PIMA monitoring system consistently, especially related to socio-economic data of (tourism) conservation enterprises; showing potential venture capital investors future opportunities in conservation enterprises are likely to appreciate more-than-financial-returns, not only targeting wildlife conservation but also connected livelihoods of human species;
- To allocate at least three of the 10 thematic learning papers - to be produced and disseminated to share AWF experiences in the remaining years - to the lessons learned with tourism conservation enterprises;

- In marketing of tourism conservation enterprises not to primarily focus on the Dutch market, but on the international market (UK, USA, Middle East) and more specifically strengthen their ties with incoming tourism operators in Kenya. Where the high end segment of tourism might saturate to some extent for an international market segment, AWF is challenged to think of creative enterprise models that can also cater more for domestic tourists in the coming years;
- To put a hold upon new tourism enterprise developments within the context of Kenya's heartlands. Keep the focus on brokerage of local/national arrangements, and the management of recurring conflict and negotiations on community shares from tourism. The latter decision, to what we know, has already been undertaken by AWF at the moment.

4.3 Laikipia Wildlife Forum

4.3.1 Introduction to LWF

LWF is a membership based organization of landowners within Laikipia, established in 1992 by private and communal landowners. The initial founding of LWF was done in cooperation with the KWS to work on the cropping of wildlife, a resource principally owned by the Kenyan government, yet for a while considered a consumptive resource by using its skin or meat like they do in Southern Africa (e.g. Namibia, South Africa, or Zimbabwe). In order to get a quota for cropping, one had to be a member of the forum. The consumptive cropping of wildlife came to a halt after six years due to overall misuse, which resulted into a change of focus for LWF's (cropping) work within Laikipia. Laikipia increasingly faced human-wildlife conflict with growing numbers of wildlife and plots of land used for human subsistence. The forum was considered useful for land owners to sit around a table and look into joint initiatives to improve the socioeconomic and natural status of Laikipia. One of these initiatives has been the establishment of tourism, particularly photographic wildlife based tourism. A forum could possibly contribute to joint action for landowners involved with tourism, and this is where LWF has been experimenting different approaches over the past few years.

LWFs currently focuses on conserving "Laikipia's wildlife and ecosystem integrity and improve the lives of its people by bringing its societies together to conserve and sustainably use the natural resources on which they depend...by [1. increasing] understanding of the need for and the value of wildlife and a healthy natural environment; [2. developing] effective conservation & natural resource management to create and maintain a healthy natural environment and [having of] abundant natural resources; [3. optimising] the value of and access to natural resources that support lives and livelihoods; [and 4. capitalising] on the value of the LWF to its Membership and the wider population of Laikipia"²⁸. The main objective of LWFs Tourism Development programme is to "encourage tourism to support wildlife & environmental conservation across Laikipia"²⁹ and to "support the tourism sector by strengthening the Laikipia brand and establishing Laikipia as a destination of choice in Kenya and Africa"³⁰. Tourism is considered by LWF as an alternative land use practice that potentially can "compete with less environmentally friendly land-uses" . Where Laikipia has great potential for tourism, it is not fit for the entire county surface, and it can definitely not cover the costs of wildlife conservation alone:

You are looking at multi-million euro operations just to cover the costs of looking after a rhino and several other species [...] it depends, if you are in an area where wildlife isn't threatened, if in the landscape there are compatible land uses like livestock keeping, pastoralism, and if people are not concerned that their animals will be eaten by lions, then your costs of conservation are relatively low and you could do tourism and get some benefits from wildlife (Interview LWF).

Next to tourism there are competing and profitable land uses in Laikipia: horticulture, mixed ranching, and sometimes pastoralism. Currently, tourism allocates 5 % of the total land size of Laikipia, mostly in central Laikipia (see also figure 4.3.1: tourism occurs mostly in the orange parts of this map).

²⁸ LWF's Strategic Plan 2011-2015

²⁹ LWF Tourism Programme

³⁰ LWF progress report to EKN – august-december 2012

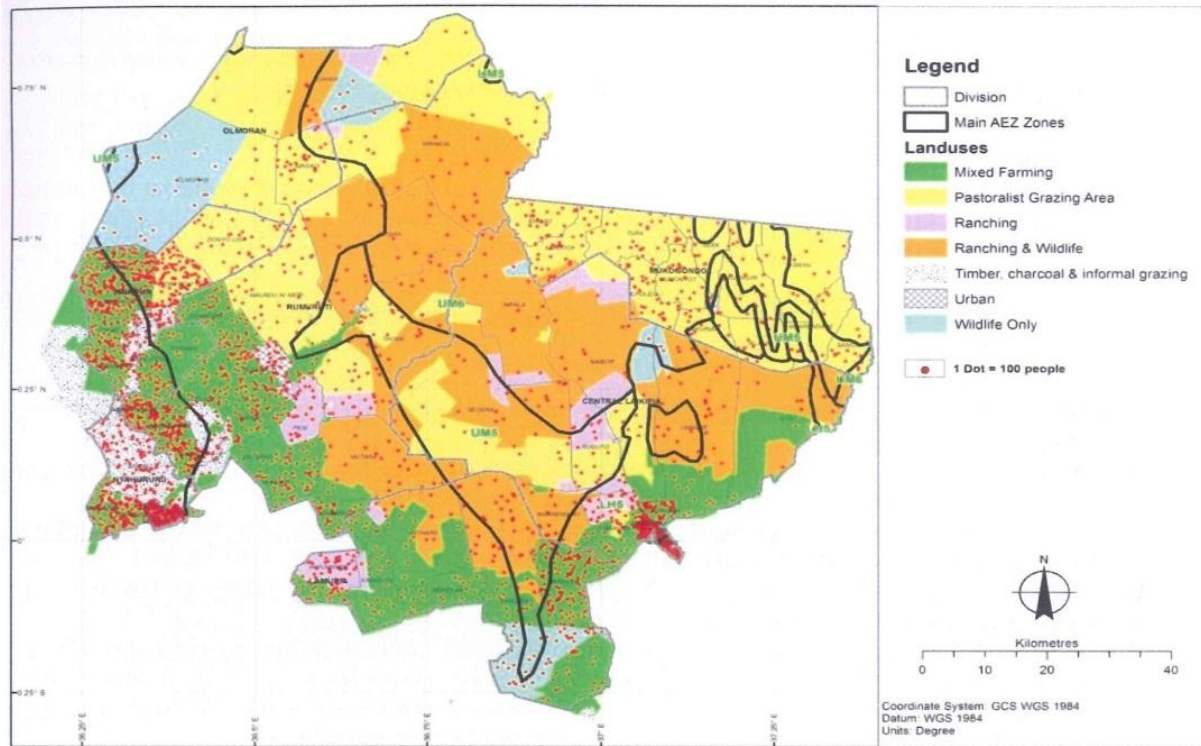


Figure 4.3.1: Land use in Laikipia³¹

There are approximately 41 tourism enterprises with around 1,100 beds and 56 different sorts of activities in Laikipia: 31% of these enterprises consist of small lodges, 7% of community lodges, and 62% of larger resorts/hotels³². It is amongst these enterprises where the majority of tourism earnings are made possible, generating approximately \$ 20 million in revenues each year³³. As a priority sector, tourism directly supports around 6500 people (either working for the tourism sector, or being a dependent of tourism personnel) earning together approx. Ksh. 249 million per year.

4.3.2 Inputs

In total EKN has contributed Ksh. 569 million towards LWF between 2007 and 2013. About 5.6% (almost Ksh 32 million) has been dedicated to tourism activities alone. In relation to other donor income, EKN has contributed to 85% of inputs spent on tourism in comparison to contributions coming from USAID and the Tourism Trust Fund. Both USAID and TTF have contributed to a. the construction and set up of the Yakuu cultural museum; and b. improving the capacity of Oreteti tented camp, providing for training to enable them to manage their lodge. All other tourism activities have been sponsored by EKN.

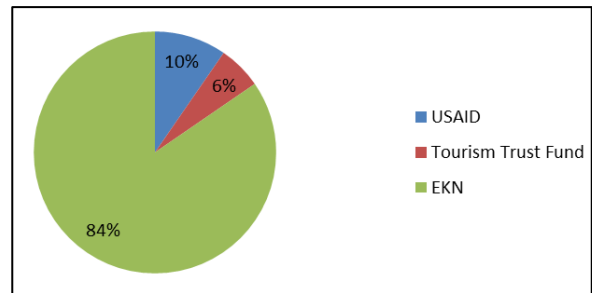


Figure 4.3.2: Relative share donor input into tourism between 2007-2013 - LWF

³¹ LWF, 2013: The Rural Economy of Laikipia as a Basis for a Model County
³² tourism survey LWF, 2007, Wildlife conservation strategy for Laikipia county 2012-2030
³³ Wildlife conservation strategy for Laikipia county 2012-2030

96% percent of LWF's income is coming from donor support (interview LWF), the remainder from membership fees³⁴. Without its members LWF would not have a strong mandate within Laikipia. LWF sees their main role in being a broker that is able to "help improve and broker important relationships for addressing the challenge of collaboration and coordination among different stakeholders and sectors in Laikipia County for wildlife conservation", and in order to fulfil that role effectively LWF "must have both a large and representative membership and the technical capacity to effectively engage with its members"³⁵. Furthermore, membership fees could play a durable role for income towards LWF. This (relatively small) income is currently under threat as LWF is losing a large part of support amongst corporate and individual land owners since 2007 (decreasing 35% between 2007-2013), see further figure 4.3.3.

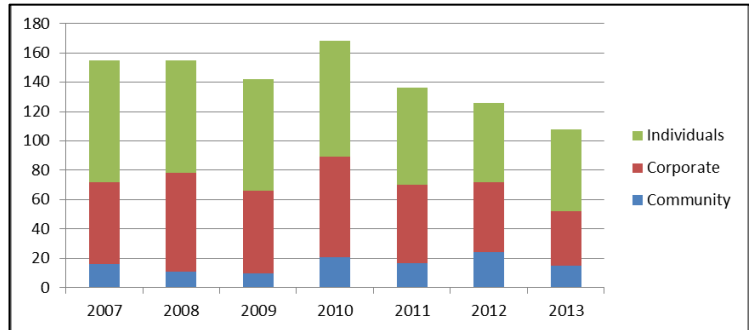


Figure 4.3.3: Number of LWF members between 2007-2013

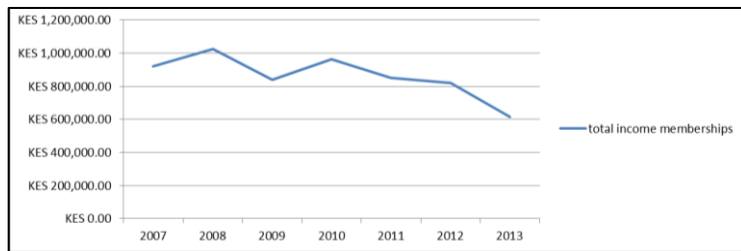


Figure 4.3.4: Total membership income for LWF between 2007-2013

This has led to a decline of membership based income as can be seen from figure 4.3.4. The contribution from members was targeted (in June 2012) to grow towards a steady income for LWF of \$200,000 annually (approx. Ksh. 17 million) by the end of 2012, which unfortunately has not been achieved to date.

4.3.3 Activities

LWF has over the past years shifted its focus from dealing with hardware (support for construction and establishment of tourism enterprises) towards a more softer and enabling approach (support of landowners and existing facilities to improve the visibility/promotion of Laikipia).

LWF is supporting a large variety of activities in Laikipia. Their main activity, is to support the destination branding of Laikipia as a region for tourism, to an extent that even promotes Laikipia as a place to live in (e.g. second homes).

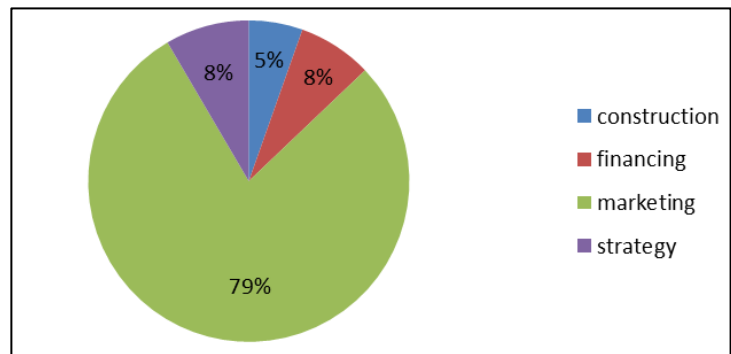


Figure 4.3.5: Tourism activities by LWF between 2007-2014

³⁴ These fees have not been included in figure 4.3.2, but it is indicated that some tourism activities are covered by LWF's membership fees, namely: e.g. a recently commissioned tourism strategy paper under preparation by Conservation Capital. The latter examines the future of tourism in Laikipia, assessed from the perspective of Laikipia's landowners (many of them being LWF members).

³⁵ LWF - Wildlife Conservation Strategy for Laikipia County 2012-2030, p. 41

LWF claims to do more on top of their work in tourism which they cannot specify clearly in terms of Ksh or hours spent. These activities are explained in table 4.3.1.

Table 4.3.1: General overview of tourism activities LWF

Tourism related outputs	Activity and outcome
Sanctuary at Ol Lentille; Tassia; Il Ngwesi; Koija Starbeds	Brokering deal between private investors and local land owning communities
Development of Ol Gaboli Community Bandas	Contribution towards development of bandas and brokering deal between community and private investor
Development of Wild Camping & Wild Camping guide	Identifying camping sites on group ranches and developing publicity materials to market them: 10 sites identified
Places to Stay Guide	Over 20,000 guides distributed free of charge at various venues, shops, travel fairs, travel agencies, etc.
Destination Marketing – advertising, fliers, social media, Open Days, media visits	Publicity materials and events and advertising contribute to overall destination marketing efforts.
Oreteti Tented Camp	Identification of site and setting up of tents to create an accommodation facility

LWF assists many tourism enterprises with leasing community land for the establishment of new tourism enterprises. LWF claims to operate here as "a honest broker" (interview Ogada, LWF), "helping people to identify what is needed on their land". This supporting role is different to what LWF had tried repeatedly in the past; the actual construction, or direct financing, of tourism enterprises within Laikipia. LWF found out that this kind of work showed to be ineffective, having had limited success in realising financially viable tourism enterprises:

We have actually stepped out of direct engagement in these things simply because it was very clear that having very strong alliances that were about self-interests and driven by powerful individuals both within and outside the community who were very much driving their agendas. This made it very difficult for a membership organization to engage, because suddenly you will find that you are dealing with individual interests. So we have to rethink how to handle community tourism enterprises (Interview LWF)

It needs to be noted that LWF is not only responsible for activities and outcomes as highlighted in the table above. For example, the brokering arrangements are partly made possible by other partner organizations such as AWF (involved with Sanctuary at Ol Lentile, Koija Starbeds) and NRT (involved with Tassia and Il Ngwesi). LWF claims that they have had an important role in the brokering process to mobilize communities, where others have had a stronger role in getting a community-private partnership deal settled, including the paperwork, lease arrangements, etcetera.

