



State of Conservancies Report 2020

Dear Friends,

Thank you for picking up the 2020 NRT State of Conservancies Report. I promise that despite '2020' being in the title, there are many reasons for hope in here - causes for celebration and a renewed faith, if you needed it, in the power of grassroots community-owned and led conservation.

Like the fact that in December, Ruko Community Conservancy partnered with the Kenya Wildlife Service and others to carry out a daring rescue of two Rothschild's giraffes, trapped on a shrinking island on Lake Baringo. The giraffe were floated to the mainland on a barge, and released into the new community-run giraffe sanctuary, where they will be joined by the six other giraffe still stranded on the island in due course.

Or the fact that, in a year that was incredibly tough on household economies, we were able to help communities generate KSh 414.6 million (USD 4.1 million) through employment and businesses. Indeed, the NRT Savings and Credit Cooperative has now provided over KSh 100 million (USD 1 million) in funding for community household enterprises since inception.

It will be clear in many chapters where and how the COVID-19 pandemic has challenged NRT and member community conservancy operations and programmes, and therefore the livelihoods that depend on them. Unemployment, a drop in tourism revenue, funding challenges, the closure of livestock markets, and the inevitable increase in insecurity that results from these shocks has tested conservancies in a way they have never been tested before. Yet our grassroots spirit has shone a light on the opportunities to be found in this challenge. We have seen resilience and collaboration between the conservancies, and agility in ways of working.



As NRT we have found ways to strengthen our communications with each other, and with our donors and partners. For example, 8-12,000 students - no longer able to attend school - were reached through radio education programmes in Isiolo and Marsabit, after a partnership between NRT and county government. With support of some key donors, we also managed to raise funds to cover the salaries of all NRT member conservancy rangers through the pandemic. I must recognise in particular the support of The Nature Conservancy, Fauna & Flora International, the Lucille Foundation, IUCN, the Tusk Trust and the Rainforest Trust, all of whom moved quickly to mobilise crisis funding to enable the continuity of critical conservation operations.

National Government announced an unprecedented COVID-19 stimulus package for conservancies earlier in the year, and I am honoured to have been appointed to the National Conservancies Fund Framework and Implementation Committee, whose mandate will be to guide the roll-out of this package. Such financial support from National Government to conservancies in Kenya will catalyse conservation outside formal protected areas.

I will be joined on the Committee by my friend and colleague, the CEO of the Kenya Wildlife Conservancies Association Dickson Kaelo, and others. Together we will bring our grassroots and community experience to the committee, and champion for their firsthand priorities.

This commitment by the Kenyan Government sends a strong message on the nationally-important role of conservancies. It portrays a strong recognition of the partnership between the national government through the Ministry of Tourism and Wildlife, Kenya Wildlife Service (KWS), conservancies, and all the community members working tirelessly to conserve and protect wildlife and nature in Kenya. I very much look forward to seeing its impact.

Looking forward, we have been preparing our work plans for the 2021-2025 period - focusing on the most essential activities to conservancies and the communities they support. As we mapped out the most impactful ways to support our member conservancies over the next five years, the interconnections between each area of our work really stood out. By its nature, the community conservancy model is an integrated approach - working at the nexus of biodiversity, livelihoods and security.

While the programmatic areas identified will be an important focus of our efforts in the years to come, most important is the continuity of core conservancy operations. Building a strong conservancy institution lies at the heart of all we do, and is the foundation of successful programmes. Each conservancy is an achievement, giving its community a voice in the decisions that affect them. However, it is the connectivity between all the NRT member conservancies which enables the landscape needed to create real and lasting change - to secure peace, improve lives and to conserve natural resources.

Thank you for your continued interest in, and support of, NRT, stay safe.

Tom Lalampaa, CEO NRT

A handwritten signature in black ink, reading 'Tom Lalampaa'.

1 OVERVIEW

The Northern Rangelands Trust

The Northern Rangelands Trust is a membership organisation started in 2004. We work for 39 community conservancies across 42,000 square kilometres of northern and coastal Kenya. With support from partners, funders, county and national governments, we provide funding and training to help indigenous institutions to:

- Enhance governance structures: **CHAPTER 2, PAGE 13**
- Lead peace and security efforts: **CHAPTER 3, PAGE 27**
- Identify, implement and manage development and entrepreneurship projects that transform livelihoods & business: **CHAPTER 4, PAGE 35**
- Take the lead in conserving wildlife and natural resources: **CHAPTER 5, PAGE 51**
- Establish relationships with investors, government and others for a sustainable future: **CHAPTER 6, PAGE 73**



Community conservancies are local institutions, run for and by indigenous people, striving to transform people's lives, build peace and conserve natural resources.



2020 BY NUMBERS



Governance

625 people from NRT member conservancies completed NRT's bespoke Leadership + Management Programme since 2016

Highest financial support to community conservation from governments to date - KSh 177 million (USD 1.7 million)



Peace & security

80 peace ambassadors now active across the community conservancy network

78% of conservancy members feel safe with the presence of the conservancies security team

77% of livestock reported stolen in NRT member conservancies recovered and returned to their owners — a collaboration between community conservancies, NRT + Government



Livelihoods

Pastoralists selling to NRT Trading earned **KSh 90.7 million** (USD 907,000) from cattle sales - up 46% on 2019

NRT Trading has provided over **KSh 100 million** (USD 1 million) in funding for **community enterprises** since inception

Since 2015, the Conservancy Livelihoods Fund has provided more than **KSh 344 million (USD 3.4 million)** for **135 projects** in member conservancies, benefitting an estimated **69,455 people**



Environment

49,948 mangrove seedlings planted at NRT-Coast, with a **successful growth rate of 80%**

130 biogas units installed in as many households by conservancies to support forest conservation

1,500 casual employees cleared **3,953 hectares** of invasive *Acacia reficiens* to rehabilitate rangelands

20 tonnes of plastic waste collected from beaches for recycling by Kiunga Conservancy members



Wildlife

22 hirola calves born in Ishaqbini Hirola Sanctuary, bringing total population to around **140 - 25% of the known global population**

Ivory poaching reduced to zero - no elephants were poached for ivory in 2020, from a high of 103 in 2012

4 elephant calves were released from Reteti Elephant Sanctuary into Sera - a total of **10** hand-raised Reteti calves have now been released

2 black rhino calves born at Sera Rhino Sanctuary - bringing **total sanctuary population to 18**

Northern Rangelands Trust

Member Conservancies



Pellow Community Conservancy
County, YoR: West Pokot, 2018
Ethnicity: Pokot
Population: 21,046
Area (ha): 191,795
No. permanent employees: 20
Operating Budget (KSh): 7,112,352



Masol Community Conservancy
County, YoR: West Pokot, 2018
Ethnicity: Pokot
Population: 47,574
Area (ha): 138,630
No. permanent employees: 31
Operating Budget (KSh): 9,137,649



Ruko Community Conservancy
County, YoR: Baringo, 2006
Ethnicity: Njemps, Pokot
Population: 2,063
Area (ha): 17,897
No. permanent employees: 20
Operating Budget (KSh): 10,538,208



Kaptuya Community Conservancy
County, YoR: Baringo, 2018
Ethnicity: Pokot
Population: 12,211
Area (ha): 9,542
No. permanent employees: 7
Operating Budget (KSh): 1,825,348



Ltungai Community Conservancy
County, YoR: Samburu, 2002
Ethnicity: Pokot, Samburu
Population: 19,132
Area (ha): 40,086
No. permanent employees: 26
Operating Budget (KSh): 5,629,941



Kirimon Community Conservancy
County, YoR: Laikipia, 2016
Ethnicity: Samburu
Population: 8,969
Area (ha): 16,312
No. permanent employees: 19
Operating Budget (KSh): 3,700,852



Nkoteiya Community Conservancy
County, YoR: Samburu, 2016
Ethnicity: Samburu
Population: 7,407
Area (ha): 15,715
No. permanent employees: 22
Operating Budget (KSh): 5,639,592



Naapu Conservancy (Oldonyiro)
County, YoR: Isiolo, 2018 (2017)
Ethnicity: Samburu, Turkana
Population: 3,378
Area (ha): 28,143
No. permanent employees: 15
Operating Budget (KSh): 4,007,280



Nanapisho Conservancy (Oldonyiro)
County, YoR: Isiolo, 2018 (2017)
Ethnicity: Samburu, Turkana
Population: 4,646
Area (ha): 24,873
No. permanent employees: 20
Operating Budget (KSh): 3,886,566



Meibae Community Conservancy
County, YoR: Samburu, 2006
Ethnicity: Samburu
Population: 12,497
Area (ha): 101,385
No. permanent employees: 39
Operating Budget (KSh): 8,028,990



Nannapa Conservancy (Oldonyiro)
County, YoR: Isiolo, 2018 (2017)
Ethnicity: Samburu, Turkana
Population: 6,907
Area (ha): 25,471
No. permanent employees: 15
Operating Budget (KSh): 3,477,084



Narupa Conservancy (Oldonyiro)
County, YoR: Isiolo, 2018 (2017)
Ethnicity: Samburu, Turkana
Population: 5,206
Area (ha): 37,031
No. permanent employees: 14
Operating Budget (KSh): 3,836,352



Naibunga Central Conservancy
County, YoR: Laikipia, 2018 (2001)
Ethnicity: Laikipiak Maasai
Population: 6,444
Area (ha): 14,316
No. permanent employees: 18
Operating Budget (KSh): 3,915,384



Naibunga Lower Conservancy
County, YoR: Laikipia, 2018 (2001)
Ethnicity: Laikipiak Maasai
Population: 6,244
Area (ha): 16,559
No. permanent employees: 33
Operating Budget (KSh): 5,957,892



Naibunga Upper Conservancy
County, YoR: Laikipia, 2018 (2001)
Ethnicity: Laikipiak Maasai
Population: 4,276
Area (ha): 15,666
No. permanent employees: 22
Operating Budget (KSh): 4,498,599



Lekurruki Community Conservancy
County, YoR: Laikipia, 1999
Ethnicity: Laikipiak Maasai
Population: 4,935
Area (ha): 16,856
No. permanent employees: 34
Operating Budget (KSh): 4,783,068



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County, YoR: Laikipia, 2018 (2001)
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Area (ha): 16,559
No. permanent employees: 33
Operating Budget (KSh): 5,957,892

Northern Rangelands Trust Member Conservancies




Westgate Community Conservancy
County, YoR: Samburu, 2004
Ethnicity: Samburu
Population: 7,183
Area (ha): 36,294
No. permanent employees: 43
Operating Budget (KSh): 9,577,044




Il Ngwesi Community Conservancy
County, YoR: Laikipia, 1995
Ethnicity: Laikipiak Maasai
Population: 6,128
Area (ha): 8,933
No. permanent employees: 26
Operating Budget (KSh): 7,673,532




Ngare Ndare Forest Trust
County, YoR: Meru, 2000
Ethnicity: Laikipiak Maasai
Population: 14,687
Area (ha): 5,511
No. permanent employees: 30
Operating Budget (KSh): 6,114,360



Leparua Community Conservancy
County, YoR: Isiolo, 2011
Ethnicity: Laikipiak Maasai, Turkana, Somali, Borana
Population: 10,969 Area (ha): 33,550
No. permanent employees: 21
Operating Budget (KSh): 4,783,068




Kalama Community Conservancy
County, YoR: Samburu, 2002
Ethnicity: Samburu
Population: 9,014
Area (ha): 49,588
No. permanent employees: 47
Operating Budget (KSh): 14,165,516




Nasuulu Community Conservancy
County, YoR: Isiolo, 2011
Ethnicity: Samburu, Turkana, Somali, Borana
Population: 3,885 Area (ha): 34,568
No. permanent employees: 26
Operating Budget (KSh): 5,274,368



Nakuprat-Gotu Conservancy
County, YoR: Isiolo, 2010
Ethnicity: Borana, Turkana
Population: 7,425
Area (ha): 72,418
No. permanent employees: 31
Operating Budget (KSh): 7,253,700



Biliqo Bulesa Conservancy
County, YoR: Isiolo, 2007
Ethnicity: Borana
Population: 7,665
Area (ha): 376,657
No. permanent employees: 35
Operating Budget (KSh): 6,652,130



Sera Community Conservancy
County, YoR: Samburu, 2001
Ethnicity: Samburu
Population: 5,356
Area (ha): 339,540
No. permanent employees: 82
Operating Budget (KSh): 26,072,565




Melako Community Conservancy
County, YoR: Marsabit, 2004
Ethnicity: Rendille
Population: 29,006
Area (ha): 550,270
No. permanent employees: 36
Operating Budget (KSh): 8,452,107




Shurr Community Conservancy
County, YoR: Marsabit, 2013
Ethnicity: Gabbra
Population: 21,151
Area (ha): 1,040,792
No. permanent employees: 16
Operating Budget (KSh): 4,460,520




Songa Community Conservancy
County, YoR: Marsabit, 2013
Ethnicity: Rendille
Population: 14,800
Area (ha): 122,884
No. permanent employees: 14
Operating Budget (KSh): 3,768,888




Jaldesa Community Conservancy
County, YoR: Marsabit, 2013
Ethnicity: Borana
Population: 27,755
Area (ha): 60,327
No. permanent employees: 16
Operating Budget (KSh): 4,937,188




Ishaqbini Community Conservancy
County, YoR: Garissa, 2007
Ethnicity: Somali
Population: 33,029
Area (ha): 89,977
No. permanent employees: 43
Operating Budget (KSh): 12,274,712



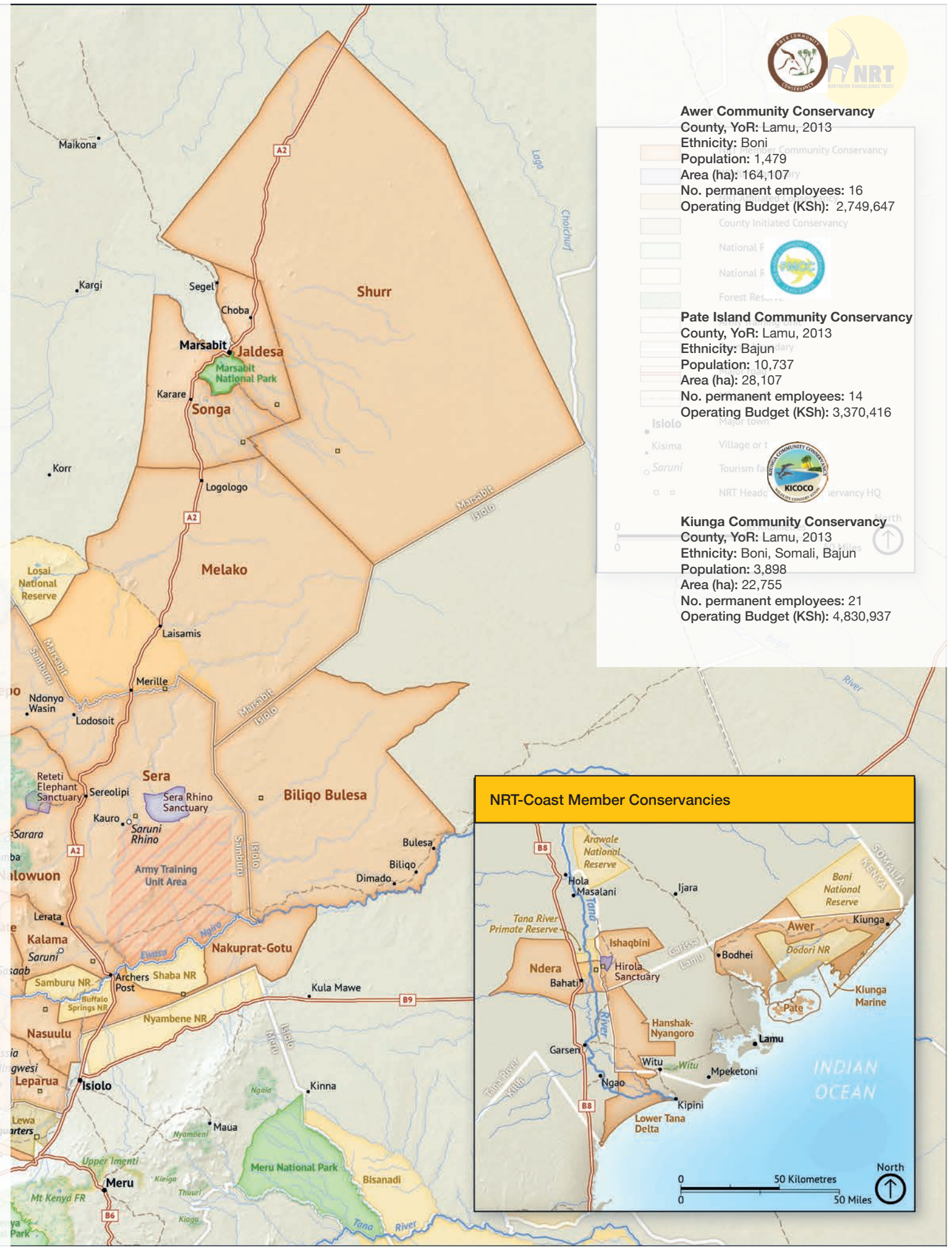
Ndera Community Conservancy
County, YoR: Tana River, 2010
Ethnicity: Pokomo & Wardei
Population: 6,206
Area (ha): 116,371
No. permanent employees: 12
Operating Budget (KSh): 3,209,860



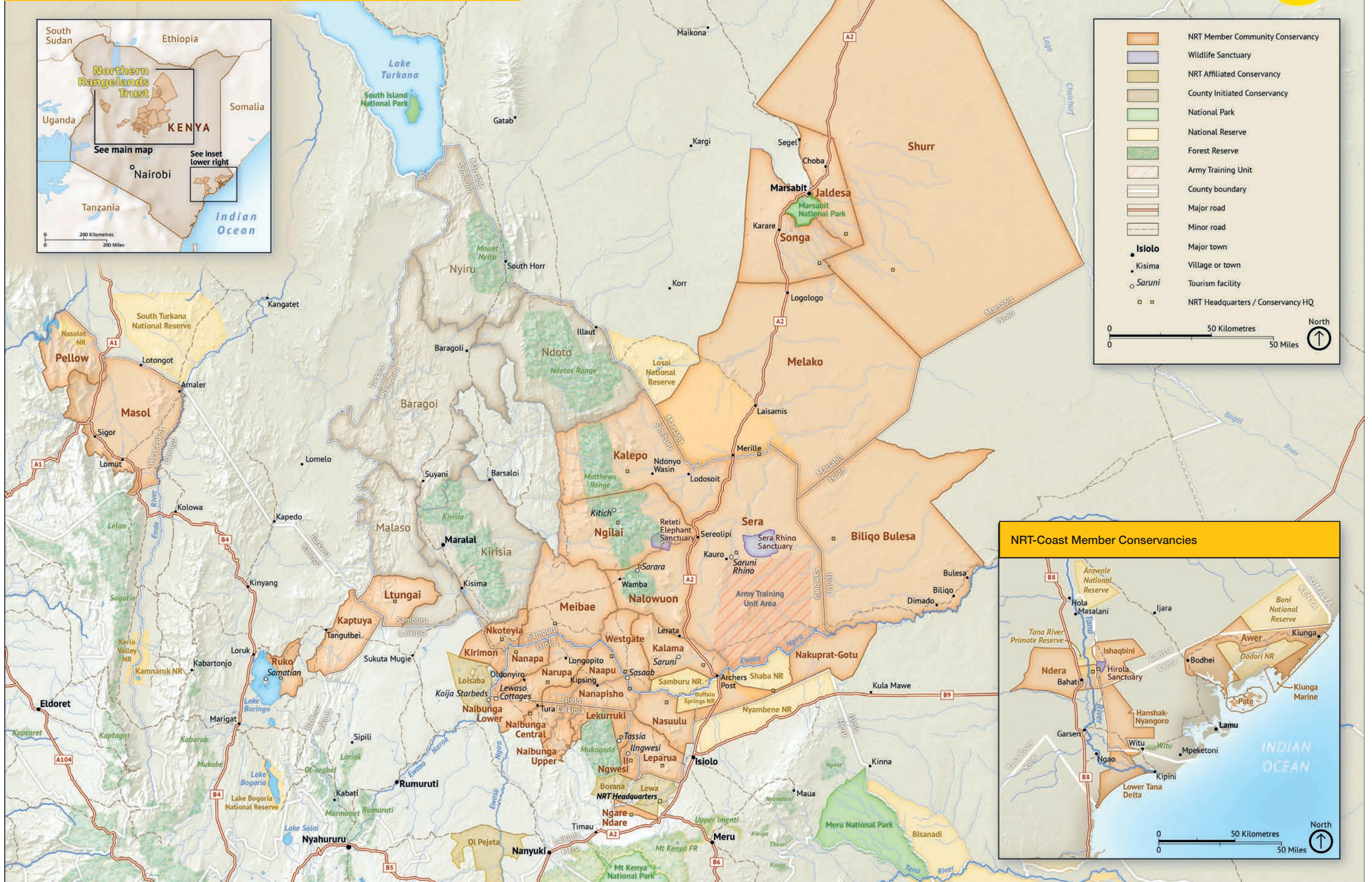
Hanshak Nyongoro Conservancy
County, YoR: Lamu, 2013
Ethnicity: Orma, Swahili, Boni
Population: 23,343
Area (ha): 77,896
No. permanent employees: 13
Operating Budget (KSh): 3,215,961



