



# GEF-6 REQUEST FOR PROJECT ENDORSEMENT/APPROVAL

PROJECT TYPE: FULL-SIZED PROJECT

TYPE OF TRUST FUND: GEF TRUST FUND

For more information about GEF, visit [TheGEF.org](http://TheGEF.org)

## PART I: PROJECT INFORMATION

Project Title: Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach			
Country(ies):	Kenya	GEF Project ID:	9659
GEF Agency(ies):	UNDP	GEF Agency Project ID:	5468
Other Executing Partner(s):	<b>Implementing Partners:</b> Ministry of Environment and Natural Resources	Submission Date:	December 22 2017
GEF Focal Area (s):	Multi-focal area	Project Duration (Months)	60 months
Integrated Approach Pilot	IAP-Cities <input type="checkbox"/> IAP-Commodities <input type="checkbox"/> IAP-Food Security <input type="checkbox"/> Corporate Program: SGP <input type="checkbox"/>		
Name of Parent Program	9071/Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development	Agency Fee (\$)	\$344,395

## A. FOCAL AREA STRATEGY FRAMEWORK AND OTHER PROGRAM STRATEGIES

Objectives/Programs (Focal Areas, Integrated Approach Pilot, Corporate Programs)	Focal Area Outcomes	Trust Fund	(in \$)	
			GEF Project Financing	Co-financing
BD-1 Improve Sustainability of Protected Area Systems; Program 2 Expanding the Reach of the Global Protected Area Estate	<b>Outcome 2.1.</b> Increase in area of terrestrial and marine ecosystems of global significance in new protected areas and increase in threatened species of global significance protected in new protected areas.	GEFTF	1,500,000	6,250,000
BD-2 Reduce threats to globally significant BD; Program 3 Preventing the extinction of known threatened species	<b>Outcome 3.1.</b> Reduction in rates of poaching of rhinos and elephants and other threatened species and increase in arrests and convictions	GEFTF	1,409,174	5,764,932
LD-3 Reduce pressures on natural resources by managing competing land uses in broader landscapes; Program 4 Scaling-up sustainable land management through the Landscape Approach	<b>Outcome 3.2:</b> Integrated landscape management practices adopted by local communities based on gender sensitive needs	GEFTF	917,431	3,550,731
Total Project Cost			<b>3,826,605</b>	<b>15,565,663</b>

## B. PROJECT DESCRIPTION SUMMARY

<b>Project Objective:</b> to combat poaching and illegal wildlife trafficking in Kenya through an integrated approach						
Project Components / Programs	Financing Type <sup>1</sup>	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Confirmed Co-financing
<b>Component 1.</b> Strengthening	TA	<b>Outcome 1.</b> Increased national and local capacity to fight wildlife	<b>Output 1.1.</b> Kenya's National Strategy to Combat Poaching and	GEF TF	995,000	3,841,415

<sup>1</sup> Financing type can be either investment or technical assistance.  
GEF6 CEO Endorsement /Approval Template-August2016

national and local capacity for effective IWT control in Kenya ot		<p>crime, as indicated by:</p> <p><b>Increased up to 80% capacity of KWS and other law enforcement agencies</b> to control wildlife and forest crime (measured by customized UNDP Capacity Development Scorecard). <i>Baseline – 70%</i></p> <p><b>Existence of approved National Antip-Poaching Strategy under full implementation</b> Baseline – non existent.</p> <p><b>Strengthened institutional capacity to combat IWT</b> as indicated by: a) the ICCWC Indicator Framework (<i>note – baselines to be determined in year 1</i>) b) National subset of indicator targets for annual monitoring drawn from ICCWC Indicator Framework baseline assessment</p>	<p>Illegal Wildlife Trade developed, officially approved, and implemented, and ICCWC Indicator Framework assessments conducted to guide capacity development and monitor progress supported by national indicators</p> <p><b>Output 1.2.</b> Multi-Agency Unit approach to control illegal wildlife and forest trafficking on the Kenya-Tanzania border strengthened, piloted and replicated.</p> <p><b>Output 1.3.</b> Training on wildlife crime related issues conducted for KWS, KRA, NPS and judges in the project areas</p> <p><b>Output 1.4.</b> International agreements between Kenya and Tanzania on protection and management of Maasai Mara - Serengeti and Tsavo-Mkomazi Trans-Frontier Conservation Areas (TFCAs) developed, submitted to the country governments for signing.</p>			
<b>Component 2.</b> Reducing poaching and illegal wildlife trade in threatened species in Tsavo and Maasai Mara Ecosystems	TA/Inv	<p><b>Outcome 2.</b> Increased effectiveness of Conservancies, PAs and local law enforcement agencies to control poaching and IWT in Tsavo and Maasai Mara Ecosystems, as indicated by:</p> <p><b>Increased results of wildlife and forest crime law enforcement in Narok and Taita Taveta Counties.</b> <i>Baseline:</i> <b>Taita Taveta:</b> a) number of suspects arrested and prosecuted – 619; b) amount of seized wildlife products: ivory – 465 kg, bushmeat – 515 kg<sup>2</sup> c) % ratio of prosecutions to arrests <b>Narok:</b> a) number of suspects arrested and prosecuted – 63; b) amount of seized wildlife products: ivory – 74 kg, bushmeat – 61 kg<sup>3</sup> c) % ratio of prosecutions to arrests</p> <p>a) and b) stable or declining by project end, while the target for c) is an increase by at least</p>	<p><b>Output 2.1.</b> Inter-agency-community Wildlife Security Hub in Taita Ranches (Tsavo Ecosystem) established and functional, including 5 patrolling community ranger groups, Quick Response Unit, coordination with 16 other anti-poaching brigades in the Tsavo NPs, strategic engagement of communities against IWT through the First Line of Defense (FLOD) approach</p> <p><b>Output 2.2.</b> Maasai Mara National Reserve – Conservancy Anti-Poaching Task Force established and supported with training and equipment, strengthened National Reserve – Conservancy law enforcement cooperation increases protection of the entire Maasai Mara ecosystem through proactive involvement of local communities</p>	GEFTF	1,282,759	5,377,982

<sup>2</sup> KWS data 2016 provided to the PPG team

<sup>3</sup> Ibid

		50%				
		<b>Management effectiveness of Maasai Mara Nature Reserve increased to 75 points</b> (METT score). <i>Baseline – 62<sup>4</sup></i>				
<b>Component 3.</b> Strengthening Community Wildlife Conservancies in Tsavo and Maasai Mara Ecosystems	TA/ INV	<p><b>Outcome 3.</b> Strengthened Community Wildlife Conservancies and benefits for local communities from CBWM and CBNRM in Tsavo and Maasai Mara Ecosystems, as indicated by:</p> <p><b>At least 23,000 ha of newly established Conservancies</b> with improved wildlife and SL management<sup>5</sup></p> <p><b>Decrease by at least 50% in the annual rate of retaliatory killing of elephants</b> in the project areas. <i>Baseline (2016):<sup>6</sup></i> <i>Taita Taveta County: 11; Narok County: 7</i></p> <p><b>Increase by at least 10% in average annual household income from wildlife conservation and implementation of SLM in the target conservancies.</b> <i>Baseline: baseline values: Baseline; TBE at the inception</i></p>	<p><b>Output 3.1.</b> Ecosystem Management Plans for Tsavo and Maasai Mara Ecosystems developed, officially approved, and implemented in cooperation with local communities, NGOs, and private sector, including: developing and implementing range management plans, to be integrated into the ongoing Taita Taveta County LUP (Tsavo); and to ensure strategic engagement of communities against wildlife crime in the respective ecosystems, FLOD approach will be used to inform the planning process.</p> <p><b>Output 3.2.</b> At least two Community Wildlife Conservancies (one or two in the Maasai Mara ecosystem and one in the Tsavo ecosystem) formally established and have sufficient management capacity.</p> <p><b>Output 3.3.</b> Revenue-generating options piloted within the target conservancies in Tsavo and Maasai Mara Ecosystems, with initial support from project small grants to support management plan execution, SLM, HWC responses, ecotourism development, local product marketing</p> <p><b>Output 3.4.</b> Small Grant Facility for Conservancies established and managed by KWCA and provides support to target conservancies in Tsavo and Maasai Mara ecosystems, including technical support for the establishment of the Wildlife Conservation Trust Fund within KWCA to service Kenya's conservancies.</p>	GEFTF	1,065,000	4,917,013

<sup>4</sup> The reason why no METT score is included for the Tsavo East and West National Parks is that the Project will not affect the Parks themselves sufficiently to make this a relevant indicator (i.e. the work is to be undertaken in the surrounding areas).

<sup>5</sup> Total area for conservancies suggested for establishment in Maasai Mara (1,600 ha), and in Taita Ranches in the Tsavo ecosystem (21,000 ha)

<sup>6</sup> KWS data 2016 provided to the PPG team

Component 4. Knowledge Management, M&E and Gender Mainstreaming	TA	<b>Outcome 4.</b> Lessons learned by the project through participatory M&E and gender mainstreaming are used nationally and internationally, as indicated by:	<b>Output 4.1.</b> Detailed gender mainstreaming strategy developed and used to guide project implementation, monitoring and reporting	GEFTF	301,627	460,970
		<b>At least 5 project lessons</b> on IWT combat and CBNRM learned by the Project that are identified and shred with other national and international projects. <i>Baseline – 0</i>	<b>Output 4.2.</b> Participatory project monitoring, evaluation and learning framework developed and implemented			
		<b>At least 1500 women participatin in targeted gender-proactive investment, empowerment and capacity building activities at project sites</b>	<b>Output 4.3.</b> Lessons learned from the project shared with GWP and other conservation programmes			
		<i>Baseline – 0%</i>				
Subtotal					3,644,386	14,597,380
Project Management Cost (PMC)				GEFTF	182,219	968,283
Total project costs					3,826,605	15,565,663

#### C. CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

Please include evidence for co-financing for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Amount (\$)
Recipient Government	Government (Ministry of Environment and Natural Resources)	In-kind	8,750,000
Recipient Government	County Government of Taita Taveta	Grant	960,211
CSO	Tsavo Conservation Group	Grant	2,460,452
CSO	Kenya Wildlife Conservancies Association	In-kind	275,000
CSO	Maasai Mara Conservancy Association	In-kind	2,900,000
CSO	Maasai Mara Conservancy Association	Grant	220,000
<b>Total Co-financing</b>			<b>15,565,663</b>

#### D. TRUST FUND RESOURCES REQUESTED BY AGENCY(IES), COUNTRY(IES), FOCAL AREA AND THE PROGRAMMING OF FUNDS

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	(in \$)		
					GEF Project Financing (a)	Agency Fee at at 9% (b)	Total (c)=a+b
UNDP	GEFTF	Kenya	Biodiversity	n/a	2,909,174	261,826	3,171,000
UNDP	GEFTF	Kenya	Land Degradation	n/a	917,431	82,569	1,000,000
<b>Total GEF Resources</b>					<b>3,826,605</b>	<b>344,395</b>	<b>4,171,000</b>

#### E. PROJECT'S TARGET CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL BENEFITS

Provide the expected project targets as appropriate.

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	2,288,400 ha <sup>7</sup>
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	23,000 ha <sup>8</sup>

**F. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT? NA**

(If non-grant instruments are used, provide an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF/CBIT Trust Fund) in Annex D.

**PART II: PROJECT JUSTIFICATION**

**A. DESCRIBE ANY CHANGES IN ALIGNMENT WITH THE PROJECT DESIGN WITH THE ORIGINAL GWP CHILD PROJECT CONCEPT NOTE**

Through a suite of detailed support studies conducted during the PPG phase, the relevance and feasibility of the planned interventions have been confirmed and elaborated in some more detail. A large number of dedicated stakeholder consultations were undertaken to confirm the relevance of the project strategy, and to elaborate its details. In particular, feasibility and cost assessments were undertaken for planned law enforcement and infrastructure investments, and multi-stakeholder consultations were held in the two project areas - Taita Taveta County (Tsavo) and Narok County (Maasai Mara). A detailed expert study was undertaken and a workshop held on the ICCWC Indicator Framework assessment for Kenya in association with UNODC and under the leadership of the MENR.

Based on the above, the project was developed largely in accordance with the Child Project Concept Note with some necessary adjustments and elaborations to the project components, outcomes, outputs, co-financing, and budget. The overall project objective remains “to combat poaching and illegal wildlife trafficking in Kenya through an integrated approach remains in the Project Document”. As a result of PPG findings, the project now places greater focus on interventions within the two target ecosystems - i.e. Maasai Mara and Tsavo, with a higher percentage of GEF grant invested in the two landscapes. The project now prioritises areas that have been identified to achieve the greatest results, including institutional capacity building for effective community engagement and involvement in wildlife conservation, and strengthened law enforcement capacity at the ecosystem level. Please see Annex D for more details.

Brief description of the project is presented below.

**A.1. Project Description.**

Poaching and illegal wildlife trade are two among an array of threats and contributing factors to the loss of wildlife in Kenya and the East African Region (EAC) at large. Other key threats include wildlife retaliatory killings, land subdivision and fencing, unregulated livestock grazing, urban and peri-urban expansion, and resource conflicts, amongst other. While Kenya has made significant progress in combatting poaching, especially of large game, this project focuses on wildlife and community security in two project areas, the Maasai Mara and Tsavo Ecosystems through a highly coordinated approach within and between wildlife management and law enforcement authorities, as well as Wildlife Conservancies established by local communities in the project areas. The proposed National Strategy to Combat

<sup>7</sup> This area represent total area that expected to be covered by implemented Ecosystem Management Plans for Taita Taveta County (1,708,400 ha) and Masai Mara Ecosystem (580,000 ha) (Output 3.1).

<sup>8</sup> Total area of established and strengthened conservancies (in terms sustainable wildlife and livestock management) by the project Wildlife Conservancies in Tsavo and Masai Mara Ecosystems (see footnote 5 above) (Outputs 3.2 and 3.3).  
GEF6 CEO Endorsement /Approval Template-August2016

Poaching and Illegal Wildlife Trade will guide the law enforcement efforts at national and project area levels. At the ecosystem level, multi-agency responses to poaching and IWT will be coordinated, and teams supported through relevant trainings, equipment and infrastructure needed for improved law enforcement. A community-scout system will be strengthened, which will at the same time invest into building better relationships with local communities and making them part of the conservation story and teams. Wildlife and other natural resources will be locally-managed through the creation of new Community Conservancies (with total area of at least 23,000 ha), with benefits accruing directly to, and with a fair distribution among rural communities. The project's **Objective** is to combat poaching and illegal wildlife trafficking in Kenya through an integrated approach. To address the development challenge and achieve the Objective the project will implement four **Strategies/Components**: **Component 1.** Strengthening national and local capacity for effective IWT control in Kenya; **Component 2.** Reducing poaching and illegal wildlife trade in threatened species in Tsavo and Maasai Mara Ecosystems; **Component 3.** Strengthening Community Wildlife Conservancies in Tsavo and Maasai Mara Ecosystems; **Component 4.** Knowledge Management, M&E and Gender Mainstreaming. This project is part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species, and falls under the GEF Programme Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (9071). Under this programmatic framework, with the coordination through the Project Board, coordinated knowledge management and cross-fertilisation of the individual projects will be assured.

The main differences between the Project Concept Note and the CEO Endorsement Request as regards Components, Outcomes, and Outputs, and their rationale are summarized in **Annex D**.

*1.) Global environmental problems, root causes and barriers that need to be addressed*

No changes from Child Project Concept stage have been made. As stated above, the project will address the following key threats to wildlife, ecosystems and local communities in the project areas: poaching for high value and bushmeat species driven by IWT, retaliatory killing of wildlife, unregulated livestock grazing in the wildlife habitat, and conversion of wildlife habitat to croplands. The following key barriers that need to be addressed have been identified:

1. *Gaps in legislation and regulations to manage wildlife and fight poaching and IWT:* Kenya has taken significant steps toward codifying conservation and wildlife protection into a wildlife policy and legal framework since the promulgation of the new constitution in 2010. The Wildlife Conservation and Management Act 2013 provides very high minimum penalties of KES20 million (USD 206,028) and/or life imprisonment for the killing of threatened or endangered species. Nonetheless, the Wildlife Conservation and Management Act (WCMA) still lacks the subsidiary regulations necessary to put it into action.
2. *Insufficient coordinating and law enforcement capacity for wildlife management and control of poaching and IWT at national and county levels:* Insufficient inter-agency communication (both within the wildlife sector and between that and security sectors) and investigative capacity results in efforts made by anti-poaching units often being ineffective; this allows criminal activities to continue, in some cases at a highly sophisticated level, with minimal risk of exposure. Despite new investments in rangers and police reservists on the ground in Kenya's protected areas, they are ill equipped and insufficiently trained in patrolling and operations, evidence gathering and data recording to effectively enforce the law. In addition, the number of PA and law enforcement agencies (KWS, Kenya Forest Service (KFS)) staff remains inadequate in controlling criminal activity due to the fact that law enforcement activities are relatively basic and routine, with a relatively randomised spread of effort, and so rely on numbers of staff and area coverage of monitoring to increase chances of arrest. Insufficient intelligence-led law enforcement is restraining the ability to better target efforts and resources. With better intelligence of the type and location of criminal activity, efforts may be targeted at specific geographical areas, with appropriate resources and support allocated based on the intelligence findings, thereby greatly increasing efficiency.
3. *Insufficient engagement of and benefits for local communities in wildlife conservation:* There are a number of barriers to the involvement of communities on the ground in protecting the wildlife resource. Generally, there is a prevailing disenfranchisement of local people from conservation, with most local people having never been able to visit a national park. Wildlife law enforcement activities are often seen to be directed "against" local

people and development, and instead of gaining local communities as important conservation partners, they often feel negative about wildlife. Additionally, poverty is prevailing and limited livelihood opportunities and inadequate sharing of benefits in relation to wildlife and conservation is taking place. Few local people find direct employment in the parks or in tourism ventures, and they are not directly benefiting from wildlife tourism. Often local communities feel the direct brunt of human-wildlife conflicts, and private property such as water points, fields or livestock are destroyed or killed, and sometimes people are directly attacked by animals. In certain rangeland areas, competition for grazing is seen as a major obstacle as well. While the Kenyan Government has established a compensation programme for victims of HWC, the programme has suffered as the compensation fund is notoriously underfunded and payment enormous backlogs for approved cases exist. This leads to further frustration amongst local people, who become more and more alienated from conservation agendas. While the WCMA of 2013 allows wildlife conservation as a form of land use, it is restrictive on the consumptive utilization of wildlife, and limited incentives for keeping wildlife on private and community lands are given, other than through tourism. As a result many in the local communities feel dis-incentivized to contribute to conservation and therefore choose not to tolerate or protect wildlife in their areas. Some resort to turning a blind eye on any illegal activities targeted at wildlife while for some the opportunity to earn little income from poaching and illegal wildlife trafficking-related activities then becomes a more attractive prospect than abiding by the law, and remaining unable to feed one's family. See details in the Development Challenge section of the project document.