LWF actually understands that there is a great(er) need for mediators who can function as mentors of communities benefitting from enterprise income such as tourism. LWF, as a relatively small organization, claims that this is indeed an important task, if not the most important task, but that they lack the skills themselves to do the job, whereas organizations such as AWF and NRT do seem to take on that role more clearly.

4.3.4 Outputs

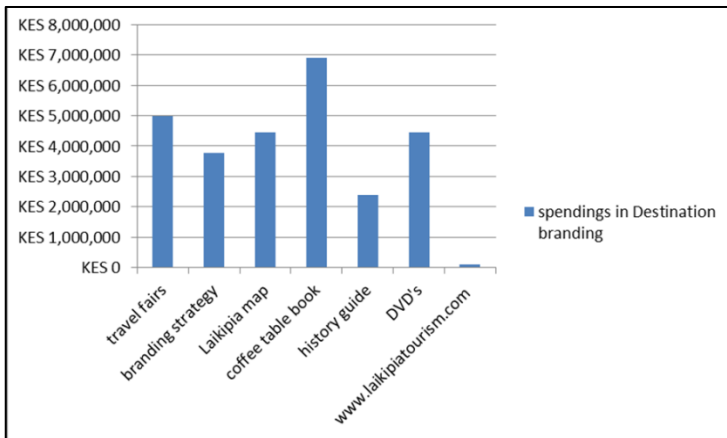


Figure 4.3.6: Breakdown of destination branding LWF between 2007-2013

Destination management is the primary output for LWF, with minor investments done in the Kaptuya Community Bandas and Yaaku Cultural Museum. The majority of financial input from EKN (67%) is spent on tangible marketing of Laikipia in the shape of DVD's (16%, introducing LWF and tourism in Laikipia), a history guide of Laikipia (9%), a tourism map of Laikipia (17%), and a nicely illustrated coffee table book (25%), see further figure 4.3.6. In general the goal of these branding activities is to "promote the positive social economic and environmental impact of tourism in Laikipia" (LWF Strategic Framework Log frame 2012-2016).

The current number of hotel beds available in Laikipia is 1,100, with an average of annual 400,000 bed nights in Laikipia: "between [the year] 2000 and 2007, there was a 104% increase in the number of tourism bed nights in Laikipia"³⁶, and visitor numbers multiplying by 14 between 1996-2009. This development has however changed drastically since 2007, as shown in figure 4.3.7, reflecting the more general decline the Kenyan tourism sector faced since 2007/2008 due to political unrest in Kenya. "The 2007 Presidential elections and the post-election events caused some disruption to normal LWF field activities and the start of work for some experts"³⁷. This has had a significant impact on tourism arrivals in Kenya, especially visitors coming from Europe, see figure 4.3.8 & 4.3.9.

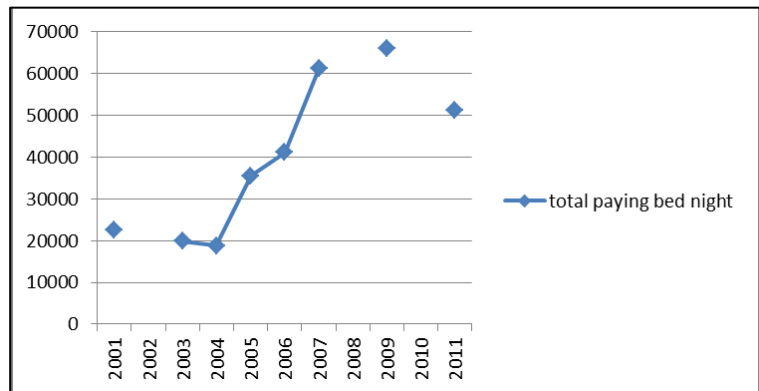


Figure 4.3.7: Total paying bed nights in Laikipia between 2001-2011)

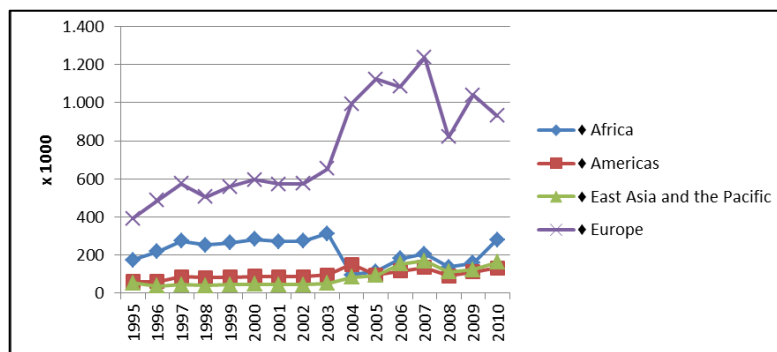


Figure 4.3.8: Arrivals Kenya by world region (source UNWTO)

³⁶ LWF – Wildlife Conservation Strategy for Laikipia County 2012-2030

³⁷ LWF – interim activity report on first six months submitted to EKN – august 2007-january 2008

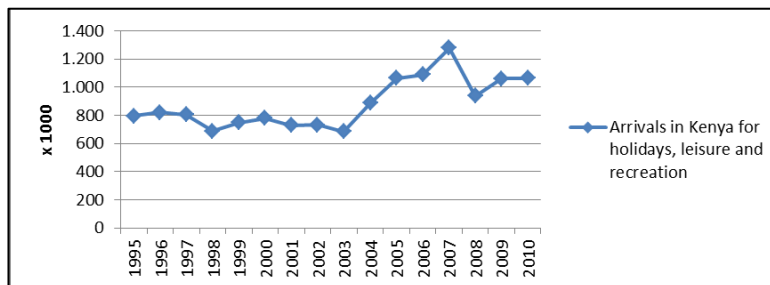


Figure 3.3.9: Arrivals Kenya for holidays, leisure and recreation (source UNWTO)

LWF claims there is still good potential in the tourism sector within Laikipia 'given global trends and the uniqueness of Laikipia's tourism product'³⁸, with potential growth in the low and high end categories of the tourism market³⁹. The efforts in destination marketing of Laikipia by LWF therefore might need to bend into a different strategy: "we apparently cannot control Kenyan politics and resultant international perceptions of Kenya. We would therefore have more advantage if we can target our local (domestic) market throughout Kenya to develop more sustainable businesses in tourism. Targeting lower and domestic high end markets can further complement existing practices, and as such we can manage on-going risks" (interview LWF).

Part of LWF's work in destination management has been their online presence. Looking into the statistics of their online presence the table below summarizes how many visitors LWF attracted over the past years on channels like laikipiatourism.com, laikipia.org, or their YouTube channel.

Table 4.3.1: Statistics of online presence LWF between 2010-2012

	2012	2011	2010
www.laikipiatourism.com (average per month)	300	200	150
www.laikipia.org (average per month)	905	500	-
You Tube Channel LWF	Total Views April 2014: 5,217 (3,514 in 2012)		
You Tube Channel: Laikipia Tourism Video	Total Views April 2014: 1385		

Table 4.3.1, shows that there has been some online interest into LWF's work and Laikipia, yet it has not generated remarkable buzz that contributed significantly in boosting Laikipia's visitor numbers. For more tangible branding products (e.g. coffee table book, or tourism map of Laikipia) it is even more difficult to assess how many (potential) visitors it has induced to come and visit the county. It has therefore been impossible to assess the actual value for money when it comes to LWF's work on tourism and its attributable effects upon livelihoods of people in Laikipia.

As a result, it is difficult to fully understand the effectiveness of LWF's primary activities in branding Laikipia as a tourism destination throughout 2007-2013. There has not been any tourism survey completed for the year 2013 (latest figures are from 2011), making it difficult to make any conclusions here except from the fact that more statistics would be beneficial to prove LWF's effectiveness as a county destination's marketer.

4.3.5 Outcomes

LWF's own tourism survey gives several indicators for the direct and in-direct outcomes for community livelihoods. Whereas the total tourism estimates for Laikipia range between 700-2,000 employees in total

³⁸ LWF, 2013 - The Rural Economy of Laikipia as a Basis For a Model County; p. 7

³⁹ LWF Wildlife Conservation Strategy for Laikipia County 2012-2030

(depending on the source) LWF's survey has indicated that the number of employees in tourism facilities ranges between 700-900, together earning around Ksh. 125-142 million each year. Laikipia wide this results into an average wage per employee around Ksh. 160-220 k per year. Roughly 75 % of these employees are local residents (based on survey of 2011).

Table 4.3.2: Employee benefits with tourism enterprises in Laikipia in 2007/2009/2011

	2011	2009	2007
Tourism employees (direct)	749	699	869
Total wage bill tourism employees	Ksh. 125,784,155	Ksh 157,000,000	Ksh. 142,000,000
Average wage per employee	Ksh. 167,936	Ksh. 224,607	Ksh. 163,406

Indirectly, LWFs tourism programme also required to hire one tourism development officer, whose salary has been funded by EKN for approximately 75-95% (between 2007 and 2013). In terms of direct attribution effects, this is the only job which can be directly attributed to LWFs work in tourism. The other jobs indicted in the table above are not directly attributable to LWFs destination management. We can only assume that branding has an effect upon a possible increase in visitor numbers (taking into consideration that political turbulence dramatically effected growth patterns of Laikipia), and as such contributes to the amount of jobs in Laikipia's tourism enterprises (foremost in the accommodation sector).

Collectively, Laikipia's tourism operations contribute approximately Ksh. 225 (estimate in 2007) - 290 (estimate in 2012) million into social and infrastructure development, including support to security, water management, fencing and public road maintenance, and community healthcare, education and enterprise development. Approximately 37% of these funds are raised from donors, with 63% allocated from tourism operation expenditures.

**Table 4.3.3: Community Outreach projects in Laikipia (2009)
(based on survey among 16 enterprises. Source: LWF)**

	2009
Education: student bursaries	863
Education: facilities	27
Health centers	6
Enterprise dev (projects)	9
Community Env (proj)	7
Community water (proj)	7
Other	10

The table above provides a fraction of what could actually be contributed to community livelihoods directly. However, it is not clear how benefit sharing mechanisms actually work out on community levels. According to LWF:

...on the communal side you are dealing with hundreds of thousands of individuals who are primarily acting on their individual self-interests. They aren't necessarily cohesively a community. They are a communal area of hundreds of thousands of individuals acting individually who happen to be living in the same place ethnically, sharing the same sort of livelihood which defines them as a community. But you can't bring sanctions that all of them have the same aspirations or think the same just like any society. But what happens is; the people treat them as a homogenous entity and they are not. They are individuals who are all up to whatever they are individually up to. I think that

is one thing and that's one big mistake that they make. Even if people say that we are heterogeneous, community, there are wealth differences, gender, age, inspirational, religious differences etc. in their mind set they keep saying, it's the community as if it is a thing, as a person and it isn't.

This idea of a community has implications for the benefit sharing mechanisms taking shape in Laikipia, which expectedly are bound to change on a regular basis. Whereas only figures on 2009 are available, it is impossible to make any further conclusions on basis of this data. We do not know if such sharing has continued to take place, whether more or less enterprises have been sharing income with communities, or how 'communities' have decided to deal with them.

4.3.6 Impacts

LWF has collected, as an exemption to the rule in comparison to the other organizations assessed in this study, some indicators of indirect benefit impacts from tourism through local procurement of goods and services. *"This is not too difficult to establish, as we simply have visited some shops in, for example, Nanyuki and asked them who is buying from them. On basis of this information we have been able to make estimations on local spending"* (interview LWF). The city of Nanyuki is dominated by tourism since all tourism in Laikipia passes through this town. There are, according to LWF, indirect impacts occurring at for example:

- Mechanics capable of repairing 4-wheel drive safari vehicles;
- The Nakomat supermarket in Nanyuki catering to most tourism facilities in Laikipia. Approximately 80 % of local shopping is done by tourists. It is estimated that, on average, every year purchases reach approximately Ksh. 150 million within Laikipia, with about 21% of these purchases being done with local producers (estimates from LWF tourism survey);
- Many banks in Nanyuki not only serve tourists, but also their main customers, namely conservancies, tourism lodges, the army and flower producers in Laikipia.

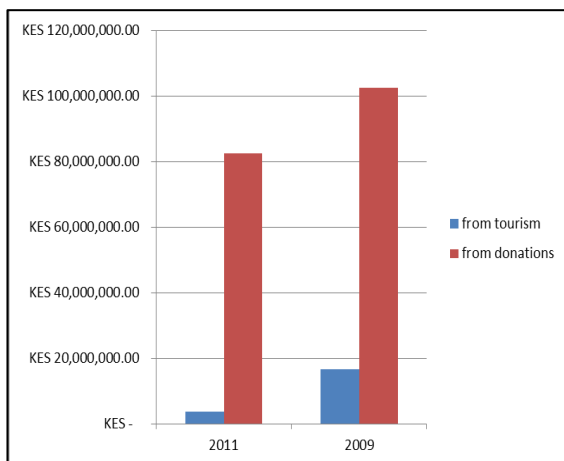


Figure 4.3.10: Enterprise/donor income to community projects through tourism enterprises in Laikipia

Tourism impacts have proven not to be beneficial all the time, as there are certain cascade effects. LWF explains; *"imagine that a Maasai father is asked to dance at a lodge nearby. This man cannot take care of his cattle, and leaves this task to his six year old son. While the son is herding the family cattle on his own, he becomes prey to a lion that could easily make use of the child's vulnerability"*.

Furthermore, LWF has some data on surplus income from tourism enterprises, and how this has resulted into income for communities in Laikipia. There is roughly 10% of commercial tourism surplus spent on community projects, whereas 90% is coming from donations. In total this has led to a contribution of roughly Ksh. 100 million per year for community projects (e.g. education, health, water, new enterprise development).

According to LWF, the total spending of conservation NGOs within Laikipia, is at least Ksh. 250 million per year. Without nature conservation efforts it is hard, if not impossible, to sustain the unique wilderness context of tourism in Laikipia. On the other hand it can be argued that tourism enables (part of) nature conservation by providing significant income towards local communities that through additional income would appreciate the existence of wildlife on their lands. Totalling both NGO and tourism re-investments

roughly Ksh. 415 million have been reserved for conservation projects each year in Laikipia. 50% of these conservation projects are claimed to be a result from tourism earnings alone⁴⁰.