Lower Tana Delta Conservancy
County, YoR: Tana River, 2013
Ethnicity: Orma, Pokomo, Giriama
Population: 14,428
Area (ha): 51,785
No. permanent employees: 15
Operating Budget (KSh): 3,046,602



Northern Rangelands Trust
Member Conservancies



Challenges

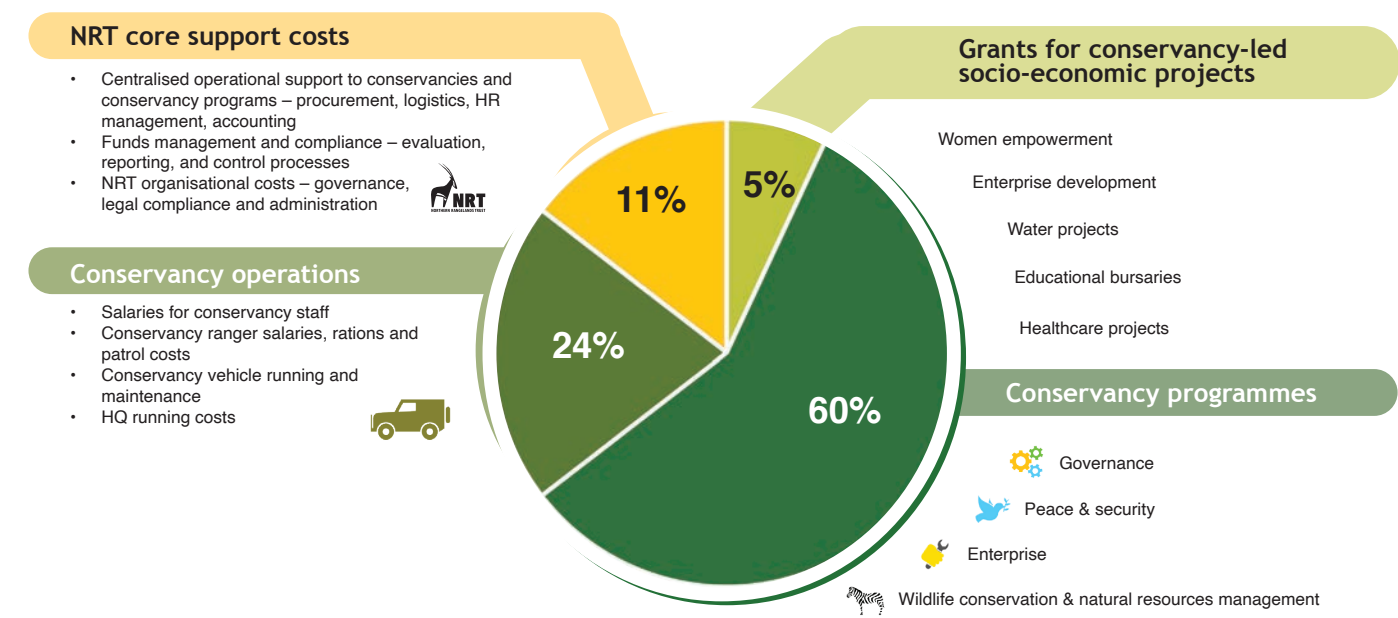
While the cases of ivory poaching were reduced to zero, the rising number of elephant deaths attributable to human wildlife conflict is a concern, and further investment is needed in this area if conservancies are to prioritise it going forward. Since 2012, nine people have been killed by elephants in the Naibunga conservancies alone, with a further six people injured. To address this, NRT are working with the communities to explore fencing options at critical grazing, water and settlement conflict hotspots. See page 68.

2020 has seen an overall increase in road banditry, livestock thefts and ethnic conflict. The economic impact of the coronavirus pandemic on pastoral households was felt widely, with job losses and livestock markets closed across the country. This had a direct impact on household income - partially explaining the rise in road banditry (a quick way to acquire wealth from passing trucks and public transport buses) and stock theft. The latter can also be attributed to the cultural incentives associated with the new generation of moran. See page 32.

NRT Trading's LTM business will use experience and research to iterate its model, as achieving breakeven continues to be a challenge. Profitability in the beef industry is very low, and there is a need to invest in building the capability of cattle herders and sellers in order to improve productivity and links to markets. More on page 44.

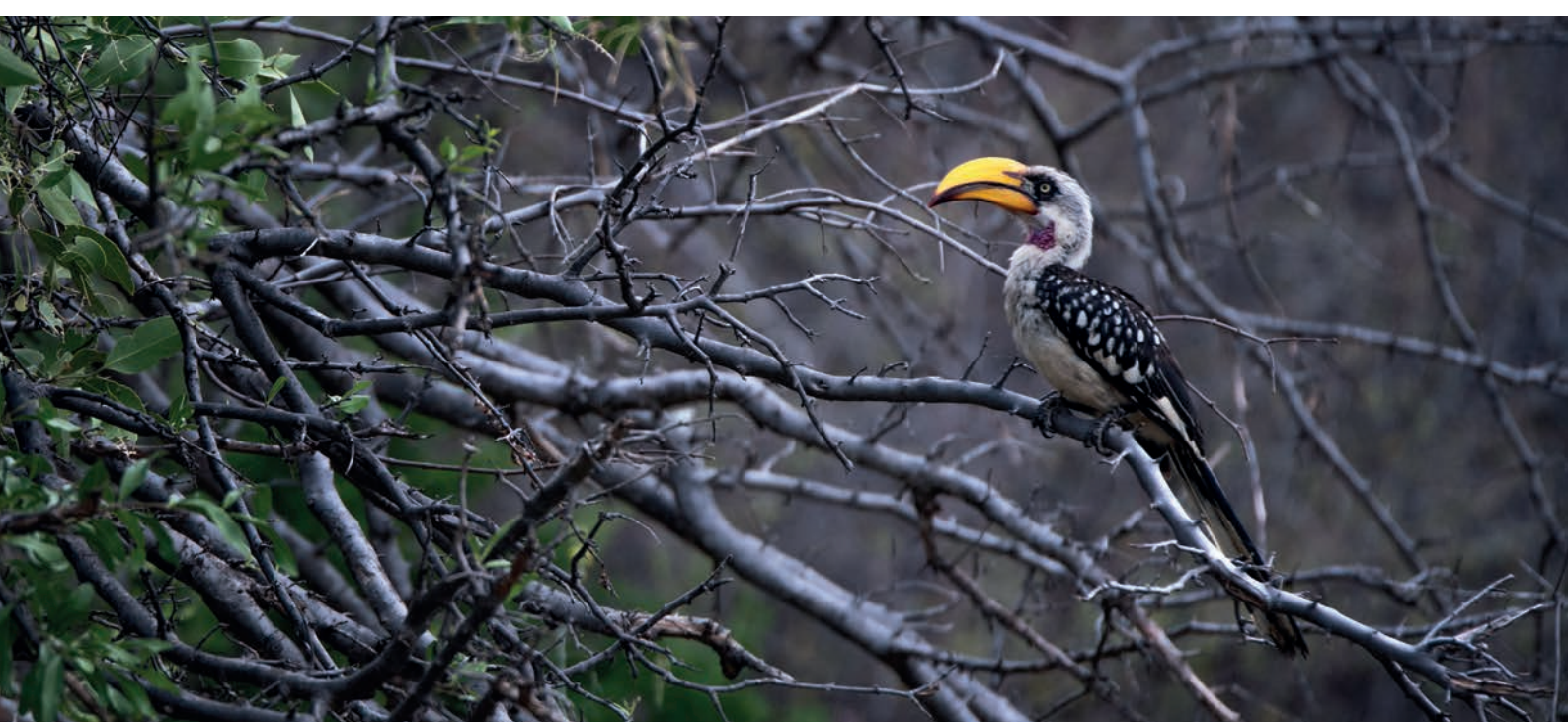
The coronavirus pandemic has devastated Kenya's foreign tourism industry. For NRT member conservancies, the loss of tourism revenue has left a significant gap in their usual operational and community project budgets – a gap that NRT and partners have been working hard to try and fill. Income has dropped 53% in conservancies due to COVID-19-related travel restrictions. Many lodge staff have lost their jobs, and the economic impact of this has been felt across hundreds of households. More on page 47.

Finance overview - NRT Expenditure 2020



Abbreviations

- AGM - Annual General Meeting (held by conservancies every year as per their MOU with NRT)
- BMU - Beach Management Unit
- CCY - NRT-member Community Conservancy
- CECM - County Executive Committee Member (Kenyan County Government)
- CLF - Conservancy Livelihoods Fund
- CoMMS - Conservancy Management Monitoring System (a simple system for monitoring trends in wildlife (Wildlife CoMMS) socio-economic status and attitudes (Social CoMMS), vegetation (Veg CoMMS) and marine habitats (Marine CoMMS) in conservancies.
- KFS - Kenya Forest Service
- KWS - Kenya Wildlife Service
- MCA - Member of County Assembly (Kenyan County Government)
- MOU- Memorandum of Understanding
- MP - Member of Parliament (Kenyan Government)
- NRTT - NRT Trading
- For this report, Ksh. 100 = US\$ 1





2 STRENGTHENING GOVERNANCE

“Win-win ecological and social outcomes are most likely when a project builds the capacity of individuals and institutions”¹

“Communities fortunate enough to have motivated, trusted leaders dedicated to mobilizing community members see the most success in protecting their natural resources”²

Investing in Leadership, Governance and Management Skills

Leadership and Management Programme

NRT’s bespoke Leadership and Management Programme (LAMP) for Indigenous People and Local Communities (IPLCs) is a powerful transformational process to equip and empower IPLCs to exercise their human rights to manage their land, conserve natural resources and wildlife and secure their livelihoods for an unpredictable future. It is offered to all NRT member conservancy boards and committee members.

- 625 people (conservancy managers, board members, community committee members) have taken part in LAMP since 2016, 166 of them women
- 175 people from 11 conservancies completed LAMP training in 2020

- It is clear that **LAMP will continue to form a pivotal component of the governance pillar** for NRT and member conservancies - that is why we began rolling out a ‘**Training of Trainers**’ programme (ToT) for LAMP in August 2020
- **14 NRT staff and conservancy managers completed training to deliver LAMP to conservancy leaders** and indigenous communities across all 39 NRT-member conservancies - this ToT aims to raise internal capability to scale LAMP training all year round

“I have seen two good things in this training. [Firstly] I have understood who I am as a woman... we have seen that we have rights and that we can do what men can do. Second - we [know] how to manage our conservancy and our homes... this training will broaden our thinking.”

— EVERLYNE LESOOITA, Board member, Nanapisho Community Conservancy

LAMP Training 2020

Conservancy	No. Men	No. Women	Total
Nkoteiya	12	3	15
Naapu	12	3	15
Nanapisho	10	1	11
Nanapa	10	1	11
Narupa	14	4	18
Westgate	10	10	20
Kalama	10	10	20
Il Ngwesi	-	15	15
Lekurruki	-	15	15
Pellow	11	4	15
Masol	17	3	20
NRT TOTs	12	2	14
Total	118	71	189

Other Governance Training 2020

In addition to LAMP, NRT continually invests in governance training for board, committee and community members in member conservancies.

Other Conservancy-Led Governance Training (Jan - Dec 2020)

County	CCYs	Training Sessions	People Trained
Baringo	2	12	280
Coast	7	24	209
Isiolo	8	24	453
Laikipia & Meru	7	15	533
Marsabit	4	2	26
Samburu	9	18	470
West Pokot	2	32	821
8 counties	39	127	2,792

70%

Overall average governance score for member conservancies in 2020, up from 53% in 2019

625

625 people (conservancy managers, board members, committee members) have taken part in NRT’s bespoke Leadership and Management Programme since 2016 – NRT are now rolling out a ‘Training of Trainers’ programme to raise internal capability to scale LAMP across the landscape

Governance Index

In 2019, we revised the way we measure and use the conservancy governance index - no longer using a comparison of governance scores across our member conservancies but instead, providing more tailored governance support to each conservancy depending on their individual performance index.

Two modules now make up the governance score for each conservancy:

- 1. A self-reporting management effectiveness score - a survey filled out separately by each conservancy manager, a representative of the conservancy board, and the relevant NRT County Director. It measures aspects of accountability, performance, legitimacy, voice, fairness, rights, and direction to understand trends in operational efficiencies, strategic planning, inclusivity and fairness in decision making as well as benefit sharing.
- 2. A community voice component - measured through Social CoMMS (NRT’s socio-economic monitoring tool). As we develop an efficient way to implement Social CoMMS across conservancies (to capture community perceptions and feedback on their programmes and operations), current governance scores reflect the management effectiveness component only.

In 2020, conservancy governance strengths exist in direction and legitimacy and voice. Where 59% was the average conservancy governance score for direction in 2019, this increased to 77% in 2020. Similarly, the score for legitimacy and voice increased from 45% in 2019, to 75% in 2020.

The average overall governance score in 2020 was 70% and reflects an average in each category across all conservancies. This is up from a 53% average governance score in 2019, and reflects an increased investment by NRT in building conservancy capacity in governance and management.

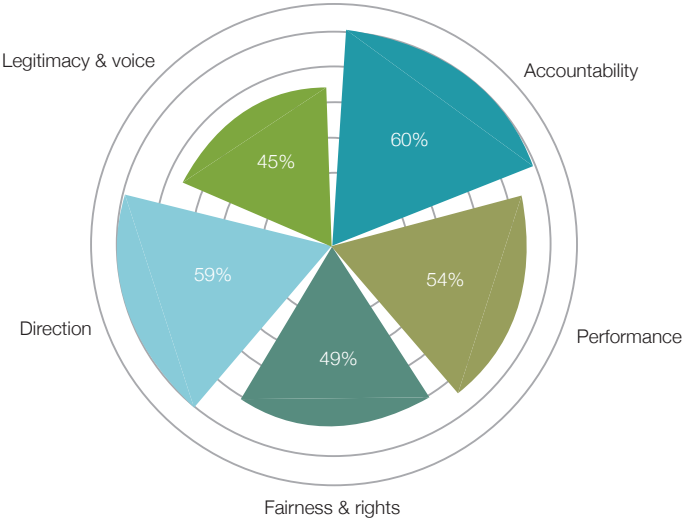
Conservancy Elections

Conservancy Elections 2020

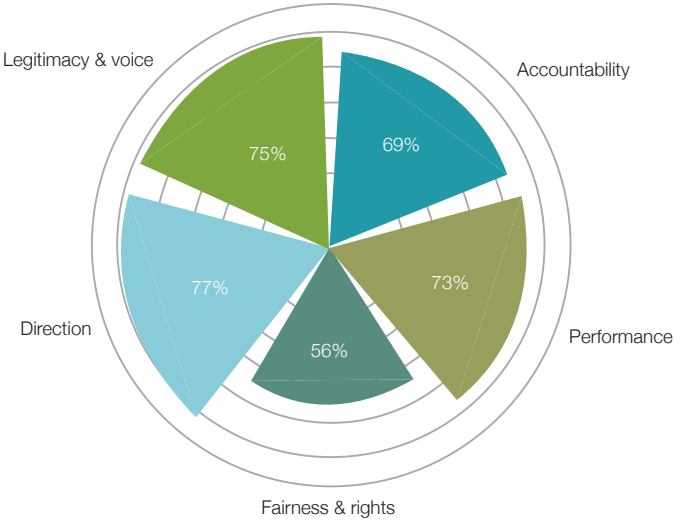
County	Elections Held	Women Elected
Baringo	Kaptuya board elections	4
Coast	Awer and Kiunga board elections	7
Isiolo	Naapu and Biliqo Bulesa	5
Laikipia & Meru	Naibunga Lower board elections	3
Marsabit	None	-
Samburu	Meibae and Ltungai board elections	4
West Pokot	Masol and Pellow board elections	5



Conservancy Management Effectiveness Scores 2019



Conservancy Management Effectiveness Scores 2020



Promoting Inclusion and Voice

In 2019, we resourced strategic focus on gender mainstreaming - that is, **integrating a gender equality perspective at all stages and levels of policies, programmes and projects**³ - both internally and in member conservancies.

In 2020, we worked with each member conservancy to map out where gender gaps exist. This will enable NRT and the conservancies to promote culturally-appropriate solutions to ensure that all conservancy members and leadership – regardless of their gender – are able to fully participate in, and benefit from, natural resource conservation efforts and livelihood activities.

A three year gender action plan (2019-2021) provides a roadmap for how NRT and its member community conservancies can support indigenous communities to spearhead gender equality and social inclusivity through conservation of natural resources. It focuses on two outcomes:

- 1. NRT operations are gender-responsive. This outlines sensitising the Board, ensuring staff have the key skills and knowledge to apply the gender mainstreaming in their respective programmes, looking at the use of language, and gender-responsiveness in M&E, recruitment and fundraising.
- 2. NRT member community conservancies operate in a gender-responsive way. This outlines similar areas to outcome 1 but at a conservancy level, and also includes the development of gender champions and the mentorship of women leaders.

Gender and social inclusivity forums were conducted in 20 community conservancies in Samburu, Laikipia, Baringo, Isiolo, West Pokot, and Marsabit counties in 2020. 908 people participated; 492 women and 416 men. Alongside this, reports from conservancy managers and regional directors indicate that gender mainstreaming is now an agenda item in its own right at many conservancy board meetings, exchange trips, partner and programme meetings.

In November, 40 women leaders from NRT-Coast conservancies completed gender champions training, to promote gender equality at conservancy management, programme and village level.

Gender Representation NRT

	Gender Representation of All Staff		% of Staff in Leadership Positions	
	Men	Women	Men	Women
CCY managers	92%	8%	92%	8%
NRT Staff	81%	19%	71%	29%
Rangers	93%	7%	98%	2%
Rangeland coordinators	90%	10%	95%	5%
Board members	80%	20%	83%	17%
Grand Total	63%	37%	89%	11%



The story of the Ruko Conservancy giraffe featured in 216 print and TV media features in December 2020, reaching a potential audience of 700 million people, worth almost USD 500,000 in publicity value

Using Media Communications to Build Awareness and Local Influence

Press

In 2020, NRT and NRT member conservancies featured in over 300 print and TV media features (local and international), which highlighted successes, innovations and challenges in community-led conservation. NRT or member conservancies were significantly mentioned, or the focus of, 38 Kenyan print media articles and 34 TV slots. 99% of this press was positive.

The appearances in international press included coverage on the BBC, CNN, New York times, Al Jazeera, ABC, and largely centred around the white giraffe in Ishaqbini, and the movement of giraffe to a new sanctuary in Ruko Community Conservancy. The latter alone was the focus of **216 articles** in December with a **potential audience of 700 million people** and likely reaching at least 1 million of them, primarily in US, Germany, UK, Spain, and **worth almost half a million dollars in publicity value**.

Social and Online Media

When COVID-19 restrictions put paid to in-person meetings – conservancy management, Boards and committees embraced digital platforms for video conferencing and online meetings, some for the first time.

At the end of 2020, NRT’s Facebook and Instagram following stood at 69,700 and 61,700 respectively, most of whom are Kenyan or in Kenya. Overall levels of engagement on posts are high, particularly those relating to livelihoods, wildlife, and governance.

Regional social media platforms (Facebook and WhatsApp) - run by conservancy managers - have helped to increase communications ownership at conservancy level, and disseminate content deeper into communities. These platforms have been especially influential in helping to address misinformation about NRT and member conservancies.

The NRT communications team have also been working closely with the Reteti communications team, to build capability and best practice.