## 2.) Baseline scenario or any associated baseline projects

Following the adoption of the new Constitution of Kenya in 2010, the Government of Kenya reviewed the Wildlife Act and enacted the new Wildlife Conservation and Management Act (WCMA) in 2013, which provides for stiffer penalties in response to resurgent, increasingly sophisticated poaching threats. The WCMA of 2013 upholds and strengthens the mandate of the KWS to protect, conserve for sustainable use and management of wildlife in Kenya. The WCMA's toughened stance on conservation also cuts across all the three pillars of Kenya's economic blue print, Vision 2030, namely; tourism, environment and security. Notable changes in the WCMA of 2013 include: higher recognition of the role of community and private conservancies in managing wildlife and more stringent minimum penalties for wildlife crimes (e.g. a fine of KES20 million / US\$ 206,028 as at June 11, 2015, and/or life imprisonment for the killing of threatened or endangered species). This is a significant improvement from previous iterations of the Wildlife Act, which treated wildlife crime lightly, offering the option of fines as low as KES10 000 (USD103 as at June 11, 2015) for possession of ivory.

Recognizing this necessity, and the escalation of poaching, the Government of Kenya established an interagency anti-poaching unit in 2013 comprising officers from specialized elements of KWS and specialized detachments of the National Police Service to scale-up the fight against poaching. In addition, the Cabinet Secretary of the then Ministry of Environment, Water and Natural Resources appointed an independent 15-person Wildlife Security Task Force made up of government experts, wildlife conservation specialists and legal professionals to examine the threats to Kenya's wildlife and make recommendations on how to deal with them. Due to Government and NGO efforts, Kenya started to use a number of advanced tools to fight wildlife crime, including Multi-Agency Units (MAUs) at ports and border crossings, Container Control Programme in the key ports, detection dogs to find wildlife contraband, SMART tool to improve anti-poaching operations in national PAs, special trainings for investigators and judiciary, etc. Kenya Wildlife Service is currently implementing its 2012-2020 Conservation and Management Strategy for Elephants, which provides critical guidance for species conservation and sets important targets for the conservation of elephants in Kenya, including through law enforcement.

The Constitution of Kenya of 2010 provides that all Multilateral Environment Agreements (MEA) to which Kenya has ratified and acceded become domestic law. The MEAs that have direct linkages to wildlife and Kenya include Convention on International Trade in Endangered Species of Wild (CITES), the Convention on Biological Diversity (CBD), the Convention on Conservation of Migratory Species of Wild Animals (CMS), the International Convention on the Regulation of Whaling (ICRW), and the Ramsar Convention on Wetlands of International Importance. Kenya has been identified by CITES as a "party of primary concern" for its increasing role as a source and transit country for

illegal ivory products. Kenya has taken steps to ramp up its response to the illegal ivory trade by issuing a National Ivory Action Plan (NIAP) in 2013. INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organization (WCO) are critical inter-governmental agencies that cooperate with the Government of Kenya on wildlife crime issue.

*3.) Proposed alternative scenario, GEF focal area strategies, with brief description of outcomes and components of project*

The project is designed to achieve following **Long-Term Impact, or Global Environmental Benefits** (status of conservation targets):

- **Stable or increasing populations of flagship species in the project areas**

The populations of high value species such as elephants, rhinos and bushmeat species will be measured compared to the following baseline values from 2017:

Tsavo Ecosystem:<sup>9</sup> 12,843 elephants (out of which 1,746 in the Taita Ranches), 8,525 buffaloes (out of which 1,768 in Taita Ranches), 4,323 giraffes (out of which 510 in Taita Ranches),<sup>10</sup> rhinos (baseline TBD in year 1) and in the Maasai Mara Ecosystem: 2, 493 elephants, 9,466 buffaloes, and 2,607 giraffes,<sup>11</sup> rhinos (baseline TBD in year 1).

The targets for the above-mentioned species are for the populations to remain at least at baseline value. The impacts will also be measured by decreases in the number of individual flagship animals (elephants and rhinos) poached and killed in retaliation in the project areas. The long-term targets for both these indicators are reductions by at least 50 percent. As an intermediate target, the Project aims to achieve the following **Mid-Term Targets** (threat reduction):

- **At least 20% decreases in the number of individual flagship animals poached in the project areas** Baseline values from 2016 are<sup>12</sup>:

The Tsavo Ecosystem: 30 elephants, 2 rhinos

Out of which in the Taita Taveta County (including Taita Ranches) specifically: 26 elephants, no rhinos

The Maasai Mara Ecosystem (Narok County and MMNR specifically): 5 elephants, 1 rhino

- **Decreases by at least 20% in the annual rate of retaliatory killing of elephants in the project areas**

Baseline values from 2016 are<sup>13</sup>:

Tsavo Ecosystem (Taita Taveta County specifically): 11

Maasai Mara Ecosystem (Narok County and MMNR specifically): 7

To achieve the Outcomes above, the following Outputs (project products and services) need to be delivered:

## **Component 1. Strengthening national and local capacity for effective IWT control in Kenya<sup>14</sup>**

<sup>9</sup> Retaliatory killings of big cats constitute a challenge in the project areas (although less significant challenge than retaliatory killings of elephants), but not yet poaching of big cats. However, populations of big cats should ideally be monitored as there is a risk that international demand may lead to poaching of big cats as well. Unfortunately, as no recent data on lion populations and retaliatory killings of big cats is available, such indicators have not been included. Nevertheless, the rangers at the project sites will monitor evidence of big cat HWC and poaching as part of their duties.

<sup>10</sup> Ngene S. et al. 2017. Aerial Total Count of Elephants, Buffalo and Giraffe in the Tsavo-Mkomazi Ecosystem (February 2017). KWS, TAWIRI, TWRI.

<sup>11</sup> KWS 2017. Aerial Total Count of Elephants, Buffaloes and Giraffes in the Maasai Mara Ecosystem (May 2017). Survey Report. The survey covered Maasai Mara National Reserve and Mara Triangle, Conservancies and their immediate neighborhoods or dispersal areas in the Mara ecosystem. The 2017 survey was carried out between May 15 and 28, 2017 covering an area of 11,681 km<sup>2</sup>

<sup>12</sup> KWS data 2016 provided to the PPG team

<sup>13</sup> KWS data 2016 provided to the PPG team

GEF6 CEO Endorsement /Approval Template-August2016



## Outcome 1. Increased national and local capacity to fight wildlife crime

### • **Output 1.1. Kenya's National Strategy to Combat Poaching and Illegal Wildlife Trade developed, officially approved, and implemented**

As indicated by the ICCWC Indicator Framework Assessment, Kenya does not have a National Strategy to Combat Poaching and IWT. The project will assist the development of such a Strategy in full accordance with the African Strategy on Combating Illegal Exploitation and Illegal Trade in Wild Fauna and Flora in Africa (2016-2025), the East African Community (EAC) Regional Strategy to Combat poaching and Illegal Trade in Wildlife and Wildlife Products (2017 – 2022), the Wildlife Conservation and Management Act (2013), the updated National Wildlife Policy (2017), and the National Wildlife Conservation and Management Strategy.

The formulation process for the National Strategy to Combat Poaching and IWT was launched in June 2017, with the objective to significantly reduce wildlife and forest crime in Kenya by:

- enhancing wildlife and forest crime legislation and judicial processes,
- increasing capacity of law enforcement agencies to implement intelligence, investigation, and prosecution of wildlife and forest crime,
- developing effective collaboration among national and county law enforcement agencies to combat wildlife and forest crime,
- facilitating transboundary and international cooperation to stop illegal wildlife trade,
- Involving local communities and private sector partners in anti-poaching and IWT monitoring, prevention and enforcement,
- decreasing demand for bushmeat via national awareness programmes,
- providing enhanced incentives to local communities to protect wildlife, and
- mobilizing necessary resources to fight wildlife and forest crime effectively.

The Strategy will provide a guiding framework for:

- The full engagement of national security organs such as Police, Kenya Defence Forces (KDF), KFS, and local administrations to reduce wildlife crimes, poaching and unsustainable utilization of wildlife,
- The establishment of a specialized marine anti-poaching patrol unit,
- The establishment of a cross-border law enforcement secretariat for Kenya and adjacent countries and the organization of transboundary anti-poaching patrolling,
- The establishment of a security intelligence toolkit between the different security agencies that will involve local communities,
- The establishment of a well-equipped, rapid anti-poaching response team and patrol units,
- The establishment of a digital radio-communication system and community ranger network,
- The enforcement of intelligence led anti-poaching operations, and
- Training and equipping inter-agency border management committees particularly on border patrols.

The project will support the recently established Working Committee for the development of the Wildlife Strategy (lead by MENR and KWS) to lead a fully open and participatory process with involvement of all interested stakeholders in discussions and the development of the Strategy document. The Strategy is intended to cover a five-year period and be accompanied by a detailed Operational Plan for its implementation, to be agreed with the key law enforcement agencies involved in wildlife and forest crime control (KWS, KFS, KPS, KRA, and KPA). The final documents will be submitted to the Government of Kenya for official approval. The official approval may be facilitated by the Parliamentary Conservation Caucus and ICCF-Kenya. The project will coordinate closely with the UNEP-ICCF regional IWT GEF 6

---

<sup>14</sup> The UN Environment-GEF project entitled "Enhancing Legislative, Policy and Criminal Justice Frameworks for Combating Poaching and Illegal Wildlife Trade in Africa" will address issues of policy and legislation for all countries included in the project.  
GEF6 CEO Endorsement /Approval Template-August2016

Project: *Enhancing legislative, policy, and criminal justice frameworks for combating poaching and illegal wildlife trade in Africa*, ensuring full consideration of related policy and legal developments covered by the UNEP-GEF project during the Strategy development.

The implementation of the Strategy will be monitored by the ICCWC Indicator Framework assessments that will be conducted in Year 1 and then repeated in the final year of the project, with a subset of indicators selected as national indicators in Year 1 and measured biennially in Kenya by the MENR, with support from UNODC and WCO.

Specific attention will be given by the Project towards strengthening both national, inter-agency coordination, and vertical coordination (national – local), and institutional linkages in the Strategy and Operational Plan in order to achieve more integrated and efficient delivery of IWT law enforcement. This will include enhanced communications channels and reporting from local (Tsavo and Maasai Mara groups in Outputs 2.1 and 2.2) to national level.

Partners for delivery of the Output 1.1 include MENR, KWS, KFS, Space for Giants, AWF, IFAW, UNODC, ICCF.

- **Output 1.2. Multi-Agency Unit approach to control illegal wildlife and forest trafficking on the Kenya-Tanzania border strengthened and replicated**

In 2016, the Government of Kenya, with UNODC and WCO, established a Multi-Agency Port Control Unit (MAU) in Mombasa port to strengthen the control the trafficking of illegal wildlife products through the country to South-East Asian markets. The Unit consists of 12 officers from KRA, KWS, KFS, KPS, and KPA. All the officers share common office space, communicate directly with each other, and plan and implement joint inspections of containers, effectively fostering inter-agency cooperation and communication. The Unit is connected with 50 other Multi-Agency Port Control Units in the world and can request other units at destination ports to inspect suspicious containers. Since becoming operational, the unit has successfully identified, profiled, and seized illicit goods, including stolen vehicles, counterfeit goods, as well as internationally protected wildlife, including forest products such as wood. This MAU will receive additional and complementary support through UNDP's Global GEF-financed project entitled "Reducing Maritime Trafficking of Wildlife between Africa and Asia", under which Mombasa port is a demonstration port<sup>15</sup>. The Government of Kenya and UNODC are currently working on other the establishment of a similar MAU at the Jomo Kenyatta International Airport, one of the key exit points for wildlife traffickers in Kenya. Similar MAUs are needed along the Kenya-Tanzania border as it is intensively used by wildlife traffickers for transportation and transit of the products to the exit points to Asia (ports and airports), as well as bushmeat trade between Kenya and Tanzania.

The project aims to support the Government of Kenya to establish a new MAU on the Kenya-Tanzania border in order to demonstrate this approach and document and evaluate lessons learned with a view to its further replication/adaptation for other border crossing areas. The MAU will complement other national efforts to establish a network of MAUs at key border posts and build capacity at the two existing MAUs at Mombasa port and Jomo Kenyatta International Airport (JKIA). Through the additional MAU along the Kenya-Tanzania border, this project will provide strengthened control along the main routes of wildlife traffickers, and which is strategically important for IWT control in Kenya, including wildlife product transportation from the Tsavo ecosystem (mainly consisting of bushmeat to Tanzania), as well as illegal ivory from Tanzania which generally enters through the Taveta, Tarakea and Lunga Lunga border points bound for Kenya's international air and sea ports<sup>16</sup>. There are various options for the operational basis of the pilot MAU - it may consist of an ambulating unit to temporarily and unpredictably enhance the capacity to tackle illegal trade in wildlife at key border crossings, as well as to contribute with the transfer of expert knowledge to more permanently enhance the IWT skills at the border posts visited. It could also consist of permanent MAU<sup>17</sup> developments at the various border crossing points to be tested during implementation.

---

<sup>15</sup> UNDP PIMS+ identification number 5620

<sup>16</sup> Weru, S. (2016). Wildlife protection and trafficking assessment in Kenya: Drivers and trends of transnational wildlife crime in Kenya and its role as a transit point for trafficked species in East Africa. TRAFFIC.

<sup>17</sup> For example at Taveta, Lunga Lunga, Namanga, Isebania or somewhere else.  
GEF6 CEO Endorsement /Approval Template-August2016

To establish a pilot MAU, the project will support the border post assessments with involvement of the UNODC/WCO personnel to assess effectiveness of cargo operations, current procedures for control of container cargo, revenue collection, facilities and operations, the work of national authorities at the posts, security arrangements, and legal framework. A Steering Committee and an operational Sub-Committee will be established for the border post (according to the UNODC model used and tested for other MAUs in Kenya and abroad)<sup>18</sup>. The Unit will be established based on special inter-agency agreements accompanied with ToR, and will consist of 10-12 officers. The MAU will be provided with necessary equipment (computers, vehicle, motorcycles, etc.) and repetitive training on container control, wildlife product detection and identification, and CITES regulations. The Unit will be able to carry out sting operations to intercept wildlife product contraband illegally transported along the border. The operations of the MAU will be directly supported by the relevant agencies (KWS, KFS, KPS, and KRA) through delegation of staff to it and vertical coordination with the national Wildlife Security Task Force. Technical support to the Unit will be provided by UNODC and WCO. The Unit should aim to strengthen transboundary cooperation with relevant border posts in Tanzania and potentially organize joint operations with Tanzania's law enforcement agencies. Towards the end of the project, an evaluation will be conducted of the effectiveness of the pilot MAU, and the findings made available through the Project Technical Advisory Group and the Global Wildlife Program, for consideration in the establishment of other MAUs on Kenya's borders, and for consideration by other countries faced with similar trafficking problems.

Partners for delivery of the Output 1.2 include UNODC, WCO, KWS, KPS, KFS, and KRA.

- **Output 1.3. KWS, KRA, KPS and judges in the project areas provided with training on wildlife crime related issues**

As indicated by the PPG capacity assessment, although the current capacity of Kenya to tackle wildlife and forest crime is relatively high, it is still insufficient for effective control of poaching and IWT at national and county levels. Thus, the ICCWC Indicator Framework assessment (see Annex J) identified some capacity gaps in intelligence, investigation, and prosecution of wildlife and forest crime in the country (lack of sufficient staff, knowledge and skills). For example, KWS and other law enforcement agencies are understaffed with wildlife crime intelligence, forensics, investigation and prosecution experts and need advanced training programmes. The assessment indicated low levels of awareness within the judiciary of the negative impacts and seriousness of wildlife crime in Kenya.

To eliminate this capacity gap the project will develop and provide relevant and repetitive trainings to the key law enforcement organizations, mainly KWS, but also to KPS, KRA, judges, and magistrates in Maasai Mara and Tsavo ecosystems (and mainly in Taita Taveta and Narok Counties). The training will be provided at the location of law enforcement officers by the teams of trainers selected by the PMU to reduce accommodation and travel costs. To develop and deliver the training programmes, the project will build on on-going law enforcement capacity building initiatives implemented in Kenya by UNODC, Space for Giants, IFAW, Freeland Foundation, AWF, and ICCF-Kenya. The project will train up to 100 law enforcement officers in the project areas annually. The following is an indicative list of envisaged trainings to be delivered within the project. This list may be adapted to changing situations and needs in the country and project areas.

- Prosecution skills for KWS and ODPP prosecutors (at least 4 trainings in 2018-2023 for 12-19 prosecutors each)
- Basic and advanced investigation for KWS and KFS investigators, including on chain of custody issues for collection of DNA evidence (at least 2 trainings in 2018-2023, and at least 40 officers should be trained);
- Basic and advanced scene of crime management for first respondents for KWS inspectors (at least 4 trainings in 2018-2023 of 20 officers each to prepare them for gazettement);
- Judiciary sensitization (at least 4 trainings in 2018-2023 for 40 KWS and OPDD inspectors);

---

<sup>18</sup>The MAU project Steering Committee is a higher-level instance at senior level (generally based in the capital). It comprises the relevant stakeholders that have operational and political roles in the operation of the programme. A joint Steering Committee for all MAUs in Kenya may be considered to inter alia ensure the sharing of lessons learnt. The operational Sub-Committees are established at the border posts and are comprised of the managers at working-level (with decision-making powers) from the relevant national law enforcement agencies that are part of the unit and UNODC. It discusses operational aspects and can unblock/facilitate day to day operations and coordination with the agencies. It is comprised by representatives  
GEF6 CEO Endorsement /Approval Template-August2016

- CITES regulations and permits for KWS and KRA (3-5 trainings in 2018-2023);
- Training trip to South Africa for two specialists of KWS forensic lab to learn the use of the Freeze Mill for DNA extraction from ivory and optimization of ivory genotyping protocols, and potentially other techniques;
- Support KWS forensic specialists to participate in regional Wildlife Forensic Working Groups established by the TRACE Wildlife Forensic Network
- Other potential training priorities to fill gaps such as anti-money laundering and anti-corruption approaches, management of covert human intelligence sources (informants) for investigators; and identification of CITES species and wildlife products for customs and border posts, will be reviewed during project inception.

The project is going to update special manuals for the law enforcement agencies and judges to provide them with necessary guidance on wildlife and forest crime legislation and investigation techniques and identification of wildlife specimens. The manuals will be distributed among law enforcement officers during trainings and sent by mail to the target county offices and posts. The project will also provide scene of crime toolkits to KWS investigators to enhance quality of wildlife crime investigations and prosecutions. Overall the project is going to target 150-200 law enforcement agents, investigators, prosecutors, and judiciary in the country under this Output. The training activities will be institutionalized for increased sustainability, for example through the KWS Manyani Academy.