4.3.7 Best Practice: Tassia Lodge

Description

Tassia Lodge is a luxurious full-service lodge with six open cabins with a view over the Lekurruki plains. It is fully community owned and operated by a private party. The construction was fully covered by donations. The UK charity Tusk Trust, CHK and an American Zoo were among the range of donors. In the early years there was no local capacity to run such a tourist facility and the nearby Borana Conservancy did the marketing of Tassia's operations, while staff (local community members) was being trained in hospitality matters by Borana Conservancy and LWF. The lodge is situated in Lekurruki group ranch, which is conservancy land under the



Figure 4.3.11: View from Tassia Lodge

NRT network. The lodge has a bar with a roof top terrace, a dining corner and a lounge corner with a stunning view over the open plains. The facility's design is tastefully integrated with the rocks on which it is constructed. The occupancy rate lies around 40% and clients are from the UK, USA and a small portion from Europe. Most guests access Tassia Lodge by air from anywhere in Kenya, using its private airstrip. Access by road is challenging and bumpy and takes up two to three hours from the nearest motorway. Tassia and the ranch's main village of Nandungoru are separated by a high mountain range and connected by a very rough and steep road that is only accessible by a 4x4 vehicle. Lekurruki Conservancy spans the entire Lekurruki group ranch and counts around 500-600 households, which makes up to around 3,000-4,000 persons.

History and Governance

Tassia was constructed in 2001 and became operational in 2002. The initial plan was to follow the popular model of Il Ngwesi: a community owned and operated high-end luxury lodge. In the early years, mainly domestic tourism was targeted and the facility was only for rent exclusively and not per room. There was no capacity to offer quality food, so the rent was without food and beverages, guests had to bring their own. Local capacity to run such a tourist facility was scarce and Tassia was assisted by external parties (e.g. Borana Conservancy and LWF) in terms of marketing and training. Due to the long term absence of profit, LWF set out to find a private party willing to enter the arrangement and found the tour operator Northern Frontier Conservation (NFC). LWF led negotiations between the Lekurruki community and NFC until both parties engaged in a Private-Community Partnership and the first five year agreement was signed in 2007. Between 2012 and 2014, the lodge has been operational while being in (a long) process of re-negotiations. In March 2014, a new 20 year agreement was signed, ensuring exclusive tourism rights for NFC and continuation of full ownership by the Lekurruki community.

In order to ensure international recognition as a legal entity and with regards to liability issues, the arrangement has turned into a trust: the Lekurruki Conservancy Trust. As a trust cannot own any assets,

⁴⁰ Wildlife Conservation Strategy for Laikipia County 2012-2030

Lekerruki Conservancy Ltd., a not-for-profit company was founded. The limited company has a board of directors consisting of two community members per each of the three conservancy zones, one representative of LWF, NRT, Kenyan Wildlife Service, Space for Giants and Borana Conservancy and the private investor. A project manager stands between the board of directors and the several sub-committees who meet four times per year to discuss the day-to-day management of the project. After these closed meetings, public meetings are organized to hear the needs of the community. Each year in June an Annual General Meeting (AGM) is held where the performance of the lodge and allocation of funds to each zone and benefit pillar is presented. This is a public meeting and is attended by several hundred community members.

Impacts

Whereas the previous agreement dictated a \$30 community fee per visitor per night and \$20 conservation fee with a previously determined annual minimum guarantee, the new 20 years agreement has a slightly different construction. NFC committed itself to pay \$60 conservation fee per non-resident visitor per night (resident \$40) and a 7% share of total annual revenue before tax and after tour agents' commissions for the community development fund with an increment to 8% after three years. The conservation fee and the revenue percentage are then put together and split in 40% for conservation expenditure (security, rangers, land management, etc.) and 60% for community development (school bursaries, health, school projects, water, infrastructure, road/airstrip, etc.). The latter division is typical for enterprises connected to NRT, as Tassia is currently part of NRT's expanding conservancy territories in the north of Kenya. Total tourism income from Tassia amounted to Ksh. 5 million going into community benefits; Ksh. 2 million to conservancy income, and Ksh. 3 million to support community projects directly.

The community development fund delivers direct and secondary effects in several benefit pillars. First of all, 70 direct jobs are created in the lodge and the scouts teams and 100 people found indirect employment. Water pipes have connected the mountain springs with the village, the lodge and the conservancy headquarters. Twenty-seven students in 2013 and 35 in 2014 have been granted school bursaries. Schools were constructed and teachers were hired. People are assisted in case of large medical expenses and a local dispensary is scheduled. Women have been enabled to organize themselves into several economic activities among which the production and sale of self-made paper and beadwork, vegetable gardens and livestock marketing. The single biggest impact reported is improved security. Prior to the tourism project, the Lekerruki area was heavily affected by cattle rustling, armed conflict with neighboring groups, intruders and illegal grazing.

An important (dynamic) effect is improved land planning. As a result of growth of population and livestock numbers, land pressure has drastically increased. Most of the communal land suffers from overgrazing. With help of the community development fund, the community engaged in a holistic management and land purchase program. More specifically, the community fund rehabilitates empty patches with grass seed; aggressive alien plant species are taken out the ground and disposed; a strict grazing plan is set by a grazing committee; and through the livestock bunching principle homesteads apply a rotating scheme for livestock locations. The most important intervention is the purchase of a total of 24 hectares of plots of lands outside the group ranch for community members to use as homesteads, settlement and agriculture.

Contribution to Conservation

The Lekerruki Conservancy covers 12,000 hectares of land. Before the land was turned in a conservancy in 1999, the area knew much poaching and no land management, which meant much overgrazing, cattle rustling and intruders. Improved security, therefore, is a direct contribution to conservation as armed wildlife scouts monitor and control levels of poaching. The Lekerruki Conservancy, with backup of NRT and many other donors, is professional in its organization. Levels of poaching are reported to be decreasing; a wildlife corridor was established between Laikipia and the larger Samburu ecosystems and extirpated species of wildlife have re-colonized the area once again. The conservation team consists of the conservation

manager and around 25 scouts. In 2013, conservation income from Tassia Lodge amounted to \$24,000 and was good for 30% of the annual conservancy budget.

Conclusion

The tourism enterprise of Tassia is delivering much needed and high numbers of direct financial support to both the Lekurruki conservancy as well as the community. Tassia in fact covers about a third of Lekurruki's current operational costs (annual report of Lekurruki conservancy 2013). Tassia has been able to reduce the community's disconnectedness of economic networks because of its remote location and disintegration in national institutional matters like the provision of education and security. Tassia provides a substantial, important share of the conservancy budget. It has shown to be essential for local economy, widespread development and protection of nature and wildlife.

LWF has been involved in the project from day one and throughout the entire process and was especially effective in the quest for and negotiations with the private investor. Even though its financial support has been almost none – opposed to, for example, NRT's annual contribution to cover inadequate funding for Lekurruki conservancy (this was more than Ksh. 2 million in 2013 only), they mainly play a mediating role between parties, a voice in negotiations, advising, providing capacity building and material support. Nevertheless, according to the private investor and the conservancy, the inclusion of LWF in this enterprise remains crucial for its continuation. Not only as a necessary, unbiased voice in the board of directors, but also in the continuous effort to capacitate resisting community members who often want maximum profit with minimum efforts. LWF keeps emphasizing that tourism is beneficial for direct and indirect situations, in the long and the short term.

For a future arrangement, an important lesson learnt from this enterprise is to prioritize land management before project initiation and above all else. After years of operation, grazing zones are still not respected and the agreed tourism exclusion zones are violated, harming the (full potential of) tourism performance in the region of Lekurruki Conservancy.

4.3.8 Conclusion on LWF

It has been challenging to make conclusions on the performance of LWF when it comes to tourism and local economic impact. Related to tourism, LWF has changed its direction into focusing upon destination management of Laikipia, and to a lesser degree on construction work and community brokering as it was used to do before 2007. Measuring the effectiveness of investing Ksh. 23 million into marketing efforts is hard and makes a clear attribution towards the number of jobs, community income and other more indirect and dynamic effects of tourism found in Laikipia impossible (see also Figure 4.3.12 for the flowchart of LWF). LWF could have done more on the monitoring of their impacts in tourism. We want to remind LWF of their own mission that is aiming "[...] to improve the livelihood of [Laikipia's] people". The tourism survey that has been developed over the past few years has proven a good start in monitoring change for the sector in Laikipia, it has however not been maintained adequately in order to make good comparisons over different years.

At the moment the real problem for LWF is in its leadership and lack of a clear vision. Membership support is decreasing rapidly, jeopardizing LWF's mandate within Laikipia. Collaboration with NRT, another membership based association that has a lot of support in the neighbouring Samburu (see further section 4.4) might offer a way out. At the moment LWF is discussing a MoU with NRT since their work is overlapping to some extent in parts of Laikipia. There are plans to set up a joint rangelands programme, and both organizations would like to clarify who can take the lead in supporting which areas of Laikipia, as this is currently puzzling for some communities (who cannot easily distinguish the work of both organizations), dealing with the risk of double work (interview LWF).

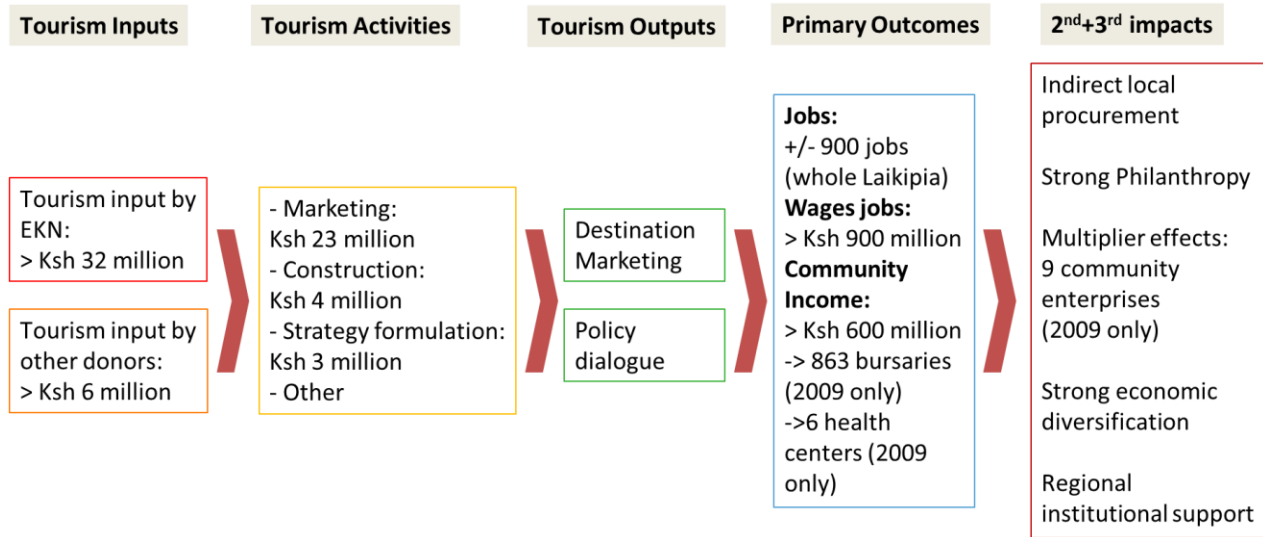


Figure 4.3.12: Flowchart LWF

Based on our analysis we recommend LWF to:

- Start to generally re-engage with LWF members through renewed leadership and clarity on the direction of LWF, also with regards to other conservation organizations active within Laikipia. LWF should make absolutely clear what its added value is for the county;
- To reconsider their general efforts into tourism. Haphazard promotion of Laikipia is not the way forward. It should furthermore not be the task of a conservation organization to engage with destination branding, especially when this is paid for by external donor funding. If members of LWF, particularly corporate private tourism enterprises, desire more promotion of Laikipia, they should be able to crowd fund particular campaigns on their own accounts.
- To continue monitoring the performance of tourism within Laikipia by means of a consistent survey, preferably in collaboration with other conservation organizations in Kenya. Furthermore stress the fact that local economic impacts as studied here are an important feature to study in detail, and as such should be incorporated further to keep monitoring how tourism can aid the rural poor. At the moment available information on local economic development is extremely limited.

4.4 Northern Rangelands Trust

4.4.1 Introduction to NRT

The Northern Rangelands Trust (NRT) is an organisation of land-owners in Kenya's northern rangelands that aim to secure land for conservation and human development by setting up conservancies. The mission of NRT is *"to develop resilient community conservancies that transform lives, secure peace and conserve natural resources"*⁴¹. The Northern Rangelands Company (NRC) is a not-for-profit company that runs the affairs of NRT. Please note that where we mention NRT in this report, we refer to its operational arm called NRC. Where much of NRT's work is focused on the development of resilience through improvement of security in wide span areas in the north of Kenya, partnerships with tourism operators has earned its own role in the conservancy approach of NRT as a way to diversify the rangeland's economy. In fact, for some of NRT's conservancies a substantial part of the income is coming from tourism enterprises (see further below) to provide for conservancy operations and community benefit-sharing. Tourism provides for the largest share of commercial income sources, next to livestock and beadwork trading. NRT has appointed nine staff members to work on the development of these different types of enterprises⁴².

NRT contributes to and supports the brokering of partnerships between community land owners (e.g. group ranches, trust lands) and private investors that contribute to conservancy development in northern Kenya since 2004, which increasingly seems to become a new standard in Kenya's ASALs. Their main aim is to make communities more resilient with the use of conservancies, setting clear rules on the management of land, the use and distribution of resources, and the relation between people. Through the development of well-functioning conservancies, NRT hopes to contribute to the improvement of safety in the north of Kenya, while at the same time improving governance standards for the betterment of people and nature conservation. NRT now secures approximately 10% of Kenya's landmass where a large proportion of Kenya's wildlife resources roams (interview KWS). The abundant wildlife also causes a great deal of human-wildlife conflict for pastoral communities in especially Northern Kenya.

NRT has only started to receive funding from the EKN since late 2012. Therefore, the contribution of EKN to the activities and impact of NRT's tourism activities cannot be assessed in the same way as the other three organisations. Our analysis is illustrated with the case of Sarara Camp, situated in the Namunyak Conservancy. Through this analysis we will be able to show the distinctiveness of NRT's approach compared to the other organisations.

4.4.2 Inputs

NRT has only recently started to receive funding from the EKN. Our analysis of the funding inputs is therefore based on the year 2013, which represents the first fiscal year during which NRT has received EKN funding. A key feature of EKN funding to NRT is that it is largely unrestricted, which means that it is not earmarked for specific NRT projects or programmes. In 2013 NRT has been granted Ksh. 73.7 million by EKN, which corresponds to 19% of the budget secured for that year (NRT 2013) (see Figure 4.4.1). This means that around 20% of the outcomes and impact of NRT activities could be attributed to EKN funding.

