



Darwin Initiative Capability & Capacity: Final Report

To be completed with reference to the "Project Reporting Information Note":
(<https://www.darwininitiative.org.uk/resources/information-notes/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

Submission Deadline: no later than 3 months after agreed end date.

Submit to: BCF-Reports@niras.com including your project ref in the subject line.

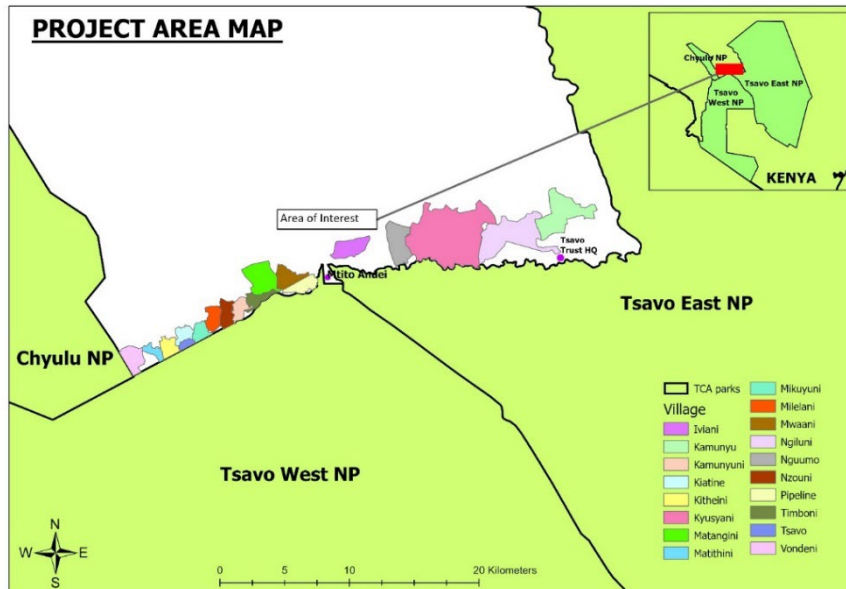
Darwin Initiative Project Information

Project reference	DARCC010
Project title	Building effective and equitable multi-stakeholder mitigation for HWC in Tsavo
Country(ies)	Kenya
Lead Organisation	Zoological Society of London
Project partner(s)	Kenya Wildlife Service (KWS), Conservation Alliance Kenya (CAK), The Universal Ranger Support Alliance (URSA)
Darwin Initiative grant value	£199,462.00
Start/end dates of project	1/05/2022 – 30/06/2024
Project Leader's name	Gurveena [REDACTED]
Project website/blog/social media	https://www.zsl.org/conservation/regions/africa/kenya-conservation-work Twitter: @ZSLAfrica
Report author(s) and date	Gurveena [REDACTED], Olivia [REDACTED], Fridah [REDACTED]

1 Project Summary

ZSL has worked in Tsavo for over 30 years, primarily focusing on critically endangered species protection (e.g. black rhinoceros). Since 2019, ZSL partnered with two communities (Mang'elete and Kamungi) located on either side of the Mombasa-Nairobi highway, forming a buffer on the northern edge of Tsavo East National Park (TENP) and Tsavo West National Park (TWNP) and the eastern edge of Chyulu Hills.

The communities are predominantly subsistence arable farmers, with some livestock (predominantly goats and chickens). They are poverty-stricken, over reliant on limited natural resources and highly vulnerable to extreme climatic conditions, such as droughts and floods. Human-wildlife conflict (HWC) is increasingly worsening poverty for communities in the biodiversity-rich Tsavo landscape. The challenges these communities face were identified throughout our five-year partnership, supported by data collected from partners and through surveys and discussions with community members.