Partners for delivery of Output 1.3 include UNODC, Space for Giants, IFAW, Freeland Foundation, AWF, and ICCF-Kenya.

- **Output 1.4. International agreements between Kenya and Tanzania on the protection and management of the Maasai Mara - Serengeti and Tsavo-Mkomazi Trans-Frontier Conservation Areas (TFCAs) developed and submitted to the country governments for signing**

The two project areas represent a considerable part of the continuous transboundary savannah landscape at the border of Kenya and Tanzania that potentially can be designated as two Trans-Frontier Conservation Areas: Mara-Serengeti and Tsavo-Mkomazi. To support international efforts for conservation and sustainable development of two transboundary landscapes, ensure habitat connectivity and uninterrupted wildlife migration corridors (which is critical for the ability of wildlife to adapt to climate change), facilitate international tourism development, and enhance transboundary conservation cooperation of Kenya and Tanzania, this project will support the official establishment of both TFCAs. The following activities will be supported:

- Drafting of MOUs on the intention to establish the Mara-Serengeti and the Tsavo-Mkomazi TFCAs, facilitation of international meetings and consultations, and signing of MOUs on the intention to establish the TFCAs by the Governments of Kenya and Tanzania,
- Drafting of a treaty, or treaties, between the Governments of Kenya and Tanzania on official establishment of the Mara-Serengeti and Tsavo-Mkomazi TFCAs<sup>19</sup>) and facilitation of the process towards its approval and signing;
- Development of Terms of References for organizational and operational arrangements for Mara-Serengeti and Tsavo-Mkomazi TFCAs, including a TFCA Secretariat (for the coordinated management of the TFCAs), a Committee of Ministers responsible for environment, wildlife, tourism and natural resources in Kenya and Tanzania, a Technical Committee, relevant working groups, and National Steering Committees.

This project will also contribute to the development of partnership agreements with other donors for the future sustainability of the TFCA Secretariat. One of the key tasks of the TFCA Secretariat will be to involve donors and investors in the management and development of the TFCAs, including through Integrated Development Plans for both TFCAs.

---

<sup>19</sup> Potentially drawing on the KAZA TFCA Treaty (signed in 2011 between Angola, Botswana, Namibia, Zambia, and Zimbabwe).  
GEF6 CEO Endorsement /Approval Template-August2016

Partners for delivery of Output 1.4 include the Governments of Kenya and Tanzania, EAC, Peace Parks Foundation, AWF, KWCA, IUCN.

**Component 2.** Reducing poaching and illegal wildlife trade in threatened species in Tsavo and Maasai Mara Ecosystems

**Outcome 2.** Increased effectiveness of Conservancies, PAs and local law enforcement agencies to control poaching and IWT in Tsavo and Maasai Mara Ecosystems

- **Output 2.1. Inter-agency-community Wildlife Security Hub in Taita Ranches (Tsavo Ecosystem) established and functional**

While law enforcement is important throughout the entire Tsavo ecosystem, the Taita Ranches area has been identified by all stakeholders to be of critical importance to improving and securing key areas. As such, the **Taita Taveta Environmental Coordination initiative (TTECi)** has already been established. **TTECi** is a strategic level planning and steering committee, chaired by Tsavo Conservation Group, and bringing together KWS, the County Government of Taita Taveta (CGTT) and the Taita Taveta Wildlife Conservancies Association (TTWCA) (see also Component 3). These critical entities with overlapping roles, responsibilities, and jurisdictions did previously not have a common coordinating platform, resulting in duplication of efforts and conflicts. **TTECi** is now conducting regular tasking and coordination meetings between the organizations. However, no inter-agency, anti-poaching efforts have been organized in the Taita Ranches area yet. While areas of the Tsavo West and East National Parks are relatively well covered by patrolling by anti-poaching groups of KWS, David Sheldrick Wildlife Trust, and Tsavo Trust, the Taita Ranches area remains almost unprotected from poaching.

To build and strengthen inter-agency anti-poaching efforts in the Taita Ranches, the project will cooperate with TTECi (TTWCA, KWS, Tsavo Conservation Group, and KPS), LUMO Trust/Conservancy, David Sheldrick Wildlife Trust, Tsavo Trust, AWF, and USAID to organize a complex wildlife security system built on the following elements:

- A Wildlife Security Hub (base) located in Lumo Ranch, in Lumo Community Wildlife Sanctuary (however, the location of the hub can be changed after further consultations with stakeholders),
- 5 patrolling community ranger groups (7 inspectors each) strengthened by officers from KWS and KFS,
- One Quick Response Unit (5 inspectors) to support patrolling groups in case of emergency, and
- Coordination and cooperation with the other 16 anti-poaching brigades operating mainly in Tsavo West and Tsavo East NPs from KWS, David Sheldrick Wildlife Trust, Tsavo Trust.

The Wildlife Security Hub will have a strategic position in the elephant migration corridor between Tsavo West and Tsavo East NPs as it will allow for almost complete VHF coverage over the Taita Ranches area with the help of two repeaters and as it will have good road access the year around. In addition, the Hub will have the infrastructure necessary to cater for 5 patrol community ranger groups supported by inspectors of KWS and KPS. The capacity of the Hub will be 40-45 inspectors, potentially including female rangers (co-financed by USAID). The Hub will have 24/7 VHF radio watch for communication with patrol groups in the field, as well as the KWS bases and groups in Voi, Rukinga, Taita, Kilbasi and Muhoho Ranches, and the anti-poaching brigades supported by David Sheldrick Wildlife Trust and Tsavo Trust. The hub will have a GIS computer station (ArcGIS 10) to allow real time monitoring of patrol group movements over the area using SPOT Gen3 messengers (<https://www.findmespot.com/en/index.php?cid=100>) to allow communication with rangers even in the absence of radio coverage and rapid analysis of poaching situations in the area using information from local informers. The Hub will have 24/7 watch of the Quick Response Unit (QRU) provided with two Toyota Landcruiser Pickups to support patrol groups in case of emergency. VHF connection of the Hub with KWS posts and other anti-poaching brigades will allow effective inter-agency enforcement operations in the area. The Hub will belong to TTWCA but will be used by KWS and KPS inspectors too, based on the inter-agency

cooperation agreements. Necessary equipment and infrastructure for the Hub and rangers will be provided by the project.

Five inter-agency brigades and QRU will consist of 40 conservancy rangers trained at KWS Law Enforcement Academy at Manyani and supported with uniforms and field equipment with USAID and AWF support. The conservancy rangers will be given National Police Reserve Status providing them with a legal mandate to carry out their duties and enabling them to carry police-issued firearms. This still needs to be legally achieved, and this project will support a policy shift in this regard. The brigades will be supported by 10-15 KWS and KPS inspectors based on the inter-agency agreements between TTWCA, KWS and KPS. The brigades will be transported by vehicles to the target areas and will perform on-foot patrolling for 5-10 days and then be picked up and brought back to the base. The brigades will use an opportunistic patrolling approach with a freedom to change patrolling route based on changing circumstances. This tactic will make the brigades behavior almost unpredictable for poachers and traffickers. The brigades will have permanent connection to the hub via VHF radios and satellite SPOT messengers and will be able to coordinate their activities with other brigades as well as other posts and bases of KWS, KPS and NGOs in the area. If necessary, the brigades can be supported by QRU, KWS, KPS, and other brigades supported by David Sheldrick Wildlife Trust and Tsavo Trust. The sustainability of the suggested wildlife security system will be ensured by joint funding of the Taita Taveta County government, conservancies and NGOs.

The strategic engagement of communities in both Tsavo and Maasai Mara ecosystems in surveillance, monitoring of wildlife and related issues will be developed systematically by applying the First Line of Defense (FLOD) against wildlife crime approach in the context of planning for these areas (see Output 3.1).

Partners for delivery of Output 2.1 include Conservancy organisations, KWS, KPS, Taita Taveta County Government, David Sheldrick Wildlife Trust, Tsavo Trust, and AWF.

- **Output 2.2. Maasai Mara National Reserve – Conservancy Anti-Poaching Task Force established and supported with training and equipment**

In the Maasai Mara ecosystem, the Maasai Mara National Reserve is managed under the Narok County Government with law enforcement managed under the park warden's responsibilities (with the help of about 350 rangers). The surrounding Maasai Mara conservancy areas are managed by the various conservancies coordinated via the Maasai Mara Wildlife Conservancy Association (MMWCA). There are 15 conservancies with a security force of 258 community scouts. However, no formal law enforcement arrangements between the Reserve and conservancies security forces exist, but their actions are symbiotic with the agency on site taking charge and handing over to responsible party once they are on site. The Reserve and KWS security forces are responsible for driving animals back to the park. The Narok County Government and KWS have formal engagements to secure Mara's wildlife, based on national policy and legislation frameworks. Development of effective and mutually beneficial National Reserve – Conservancy law enforcement cooperation can significantly increase the level of protection of the entire Maasai Mara ecosystem through the proactive involvement of local communities in anti-poaching efforts.

Thus, the project will facilitate establishment of the Maasai Mara National Reserve – Conservancy Anti-Poaching Task Force in the Narok County as the key collaborative mechanism between the Reserve and its surrounding local communities. The basic document for the Task Force will be a collaboration agreement between the National Reserve, adjacent conservancies forming its buffer zone, MMWCA, and KPS. The agreement will identify responsibilities and roles of all Task Force members. A Coordinating Committee will be established to manage joint Task Force operations, exchange information, and enhance the capacity of Task Force members. The Coordinating Committee will also be responsible for the development of annual plans for the Task Force and for producing annual reports on the results of the inter-agency-conservancy collaboration to the Narok County government.

The project will support the Task Force with four vehicles, VHF radio equipment, and personal field equipment for 30 Conservancy and 30 NR rangers assigned to carry out Task Force operations. Based on the selection of the Task Force Coordination Committee, 40 rangers (20 from NR and 20 from Conservancies (e.g., from newly established Conservancies)) will be trained at the KWS Law Enforcement Academy in Manyani as required by WMCA 2013. The

initial operations of the Task Force will be supported through the project, while the main funding for operational expenses will be provided by the NR and the Conservancies themselves.

Partners for the delivery of output 2.2 may include Conservancy organisations, KPS, and local Government.

**Component 3. Strengthening Community Wildlife Conservancies in Tsavo and Maasai Mara Ecosystems**

**Outcome 3. Strengthened Community Wildlife Conservancies and benefits for local communities from CBWM and CBNRM in Tsavo and Maasai Mara Ecosystems**

- **Output 3.1. Ecosystem Management Plans for Tsavo and Maasai Mara ecosystems developed, officially approved, and implemented in cooperation with local communities, NGOs, and the private sector**

Despite the existence of the connected ecosystems to be targeted, wildlife conservation planning has focused on the national parks and reserves with minimal regard to the larger components of the ecosystem. The new dispensation of wildlife conservation through the Wildlife Conservation and Management Act 2013 requires, under section 4 of its guiding principles, that conservation and management of wildlife shall be encouraged using an **ecosystem approach** as advocated by the CBD. Towards achieving this principle, the Wildlife Act, under its section 5, requires that norms and standards **for eco-system based conservation plans** and measures for protection of ecosystems are developed through the National Wildlife Conservation and Management Strategy. The Ecosystem Management Plans (EMPs) should follow a set of key requirements:

- be designed according to a Result-Based Management (RBM) approach with clear identification of the goal of the Plan (status of Conservation and Management Targets - endangered wildlife populations and area of key ecosystems) and its objectives (reductions of direct threats to the conservation and management targets) and clear links between the plan's results at different levels, i.e. its Outputs (products and services of the plan implementing team), Outcomes (increased level of NRM), Mid-Term Impacts (reduction of direct threats for conservation and management targets), Long-Term Impacts (improvement of status of key wildlife species and ecosystems important for district development). Results at all levels should be measurable through appropriate indicators,
- must have a clear Operational Plan with timelines for the delivery of the Outputs, identify responsible persons, required budgets, and indicate the sources of the budget,
- be designed for no more than a 10-year period,
- be based on adaptive management, including lesson learning and a monitoring and evaluation plan,
- be in agreement with KWS, and the plans of other relevant agencies and programmes for the particular counties,
- be officially approved and gazetted,
- be developed in a fully participatory approach and involve all key stakeholders in the planning process, and
- have a clear implementation mechanism (e.g., Ecosystem Management Committees, including representatives of RDC, communities, agencies, private sector and NGOs with designated responsibilities, and an identified funding mechanism).

The project will support the development of two such EMPs for the Tsavo and Maasai Mara Ecosystems.

*Ecosystem-based Land Use Plan for the Taita Taveta County*

The Taita Taveta County Government is currently preparing a county level Land Use Plan (LUP). A Tsavo National Park plan already exists, and covers the majority of the land in the County. While this project will facilitate the full engagement of the TTCEi and other key stakeholders in the development of the LUP and the integration of eco-system based planning, no stand-alone new planning process will be started. The Project aims to ensure that the views of the Conservancies are fully reflected in the Country-level LUP, and help position Taita Taveta as “the green heart of Kenya” as a major part of the Country comprises either National Park or Conservancy areas. The project will focus on



providing technical expertise to critical planning issues such as tourism development, conservation and infrastructure (e.g. the new highway), instead of developing a new plan. This may be facilitated in association with the KWCA.

To address the overgrazing, rangeland degradation and competition between livestock and wildlife for forage resources, the Project will focus on developing and implementing range management plans, to be integrated into the ongoing Taita Taveta County LUP. The range management plan(s) would:

- (a) identify relevant rangeland management best practices and enhance local livestock management capacity and ensure the development of coordinated livestock management across currently unmanaged rangelands within the Taita Taveta ranches and Community Conservancies,
- (b) enhance the rangeland productivity to sustainably support the livestock previously utilizing the National Park (and thereby relieve the pressure on the National Park by reducing illegal cattle incursions),
- (c) identify and enable new routes to markets and develop value added products, and
- (d) strengthen the sustainable environmental integrity of the Taita Taveta ranches and community conservancies for humans, livestock and wildlife. Wildlife- and nature-based income generating opportunities such as through tourism will be integrated into the plan. The LUP will be officially approved by the Taita Taveta County Government. The project will facilitate the establishment of an implementation mechanism through the LUP Implementation Committee that will include the local government, KWS, NGOs, and Conservancy representatives having stakes in the sustainable development of the area.

### *Maasai Mara Ecosystem Plan*

The need to develop a Mara ecosystem plan<sup>20</sup> was identified during a Mara-Serengeti cross-border meeting held at the end of 2016 and which aimed at improving measures to secure and conserve the larger Mara-Serengeti ecosystem. A group of stakeholders was identified to spearhead the development of the Mara ecosystem plan, including conservancies, MMWCA, KWS, the Narok County Government and tourism partners in Mara.

The EMP will be developed based on the Protected Area Planning Framework (PAPF), a planning framework developed by the African Wildlife Foundation (AWF), and results-based management principles. The PAPF borrows and is often integrated with principles from other planning approaches such as the IUCN WCPA Guidelines for Management Planning of Protected Areas<sup>21</sup> and Open Standards for Practice of Conservation by the Conservation Measures Partnership<sup>22</sup>. The PAPF has been used for a number of protected areas in Kenya including the development of the Amboseli Ecosystem Management Plan, led by the AWF. The framework allows for a well-defined and consistent planning framework that provide practical and effective guidance and support for protected area and ecosystem management. Following the PAPF as a guiding framework also ensures a common process in developing management plans in order to have similar and easily understandable structures. More importantly, the framework is easily adaptable to suit different contexts, timelines, and budgets. The PAPF provides the key steps, planning events and key outputs expected in the development and gazettement process of the ecosystem management plan for Maasai Mara.

To ensure a strategic engagement of communities in the respective ecosystems, the First Line of Defense (FLOD) against wildlife crime approach will be used to inform the planning process. The FLOD approach, developed jointly by IUCN's Eastern and Southern Africa Regional Office, IUCN's Sustainable Use and Livelihoods Specialist Group (SULi) and IIED, consists of a methodological framework that builds on a baseline theory of change and a set of tools designed to help enhance understanding of the conditions under which community engagement against IWT does and does not work in different contexts (<https://goo.gl/G1mXF9>). The knowledge gained from the approach can help improve existing and planned interventions to combat IWT (such as awareness raising of IWT and HWC issues, community engagement in IWT surveillance, and monitoring of wildlife populations) and CBNRM strategies. The theory of change developed under the FLOD approach will be used as a basis for assessing the status of community involvement, information gathering, formulating strategies and pathways for effective engagement of local

<sup>20</sup> The planning of the Mara Ecosystem should conserve the value of North Serengeti and Mau Forest water catchments. In the Serengeti, the management regime will have an impact on the security for migratory wildlife and the Mau water source which is the main lifeline of the Mara (Mara River).

<sup>21</sup> Thomas, Lee and Middleton, Julie, (2003). *Guidelines for Management Planning of Protected Areas*. IUCN Gland, Switzerland and Cambridge, UK. ix + 79pp.

<sup>22</sup> <http://cmp-openstandards.org/about-os/>  
GEF6 CEO Endorsement /Approval Template-August2016



communities. As in the case of Taita Taveta plan, the Maasai Mara Ecosystem Plan will have an Ecosystem Committee with representatives of key stakeholders to facilitate the implementation, monitoring and evaluation of the plan in a fully participatory manner.

Partners for the delivery of Output 3.1 may include Conservancy organisations, local government, AWF, IUCN, Savory Institute, Northern Rangeland Trust, Maasai Mara University, Clemens University

- **Output 3.2. At least two Community Wildlife Conservancies (one to two in the Maasai Mara ecosystem and One in the Tsavo ecosystem) formally established and with sufficient management capacity**

#### *The Tsavo ecosystem*

There are 23 established ranches and conservancies in the Taveta area covering a total area of 320,000 ha. Despite being primarily managed for livestock, the area has a high population of wildlife and serves as a migratory corridor and dispersal area for wildlife between the Tsavo East and Tsavo West National Parks. Considering this fact, the landowners identified the need for collective management of both wildlife and livestock in this area as one Conservancy. It is noted that key motivations behind the establishment of the Conservancy included the income generating opportunities provided, for example, by wildlife tourism (the area is located in direct proximity to Mombasa which is the key international tourism destination in Kenya), possibilities for sustainable livestock management with seasonal rotation because small ranches cannot maintain livestock all year round, and better protection of the area from illegal livestock invasion and grazing from external communities, which often leads to conflicts and poaching.