⁴¹ COCA NRT, 2012

⁴² COCA NRT, 2012, p. 5

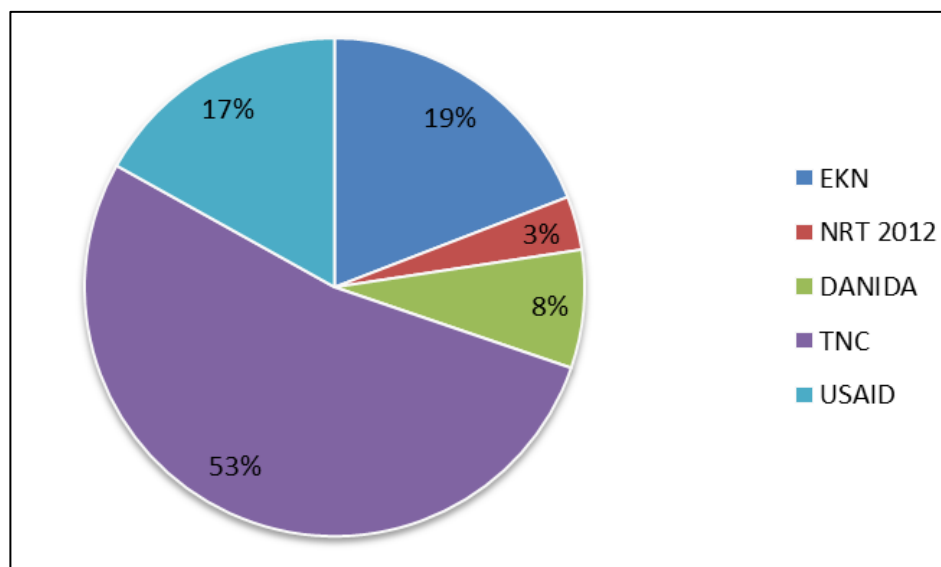


Figure 4.4.1: Relative share of donor input into tourism projects NRT

However, because EKN funds are not earmarked, the contribution of these funds to the core operations of NRT are even more substantial. Of this Ksh. 73.7 mil., NRT has allocated Ksh. 15 mil. for funding the pool of conservancies, Ksh. 3.7 mil. for the livelihoods programme, and the remainder of Ksh. 55 mil. flows to NRT's core operations (e.g. salaries, fixed costs). Table 4.4.1 shows that of all the unrestricted funds budgeted by NRT to cover core operational costs in 2013, 47% is contributed by EKN. The data also shows that 84% (Ksh. 99 mil.) of the core operational costs are made up of the salaries of NRT employees (excluding personnel of conservancies). Covering the core operational costs is obviously of crucial importance to the functioning of NRT.

Table 4.4.1 Contribution of funding sources to core operational costs of NRT

Funding source	Amount	Share
NRT 2012	10 mil. Ksh	9%
DANIDA	22 mil. Ksh	19%
TNC	30.5 mil. Ksh	26%
EKN	55 mil. Ksh	47%
Total secured core operation costs for NRT	117.4 mil. Ksh	100%

The value of the non-earmarked funds of EKN is further illustrated by NRT's chief executive officer:

The Dutch, they are our best partner, because they like the idea of NRT, and they are supporting us with co-work. They haven't said we want to fund tourism projects, or fund this. [...] Other donors, like USAID, they are much more specific; they want to know specific programmes, specific activities. So we try to integrate that in our strategic plan, so that we do the range of things, so that these [...] things are directly supported by USAID. That's the value of the Dutch support; we are trying to do [...] things that the communities want, but nobody else wants to pay for, so the Dutch money goes to pay for those (interview Harrison, 2014).

4.4.3 Activities

NRT has no pre-established tourism programme. Tourism does play a vital role in the commercial earnings for some conservancies, but it is not part of NRT's main work with communities, and as such also not specifically accounted for. NRT generally does not invest in the construction of tourism facilities (e.g. lodges, camps); such material investments are made by the private entrepreneurs that partner with communities in the conservancies. Exemptions to the rules would be lodges within NRT conservancies that have been established previously by other organisations, such as Tassia brokered by LWF in Lekurruki Conservancy or OI Lentille brokered by AWF in Naibunga Conservancy. In these cases the grant funding for constructing these facilities was provided by these NGOs. It should be noted that NRT does invest in material assets that benefit the conservancies at large (e.g. airstrips, roads, water facilities), including the services delivered by or for tourism (e.g. fly camps, surface mobility).

The main costs of NRT towards tourism development are in brokering deals and mediating activities of NRT staff in the conservancies between the private entrepreneurs, the group ranch, and sometimes neighbouring and rivalry groups. To estimate the costs associated with this tourism mediation work, NRT was able to calculate the total amount of staff time spent on consulting and supporting meetings with those conservancies where tourism plays a vital role and multiplied this with the salary costs involved. Frank Bora (CFO NRT): *"I have taken the hourly rate of the staff concerned and multiplied by the number of meeting and number of hours invested to determine the cost [of tourism activities undertaken by NRT]"*. This comes down to around Ksh. 4.8 million in 2013. It should be noted that the costs for some conservancies are much higher than others, even if the amount of meetings, officers, and duration is similar.

NRT does support tourism developments at some conservancies where this makes commercial sense. To assess the commercial viability of tourism development in northern Kenya, in 2013 they have commissioned a study by US based tourism consultancy company Sustainable Tourism International (STI). STI is focussing on the development of a tourism route in the North of Kenya, potentially making use of a collaboration with Laikipia as a portal to the North. Depending on the findings of STI, NRT will advise different conservancies on this tourism route to continue with more tourism developments if desired by communities in conservancies. In other words; NRT does not support infinite tourism developments as the market will consequently saturate too much, and as such negatively influence the overall performance of tourism ventures in the region, or more nationwide. Costs of two consultancy studies carried out by STI have been budgeted at Ksh. 7.9 million in 2013, which is claimed to have been covered by USAID (interview Harrison, 2014). In addition, costs have been budgeted for the purchase of vehicles to develop tourism enterprises in 2013 (Ksh. 4.3 million).

In 2013 a total of Ksh. 12 million seems to have been spent by NRT on tourism. However, it should be noted that without the other costs made by NRT, for example in governance, security, peace, rangelands and wildlife, tourism would not be able to function. The importance given by NRT to these strategic goals becomes evident from their extensive conservancy monitoring and evaluation dashboard. Tourism is clearly one of the preconditions for the well-functioning of conservancies.

4.4.4 Outputs

The main outputs, as far as NRT is concerned, are a growing number of sustainable and well-governed conservancies that deliver resilient livelihoods, peace and security, productive rangelands, stable wildlife, and growing enterprises. Table 4.4.2 makes clear that the number of conservancies has grown the last years, which is due to expansion of NRT activities to the rift valley and the coast. The land under grazing and conservation management has therefore also increased substantially. Tourism enterprises are clearly seen as part of the conservancy output; formal agreements exist with eight tourism facilities in eight of NRT's conservancies. As mentioned, NRT does not aim for many more tourism enterprises, but focuses on

the increase of the contribution of these enterprises to the financial sustainability of the conservancies and to community livelihoods. The consultancy study of STI is claimed to play an important role in this. Tourism outputs are realised through bed night fees at lodges and camps in conservancies where they are based, as well as fly camps and mobile camps in other conservancies. In some conservancies NRT has introduced bird hunting programmes as well as beadwork programmes that also generate tourism income for a conservancy. NRT rules dictate that 40% of these commercial revenues are to contribute to the running and management of the conservancies (e.g. salaries of security scouts, management), while 60% is allocated to communities in the conservancy.

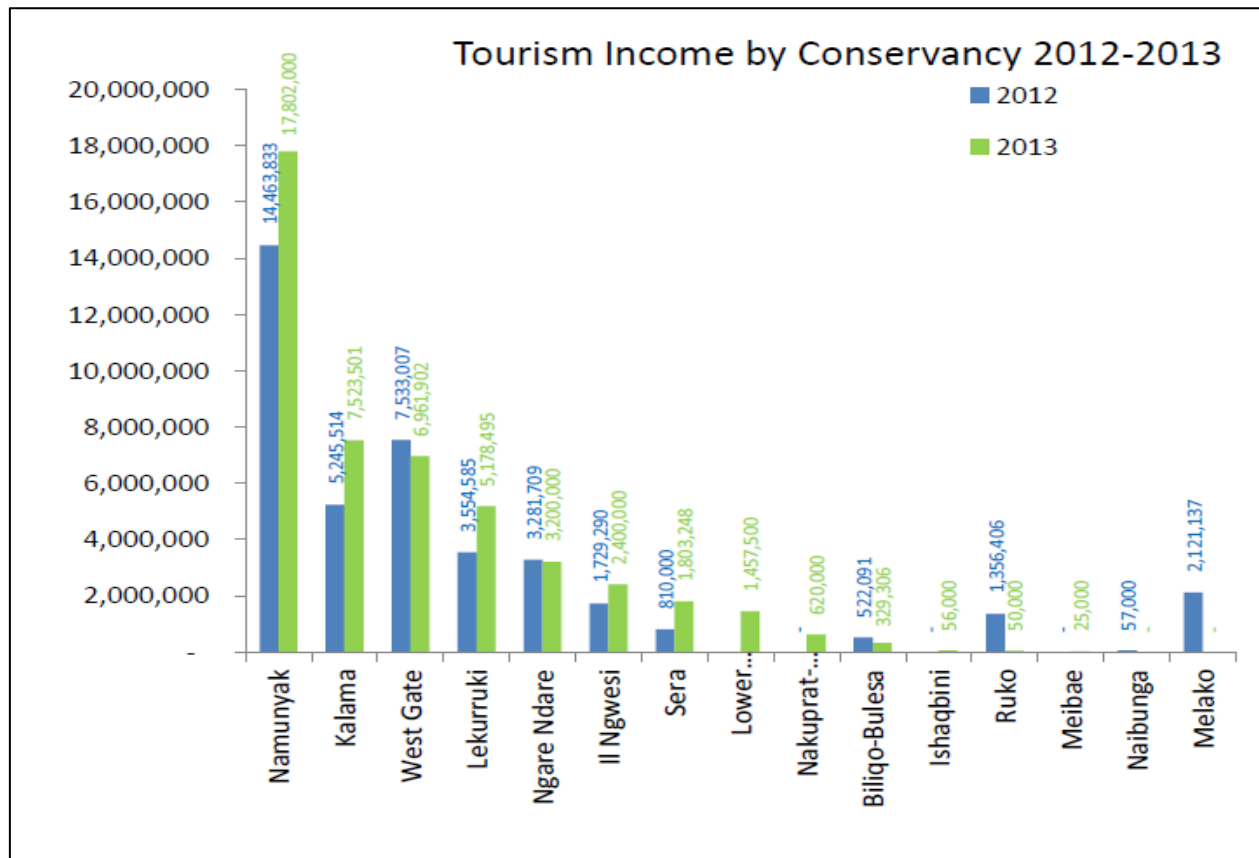


Figure 4.4.2: Tourism income by a selection of NRT conservancies (source: NRT, 2014)

Table 4.4.2 makes clear that the share of the conservancies' budget covered by commercial income (e.g. tourism, livestock, beadwork) has generally decreased and the share covered by donors has increased. The recent expansion of NRT conservancies in areas where commercial income is limited, or not yet possible, may explain these figures. For example, it is known that some of the commercially successful conservancies are able to cover around 50% of their costs from commercial sources (e.g. Westgate, Namunyak), whereas for others this is close to zero. The difference in their ability to generate tourism income is illustrated by Figure 4.4.2; the conservancies with most income are the ones that host an NRT tourism facility (e.g. Namunyak, Kalama, Westgate). The recent contribution of EKN funding, along with other new donors, might also play its part here. For the coming years NRT aims for an increase of commercial and government income in all of its conservancies, and a reduction of the share of donor input.

Table 4.4.2: NRT conservancies: land secured for conservation and budget coverage

Conservancies	2011	2012	2013*
Number	18	19	27
Land under conservation management (hectares)	2,066,916	2,101,816	2,742,387
% budget covered by donors	n.a.	67%	87%
% budget covered by commercial income	n.a.	27%	11%
% budget covered by government	n.a.	7%	2%

* The proportional representation of different income sources for 2013 is incomplete and currently does not include in kind contributions (e.g. uniforms from KWS).

However, commercial income to conservancies (based on the 40% rule) has been consistently growing over the last five years (see Figure 4.4.3). According to NRT's 'community conservancy financing strategy' high potential conservancies can break-even within eight years, depending on return on investments from tourism fees, carbon sequestration, PES, levies on livestock, levies on oil exploitation or levies on other small-scale enterprises. It should also be mentioned that NRT conservancies host a considerable number of non-NRT tourist facilities that currently contribute little or nothing to the financing of the conservancies. For example, the Naibunga Conservancy is made up of smaller conservation areas on several group ranches, such as those of AWF conservation enterprises: The Sanctuary at Ol Lentille and the Koija Starbeds lodge that are currently financed and managed fairly independently. By scaling up and integrating their institutional arrangements (e.g. decision-making and benefit sharing agreements) into larger scale conservancies all tourism

enterprises inside their borders should contribute financially for the collective services provided. It is to be expected that this could provide an important step in making some of the conservancies commercially viable in the future. The extent to which this growing commercial income will be able to increase its relative share on the budgets of the NRT conservancies in the coming years remains to be seen.

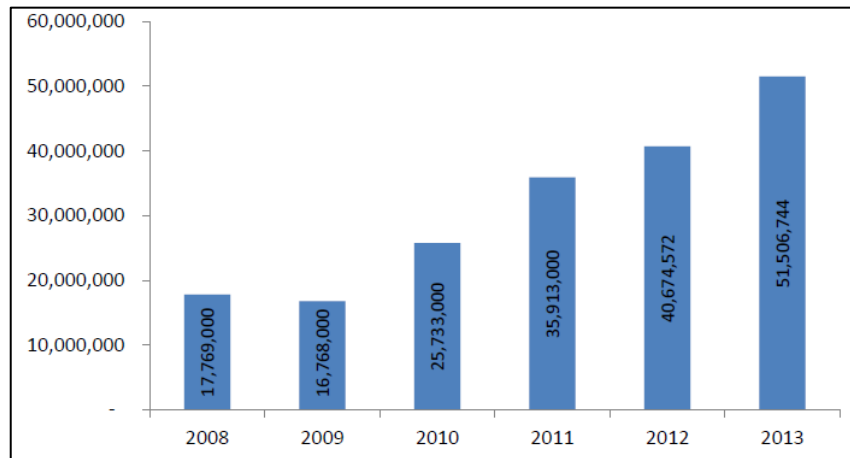


Figure 4.4.3: Total commercial income to conservancies between 2008-2013 (source: NRT, 2014)

4.4.5 Outcomes

The NRT conservancies, and the tourism facilities they host, generate considerable livelihood outcomes. First of all, the conservancies and the tourism facilities generate permanent and casual employment, which mostly benefits community members in remote arid and semi-arid areas where other forms of employment are scarce. Table 4.4.3 shows that a number of permanent conservancy employees is steadily increasing, which is not surprising given the increase in conservancies. Table 4.4.3 also makes clear that in the establishment of conservancies a substantial amount of casual work is carried out, in construction of infrastructure, brokering of deals, and mediation between groups. The table demonstrates that the number

of permanent and casual tourism jobs have decreased over the last years. This might be explained by the fact that the number of tourist facilities do not seem to have grown, while much of the casual work carried out in the establishment of these existing tourist facilities decreases over the years. It is reported that the NRT tourist facilities together represent about 100 beds. It has to be noted that this results in an average number of employees per bed (between 2:1 and 1.5:1) which is higher than the other organisations studied. This shows that the entrepreneurs running the NRT tourist facilities are not only generating income for the conservancies, but can also be seen as social entrepreneurs since their approach has a higher degree of productive employment. NRT further claims that contractual agreements typically stipulate that around 75% of the jobs created in NRT tourist facilities should be meant for local community members (interview Nyausi, 2014).