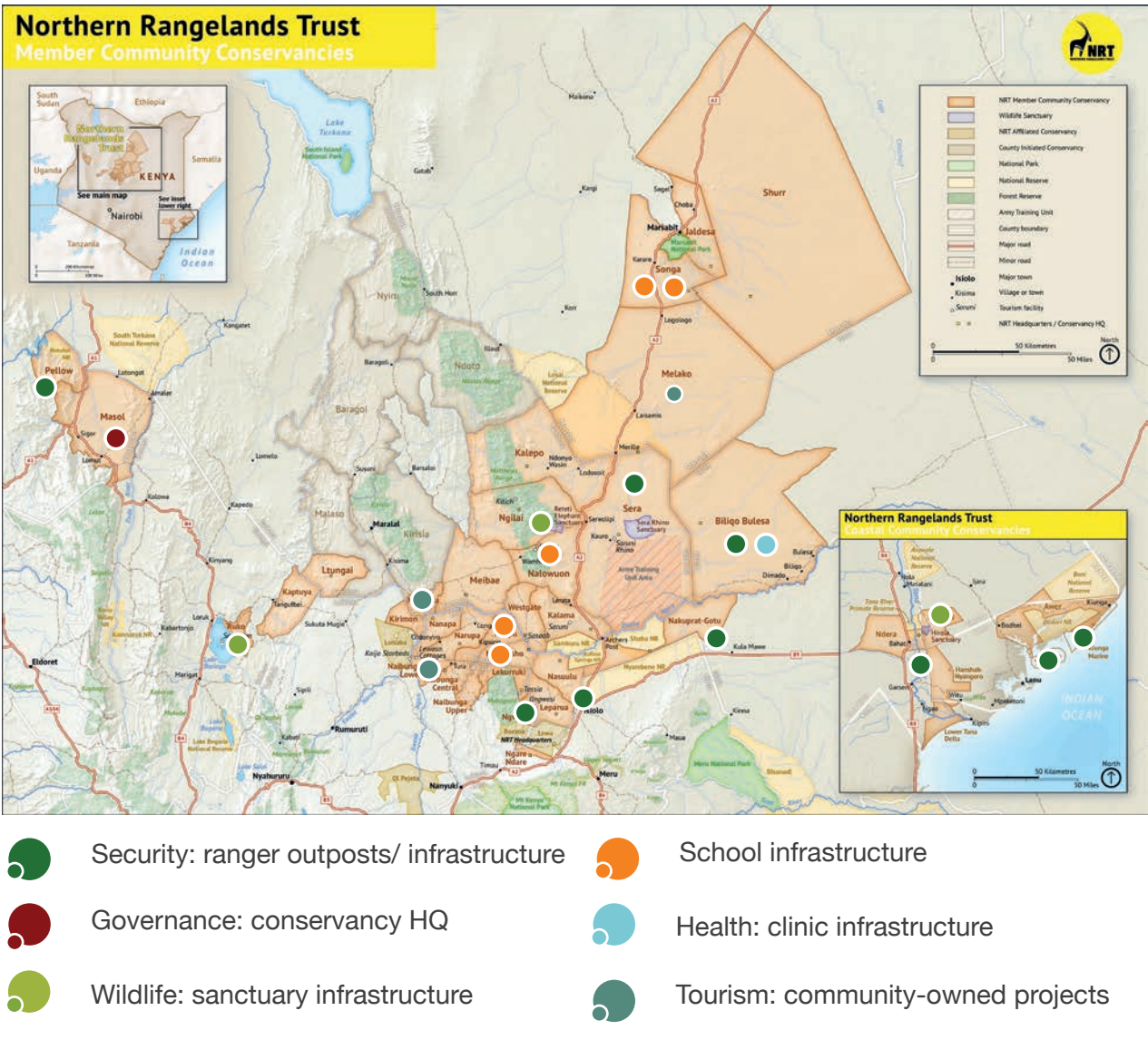
Online Fundraising

In a bid to diversify funding streams and increase our online crowdfunding presence, NRT and Reteti launched a December fundraising campaign for the Reteti Elephant Sanctuary on GlobalGiving – a nonprofit that supports other nonprofits by connecting them to donors and companies. The Reteti campaign will be the first of a series of crowdfunding campaigns for community conservancy sanctuaries. In 30 days, NRT raised over USD 37,000 from more than 450 donors, ranking first in the global December fundraising leaderboard.

The NRT Communications team also led a rebranding exercise in 2020, which sought to refresh NRT’s visual identity and upgrade existing office templates. A team of ‘rebranding champions’ was assembled from various departments to help provide insights and feedback, and support the roll out.

Investing in Conservancy Infrastructure

2020 Infrastructure Map



- 6 ranger outposts built, 1 under construction
- 2 security infrastructure projects started in partnership with KWS
- 1 conservancy HQ under construction
- 5 school infrastructure projects
- 4 community owned tourism initiatives built/ repaired
- Health clinic fence & accommodation complete in Biliqo Bulesa
- Ruko Giraffe Sanctuary fencing
- Ishaqbini Hirola Sanctuary release boma and dam construction
- Reteti Elephant Sanctuary – Manager’s house, KWS accommodation, water supply and fence under construction.

For a detailed infrastructure breakdown see Appendix 2.

Conservancy Management Plans

Under the Wildlife Conservation and Management Act 2013, there is a legal requirement for all conservancies to have a three-year community conservancy development and management plan/ strategy. It must capture the long-term priorities and vision for development and conservation success of a conservancy. It is developed in a participatory manner involving all stakeholders and communities in the conservancies and is a tool to:

- Guide conservancy management, ensuring a focus on priorities determined by the wider community, conservancy staff and Boards
- Provide continuity of management and enable members to hold managers and boards to account

- Assist with fundraising, highlighting where additional resources are required

Conservancy Management Plan Progress

County	Completed Development Plans	In Draft/ Under Development
Baringo	1 out of 2	1
Coast	3 out of 7	1
Isiolo	1 out of 5	2
Laikipia & Meru	2 out of 5	1
Marsabit	4 out of 4	0
Samburu	5 out of 7	1
West Pokot	2 out of 2	0
Total	18	6

Engaging County Governments, Assemblies and MPs

County Government Engagements 2020

West Pokot

- Continuous engagement with West Pokot County Government departments (Lands, Health, Agriculture, Tourism and Wildlife, Peace and Security, Trade, Natural Resources and Water) in support of the EU Ustahimilivu consortium
- Three MPs for Pokot Central engaged in conservancy progress
- MCA & MP engaged in the ground breaking ceremony for the construction of Pellow HQ
- West Pokot County Government, KWS, Pellow and Masol community

conservancies and NRT engaged in developing the first draft of Nasolot National Reserve management plan

Samburu

- NRT, Samburu County Government, and all nine community conservancies in the county (Westgate, Sera, Kalama, Nkoteiya, Meibae, Ngilai, Nalowuon, Ltungai, Kalepo) **signed a five-year tripartite Memorandum of Understanding (MOU)** in September, to provide a formal framework for strengthening technical cooperation

Baringo

- County Governor and county political leaders (MPs, MCAs) engaged on conservancy activities such as implementation of the signed MOU



Exeter University Partnership

NRT has recently established a research partnership with Exeter University (UK) on various projects assessing the link between governance effectiveness and the impact of broader-scale factors (e.g. climate change) on conservancy success; examining the social and psychological factors that promote an individual's willingness to take part in the collective activities required to create effective conservancies.

Conservancy success is measured across three different dimensions: social and cultural outcomes (e.g. equality, community perceptions of their conservancy), economic outcomes (e.g. household wealth, conservancy income) and ecological outcomes (e.g. pasture quality). The study will also examine how conservancy governance interacts with traditional institutions and cultural practices, and how social identity and community cohesion may impact cooperation in areas such as compliance with, and enforcement of, grazing management. The research integrates NRT's Governance Index and Social CoMMS tools as well as independent interviews and analysis.

A further component of the research is creating a new index for measuring poverty in conservancies using the NRT's Social CoMMs dataset, adapting an existing global poverty index to better reflect the lifestyle, cultural practices and norms of pastoral societies. Initial findings showed that poverty varied substantially between the different community conservancies, with 51% to 94% of sampled households classified as 'severely poor'.

Finally the project is trialling using mobile phone messaging to collect data for the 'community voice' component of NRT's conservancy Governance Index tool.



and collaborative reporting of conservancies action plans

- Collaboration with county executives (CEC, CCO, Directors) in charge of Natural Resources, Environment and Tourism on conservancy plans (election processes, community engagements, invasive species management and other matters)
- Baringo County Council of Elders meeting attended by County Commissioner, CECs, KWS among other high profile county leadership and local community leaders

Isiolo

- Two meetings held with County Assembly Committee on Tourism on legislation approved by cabinet
- County Budget Committee and the Department of Planning engaged on joint planning
- Governor provided support to Isiolo Radio Education program (see Chapter 4, Education) - covering radio airtime and transport for the teachers
- Partnered with the CEC for Water and Livestock (and other partners in the county livestock sector working group) on the development of the Isiolo County Rangelands Policy
- County Health Management Team and Isiolo County Assembly Health Committee closely involved in the development of Biliqo Health Clinic (see Chapter 4, Health)

Marsabit

- Conservancies coordinated with Marsabit County Government departments on areas of governance, peace, security, education, natural resources management and livestock marketing through the Partnership for Resilience and Economic Growth (PREG) - a forum for all USAID-funded programmes in Marsabit County
- Marsabit Sub County Security and Intelligence Committee (SCSIC) engaged on matters of conservancy infrastructure, anti-poaching operations, National Police Service and OCPD engagement

- Marsabit County Governor launched the three-year USAID People 2 People Reconciliation Fund
- County Government engaged on radio education project (see Chapter 4)

Laikipia

- Laikipia North MCA forum held by NRT to lobby for the signing of tripartite MOUs between conservancies, NRT and County Government, and the enactment of the Laikipia County Community Conservancy Fund Act. A draft bill is at the County Assembly for enactment. If passed, it will provide a framework similar to that of the tripartite MOU signed in Samburu.

Coast

- MPs, MCAs, CECs of Lamu County attended Kiunga and Pate’s AGMs, and launched the women-led microfinance programs
- Joint partnership with Lamu County fisheries department for securing rights for BMUs and equipping fishers with legal fishing gear
- The Executive Team from Lower Tana and Ndera conservancies engaged County Assembly Speaker Tana River County, to lobby for support in the development of County Conservation and Tourism policy

Lobbying for Supportive Legislation and Financial Support from Government

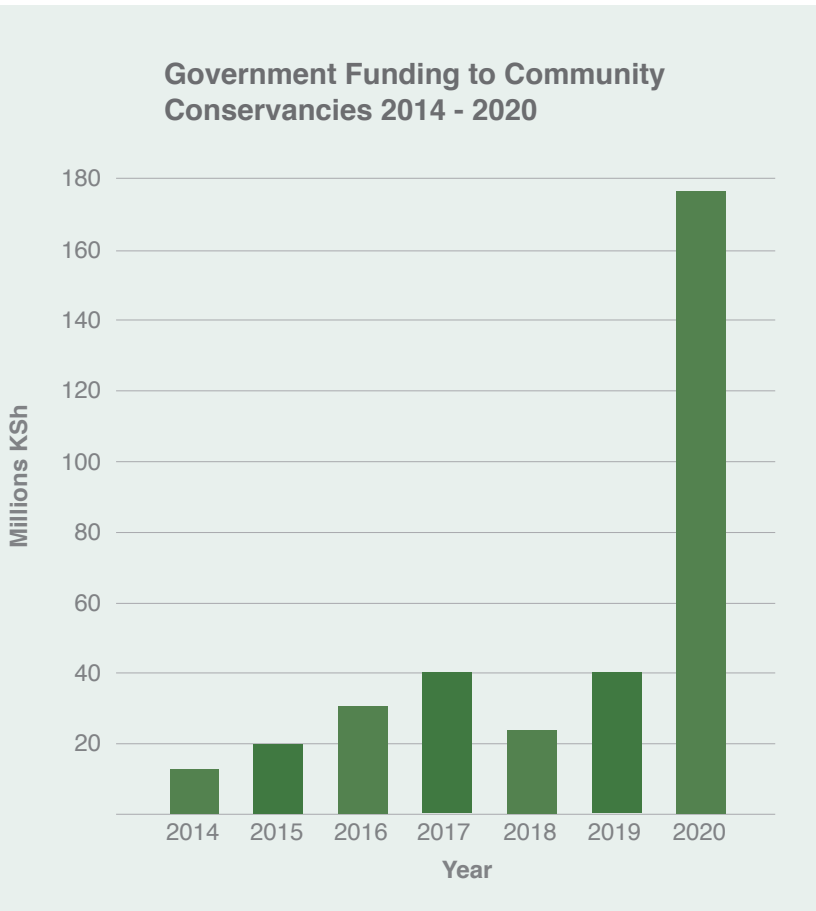
NRT was a founding member of the Kenya Wildlife Conservancies Association (KWCA), which is a representative body for community and private conservancies across Kenya. Working with KWCA, NRT has been a part of influencing supportive legislation and helping draft policy advice since 2012.

In 2020;

- KWCA CEO Dickson Kaelo and NRT CEO Tom Lalampaa were appointed to the board of the Kenya Wildlife Research and Training Institute (KWRTI) to represent community and privately managed lands in policy decisions, and the coordination of national wildlife data collection
- KWCA provide technical advice to NRT member conservancies as they undergo the process of registering community lands, supported by the Community Land Act 2016
- Tom and Dickson were appointed to the Kenyan Government’s National Conservancies Fund Framework and Implementation Committee, launched in the wake of COVID-19 to support conservancies through 2020
- In a similar vein, both organisations collaborated to refine a national rangers database, which was shared to the Ministry of Tourism and Wildlife in order to receive support from the Community Conservancy Rangers Economic Stimulus
- 39 NRT member conservancy chairpersons (the Council of Elders) participated in the first KWCA Virtual AGM — where they shared progress, challenges and opportunities, including information on accessing the emergency Government funding

See page 25 for a breakdown of County Government financial support to conservancies in 2020. Not shown in this table is the funding committed, but not yet released, due to rhythm of County Government funding cycles (June to June):

- The Samburu County Government Conservancies Fund Act launched in September will inject KSh 110 million for the support of conservancies in the 2020/ 2021 financial year
- Samburu County Government has committed funds through Wamba North Ward and Wamba East Ward to Ngilai and Nalowuon conservancies - KSh 3 million each
- Marsabit County Government has committed KSh 2.5 million to the construction of ranger houses in Melako, and KSh 1 million in annual allocation to Shurr
- West Pokot County Government have committed KSh 3 million to Masol Conservancy through the Task Fund, and KSh 5 million to Pellow Conservancy



US\$ 1.7 million

2020 saw the highest ever level of Government financial support to community-led conservation in north Kenya



85% of conservancy members interviewed believe wildlife is important to their future

County Government Financial Support 2020

Conservancy	County Gov. - Operations (KSh)	County Gov. - Capex (KSh)	Project
Baringo County Government. Total KSh 5.3 million			
Ruko		1 million	Construction of conservancy staff houses
Kaptuya		4.3 million	Hydrological survey, drilling and connecting water to conservancy HQ
Laikipia County Government. Total KSh 11.2			
Il Ngwesi	8 million	1 million	8 million for Il Ngwesi hay production. 1 million for Il Ngwesi Lodge swimming pool refurbishment. Drug supply and staff to a health clinic within Il Ngwesi
Lekurruki		1.2 million	Health clinic rehabilitation
Naibunga Lower		1 million	Tourism banda construction
Samburu County Government. Total KSh 32 million			
Ltungai		5 million	Development of tourism bandas
Westgate	2 million	9 million	7 million for the construction of 4 tourism bandas. 2 million for the construction of a curio shop to enable women to sell their crafts to tourists at the airstrip. 2 million as annual contribution from Samburu National Park (in recognition of the buffer zone services West-gate provides)
Kalama	2 million	5 million	5 million for Kalama Resource Centre. 2 million as annual contribution from Samburu National Reserve (in recognition of the buffer zone services Kalama provides)
Meibae	6 million	3 million	3 million for construction of tourism bandas. 2 million toward banda running costs. 4 million awarded through Wamba West Ward
Isiolo County Government. Total KSh 11.2 million			
Biliqo Bulesa	3 million	4 million	4 million for water project. 3 million to support Biliqo Clinic
Naapu (Oldonyiro)	4.2 million		Grass reseeding
Coast. Total KSh 49.9 million			
Garissa County Government - Ishaqbini		10 million	Conservancy conference hall. Ranger's kitchen
Garissa County Government - Ishaqbini . National Government (through Ministry of Water, (Water Sector Trust Fund) - Pate, Kiunga, Lower Tana, Hanshak Nyongoro and Ndera	39.9 million		Water resource and climate change programmes



Changing Attitudes; Social CoMMS

Social-CoMMS is a tool developed by NRT in conjunction with TNC to monitor the socioeconomic status of conservancy communities and measure the social impact of conservancy and NRT programme activities.

It was carried out in 12 conservancies in 2020, although only data from the first eight has been analysed. These were Naibunga Central, Upper, and Lower (Laikipia), Nkoteiya (Samburu), Naapu, Nanapisho, Nannapa, and Narupa (Isiolo), where 2,462 households were surveyed. Key results include:

- 49% of participants were men and 51% were women
- 26% of these households were female headed
- Predominant livelihood activities are livestock rearing (63%) and casual employment (24%)
- 6% of the population are employed by the conservancies with 12% being casual employees
- **51% of the respondents indicated their incomes have increased** over the last three years
- **78% indicated that they feel safe** due to the presence of the conservancies security team
- Human-wildlife conflict is high at 70% of households affected
- However, **58% believe the benefits of wildlife outweigh the cost**
- **85% believe wildlife is important to their future**
- 19% received education bursaries from the conservancies in the last five years
- 56% indicated that their general well-being has improved in the last five years
- 18% of respondents reported employment benefit from their conservancy

The four conservancies surveyed in November 2020 were Nakuprat Gotu, Biliqo Bulesa (Isiolo), Il Ngwesi (Laikipia) and Ruko (Baringo). 1,351 households were surveyed and data is currently being analysed. To date, NRT has reached out to 10,503 households since Social-CoMMS began in 2014.



Building peace

Peace-building activities are efforts and interventions that NRT, member conservancies and relevant partners work together to put in place in order to prevent, manage, mitigate and resolve conflicts within and outside of community conservancies.

Effective and strategic community peace-building is built on a foundation of **inclusive consultation** throughout the process. At each phase, priority is given to listening to the community, and intentionally seeking out different voices. Community perspectives and priorities set the agenda for each subsequent meeting and activity. Using community conservancies as an entry-point to peace-building is key to building ownership and flexibility in community engagement and problem solving. **The conservancy and the relationship conservancies have with NRT creates a neutral platform** to bring people together for dialogue – offering an alternative dispute resolution option to violence. NRT’s dedicated peace team works with Government (local and national), conservancy management, local elders, women and youth representatives to facilitate peace meetings, empower peace champions and promote non-violent conflict resolution.

In 2020, NRT witnessed the positive impact that the peace ambassadors (former conservancy board members) were able to have, particularly in the West Pokot member conservancies. Through sharing their experiences they were able to assist in resolving differences and divisions that had emerged in the boards and communities. **There are now 80 peace ambassadors across the landscape - 25 of whom are women.** Most are from conflict hotspot areas, and have been instrumental in addressing intertribal conflicts and averting livestock raids through early warning systems, gathering information, intercepting retaliatory attacks, supporting the negotiation and recovery of stolen livestock, and leading reconciliations in the community.

We are also beginning to build the evidence base on the impact of conservancies in securing peace and resolving conflicts, using a software called EarthRanger as a data gathering and analysis platform. As we move towards National elections in 2022, the work of the peace team and conservancy peace structures will become increasingly important, using the stable foundation of our member conservancies to mitigate against politicisation of conflict.

3 BUILDING PEACE AND SECURITY

“Peace is not the absence of raids, banditry, or all the evil around us... but it is rather our ability to prevent, mitigate and manage them peacefully at the conservancy level”

— MZEE LEARKERI, Peace Ambassador, Nanapisho Community Conservancy

2020 peace meetings and training sessions

County	Awareness Meetings	Female Attendees	Male Attendees	Training Sessions	Members Trained
Samburu	31	510	2250	4	64
Isiolo	15	120	2130	4	60
Laikipia	30	300	2300	2	60
West Pokot	11	70	170	0	0
Baringo	5	130	160	0	0
Garissa	0	50	200	1	20
Tana River	3	20	300	0	0
Marsabit	24	150	1,200	4	60
Total	109	1,350	8,710	15	264

Other Peace Activities in 2020

NRT embarked on the ‘USAID People 2 People Reconciliation Project,’ supporting the peace program and leveraging the NRT conservancy model for non-violent conflict resolution.

A baseline ‘conflict analysis’ survey was carried out by PACT Kenya across five counties hosting NRT-member conservancies. Results showed that the common vein in most of the conflicts is the challenge aridity, and the impact of climate change, presents to the nomadic pastoralist communities there. Peace-building here must be conducted cognisant of the complex and interconnected challenges including the intensity of inter-community rivalries, the depth of pain of losses of household members and property, communities’ struggle to support their livelihoods in a harsh environment, the vastness of the area of intervention, and the interdependence of the areas and its conflicts. This baseline survey provides important understanding of the root causes of conflict in the NRT landscape, key actors and barriers to reconciliation, and recommends strategies and targeted interventions for NRT’s peace program going forward.