Taita Taveta Wildlife Conservancy Association, with support from the project, will facilitate the process of establishing one large and encompassing Conservancy in the Taita area, initially through the creation of a new conservancy on the Mgeno Ranch. The Conservancy will be provided with required training and mentoring from KWCA to develop sufficient capacity to manage it. The Conservancy Natural Resources Management Plan will be produced with strong connections to the Taita Taveta County ecosystem-based land use plan (Output 3.1) with a focus on wildlife (and wildlife tourism) as well as livestock as the key source of income. If the resources required for such an investment can be identified, an approach like the Mara Beef business model (based on sustainable livestock grazing without harming wildlife populations) may be replicated in the area as a means to generate increased sustainable income for the Mgeno Range and other communities in the Taita area. The project will support the development and implementation of range-land use protocols, including migratory herders and appropriate law enforcement in the area under the authority of the Taita Taveta Wildlife Security Hub (see Output 2.1). The project will also support the development of appropriate documentation for the larger area to be officially designated as having conservancy status, the elaboration of relevant by-laws and a capacity development plan.

#### *The Maasai Mara ecosystem*

In the Mara ecosystem, the project will support the establishment and initial management of one conservancy with an area of at least 1,600 ha. Areas envisaged include a stronghold for black rhino which also is a transit route for illegal trafficking of wildlife trophies through forests and porous border to the Loliondo Game area in Tanzania. Despite important human settlements, the area is a key wildlife corridor, and there is thus a need to safeguard a harmonious co-existence between wildlife and humans and the Project will explore the establishment of community conservancies within the public lands. Areas considered also include a significant elephant corridor which faces the risk of invasion due to the absence of structured protection and conservation of the elephants and other wildlife. Furthermore, one of the areas considered neighbors an agricultural community where human-wildlife conflict is a threat, as is degradation of the landscape, mostly through charcoal burning and the risk of conversion of the wildlife areas to cultivation lands. The Project will set up conservancy governance structures, provide necessary conservancy management trainings, develop legal entity and land leasing documents, prepare Conservancy plans (resources mapping, management plan, sustainability and grazing plans), and set up a conservancy volunteers campsite and wildlife tourism programmes.

Partners for the delivery of Output 3.2 may include Conservancy organisations, local government, NGOs, and potentially tourism operators, meat processing and investors

### **Output 3.3. Revenue-generating options piloted within the target conservancies in Tsavo and Maasai Mara Ecosystems**

In addition to the other work undertaken by this Project, it is crucial to ensure that the local communities within the target Conservancies in the Tsavo and Maasai Mara ecosystems are able to make economic gains from wildlife conservation and sustainable use of natural resources as such gains are closely linked to the willingness of the communities to engage in conservation and in law enforcement. Sufficient income-generation from such activities will also deter local communities from engaging in poaching, or assisting poachers and those engaged in unsustainable grazing practices, or turning a blind eye towards their activities. This Project will contribute to the piloting of ideas for activities providing enhanced revenue from sustainable use of wildlife and sustainable land management. This includes the identification of new sources of income, exploring value-addition opportunities in existing production of goods and services (including nature-based tourism), and activities of a similar nature identified in the Management Plans to be developed under Output 3.2. Priority areas for support include innovative ways to address human-wildlife conflict, fencing and overgrazing. It will also entail extension support to farm households to undertake sustainable land management activities, including intensified crop farming with soil and water conservation as well as agroforestry. Opportunities and solutions of particular interest or importance to women will be prioritized.

Initial activities will be identified during the Inception Phase, with the final content decided through a process of adaptive management and stakeholder participation in order to ensure strong local relevance and ownership. The results will be monitored through indicators such as the number of people (disaggregated by gender) directly benefitting in the project area from CBWM and other forms of sustainable NRM as a result of the Project, as well as the percentage increase in average annual household income from wildlife conservation and SLM in the target conservancies (also disaggregated by gender).

In addition to the piloting of revenue-generating opportunities, and to complement the effects of the establishment of the Trust Fund in Output 3.4 below, the Project will use UNDP's micro-grants facility to provide small grants amounting to USD 150,000 in total to be divided to the proposed new conservancies<sup>23</sup>. These funds should be used for the most relevant needs in accordance with the Management Plans to be developed under Output 3.2, and would include investments in sustainable land management and farming (including value-addition), ecotourism (including village visits and souvenirs), addressing human-wildlife conflict issues, and (where appropriate) sustainable bushmeat hunting and processing for sale, along with technical assistance and training for the members of the conservancy communities for the setting up and management of micro- and small enterprises, extension services, and marketing, with a proactive focus on activities to enhance women's economic empowerment.

Partners for the delivery of Output 3.3 may include Conservancy organisations, KWCA, private sector

- **Output 3.4. Small Grant Facility for Conservancies established and managed by KWCA, provides support to target conservancies in Tsavo and Maasai Mara Ecosystems**

There are several examples of strong social and environmental roles played by wildlife conservancies with low economic gains. Conservancies often provide social services such as security, community livelihoods, infrastructure (roads, dams, boreholes, and cattle dips), amenities (health and education), livestock management and marketing, and water provision<sup>24</sup>. Such social services are regularly the mandate of local and/or national governments and limited budgetary support to conservancies has been provided in some cases. Access to more sustainable financing by

---

<sup>23</sup> Small grants will be provided according to the applicable UNDP Policy for Micro-capital grants for credit and non-credit activities. The total amount budgeted for small grants in this Project via UNDP's micro-grants mechanism is USD 150,000 for all conservancies combined.

<sup>24</sup> African Wildlife Foundation (2016). African Conservancies Volume: Towards Best Practices. Volume 1 in the Series *African Conservancies*, African Wildlife Foundation, Nairobi  
GEF6 CEO Endorsement /Approval Template-August2016

conservancies, especially nascent ones, to enable them develop programs, manage operations and create income generating activities has been limited. Section 23 of the WCMA 2013 requires the establishment of a Wildlife Endowment Fund, vested in the KWS Board of Trustees, with the mandate to develop conservation initiatives of national parks, reserves and conservancies, and its source of financing being financial resources appropriated by Parliament, fees levied from the payment for ecosystem services, and investments made by the KWS board. While the Endowment Fund has been considered an important first step by the Government towards financially supporting conservancies, the structure and management of the Fund has been regarded as more favorable to national parks and reserves compared to conservancies. Moreover, the structure of the Fund limits private-public partnerships and its ability to attract investments from diverse sources.

KWCA, together with The Nature Conservancy, in June 2017, proposed an amendment to the Wildlife Act 2013 to replace the Endowment Fund with an independently governed and managed fund to be known as the Wildlife Conservation Trust Fund. This Fund is proposed to be governed in the form of trusteeship through technically skilled persons in investment development, financial management, private sector and corporate engagement, conservation NGOs, conservancy landowners and government representatives. Private investments, diverse income generating activities, government budgetary allocations and payments for ecosystems are some of the proposed means of financing the fund. KWCA plans to support and facilitate the implementation and establishment of the Fund even in the absence of its adoption in the Wildlife Amendment Act. Unlike the Endowment Fund, the Trust Fund will be designed to operate both as a grant facility and micro-loan facility open to conservancies to support different components of conservancies development. The Trust fund will also be flexible to accommodate nascent conservancies and those at the stage of establishment. The Trust Fund may provide following additional services to Conservancies:

- Marketing of Conservancy tourism on the international market,
- Promotion of Conservancies for carbon and wildlife credits,
- Linking Conservancies with the private sector for investments, corporate conservation and social responsibility programmes, and involvement of the private sector in wildlife conservation,
- Defend Conservancy interests in courts, and
- Investments on behalf of Conservancies.

With the aim of ensuring the longer-term sustainability of the newly created conservancies in Output 3.2. above, and to sustain and broaden the effects of the efforts made under Output 3.3. above, the Project will provide technical support for the establishment of the Wildlife Conservation Trust Fund within KWCA to service Kenya's conservancies. The GEF project will not capitalize this fund, only assist in the establishment of its governance and operational arrangements. This would, for example, include consultations on, and the drafting of, necessary documentation relating for example to the establishment of a Board of Trustees/advisory committees, the development of a strategic plan, business plan/investment plan, operating manual etc., contract fund investment manager, helping set up the granting processes and reporting procedures etc. Moreover, the Project will provide assistance with the identification and selection of competent individuals to serve on the organs of the Trust Fund, ensure transparent and cost-effective management of the Trust Fund to enhance its credibility among potential contributors and offer strategic support to identify and reach out to, and work to close deals with, potential contributors. The existence and efficient management of this Trust Fund will enable the newly created conservancies in Output 3.2 to continue to develop their business ideas based on a sustainable use of natural resources beyond the lifespan of the project.

Partners for the delivery of Output 3.4 may include Conservancy organisations, KWCA, private sector

#### **Component 4. Knowledge Management, M&E and Gender Mainstreaming**

**Outcome 4.** Lessons learned by the project through participatory M&E and gender mainstreaming used nationally and internationally

- **Output 4.1. Detailed gender mainstreaming strategy developed and used to guide project implementation, monitoring and reporting**

Given the gender inequalities in rural communities in Kenya, ecosystem degradation, wildlife depletion and climate change consequences are likely to magnify existing gender disadvantages. Women can be encouraging community leaders, natural resource managers, and even anti-poaching actors, and are able to make considerable input into development of strategies and approaches to cope with IWT, HWC, habitat degradation, and climate-related risks. The inclusion of women in community-based management structures (like Conservancies) guarantees that their valuable knowledge and skills are included in decision-making process for sustainable NRM. Based on the Gender Analysis and Mainstreaming Plan conducted during the PPG (see Annex G), this project will build on UNDP's, and other gender-oriented organizations, experience to develop and implement an effective, detailed gender mainstreaming strategy to guide the project implementation. This will aim to build project partner capacity to mainstream gender and use tested approaches to Women's Economic Empowerment, empowering women as agents of change, rather than as victims of habitat degradation, human-wildlife conflict, and climate change.

The Project's detailed and comprehensive Gender Mainstreaming Strategy should include the following core components (also indicated in Annex G. Gender Analysis and Mainstreaming Plan):

- **Gender Planning:** Engage different stakeholders and implementing partners in identifying the gender aspects of poaching, illegal trade in wildlife, human-wildlife conflict, habitat degradation and climate change and adaptation strategies. The framing of gender issues will inform the development of a gender mainstreaming strategy;
- **Gender Mainstreaming Capacity Building in Implementing Partners, Stakeholder and the Community:** Strengthen the institutional capacity of all implementing partners, key stakeholders and the beneficiary communities to include gender-related issues, using gender mainstreaming frameworks and tools such as the Household Decision Mapping Framework and the Gender Action Learning Systems (GALS) Methodology for empowering households to transform gender relations. This will include reviewing institutional policies and strategies for gender mainstreaming, strengthening the capacity of staff in all key project positions to take gender-related concerns into account and promote community dialogues on gender,
- **Gender Mainstreaming Knowledge and Evidence Generation for Policy Influencing:** Based on the project M&E framework and Gender Mainstreaming Plan, develop a framework for impact assessment of Gender Performance by the project activities. Monitor households for project-relevant gender indicators throughout the project duration. For example, the project can have a cohort study that follows a certain number of households and documents changes. The documentation and sharing of gender-related lessons learned in the form of impact stories, training manuals, and reports will be ensured. The project should ideally also facilitate policy dialogue on key institutional barriers and influence policy shifts.
- **Operational Monitoring, Evaluation, and Learning:** Monitoring and learning visits and reporting on progress.

Partners for the delivery of Output 4.1 include MENR, all Project partners

• **Output 4.2. Participatory project monitoring, evaluation and learning framework developed and implemented**

Participatory project monitoring and evaluation is a key part of the RBM approach practiced by UNDP and GEF for all project and programmes. The project will strengthen connections with the Global Wildlife Program and the global project under this, including through use of the GWP Tracking Tool and the project Results Framework. This will enable project performance to be reliably monitored using a shared and quantitative set of indicators. Monitoring and evaluation activities will include the regular review and updating of the M&E Plan (Section VII) with indicators, baselines and targets, annual work plans and budgets and the generation of comprehensive monitoring and progress reports. The Project will ensure that gender mainstreaming and SESP requirements are met as an integral part of the project planning, implementation and M&E cycle. Regular Project Board and Technical Advisory Committee meetings will enable key stakeholders to be actively involved in a participatory M&E process. Lastly, the project will conduct a Mid-term Review and Terminal Evaluation to take stock of progress and the implementation process, emerging constraints and (at mid-term stage) to formulate possible remedial measures or adaptive management to ensure optimal implementation efficiency and knowledge generation. Thus, the project will develop a M&E system and encourage stakeholders at all levels to participate in M&E to provide sufficient information for adaptive decision making. The

project will use standard UNDP M&E approaches and procedures (see the Monitoring and Evaluation Plan section for details) and the following groups of indicators:

- **Output Indicators** will be used to measure delivery of the project outputs (the project's products and services) and monitor routine project progress on a monthly and quarterly basis. Collection of information on the output indicators will be the responsibility of the PMU and Project partners and be represented in the project Quarterly and Annual Reports;
- **Outcome Indicators** will be used to indicate progress toward and achievement of the project outcomes (e.g., capacity or behavioral changes resulting from the implementation of the project outputs, reported on by target groups of stakeholders). Collection of information on the outcome indicators will be performed by the PMU and Project partners, or might require hiring of consultants. Project progress against outcome indicators will be reflected in the Annual, Mid-Term and Terminal Project Reports, GWP GEF TT, and Mid-Term and Terminal Evaluation Reports;
- **Mid-Term Impact Indicators** will demonstrate how the project outcomes contribute to mid-term project impacts (e.g., reduction of direct threats for Conservation and Sustainable Development Targets). Collection of information for mid-term impact indicators might require special consultants and appropriate funding and will generally be performed at mid-term and completion of project implementation to compare project progress in reducing key threats against baseline data. It is envisaged that information on mid-term impact indicators will be presented in the GWP GEF TT, Mid-Term and Terminal Project Reports, and Terminal Evaluation Report;
- **Long-Term Impact Indicators**, or Global Environmental Benefits, will be used to measure the level of achievement of the ultimate project impacts (status of wildlife populations, their habitats, improvements in the livelihood and benefits for target communities). Long-term project impacts can only be partially achieved during the project lifetime (5 years) and might fully materialize several years after the project is over. Information for long-term impact indicators will be collected with wide involvement of the project partners (e.g., KWS to provide information on the status of wildlife populations) and consultants, and will be reflected in the GWP GEF TT, Mid-Term and Terminal Project Reports and the Terminal Evaluation Report;
- **Gender Indicators** will be used to assess the impact of the project activities on gender equality and the involvement of women in sustainable wildlife and NR management. The ongoing data collection on these indicators will be undertaken annually by the PMU in the framework of the Gender Mainstreaming Strategy (Output 4.1).

Partners for the delivery of Output 4.2 include MENR, all Project partners

- **Output 4.3. Lessons learned from the project shared with GWP and other conservation programmes**

This project is part of, will contribute to and learn from, the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species, and also the GEF Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (9439 – Resubmission of 9071), providing a mechanism for project assurance and knowledge sharing. An effective M&E system (Output 4.2) and regular analysis of M&E data will allow the project: (1) to identify the most effective project strategies, (2) to check project assumptions (hypotheses) and risks, (3) to prepare management responses to changing political, economic, and ecological environments, (4) to learn from successful and unsuccessful project experiences, (5) to incorporate learning in the project planning and adaptive management, and (6) to share experiences among GWP, GEF and other projects in Africa and the world, and learn from them at the same time. Lessons learned through the project cycle will be reflected in the Annual Project Reports to ensure that the project uses the most effective strategies to deliver the intended project Outputs and achieve project Outcomes in spite of a changing environment.

To systemize, pick up, and share its lessons and knowledge, the project will use different means of communication:

- project web-site with available project reports, publications, press-releases, datasets, draft and final legislative documents, developed management plans, etc.;
- quarterly or 6 monthly project information bulletins;
- special paper publications, including manuals, guidance, methodologies, etc.;

- publications and presentations at the Virtual Knowledge Exchange hosted by the Global Wildlife Program;
- collaborative and experience exchange meetings with other GWP projects in Africa and Asia and other relevant projects;
- exchange visits for local communities, PA and LE agencies to demonstrate good practice;
- development of knowledge platforms for sustainable wildlife management and tourism run by KWS;
- publications in mass media, conservation, and scientific journals; and
- other available and effective means of communication.

Partners for the delivery of Output 4.3 include MENR, all Project partners

#### *4.) Incremental cost reasoning and expected contributions from the baseline, the GEFTF and cofinancing*

The project is built on a strong financial foundation: total co-financing for the project is US\$ 15,365,661 with GEF contribution of US\$ 3,826,605, or 25% of the total project budget. Details of the project co-financing are described in the Section 8 of the Project Document – Financial Planning and Management.

#### *5.) Global Environmental Benefits (GEFTF)*

The following Global Environmental Benefits will be delivered by the project:

- Improved management of wildlife and savannah on a total area of 2,288,400 ha in Tsavo and Masai Mara Ecosystems;
- Sustainable Land Management on at least a total area of 23,000 ha in the target conservancies;
- Sustainable populations of elephants, rhinos, buffalo and giraffes and other wildlife in Tsavo and Masai Mara ecosystems.

#### *6.) Innovativeness, sustainability and potential for scaling up*

The development of long-term sustainable solutions to improve biodiversity and ecosystem management and reduce poaching and associated illegal wildlife trade is central to all aspects of this project. The key project strategy is to focus on supporting and strengthening existing Kenyan institutions, especially community-based institutions, and authorities to more effectively manage critical ecosystems and reduce poaching and wildlife trafficking.

Support will be provided to several institutions with the aim of equipping them to sustain the intervention after project completion. The MENR will be supported in their role as the coordinating body for biodiversity and ecosystem management and anti-poaching and associated illegal wildlife trade, and is being positioned to collaborate with local NGOs and CBOs. Additionally, it is foreseen that the community-focused law enforcement approach will be integrated into the National Strategy to Combat Poaching and IWT, which will lead to sustainability through systemic integration and lays the ground for scaling-up community-based law enforcement, once well-defined and tested. New approaches to joint, community-focused law enforcement will be implemented in the two target ecosystems, and new institutional arrangements will be set up. This strategy will also support ownership at the local level, as well as the national coordination level, with MENR in the overall project lead. Under the leadership of already established local institutions, democratic and inclusive local resource governance systems will be supported, which will foster commitment towards wildlife conservation amongst local communities.

At the ecosystem level, the GEF 6 project will invest in critical up-front training and capacity support to local CBOs (Conservancies), including through the establishment of needed infrastructure and equipment. While it is recognised that equipment is a consumable that needs to be maintained and renewed, the collaborating partners are being encouraged to establish economic sustainability plans for their organisations. Relevant technical exchanges in this regard began during the programming phase of the project, and are reflected in the budget structure.