Next to employment, the tourist facilities, along with other commercial activities, in NRT Conservancy also generate considerable revenue for communities. As mentioned, 60% of the commercial income is allocated to communities in conservancies, which comes down to around Ksh. 31 million in 2013. Figure 4.4.3 shows that this amount has increased considerably over the last years. For instance, the table demonstrates that from this community revenue a considerable number of education bursaries have been granted to a growing number of students. However, we should also note that given the increasing number of conservancies, community revenue will have to be shared with many more people.

Table 4.4.3: NRT employment and community benefits

Employment and community benefits	2011	2012	2013
Number of permanent conservancy employees	422	496	655
Number of casual conservancy employee months	170	846	830
Number of tourism employees (permanent + casual)	200	175	154
Total community revenue from Conservancies (in Ksh)	21,067,000	22,941,620	30,904,046
Total education bursaries granted from Conservancies (in Ksh)	5,241,400	8,385,266	8,101,700
Number of students with bursaries	1,033	1,714	1,810

NRT further claims that substantial philanthropic revenue was raised by tourism entrepreneurs for education, healthcare, security and water projects. How much philanthropic revenue was raised is however not specified.

NRT also offers beading trading programs in five of the NRT conservancies, which tend to be the conservancies with a tourist facility (e.g. Westgate, Kalama, Sera, Lekurruki). NRT purchases beadworks from women's groups at a decent price and sells these for a premium in places where market prices are higher (e.g. at lodges, in cities), whereby the surplus flows into the funding of the conservancies. Figure 4.4.4 shows that from the beading trading program, in 2013, 805 women received Ksh. 8.8 million.



Figure 4.4.4: Revenue generated to women's groups (in KSh) between 2011-2013

The figure also shows that the number of beneficiaries and their revenue have been steadily growing over the last years. In addition 327 women have benefited from receiving micro-finance loans from the NRT micro-finance program for their women's groups (see Figure 4.4.5). In 2013, 371 people benefited from the NRT livestock trading program, whereby NRT purchases cattle at a decent price, fattens the cattle up at Ol Pejeta ranch (or elsewhere), and sells the cattle at a surplus value. The revenue made flows into the financing of the conservancies.

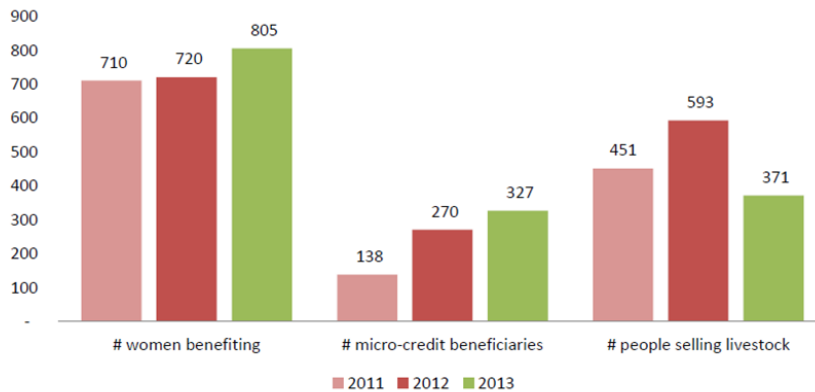


Figure 4.4.5: Number of people directly benefitting in conservancies from NRT trading and livestock programmes between 2011-2013

4.4.6 Impacts

The information presented above makes clear that when we look at the direct impacts, NRT tourism facilities make a strong contribution towards the creation of jobs and community funds for education bursaries and other social projects. In comparison to the other commercial activities that NRT engages in, tourism is clearly the strongest generator of employment and community income. What these direct impacts mean in terms of livelihood improvement (e.g. education, healthcare, water) cannot be specified from the data available.

In terms of indirect effects we have seen that the NRT's tourist facilities, along with the conservancies, generate substantial casual employment, in construction, in providing security for people and wildlife, and in management (see Table 4.4.3). We have also seen that NRT is generating community income from indirect economic sources, such as beadwork and livestock trading (see Figure 4.4.5). Philanthropy has been mentioned as another indirect source of substantial community benefit. Data on the multiplier effects of the NRT tourist facilities is not available, but it can be expected that such effects will be considerable, for example from the local procurement of food, materials and related services in rural and urban centres of Northern Kenya. Extensive and detailed data collection and analysis would be needed to understand these secondary (indirect) effects.

Similar to the indirect effects, the dynamic effects of the NRT tourism enterprises can also not be specifically pinpointed. However, we can assume that the beadwork and micro-finance projects of numerous women's groups contribute to the empowerment of women in Kenya's northern rangelands. Through these projects and the tourist facilities the economy has also become more diversified and less dependent on livestock only. The tourist enterprises, the conservancies and the numerous bursary schemes supported by these enterprises will most certainly contribute to human resource development. However, it remains to be seen

whether and how students supported with these bursaries will contribute to the development of the northern rangelands after they graduate.

With peace and security being one of the key focal points of the NRT approach, insecurity incidences (e.g. cattle rustling, wildlife poaching, road banditry, lodge invasions) are meticulously monitored and carefully controlled between the conservancies. For example, it is known that pastoralist groups neighbouring the NRT conservancies feel restricted by the grazing management rules and left out of the benefit equation. To generate attention, Moran groups will typically invade existing NRT tourist facilities to enter into negotiation with NRT, the entrepreneurs or the conservancy (both Tassia and Sarara have recently seen these Moran invasions) (interview Harrison, 2014). NRT monitors the governance performance of their conservancies and transparently shares the results in the region to stimulate conservancies to perform better. One can understand that the work of NRT has made an enormous and invaluable difference in northern Kenya, by providing security assistance and a mediation platform.

Perhaps the most striking dynamic effect of NRT's conservancy work is that it is currently responsible for 2,75 million hectares of land under conservation management, a number that is rapidly growing. NRT is thereby providing direct, indirect and dynamic effects on a scale that is unrivalled in Kenya. Although the absolute direct impacts of NRT's tourism facilities, along with the indirect and dynamic effects, are high, we have to note that these direct benefits are to be shared with ten thousands of beneficiaries over very large stretches of land. The risk therefore exists that the benefits become thinly spread, or unevenly, which might lead to a range of challenges.

4.4.7 Best Practice: Sarara Lodge

Description

Sarara Camp is a community owned, privately run high end, luxury tented camp. It is located on land owned by the Sarara and Sabache group ranches, in the Matthews Range. The camp consists of six two-persons luxury safari tents with stunning views over an impressive landscape and there is one family lodge with six beds. In front of the comfortable and luxuriously designed dining lodge, there is a small swimming pool. Wildlife such as elephants and leopards roam in the camp's direct view. The current capacity is 18 beds, with plans for expansion. The daily operations are managed by the private company Sessia Ltd. Sarara lies in the middle of the 344,000 hectares Namunyak Conservancy. The Namunyak Wildlife Conservancy Trust (NWCT) has been able to operate thanks to income generated by the tourism enterprise. The larger Sarara and Sabache group ranches have an estimated population of 6,000 households, with Wamba as its main town.



Figure 4.4.6: View from Sarara Lodge

History and Governance

Sarara camp was founded by Pierce Bastard, father of current lodge manager Jeremy Bastard, in 1996 with help of Lewa Conservancy and Northern Rangelands Trust (NRT). Until then, Bastard had been manager of the Il Ngwesi Lodge and had extensive experience with safari tourism in Africa. From day one, the model for Sarara was to include full community ownership, as the second of its kind and after the example of Il

Ngwesi. In 1998, a 15 year agreement was signed between Sarara Camp and the two group ranches, with NRT in a mediating role. In 2013, a new agreement was signed which gives Sessia Ltd. 30 years of exclusive tourism rights in the Sarara-Sabache area. In the Private-Community Partnership, the material and financial investment has come from the part of Sessia Ltd. NRT continues to supplement the budget for the conservancy management as the conservation income from tourism does not suffice to cover all operational costs.

Namunyak Conservancy covers the land of six group ranches, clustered into three units. Unit 1, Sarara-Sabache, benefits from Sarara Camp and unit two from the much smaller Kitich Lodge. The third unit currently does not have a tourism operator. Each unit has a board of twelve members of the corresponding group ranches. The NWCT board – also called the umbrella board, is composed of two board members per unit, three co-opted partners (one KWS, one KFS, one NRT) and two female group ranch representatives, totalling eleven members. On unit level there is a tourism committee, a finance committee and management committee and in Sarara-Sabache, a women development organization is active. Data suggests that the private investor is not part of the tourism committee or any other body, which is peculiar.

Impacts

Sarara Camp is in the upper prize range with visitors paying \$750 per person per night. For each guest, a bed-night fee of \$125 per person per night is charged and allocated according to the standard NRT distribution model, 60% for community development and 40% for conservation budget. There is an annual minimum guarantee of \$75,000, regardless of visitor numbers. Each year at the annual general meeting, the private party presents the economic performance of Sarara Camp. The Sarara-Sabache group ranch committee receives the community development fund and allocates it. Total tourism income in 2013 amounted to over \$180,000.

The community development fund is spent on pillars like water provision, education, health care, infrastructure, women empowerment and security and delivers direct effect in the form of a drinking water piping system from springs in the nearby mountains; school bursaries for 900 students in 2013 and construction of schools; financial support with large medical expenses and potential health insurances; a women development organization that organizes (economic) activities for women and ensures that women are included in the distribution of community benefits; and an improved sense of security due to the presence of the wildlife scouts team. Secondary effects are a microcredit program initiated by the wife of Sarara's owner and spin-off enterprises such as vegetable and fruit farms who supply the camp with local produce. Also capacity building schemes by NRT to diversify livelihood like for example gardening, shop administration and grazing workshops are examples, which in their turn may result in further dynamic effects on longer term. Finally, the arrangement provides direct employment to at least 35 lodge staff and 75 conservancy staff and another 110 indirect jobs in terms of beadwork, crafts, maintenance and cultural village employment.

Contribution to Conservation

The Namunyak Conservancy counts 344,000 hectares and falls under the NRT conservancy network. Whereas the community development fund is purely spent in the Sarara and Sabache group ranches, the conservation fund covers the budget of the entire Namunyak Conservancy. However, the operational budget far exceeds the income provided by the tourism enterprise. Therefore, NRT supplements the budget with donations and is looking for private investors to also start offering tourism accommodation in the remaining units of Namunyak Conservancy in order to secure self-sustaining funding. There have been far reaching agreements with a private investor for a lodge in the northernmost part of the conservancy. Agreements were signed, but at the last moment the investor backed out for unclear reasons. Namunyak Conservancy covers an enormous terrain and is therefore challenging to manage with limited financial and human resources. Nevertheless, the team is booking frequent successes with the occasional

arrests of poachers and acquired much needed material support from various partner organisations. Major efforts are put into the capacitation of grazing management to the local herders, not always to the same level of success, but an important part of their presence.

Conclusion on Sarara

Sarara Camp is an important example of the tourism-conservation enterprise model. Although challenges in the arrangement remain, the community feels connected and responsible to the success of the lodge, which translates into a dramatic increase in awareness of wildlife value. The gigantic conservation area it serves remains the most remarkable asset of the partnership, as well as the involvement of a long list of third party conservation organizations.

4.4.8 Conclusion on NRT

NRT has only recently started to receive funding from the EKN. The un-earmarked funds make up around 20% of the total budget of NRT and cover about half of the core operational costs. These operational costs include the brokering and mediation of NRT personnel in the conservancies, in which tourism enterprises are located, between the private entrepreneurs and the communities. This brokering work is a crucial part of NRTs tourism activities; the conservancies and tourism enterprises would not survive without it. It can be concluded that EKN funds a significant and important share of NRTs tourism work (see also Figure 4.4.7).

In terms of conservation and community impacts, NRTs conservancy approach is generating far-reaching results with a high job per bed ratio, community income reaching larger numbers of beneficiaries, very large tracts of land secured for conservation, and security. In addition, NRT actively works on several fronts towards the diversification of the local economy and provides vital regional institutional support in a growing share of Kenya's northern rangelands.

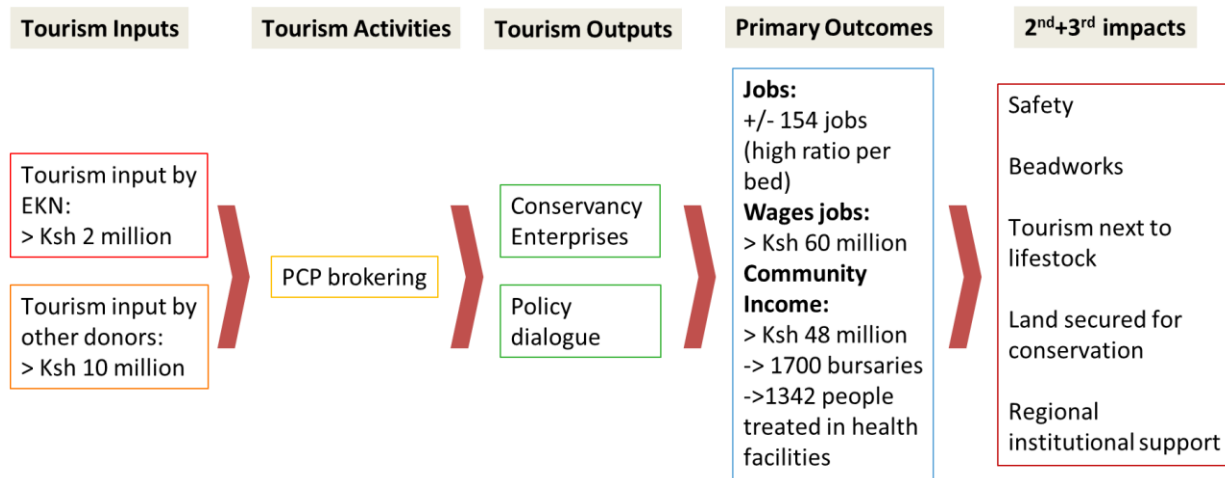


Figure 4.4.7: Flowchart NRT

We recommend NRT to:

- Keep up and further optimise their monitoring effort;
- Actively engage with non-NRT tourism facilities in NRT conservancies to increase their financial contribution to the conservancy by convincing communities and entrepreneurs that a collective approach is in everybody's interest;
- Keep working on increasing the commercial income of the conservancies to reduce the share of donor funds for covering conservancy costs. Relying too heavily on donor funds might represent a vulnerability in the NRT approach, but donor funds also seem vital for covering their priceless brokering and mediation work;

- Remain cautious in expanding their successful model too rapidly, as community benefits might become too thinly spread to make a lasting difference.