Kenya Wildlife Service (KWS) recorded 30,664 cases of HWC between 2001 and 2016. According to KWS and Tsavo Trust (TT, a long-term partner of ZSL and a key stakeholder in this landscape), incidences of HWC (e.g. general threats to people, crop damage, predation of goats or chickens, property destruction), particularly from elephants (HEC) are increasing. Surveys conducted with these communities prior to the project (2021) found that in Kamungi, 100% of respondents experienced conflict with wildlife and in Mang'elete, 56% of respondents reported conflict with wildlife. Across both communities, respondents reported an average annual loss of 51% of crops and 55% of livestock, demonstrating that HWC was a significant issue, with a direct impact on the livelihoods of residents. The difference in reported HWC between communities, with Kamungi being more affected, was likely the result of a 12-strand electric fence built in Mang'elete in 2020. In 2022, a 33km 3-strand electric fence was built by TT to protect Kamungi with a second section built by the country government in 2023, thereby extending nearly 60 km. Although this had a positive impact on HEC in Kamungi, this has not completely protected community land, as elephants are able to go round the end of the fence, shifting conflict to new areas.

Before this project was implemented, communities had an extremely fragile relationship with wildlife and protected area management staff. This has been an ongoing issue raised anecdotally during our work with communities and KWS, which was worsened by the COVID-19 pandemic due to depleted revenue from tourism for KWS. Subsequently, KWS had fewer available resources to respond to HWC and facilitate compensation for affected individuals, leading to frustrations on both sides. ZSL's priority in Tsavo has therefore been to encourage a community attitude change towards ecosystem stewardship and co-existence with wildlife, to expand our work for improving relations between communities and conservation practitioners, including NGOs and protected area management staff.

Consequently, this project sought to build the capacity of KWS personnel working in Tsavo to reduce community grievances regarding KWS and protected areas resulting from HWC, by improving KWS-community collaboration, decision-making processes, and governance structures. This work was designed to be guided by international best practice, including the IUCN Guidelines for HWC (published in early 2023 by the IUCN Human-Wildlife Conflict and Coexistence Specialist Group). By aiming to reduce the number of HWC incidents, we hoped for fewer economic costs for communities from damages to themselves, farms, livestock and local infrastructure, and to prevent the retaliatory killing of wildlife.

2 Project Partnerships

Our collaborative approach involved three key partners: Kenya Wildlife Service (KWS), Conservation Alliance Kenya (CAK) and Universal Ranger Support Alliance (URSA). Throughout the project, we found these to be successful partnerships, and we were able to both strengthen existing relationships in Tsavo (with KWS and partner communities Mang'elele and Kamungi) as well as build new ones (CAK, URSA – a new engagement for ZSL Kenya, although ZSL and URSA have an existing relationship).

ZSL works with KWS on all aspects of our work in the Tsavo Conservation Area. Broadly, KWS holds the legal mandate to conserve all wildlife on behalf of the people of Kenya. At the same time, they have the responsibility to safeguard "*mwananchi*" (citizens) from disturbances by wildlife. As such, ZSL's partnership with KWS on the project was natural and crucial to achieving our goal. KWS has the authority to streamline and increase the functionality of key aspects of the conservation sector in Kenya, which made it a key candidate to benefit from capability and capacity building activities through this project. Within KWS, wardens and rangers with community-facing roles as well as a handful of senior managers (ensuring project buy-in) were prioritised for training.

KWS were involved in all aspects of the project, including project design, the project launch and close-out and all implemented activities. Firstly, we engaged with senior KWS leadership to socialise the project goal and objectives and ensured that the project was aligned with the ongoing national processes related to HWC. This included the development of a HWC strategy for Kenya with site-based action plans, a review of the ranger training curriculum, and looking at the Code of Conduct for rangers when dealing with HWC.

It was critical that this project engaged all stakeholders in the landscape, to ensure that positive changes relating to HWC would be incorporated at all levels of the KWS framework. To achieve this, ZSL partnered with CAK, who are an alliance of 66 conservation NGOs operating in Kenya. Their network of members represents a diversity of stakeholders, from conservation practitioners to local government and community groups. CAK's strength is convening stakeholders together, and they also have a deep interest in HWC in Kenya. CAK's added value to the project has been clear, and after this project has finished CAK will continue to scale-up the implementation of best practices developed in this project across Kenya.