Financial sustainability will be supported in several ways. The GEF funding is catalytic and it is intended that it will spark continued financial support, including through integration on the full pay roll of the community-based ranger and law enforcement staff into the County Government budgets. This commitment is already demonstrated for the Taita Taveta County through the County Government's co-financing commitment. By establishing a strategy for a national conservancy fund, an additional financial sustainability aspect is integrated into the project design. It is recognised that certain aspects of sustainability, especially financial sustainability, cannot be ensured through this project and a certain dependency of project partners on donors will remain. The insecurities around the newly re-elected government do create some level of uncertainty, as well as Government economics are unclear. However, the project will encourage partnerships of various kinds, including with international NGOs, various funding partners, and to a limited extent with the private sector – which can be seen as a strategy to diversify the institutional base for future partnerships.

The project is designed to provide demonstration models for upscaling in Kenya and other African countries. In particular, the capacity building of the project stakeholders and careful documentation of the lessons learned by the project (Component 4) will strongly support its up-scaling. Communicating and disseminating project results under Output 4.3 will help in generating demand for similar initiatives in the country and abroad. The involvement of NGOs and communities will lead to further upscaling of the project's interventions. Following models developed by the project can be potentially upscaled nation-wide and internationally:

- National Anti-Poaching Strategy will provide effective framework for wildlife and forest crime enforcement and sustainable management of wildlife by local communities nation-wide;
- Establishment of Multi-Agency Unit at the border post to control wildlife trafficking can be used by other border posts in Kenya as an effective collaborative model;
- Training programmes for law enforcement agencies, and Conservancies can be potentially used nationally and internationally for other projects in GWP framework and beyond;
- RBM approach to development of implementable Ecosystem Management Plans can be easily replicated by other PAs, communities, and administrative units in other areas;
- Multi-functional small grant and consultancy center for Conservancies established at the KWCA can be used as a model to support community conservancies in other African countries.

*A.2. Child Project?* If this is a child project under a program, describe how the components contribute to the overall program impact.

The Kenya project is a child project that falls under the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (GWP). The Global Wildlife Program (GWP) has been launched by the Global Environment Facility (GEF) in June 2015 to respond to the growing wildlife crisis and international call for action. Led by the World Bank, the GWP is a \$131 million grant program designed to address wildlife crime across 19 countries in Africa and Asia. The GWP serves as a platform for international coordination, knowledge exchange, and delivering action on the ground. The GWP builds and strengthens partnerships by supporting collaboration amongst national projects, captures and disseminates lessons learned, and coordinates with implementing agencies and international donors to combat IWT globally. National projects within the GWP form an integral part of a community of practice that promotes the sharing of best practices and technical resources. This UNDP-GEF project in Kenya is a national project under the GWP, and in 2016-2017 Kenya already benefited from participation in four in-person knowledge exchange events that were held in the country (GWP Conference 2016 “Engaging Local Communities in Wildlife Conservation” in Kenya, May 18-20 2016), Vietnam (Hanoi Conference on Illegal Wildlife Trade, November 17-18 2016), Gabon (GWP Gabon Conference “Reducing Human Wildlife Conflict and Enhancing Coexistence”, April 3 – 7 2017), and India (GWP Annual Conference 2017 “People’s Participation in Wildlife Conservation”, October 2 – 6 2017). These events brought the GWP countries together to exchange experiences on various anti-poaching, anti-trafficking, and demand reduction issues. During project execution, Kenya will also have access to the documentation and materials produced during other virtual- and in-person meetings of relevance to the activities to be carried out in country, especially those on effective anti-poaching and IWT control, CBWM and PA management. Kenya is committed to engaging with GWP partners on joint efforts that will help with the project implementation, including issues related to human wildlife conflict and other technical areas.

The project's Theory of Change (ToC) is embedded within the overall ToC underlying the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development<sup>25</sup> Programme (GWP). The project will directly contribute to three GWP Components (Table 1).

**Table 1.** Alignment of the project with GWP components, outcomes and indicators & targets

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP GEF Indicators and Targets
<b>Component 1.</b> Strengthening national and local capacity for effective IWT control in Kenya	<b>Component 1.</b> Reduce Poaching and Improve Community Benefits and Co-management  <b>Component 2.</b> Reduce Wildlife Trafficking	<b>Outcome 1:</b> Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country)  <b>Outcome 4:</b> Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and product	<b>1.1:</b> Poaching rates of target species at program sites (Specifically, a reduction in PIKE trend for elephants to below 50% at each site; and for rhinos and big cats, a reduction in poaching rates to reverse population declines - compared to baseline levels at start of project) <b>1.4:</b> Proportion of poaching-related arrests that result in prosecution (increase) <b>1.5:</b> Proportion of poaching-related prosecutions that result in application of maximum sentences (increase) <b>4.1:</b> Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and trafficking are conducted effectively (increase) <b>4.2:</b> Number of dedicated law enforcement coordination mechanisms (increase) <b>4.3:</b> Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase) <b>4.4:</b> Proportion of seizures that result in arrests, prosecutions, and convictions (increase)
<b>Component 2.</b> Reducing poaching and illegal wildlife trade in threatened species in Tsavo and Maasai Mara Ecosystems	<b>Component 1.</b> Reduce Poaching and Improve Community Benefits and Co-management  <b>Component 2.</b> Reduce Wildlife Trafficking	<b>Outcome 1:</b> Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country)  <b>Outcome 4:</b> Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and product	<b>1.1:</b> Poaching rates of target species at program sites (Specifically, a reduction in PIKE trend for elephants to below 50% at each site; and for rhinos and big cats, a reduction in poaching rates to reverse population declines - compared to baseline levels at start of project) <b>1.2:</b> Number of poaching-related incidents (i.e. sightings, arrests, etc.) per patrol day <b>1.3:</b> Number of investigations at program sites that result in poaching-related arrests (increase at first, then decrease over time) <b>1.6:</b> Protected areas (METT score) and community/ private/ state reserves management effectiveness for Programme sites (increase) <b>4.1:</b> Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and trafficking are conducted effectively (increase) <b>4.2:</b> Number of dedicated law enforcement coordination mechanisms (increase) <b>4.3:</b> Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase) <b>4.4:</b> Proportion of seizures that result in arrests, prosecutions, and convictions (increase) <b>1.4:</b> Proportion of poaching-related arrests that result in prosecution (increase)
<b>Component 3.</b> Strengthening Community Wildlife Conservancies in	<b>Component 1.</b> Reduce Poaching and Improve Community Benefits and Co-	<b>Outcome 2:</b> Increased community engagement to live with, manage, and benefit from wildlife  <b>Outcome 3:</b> Increase in integrated	<b>2.1:</b> Benefits received by communities from sustainable (community-based) natural resource management activities and enterprises (increase)  <b>3.2:</b> Area of forest resources restored in the landscape, stratified by

<sup>25</sup> See [https://www.thegef.org/gef/project\\_detail?projID=9071](https://www.thegef.org/gef/project_detail?projID=9071) for the comprehensive Programme Framework Document (PDF). The included TOC of the Global Programme focuses on strengthening the conservation of globally threatened species and reducing wildlife crime by ensuring that local communities feel the value of preserving healthy natural resources and populations of wildlife species in order to secure their own livelihoods.



Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP GEF Indicators and Targets
Tsavo and Maasai Mara Ecosystems	management	landscape management practices and restoration plans to maintain forest ecosystem services and sustain wildlife by government, private sector and local community actors, both women & men	forest management actors (increase compared to baseline levels at start of project)
<b>Component 4.</b> Knowledge Management, M&E and Gender Mainstreaming.	<b>Component 1.</b> Reduce Poaching and Improve Community Benefits and Co-management  <b>Component 4.</b> Knowledge, Policy Dialogue and Coordination	<b>Outcome 2:</b> Increased community engagement to live with, manage, and benefit from wildlife (via sharing lessons learned by the project with other communities to improve their capacity to manage and benefit from wildlife)  <b>Outcome 6:</b> Improved coordination among program stakeholders and other partners, including donors	<b>2.1:</b> Benefits received by communities from sustainable (community-based) natural resource management activities and enterprises (increase) <b>6.2:</b> Programme monitoring system successfully developed and deployed <b>6.3:</b> Establishment of a knowledge exchange platform to support program stakeholders

The parent program will lead the global coordination and knowledge exchange components of the program, to enhance the individual results achieved by national projects. The Kenya child project will partake in sharing lessons and testing approaches for replication based on learning in other projects, apply indicators from the agreed suite of indicators against which the Program will be measured as a whole, and demonstrates explicit linkages to the Program's theory of change.

A.3. [Stakeholders](#). Elaborate on how the key stakeholders engagement, particularly with regard to [civil society organizations](#) and [indigenous peoples](#), is incorporated in the preparation and implementation of the project.

During the project preparation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible understanding of the challenges and barriers related to IWT control and community based wildlife management (more than 90 stakeholders were consulted), including in Tsavo and Maasai Mara Ecosystems. The project design makes the assumption that the consultations during project preparation strengthened the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that they are relevant to changing situation and current challenges. The stakeholder consultations and validation workshop, and awareness-raising dialogues are intended to engage as many key groups as possible in order to incorporate their diverse perspectives in as many project activities as possible, and reduce the risks of marginalizing any stakeholders.

The project will pursue implementation of a human rights based approach by ensuring full participation of national level stakeholders, local and indigenous communities, including civil society and elected representatives at appropriate levels. The project will be implementing measures on the ground that will positively affect local communities and will ensure that human rights approaches are embedded and Aarhus Convention principles are enforced at the local level. The UNDP Social and Environmental and Social Screening Procedure (SESP) has been rigorously applied during the PPG phase and screening reports duly prepared. In line with UNDP policy, the project will have regular meeting and consultations with local communities in the project areas to ensure the implementation of a human rights-based approach. Additionally, a Grievance Redress Mechanism will be established to monitor the effects of the project on local communities and to respond quickly to their concerns about project implementation. Local community representatives will participate in the project Steering Committee and will have power to influence adaptive management of the project activities and ensure a necessary balance between wildlife conservation and the needs of local people. The M&E framework of the project is fully participatory and allows local communities and other stakeholders to share freely their opinion on the project, its results, and social impact. The project strategy was

GEF6 CEO Endorsement /Approval Template-August2016

discussed with relevant national and international stakeholders, and improved through a validation process and finally approved at a national validation meeting, held on 16 November 2017 in Nairobi. The participants are listed in the consultation log in Annex F of the project document.

As a result of Stakeholder Consultations, the following groups of partners and stakeholders were identified for project implementation (see details in Annex F of the Project Document: Stakeholder Engagement Plan). A detailed discussion of Stakeholder Engagement is provided in Section IV “Results and Partnerships”, Part (iii) “Stakeholder Engagement” in UNDP Project Document.

## Stakeholder Engagement Plan

Stakeholder	Description	Role in project	Components & outputs
Ministry of Environment and Natural Resources (MENR)	Directorate of Wildlife; national lead on policy, including on IWT	<ul style="list-style-type: none"> <li>Implementing Partner</li> <li>Chair of project Steering Committee</li> <li>Will supervise overall project implementation</li> <li>Will host the PMU</li> </ul>	<ul style="list-style-type: none"> <li>Component 1, output 1.1</li> <li>Component 4</li> </ul>
Kenya Wildlife Service (KWS)	Responsible for anti-poaching and anti-trafficking operations at national and district levels, as well as for management of the national network of protected areas	<ul style="list-style-type: none"> <li>Critical linkage between the Tsavo Park and conservancies in Taita Taveta; critical partner in law enforcement and community services</li> <li>Will directly participate in delivery of multiple outputs related to building capacity for IWT control; improving PA management; and transboundary cooperation and wildlife management</li> <li>The Project will use KWS Manyani Law Enforcement Academy for parts of the capacity enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Component 1, output 1.1, 1.2</li> <li>Component 2, output 2.1</li> <li>Component 3, output 3.1</li> </ul>
Kenya National Police Service	Provides direct support to anti-poaching and anti-trafficking operations at national and district levels	<ul style="list-style-type: none"> <li>Will directly participate in delivery of multiple outputs related to building capacity for IWT control and law enforcement activities</li> </ul>	<ul style="list-style-type: none"> <li>Component 1, output 1.2</li> <li>Component 2, output 2.1</li> </ul>
The judiciary	Responsible for prosecution and sentencing of wildlife crime offenders	<ul style="list-style-type: none"> <li>Will directly participate in delivery of multiple outputs related to building capacity for IWT control and law enforcement activities</li> </ul>	<ul style="list-style-type: none"> <li>Component 1, output 1.3</li> <li>Component 2</li> </ul>
Kenya Wildlife Conservancy Association (KWCA)	National umbrella organization for community conservancies; supports members through advice and capacity support	<ul style="list-style-type: none"> <li>Steering Committee member</li> <li>Key partner, especially in implementation of components 2 and 3</li> <li>Will support ecosystem-specific conservancy associations (MMWCA and TTWCA)</li> <li>Will implement LAMP</li> </ul>	<ul style="list-style-type: none"> <li>Component 1, output 1.4</li> <li>Component 2</li> <li>Component 3</li> </ul>
NGOs (e.g. AWF, Save the Elephants, WWF, IUCN ESARO, Space for Giants, IFAW, Savory Institute, Northern Rangeland Trust)	NGOs whose work includes diverse conservation projects in the country and project areas	<ul style="list-style-type: none"> <li>Will strengthen national level capacity to support socially, environmentally and economically sustainable development, with an emphasis on building capacity for effective management of biodiversity and ecosystems and reduction of poaching and IWT</li> </ul>	<ul style="list-style-type: none"> <li>Component 1, output 1.1, 1.3, 1.4</li> <li>Component 2, output 2.1</li> <li>Component 3, output 3.1, 3.2, 3.3</li> </ul>
Private Sector	Private enterprises and other private actors with an existing interest in biodiversity conservation and sustainable use of natural resources	<ul style="list-style-type: none"> <li>Will invest in strengthening Community Wildlife Conservancies, with an emphasis on community involvement, for example through tourism operators or meat processors.</li> </ul>	<ul style="list-style-type: none"> <li>Component 3, output 3.2, 3.3, 3.4</li> </ul>
County Government of	Responsible for Narok County	<ul style="list-style-type: none"> <li>Key partner for all interventions specific to</li> </ul>	<ul style="list-style-type: none"> <li>Component 2, output 2.2</li> </ul>

Stakeholder	Description	Role in project	Components & outputs
Narok		<p>Narok County</p> <ul style="list-style-type: none"> <li>• Maasai Mara National Reserve – Conservancy Anti-Poaching Task Force in Narok County as a key collaborative mechanism between the Reserve and its surrounding local communities</li> <li>• Member of ecosystem-level project coordination group</li> <li>• Will provide linkages with ongoing work, especially regarding law enforcement, land use planning, community development</li> </ul>	<ul style="list-style-type: none"> <li>• Component 3, output 3.1, 3.2</li> </ul>
Maasai Mara Wildlife Conservancy Association, individual conservancies	The surrounding Maasai Mara conservancy areas are managed by the various conservancies coordinated by MMWCA	<ul style="list-style-type: none"> <li>• Key partners for interventions related to conservancies in Masai Maara</li> <li>• Maasai Mara National Reserve – Conservancy Anti-Poaching Task Force in Narok County as a key collaborative mechanism between the Reserve and its surrounding local communities</li> <li>• Member of ecosystem-level project coordination group</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, output 2.2</li> <li>• Component 3, output 3.1, 3.2, 3.3, 3.4</li> </ul>
Tourism sector	Collaborative work including partnerships with conservancies and local government to generate income from wildlife tourism in conservancy and nature reserve areas	<ul style="list-style-type: none"> <li>• Key partners for interventions related to conservancies in Masai Maara, including Mara Ecosystem Plan development</li> <li>• Stakeholders for sustainable livelihoods development and income generation for conservancy areas</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, output 2.2</li> <li>• Component 3, output 3.1, 3.2, 3.3, 3.4</li> </ul>
Maasai Mara University, Clemens University	Academic research and expertise on the Mara ecosystem	<ul style="list-style-type: none"> <li>• Partners for development of the Mara Ecosystem Plan, applied research and biodiversity monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, output 2.2</li> </ul>
Zoological Society of London (ZSL)	Conservation organization with species field projects	<ul style="list-style-type: none"> <li>• Conservation financing collaboration – Rhino Bond impact investment bond to protect the rhinoceros against poachers supported by GEF and Royal Foundation, target \$40-50 million focusing on rhinos in East and Southern Africa and Asia</li> </ul>	<ul style="list-style-type: none"> <li>• Component 3, Output 3.4</li> </ul>
County Government of Taita Taveta	Responsible for Taita Taveta County	<ul style="list-style-type: none"> <li>• Key partner for all interventions specific to Tsavo/Taita Taveta</li> <li>• Member of ecosystem-level project coordination group</li> <li>• Will provide linkages with ongoing work, especially regarding law enforcement, land use planning, community development</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, output 2.1</li> <li>• Component 3</li> </ul>
Kenya Wildlife Service – Tsavo	<p>Warden for Tsavo East</p> <p>Warden for Tsavo West</p> <p>Voi Law Enforcement Unit to be used by the Project</p>	<ul style="list-style-type: none"> <li>• Key partner for delivery of outputs 1.3, 2.1, and 3.1</li> </ul>	<ul style="list-style-type: none"> <li>• Component 1, Output 1.3</li> <li>• Component 2, Output 2.1</li> <li>• Component 3, Output 3.1</li> </ul>

Stakeholder	Description	Role in project	Components & outputs
	Voi Community Services Unit to be used by the Project		
Taita Taveta Wildlife Conservancies Association (TTWCA)	Eco-system based umbrella association for all community conservancies in Taita Taveta; has 17 member conservancies; represents individual conservancies' rights and responsibilities	<ul style="list-style-type: none"> <li>• Partner in Tsavo ecosystem interventions under all project components</li> <li>• Will host an ecosystem-based implementation hub, supported by Tsavo Conservation Group (member of TTWCA)</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2</li> <li>• Component 3</li> </ul>
Tsavo Conservation Group	Local NGO which implements community law enforcement projects with USAID funding in the Tsavo ecosystem	<ul style="list-style-type: none"> <li>• Partner, particularly for delivery of outputs 2.1, 3.1 and 3.2</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, Output 2.1</li> <li>• Component 3, Output 3.1 and 3.2</li> </ul>
Tsavo Trust	Local NGO which implements community law enforcement projects with USAID funding in the Tsavo ecosystem	<ul style="list-style-type: none"> <li>• Project Partner for delivery of outputs 2.1, 3.1 and 3.2</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, Output 2.1</li> <li>• Component 3, Output 3.1 and 3.2</li> </ul>
David Sheldrik Foundation	Local NGO which implements community law enforcement projects with USAID funding throughout Kenya, including in the Tsavo ecosystem	<ul style="list-style-type: none"> <li>• Project Partner for delivery of outputs 2.1, 3.1 and 3.2</li> </ul>	<ul style="list-style-type: none"> <li>• Component 2, Output 2.1</li> <li>• Component 3, Output 3.1 and 3.2</li> </ul>

#### A.4. Gender Equality and Women's Empowerment.

This GEF project can be classified as **Gender targeted** (result focused on the number or equity (50/50) of women, men or marginalized populations that were targeted) with strong gender interventions incorporated in the project design. During project development, the PPG team tried to involve as many women as possible in the consultation process.