5 Conclusions and Recommendations

This final chapter summarizes the main findings and includes our recommendations. Due to lacking data and inconsistencies between the monitoring systems of the four partner organizations, it has been difficult to make accurate assessments of inputs, outputs, outcomes and impact. Based on the available data, provided to us by the four partner organisations, we nevertheless have been able to estimate for the period 2007-2013 that:

- The financial input of the Embassy of the Kingdom of the Netherlands into the four partner organisations has been Ksh. 2,767 million in total (approx. 26.4 million euro);
- At least Ksh. 220 million (8 % of total EKN inputs) has been invested in tourism of which at least a third has been invested in the construction of tourism enterprises;
- EKN finances approximately 62% of all tourism activities of the four partner organisations;
- These activities have contributed to more than Ksh. 243 million community income and approximately 400-450 direct jobs, which in turn have generated on average Ksh. 70-75 million per year upon which approximately 2000-2250 people directly depend;
- At least 100,000 people are benefitting from the work of these four organizations through school bursaries (at least 2500 bursaries⁴³), health facilities (at least six facilities), improved infrastructure, water systems, and local decision making (effective governance);
- The main indirect impacts were earnings from beadworks, philanthropy and local purchasing. More research on the indirect effects could reveal the contributions of these indirect impacts to local economic development.

Appendix E summarizes our findings in a comparative table that is visualised in figure 5.1.

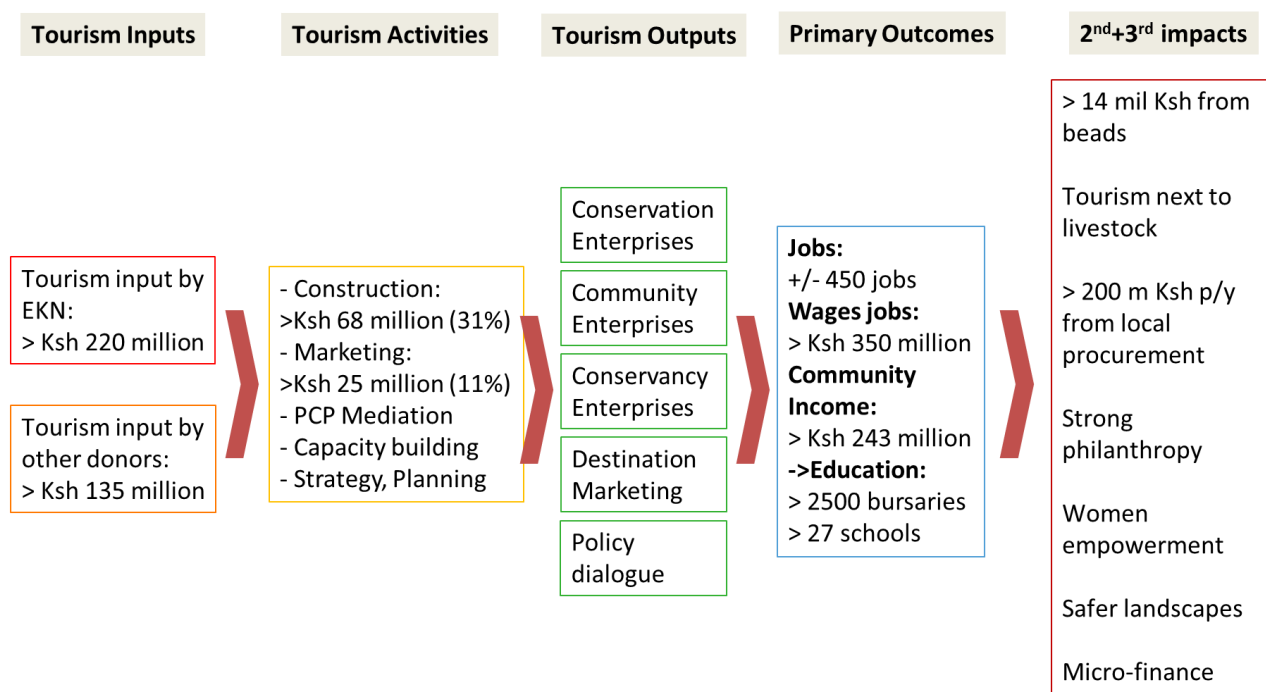


Figure 5.1: Summary flowchart

⁴³ These are extremely conservative figures, as little to no information could be made available by partner organizations. These figures are based on information available in Laikipia only (provided by the tourism survey of LWF)

Overall we conclude that the EKN support to the four partner organisations has not only led to important contributions to livelihood and conservation, but also enabled the four organisations to be international and national frontrunners in conservation tourism, to experiment and learn. In order to sustain these important result we recommend (international) donors to continue their support to partner organisations, enabling them to continue to play their important role in brokering, facilitation and lobbying, at the same time urging them to improve their way of monitoring in order to better capture the direct, indirect as well a dynamic impacts of their work.

5.1 Financial Input of the EKN

The financial contributions of the Embassy of the Kingdom of the Netherlands to the four partner organisations between 2007-2013 has been Ksh. 2,767 million in total (approx. 26.4 million euro⁴⁴). AWF has received funding since 2003 and is the largest beneficiary of EKN funding (on average Ksh. 262 million per year), while other partner organisations each received a yearly grant of around Ksh 60-80 million. NRT has only recently (since 2012) started to receive grant funding by EKN, which makes it difficult to assess the long term effectiveness of their approach. Tourism enterprises demand time in order to mature and become productive (e.g. NRT claims that eight years are necessary before an enterprise can break even). AWF, ACC and LWF have all received funding from EKN since 2007.

Funding has proven to be crucial for the execution of NGO programmes in Kenya, because of the overall share the EKN contribution represents on their total budgets (e.g. LWF, AWF, ACC) and because of the conditions under which the grants are received. Generally speaking, EKN funds have not been restricted to particular programs or projects, but have been used for a wide range of expenses (e.g. overhead, salaries, material costs, projects, mediation services). These 'unrestricted' (but not unconditional) funds are very important for each organisation, and also make sense in the current stage of development in conservation tourism as sustaining conservation tourism projects requires that at least parts of the EKN funding can be spent on mediation between communities and private investors, and revising and updating partnerships when required.

5.2 Tourism Share

It was hard to determine the share of the EKN inputs spent on tourism. In the case of ACC and LWF concrete activities related to tourism projects have been accounted for in the period of 2007-2013, In the case of NRT this has been more complicated. AWF has played an important role in PCP brokerage, but has also made substantial investments in the construction of tourism conservation enterprises. For especially NRT, AWF, and to some extent ACC, it was hard to specify exactly how tourism activities can be credited to staff working hours (and subsequent financial figures), since these activities are integrated with their core work on securing land for conservation. Whereas NRT could provide data on tourism related meetings undertaken by NRT staff, this has been impossible for AWF. Yet AWF clearly invested at least Ksh. 32 million in the construction of conservation enterprises, especially the construction of Enduimet (100% funded by Dutch support). Taken these limitations into account, it has been estimated that between 2007-2013 at least Ksh. 220 million (8 % of total EKN inputs) has been invested in tourism, of which at least a third has been invested in the construction of tourism enterprises.

⁴⁴ Organisational income has been in Ksh. To translate Ksh input from EKN, historical euro-ksh currency rates have been applied, particularly taking the exchange rate of the 1st of July in each financial year (data derived from xe.com).

In comparison to other donors funding tourism activities of the same partner organizations, EKN financed 80% of the tourism activities of ACC and LWF; 19% of NRT; and about 51% of AWF. On average from all tourism investments made by these four organizations, 61% has been covered by EKN support.

Next to construction work, the four partner organisations spent most of their time and money on marketing (at least 11 % of investments into tourism coming from EKN), especially through the work of LWF within Laikipia, Private-Community Partnerships (PCPs) (especially AWF and NRT), capacity building (especially ACC), policy lobby, and a very small portion on monitoring and evaluations of their tourism work (only ACC has indicated to spend 0,06% on M&E of tourism).

5.3 Tourism and Development Pathways

Although it is nearly impossible to show the exact attribution effect of various organisational approaches, in general we conclude that the various initiatives in tourism for Kenya's ASALs have had a big impact on community livelihoods in places where different organisations have been active; AWF in the Samburu and Kilimanjaro heartlands (to be precise: Laikipia and Amboseli); ACC in Amboseli and to some degree in Laikipia; NRT in the Northern rangelands (with some overlap in Laikipia); and LWF in Laikipia only.

5.3.1 Direct Impacts

Based on the available data we estimate that AWF, ACC and NRT have contributed to more than Ksh. 243 million community income, a number that keeps growing on a yearly basis, partly due to renewed (and formalized) negotiations between communities and private operators active in Kenya's ASALs. Next to income, approximately 400-450 direct jobs have generated approximately Ksh. 70-75 million per year upon which approximately 2000-2250 people depend. Less clear is what type of jobs were generated, what education level is required for these jobs, and the extent to which women and youth are benefiting from these jobs. Looking into larger scale effects towards community benefits through income for group ranches or conservancies, at least 100,000 people are benefitting from the work of these four organizations on paper, through school bursaries (at least 2500 bursaries), health facilities (at least six facilities have been constructed), improved infrastructure, and water systems.

5.3.2 Indirect & Dynamic Impacts

According to tourism experts, generally the influence of indirect and dynamic impacts on people's livelihoods is similar, if not larger, than the direct impacts mentioned above. These indirect effects are, unfortunately, not recorded by the four partner organizations. However, our research revealed at least three important indirect impacts, i.e. indirect earnings from beadworks (examples given by ACC and NRT), philanthropy (related to the work of AWF and NRT) and local purchasing, contribute significantly to local economic development in places like Laikipia (examples given by AWF and LWF). One other typical indirect impact on livelihoods is the impact of tourism enterprise development and its potential impact on livestock development in ASALs. Livestock remains the primary source of income for the majority of communities here, and the role that tourism has played in maintaining and improving healthy livestock for communities deserves careful attention in future research endeavours.

Dynamic effects seem to manifest themselves on different scales, from very local to regional. Often they are mutually supportive and strengthen the economy. However, they can also have adverse effects, for example when approaches of the partner organisations are not locally or regionally compatible. For instance, both AWF and ACC have established tourism-conservation enterprises and community-based tourism projects in Laikipia. At the same time NRT has developed the larger scale Naibunga Conservancy in which these local projects are situated, but do not necessarily take part financially or organisationally. Stakeholders involved in initiatives at different levels of scale have different, and vested, interests and can therefore be unwilling

to collaborate with one another. In the long run the incompatibility of approaches of partner organisations might obstruct sustainable development of conservation tourism in particular regions and hamper the distribution of livelihood opportunities for wider communities.

The dynamic impacts of the financial contributions of EKN to the conservation organisations, and subsequently in conservation tourism, yield more effects than merely livelihood and conservation benefits. Donor money allows organisations to experiment with new and different approaches in ways that would not have been able with commercial funding only. In the case of tourism ventures, for example, brokering is a costly process as community mobilization may take up to two years and, more importantly, brokerage does not end when a contract has been signed by the community and private entrepreneur. Being a member of the board of trustees that governs partnership deals, organisations like AWF have experienced that it also has to perform the role of arbiter, mediator and "fire fighter". Donor funding also allows for learning between different approaches of organisations. Also in this regard the EKN has played an important role over the years in providing not only funding, but also offering a platform for communication and lessons learned.

Finally, our assessment focussed on the tourism activities of the four partner organisations. As we have seen tourism only plays a minor role in the portfolio of the four organisations. However the important work they do on conservation also has an important impact on tourism and therefore on the economy of Kenya. Without securing land for conservation and wildlife protection, tourism in Kenya would not be able to survive.

5.4 Comparison of Best Practice cases

Next to the direct and indirect pathways, this project also aimed to compare the best practices identified by the four partner organisations. Appendix F. provides a detailed overview of the commonalities and differences between the four cases. The following paragraph summarizes our main findings.

First, three of the studied cases (i.e. ACC – Twala Tenebo, AWF – Satao Elerai, NRT – Sarara) provide an good illustration of the main aim and focus of the partner organisations that clearly range from community empowerment and providing security, to the conservation of land and wildlife. Only in the case of Tassia the network focus of LWF does not strongly come out, which may be due to the fact that LWF has only been involved in the initiation stage of the lodge. Second, compared to the other three tourism enterprises, Twala Tenebo is the only case without involvement of a private sector partner. Moreover, Twala Tenebo offers small scale community project activities and products, which clearly contrasts with the other three that all focus on exclusive and luxury wilderness accommodation and experiences. The occupancy rates of the enterprises also differ, depending on whether the enterprises are located along well-beaten tourist circuits or not, but each of the enterprises is reported as being economically viable. As a result, they also attract different tourist markets. Third, the degree of land and wildlife conserved also strongly differs between the cases, whereby a large number of acres protected through Sarara in the Namunyak Conservancy strongly contrasts with the amount of land conserved at Twala Tenebo or even Satao Elerai. Fourth, the cases also present different approaches for generating community income, from more direct through entrepreneurship and employment to indirect income through community trust funds and philanthropy. Being different in scale and arrangement, the level of financial benefits generated as well as the extent to which these benefits reach the communities strongly differ. For example, the benefits of AWF's Satao Elerai lodge only benefit 640 family members of the four extended families on whose land the lodge and conservation area is located. On the other hand, NRT's Namunyak Conservancy supposedly benefits over 20,000 people in the region. Besides these differences, all four tourism enterprises clearly benefit the communities in indirect and dynamic ways, in terms of healthcare, education and infrastructure. Finally, each of the four cases is facing

a set of unique challenges, depending on their location, organisation and other contextual factors, mostly related to marketing, compliance, security, benefit sharing and governance.

5.5 Strengths and Weaknesses of the Four Partner Organisations

Based on the evaluation of the four partner organizations, we have identified a set of strengths and weaknesses when comparing the tourism portfolio of the four organisations. Table 5.1 summarises how we assess the performance of the four organizations, highlighting where organizations have relative strengths (+) or weaknesses (-).