Furthermore, CAK were well-placed to facilitate engagement with other players in the sector who had not traditionally been part of the ZSL network, given their strong pre-existing relationships with high level government officials. A key positive outcome of this partnership has been CAK's ability to bring top parastatal and ministry officials to the project launch, contributing significantly towards project visibility as recommended by the British High Commission via an email exchange. CAK were also integral to project delivery; with support given to the project launch, the KWS competency assessment workshop, the SAGE workshop, and convening the HWC stakeholder meeting in the Tsavo landscape, together with ZSL.

The ZSL and URSA partnership was the result of a coalition of organisations coming together at the International Ranger Federation to form URSA in July 2020, of which ZSL is a member. URSA led the development of an International Code of Conduct for rangers and have been developing this with other partners across the globe. URSA was instrumental in discussions around trust building, including facilitating trust building training, and have been leading on the development of a good practice guidelines for building trust between rangers and communities.

Beyond these formal partnerships, the project collaborated with other stakeholders including partner communities and other government bodies, such as the Government of Makueni County, who actively participated in relevant project meetings. Other contacts that were engaged in meetings included the Assistant County Commissioner, Chiefs, Assistant Chiefs, and village heads (incl. men and women). Additionally, 70 community members living in seven administrative locations adjacent to the northern edges of Tsavo East and West National Parks were selected to form seven Human-Wildlife Conflict Resolution Committees (HWC-RCs). Each committee is comprised of ten members from these seven HWC hotspot locations: Mang'elele, Mtito Andei, Kathekani, Kambu, Ngwata, Ulilinzi and Masongaleni. The purpose of the HWC-RCs is to provide

a formal structure for communities to engage in HWC governance, with committee members sensitised and trained in topics relevant to HWC. The committees included men, women, people with a disability and youth.

Finally, a systems-change expert from Leaders' Quest was involved in providing advice on the trust building workshop to improve relationships between KWS and communities (elements we sought her advice on are found within Annex 5.1). Leaders Quest's have vast experience working in hierarchical organisations to build change, and we shared key learnings from the SAGE process conducted with communities and sought her advice on how best to approach the trust building workshop.

3 Project Achievements

A summary of some of the key achievements:

- Human-Wildlife Conflict (HWC) Reduction: 73% of participants reported a decrease or strong decrease in HWC over the past year.
- Improved Coping Abilities: 94% of participants feel more able to cope with HWC compared to when the project started, with 63% feeling a lot more capable.
- Positive Conservation Attitudes: 98% of participants have a more positive attitude towards conservation, with 73% feeling significantly more positive.
- Enhanced Relationship with KWS: 98% of participants feel their relationship with the Kenya Wildlife Service (KWS) has improved over the past year.
- Improved KWS Management of HWC: 94% believe KWS management of HWC has improved, with 33% stating it has significantly improved.
- Effective Knowledge Implementation: 100% of participants feel that KWS is effectively implementing the knowledge and skills learned during the project.
- Voice in Decision-Making: 100% of participants feel there are opportunities for their voices to be heard in protected area management decisions.
- Stakeholder Engagement: Five stakeholder meetings were conducted involving communities, government, and county representatives.
- Development of Best Practice Guidelines and SAGE Action Plan: Produced a comprehensive Best Practice Guideline and SAGE action plan.
- Training Achievements: 80 KWS staff and 70 members of human-wildlife conflict resolution committees trained, with increased competency scores across all topics from Year 1 to Year 2 for KWS staff.

3.1 Outputs

Output 1

Structured gap assessment of KWS community-focused training materials and practices, utilising the IUCN HWC Task Force Guidelines, IIED's SAGE Tool and a capacity assessment, informs the development of Best Practice Standards.