To implement gender mainstreaming, the project will develop and implement a Gender Mainstreaming Strategy in the first 6 months of the project implementation (Output 4.3). The strategy will guide the PMU on involvement and integration of women in delivery of the project Outputs and promotion of proactive women's participation in the project management, monitoring and evaluation. The key guidelines for the strategy are outlined below:

- Gender balance and gender rank will be ensured as much as possible regarding women's participation in the Project Board and in the PMU. Project interventions will seek a greater and more even gender representation with the potential for gender mainstreaming-related activities. Furthermore, relevant gender representation on various levels of project governance will be pursued. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants. The TORs for key project staff all incorporate gender mainstreaming related responsibilities.
- In response to the relatively low participation of women in the project development, the project will incorporate gender considerations in the implementation procedures in a number of different ways (see Annex I. Gender Analysis and Mainstreaming Plan);
- The project will adopt the following principles in the day to day management: (i) gender stereotypes will not be perpetuated; (i) women and other vulnerable groups will be actively and demonstrably included in project activities and management whenever possible, and (iii) derogatory language or behaviour will not be tolerated.
- The project will promote gender mainstreaming and capacity building within its project staff to improve understanding of gender issues, and will appoint a designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues in Nairobi to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation.
- The project will use gender disaggregated indicators in the PRF for regular monitoring and evaluation of the project progress and reporting, and will facilitate involvement of women in the M&E and Grievance Redress Mechanism implementation (see Annex I. Gender Analysis and Mainstreaming Plan).

Brief description of proposed gender mainstreaming activities is given in the table below:

Design section	Responsible	Gender Mainstreaming Actions
<b>Component 1. Strengthening capacity for effective IWT governance in Kenya</b>		
All outputs	MENR	<ul style="list-style-type: none"><li>• Ensure that the strategies to be developed recognise the differentiated impacts on women and men and the outcomes of particular decisions and actions felt differently by different groups.</li></ul>
<b>Component 2. Reducing poaching and illegal wildlife trade in threatened species in Tsavo and Maasai Mara Ecosystems</b>		
All outputs	MENR, MOA, District Administration	<ul style="list-style-type: none"><li>• Conduct studies to identify the issues related to gender so that gender responsive capacity building and policy interventions can be planned and implemented.</li><li>• Ensure that training and capacity building takes into consideration the different needs and skills of men and women and ensure that participation protocols /procedures also recognise the different constraints of men and women (e.g. time</li></ul>

Design section	Responsible	Gender Mainstreaming Actions
		<p>for conducting training and meetings should recognise household and gender roles for men and women) and ensure they do not exclude some groups.</p> <ul style="list-style-type: none"> <li>• Ensure that recruitment and participation of beneficiaries seeks a balance between men and women and ensure that financial support recognises the income inequalities between different groups of men and women.</li> <li>• Ensure that approaches and skills promoted at the local/landscape levels take into consideration the different capacities and constraints of men and women, and their different abilities to implement/adopt certain practices, as well as the costs of taking up some of these practices.</li> <li>• Capacity building activities related to wildlife security and benefits for village level committees will in particular target women, in addition to other groups.</li> <li>• To the extent feasible, landscape planning and implementation teams will have local women community mobilizers who would be involved in social mobilization to encourage greater participation of women from local communities.</li> </ul>
<b>Component 3. Strengthening Community Wildlife Conservancies in Tsavo and Maasai Mara Ecosystems</b>		
All outputs	MENR, KWS Conservancy organisations, PMU	<ul style="list-style-type: none"> <li>• Ensure that the identification of beneficiaries promotes gender parity.</li> <li>• Ensure that women and men participate in the identification of vulnerabilities and challenges faced by local communities, and are allowed a safe and open platform to identify opportunities.</li> <li>• Ensure that income-generation initiatives consider the different needs and abilities of men and women.</li> <li>• Ensure that the costs and benefits of the different interventions and NRM approaches are equally distributed among different groups of men and women (e.g. poor/rich, female-headed/male headed households) and different resource users (e.g. subsistence vs commercial farmers).</li> <li>• Special investment activities encourage women empowerment, including women-dominant livelihood and value chain activities (beading products, ecotourism products development etc.), and capacity building of women in various sectors related to natural resource management and livestock improvement.</li> </ul>
<b>Component 4. Knowledge Management, M&amp;E and Gender Mainstreaming</b>		
All outputs	MENR KWCA PMU	<ul style="list-style-type: none"> <li>• Develop a comprehensive gender mainstreaming strategy.</li> <li>• Conduct awareness and communication campaigns with a specific gender focus.</li> <li>• Periodic reviews of the project interventions to highlight best practices in mainstreaming gender in the project.</li> <li>• Documentation of gender roles in the management of resources in the landscapes and to inform future interventions.</li> <li>• Use of gender-sensitive indicators and collection of sex-disaggregated data for monitoring project outcomes and impacts.</li> </ul>
<b>Project Management</b>		
	MENR	<ul style="list-style-type: none"> <li>• Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring.</li> <li>• TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation.</li> </ul>

#### A.5 Risk.

A detailed Risk Assessment is provided in Section V “Feasibility”, Part (ii) Risk Management as well as in Part (iii) Social and Environmental Screening (SESP) in the UNDP Project Document. Both sections are substantiated by relevant Annexes, namely ANNEX E. UNDP Social and Environmental and Social Screening Template (SESP) and ANNEX H. UNDP Risk Log, respectively.

## Project risks identified and risk mitigation strategies

Risk	Probability and Impact	Mitigation
Infrastructure development: highway across Tsavo National Park & Taita Taveta	Probability = 4 Impact = 4 Risk = High	After the highspeed railway between Mombasa and Nairobi was finalized in 2017, the transformation of the existing main road between the two major cities into a four-lane highway is now on the agenda. This development is a priority to national development and citizens safety. It is, however, also clear that such a construction will cut the park and permanently separate Tsavo East from Tsavo West. A key migration route for large mammals such as elephants will then be interrupted. While conservationists suggest that the construction of corridors will help to maintain migratory routes and habitat connectivity, substantial financial investments would be required to support such construction in a meaningful way. As project gains are likely to be severely affected by such an infrastructure project, this GEF Project will finance a study of how best to design the highway from the perspective of wildlife, to be used in advocacy.
Corruption could undermine project efforts and may potentially lead to unintended negative impact on wildlife population	Probability = 3 Impact = 5 Risk = High	In order to avoid any possibility of project funding and information being misused for actions that may actually increase poaching, the project will develop a robust law enforcement related safeguard specific to this Project during the inception phase. A special protocol for project management and operation will be developed to ensure security of classified information related to intelligence and law enforcement actions.
Uncertain political situation due to presidential elections in Kenya	Probability = 4 Impact = 3 Risk = Moderate	The project was prepared during the 2017 election process. The political situation in Kenya is volatile and there is a probability that an uncertain political climate will prevail in the coming months, irrespective of the final election outcomes. This is likely to affect all government affairs, as well as the designation of law enforcement personnel. It is unclear how the leadership of the MENR and other Government institutions that are critical to the project in the future. To mitigate this risk, the project Management arrangements include partners from both governmental and non-governmental institutions (NGOs) with the landscape level work to be implemented through community conservancies, to ensure that many project activities may be implemented even if the political situation would be challenging.
Poaching pressure fueled by the existence of global illegal wildlife trade may fast decimate the elephant and rhino populations	Probability = 2 Impact = 4 Risk = Moderate	Given the significant level of this risk, one of the pillars of the Project design is to increase Kenya's capacity for law enforcement across the selected project areas (largest concentrations of elephants and other wildlife in the country) in close collaboration with local stakeholders and support organisations, to fully implement existing wildlife laws. It will also strengthen the country's capacity to communicate with consumer countries to try to reduce demand. It is nevertheless clear that this project can only address a fraction of the interventions needed for a major change. The Project is designed to at least achieve ecosystem-specific impacts in the strategic areas of Tsavo and the Maasai Mara. It is also positive to note that the risk of poaching is decreasing as indicated by increasing wildlife populations according to the most recent population counts in the Tsavo and Maasai Mara ecosystems.
Complexity in project management	Probability = 3 Impact = 2 Risk = Moderate	The formalisation of the structure of the Project could be delayed due to the complex project management arrangements with several stakeholders involved. Resistance to the Project could delay its implementation as stakeholder support is sought. During the Project preparation phase, emphasis was therefore put on stakeholder consultations and the positioning of the Project. Institutional partners at the ecosystem-level were identified to lead and coordinate the implementation of Components 2 and 3 to ensure that funds can be spent directly on that level. The project will ensure the strong national and target landscape level project management and coordination units to



Risk	Probability and Impact	Mitigation
		ensure effective and efficient implementation.
<p>Potential discrimination against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits in NRM management and law enforcement;</p> <p>Potential limitation of women's ability to use, natural resources in the project areas</p>	<p>Probability = 3</p> <p>Impact = 3</p> <p>Risk = Moderate</p>	<p>The Gender Analysis indicated insufficient involvement of women in wildlife crime enforcement and NRM in Kenya, including in the Project areas. To avoid a potential imbalance in Project implementation, a Gender Analysis and Action Plan was developed to ensure the inclusion of women in the delivery of all project Outputs (Annex G). Moreover, the Project will develop and implement a detailed and comprehensive Gender Mainstreaming Strategy (Output 4.3) to ensure gender equality and equal benefits to men and women from Project implementation.</p> <p>The key project strategy to mitigate the potential negative impact is to involve women as well as poorest and most marginalized people in the development of the Ecosystem Management Plans and the establishment and management of Conservancies, as well as to ensure their participation in wildlife and other NRM activities in the target communities. Additionally, during trainings for law enforcement staff, the Project will promote female inclusion in all appropriate training programmes. A strong Grievance Redress Mechanism will also be established in the project areas to mitigate any potential adverse impact of increased law enforcement on marginalized local people in particular, including women.</p> <p>To ensure women's rights and gender equality during Project implementation, all monitoring and evaluation exercises will be designed and implemented through a participatory approach (Output 4.1) with opportunities for women to make their voices heard in project management.</p>
Potential risk to the health and safety of communities and/or individuals due to involvement of military personnel in anti-poaching operations	<p>Probability = 3</p> <p>Impact = 3</p> <p>Risk = Moderate</p>	Poorly trained law enforcement staff may pose a risk to the health and safety of local individuals involved in poaching and/or consumption of other illegally sourced natural resources or who happen to be present in an area where anti-poaching operations are undertaken. To mitigate this risk, the Project will invest in the training and mentoring of law enforcement personnel in accordance with the highest standards for security and personal safety, including the treatment of arrested or suspected offenders, during patrolling and special operations (outputs 1.2, 1.3, 2.1 and 2.2.). A strong and independent (from project management), Grievance Redress Mechanism will also be established in the project area to mitigate any potentially adverse impact of increased law enforcement on marginalized local people.
Complexity in stakeholder relationships with different interests	<p>Probability = 2</p> <p>Impact = 2</p> <p>Risk = Low</p>	The wide range of stakeholders involved in the project can make collaboration difficult due to the sheer diversity of the stakeholder landscape in the country and multiple (sometimes conflicting) interests of different stakeholders. However, clear mandates and responsibilities will be delegated to lead institutions who will be tasked with coordinating joint and multi-stakeholder efforts, while concentrating on achieving project impacts on the ground.
Climate change consequences (increasing frequency of droughts and variability of rainfall) may influence sustainability of the project results	<p>Probability = 2</p> <p>Impact = 2</p> <p>Risk = Low</p>	The Project will work to address the anticipated negative impacts of climate change by increasing resilience of natural landscapes, and through promoting sustainable management of natural resources (ecosystem-based adaptation). The elephant is a keystone species of the Tsavo and Mara ecosystems and its conservation will help to ensure that its habitats and wildlife remain healthy and resilient in the face of climate change. Sound and adaptive natural resource and grazing area management will be supported by the project, taking into account climatic variability and change. Climate change aspects will also be addressed in the Ecosystem Management Plans developed by the Project.

*A.6. Institutional Arrangement and Coordination.* Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

Refer to Section VIII of UNDP Project Document for detailed discussion of Governance and Management Arrangements. Coordination with other GEF-financed projects and other initiatives is specified in Section III Strategy, under ii. Baseline Project and Partnerships and iii. Stakeholder Engagement. The Section VIII, referred to above, details the composition of the Project Board.

In summary, implementation is planned as follows. The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Kenya and the Country Programme.

The **Implementing Partner** for this project is the Ministry of Environment and Natural Resources (MENR). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

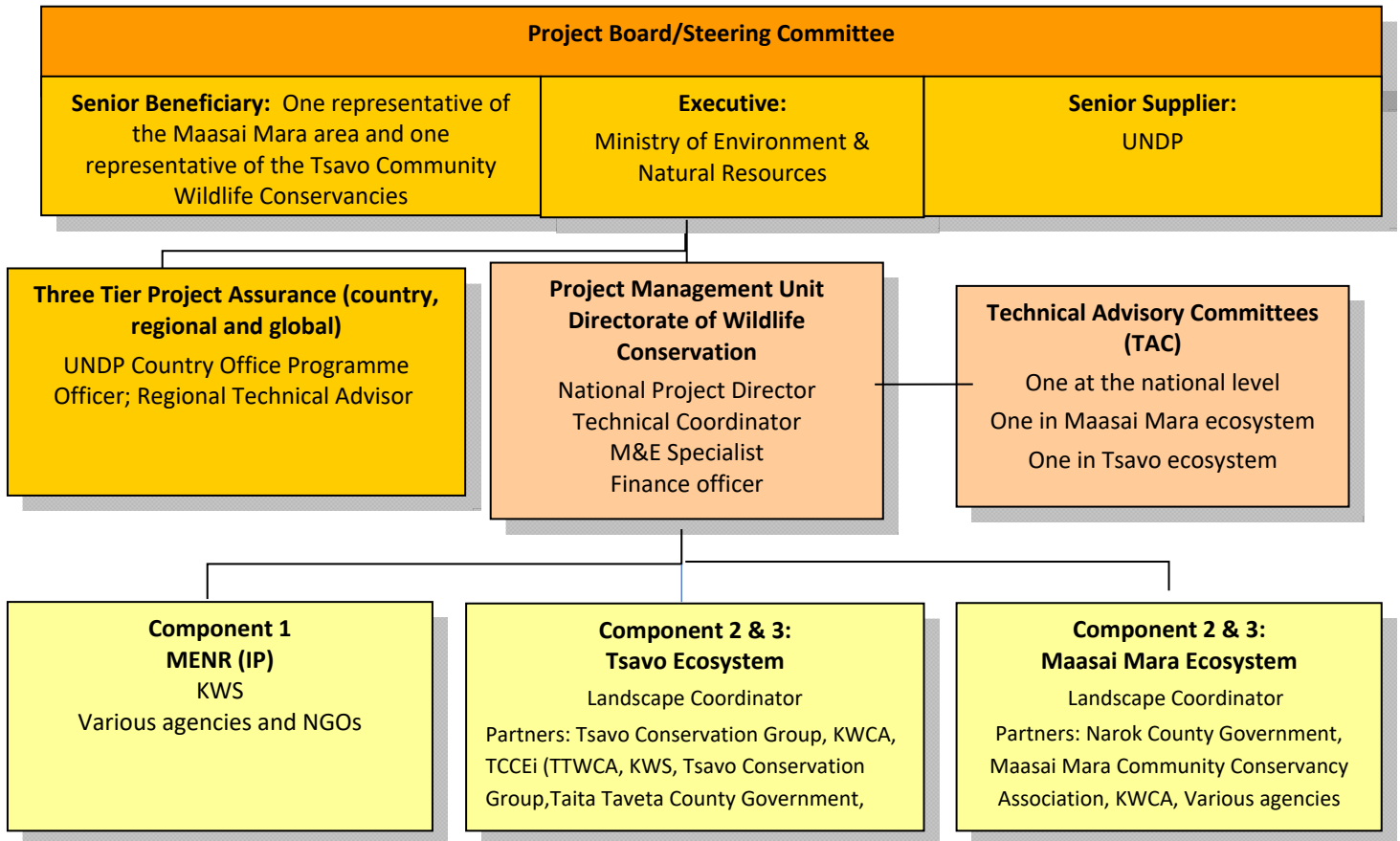
The Implementing Partner is responsible for:

- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Key Project partners will include the Kenya Wildlife Conservancy Association (KWCA) and partners in the Maasai Mara and Tsavo ecosystems.

The project organisation structure is as follows:

# Project Organisation Structure



**Project Board:** The Project Board (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required by the Technical Coordinator, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.

**Executive:** The Executive is an individual who represents ownership of the project who will chair the Project Board. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive is: the Principal Secretary, Natural Resources, MENR.

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier

**Senior Supplier:** The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Supplier is: UNDP Kenya.

**Senior Beneficiary:** The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries, both male and female. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is: One representative of the Maasai Mara area (to be decided during the Inception Phase) and one representative of the Tsavo Community Wildlife Conservancies, respectively.

**Technical Advisor on IWT Strategy and Planning:** The Technical Coordinator has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Technical Coordinator is responsible for day-to-day management and decision-making for the project. The Technical Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

**Project Assurance:** UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Technical Coordinator. This project oversight and quality assurance role is covered by the GEF Agency.

**Governance role for project target groups:** The project target groups on the ecosystem level will be represented. In the Tsavo area by the Tsavo Community Wildlife Conservancies which is a governance body set up following specific governance principles and which allows for full engagement of its members, (and to be determined during the Inception Phase for the Maasai Mara area). To ensure that individuals can raise any social or environmental concerns, or complaints about project management, a grievance and redress mechanism will be put in place. At least one representative from each ecosystem will become part of the Project Board. These representatives should optimally be well-positioned representatives of the beneficiaries who still have an independent view and oversight function to ensure that Project interventions are on track.

**Technical Advisory Committee (TAC):** In addition, the establishment of three technical assurance committees (TACs) to support the multi-stakeholder work both at the national and the ecosystem levels of the project is envisaged. The national TAC will include a wide range of government and non-governmental partners indicated in the project document. The ecosystem-based TACs shall be established in each respective ecosystem, and include project partners and additional organisations of expertise relevant to the project.