Also in 2020:

- Seven training sessions were conducted for peace ambassadors in as many conservancies
- There were increased efforts to engage youth in peace-building meetings and training sessions, particularly in conflict hotspots

NRT Integrated Approach to Peace-Building and Conflict Resolution

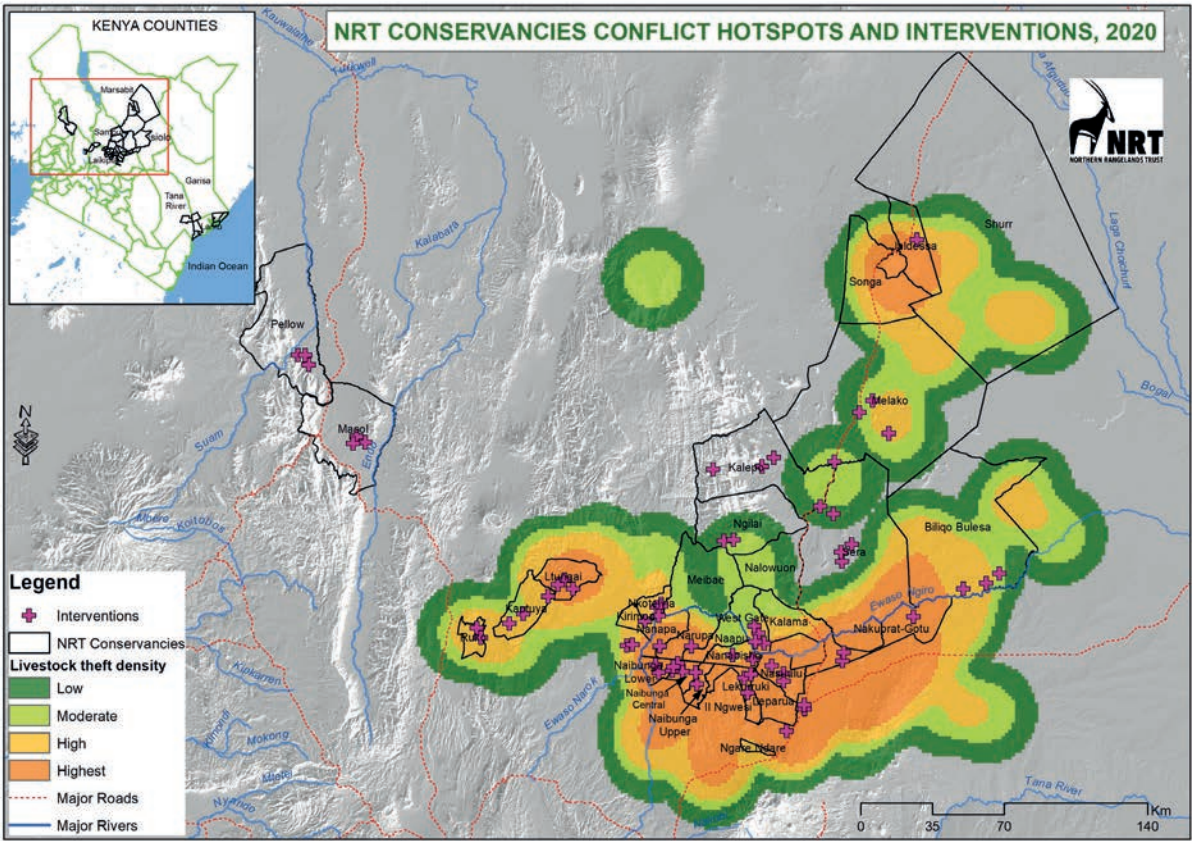
Community Conservancies continue to work closely with County Governments, National Government, the Kenya Peace Corps and other stakeholders to address conflict. Areas of collaboration include:

- Regional, county and local stakeholders peace meetings
- Heads of security peace meetings
- Local administration peace and security meetings
- Elders dialogue meetings
- Cultural inter-tribal festivals that support peace and cohesion
- Peace pacts or treaties between conflicting communities
- Offering peace training to conservancy members
- Inter-faith engagements
- Sports-for-peace events
- Peace-building and conflict resolution trainings
- ‘Do No Harm’ theory assessment and training

Area Chiefs (National Government administrators) and MCAs participate in community conservancy boards, in the peace ambassadors team and on grazing committees.



There are now **80 peace ambassadors** across the landscape - 25 of whom are women.



Conflict hotspots in 2020 were along the Laikipia-Isiolo boundary in the Naibunga conservancies, along the Isiolo-Meru boundary, and in Marsabit.

Recovering Stolen Cattle - It Takes A Village

When Lobara Ole Moseny’s livestock manyatta was raided on the night of July 25th, 2020, it was equivalent to the theft of his entire bank account savings. After informing his community conservancy - talks and a search operation began soon after. They involved both Naibunga and Oldonyiro community conservancy rangers, the police, community conservancy management, NRT peace teams, conservancy peace teams, community elders and others.

It took the joint teams 21 days of dialogue, investigations and sharing information to recover Moseny’s livestock from neighbouring Samburu County.

During the handover ceremony in Tiamamut village, Lenanyankera Diba, a Samburu elder, stressed the importance of peaceful, constructive dialogue in the recovery of stolen livestock. “Forcible seizure is normally ineffective in these situations,” he noted, “the use of firearms and force in most cases results in the loss of lives and delays the repossession.”

After receiving his animals, an elated Lobara praised the elders from the two communities. “I am so happy that my cows have been recovered without fights.”

Investing in Community Policing, to Complement Government Agencies

Two new mobile teams were launched in 2020. 9-6 and 9-7 were established in NRT North Rift and NRT Coast respectively in the first half of 2020. Each of the teams comprises 10 NRT rangers drawn from the conservancies and four Kenya Wildlife Service (KWS) personnel.

Scouts in the 9-6 team in North Rift are from the Pokot, Marakwet and Turkana communities who live in the coverage area. The team was launched with the support of West Pokot parliamentary leadership, the National Government administration and the County Government of West Pokot, and they play a key role in protecting and monitoring the population of 400 elephants in Nasolot-South Turkana-Masol ecosystem. In under a year of operation, anecdotal evidence suggests their impact is being felt in the landscape. Areas north of the Nasolot National Reserve - previously devoid of elephants due to high poaching levels - are now seeing elephant groups return. There were also zero poaching incidents recorded in Masol and Pellow

conservancies in 2020, as well as a successful operation run with KWS to recover two elephant tusks suspected to have been poached in South Turkana National Reserve.

At the coast, the 9-7 team draws its members from all seven coastal community conservancies and supports the existing regional rapid response team - 9-3 - in tackling bushmeat poaching. Between July and November 2020, there was a significant decrease in bushmeat poaching cases compared to the same time last year, thanks to increased patrol efforts and effective intelligence gathering.

2020 was the most impressive year on record for stolen livestock recovery rates, with 77% of livestock reported stolen in member conservancies recovered and returned to their owners - through a collaboration between community conservancies, NRT and Government. There is no doubt that this helped prevent a high number of retaliation attacks.

However, 2020 has seen an overall increase in road banditry, livestock thefts and ethnic conflict. The economic impact of the coronavirus pandemic on pastoral households was felt widely, with job losses and livestock markets closed across the country. This had a direct impact on household income - partly explaining the rise in road banditry (a quick way to acquire wealth from passing trucks and public transport buses) and stock theft. The latter can also be attributed to the cultural incentives associated with the new generation of moran that were circumcised in 2020*. The increase in loss of life through ethnic conflict in 2020 is related to complex and deep-rooted tensions in Marsabit County, and between the Samburu and Maasai communities in Naibunga Conservancy (Laikipia). NRT and the relevant conservancies are working together on proactive peace programs in both locations.

Pre-2017 data exists for the above incidents, however, reporting was less consistent and NRT's footprint and ability to capture data from other sources was less reliable, therefore it is not directly comparable with current data. Data collected since 2017 has been done so through a centralised system at the Joint Operations and Communications Centre (JOCC).

The JOCC is hosted at Lewa Wildlife Conservancy, and acts as a regional hub for security and peace operations, and for the correlation of information from NRT-member conservancies, the National Police Service, KWS and other law enforcement actors to coordinate efforts using shared information and data.

Working with Dimension Data, Connected Conservation, Cisco, Synthetics, NTT and Wildlife Protection Solutions, we are harnessing the power of technology for the conservation of endangered and threatened species. This tech is centralised at the JOCC.

**In many pastoral cultures in northern Kenya, young boys 'graduate' into warriorhood by way of circumcision. The associated ceremonies are conducted every few years with all the boys of a certain age bracket being circumcised at one time. Historically, livestock theft has often been associated with this transition.*

NRT Member Conservancy Ranger Overview				
Region	Men	Women	Total	SOP* Trained
Baringo	21	3	24	19
Isiolo	117	7	124	95
Laikipia & Meru	109	7	116	89
Marsabit	70	3	73	59
Coast	101	5	106	0
Samburu	304	28	332	277
West Pokot	31	4	35	0
Total CCY rangers	753	57	810	539
Mobile teams	99			99
Total rangers			878	

SOP = Standard Operating Procedures



77% of livestock reported stolen in NRT member conservancies in 2020 were recovered and returned to their owners, helping prevent a high number of retaliation attacks

NRT Member Conservancy Security Incidents				
	2017	2018	2019	2020
Livestock theft incidents	90	66	168	130
% of livestock recovered	48%	34%	50%	77%
Road banditry incidents	22	15	19	28
Tourist attacks		1	1	2
People killed in ethnic conflict	43	11	29	36
Pieces of ivory recovered	21	12	25	18
Illegal firearms recovered	6	8	10	7
Arrests	-	-	-	128



With support of some key donors we managed to raise funds to cover the salaries of all NRT member conservancy rangers through the pandemic



From Conflict to Commander: Losas' Story

Once caught up in cycles of conflict and livestock theft, Losas Lenamunyi is now Commander of a rapid response ranger team - charged with protecting critically endangered black rhino and the communities that live alongside them.

Early 2016, 15 young men made plans to go on a 16-day livestock raiding mission. This was not unusual. Livestock theft between different ethnic groups has been a complex and challenging part of northern Kenya's history for generations. Sharing stories of bravery and success, the group catalysed confidence amongst themselves. So the ambush on the third day of their mission caught all of them off-guard. Their plan had leaked.

One of the group was Losas Lenamunyi. For him, the day of the ambush changed everything. Losas escaped with his life, but three of his age-mates sustained serious injuries. Losas made a promise to himself: enough was enough.

"I realised that it was time for me to lead a different kind of life." — Losas.

Losas is the last born in a family of five siblings from Archers Post, Samburu County. While he wanted to continue his education, he tragically lost both his father and his brother at the age of 14 – leaving him looking after the family's livestock – as good as his family's bank account.

Charged with herding cattle across the arid and semi-arid grasslands of northern Kenya – Losas was no stranger to illegal firearms, stock theft, inter-tribal conflict, and retaliatory attacks - they were all commonplace in his world.

Shortly after the incident in 2016, Losas heard that Sera Community Conservancy were recruiting rangers. Seeing an opportunity to escape cycles of conflict, help others do the same, and earn an honest living, he applied, and got the job.

The NRT mobile security teams, work closely with community conservancy rangers, the Kenya Police and the Kenya Wildlife Service (KWS) to provide rapid response support focusing specifically on anti-poaching, road banditry and livestock theft. As with all new ranger recruits, Losas trained at the Kenya Wildlife Service Law Enforcement Academy-Manyani, where he was awarded best all-round trainee due to his professionalism, honesty and hard work.

He is attached to the team that covers the Sera Rhino Sanctuary - the first and the only community-run sanctuary in East Africa that provides a space for endangered black rhinos. Losas's team also oversees the protection of over 7,000 elephants and other wildlife species in the landscape. Sera Rhino Sanctuary has seen zero poaching incidents since its inception in 2015, a significant achievement against poaching rates elsewhere on the continent.

Losas says working with a multi-ethnic team of 14 rangers has given him a sense of brotherhood. Historically, he would have been wary of the ethnic groups he now breaks bread with at the ranger camp, but their diversity is one of their greatest strengths. Losas and his team speak to communities in villages across the landscape on the importance of peace and wildlife conservation, using themselves as examples of responsibility and change.

"If someone had told me years ago that I would be doing this job (as ranger), I would have laughed at them. I would never have imagined that I would be on the other side, not only in protecting wildlife but also creating awareness to morans about the dangers of being on the wrong side of the law." — Losas.

Fast forward to 2020, Losas has risen from the ranks of a ranger to the Team Commander, having pursued professional development in tactical and leadership training. His hard work and dedication was recognised internationally in 2020 when Losas was nominated as a Best Field Ranger Finalist in the 2020 Rhino Conservation Awards. He was the only Kenyan finalist. But, he says, there is still a long way to go. "I feel frustrated sometimes because of losing wildlife to human-wildlife conflict, more so due to the presence of illegal firearms in the region," he says. "We are no longer losing rhinos and elephants to poachers but to human wildlife conflict which needs more intervention measures."

Losas is now a father of four and says wildlife protection has given him a job and a chance to provide for his family and ensure his children can access higher education – a chance he never got.

"Wildlife conservation means education to my children, food on the table, good life for my family, peace and security for our communities. As Commander, I want to be remembered as one of the contributors to the success of anti-poaching of wildlife in Northern Kenya." — Losas.



4 TRANSFORMING LIVELIHOODS & BUSINESS

“We used to travel more than 200 kilometres to sell our cattle in the far flung markets, at the mercy of the cattle brokers. We could never participate actively in the pricing process - especially the women. With the coming of LTM and its objective purchase of cattle using a weighing scale, Shurr community has been able to get the best price ever from our cattle sales, closer to home.”

— HUKA GUYO, Shurr conservancy Board Member.

The NRT Conservancy Livelihoods Fund (CLF)

Empowering communities to identify, plan and implement their own development programmes.

The CLF was established in 2015 to enable conservation activities to have more direct, tangible livelihoods benefits to community conservancy members. It is open to any NRT member conservancy to apply for, with proposals that reflect community priorities and have been approved by conservancy boards. Priority is given to projects that link livelihood impacts to wildlife conservation, build long-term climate resilience, peace and sustainable enterprise, build capacity and empowerment of women and youth, and that leverage funding from Government and other partners for multi-year projects.

An independent review of the CLF by Conservation Capital in 2019 highlighted it as a “rare and highly progressive grant-giving body, that empowers communities to identify their own livelihood priorities rather than being driven by donor agendas”. The review highlighted the close institutional and enduring relationships between NRT and member conservancies as a key condition for success, alongside the outcome-focused investment strategy (what the funding causes to happen, rather than what the funding pays for).

CLF Funding 2015 - 2020

Year	CLF Awarded	
2015	KSh 19.9 million	(USD 199,130)
2016	KSh 51.7 million	(USD 517,298)
2017	KSh 93.8 million	(USD 938,484)
2018	KSh 47,245,000	(USD 472,450)
2019	KSh 111.6 million	(USD 1.1 million)
2020	KSh 20 million	(USD 200,000)
Total	KSh 344 million	(USD 3.4 million)

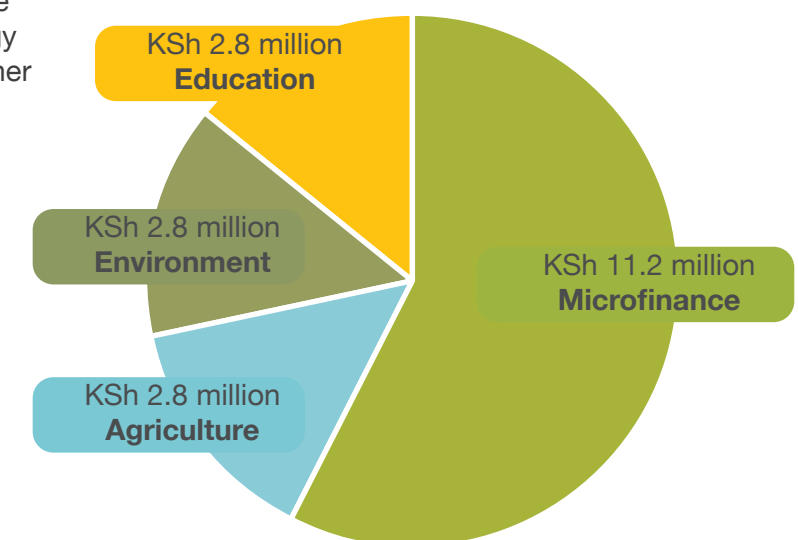
To date (2015-2020), the CLF has provided more than KSh 344 million (US\$ 3.4 million) for 135 projects across all member conservancies, benefiting an estimated 69,455 people.

The CLF has suffered disruption this year due to the impacts of COVID-19. The pandemic has demanded funds from various areas, including the CLF, to be reallocated to serve immediate and urgent priorities in the conservancies, and this was executed in consultation with our donors and partners.

However, the seven NRT member conservancies at NRT-coast were able to apply for funding from a KSh. 20 million CLF (USD 200,000), initiated in 2020. Each received just over KSh 2.8 million (USD 28,000).

There is committed funding of KSh 75 million (USD 750,000) for CLF projects in 2021. This figure may increase if we are successful in securing a number of other grants.

NRT Coast CLF Sector Spending 2020



CLF funds for Naibunga and Nkoteiya conservancies (March 2020 to February 2021) were granted for:

- **Women's empowerment initiatives** and tourism product development (Nkoteiya)
- Fattening steers to raise funds for Naibunga Community and Bursary Funds

Some CLF applications approved in 2019 were disbursed in 2020:

- Kaptuya Community Conservancy was awarded CLF funds to distribute 208 beehives to 40 conservancy members. It is hoped the beehives will contribute to diversified and sustainable economies for many families. The beehive owners have completed training.
- **1,472 children will benefit from school bursaries** in Nalowuon Conservancy (1,415 students) and Kirimon (57 students)
- **111 motorbikes** were issued to youth from the Naibunga Community Conservancies, Lower Tana, Westgate, Kalama, and Nkoteiya, **for starting or boosting existing business.** The youth have completed training with the NRT Trading enterprise team – a condition of the award.



To date, the CLF has provided more than **KSh 344 million (US\$ 3.4 million)** for **135 projects** across all member conservancies, benefiting an estimated **69,455 people**

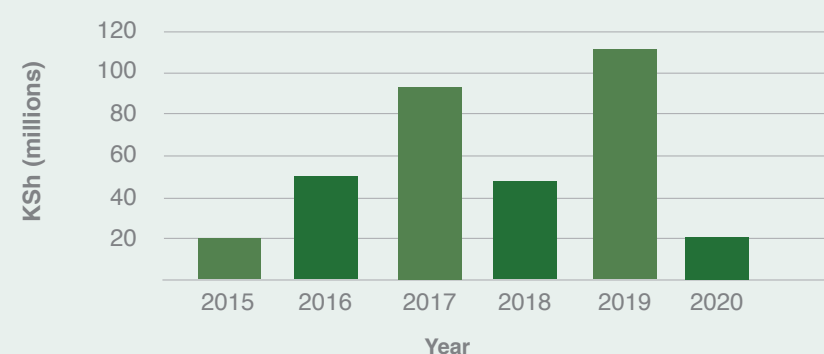


Kaptuya Community Conservancy used CLF funding to distribute **208 beehives to 40 conservancy members to diversify household economies in 2020**



19 water projects launched or completed in member conservancies in 2020, to improve a water access for people, livestock, and wildlife

CLF Funding to Conservancies 2015 - 2020



Water, Education, Health & Employment

Implementing Integrated Water Resource Management

NRT established a water programme in 2019, building on almost a decade of investment in water development in member conservancies. The overall aim of the water programme is to ensure water investments are planned holistically, address community priorities, take into account social and environmental considerations and build conservancy-level governance and management capacity. **Water access is critical to the success of so many conservancy programmes** - wildlife conservation, livestock, livelihoods development (schools and health centres), tourism, peace (resource-based conflict reduction), security (ranger outposts) - that despite the programme being relatively new it has received exceptional support from both existing and new partners.

In 2020:

- Water access improved for people, livestock, and wildlife through new infrastructure, or rehabilitation of existing infrastructure (pg 39)
- Water governance training trialled in Meibae, Melako and the Oldonyiro

conservancies, to support improved management of existing and new water infrastructure. This was undertaken through a comprehensive "Integrity Management Toolbox" which aims to strengthen indigenous ownership of conservancy water resources, working closely with County Governments. We hope to scale it soon.