Indicator 1.1 Structured assessment process agreed by KWS and communities by Y1Q2

In July 2022 a formal meeting was organised and facilitated by ZSL to launch the project, attended by KWS and representatives from Kamungi and Mang'elete, as well as project stakeholders (county and national government, and TT) (activity 1.1) (Annex 5.2). The main objective was to explain the projects timeline, objectives, and activities, and to ensure that all stakeholders were known to each other. During the meeting, HWC was highlighted as the greatest concern to both communities and KWS. As CAK were unable to attend the meeting in July, a separate inception meeting was held in August (Annex 5.3). This led to a further high-level meeting with heads of departments at KWS headquarters and from the Ministry of Tourism, Wildlife & Heritage in October 2022, where the project was presented to increase visibility and

enhance the potential of working towards common goals and shared visions (evidence saved, however cannot share due to sensitivities).

Also in Y1, a stakeholder analysis and mapping exercise was carried out to evaluate the different actors affected by the project, or who may have an interest or be able to influence the project in different ways (activity 1.2). This included a discussion on the barriers to engaging each actor group, as well as identifying methods to help remove these barriers to facilitate engagement. As part of this process, Free, Prior and Informed Consent (FPIC) principles were followed, and the existing Grievance Redress Mechanism (GRM) was reviewed to ensure it was an effective mechanism accessible to everyone. Additionally, in November 2022, the ZSL team held meetings with KWS to introduce the different processes, including for FPIC and stakeholder mapping (evidence saved, however cannot share due to sensitivities).

To engage and understand the perceptions of communities, attitude surveys were conducted in September 2022, with 154 respondents (27 male and 127 female) as part of another ZSL-led project (UKAM 205210-264) operating at the same sites (report in Annex 5.4). These were repeated under this project in March 2024, with 77 respondents (53 men, 24 women) (results in Annex 5.5). Additionally, community consultation meetings were held, and 10 community members were invited to attend the project launch (activity 1.6). Community members were also consulted and engaged in the SAGE assessment and self-selected as village representatives for the HWC-Resolution Committees (HWC-RCs) (70 people in total), to be involved in HWC governance and capacity-building activities.

In Y1, we started a draft of a training plan, which was based on the results of the community surveys carried out in September 2022, the capacity needs assessment carried out in November 2022 and the SAGE assessment carried out in December 2022. The training plan was subsequently finalised in Y2 (Annex 5.6).

Indicator 1.2 Recommended Best Practice Standards developed by Y1Q3

The Best Practice Guidelines (BPG) are based on the results of the capacity and SAGE assessments, community consultations, and information gathered during training sessions held throughout the project. The development of the guidelines (activity 1.9) was initially delayed due to the HEC incident outlined in a change request submitted in Y1 (Annex 5.7), which meant that relevant training was subsequently postponed. The final document was therefore completed in the no-cost extension period (March-June 2024) (Annex 5.8) and shared at the IUCN Regional Conservation Forum held in Nairobi in June 2024 (activity 1.9) (report in Annex 5.9). Our Partner CAK will continue to share the Best Practice Guidelines through its membership network.

Indicator 1.3 Participatory assessment of KWS Tsavo community practices and training materials in relation to HWCx, including findings and Best Practice Standards, agreed by stakeholders and submitted to KWS by Y1Q3