#### Additional Information not well elaborated at PIF Stage:

*A.7 Benefits.* Describe the socioeconomic benefits to be delivered by the project at the national and local levels. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

The project is designed to directly benefit to at least 15,000 local people (at least 40% women), mainly in target Conservancies, through the project implementation, management, and producing benefits (financial, jobs, food, social benefits) in the framework of CBWM and SLM development (Outputs 3.1-3.3). Indirect project beneficiaries will include approximately 700,000 local people of Taita Taveta and Narok Counties that can use successful project models for sustainable CBWM and NRM within the frameworks of developed Ecosystem Management Plans (Output 3.1). Expected increase of revenue of local communities in the target Conservancies from CBWM and SLM after the project investments and support was estimated to be at least 2% annually (~10% total during the project lifetime). Moreover, additional social benefits are expected to be delivered to local communities through their higher involvement in wildlife conservation via collaboration with PAs and law enforcement agencies (Outputs 2.1-2.2). At the same time, the project is expected to decrease economic losses from poaching and IWT in the project areas by 50% during its lifetime via increased law enforcement (Outputs 1.3-2.2).

#### *A.8 Knowledge Management.*

The project now has a dedicated knowledge management component, Component 4, to ensure special emphasis is paid to systematically documenting and synthesizing lessons learnt from the project intervention on anti-poaching and IWT.

The lessons learned from the project via the participatory M&E system will be made available nationally, regionally and globally for replication through the dissemination of project results, recommendations and experiences including demonstration of best practices. This will be achieved through making project information available in a timely manner through the project quarterly bulletins, publications, and website; through GWP, UNDP, and GEF Programme Frameworks, as well as through participation in international fora including CBD events. The project will take steps towards scaling up the on-site enforcement activities piloted through the project across the whole national protected area system. It also lays the groundwork for expansion of a community-led law enforcement approach and the further establishment of conservancies across the country, building on the experience of the pilot conservancies to be established around Maasai Mara and Taita Taveta. Specific lessons learnt will be derived for upscaling and integration into the National Strategy on IWT.

Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other.

## B. Description of the consistency of the project with:

**B.1 Consistency with National Priorities.** Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions such as NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.:

Section I “ Development Challenge” in the UNDP Project Document outlines the project’s consistency with national strategies and plans, and especially the relevance to national development priorities, global environment and/or adaptation issues, and the sustainable development goals (SDGs).

The project is fully aligned with national priorities. Following the adoption of the new Constitution of Kenya in 2010, the Government of Kenya reviewed the Wildlife Act and enacted the new Wildlife Conservation and Management Act (WCMA) in 2013, which provides for stiffer penalties in response to resurgent, increasingly sophisticated poaching threats. The WCMA of 2013 upholds and strengthens the mandate of the KWS to protect, conserve for sustainable use and management of wildlife in Kenya. Kenya Wildlife Services is currently implementing its 2012-2020 Conservation and Management Strategy for Elephants<sup>26</sup>, which provides critical guidance for species conservation and sets important targets for the conservation of elephants in Kenya, including through law enforcement.

Furhter the Constitution of Kenya of 2010 provides that all Multi-Lateral Environment Agreements (MEA) to which Kenya has ratified and acceded become domestic law. The MEAs that have direct linkages to wildlife and Kenya include Convention on International Trade in Endangered Species of Wild (CITES), the Convention on Biological Diversity (CBD), the Convention on Migratory Species (CMS), the International Convention on the Regulation of Whaling (ICRW), and the Ramsar Convention on Wetlands of International Importance. Kenya has been identified by CITES as a “party of primary concern” for its increasing role as a source and transit country for illegal ivory products. Kenya has taken steps to ramp up its response to the illegal ivory trade by issuing a National Ivory Action Plan (NIAP) in 2013<sup>27</sup>. INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organization (WCO) are critical inter-governmental agencies that cooperate with the Government of Kenya on wildlife crime issue.

The project directly support the implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), arguably one of the most important global instruments for addressing illegal wildlife trade. The CITES Strategic Vision 2008-2020 emphasizes the importance of national commitment to implementation of the Convention and its principles. The project will support compliance through development of comprehensive national National Anti-Poaching and Law Enforcement Strategy, enhancing effective enforcement of illegal wildlife trafficking, and support capacity building of officers tasked with enforcing national wildlife and forest crime legislation. The project will directly contribute to the implementation of the resolutions of the CITES CoP17 - Res. Conf. 17.6 *on Prohibiting, preventing, detecting and countering corruption, which facilitates activities conducted in violation of the Convention*, Res. Conf. 10.10 *Trade in elephant specimens*, and CoP17 *Decision on the African lion* - via addressing the impact of corruption in undermining wildlife trade regulation and strengthening control over rino, elephant, and lion poaching and illegal trade on ivory and rhino horn.

---

<sup>26</sup> Moses Litoroh, Patrick Omondi, Richard Kock and Rajan Amin. Conservation and Management Strategy for Elephants 2012-2010. KWS

<sup>27</sup> Ibid

Poaching and IWT are significant threats towards the attainment of the country's priority SDGs such as **Goal 1** No Poverty and **Goal 2** Zero Hunger (impeded by continuous degradation of wildlife and other natural resources and opportunities for their sustainable use by local communities); **Goal 3** Good Health and Well-Being and **Goal 6** Clean Water and Sanitation (impacted by decreasing water resources and deteriorating water quality in result of wildlife habitat degradation); **Goal 5** Gender Equality **Goal 8** Decent Work and Economic Growth, and **Goal 10** Reduced Inequalities (affected by decreasing opportunities for women and youth for employment and sustainable NRM through depletion of wildlife resources); **Goal 13** Climate Action and **Goal 15** Life on Land (via degradation of wildlife populations and ecosystems affecting adaptation potential of natural complexes) as well as **Goal 16** Peace, Justice and Strong Institutions (impacted by lack of sustainable planning in the region and increasing insecurity as a result of poaching and IWT). Thus, solution suggested by the project will contribute to achievement of the SDGs in Kenya.

The project is consistent with the Aichi Biodiversity Targets and will contribute to their achievement, particularly *Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use, Target 5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced and Target 7: By 2020 areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity; and under Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services, Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable; and Target 15: By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.*

#### C. DESCRIBE THE BUDGETED M & E PLAN:

The full M&E Plan for the project is included in Section VII "Monitoring and Evaluation (M&E) Plan" in the UNDP Project Document. A summary is provided in the table below.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>28</sup> (US\$)		Time frame
		GEF grant	Co-financing	
<b>Inception Workshop</b>	UNDP Country Office	USD 10,000	USD 2,000	Within two months of project document signature
<b>Inception Report</b>	Technical Coordinator	None	None	Within two weeks of inception workshop
<b>Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP</b>	UNDP Country Office	None	None	Quarterly, annually
<b>Risk management</b>	Technical Coordinator Country Office	None	None	Quarterly, annually
<b>Monitoring of indicators in project results framework</b>	Technical Coordinator	20,000 Per year: 4,000	14,000	Annually before PIR
<b>GEF Project Implementation Report (PIR)</b>	Technical Coordinator and UNDP Country Office and UNDP-GEF team	None	None	Annually

<sup>28</sup> Excluding project team staff time and UNDP staff time and travel expenses.  
GEF6 CEO Endorsement /Approval Template-August2016

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>28</sup> (US\$)		Time frame
		GEF grant	Co-financing	
<b>NIM Audit as per UNDP audit policies</b>	UNDP Country Office	15,000 Per year: 3,000	None	Annually or other frequency as per UNDP Audit policies
<b>Lessons learned and knowledge generation</b>	M&E Specialist	12,500 Per year: 2,500	35,000	Annually
<b>Stakeholder Engagement Plan</b>	Technical Coordinator M&E Specialist UNDP Country Office	12,500 Per year: 2,500	35,000	On-going
<b>Gender Action Plan</b>	Technical Coordinator M&E Specialist UNDP GEF team	10,000 Per year: 2,000	17,000	On-going
<b>Monitoring of environmental and social risks, and corresponding management plans as relevant</b>	M&E Specialist UNDP Country Office	Ad hoc – up to 5,000 earmarked	Ad hoc – on demand	Ongoing
<b>Indigenous People's Plan</b>	Technical Coordinator M&E Specialist UNDP Country Office	10,000 5,000 1,000	Ad hoc – on demand	To be drafted during the first year and implemented throughout the project period thereafter
<b>Risk Management Plan related to law enforcement action</b>	Technical Coordinator M&E Specialist UNDP Country Office	10,000 5,000 1,000	Ad hoc – on demand	To be drafted during the first year and implemented throughout the project period thereafter
<b>Grievances Redress Mechanism</b>	UNDP Country Office	5,000 earmarked	Ad hoc – on demand	Ongoing
<b>Project Board meetings</b>	Project Board UNDP Country Office Technical Coordinator	15,000 Per year: 3,000.	3,500	Minimum annually
<b>Supervision missions</b>	UNDP Country Office	None <sup>29</sup>	None	Annually
<b>Oversight missions</b>	UNDP-GEF team	None <sup>77</sup>	None	Troubleshooting as needed
<b>GEF Secretariat learning missions/site visits</b>	UNDP Country Office, Technical Coordinator, and UNDP-GEF team	None	None	To be determined.
<b>Mid-term GWP Tracking Tool to be updated</b>	M&E Specialist	2,500	12,000	Before mid-term review mission takes place.
<b>Independent Mid-term Review (MTR) and management response</b>	UNDP Country Office and Project team and UNDP-GEF team	36,500	5,000	Between 2 <sup>nd</sup> and 3 <sup>rd</sup> PIR.
<b>Terminal GWP Tracking Tool to be updated</b>	M&E Specialist	2,500	12,000	Before terminal evaluation mission takes place
<b>Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response</b>	UNDP Country Office and Project team and UNDP-GEF team	36,500	5,000	At least three months before operational closure
<b>TOTAL indicative COST</b> Excluding project team staff time, and UNDP staff and travel expenses		<b>215,000</b>	<b>140,500</b>	


<sup>29</sup> The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.  
GEF6 CEO Endorsement /Approval Template-August2016



### **PART III: CERTIFICATION BY GEF PARTNER AGENCY(IES)**

#### **A. GEF Agency(ies) certification**

**This request has been prepared in accordance with GEF policies<sup>30</sup> and procedures and meets the GEF criteria for CEO endorsement under GEF-6.**

<b>Agency Coordinator, Agency Name</b>	<b>Signature</b>	<b>Date (MM/dd/yyyy)</b>	<b>Project Contact Person</b>	<b>Telephone</b>	<b>Email Address</b>
Adriana Dinu, UNDP- GEF Executive Coordinator		12/22/2017	Ingela Juthberg	+251 961 343338	<a href="mailto:ingela.juthberg@undp.org">ingela.juthberg@undp.org</a>

---

<sup>30</sup> GEF policies encompass all managed trust funds, namely: GEFTF, LDCF, SCCF and CBIT  
GEF6 CEO Endorsement /Approval Template-August2016

## ANNEX A: PROJECT RESULTS FRAMEWORK

<b>This project will contribute to the following Sustainable Development Goal (s): <i>Goal 1 No Poverty, Goal 2 Zero Hunger; Goal 3 Good Health and Well-Being, Goal 6 Clean Water and Sanitation, Goal 5 Gender Equality, Goal 8 Decent Work and Economic Growth, Goal 10 Reduced Inequalities, Goal 13 Climate Action, Goal 15 Life on Land, and Goal 16 Peace, Justice and Strong Institutions</i></b>					
<b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b> <i>Draft UNDAF 2018-22 (dated November 2017): Economic Pillar Outcome 3: By 2022, a progressive and resilient green economy is underpinned by robust evidence based pro-poor policies and strategies contributing to sustainable economic growth.</i> <i>Draft indicative Output 3.2.: Improved institutional (public and private) and communities' capacities to ensure pro-poor, sustainable, effective and efficient natural resource management</i>					
<b>This project will be linked to the following output of the UNDP Strategic Plan:</b> <b>Output 1.3:</b> Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. <b>Indicator 1.3.1:</b> Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. <b>Indicator 1.3.2 a)</b> Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste.					
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods, Means of Verification and Assumptions
<b>Project Objective:</b>  <b>to combat poaching and illegal wildlife trafficking in Kenya through an integrated approach</b>	<b>Indicator 1:</b> Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. (IRRF Indicator 1.3.1):	0	2 Wildlife Security Systems Established  <b>a) Taita Ranches area:</b> Wildlife Security Systems established through formal agreement as a law enforcement partnership mechanism between KWS, Conservancies & other partners such as County Governments, TTWCA, and NGOs; <b>b) Masai Mara NR:</b> Similar partnership mechanism established through formal agreement (partners to be determined during	2 Wildlife Security Systems fully operational  a) Wildlife Security Systems is fully operational in Taita Ranches area with annual workplans and budgets  b) Similar mechanism operational for Masai Mara NR with annual workplans and budgets	<b>Data Collection:</b> Consultations with government institutions and partners to monitor status of partnerships including agreements <b>MoV:</b> Official government notifications and agreements for partnerships; Monitoring progress reports. <b>Assumptions:</b> Established inter-agency-community law enforcement cooperation provides mutual benefits to all participating parties; Conservancies and PAs have sufficient funding from the Government, donors, and local business activities to support an effective level of law enforcement.

			Inception Phase)		
	<p><b>Indicator 2:</b> Number of people directly benefitting in the project area from CBWM and other forms of sustainable NRM as a result of the project (f/m) (IRRF Indicator 1.3.2a):</p> <p>This comprises the populations of the Taita Ranch Conservancy, and the areas to be targeted by the Project in the Maasai Mara ecosystem.</p>	2017: 0	>=8,000 (>30% female)	>=15,000 (>40% female)	<p><b>Data Collection:</b> Review of project reports, primarily quarterly, annual progress reports; consultations with communities in demonstration areas</p> <p><b>MoV:</b> Data to be collected from the project sites in the periodic reports (quarterly, annual progress reports)</p> <p><b>Assumptions:</b> Local people in target Conservancies will actively use improved CBWM and NRM models provided by the Project to generate sustainable income and improve environmental sustainability of local ecosystems.</p>
	<p><b>Indicator 3:</b> Populations of flagship species in the project areas (baseline for 2017):</p> <ul style="list-style-type: none"> <li>- Elephant</li> <li>- Buffalo</li> <li>- Giraffe</li> <li>- Rhino</li> </ul>	<p><b>Tsavo/Taita Ranches:</b>  Elephants: 12,843/1,746  Buffalo: 8,525/1,768  Giraffe: 4,323/510  Rhino: tbd at Inception</p> <p><b>Masai Mara:</b>  Elephants: 2,493  Buffalo: 9,466  Giraffe: 2,607  Rhino: tbd year 1</p>	>= baseline 2017	>= baseline 2017	<p><b>Data Collection:</b> Systematic wildlife census methods consistent with the baseline surveys of the project areas (Ngene S. et al. 2017 for Tsavo/Taita, and KWS 2017 for Maasai Mara) – at project completion. Midterm census to be conducted if co-financing will support it.</p> <p><b>Tsavo/Taita baseline</b> measured by Ngene S. et al. 2017. Aerial Total Count of Elephants, Buffalo and Giraffe in the Tsavo-Mkomazi Ecosystem (February 2017). KWS, TAWIRI, TWRI.</p> <p><b>Mara baseline</b> measured by KWS 2017. Aerial Total Count of Elephants, Buffaloes and Giraffes in</p>

					<p>the Maasai Mara Ecosystem (May 2017). Survey Report. The survey covered Maasai Mara National Reserve and Mara Triangle, Conservancies and their immediate neighborhoods or dispersal areas in the Mara ecosystem. The 2017 survey was carried out between May 15 and 28, 2017 covering an area of 11,681 km<sup>2</sup>.</p> <p><b>MoV:</b> Survey reports; Including KWS wildlife survey report for 2020 and 2023, Monitoring and progress reports</p> <p><b>Assumptions:</b> Wildlife population will stabilize and probably increase as a result of decreased poaching and retaliatory killing in the project areas, Other environmental factors are favorable for wildlife population restoration, All key threats for the project conservation targets have been correctly identified, No other serious threats emerge during the project implementation.</p>
	<p><b>Indicator 4:</b> Number of individuals of flagship species poached annually in the project areas (baseline for 2016):</p> <ul style="list-style-type: none"> <li>- Elephant</li> <li>- Rhino</li> </ul> <p>Note: Baselines provided by KWS data 2016 to the PPG team.</p>	<p><b>Tsavo Ecosystem/Taita Taveta County:</b> Elephants – 30/26; Rhino – 2/0</p> <p><b>Maasai Mara:</b>  Elephants - 5; Rhino - 1</p>	Decrease by at least 20%	Decrease by at least 50%	<p><b>Data Collection:</b> Ranger patrols in project areas (SMART patrolling approach) with KWS support; consultations with local stakeholders</p> <p><b>MoV:</b> Patrolling reports; project reports; KWS reports</p> <p><b>Assumptions:</b> Number of poached wildlife will decrease as a direct result of increased LE patrolling,</p>

					number of poachers' arrests and seizures of wildlife products
<b>Outcome 1</b>  <b>Increased national and local capacity to fight wildlife crime</b>	<b>Indicator 5:</b> Capacity of key National Wildlife Crime Enforcement Agency to control IWT (UNDP Capacity scorecard, %): KWS	70%	75%	80%	<b>Data Collection:</b> UNDP Capacity Scorecard assessment at mid-term and EoP <b>MoV:</b> UNDP Capacity Development Scorecard <b>Assumptions:</b> KWS officers, police, judiciary and prosecutors will use knowledge and tools provided by the project to achieve better results in LE of wildlife crimes; Government and other donors provide adequate complementary support to LE agencies to fight wildlife crime.
	<b>Indicator 6:</b> National Anti-Poaching Strategy	Non-existent	Drafted and submitted to GoK for approval	Officially approved and under full implementation with government funding allocated	<b>Data Collection:</b> Monthly consultations with government institutions and partners to review progress of strategy development <b>MoV:</b> Official government notifications and announcements for new legislation; Monitoring progress reports <b>Assumptions:</b> The Government will approve the Strategy and provide necessary funding and supervision for its implementation.
	<b>Indicator 7:</b> Strengthened institutional capacity to combat IWT as indicated by: a) the ICCWC Indicator Framework (note – baselines to be determined in year 1) b) National subset of indicator targets for annual monitoring drawn from ICCWC Indicator Framework baseline assessment	a) ICCWC Indicator Framework – Baseline scores and targets TBD b) National subset baselines from above TBD	a) Mid-term target for strengthened institutional capacity compared to baseline achieved (TBD at baseline) b) Mid-term target for strengthened institutional capacity	a) Project Completion targets for strengthened institutional capacity compared to baseline achieved (TBD at baseline)	<b>Data Collection:</b> Biennial ICCWC Indicator Framework assessments (closest biennial assessment to Mid-term to be used) and annual national subset monitoring and evaluated at EoP <b>MoV:</b> ICCWC Indicator Framework assessment reports <b>Assumptions:</b> Assessments are

			compared to baseline for the national subset of indicators achieved (TBD at baseline)	b) Project Completion targets for strengthened institutional capacity compared to baseline for the national subset of indicators achieved (TBD at baseline)	carried out consistently between years and agencies; Strengthened inter-agency collaboration is reflected in the increased scores
<b>Outcome 2</b> <b>Increased effectiveness of Conservancies, PAs and local law enforcement agencies to control poaching and IWT in Tsavo and Maasai Mara Ecosystems</b>	<b>Indicator 8:</b> Annual results of IWT law enforcement in in the project areas (Taita Taveta County, including Taita Ranches, and Narok County including MMNR) 2016: a) number of suspects arrested and prosecuted: b) amount of seized wildlife products (kg) c) % ratio of prosecutions to arrests  <b>Source:</b> The baseline data for both Taita Taveta and Narok Counties provided by KWS for 2016 to the PPG team	<b>Taita Taveta:</b> a) number of suspects arrested and prosecuted – 619; b) amount of seized wildlife products: ivory – 465 kg, bushmeat – 515 kg; c) % ratio of prosecutions to arrests – TBD in Y1  <b>Narok:</b> a) number of suspects arrested and prosecuted – 63; b) amount of seized wildlife products: ivory – 74 kg, bushmeat – 61 kg; c) % ratio of prosecutions to arrests – TBD in Y1	a) Increase at least by 20%  b) Increase at least by 20%  c) Increase at least by 20%	a) Stable or declining  b) Stable or declining  c) Increase by at least by 50%	<b>Data Collection:</b> Consultation with KWS and other enforcement agencies and IWT monitoring organizations  <b>MoV:</b> Annual reports and statistics provided by KWS, other enforcement agencies; TRAFFIC reports  <b>Assumptions:</b> Official national statistics are made available to the project as required in a timely manner; For a) number of arrests and b) number of seizures, it is assumed that increased efforts and increasing LE effectiveness will result in increases by mid-term, but that by the end of project, a reduction in illegal activity will have started to occur, resulting in stabilization and eventual decline in the number of arrests and seizures.