- Water resources mapping and strategy development complete in eight conservancies
- A water technician was recruited to service all community conservancy water infrastructure
- Water quality monitoring conducted in Sera Rhino Sanctuary, Reteti and Biliqo Bulesa

Water Resource Mapping and Strategy Development 2020

County	Complete	Ongoing	
Laikipia	Naibunga group	3 Lekurruki	1
Samburu	Nkoteiya, Meibae	2 Kalama, Westgate, Ltungai, Namunyak group	6
Isiolo	Biliqo Bulesa, Oldonyiro group	5 Nakuprat Gotu	1
Marsabit	Melako	1	

Water Infrastructure in NRT Member Conservancies 2020

Conservancy	Infrastructure	Estimated Beneficiaries (if known)
Isiolo		
Biliqo Bulesa	New well excavated and solar powered pump installed to supply water to the residents of Dima Ado village	200 h/h
	New well excavated, solar powered pump and 3.5km of pipeline installed to serve the new Biliqo clinic and the residents of Biliqo village	500 h/h
	Construction of conservancy staff houses	
	Hydrological survey, drilling and connecting water to conservancy HQ	25 rangers
Samburu		
Meibae	Lekiji borehole (supplies Lekiji village and primary school) repaired	200 h/h
	Mase Rock catchment water harvesting and storage tank for Conservancy HQ installed	30 rangers
Kalama	Rock catchment construction for Kalama Resource Center water supply expected completion January 2021	
Sera Rhino Sanctuary	New desalination plant installed to provide clean water for rangers from highly mineralized well water.	
	Lchoro Lolosowan well (washed away in floods) rebuilt - the well feeds critical wildlife water points in the Sanctuary.	
	Smart monitoring and control of water use for the Sera Sanctuary using smart meters and tank level sensors started to help track water use while reducing wastage – first installation expected in Dec 2020	
Kalepo	8km pipeline rehabilitation, elephant trough and 100 cubic meter tank re-construction. Supplies water to elephants, 35 rangers and approximately over 80 households	35 rangers >80 h/h
Westgate	New well excavated, solar power proposed to supply water to the Westgate HQ and 6 bandas – well excavation complete, development and solar pump installations to follow	
	Nkutuk Ong'iron Clinic water supply – 1km pipeline extension to supply portable water to the clinic	
Marsabit		
Melako	2 new wells built in Nairibi and Lontolio villages, 1 new well and 1 well re-paired to serve Sokotei and Ndikir villages in the dry season	150 h/h
	Rock catchment water harvesting and 150m³ storage tank for Irrir village	190 h/h
Songa	2.3km new pipeline extension into existing 100m³ tank, and repair of water point at Kamboe	70 h/h
	Rehabilitation of 3 wells at Lpus, Songa and Kituruni villages	100 h/h
	2.5km of new water pipeline into Songa village	60 h/h
NRT Coast		
Ishaqbini (Garissa County)	Proposed water pans for Hirola Sanctuary have been designed and a fundraising proposal submitted. These will reduce reliance on the pumped pipeline system currently in the sanctuary which is prone to breakages. Construction ongoing for a Sanctuary Water Pan (Approximately 11,600 m³ storage) with completion expected in Dec '20	

Driving Education Projects

In 2019, the Education Programme supported 12 schools in eight community conservancies with training, infrastructure, field trips and bursaries — benefiting around 3,000 students. The programme team had hoped to sustain this momentum in 2020, but all schools in Kenya were closed from March to the year end due to the coronavirus pandemic. This caused conservancies to postpone all planned educational activities.

While many urban schools transitioned to online teaching, this was inaccessible to rural students, such as those in NRT member conservancies, who might not have access to computers, reliable internet or electricity. That is why NRT partnered with teachers from different private and public schools in Isiolo to launch a **radio education project**, supported by the Isiolo County Government. It ran for four months, and is thought to have reached approximately 5,000 - 8,000 students. It's success spurred a similar NRT-supported project in Marsabit, where the radio education programme ran for three months and reached an estimated 3,000 to 4,000 students.

Taking advantage of empty schools this year, NRT has expedited the planned building of classrooms, teacher's accommodation and other facilities (see NRT Investing in Conservancy Infrastructure), some of which was scheduled for 2021.

Improving Healthcare

To address community priorities and gaps in health care provision in the landscape, NRT is developing a health programme to complement Government health services, working closely with the University of Nairobi and the University of Plymouth (UK) to support the assessment of community health needs, and the subsequent priority actions.

In 2020:

- In March an NRT community health outreach clinic in Songa Conservancy **treated 200 mothers and over 300 children**, in partnership with Government-run Kituruni Clinic. As well as treating ailments ranging from jigger infestations to respiratory issues, there was a focus on hygiene and nutrition, with porridge, vitamins and soaps dispensed to those in need.
- The community-built Laresoro Clinic in Kalama Community Conservancy received a consignment of drugs from NRT, enabling it to meet the growing demand from communities in Kalama and Sera conservancies
- Phase 1 of the Biliqo Bulesa Health Clinic was completed, which included a maternity wing, incinerator, a dispensary and a perimeter fence. The second phase has commenced and includes a laboratory, nurses housing and storage facilities, and is due for completion by February 2021.



NRT and community conservancies are one of the biggest employers in the landscape: with 1,364 permanent staff, and thousands of temporary jobs created every year



Providing Employment

In a landscape where formal employment is hard to come by, NRT and the community conservancies collectively are one of the biggest employers, with 1,364 permanent staff and thousands of temporary jobs created every year.

There are 1,098 permanent employees in community conservancies, and in 2019, at least 190 people from local areas were permanently employed in tourist camps and lodges in conservancies. This sector was hit hard by the travel bans imposed by the coronavirus pandemic, resulting in many lodge employees being let go or furloughed.

2,670 temporary jobs were created in conservancies in 2020, ranging from road projects to classroom construction.

Community Income from Conservancies 2020

Income Generating Activity	Amount (KSh)
CCY permanent employment	293,490,786
Casuals	20,573,300
BeadWORKS	9,389,262
Starbeaders rewards	469,463
Livestock to Market	90,672,580
Total	414,595,391

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We were able to help our communities earn KSh 414.6 million (USD 4.1 million) in 2020 - against a backdrop of covid-related economic hardship globally



NRT Trading

NRT Trading (NRTT) is a business accelerator for social and conservation impact enterprises.

It was established by NRT to accelerate the development of sustainable and resilient commerce across the member conservancies, at all levels of the social spectrum: from household businesses run by women and youth, to conservancy-based businesses that leverage community assets, to businesses operated by NRT Trading to improve value chain dynamics and connect people to distant markets.

NRT Trading's 2020-2025 Strategic Plan was drafted this year, and is expected to go to print in the first quarter of 2021. It sets out a three pillar model;

- **Pillar 1:** NRT Trading develops, pilots, and operates stand-alone, sustainable businesses in key value chains and economic sectors like livestock (LTM) and bead work (BeadWORKS)
- **Pillar 2:** NRT Trading enables conservancies to attract investors and operate businesses (such as tourism)
- **Pillar 3:** NRT Trading develops the capacity of men, women, and small groups to start and manage enterprises (Ujuzi Manyattani, Savings and Credit Cooperative) with a view toward diversifying household income and increasing economic resilience

The strategy sets ambitious social and financial impact goals for each pillar, and an action plan for how to achieve these.

The support system for the pillars will be the Business Advisory and Support Engine - BASE. The BASE (powered by NRT Trading's core staff at headquarters) brings business thinking, administration, and discipline to all three pillars, as well as providing the investment, advice and technical assistance needed, and measuring impact.

NRT Trading also conducted a **socioeconomic baseline survey** in 2020 in order to measure the impact of NRT Trading programmes on community livelihoods, and inform any necessary iterations of NRT Trading's overall approach to its programs to ensure the best outcomes and impact for the communities they serve. 2,851 respondents, who are beneficiaries of NRTT programs, took part across Samburu, Isiolo, Marsabit and Laikipia counties. 63% of those surveyed were women. NRT Trading will aim to repeat these surveys periodically.

Highlights include:

- **97% of respondents said that wildlife is very important for their future**
- Out of the 68% of respondents who indicated that their general well-being

has improved in the past five years, **22% attributed this to starting a new business**, 21% indicated that it was because they increased their livestock, while 13% said it was due to acquisition of new skills

- Of the respondents who had indicated that their household well-being had worsened over the past five years, 40% said it was because they had lost their livestock to drought. 11% said it was because their livestock were stolen, while another 13% lost their livestock to disease. 10% said it was because they were involved in conflict.
- The respondents proposed several trainings that they would like to receive in the future: 27% want more of entrepreneurship training, 18% want business training intensified
- **52% of the respondents said they would like to start a small business** if they received access to funds
- 62% of the respondents cited use of the conservancy vehicle as the main benefit they derive from being a community conservancy member. 58% cited improved security.



BeadWORKS artisans earned KSh 9.3 million (USD 93,000) from the sale of beaded products in 2020 - up 4% compared to 2019

Pillar 1: NRT Trading businesses

BeadWORKS

BeadWORKS is a handicraft business that harnesses the rich beading tradition of northern Kenya to improve livelihoods and empower women.

- **BeadWORKS artisans earned KSh 9.3 million (USD 93,000) from the sale of beaded products in 2020 - up 4%** compared to last year's KSh 8.9 million (USD 89,000)
- BeadWORKS was granted a provisional membership to the World Fair Trade Organisation (WFTO) in 2020. Upon successful completion of the subsequent monitoring period, BeadWORKS will be accorded full membership to the global network, which provides the programme global credibility in addition to tools to increase market access.
- BeadWORKS currently empowers **1,250 women in nine conservancies**, including 90 Star Beaders - who organise beading groups, train their members, manage raw material distribution and are responsible for design input, prototyping, quality control and ensuring on-time order production. Star Beaders are rewarded at the end of each year, based on the amount of production they oversee, and in 2020 these financial rewards amounted to KSh 469,463 (USD 4,694).
- **5% of BeadWORKS sales contribute to conservation efforts** in host conservancies, and in 2020 this amounted to KSh 1 million (USD 10,000)



BeadWORKS Income to Conservancies 2020

Conservancy	Total Qty	Total Ksh (Sales)	Conservation Fees	Starbeader Rewards
Melako	25,265	1,760,374	354,311	88,019
Sera	4,831	650,251	67,749	32,513
Kalama	2,431	350,728	34,092	17,536
Westgate	9,069	1,019,718	127,182	50,986
Lekurruki	2,122	293,934	29,758	14,697
Il Ngwesi	18,770	3,492,675	263,227	174,634
Leparua	2,349	267,730	32,942	13,387
Naibunga Upper	11,378	1,553,852	159,563	77,693
Total	76,215	9,389,262	1,068,824	469,463

Livestock to Market (LTM)

Livestock is the mainstay of north Kenya's economy and community livelihoods, but pastoralists face new and changing challenges.

The NRT Trading Livestock-to-Markets - LTM - business aims to improve the income pastoralists, and their conservancies, receive from their cattle. LTM buys cattle directly from conservancies, using a transparent weight-based pricing system, paying pastoralists directly. At the markets, pastoralists contribute a small percentage of their sale revenue to the conservancy kitty, as a contribution to community and conservation projects. This is matched by a contribution from NRT Trading.

The socioeconomic baseline survey conducted in 2020 revealed insights that will inform the way LTM is designed going forward. More than 50% of households

interviewed practice livestock rearing as the main occupation of the household head. The average number of cattle kept per household is seven, while the average number of goats is 24, and sheep 21. Donkeys, camels and poultry are also kept in small numbers. However, 96% of households interviewed have never received any training on animal husbandry. There was also suspicion on modern trading techniques, with 15% indicating mistrust of the weighing scale used by LTM - highlighting an area for future focus.

The LTM business model has been repeatedly readjusted toward sustainability. While financials have improved, achieving breakeven has been challenging. The business carries 'social costs' (a USD 20 conservation levy, sensitisation, mobilisation, and transportation costs to and from the interior of conservancies), amongst other supply and fattening challenges.

Overall, profitability in the beef industry is very low, due intense competition and the absence of an organised, predictable, or reliable market. Suppliers struggle to invest and plan for the long term, and customers with the ability to buy in bulk require sales on credit. Historical experience on recovering receivables has been dismal. The Kenyan beef supply chain is not likely to become commercially viable in the modern sense without strong government partnership.

With these insights, and experience from our cattle trading operations, we now have a realistic and pragmatic understanding of the livestock-to-market supply chain for pastoralist cattle. There is a need to invest in building the capability of cattle herders and sellers, in order to improve productivity and links to markets.

Going forward, LTM will pivot from its strictly commercial business model into a 'blended finance' business model. This will combine grant-funded capital for community outreach and extension, and trading working capital that will be used to facilitate purchases and sales. This will enable us to deliver social, environmental returns that will be sustainable for communities in the longer term.

The pandemic forced the Kenyan Government to close most commercial livestock markets across the country for a large portion of the year. However, working closely with Government, LTM was able to conduct its cattle markets in conservancies in 2020 with all the health and safety measures in place. This offered a lifeline for many pastoralist households, otherwise unable to convert livestock into cash.

- **16 LTM markets** were held in eight member conservancies. Melako, Songa, Shurr and Biliqo Bulesa requested more than one market to support struggling pastoralists.
- Of the 707 sellers, 58 were women. In total, sellers earned KSh 90.7 million (USD 907,000) — an increase of 46% on 2019. Good rains in 2020 enabled pastoralists to achieve high cattle weights and better prices.
- Sellers donated a cumulative KSh 2.1 million (USD 21,000) to their respective conservancies as contributions to conservancy projects. These contributions, coupled with those from NRT Trading, totalled **KSh 6.3 million (USD 63,000) for conservancies from LTM in 2020.**

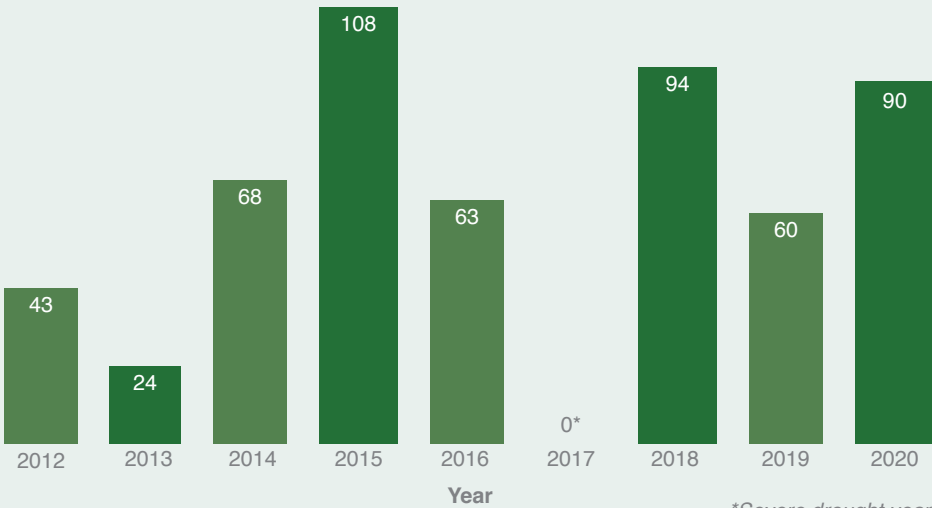
- Five quality breeding bulls from the LTM herd were selected and sold to pastoralists to improve genetic quality of cattle in Il Ngwesi Conservancy



Livestock to Market sellers earned KSh 90.7 million (USD 907,000) in 2020 — an increase of 46% on 2019



Income to Households from Livestock To Market (KSh millions)



Herd bunching and supplementary feeding for higher cattle prices

252 pastoralists from NRT member conservancies attended learning tours to Westgate and Il Ngwesi in 2020, to witness **herd bunching and supplementary feeding trials** on livestock destined for market. The trials, organised by NRT Trading, aimed to quantify the impact of bunched herding between livestock belonging to different owners, and evaluate the return on investment of supplementary feed to grazing cattle. Out of 60 steers in Il Ngwesi, 58 were monitored for changes in weight for the first 90 days of herd bunching and supplementary feeding. Steers were separated into four groups, each with equal rations of supplementary feed.

Key observations

- Steers in classes 1 and 3 showed improvements in weight - **gaining an average of between 55-90kg** in live weight respectively. These were relatively young steers with the best weight-gain potential.
- Steers in class 2 started and finished at the lowest weights, as they were predominantly old steers and bulls who entered the trial in poor body condition. Over 100 days, they put on an average of 26kg in live weight.
- Steers in class 4 started at the highest weight category and only made marginal gains as they were already at their fullest weight potential. Over 100 days, these animals gained an average of 38 kg in live weight.

Pastoralists concluded from the trails that supplementary feeding makes economic sense if the purpose is to maintain good body condition in cattle destined for market, maintain animal condition during dry spells, and sustain milk production for domestic households.

Pillar 2: Conservancy Businesses

Tourism

The **coronavirus pandemic has devastated Kenya's tourism industry**, which brought in two million visitors to the country last year, generated KSh 164 billion in revenue to the country and provides a job for one in 12 employed Kenyans.

For NRT member conservancies, the **loss of tourism revenue has left a significant gap** in their usual operational and community project budgets – a gap that NRT and partners have been working hard to try and fill. **Income has dropped 53%** in conservancies due to COVID-19-related travel restrictions, with **conservancies earning KSh 62 million (USD 620,000) in tourism revenue in 2020 compared to KSh 133 million (USD 1.3 million) for the previous year.** Many lodge staff have lost their jobs, and the economic impact of this will be felt across hundreds of households. Domestic tourism however, provided a valuable revenue stream, especially to those conservancies with self-catering facilities or campsites:

- Melako Conservancy opened its self-catering bandas in May, wholly owned and operated by the community. The bandas generated KSh 1.4 million (USD 14,000) for the conservancy in 2020
- Koiya and Olgaboli bandas in Naibunga Lower Community Conservancy have been refurbished and reopened, and earned the conservancy KSh 542,000 (USD 5,420) in 2020
- Over 30 community members (lodge staff, rangers and possible alternative staff) were trained on basic customer service skills, nine staff (all locals) have been employed at the all three camps and have been trained.

- The construction of the Nkoteiya Eco Lodge and Meibae Bandas is complete, with staff in place and awaiting opening - likely in January 2021.

Pillar 3: Household Businesses (Biashara Mashinani)

Biashara Mashinani (Business at the grassroots) develops the individual and group capacity of people in conservancies to start and manage enterprises. Using a structured, graduation-based process, it combines training, business development, mentorship and financial literacy tools such as savings, loans, mobile banking and a savings and credit cooperative (see SACCO). Biashara Mashinani aims to bring women and youth into the economic mainstream by supporting diversified income sources, and an asset base that is not solely reliant on livestock. It is the only program in northern Kenya that focuses on young men as well as women.

Vocational Training (Ujuzi Manyattani)

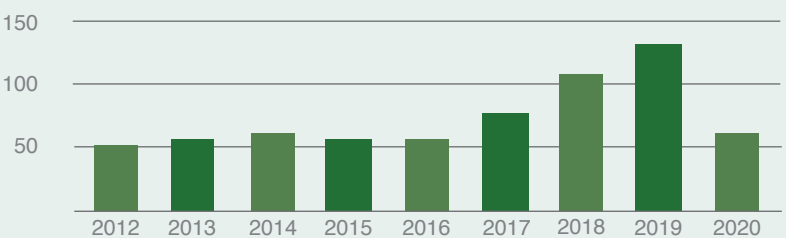
Ujuzi Manyattani aims to provide mobile, village-based vocational training to people in community conservancies by partnering with polytechnic institutions. It is a response to a wider drive by community conservancies to diversify indigenous livelihoods and encourage entrepreneurship amongst women and young morans.

Proposed by community conservancies and developed by NRT Trading's Community Economic Empowerment team, the programme is tailored to the demands and lifestyles of the pastoralists it aims to serve. Courses in mechanics, masonry, mobile phone repairs, welding and carpentry were all chosen by students in the successful 2019 pilot, where **58 young men graduated**.