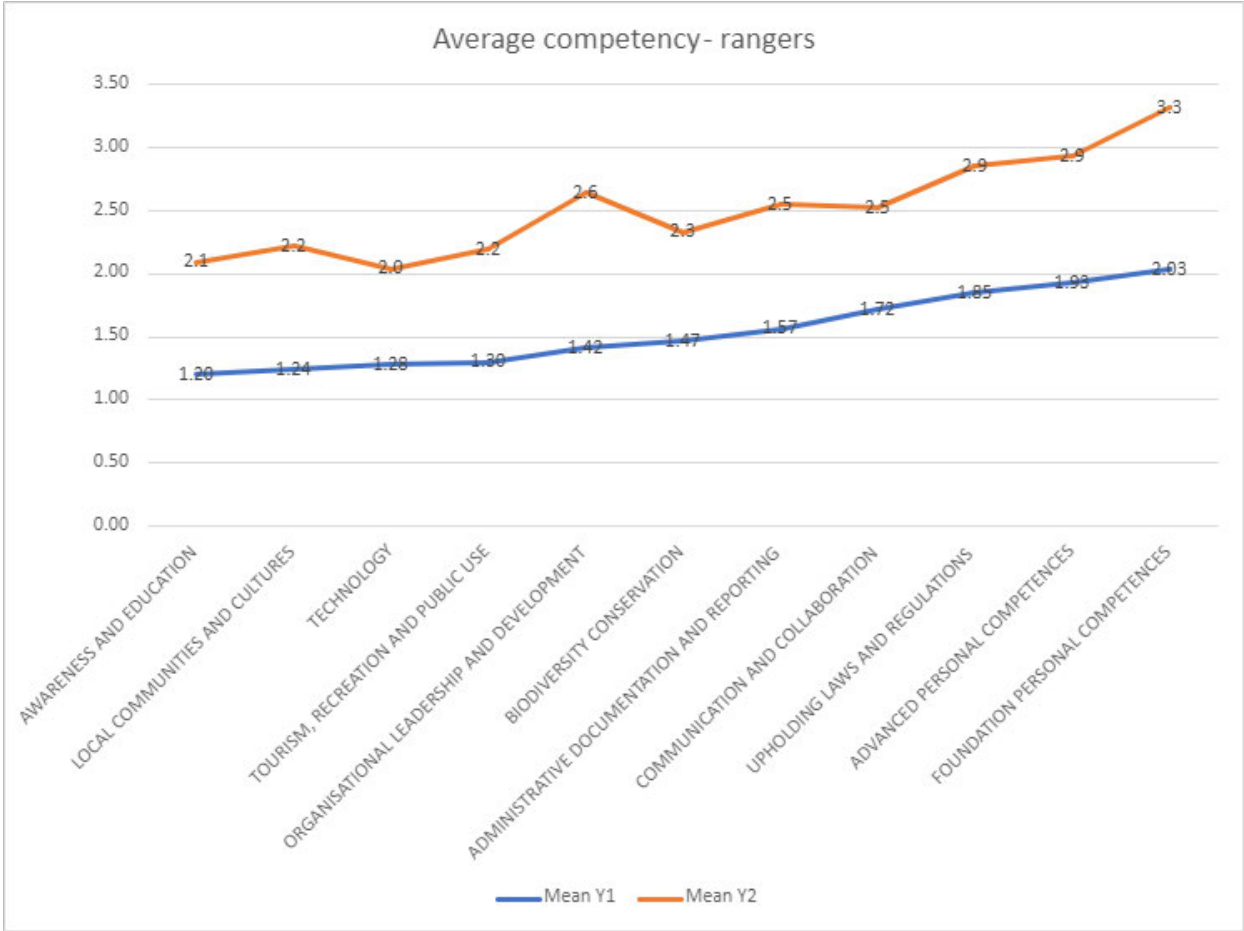
In Y1, several consultative meetings were held with KWS officers on the ground to identify potential knowledge gaps related to community-centred conservation. These were aligned to the IUCN Global Protected Area Competencies Register and consolidated into an assessment questionnaire (Annex 5.10), which was further tailored for KWS rangers (lower cadre) and wardens (higher cadre). Ten wardens (two female, eight male) and 29 rangers (three female, 26 male) participated in the self-assessment (activity 1.5), with results in Annex 5.11 & 5.12. The assessment results were subsequently shared in a workshop attended by representatives from both cadres (activity 1.7), as well as with the Tsavo KWS leadership team, including the Assistant Director (AD) of TWNP, the AD of Community Conservation in Tsavo and the country wardens in charge of HWC compensations for Makueni and Taita Taveta counties (evidence saved but cannot be shared due to sensitivities).