	<b>Indicator 9:</b> METT score for Masai Mara NR:	62	67	75	<b>Data Collection:</b> METT assessments conducted at mid-term and EoP. <b>MoV:</b> METT assessment results <b>Assumptions:</b> METT assessments conducted systematically for consistency at all stages
<b>Outcome 3</b>  <b>Strengthened Community Wildlife Conservancies and increased benefits for local communities from CBWM and sustainable NRM in Tsavo and Maasai Mara Ecosystems</b>	<b>Indicator 10:</b> Total area of newly established conservancies with improved wildlife and natural resource management	0 ha	At least 1,600 ha  (in the Maasai Mara ecosystem)	At least 23,000 ha  (Total area of new conservancies established in the Maasai Mara ecosystem and in the Taita Ranches in the Tsavo ecosystem (21,400 ha) combined)	<b>Data Collection:</b> ongoing consultations with government authorities responsible for land registration and management; <b>MoV:</b> Government gazette notices for new conservancy areas <b>Assumptions:</b> Local populations, local and national government support the establishment of the new conservancies
	<b>Indicator 11:</b> Annual rate of retaliatory killing of elephants in the project areas (animals/ year). Baseline (2016)  Note: Baseline data for 2016 provided by KWS to the PPG Team.	<b>Taita Taveta:</b> 11  <b>Narok County:</b> 7	Decrease by at least 20%	Decrease by at least 50%	<b>Data Collection:</b> Patrolling by ranger teams in project areas; project-led consultations with communities in areas affected by HWC; <b>MoV:</b> Patrolling reports from project areas; project stakeholder consultation reports; KWS annual reports <b>Assumptions:</b> Human-wildlife conflict mitigation actions, awareness campaigns and other supportive measures reduce and/or compensate for elephant damage and shift public opinion positively towards protecting elephants

	<b>Indicator 12:</b> Percentage increase in average annual household income from wildlife conservation and implementation of SLM in the target conservancies	To be established at the Inception phase, and ideally sex-disaggregated	Increased by at least 4%	Increased by at least 10%	<b>Data Collection:</b> socio-economic and livelihood surveys of sample communities at project inception, mid-term and EoP <b>MoV:</b> Project survey reports <b>Assumptions:</b> Conservancy management is effective and generates income that is available to share among communities; Revenue generated by conservancies is shared equitably among the beneficiaries.
<b>Outcome 4</b>  <b>Lessons learned by the project through participatory M&amp;E and gender mainstreaming are used nationally and internationally</b>	<b>Indicator 13:</b> Number of the lessons on IWT control and CBNRM learned by the Project that are identified and shared with other national and international projects	0	>=2	>=5	<b>Data Collection:</b> Review of GEF GWP website, other websites and social media, reports on related projects, technical and scientific publications; communication with related project staff; <b>MoV:</b> Reports from related projects; communications with GWP and related project staff; <b>Assumptions:</b> GWP projects and other projects in Africa are interested to use lessons learned by this Project;  Other projects make reference to the GEF project if they use its experience and lessons;
	<b>Indicator 14:</b> Number of women participating in targeted gender-proactive investment, empowerment and capacity building activities at project sites	0	750	1500	<b>Data Collection:</b> gender disaggregated participation records to be maintained systematically by project staff leading community engagement activities at project sites <b>MoV:</b> Project reports; progress reports to UNDP



					<b>Assumptions:</b> Women are interested in participating in the Project to improve their livelihoods and social status.
--	--	--	--	--	--

**ANNEX B: RESPONSES TO PROJECT REVIEWS** (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

Responses to the STAP comments relevant to the Kenya project are shown in the table below:

STAP Comment on GWP child projects	PPG team response
<p>...these child projects are not yet systematically linked to the programmatic theory of change, and this will evolve further during the PPG phase. We would like to see the PPG laying out more clearly the theory of change, including the key issues that the child projects should consider at a more general level so that they best reflect the Program Framework Document overall theory of change, recognizing the circumstances of each country. As they get resubmitted, <b>they should include explicit linkages to this program and the emerging theory of change, noting that there will and should be iterative learning between the program and child projects.</b></p>	<p>Strong and clear linkages of the Kenya project to the GWP theory of change are articulated in the Strategy section of the ProDoc and Child Project section of the CEO ER. Table showing alignment of the project strategies (Components) to the Outcomes and Targets of GWP is inserted in the sections. Moreover, Component 4 of the project is designed to support iterative learning from the project activities and activities of other child projects in the GWP framework.</p>
<p>One strategy is to ban [IW] trade, and undercut this market. However, even if this can be operationalized, removing the value of wildlife is equally (perhaps even more?) devastating as wildlife is no longer a competitive land use option outside protected areas, and will be replaced this is clearly illustrated in the loss of wildlife in the 1960s when IWT was not a problem but wildlife was still rapidly disappearing (IUCN 1963). <b>Thus, the PPG should consider the question not only of the price of wildlife, but also the question of wildlife ownership or proprietorship</b> (as defined by (Schlager and Ostrom 1992)).</p>	<p>The Kenya project is designed to strengthen ownership and capacity of local communities on wildlife and other natural resources management in the in Tsavo and Maasai Mara Ecosystems via establishment and strengthening of at least 3 community conservancies. Also, the project will involve local communities in protection of wildlife via partnerships with Maasai Mara Nature Reserve and other law enforcement agencies to increase ownership of local communities on wildlife and its habitat and provide them with more benefits from conservation and sustainable management. Strengthening of local people's ownership of wildlife habitat and enhancing capacity to implement their management will establish conditions for the long-term sustainable use of wildlife and other natural resources in the project area and will increase community revenues and benefits from sustainable wildlife and other natural resource use.</p>
<p><b>The PPG will need to provide guidance on how to balance emergency short term demand reduction measures to address IWT, with the long term need to increase the potential value of wildlife to landholders and address habitat replacement.</b> It will need to think through how removing value squares up with other initiatives that do the opposite (i.e. increase value of biodiversity) such as REDD+, PES, "making the economic case for protected areas/biodiversity" and so on. This</p>	<p>The Kenya project does not actually deal with wildlife product demand reduction issues, because general demand for wildlife products exists outside the country. But the project addresses the long-term wildlife and habitat conservation and management issues via strengthening community ownership on wildlife resources (establishment of Wildlife Conservancies), wildlife and habitat management capacity of local people to increase benefits from wildlife (Outputs 3.1-3.3). Thus, the</p>

opens up an important opportunity for the PFD to lead conservation in a more effective direction.	measures above can be classified as "making the economic case for protected areas/biodiversity".
<p><b>Thus, the PPG should avoid simplistic solution and address both aspects of the wildlife economy - price and proprietorship.</b> Simple solutions do not address the market failure, and economic irony, that the more valuable wildlife becomes, the faster it disappears. While we have accepted this as normal for wildlife, it is entirely contrary to human experience. For example, for most domestic species and renewable resources, the more valuable a species becomes the more a farmer grows it. <b>Therefore the PPG should consider how the outcome of high wildlife prices is influenced by the underlying "proprietary" status of the resource.</b></p>	As iterated above, the Kenya project is designed to strengthen local communities ownership of wildlife and habitat, and increase management capacity to use natural resources sustainably in cooperation with government law enforcement agencies and PAs (Outputs 2.1-3.3). It is expected that the local communities' revenues from wildlife and habitat will increase as the result of the project-given "proprietary" status of the resource under sustainable community management in partnership with government structures.
<p><b>In sum, wildlife crime/trafficking needs to be dealt with at three levels:</b></p> <ol style="list-style-type: none"> <li>1) assisting the landholders themselves (including protected areas) to protect their resources, (PFD needs strengthened in this area)</li> <li>2) specifically tackling higher level criminals and not just low level poachers at the bottom, and (PFD adequately addresses this issue)</li> <li>3) tackling international channels for moving illegal products (PFD adequately addresses this issue)</li> </ol>	<p>The Kenya project addresses all three levels of the wildlife crime/trafficking management:</p> <ol style="list-style-type: none"> <li>1) Component 3 is fully designed to increase Conservancy capacities in the Tsavo and Maasai Mara Ecosystems to protect and sustainably manage wildlife and woodlands;</li> <li>2) Component 1 is designed to address all levels of the wildlife and forest crime chain via development and implementation of the National Anti-Poaching and Law Enforcement Strategy; and increase capacity of law enforcement agencies, prosecutors and judiciary to adequately and effectively punish wildlife and forest crime offenders at all levels of the chain;</li> <li>3) Outputs 1.2 (Multi-Agency Unit) and 1.4 (Trans-Frontier Conservation Areas) are specifically designed to interrupt international channels for wildlife trafficking between Kenya and Tanzania and increase international conservation cooperation between these countries (Output 1.4).</li> </ol>

**ANNEX C: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS<sup>31</sup>**

A. Provide detailed funding amount of the PPG activities financing status in the table below:

PPG Grant Approved at PIF:			
<i><b>Project Preparation Activities Implemented</b></i>	<i><b>GETF/LDCF/SCCF/CBIT Amount (\$)</b></i>		
	<i><b>Budgeted Amount</b></i>	<i><b>Amount Spent To date</b></i>	<i><b>Amount Committed</b></i>
<p>The following PPG activities have been completed:</p> <ul style="list-style-type: none"> <li>• Inception Workshop;</li> <li>• Situation Analysis with assessment of threat levels and baseline programmes, and Stakeholder Consultations;</li> <li>• Development of the Project Strategy, Theory of Change and expected results;</li> <li>• Development of the project budget, M&amp;E plan, and management arrangements;</li> <li>• Validation Workshop</li> </ul>	<b>100,000</b>	<b>54,027.95</b>	<b>45,972.05</b>

<sup>31</sup> If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue to undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities. Agencies should also report closing of PPG to Trustee in its Quarterly Report.

**ANNEX D: CHANGES MADE IN THE PROJECT DESIGN FROM GWP CHILD PROJECT CONCEPT NOTE**

	Child Project Concept	GEF CEO ER	Rationale
<b>Project Components</b>			
<b>Project Component 1</b>	Strengthening capacity for effective BD and IWT governance in Kenya.	Strengthening national and local capacity for effective IWT control in Kenya	Capacity and available means to pursue policy and legislative work at the national level were identified as more adequate than the capacity for effective community involvement and law enforcement at the ecosystem level. In addition, Kenya is receiving support from a number of other organisations for work at the national level. In light of this and the limited budget, the focus of this project has therefore been slightly shifted from the national level towards the level of the two ecosystem targeted. Please see the logic of the Outcomes and Outputs in the section below as well as in the results framework. See details below.
<b>Project Component 2</b>	Reducing poaching and illegal trade in threatened species [site level].	Reducing poaching and illegal wildlife trade in threatened species in Tsavo and Maasai Mara Ecosystems	The project sites were confirmed during the PPG as Maasai Mara and Tsavo ecosystems. The capacity-enhancing efforts have been retained and includes institutional capacities as well as the capacities of the individuals working in law enforcement. The component has also been made somewhat more explicit as regards community involvement and coordination among relevant stakeholders. See details below.
<b>Project Component 3</b>	Establishing at least 2 Community Conservancies in Tsavo and Maasai Mara ecosystems, with sustainable land management and livelihoods promotion.	Strengthening Community Wildlife Conservancies in Tsavo and Maasai Mara Ecosystems	The project sites were confirmed during the PPG as Maasai Mara and Tsavo ecosystems, and the minimum area of the at least two community conservancies to be established was identified as 23,000 ha. Almost every aspect retained, but some in a slightly different shape through the ecosystem management plans and the revenue-generating activities. See details below.
<b>Project Component 4</b>		<b>Component 4.</b> Knowledge Management, M&E and Gender Mainstreaming	Component 4 was introduced to help establish a stronger focus on gender mainstreaming, as well as on project learning through M&E and KM investments.
<b>Project Outcomes</b>			
<b>Project Outcomes</b>	<p>Outcome 1 Strengthening capacity for effective BD and IWT governance in Kenya.</p> <p>Outcome 2 Reducing poaching and illegal trade in threatened species [site level].</p> <p>Outcome 3 Establishing at least 2 new Community Conservancies in Tsavo and Maasai Mara ecosystems, with sustainable land</p>	<p>Outcome 1 Increased national and local capacity to fight wildlife crime</p> <p>Outcome 2 Increased effectiveness of Conservancies, PAs and local law enforcement agencies to control poaching and IWT in Tsavo and Maasai Mara Ecosystems</p> <p>Outcome 3 Strengthened Community Wildlife Conservancies and increased benefits for local communities from CBWM</p>	<p>The project sites were confirmed during the PPG as Maasai Mara and Tsavo ecosystems.</p> <p>Outcome 4 was introduced to help establish a stronger focus on gender mainstreaming as well project learning, through M&amp;E and KM investments. Especially in the light of the overall GWP context, these aspects are seen to be of major importance to establish an effective global community of practice addressing pressing anti-poaching and IWT needs.</p>

	<b>Child Project Concept</b>	<b>GEF CEO ER</b>	<b>Rationale</b>
	management and livelihoods promotion.	and sustainable NRM in Tsavo and Maasai Mara Ecosystems  Outcome 4 Lessons learned by the project through participatory M&E and gender mainstreaming are used nationally and internationally	
<b>Project Outputs</b>	<p>Under Component 1, original Outputs 1.1.1, 1.1.2 focused on the creation of bodies at national level. Original Outputs 1.1.5., 1.1.6, and 1.1.7 focused on specific interventions at national level.</p> <p>Under component 2, original Outputs 2.1.5 and 2.1.6 focused on monitoring and dialogue</p> <p>Under Component 3, original Output 3.1.3. focused on HMW, 3.1.6 on monitoring networks, 3.1.7 on wide public awareness</p>	<p>These Outputs were dropped.</p> <p>These Outputs were partially dropped.</p> <p>These Outputs were only indirectly retained.</p> <p>New Outputs 4.1., 4.2. and 4.3 on gender, M&amp;E and lessons learning specified</p>	<p>The relevance of the originally proposed outputs is not questioned. However, outputs under Outcome 1 were rationalized as the initially intended scope was found to be much too broad to match the allocated budget for the project. Considering the needs and how the GEF 6 investment could have the largest impact, it was decided to focus on the ecosystem level, rather than at the national level.</p> <p>The idea behind Wildlife Task Forces at ecosystem level has been retained, but adapted to the needs and priorities in each ecosystem.</p> <p>To help KWS and MENR to address HWC and the compensation issue successfully, a larger scale, dedicated effort would be required. As the funding and scope of this specific project are limited, such an effort was not deemed feasible to include. However, indirectly, through the community-based investments into community-based wildlife management, local-level solutions to dealing with HWC will be sought. Wide public awareness would also require a significant effort to be effective and was dropped as initially foreseen. Specific awareness activities will now focus on the ecosystem and project site level, and more precisely on the partner conservancies for the project.</p>
<b>Project area extent</b>	Site level (to be confirmed), proposed Maasai Mara and Tsavo	Confirmed: Maasai Mara and Tsavo; within the large Tsavo ecosystem the Taita Taveta area was specifically identified as focal area for the GEF 6 investments	<p>With the limited funds available, it was seen as important to focus the project interventions on specific sites within the two proposed (and confirmed) sites. Through a consultative process with stakeholders, specific sites for interventions for C2 as well as C3 were identified.</p> <p>Under C2, a larger area of existing and to be established Conservancies in the Maasai Mara was selected as target, with actions that dovetail already existing investments into establishing a community scout system are planned. In Tsavo, a community focused law enforcement approach in the Taita Taveta ranch area is planned.</p> <p>Under C3, specific areas for establishing and/or strengthening conservancies were considered. At least one new conservancy in the Maasai Mara ecosystem and one new in the Tsavo ecosystem will be established and benefit from the GEF 6 investments.</p>

	<b>Child Project Concept</b>	<b>GEF CEO ER</b>	<b>Rationale</b>
<b>Budget revisions GEF resources</b>	C1 = 1,380,000 C2 = 1,365,000 C3 = 899,386 PM = 182,219	C1 = 995,000 C2 = 1,282,759 C3 = 1,065,000 C4 = 301,627 PM = 182,219	Funding under C1 is allocated to MENR, as well as funding under the newly established C4 on Gender Mainstreaming, M&E and Knowledge Management and PM. Jointly, the three components add up approximately to the same amount as initially foreseen under C1 and PM. As the staff at the PMU housed in MENR will be principally responsible for leading the coordination of C1 and overall project coordination and oversight of RPs, the budget is spread across all MENR functions. As the work under C2 and C3 is strongly aligned in an integrated community focused conservation, law enforcement and development approach, these figures are fluid between the two components.
<b>Project Co-Financing</b>	Co-financing: Foreseen USD 20,559,000	Realized co-financing: 15,565,663	Overall a slight reduction in co-financing is observed. Also co-financing is mostly in-kind or parallel. The investments of USAID are realized as planned, however, reflected through the co-financing letters by the eco-system level partners and RPs, such as Tsavo Conservation Group, the Maasai Mara Wildlife Conservancy Association and the national level KWCA.