Tourism Income to NRT Member Conservancies 2012 - 2020

Conservancy	Income (Ksh)								
	2012	2013	2014	2015	2016	2017	2018	2019	2020
Namunyak	14,463,833	17,802,000	16,961,339	16,427,099	21,665,718	22,911,700	38,247,520	-	-
Namunyak - Ngilai								3,839,719	1,412,600
Namunyak - Nalowuon								36,200,000	20,148,260
Kalama	5,245,514	7,523,501	7,675,264	7,047,550	8,880,000	13,921,356	19,041,860	24,711,375	7,335,135
Ngare Ndare	3,281,709	3,200,000	4,600,000	6,797,497	6,800,000	8,987,982	9,800,000	15,220,000	10,357,887
Westgate	7,553,007	6,961,902	2,807,661	5,109,296	7,197,111	10,567,004	11,527,515	16,000,000	6,509,814
Lekurruki	3,554,585	5,178,495	3,444,980	2,553,600	2,034,174	-	3,200,000	2,505,500	900,000
Lower Tana Delta		1,457,500		1,433,302	-		592,295	-	350,000
Kiunga									100,000
Il Ngwesi	15,203,937	13,086,610	15,042,840	11,958,480	10,522,050	12,773,837	20,531,715	22,857,736	9,365,082
Nakuprat-Gotu		620,000	1,562,000	1,320,166	673,154	72,500	655,000	30,000	56,000
Sera	810,000	1,803,248	2,208,162	403,029	84,490	3,002,000	5,647,000	6,649,000	2,977,400
Ruko	1,356,406	50,000	1,039,750	200,000	198,100	211,000		103,400	384,415
Melako			2,945,000	2,052,000				-	1,469,000
Ltungai			2,968,200			-		-	-
Ishaqbini		56,000	400,000			147,000	40,000	-	-
Biliqo-Bulesa	522,091	329,306	116,000			-	-	-	250,000
Naibunga Upper	57,000				68,000	-	-	20,000	89,600
Naibunga Lower									542,000
Meibae		25,000			9,000	-		-	-
Oldonyiro - Nanapisho			116,000		100,000	13,000	150,000	-	-
Oldonyiro - Nanapa								4,900,000	-
Kaptuya								-	-
Songa						4,460,000	-	-	-
Total	52,048,082	58,093,562	61,887,196	55,302,019	58,231,797	77,067,379	109,432,905	133,036,730	62,247,193

Tourism Income to Conservancies (KSh millions)





In 2020, Ujuzi Manyattani training centres were opened in Biliqo Bulesa, Nakuprat Gotu, and Ltungai conservancies, with 81 trainees enrolled. However, due to COVID 19 disruptions, only 68 trainees completed training and assessment by the close of the year.

For the first time, one young woman enrolled, choosing mobile phone repair and maintenance. More young women are expected to join the programme in 2021.

Financial Inclusion - Creating an Ecosystem for Individual and Group Enterprises

For youth and women from communities of NRT member conservancies to be able to access small business loans and other financial services, the need for a financial intermediary was identified. Thus, the Northern Rangelands Savings and Credit Cooperative (NR SACCO) was founded in 2016. It is an independent, community-owned and membership-driven organisation, which receives critical oversight, technical support and training from NRTT. The SACCO works closely with conservancies to administer savings and micro-credit loans.

Despite COVID-19 challenges, NRTT continued to provide business capital to communities, unlike most financial institutions that suppressed lending to businesses in 2020. **KSh 30.3 million (USD 303,000) was received for onward lending by NRTT in 2020**, compared with KSh 16.2 million (USD 162,000) in 2019.

Communities' capital contribution to the SACCO also increased in 2020 despite the pandemic, and NRTT has now provided over KSh 100 million (USD 1 million) in funding for community enterprises since its inception. In 2020:

- The SACCO was **active in 35 of the 39 member conservancies**
- An additional 940 SACCO members were recruited during the year (compared to 885 in 2019), bringing the total membership to 3,665
- **KSh 45.3 million (USD 453,000) was disbursed** during the year to finance 1,059 women and youth enterprises
- The total loans disbursed to finance 3,060 enterprises since 2016 stands at KSh 103.8 million (USD 1 million) by the close of 2020
- The savings and shares mobilized during 2020 was KSh 8.6 million (USD 86,000) - compared with KSh 5.3 million (USD 53,000) in 2019 - bringing the **total capital contribution from the community to KSh 21.1 million (USD 211,000)**
- 1,515 people received financial literacy training

Ishaqbini, Pate and Naibunga conservancies recorded an exceptional 100% loan repayment rate by members in 2020.

Fodder banks

NRT Trading is exploring the use of fodder banking by conservancies to build resilience to drought by growing and storing their own livestock feed. This will enable families to maintain meat and milk production through dry seasons.

Nine women, 14 men and 11 youth from Ltungai Community Conservancy were the first to take part in a pilot fodder banks programme, which started in November 2019. They received training on growing nutritious grass, and took part in an exposure trip to similar programmes in Narok County. With motorized grass cutting equipment, herbicides, and baling equipment from NRT Trading, they were able to harvest 12,127 bales in 2020; worth KSh 3,638,100 (USD 36,381). By the end of 2020, 84 acres had yet to be harvested, and with the potential of 175 bales per acre this would amount to KSh 4,410,000 (USD 44,100) in income. The total estimate of the grass harvested, and soon-to-be harvested, as part of this pilot to date is KSh 8,048,100 (USD 80,481) for 2020.

Six fodder stores have been constructed at strategic locations in the conservancy so that farmers can store their excess bales to sell or use at a later date.

Gums and resins

NRT-Trading has identified gums and resins as another north Kenya value chain that could improve community livelihoods — if the collectors and aggregators of gums and resins are supported to increase supply quantity and quality. Gum harvesting has been in existence in the region for many years, but it has not been fully exploited, especially in counties like Isiolo, Marsabit, and Samburu which are estimated to have some of the highest potential for quality gum and resins production. Towards this end, 60 gum and resins collectors and aggregators from Sera and Meibae community conservancies (4 men and 56 women) were trained in areas of production, quality management, and market access in 2020.



KSh 30.3 million (USD 303,000) was received for onward lending to conservancy small businesses by NRT Trading in 2020, compared with KSh 16.2 million in 2019





Rangelands

Changing climate conditions and a growing human population are threatening rangelands and pastoralist livelihoods all over the world. In recent decades, livestock numbers in northern Kenya have increased dramatically, as pastoralists respond to changing climatic and vegetation conditions by replacing cattle with more drought-tolerant sheep, goats and camels. The nature of nomadism is changing too, with more sedentary pastoralism having a big impact on overgrazing.

NRT’s approach to rangeland management builds on traditional institutions combined with modern practices, technologies and governance concepts. We are working towards long-term behavioural change in pastoralist communities in order to achieve better management and recovery of the rangelands. The rangelands program focuses on:

- Conservancy-led rangeland governance
- Grazing planning and management
- Rangeland rehabilitation and management of invasive species
- Settlement planning
- Monitoring the condition and health of rangelands and impact of NRT and community conservancy activities

Solutions to Degradation of Natural Resources

Cartoons

The NRT rangelands team has developed a highly popular three-part cartoon series in English, Kiswahili and Maa. The animations look at how the north Kenya landscape has changed in recent years, examining causes and potential solutions.

They are designed to trigger discussion amongst community audiences, and are shown on TV screens to herders, elders, women and children at village meetings.

- 41 formal screenings took place this year in six conservancies; Meibae, Westgate, Sera, Naibunga Lower, Naibunga Central and Ngilai
- 2,741 people attended, including 846 women and 759 youth
- The cartoons have been adapted for sharing on WhatsApp and social media, where they have reached thousands more
- NRT are now exploring opportunities to conduct a social survey to gauge behaviour change related to grazing and natural resource management as a result of awareness created using the cartoons

Community feedback:

“Having heard and seen this cartoon, I am sure that after this livestock bunching exercise I will be the champion of grazing in my community”

“I love conservation and I love these wildlife to an extent that when I see gazelles here around I see tourism and its benefits, I want to go and take care of them like I take care of my own livestock. I want to see many of them here every day.”

“The bull [one of the characters in the cartoons] talked sense that we men could not think about. He is a good orator than most of us and has a sense in what he speaks.”

5 CONSERVING WILDLIFE AND NATURAL RESOURCES

“I love conservation and I love these wildlife to an extent that when I see gazelles here around I see tourism and its benefits, I want to go and take care of them like I take care of my own livestock. I want to see many of them here every day.”

— PASTORALIST, Meibae Community Conservancy.

Grazing Committee Training

- This year we delivered the first of **three training modules to 156 new conservancy grazing committee members** for six conservancies
- **33 rangeland coordinators from member conservancies were trained as the trainers** on this module, in order to scale grazing committee training across the conservancies
- Modules use a blend of lecture and theatre to drive home key messages
- Narupa Community Conservancy had particularly balanced gender representation in rangelands rehabilitation training. In Leparua, it is so far only women’s groups that are collecting and spreading grass seeds. As they receive only modest remuneration from the conservancy, the motivation here is as much about contributing to a more secure future and engaging in conservancy activities, as it is for household income.

Grazing Committee Trainings 2020

Conservancy	Men	Women
Il Ngwesi	30	5
Kalama	30	
Masol	15	1
Nakuprat Gotu	23	5
Nasuulu	30	
Pellow	16	1
Total	144	12



3,953 hectares of *Acacia reficiens* tree were cleared by community members in 2020, in order to rehabilitate degraded rangelands for people and wildlife

Rangeland Rehabilitation

- **2,371 herders were trained on rangeland management** and rehabilitation, which covered the eradication of invasive woody species (such as *Acacia reficiens*), grass seed collection and reseedling, and the care of rehabilitated sites
- **3,953 hectares of the prolific and invasive *Acacia reficiens* tree were cleared** by community members in Kalama, Nannapa and Narupa conservancies in 2020, in order to rehabilitate degraded rangelands for people and wildlife
- **750 hectares were reseeded** with perennial grasses
- More than **1,500 casual labourers** were engaged in the 14-day activity, 40% of whom were women and more than 50% of whom were youth. This provided much-needed household income.



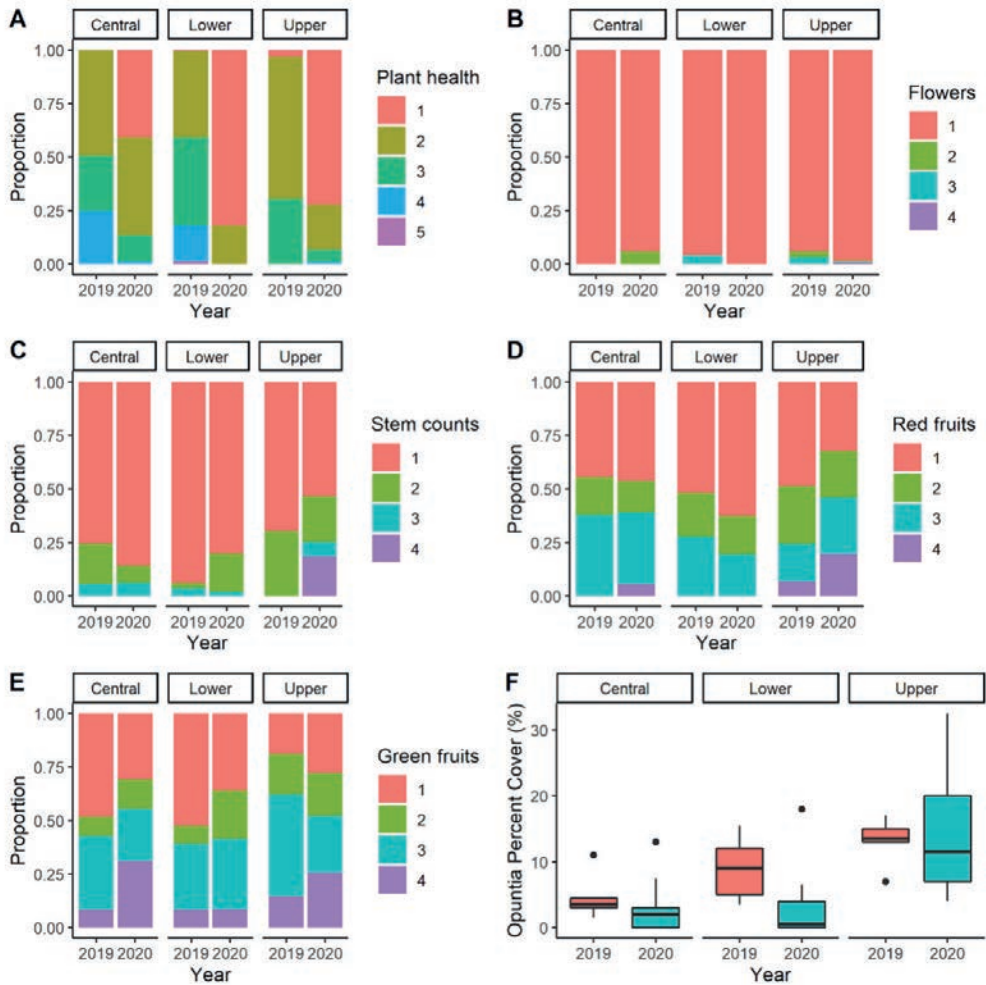
Opuntia Project

The Naibunga community conservancies (Naibunga Upper, Naibunga Centre and Naibunga Lower) have been investing in the **biological control of the damaging, alien invasive *Opuntia stricta* cactus** for several years. The cactus prevents grass growth, causes injury to livestock and wildlife who attempt to eat the fruit beneath its spines, and in some cases leads to increased human/wildlife conflict when its fruit attracts elephants to settlement areas. Using an insect - cochineal - that feeds exclusively on the specific *Opuntia* species, the conservancies are using an economical, environmentally-friendly method of control.

The conservancies have established 18 greenhouses, each with a caretaker, breeding the cochineal insects which are spread once a month across the landscape to infect plants.

More than **200 women from the Naibunga conservancies joined 417 labourers, including greenhouse caretakers, supervisors, and casuals, in spreading the cochineal in 2020.**

To monitor effectiveness of biocontrol, we are working with the US Forest Service to monitor on an annual basis how health of the *Opuntia* plants and density of *Opuntia* changes over time as a result of cochineal infestation.



Monitoring began in 2019, results from 2020 show variable impacts of cochineal so far. Biocontrol is a relatively slow process and this is a long-term project, we expect significant positive impact of biocontrol to take several years to be seen:

- In 2019, all plants were infested by cochineal and plant health was poorer in 2019 than in 2020 (figure A - health class 1 is least infected versus 5 is most infected). This is likely due to the higher rainfall in 2020 which washes the cochineal off the plants; cochineal is more effective at infesting and damaging plants in dry periods.
- Other indicators (fruits, stems and flowers) are highly variable across the 3 zones of Naibunga and did not show a consistent decrease as a result of the biocontrol program (figures B-E)
- *Opuntia* cover is highest in Naibunga Upper, and lowest in Naibunga Central (figure F). There is a **decrease in *Opuntia* cover across all the three conservancy units in 2020 compared with 2019**, with the highest decrease seen in Naibunga Lower.

Biogas

90% of rural Kenyan households rely on firewood fuel for cooking (Ministry of Energy) - putting immense amounts of pressure on forested areas. In February, NRT and partners launched a project to help conservancy members reduce pressure on shrinking forest habitats from firewood harvesting by switching to a sustainable and abundant fuel source.

30 biogas digesters - which use the gas produced from the breakdown of livestock dung to fuel household stoves - were installed in as many households in four NRT member community conservancies in Isiolo and Samburu counties.

Each biogas digester cost KSh 30,000 (USD 300), and were donated to the conservancies in order for them to start a revolving fund from the household repayment plans. Each household will be required to pay Ksh 1,125 (USD 11.25) - a little over the cost of a bag of charcoal - to their respective conservancies every month to create a revolving fund that will enable the purchase of more biogas units to benefit other conservancy members.

The pilot project worked well, and by the end of 2020 **130 biogas units had been installed in as many households**.

“[Biogas] is really great, it cooks faster, it is not bad for my health or the environment, and I have more time for other things now I’m not collecting firewood. The best part is that once I’ve paid off my biogas, it’s free forever!”

— ROSE ATOWN, Archer’s Post, Samburu.



130 biogas units were installed in as many households by conservancies in 2020, to reduce deforestation for charcoal and support community health

Monitoring Rangeland Condition

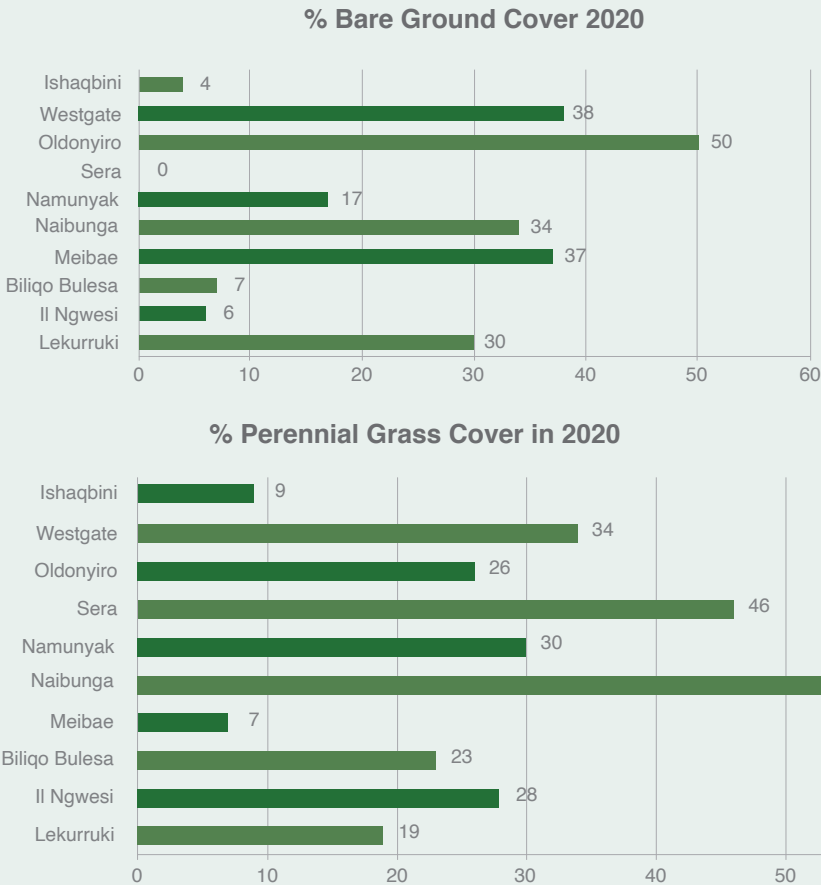
Veg-CoMMS is a vegetation monitoring system adapted by NRT from the US Department of Agriculture’s Monitoring Rangeland Health Guide, to be appropriate for implementation by community conservancies. Approximately 200 Veg-CoMMS monitoring sites have been established so far. In 2020, **174 sites were sampled in 16 conservancies** in Laikipia, Isiolo, Samburu, Marsabit and Garissa Counties. 43 NRT and conservancy staff conducted the field surveys over three weeks following the April rains.

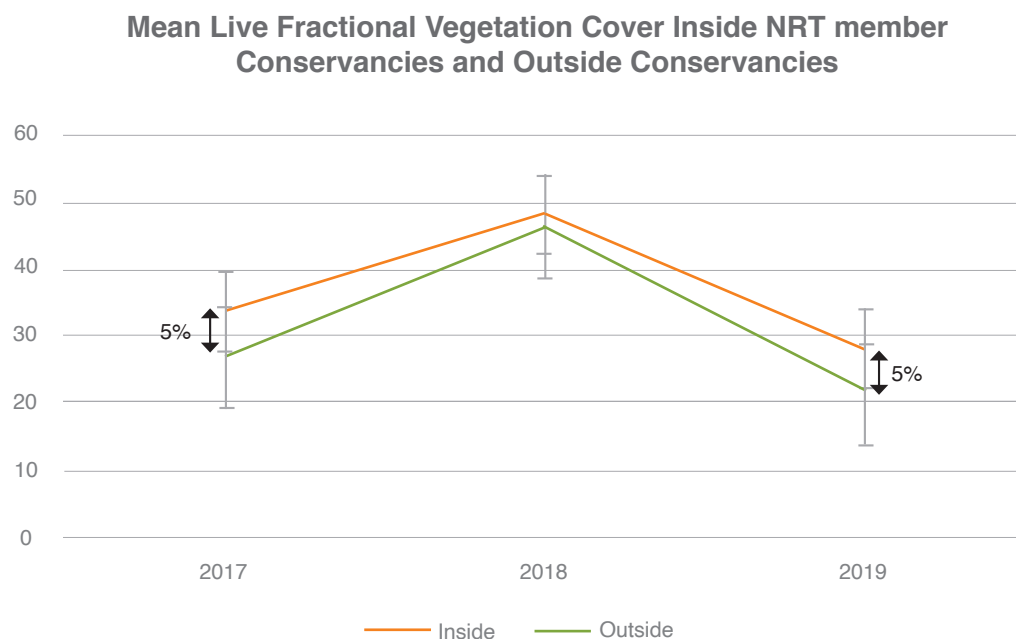
Key findings:

- High perennial grass cover in Naibunga, Kalama and Sera
- Oldonyiro conservancies are highly degraded, with the most bare ground (50%); Westgate, Kalama, Meibae, and Naibunga are also degraded with

high % bare ground (>30%)

- Overall decline in rangeland condition in Lekurruki since monitoring began (2012)
- Sera has the highest plant base cover with least bare ground
- Overall improvement in rangeland condition since monitoring began (2012) in Sera, and an improvement in perennial grass cover in Naibunga since 2018
- Rangeland conditions in Biliqo Bulesa appear to be relatively stable over the past three years
- Westgate, Meibae and Melako have shown improvements since the 2016-2017 drought; however, conditions in Westgate are declining once again, whereas Melako and Meibae have been relatively stable over the past three years. There was no monitoring in Kalama in 2018 and 2019.