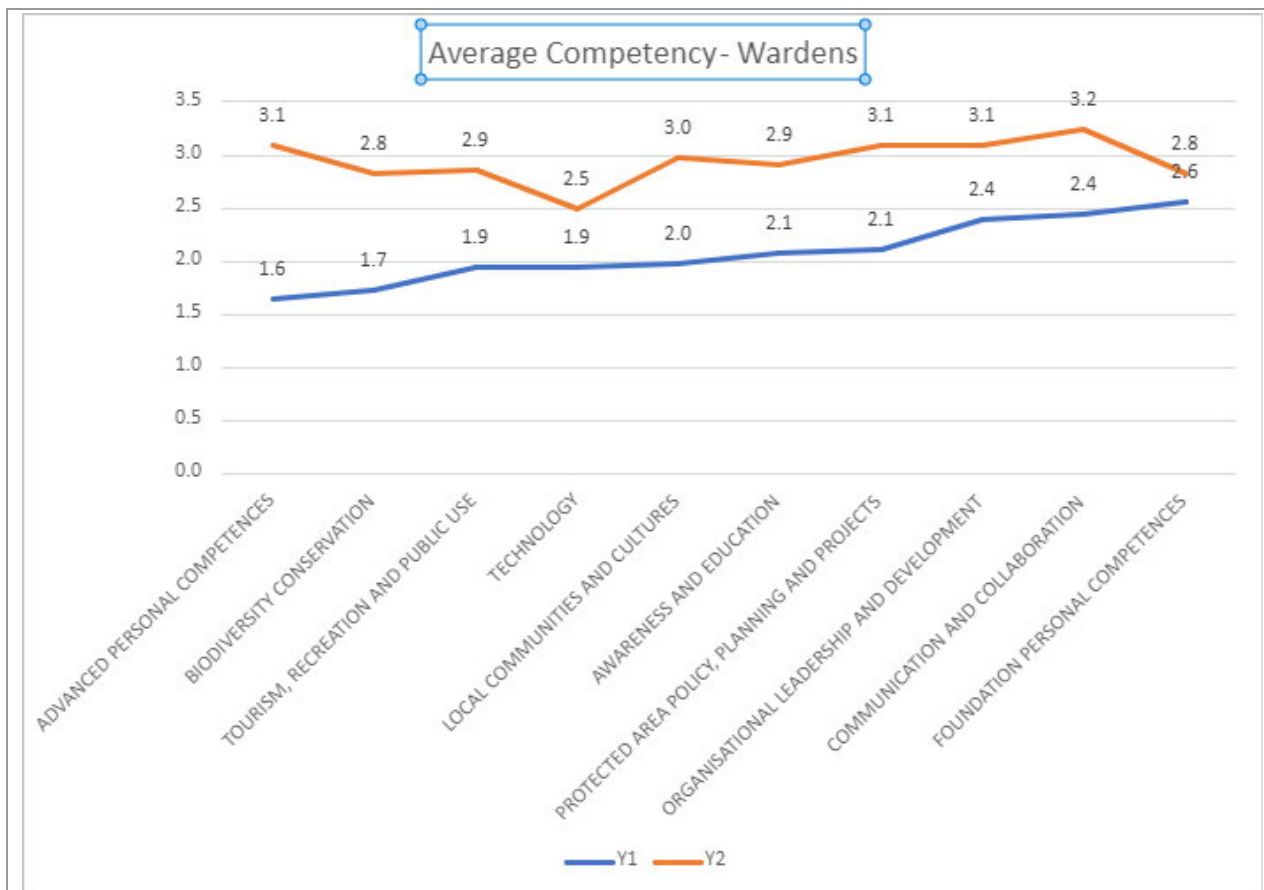
In December 2022, a SAGE assessment was carried out with the aim to improve the governance and equity of conservation to achieve better results for both nature and people (activity 1.3) (Annex 5.13). The process was successful in bringing together a range of stakeholders including

KWS, WRTI, communities, NGOs, CBOs, national and county governments, with 54 people participating in total. The assessment covered eight of the ten SAGE principles: respect for rights, respect for actors, participation in decision making, transparency and accountability, fair law enforcement, equitable benefit sharing, achieving conservation objectives and effective collaboration and coordination between actors.