Table 5.1: Assessed strengths and weaknesses of AWF, NRT, ACC and LWF

2007-2013	AWF	NRT	ACC	LWF
Women empowerment	+	++	+++	+
Business orientation (risk taking)	+++	++	+	+
Land conservation	+	+++	+	NA
Wildlife conservation	+++	++	++	++
Peace and security	+	+++	+	++
Governance: regional institutional support	+	+++ Samburu	+++ Amboseli	+++ Laikipia
National advocacy	+++	+	++	+
Sustainable financial support	++ Transnational	++ Donor portfolio	++ Donor diversification	- Vulnerable
Potential sustainable commercial finance	+++ Conservation enterprise/AWC	++ In some conservancies	-	+
Marketing	+	++	+	+++
Relative contribution jobs creation	++	+++ High ratio per bed	++	NA
Community contribution per beneficiary	+++	++	++	NA
Connectivity	+++ International	++ Regional	++ Culturally/nationally	++ Regional
Dynamic impacts	+ Project based	+++ The north	++ Amboseli	+ Laikipia

AWF stands out on creating businesses for nature conservation through their focus on conservation enterprises. AWF implements this strategy throughout Africa both by investments in construction of lodges as well as private-community-partnerships (PCPs). NRT's approach on conservancies differs as tourism enterprises only partly (or often only marginally) can help to finance large scale conservation (and securing) of landscapes in Northern Kenya. However, through the establishment of PCPs, tourism is the main source of commercial income generated for and by conservancies. ACC has a strong scientific and bottom up approach in working on small scale and community based forms of cultural tourism. They nevertheless made large investments in the construction of new tourism related enterprises. LWF has shifted away from direct involvement in tourism enterprises through its support of Laikipian tourism enterprises in destination branding.

5.6 Recommendations

5.6.1 Recommendations for EKN and Other International Donors

Our study clearly revealed that with relative minor investments, tourism can make an important difference for livelihood change in Kenya's ASALs, and at the same time substantially contribute to securing more land for conservation. As EKN is no longer able to continue their support, it should encourage other donors to continue or even intensify their support in tourism enterprise development after 2016. Our main arguments are:

- The past 10-15 years have served as an **interesting and crucial playground** for tourism enterprises to contribute to development and conservation. There is no doubt about the influence it can have on people's livelihoods. As long as the financial durability of enterprises has not been secured, donor support remains an important source of financial security for tourism enterprises in Kenya's ASALs that requires a fast transition towards financial independence in the case that donor funding will cease to be available.
- Donors should **continue to support tourism related projects that already exist**, and not in the development/construction of new projects. The current market for high end tourism within Kenya's ASALs is perceived by respondents as saturated (with the exception of Samburu). It therefore makes more sense for existing enterprises to become more resilient and independent in areas such as Amboseli and Laikipia. Experiments with tourism enterprises has provided many lessons learned in Kenya, and it is time to further professionalise the sector as an example and (developmental) export product of Kenya.
- Donors should **continue 'unrestricted' funding, but keep it conditional**. This study has found that on average 8 % of organizational budgets is allocated to tourism development. Without unrestricted income many of the currently established enterprises would not have commenced. We nevertheless recommend that unrestricted income should not unconditionally be reported on in hindsight. Tourism is expected to have greater dynamic effects than livestock. In the forthcoming period organisations should therefore report more on secondary and dynamic effects of tourism (in the ASALS), as this is lacking in general. We do understand the involved costs that such activities would require, but considering the significant size of tourism investments made, we would also expect that such activities are better monitored in order to improve future learning. Knowledge production should focus on: productive employment in tourism enterprises, the standardisation of good practices for ongoing developments in Kenya, including coherent and consistent measuring of performances in tourism that are easy to compare between different approaches, but also with other destinations in (Eastern) Africa.

5.6.2 Recommendations for Partner Organizations

When it comes to tourism partner organisations should focus on their core operations:

- Currently a great deal of work is focused on **mediating conflicts** between communities and private investors, or between communities. It is expected that these conflicts will continue to exist in the future. We argue that in the short to medium term donors, such as the EKN, still have to play an important role in covering these costs. On the longer term, organisations could try to create sustainable commercial financing of tourism enterprises for conservation and development, for example incorporating the costs of conflict resolution within the actual cost structures of privately run enterprises. Partner organizations having the expertise to manage conflict can alternatively be hired by private operators to continue to do the job of 'neutral brokerage' unless other organizations can do this more effectively.
- Conservation organisations should **not focus on marketing**. We do understand the value of destination management and marketing and strong linkages, but in order to reach out effectively, conservation organisations and related tourism enterprises should not reinvent the wheel and need to cooperate and engage with tourism organisations and networks, whereas destination organizations should take the lead in strategically setting the stage. To illustrate, it is undesirable that an organization such as AWF is

going to focus on branding their enterprises towards the Dutch market. AWF should rather focus on doing what they have always done best: brokering PCP and mediating ongoing conflicts. LWF should in a similar way reconsider their emphasis on destination branding of Laikipia, More generally we question whether donors like EKN should be paying for the promotion of a destination.

- Conservation organizations should in general be able to **reorient themselves to complement** each other and have a clear focus on their mission and agenda. Organizations should not just engage with tourism because "their neighbour" is doing the same. Instead there should be a clear focus and approach in how each organization can contribute to the sector and how the organizations can support each other in doing so. One important way forward, once again, is the development of sustainable financial flows that can continue to cover costs for nature conservation. And to do this, organizations need to keep on learning from each other how this is done, and how this can aid people living in ASALs.
- Since the high end tourism in Kenya is perceived to be saturated, we recommend to **diversify into different markets**, nationally and internationally. Higher occupancy rates throughout the year could lead to higher tourism fees flowing into communal accounts, as well as a greater need for permanent personnel at these enterprises.

5.6.3 Research Needs

We consider this project and the findings in this report as a next important stepping-stone in our scientific inquiries in the tourism-conservation-development nexus, which will also bring about follow up studies looking at the impacts of tourism on the local poor in Kenya (and elsewhere). Based on the findings of this report and corresponding research in sub-Saharan Africa (see Van der Duim et al., 2014) we identify three broad themes that merit further research: (a) tourism as a lever for inclusive growth; (b) governance mechanisms in institutional arrangements; and (c) private capital streams in conservation finance.

- The first research stream focuses on **tourism as a lever for inclusive growth**. Current understanding of the extent to which the tourism sector generates employment opportunities, and the extent to which it complements traditional sectors that are facing an economic downturn due to the global economic and financial crisis, is scant. With conservation tourism being one of the key drivers of economic development in rural areas in Africa, research into the extent to which the institutional arrangements that feature in this report leverage employment and livelihood opportunities for rural populations, especially for young people and women, is urgently needed (see also ILO & UNWTO, 2009). For instance, it would be particularly interesting to systematically compare different joint venture models like the ones presented in this report, as well as to compare tourism and other productive sectors and forms of land-use, on their direct, secondary and dynamic economic effects on the poor (Mitchell & Ashley, 2010).
- The second research stream involves questions about **governance and meta-governance**. In this report we indicated that there are limits to NGOs' involvement in for example private-community partnerships, as the donors who sponsor them are generally more interested in initiating change than in financing sustaining change. This raises the question of whether NGOs are best positioned to perform the role of 'meta-governor' of these multi-actor partnerships, and whether their role is bounded in time. Other relevant research questions within this research theme revolve around the features and conditions that make institutional arrangements more or less vulnerable to governance challenges, what measures and mechanism are put in place in response to these challenges, and how effective these are.
- The third research theme focuses on the entrance of **private capital in conservation**, indicating a new phase in the conservation-development nexus. However, we still know very little about the implications of new forms of financing, especially for the communities that are entering into new forms of partnerships, in which they increasingly have to become 'commercial partners'. It is also unclear which

sectors will be the recipients of new flows of capital. Hence, the scale of these developments, the key players involved, their motives, incentives and practices and what role conservation tourism plays and is to play in these developments are all questions that deserve further research.

Appendices

Appendix A – Terms of Reference (TOR) for the evaluation of aid investments in the tourism sector in the ASALs

Introduction

In many of the arid and semi-arid lands (ASALs) in Kenya, tourism is an important source of income to either supplement or even replace the traditional livestock economy, which is argued not to be sustainable in the long term. To promote tourism as an alternative livelihood, donors have been and are making investments in the tourism industry. The use of public funds justifies, by definition, that the effectiveness and efficiency of the investment is evaluated. The present ToR aims to delineate the scope of this evaluation.

Evaluation questions

The scope of the evaluation pertains to the four conservation NGOs that the Embassy of the Kingdom of the Netherlands in Nairobi (EKN) has been funding: African Wildlife Foundation (AWF), African Conservation Center (ACC) and Laikipia Wildlife Forum (LWF) since 2007; and Northern Rangeland Trust (NRT) since 2012 (hence: partners). In all of their programmes, support to tourism in the ASALs has been an important part, albeit through different approaches. The evaluation seeks to answer the following questions:

1. How much have partners (financially) allocated to the development of tourism to date, since the start of NL funding, including (a cost estimate of) the investment in terms of their human resources?
2. How and to what extent have the four organizations converted, or expect to convert, their tourism related resources (such as money, expertise, time, etc.) in outputs? What activities have been and will be undertaken and what are the (intended) outputs?
3. How and to what extent have intended outcomes been achieved, or how likely are they to be achieved in the future?
4. What is the evaluator's assessment on attribution: to what extent have the activities (1) and outputs (2) resulted in the outcomes (3)?
5. What is the evaluator's assessment of the developmental and distributional effects of tourism in the respective areas targeted by partners?
6. What could be done in the (re)design of tourism related interventions to make them more effective and/or efficient in terms of delivering developmental impact (recommendations)?

Hence, effectiveness and efficiency of various tourism models for conservation impact is not the focus of this evaluation, but the focus is rather on value for money, that is the extent to which the investments of the four organizations in the tourism sector have obtained the maximum livelihood benefit from outputs and outcomes it has produced taken the resources available to it.

To assess this 'value for money' the evaluators will also look at:

1. direct effects of tourism: these include both labour income as other forms of earnings from the tourism sector. It also includes direct effects from tourism on the poor even if they are non-financial livelihood changes (improved infrastructure, health services etc.);
2. secondary effects of tourism: this includes indirect earnings and non-financial live hood impacts from non-tourism sectors that arise from tourism activity (construction work, farmers etc.). Also included are induced effects from tourism workers who re-spend their earnings in the local economy;
3. dynamic effects: this broad category covers long-term changes in the economy and patterns of growth whether experienced in the macro-economy or limited to the local economy at the destination. Examples are economic diversification, technical change or enhancing women's integration in economic networks.

However, assessment of especially 'secondary development effects' will only be partially possible, taken into account the limited time and resources available for this evaluation research.

Methodology and activities

It is evident that some data will not be easy to collect. Some data may not have been recorded in the past. Some private (tourism) enterprises may not be willing to share their financial information. It must be emphasized that the evaluation does not seek to name and even less shame any organization in particular; the aim is to compile *an estimated aggregate picture*.

To do so we expect to perform the following:

- Execute telephone/SKYPE interviews before fieldwork (January/February)
- Review of all reports (including financial reports) by LWF, ACC, AWF and NRT of activities that EKN has funded since 2007, in terms of the financial contribution of and from tourism and the lessons learned;
- Review of all tourism related project/program documents and all baseline data on all executed and planned tourism activities from the four NGO's;
- Execute face-to-face interviews with representatives of the four NGO's (in principle two per NGO; in total eight interviews);
- A one-day workshop with representatives from the four NGOs, the EKN and other relevant parties and experts to discuss preliminary findings.

Expected results

The following will be delivered:

- A (concise) report in English (digital and hard copy);
- A briefing of the EKN on the main findings;
- A summary of the study of maximum three pages.

The results may also be used for scientific publications, to be compiled after the execution of this evaluation, and to be submitted to scientific journals later in 2014.

Research team

The field work will be executed by:

- Arjaan Pellis (PhD-student)
- Nowella Anyango (PhD-student)

To support the research team and intern will assist the research project and make an assessment of at least four specific projects (one per conservation NGO). This work will be executed by:

- Swen Waterreus (freelance consultant)

The two researchers and the intern will be supported and supervised by:

- Dr. Machiel Lamers
- Prof. René van der Duim

Appendix B – Pre-visit Questionnaire

Please indicate how much subsidy you received from the Dutch Embassy and in which years.

Year	Amount in Ksh.
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Please explain or clarify when needed:

Please indicate on which tourism related activities and/or projects these sums were spent. And please indicate the related budget and what have been (or will be) the main outputs of these activities.

Year	Activities	Budget in Ksh.	Main outputs (e.g. deals between lodge operators and landowners, publicity materials etc.)
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Please explain or clarify when needed:

What were the main outcomes of these activities in terms of jobs, income for local communities, and other direct or indirect results (please see also the three different effects mentioned in the TOR).

Year	Activities	Main outcomes/ results (e.g. number of jobs, income for local communities, increased infrastructure accessibility etc.)
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Please explain or clarify when needed:

How do you monitor the results of your activities? Please elaborate as much as possible on methods of assessment, periodicity, what your organization deems as important criteria, data collected etc.

What do you consider to be your 'best practice', that is the activity that illustrates best what you are doing as an organisation in relation to tourism, and why?

Thank you very much for answering these questions in advance!!