Since 2018, the US Department of the Interior and US Geological Survey have been working with NRT to develop a remote sensing method for monitoring live vegetation cover (a proxy for rangeland condition) in semi-arid and arid rangelands. The satellite-based live vegetation monitoring system will in future be used to support conservancies in timely and proactive management of livestock grazing management, as well as monitoring the impact of rangeland management on live vegetation cover. A comparison between the average live vegetation cover in areas covered by NRT-member conservancies to that in ecologically comparable non-conservancy areas of Samburu and Isiolo Counties for the past three years shows that:

- **Overall live vegetation cover is higher in the conservancy areas than the non-conservancy areas, and**
- **The decline in live vegetation cover in dry years (2017 and 2019) was less in conservancies than in non-conservancy land.**

This suggests that rangeland management practices in conservancies are having an impact in reducing the rate of degradation seen in non-conservancy areas particularly in dry years, potentially increasing resilience in rangelands within conservancies.



Carbon

The Northern Kenya Grassland Carbon Project aims to **remove carbon dioxide from the atmosphere and store it as carbon in the soil by implementing sustainable grazing management over two million hectares** of northern Kenya's rangelands.

14 NRT-member conservancies are participating in the programme which is based on NRT's rangeland strategy to improve the management of existing livestock and replace unrestricted grazing and unplanned movements of livestock with active, planned grazing. In time, the rangelands strategy is designed to stabilise and improve the productivity of the rangelands that underpin the pastoralist economy, reduce competition and conflict for water and grazing resources and improve forage for livestock and wildlife. Soil carbon storage that results from this improved grassland management is expected to result in significant removal of CO₂ from the atmosphere, and generate carbon credits which can be sold to offset carbon emissions elsewhere. This is a key new commercial revenue stream for community conservancies which seeks to generate revenue from the sale of credits to support conservancy operations and rangeland management costs, as well as fund community-identified development projects.

Past overgrazing by pastoralists in the region has depleted soils of organic matter, greatly reduced perennial vegetation cover and the potential production of forage for livestock. The sustainable planned grazing implemented in the project will restore grass and other livestock forage, which will provide buffers against variable rainfall and reduce resource based conflict. Restoration of grass will increase the climate adaptability of local communities because soils with more carbon store more water, and sustain greater forage production through dry periods which will benefit both livestock, wildlife and broader biodiversity of the rangelands.

At the end of 2020 the Northern Kenya Grassland Carbon Project was nearing completion of its verification audit through Verra's Verified Carbon Standard/Climate, Community & Biodiversity Standards (VCS/CCB). NRT is coordinating this project on behalf of participating NRT-member conservancies and working closely in conjunction with partners, Native Energy, The Nature Conservancy and Soils for the Future to deliver this project. NRT expects credits to be issued and the first sales to be made in early 2021.



Wildlife

“Now that I know the importance of wildlife conservation, I have a duty to educate my community on the need to protect these animals since we have all seen benefits ranging from employment, education scholarships and community development projects,”

— STEPHEN LENANTOIYE, Warden
Westgate Community Conservancy.

This year, NRT published its Status of Wildlife Report - presenting over 15 years of data from NRT member conservancies to build a landscape-wide assessment of their impact on wildlife. Key highlights of the report are:

- **Conservancies encompass critical range for more than eight globally endangered mammals**, and in some cases host a large proportion of their national or global populations
- Evidence of **increasing populations of elephant, reticulated giraffe, Grevy's zebra and Beisa oryx** across the NRT-centre landscape, largely due to the conservation work of NRT member community conservancies
- **Expansion of elephant range** and increased connectivity from Mt Kenya up to Marsabit due to security provided by conservancies
- Well managed core conservation areas provide critical refuge for large carnivores, especially lions

- **Reduced poaching of elephants and turtles** as a result of conservancy, NRT and KWS rangers anti-poaching efforts combined with strengthened legislation and penalties
- Community-managed endangered species sanctuaries have been successful in **contributing to the national recovery efforts of critically endangered hirola and black rhino**, and the rehabilitation and rewilding of orphaned elephants
- Buffalo are declining across much of the NRT landscape. Increased frequency of droughts and degraded rangelands is likely the cause
- Severely degraded rangelands are driving declines of wildlife in Meibae Conservancy. Insecurity and incursions of large numbers of livestock into the conservation area are the likely cause of wildlife declines in Lekurruki Conservancy.
- **Human elephant conflict is increasing**; elephants cause more human deaths and injuries in conservancies than any other species and conflict killing of elephants is now one of the highest causes of death. **Emphasis on mitigating elephant conflict will be an important part of NRT's wildlife strategy in the next five years.**
- NRT has developed a bold and innovative approach to achieving a long-term vision for wildlife which has empowered conservancies to manage and protect wildlife and increased awareness on the value of wildlife among conservancy communities
- NRT's Wildlife monitoring system Wildlife-CoMMS is being implemented in 37 of our 39 member conservancies, **empowering over 1,000 community rangers and conservancy staff in wildlife monitoring and protection**

NRT also developed our Wildlife Program Strategy which outlines our priorities for the program over the next five years, building towards a 30-year vision for wildlife in the NRT landscape. The strategy builds on the achievements of the past 15 years, since NRT's inception, as well as the challenges we continue to face and the gaps we see in our current approach. It sets out six key objectives which NRT will focus on over the next 5 years, these are: ecological monitoring; wildlife sanctuaries and translocations; human-wildlife conflict; disease surveillance; conservancy zoning and land-use planning; and conservation education and awareness.

Safeguarding Endangered Species

Reteti Elephant Sanctuary

- Kenya's first and only community-run elephant sanctuary continues to do extraordinary work and gain international recognition and support
- The Sanctuary employs 61 people and at the end of 2020 was home to **21 orphaned or abandoned elephants** rescued from community conservancies and neighbouring areas
- Reteti made **16 rescues** in 2020 - four calves died shortly after rescue due to pre-rescue injuries/ conditions beyond the help of Sanctuary veterinarians and keepers
- **Four more calves were released** into Sera Rhino Sanctuary in 2020 to begin their journey back to the wild, bringing the **total number of Reteti calves released to 10** - all in Sera
- One calf, Pokot, who was released into Sera in 2019 and thriving without any human contact, sadly died due to predation by a lion

Ishaqbini Hirola Sanctuary

- Ishaqbini conservancy recorded **22 hirola births** inside the sanctuary in 2020, and no deaths
- The **total hirola population at the Sanctuary is estimated to be 140** - a **180% increase** in the numbers of the critically endangered hirola numbers since its establishment in 2012. This represents **25% of the known global population of the species**.
- Plans for expansion of the sanctuary are currently on hold, as the improvement of existing sanctuary infrastructure takes precedence. This includes the construction of an earth dam to provide a permanent water source inside the sanctuary (one that is not dependent on pumping water from the river), and the construction of two large release pens to create a long term non-invasive method for the release of wildlife from the sanctuary - which has reached its carrying capacity for hirola. These measures are essential to minimise the risk to hirola and other wildlife inside the sanctuary in times of drought.
- In November 2020, **five hirola were fitted with GPS-satellite collars** - four males and one female - in order to closely follow these herds in preparation for their release over the next few months, and enable continual monitoring post-release
- A livestock vaccination campaign in Ishaqbini sought to improve livestock health and livelihoods for pastoralists, and reduce the threat of disease transmission from cattle, goats and sheep to hirola. **56,947 head of livestock from 194 households were vaccinated** in 2020 against black quarter, anthrax, contagious bovine pleuropneumonia, sheep and goat pox amongst others.

Ishaqbini Vaccination Campaign 2020

Species	No. Vaccinated	Diseases Covered
Cattle	19,090	Black quarter, anthrax and contagious bovine pleuro-pneumonia
Sheep	18,466	Sheep and Goat Pox
Goats	19,391	PPR and Contagious caprine pleuropneumonia
Total	56,947	

Giraffe

Ruko: In an ambitious rescue effort, Ruko Community Conservancy partnered with the Kenya Wildlife Service and NRT in December to **float two stranded Rothschild’s giraffes from Longicharo Island, on the eastern shores of Lake Baringo, to a new purpose-built sanctuary on the mainland**. Approval to move the giraffes by barge was granted by the Kenya Wildlife Service after lake levels started to rise by an estimated six inches a day. Six giraffes remain on the island, and are due to be moved over the next few months.

The giraffes were originally moved to Ruko in 2011, in a bid to reintroduce the Rothschild’s giraffe, formerly known as the Baringo giraffe, back to its endemic range. Today, fewer than 3,000 Rothschild’s giraffes are left in Africa, with about 800 in Kenya.



22 hirola calves were born inside the Ishaqbini Hirola Sanctuary in 2020, bringing the total population at the Sanctuary to an estimated 140 - a 180% increase since 2012. This represents 25% of the known global population of the species.



Stories from the Sanctuary

Lomunyak & Long’uro

Two notable rescues were Lomunyak and Long’uro. Lomunyak was saved from drowning in the Ewaso Nyiro River by hospitality staff in Samburu National Reserve. He was just 6-8-weeks old, and had injuries from what is thought to be a lion attack - his name means “Lucky” in Maa, and he is now recovering well at Reteti.

The second notable rescue, Long’uro, was found critically injured in Loisaba Conservancy - after having lost a third of his trunk to a hyena attack. Vets from Kenya Wildlife Service supported the Reteti team in the rescue, where euthanasia was discussed as a likely option due to the severity of his injuries. However, Long’uro continues to make a remarkable recovery, and as his wounds heal he has developed a playful nature.

Back to the wild; Bawa, Nadasoit, Lchurai, and Loisaba

Four Reteti elephants - Bawa, Nadasoit, Lchurai, and Loisaba - started their journey back to the wild in 2020, as they were released into the fenced Sera Rhino Sanctuary to join their six stablemates who were released last year. Keepers stayed in Sera with the orphans for several days as they adjusted to their new surroundings, then left once the orphans no longer wanted to return for their milk bottle.

Through GPS tracking collars, they continue to be monitored by a dedicated monitoring team which includes staff from Save the Elephants and San Diego Zoo, as well as the Sera rangers. The newly released orphans very quickly met up with the other Reteti orphans - Shaba, Mpala, Pokot, Warges, Sosian and Lingwesi, who were released into Sera Rhino Sanctuary in 2019. Monitoring data shows the orphans are commonly found with wild elephants and particularly one wild collared female and her herd.





Since 2011, eight calves have been born in Ruko, but just two have survived. The others have been lost to natural causes including python predation, and nutritional deficiencies – further reinforcing the urgency of their move.

The first giraffe to be sailed to safety - an adult female named Asiwa - had been cut off from the rest of the herd by herself for several months. Both Asiwa and the second young female to be moved, named Easter, were darted before being revived and walked onto the floating barge to be transferred to the mainland. They are now settling in well to the new 17.7 square kilometre predator-proof sanctuary, which is owned and operated by the Ruko community. The vision is to introduce other translocated giraffes to the sanctuary from elsewhere in Kenya in the future, once all the original animals have been moved from the island, with the ultimate goal of repopulating the wider area once again.

Tracking: Ishaqbini's world-famous 'white giraffe' - thought to be the only leucistic reticulated giraffe in the world - was fitted with a GPS tracking device in November, after a female giraffe and her calf, both with the same genetic condition, were found dead earlier in the

year due to poaching. The tracker allows real time monitoring which will help inform rangers of its whereabouts in an effort to ensure its protection - the white giraffe is an immense source of pride for the Ishaqbini community.

Sera Rhino Sanctuary

The Sera Rhino Sanctuary - East Africa's first and only community-run black rhino sanctuary - continues to operate as a best-practice example of community-led, cross-sector endangered species protection and conservation.

Two black rhino calves were born at the Sanctuary this year, bringing the total number of calves born in the sanctuary to eight and the total population to 18. There have been **no poaching incidents at the Sanctuary since inception**, and a dedicated canine ranger unit now has a permanent base in Sera. The Sanctuary **directly employs 83 people** (as rangers, rhino monitors, radio operators, drivers) and until the pandemic generated significant tourism revenue to the Sera community through the rhino tracking activities and accommodation offered at Saruni Rhino. This year the Sera board endorsed a 10-year Sanctuary management and development plan.

Other

Grevy's zebra translocation: 25 endangered Grevy's zebra were successfully translocated from Lewa Wildlife Conservancy to Sera Rhino Sanctuary in May. **This is the first translocation of Grevy's zebra to a community protected area in Kenya**, and highlights the critical lead role indigenous communities are taking in endangered species conservation.

The move was the latest in a series of initiatives aimed at boosting wildlife numbers in Sera, which already hosts 19 Grevy's zebra. It is expected that the new additions will diversify the gene pool and ultimately contribute to long-term Grevy's zebra conservation. All translocated zebra are doing well, and rangers have reported a number of new foals.

Vaccination Campaign: In 2019 NRT partnered with Samburu County Government, Kenya Veterinary Association, Ewaso Lions, Action for Cheetahs Kenya, Milgis Trust, Ol Malo, Sarara Foundation, Africa Network for Animal Welfare, Samburu Trust, Animal Care Centre, Daktari Wildlife Foundation and several other organisations to launch a domestic animal vaccination campaign against rabies and canine distemper.

2,312 dogs and cats were vaccinated in Samburu County in 2020. In addition to vaccinating the animals, pamphlets and pledge cards were given to all animal owners on diseases and ways to improve dog welfare, along with annual vaccination certificates. Some sterilisations were also carried out in order to reduce unwanted domestic dog numbers and improve health. Over 1,210 households benefited, as did the Kenya Society for the Prevention of Cruelty to Animals (KSPCA) who were donated vaccines as part of the project.

The project aligns with the Government of Kenya's National Rabies Elimination Strategy - a response to the growing risk of disease (primarily rabies and canine distemper) in domestic dog, human and wildlife populations. Rabies kills an estimated 2,000 people a year in Kenya, and outbreaks of the viral canine distemper disease killed large numbers of African wild dogs in Samburu and Laikipia in 2017 and 2019.

Oryx: The results of an aerial count conducted in Nakuprat Gotu conservancy in July 2020 revealed a 10% annual increase in the population of Beisa oryx in the area. An estimated 880 individuals were counted, compared to 709 individuals in 2018. However, livestock numbers utilising the area had also increased five-fold since 2018, necessitating the need for the Conservancy to address potential resource-competition threats.



2 giraffe in Ruko Community Conservancy were rescued from a disappearing island, and moved to a new community-run giraffe sanctuary on the mainland



Two black rhino calves were born in the Sera Rhino Sanctuary in 2020, bringing the total population to 18. There have been no poaching incidents since the Sanctuary's inception.

Securing a Landscape for Elephants

In 2020, there were **zero cases of elephants in NRT member conservancies being killed for ivory**. From a high of 103 poaching cases in 2012, this is a huge achievement for community conservancies.

However, while the cases of ivory poaching are at an all-time low, the **number of elephant deaths attributable to human wildlife conflict is a concern**. While there has been a reduction in conflict killing compared with the previous three years, further investment is needed in this area if conservancies are to prioritise it going forward.

Of the 86 elephant deaths recorded in the NRT member conservancies in Laikipia, Samburu, Isiolo and Marsabit counties in 2020, 36% were killed illegally. This number, known as PIKE (Proportion of Illegally Killed Elephants), is a slight increase from 30% in 2019. In all reported instances these killings were a result of human wildlife conflict. The remaining 64% of recorded elephant mortality was due to natural causes, or unknown.

Namunyak, Meibae, Sera and Melako conservancies reported the highest cases of human-elephant conflict.

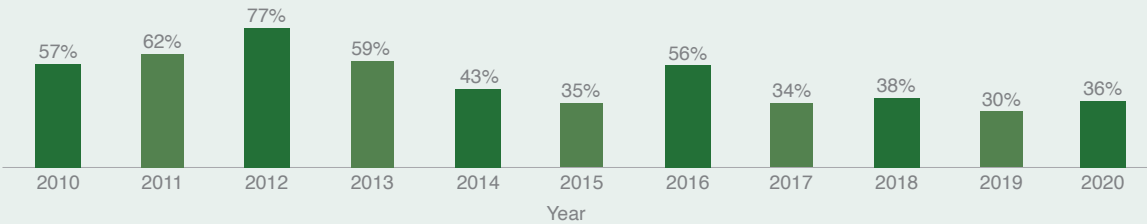
It is worth noting that the 2020 PIKE of 36%, while slightly higher than 2019, is significantly below the PIKE threshold of 54% which in Samburu is considered the level above which the population cannot sustain itself (Save The Elephants 2019).

Koya’s Journey Shows Elephants Feel Safe Again

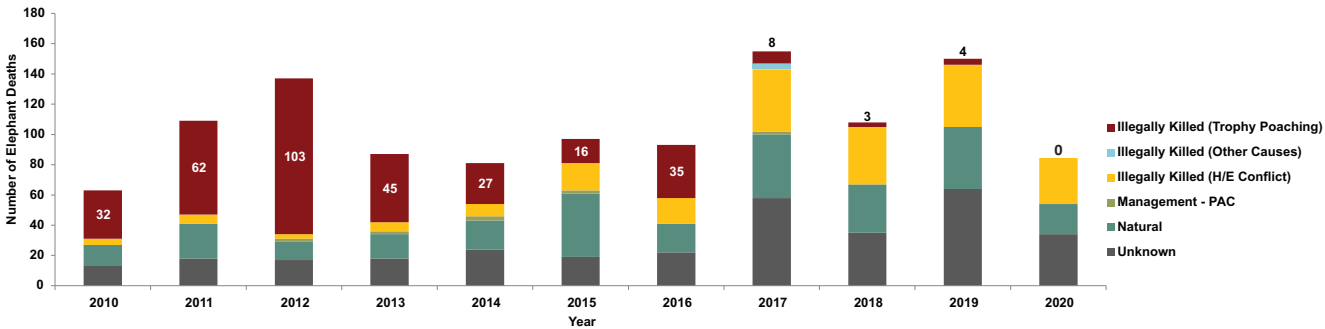
A female elephant fitted with a GPS tracking collar has made a remarkable journey from Samburu to Marsabit in Northern Kenya - suggesting that elephants are starting to feel safe again. Koya, aged 23, made the 48-mile trek with six of her family, traversing an area once troubled by tribal conflict and ivory poaching. This is the first time a female elephant has ever been recorded making this trip. With community conservancies working to provide secure spaces for wildlife and people, elephants are starting to expand their range once again.



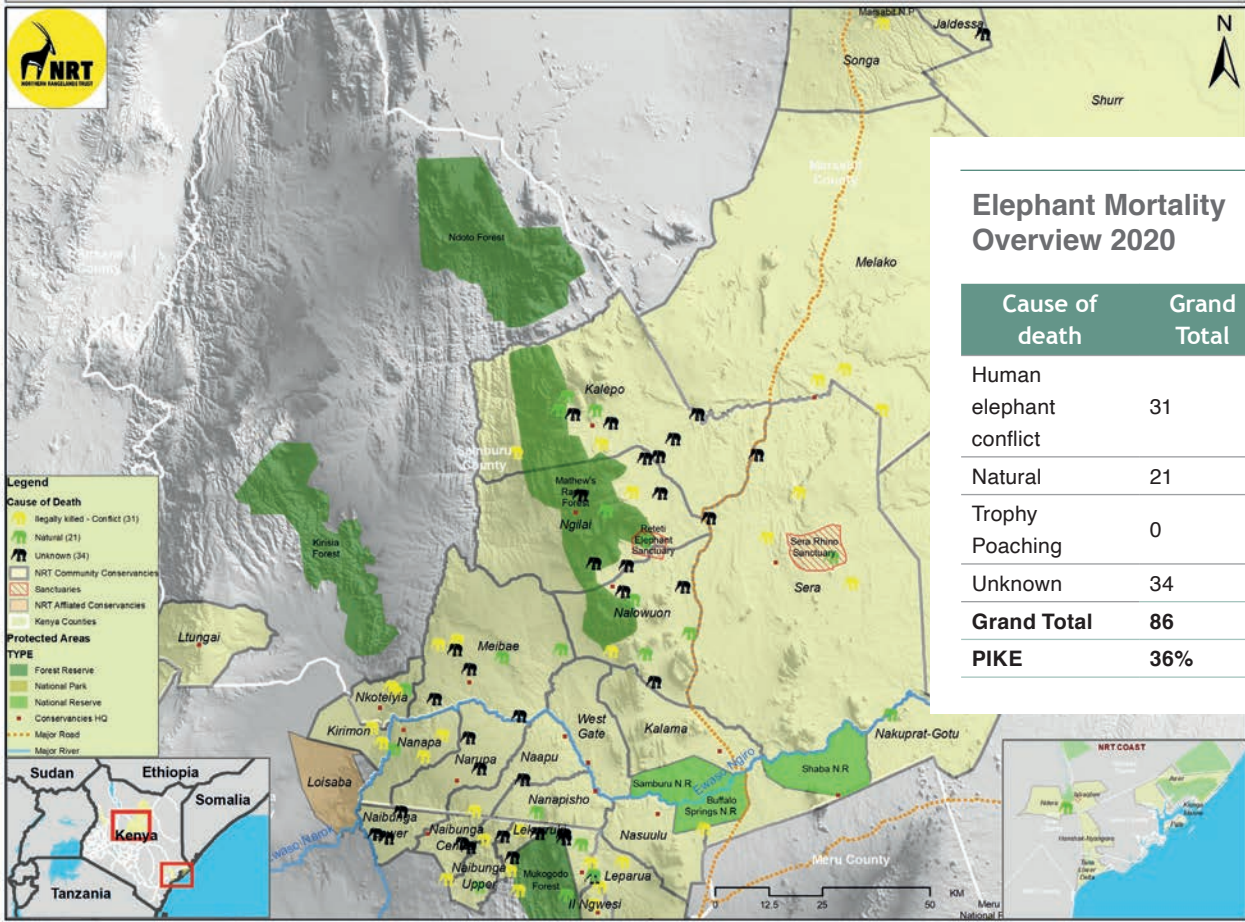
Proportion of Illegally Killed Elephants (PIKE)



Elephant Mortality by Cause of Death in NRT Member Conservancies



ELEPHANT MORTALITY IN 2020 FROM NRT MEMBER COMMUNITY CONSERVANCIES



Human Wildlife Conflict

Naibunga fencing: Since 2012, nine people have been killed by elephants in the Naibunga conservancies in Laikipia, with a further six people injured. This area has the **highest level of human-elephant conflict of all NRT-member conservancies.**

To address this, NRT are working with the communities to **explore fencing options at critical grazing, water and settlement conflict hotspots.**

A feasibility study, including widespread community consultation, was conducted in 2020. It recommended three areas for large-scale fencing which will exclude elephants, but allow people and livestock to move freely. An environmental impact assessment will be done in January 2021. Funding for fencing has yet to be secured.

Ndera fencing: This year, as part of an ongoing project to improve food security and reduce human-wildlife conflict in Ndera Conservancy, a 900-metre electric fence was built to protect the crops of 12 farmers. Since, 2019 NRT have piloted different types of permanent and portable electric fences, benefiting a total of 16 farmers. The impact of these fences on reducing crop-raiding by wildlife is being assessed, however, flooding of farms along the Tana River resulted in fences being submerged this year.



2020 saw the elephant poaching in NRT member conservancies reduced to zero, however, human/elephant conflict remains a challenge



#10Guardians; Grevy's Zebra Champion Stephen Lenantoiye

It's been 19 years now, but the gunshot sound still lingers in Stephen Lenantoiye's head. This was not a usual shootout between warriors during a cattle raid — these shots were aimed at five innocent Grevy's zebra, grazing on the plains where Stephen was also grazing his family's cattle.

"I felt really sad. I was young and unable to scold the perpetrator then, plus I didn't quite understand the importance of wildlife conservation at that time," he says. That incident stayed with Stephen, and when his community formed Westgate Community Conservancy, he knew he wanted to be a part of it. Now, he leads a team of 35 conservancy rangers, who work closely with the Kenya Wildlife Service and local authorities to build peace and security for the wildlife and people of Westgate, home to a high number of endangered Grevy's zebra.

A large part of his team's remit is to work with partners to monitor Westgate's Grevy's zebra, helping to shape effective conservation measures. Stephen, who calls himself a Grevy's guardian, says that habitat loss, unplanned human settlement and drought pose a big threat to the species. That is why he raises awareness in the community on the need to carefully manage the plains where the animals breed during rainy season - both for the zebra and for sustainable pastoralism.

To ensure there is enough forage for both wildlife and livestock, Westgate Conservancy launched a rangelands management plan, where communities come together to clear invasive plant species on their land, reseed bare land with grass seeds and plan sustainable grazing practices. "Together with good security, this is really benefiting the Grevy's zebra" says Stephen. "During the rainy season, we usually spot a group of more than 300 Grevy's zebra in the plains and within the core conservation areas," he says proudly. When the Ewaso Nyiro River is dry, Stephen even leads his ranger team to dig shallow wells in the for wildlife to find water.

"Now that I know the importance of wildlife conservation, I have a duty to educate my community on the need to protect these animals since we have all seen benefits ranging from employment, education scholarships and community development projects," says Stephen.



Forests & Marine

Turtles

- Pate Marine Community Conservancy marine rangers recorded 64 sea turtle sightings in the same location across two patrol days in 2020 - the highest number of sightings that the conservancy has ever recorded
- 13 green turtle carcasses were recorded in Pate due to natural or unknown causes, and in Kiunga, 39 green turtle and two hawksbill turtle carcasses were recorded up to October 2020, of these, six were due to poaching. This is an increase compared to 2019 and partly due to improved patrol coverage by rangers in Kiunga in 2020 with an additional patrol boat and improved security allowing them to access more turtle nesting beaches. However, the increase in poaching reports and overall mortality remains a concern.



After closing a fishing area to let stocks recover, fishers in Pate (mostly women) caught over 1,000 kgs of octopus across the nine days of reopening, earning KSh 197,872 (USD 1,978) in revenue

Establishing Locally Managed Marine Areas (LMMAs)

What is a Locally Managed Marine Area (LMMA)?

A Locally Managed Marine Area (LMMA) is an area of nearshore waters and its associated marine resources that is largely or wholly managed by the coastal communities, land-owning groups, partner organizations, and/or collaborative government representatives who reside or are based in the immediate area. An LMMA differs from a Marine Protected Area (MPA) in that LMMAs are characterised by local ownership, use and/or control, and in some areas follows the traditional tenure and management practices of the region. Communities typically set aside at least part of an LMMA as a no-take zone or impose certain gear, species, or seasonal restrictions to allow habitat and resources to recover from fishing pressure, or to sustain or increase fish catch. An LMMA can vary widely in purpose and design; however, two aspects remain constant: a well-defined or designated area, and substantial involvement of communities and/or local governments in decision-making and implementation.

Four LMMAs are active in Pate Conservancy; two are no-take zones targeting specific reefs where all fishing is restricted, and two are seasonal closures specifically targeting octopus. BMU members, local fishers, and conservancy rangers work together to monitor and police illegal fishing within LMMAs.

Pate Island Octopus Fishing - Post-Closure Overview 2020

Dates	Days Opened	Largest Octopus Size (Kgs)	Total Catch (Kgs)	Market Price per kg (KSh)	Price Sold per Kg (KSh)	Income to Fishers (KSh)	Contributions to Women's Association (KSh)
April 2019	4	2.8	186	150	230	42,780	5,580
Sept 2019	5	3.8	868	170	250	217,000	26,040
March 2020	2	3.3	425.3	80	230	97,819	13,500
August 2020	7	3.5	588.55	100	170	100,053	0*
Total						436,884	48,120

** No contributions were made to the women association account during the August 2020 opening. The community decided all funds would remain with the fishers due to impact of Covid-19 on the octopus market.

Pate opened the seasonal closures twice this year (March and August), for octopus fishing. The (mostly women) fishers caught over 1,000 kgs of octopus across the nine days of opening, earning KSh 197,872 (USD 1,978) in revenue. Covid-19 has adversely affected octopus market prices. For every kilo of octopus landed, KSh 30 was deposited into the women's association account.

Kiunga Community Conservancy has proposed nine potential sites for their own LMMAs, including temporary octopus closures, and gear restriction zones. Awareness, verification, and mapping exercises were conducted in November 2020, and two proposed LMMA (and octopus closure) sites have been selected for immediate piloting and demarcation by February 2021.

Using Community-Managed Monitoring Systems to Track Changes in Marine Ecosystem Health and Fish-Stocks

- 121 participants were involved in an eight day **fisheries monitoring, control and surveillance training** in Pate and Kiunga. In attendance at the training:
 - 45 Beach Management Unit representatives and 47 community members and NRT Coast staff

- Eight Lamu County Government representatives
- Eight staff from the Kenya fisheries, forest and wildlife services
- Two representatives from the Directorate of Criminal Investigation
- Five National Government representatives
- Five National Police Service representatives and one Kenya Navy representative
- 14 participants from Pate and Kiunga conservancies joined key project partners to complete a **two-month online coral reef restoration course** - aimed at supporting the restoration of corals, enhancing fisheries, and improving the management of LMMAs. The course resulted in the development of the Pate Marine Community Conservancy reef restoration plan which is currently being implemented, with the **goal of restoring half a hectare of reef using low-cost and low-tech methods (such as artificial reefs).**
- Ranger-based coral reef monitoring surveys were carried out by Pate and Kiunga conservancy 'reef rangers' in November 2020. Results are currently being analysed and compared with previous survey data.

Improving Fisheries Governance

What is a Beach Management Unit?

Beach Management Units (BMUs) are a governance structure that allow for a collaborative approach to fisheries management. They are made up of fishers, fish traders, boat owners, fish processors and other stakeholders who traditionally depend on fisheries activities for their livelihoods.

BMUs are governed using the Fisheries Act and the BMU Regulations of 2007, through their internal administrative rules (by-laws) approved by the BMU assembly and the Director of Fisheries. Conservancies act as umbrella institutions bringing together BMUs that operate over a geographic area determined by the conservancy membership, with the chairperson of each BMU sitting on conservancy boards.

- In 2020, fisheries by-laws for all 21 BMUs in Pate, Kiunga and Awer community conservancies were fully signed and endorsed by Lamu County Government. This represents nearly 50% of all BMUs in Lamu County. Registration certificates for all the 41 BMUs in Lamu County were also issued, and BMU sub-committees established (finance, patrol, sanitation, environment, and conflict resolution).
- Draft by-laws for Ozi and Chara BMUs in Lower Tana Delta Conservancy were also completed and await endorsement
- Pate Community Conservancy also secured two fishing boats for conservancy women's fisher associations, as part of a move to empower more women in the industry, and strengthen household economies

Recycling Plastic at the Coast

Kiunga Community Conservancy's Bahari Moja project continued with community members, conservancy rangers and staff collecting approximately 20 tonnes of plastic waste from the surrounding beaches in clean-up efforts in June, October and December. The construction of a house for the plastic shredder was completed as part of Kiunga Conservancy's plastic recycling centre, using recycled plastic eco bricks made by community women. The shredder has been successfully installed and community members trained on plastic sorting, crushing and recycling.



Carrying out Reforestation Activities in Degraded Forests and Mangroves

- **50 mangrove restoration experts** have been identified in Kiunga and Pate
- **49,948 mangrove seedlings were planted** in Pate, Kiunga and Lower Tana Delta conservancies. The nurseries were holding 11,325 mangrove seedlings by the end of 2020.
- A simple **participatory mangrove monitoring** tool has been developed for the nurseries and restoration sites. Community mangrove restoration experts conduct regular monitoring and 'gapping' of the planted sites, and they have recorded a **successful growth rate of 80%** in nurseries and planted mangroves seedlings.
- A Community Forest Association was established covering mangrove management in Pate. The CFA will provide the institutional and legal framework for community participatory forest management. NRT is currently working with communities to map degraded areas, areas that need protection, and areas earmarked for harvesting, where harvest plans will be developed.
- Community and stakeholder engagement and awareness creation sessions have been successfully completed in 24 villages within Kiunga and Pate and adjacent areas to build support for CFAs
- 52 people (31 men and 21 women) from Pate and other parts of Lamu formed a Participatory Forest Management Plan (PFMP) Local Planning Team and received training on the process of CFA formation, PFMP development, the use of data collection tools for field surveys





6 FINANCE & SUSTAINABILITY

NRT's thinking around sustainability continues to evolve. Having achieved proof of concept at significant scale, the next phase for NRT is to ensure this can be converted into long-term success and can be represented by:

- **Ensuring longevity** of the NRT model in existing conservancies
- Intentionally move conservancies towards operating **independently of NRT**

New thinking has redefined the NRT sustainability strategy so as to be effective at three levels:

1. Conservancy Level
2. NRT Central Level
3. National and County Government Level

Specifically, at Conservancy Level, NRT is working to develop a “**Conservancy Development Assessment Framework**” (CDAF) in partnership with Flora and Fauna International. The tool will be piloted on eight selected conservancies, and will then be rolled-out to all 39 conservancies.

This tool will enable effective categorisation of a conservancy's stages of maturity and inform management and investment decisions to be tailored to each individual conservancy's needs.

Conservancy Development Assessment Framework is centred around three enabling factors:

1. Conservancy Management
2. Conservancy Governance and
3. Conservancy Finances

As we work towards devolution of skills to conservancies, resources required at NRT HQ will decline. As part of our sustainability strategy at NRT Central Level we are seeking to:

- **Streamline operations** – envisioned through the development of a 5-year plan and 30 year vision
- Be able to fund those programmes and associated support that is required to continue – **this will change NRT's strategic funding plan**

Changes to the strategic funding plan are fundamentally and essentially poised to **evolve NRT from being a donor-dependent organization to that with a self-sustaining income base**. This requires diversifying NRT's income streams. The long-term aim in this respect is for:

- NRT to have **diversified its income base** so that donor funds represent only 25% of income
- The **Conservation Trust Fund** to be capitalised to approx. USD 50 million so that even when invested conservatively, it can generate annual income that represents a further 25% of NRT's budget
- Commercial revenue from NRTT activities including carbon, tourism, solar and other potential **commercial revenue streams** will generate a further 25%
- **National and County Government to provide a minimum of 25% support** (facilitated through NRT's developing National and County Government Level sustainability strategy)

Some donor, all commercial and all county government support will flow directly to conservancies, which will directly reduce the amount NRT needs to fund in respect of conservancy operational costs.

In 2020, NRT has achieved the following highlights in reaching its longer-term strategic aims:

Conservation Trust Fund: Working with partners, TNC, NRT has secured the first donation for the Conservation Trust Fund (USD 3 million) to capitalise the fund

Commercial Income:

- **Tourism:** While COVID-19 brought international tourism income to a halt, there has been growing interest in visiting conservancies from Kenyan

travellers. NRT has supported four conservancies establish and upgrade four self-catering camps, which are community owned and managed. Visitor numbers are steadily growing, with positive traveller feedback. This represents an interesting additional revenue stream for conservancies and include benefits such as community employment, skills development opportunities and increased awareness of what conservancies have to offer within the Kenyan public.

- **Carbon:** At the end of 2020 the Northern Kenya Grassland Carbon Project was nearing completion of its verification audit and was approaching the issuance of credits generated by the project. Revenue from the sale of carbon credits will be reinvested into the 14 participating conservancies helping to directly support conservancy operations costs, as well as fund community-identified needs. The first sales of credits are expected in early 2021.

Government Funding:

- NRT has recorded the **highest level of government funding through County Governments to support conservancies to date** in 2020.
- Further, National Government provided economic stimulus and allocated funds to support ranger salaries for six months following the initial COVID crisis.

APPENDIX

1. Governance Index - What Does Good Governance Look Like?

Accountability

Accountability is defined in the following ways: i) Transparency supported by timely access to relevant information and ii) Accountability for responsibilities, other actions and inactions.

- 2019 score: 60%
- 2020 score: 69%

It is measured by the performance of the conservancy:

- In planning and reporting at the AGM
- Transparency in decision-making at management and board level
- Clear and timely zonal feedback on ALL conservancy related issues
- Distribution and publishing of conservancy reports
- Financial and monthly reporting to NRT and other stakeholders

Direction

Direction is effective coordination and collaboration between different sectors and levels.

- 2019 score: 59%
- 2020 score: 77%

It is measured by:

- Strategic leadership of the board and management in planning operations
- Formal adoption and implementation of the management plan
- Financial security through budget planning and fundraising
- Strength of partnerships with all stakeholders including the community
- Strength of effective communication

and feedback cycles within the community

Fairness & Rights

Fairness & Rights is defined in the following ways: i) Recognition and respect for the rights of all relevant actors and effective processes for dispute resolution, ii) Effective measures to mitigate any negative impacts, especially on poor people, iii) Fair sharing of benefits according to criteria agreed by relevant actors.

- 2019 score: 49%
- 2020 score: 56%

Is is measured by:

- The establishment and execution of equitable benefit sharing.
- Approval from the community and transparency of benefits distributed
- Recording, monitoring and addressing of conflicts related to benefits in a timely and appropriate manner

Legitimacy & Voice

Legitimacy & Voice is defined in the following ways: Recognition of all relevant actors and mutual respect between them Legitimacy & Voice Effective participation of relevant actors in decision-making.

- 2019 score: 45%
- 2020 score: 75%

It is measured by criteria relating to:

- Updated and current registration and land tenure
- Representation of all zones, clans, tribes, gender, youth, elderly and marginalized at the board level and within community meetings and AGMs
- Cohesion of board, management and community in conservancy development

- Ability of every stakeholder to have an inclusive voice and influence decisions

Performance

Performance is defined in the following ways: i) Effective and fair enforcement of laws and regulations, ii) Achievement of conservation and other objectives efficiently and as planned.

- 2019 score: 54%
- 2020 score: 73%

And is measured by criteria relating to:

- Efficient finance, HR and operational management structures
- Documentation and approval from board and community of operational and grazing plans
- Routine monitoring, reporting, planning and adaptation of operational plans
- Detailed and timely reporting with traceable document on finance
- Sufficiency in equipment and budgetary requirements through proactive resource mobilization

2. Conservancy Infrastructure - Detailed Breakdown 2020

Security:

6 ranger outposts built:

- Kinya Outpost - Sera
- Nakuprat Gotu Ranger Outpost - Nakuprat Gotu
- Ntorobo Outpost - Biliqo Bulesa.
- Ranger's kitchen - Il Ngwesi
- Pate outpost - Pate
- Kiunga outpost - Kiunga

1 ranger outpost under construction:

- Office, kitchen and rangers quarters - Pellow
- 2 infrastructure projects started in partnership with KWS:

- Social Hall - KWS Rapid Response Unit Isiolo
- Baomo KWS accommodation - Tana River (90% complete)

Governance:

- 1 conservancy HQ under construction at Masol Conservancy

Livelihoods:

5 schools benefited from new infrastructure:

- Isiolo County: Admin block & laboratory: Kipsing School, Nanapisho. 2 classrooms: Lenkuruma Primary School, Naapu.
- Samburu County: 2 classrooms: Wamba Mixed Secondary, Nalowuon
- Marsabit County: Office block: Lpus Primary School, Songa. Teacher accommodation: Karare School, Songa.

4 community owned tourism initiatives built/ repaired:

- Samburu County | Meibae Conservancy Bandas, Nkoteiya Conservancy Lodge
- Laikipia County | Fence and gabions around Koija/OI Gaboli (Naibunga Lower)
- Marsabit County | Melako Conservancy

Clinic fence & accommodation complete in Biliqo Bulesa, Isiolo County

Wildlife:

- Ruko Giraffe Sanctuary fencing work completed
- Ishaqbini hirola sanctuary release boma and dam construction
- Reteti Elephant Sanctuary – Manager's House, KWS accommodation, water supply and fence under construction.

Endnotes

- 1 Brooks, Jeremy S. 2017. Design Features and Project Age Contribute to Joint Success in Social, Ecological, and Economic Outcomes of Community-Based Conservation Projects. Conservation Letters January/February 2017 10(1): 23–32.
- 2 Namati 2016. Community Land Protection Users Guide. Namati: Innovations in Legal Empowerment.
- 3 What is gender mainstreaming? Council of Europe <https://www.coe.int/en/web/genderequality/what-is-gender-mainstreaming>

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 Page 65: Frank Pope, Save the Elephants

Page 67: Roshni Lodhia, TNC
 Page 68: Vivian Jebet, NRT
 Page 69: All Nyasha Kadandara, AFD
 Page 71: All Vivian Jebet, NRT
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