Appendix C – Interviewees Main Study

Name	Organization
Mike Harrison	NRT
Gabriel Nyausi	NRT
Lucy Waruingi	ACC
Johnson Ole Sipitiek	ACC
Chris Magero	ACC
Brian Mcbrearity	AWF
Daudi Sumba	AWF
Fiesta Warinwa	AWF
Carlo Chege	AWF
Mordecai Ogada	LWF
Sandra Obudo	LWF
Gilbert Momanyi	LWF
Christine Kiecha	SNV-Kenya (former employee)
Jack Marubu	KWS
Dickson Kaelo	KWCA
Ben Wandago	USAID
Michel van Winden	EKN

Appendix D – Attendants Nairobi Workshop (23 April 2014)

Name	Affiliation
Benson Leiyan	Amboseli Ecosystem Trust
Carlo Chege	African Wildlife Foundation
Caroline Karwitha	NRT - PhD student
Chris Magero	African Conservation Centre
Christine Kiecha	Former employee SNV-Kenya
Daudi Sumba	African Wildlife Foundation
Dr. Damiannah Kieti	Moi University
Ernst Vriesendorp	Asilia Africa
Esther Nairesiai	FECTO
Gilbert M. Momanyi	Laikipia Wildlife Forum
Gladys Kosgei	Kenya Wildlife Services
Gladys Warigia Njoroge	Kenya Wildlife Conservancies Association
Johnson Sipitiek	African Conservation Centre
Michel van Winden	Embassy of the Kingdom of the Netherlands
Mike Harrison, CEO	Northern Rangeland Trust
Pauline Makutsa	Basecamp Foundation
Tabitha Mugo	Moi University - Wageningen University

Appendix E – Summary Table of Partners Work on Tourism

	AWF	ACC	NRT	LWF	Overall
Funding period under examination	2008-2013	2007-2013	2012-2013	2008-2013	
Total input from EKN	Ksh 1,573 million (€15.2 million, 70% of AWF's total budget in Kenya)	Ksh 524 million (€5.0 million)	Ksh 101 million (€ 920 k, largely unrestricted)	Ksh 569 million (€ 5.3 million)	Ksh 2,767 million (26.4 million euro)
Average annual income from EKN	Ksh 262 million	Ksh 77 million	Ksh 56 million	Ksh 81 million	
% of EKN input spent on tourism activities	7 %	13 %	2.3 %	5.6 %	Total spending on tourism > Ksh 220 million (average 7.9 % of total input EKN)
Share EKN input on tourism activities relative to other donors	50-70 % (on basis of AWF's budget covered by EKN & table 4.2.2)	83%	19 %	84%	Knowing the share of support for tourism by other donors leads to the estimation that approximately Ksh 135 million has been dedicated to tourism coming from other donors (non-EKN). Total investment in tourism would add up to 220+135 = 355 million Ksh between 2007-2013
General mission / philosophy	"Conserving wildlife through <i>enterprise</i> "	"Conserving wildlife through enhanced livelihoods"	" <i>Resilient</i> community conservancies"	"Conserving Laikipia through <i>creative</i> NRM to improve livelihoods"	

	AWF	ACC	NRT	LWF	Overall
Investments in hardware (construction of tourism enterprises)	At least Ksh 32 million (in conservation enterprises like Enduimet, Chiawa Cultural Village , Satao Elerai)	Ksh 33 million (+/- 60% of tourism activities are in construction of enterprises, cultural villages, visiting centres, toilets and sewage systems)	No investments	Ksh 4 million (+/- 13 % of tourism activities are in construction of bandas, museum, fences, tented camp)	Total spending on hardware through EKN support has been at least Ksh 69 million (representing approx. one third of total spending on tourism in ASALs)
Key Tourism Activities funded through EKN input	<ul style="list-style-type: none"> - PCP Mediation - Construction CEs - Restructuring and planning - Lessons learned 	<ul style="list-style-type: none"> - Construction of CBT - Institutional partnerships - Capacity building 	<ul style="list-style-type: none"> - Conservancy governance - PCP Mediation - Capacity building 	<ul style="list-style-type: none"> - Destination management - Construction - Strategy formulation 	
Key Tourism Outputs	<ul style="list-style-type: none"> - Conservation Enterprises (within heartlands) - <i>Policy dialogue</i> 	<ul style="list-style-type: none"> - Community Enterprises - <i>Policy dialogue</i> 	<ul style="list-style-type: none"> - Conservancy lodges (in some conservancies) - <i>Policy dialogue</i> 	<ul style="list-style-type: none"> - Destination Marketing of Laikipia - <i>Policy dialogue</i> 	

Primary Outcomes (direct impacts)					
	AWF	ACC	NRT	LWF	Overall
Communal income	Generally growing by +/- 20% p/y Ksh 102 m (2007-2013)	No trend information available Ksh 93 million (2007-2013)	31% increase 2011-2012 Ksh 48 million (Approx 2012-2013)	Decreasing 28% (2009-2011) +/- Ksh 100 m p/y (in Laikipia) +/- Ksh 600 m (2007-2013)	Overall = >243 mil Ksh (LWF not included here due to overlap of operations within Laikipia by all organizations)
Tourism jobs & income	Generally growing Jobs: +/-110 in 2011 Wages: +/- Ksh 19 m	No trend information available Jobs: +/- 128 Wages: +/- Ksh 22 million	Generally decreasing Jobs: 200 in 2011, 175 in 2012, 154 in 2013 Wages: +/- 30 million Ksh	14 % decrease of jobs & 11% decrease of wages (2007-2011) Jobs : 700-900 Wages: Ksh 125-160 m	400-450 jobs (excluding effects from LWF) Average wage = 165-170k per job per year Leads to approx. 70 million Ksh p/y in wages 369 million in total (AWF, ACC, NRT between 2007-2014)
Tourism beneficiaries	Staying stable 25,000 (on basis of group ranche/conservancy sizes) Ksh 582 per beneficiary per year on average from communal income	All cultural villages represent over 500 households no further information on total size of beneficiaries	69,000 Ksh 347 per beneficiary per year on average from communal income	6500 (in Laikipia, on basis of 5 dependants per job)	At least 100,000 people, are benefitting from tourism developments income going into general community accounts due to the work of AWF, ACC, LWF and NRT. Using the LWF dependency ratio of 5 out of each job, approximately 2250 people are depending on direct income from tourism employment.

Appendix F – Summary Table of Best Practices

Items	Twala Tenebo	Tassia	Sarara	Satao Elerai
NGO	ACC	LWF	NRT	AWF
NGO main focus	People/science/conservation	Network of community/market	Securing Land for conservation	Wildlife through enterprise
Main support role of NGO (current)	<ul style="list-style-type: none"> - Institutional support - Capacity building - Business planning - Marketing support - Building hub (collaborating and networking with partners) 	<ul style="list-style-type: none"> - Broker between private investor and community - Capacity building - Materials and building lodge 	<ul style="list-style-type: none"> - Broker between private investor and community - Capacity building - Financing conservancy 	<ul style="list-style-type: none"> - Broker between private investor and community - Informing/advising community
Key feature of project	<ul style="list-style-type: none"> - Women empowerment - Indigenous knowledge 	<ul style="list-style-type: none"> - Provision security - Remoteness community 	<ul style="list-style-type: none"> - Holistic approach: 6 group ranches, large conservation area - Security 	<ul style="list-style-type: none"> - Closed group of beneficiaries (extended family) - Important wildlife corridor
Key actors	<ul style="list-style-type: none"> - Twala Tenebo association (143 women) - Il Polei group ranch (308 registered members) - Munishoi (560 registered members) - Naibunga Conservancy Trust (umbrella body) - Twala Tenebo Partners Forum (comprised of 11 partners) 	<ul style="list-style-type: none"> - Northern Frontier Conservation (tour operator) - Lekurruki Conservation Trust - Lekurruki group ranch (3400 registered members) - NRT (Lekurruki Conservancy) 	<ul style="list-style-type: none"> - Sessia Ltd. (tour operator) - Namunyak Wildlife Conservancy Trust - Sarara group ranch (1200 registered members) - Sabache group ranch (members unknown) - NRT (Namunyak Conservancy) - Kenya Forest Service (KFS) 	<ul style="list-style-type: none"> - Southern Cross Safaris (tour operator) - Satao Elerai Community Wildlife Trust - 8 extended land owner families (640 members)
Key product offer and unique selling point	<ul style="list-style-type: none"> - 2 guesthouses with each 3 beds - home stays + cultural village - Resource center - Beadwork - Honey production - Aloe Vera production - Excursions for guests (esp. 	<ul style="list-style-type: none"> - luxury lodge with panoramic views - rock integrated design - activities: game drives, hikes, village visit, paragliding, horse riding, fly camp, relaxation therapy, Tassia Olympics, bird sanctuary 	<ul style="list-style-type: none"> - luxury camp with panoramic views - view on often water hole for wildlife - activities: singing wells, game drives, fly camp, bush dinner, hikes, village visit, scenic flights, the hide, bird watching 	<ul style="list-style-type: none"> - luxury lodge with panoramic view on Mt. Kilimanjaro - located in a wildlife corridor - located near Amboseli NP - activities: game drives, cultural village, sundowners, balloon safari, hikes USP: - Exclusivity

	<p>baboon walks)</p> <p>USP:</p> <ul style="list-style-type: none"> - Baboon walks - Experience Maasai culture - All women project 	<p>USP:</p> <ul style="list-style-type: none"> - Exclusivity - Close interaction with nature - (according to Gilbert: lodges like Tassia Sarara or Satao are "pretty much the same" when you consider the exclusivity and luxury experience. They are strong selling points for this international tourist segment, yet not 'unique'. 	<p>USP:</p> <ul style="list-style-type: none"> - Luxury and exclusivity 	<ul style="list-style-type: none"> - Mt. Kilimanjaro - Near Amboseli NP entrance
Organizational form	Association of Community Based Organisations (CBOs)	Community-private partnership	Community-private partnership	Community-private partnership
Key decision making board/mechanism (trusts, etc.) and composition	<p>Twala Tenebo Association committee: 9 community women (day-to-day decisions)</p> <p>All members at semi-annual AGM (sharing of dividends) and AGM (broader resolutions) and Twala Tenebe partners forum (advisory body)</p>	<p>Board of Directors: 11 community leaders, 1 private investor, 4+ co-opted partners (LWF, NRT, KWS, SFG + others)</p>	<p>Namunyak Conservancy Umbrella Board: 6 community leaders + 2 community women, 3 co-opted partners (NRT, KWS, KFS)</p> <p>Note: private investor NOT in board!</p>	<ul style="list-style-type: none"> - Satao Elerai Community and Wildlife Trust board: 3 family leaders, 3 private investor, 1 AWF. - Family Committee: 2 members of each 8 families
Key target market	Low end/mid-range, largely Kenyan but also growing international market especially from research/education groups	<p>High end international tourism market</p> <p>Yet this needs to change (according to LWF) towards a more local/domestic market.</p>	High end international tourism market	High end international tourism market
Private organization involved in partnership:	No private partner	Northern Frontier Conservation: Kenyan tour operator	Sessia Ltd: Kenyan tour operator	Southern Cross Safaris: Kenyan tour operator
Financial input of donors:	RNE (through ACC)	<p>TUSK Trust</p> <p>CHK</p> <p>Oklahoma City Zoo</p> <p>Space for Giants</p>	<p>Sessia Ltd. (lodge construction)</p> <p>NRT</p> <p>The International Elephant Foundation</p>	<p>US\$412,000 towards the construction of the lodge:</p> <p>USAID</p> <p>RNE</p>

		World Vision Kenya Community Development Trust Fund (CDFT, EU-Kenya program) NRT RNE (through LWF/NRT)	USFWS The Nature Conservancy USAID Tusk Trust KWS Lewa Wildlife Conservancy RNE (through NRT)	Biodiversity Conservation Program and CDTF Ford Foundation An individual donor
Amount of land for conservation: Clarity of ownership:	Current 700 acres Plans for conservancy a private land owners Clear land ownership.	30,000 acres (Lekurruki Conservancy) Clear land ownership	74,139 acres (Namunyak Conservancy) Clear land ownership	5,000 acres Clear land ownership
Community benefit sharing arrangement:	Of all income: 20% to girls school bursaries 20% to management expenses 60% to association fund for shared dividends among women members Beadwork income: 10% to girls bursaries 90% to individual maker	In previous agreement: US\$ 50 p.p.p.n. (nonresident) US\$ 40 p.p.p.n. (resident) In new 20-year agreement: US\$ 60 p.p.p.n. (nonresidents) US\$ 40 p.p.p.n. (residents) + 7% of annual revenue Of all income: 60% to community fund 40% to conservation fund (there has not been any minimum guarantees according to Gilbert)	US\$ 125 p.p.p.n. (non-resident) Of all income: 60% to community fund 40% to conservation fund Annual minimum guarantee: \$75,000	Land rent (50,000 KSH per family per year (*started with 25,000 KSH per year now grown to 50,000) with annual 10% increment) Conservation fee \$ 20 p.p.p.n. Bed night fee \$ 14 p.p.p.n. Cultural village: \$ 20 p.p. per visit Annual minimum guarantee: see point 2,6 in Satao Agreement to lease Conservation fee: USD 10 pppn with USD1 annual increment, see point 1,6 in Satao Agreement to Lease
Occupancy rate 2013	Approx. 50% day visits (main visitor attraction and source of income) +/- 20% guest house) +/- 10% cultural village	Around 40%	Around 30%	Around 55%

Total income	KSH 430,000 in first 3 months of 2014 Kshs. 4.8m for 2011-2013	KSH 5,182,600 in 2013 Gilbert was not sure if this was 100% accurate, but still he claimed that it was a good indication.	Total tourism income to Namunyak Conservancy: KSH 17,802,000 in 2013. The lion share of this figure was generated by Sarara	KSH 200,000 land rent 2013 (was reported by respondent) Conservation fees 2011: USD 57,629 Land rent 2011: 8,473 Cultural village 2011: USD 7,765 (see excel file Satao AWF Elerai Benefits Management review June 2013)
Economic performance/viability	Viable due to diversity of income generation Sustainability enhanced by 11 partners of Twala Tenebo Partners Forum (diversification of donor involvement through different types of NGOs)	Viable due to renewed agreement and international network, furthermore the enterprise makes use of local markets to procure goods.	Viable due to renewed agreement with exclusive tourism rights and international network	Viable as part of product offer Southern Cross Safaris
Employment for local community (approx.)	143 women direct (association members) 7 direct for tourism (management, guides)	70 direct (lodge, scouts) 100 indirect (crafts, maintenance, projects)	35 permanent employees at the lodge 75 permanent employees at the Conservancy 100 indirect (crafts, cultural village, maintenance, etc)	58 direct (lodge, scouts) 48 indirect (women in cultural village)
Indirect beneficiaries (community members)	+/- 7,000 persons (Munishoi + Il Polei group ranches)	+/- 3,000 persons in Lekurruki group ranch	+/- 20,000 (6000 households) in Sarara + Sabache + other group ranches	640 extended family members
Contribution to education and healthcare	- School bursaries for girls - Medical payments	- New schools, employs teacher, school bursaries - Medical payments	- New schools, school bursaries - Medical payments (health insurance in process)	- School bursaries - Medical payments
Additional benefit/spin offs: (approx.)	- Improved gender equality - Livelihood diversification - Improved inter relations group ranch	- Water provision - Accessibility/roads - Land management (improved livestock due to improved grazing land) - Security	- Water provision - Improved gender equality - Micro credits	- Water provision - Security - Land rent direct to families

Part of larger conservancies, associations or governance arrangements	FECTO Naibunga Conservancy Trust	Lekurruki Conservancy is an NRT conservancy	Namunyak Conservancy is an NRT conservancy	Satao Elerai is a community conservancy, forms a corridor between Amboseli NP, Kilimanjaro NP and Chyulu NP.
Main challenges	Limited marketing Limited capacity for accommodation	<ul style="list-style-type: none"> - Security against armed intruders - Conflict with cattle in no-grazing zone (not everyone in the group ranch is receiving benefits from current arrangements -> 'let my cattle graze here, since I am not receiving anything') 	<ul style="list-style-type: none"> - Tourism income not sufficient for large size conservation area - Conflict with cattle in no-grazing zone 	<ul style="list-style-type: none"> - Family politics - Elite capture, internal strive over benefits

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