After the SAGE and competency assessments had been analysed, we began to develop a training plan with associated materials (activity 1.8). The completion of this activity was initially delayed due to an HEC incident in Y1 (change request submitted in Y1Q4) and was agreed by project partners in Y2. This included translating the SAGE assessment recommendations into an action plan, following input from project stakeholders (Annex 5.14).

The KWS competency assessments were repeated in March 2024, with 31 rangers (4 female, 27 male) and 11 wardens (1 female, 10 male). Due to KWS staff turnover, it was not possible to assess identical participants, however 33% (26% of rangers, 55% of wardens) of the assessments overall were a repeat. The results, which can be found in Annex 5.15 & 5.16, are extremely encouraging, showing increases in competency scores across all categories from Y1 to Y2 (see graphs below).





Indicator 1.4 Participatory project impact report of progress against gap assessment submitted to KWS by Y2Q4

The results of the second competency assessment were shared at a breakfast meeting held with senior KWS officials in May 2024 (activity 4.1) (report in Annex 5.17). However, while the project findings have been communicated to KWS HQ, a physical meeting with all KWS staff was not feasible. Consequently, we have disseminated hard copies of the Best Practice Guidelines to the KWS offices.

In addition, the results will help to inform activities under a new Darwin Initiative C&C project led by ZSL in partnership with KWS to update and review the national ranger curriculum (DARCC041).

Output 2

KWS staff implement Best Practice Standards in community engagement and equitable governance for HWC prevention and mitigation.

Indicator 2.1 Piloting of Best Practice Standards is agreed for trial implementation in Tsavo by Y1Q3

The development of the BPG was delayed to the end of the project, so that it could be informed by all the trainings conducted under this project, with the final document completed in June 2024 (activity 1.9) (Annex 5.8). However, at the final stakeholders meeting, participants were asked whether they would recommend the adoption of the BPG, with all stating they would and that they would be willing to support a trial of these measures within their communities (results in Annex 5.18).

Indicator 2.2 50 front-line KWS Tsavo officers demonstrate ability to implement Best Practice Standards (30 from security, animal control, intelligence, and investigations departments, 20 from community wildlife service department), by Y2Q4

Following the SAGE and capacity assessments carried out in Y1, we developed a training plan to fill identified gaps in knowledge and skills of KWS personnel in Tsavo (activity 2.1).

This began with trust building training (activity 2.2) workshop in March 2023. This was an area highlighted as a critical weakness in both the SAGE and the capacity assessment and which was key to improving relationships between KWS and the community as well as to move forward any work on HWC mitigation. We had initially intended to hold the workshop with KWS and community representatives together, however following an incident where an elephant killed a community member (see details in Annex 5.7), we decided it would be more appropriate to hold separate sessions. The workshop was attended by 35 people from KWS, TT, the Department of Education, ZSL and CAK (activity 2.2) (report in Annex 5.19). It was clear from this session that more training was needed, particularly for KWS staff who are responding to HWC. It was however encouraging to see that all the rangers were very engaged with the training, requesting further sessions to enhance their skills and understanding.

In Y2, we caught up with training delays largely caused by the HEC incident in Y1 (activity 2.1). This included a follow up trust building workshop, held in July 2023 (activity 2.2), which brought KWS and community members together and included theory and scenario role-playing (report in Annex 5.20). The workshop was important for bringing together community members and KWS to discuss ongoing challenges including HWC.

This was followed by Code of Conduct training (report in Annex 5.21), which took place in September 2023 and was delivered to various stakeholders, including HWC-RC members, Location Chiefs, Ward Administrators, Honorary Wardens, KWS, Problem Animal Management Unit (PAMU) members, and TT scouts. The training was led by a consultant from URSA and focused on the ten key values from the Global Ranger Code of Conduct.

A two-day workshop on de-escalation of conflict, situation analysis and personal safety was then held in October 2023 (activity 2.3) (report in Annex 5.22). A total of 73 people participated across the two days, including area chiefs, the Assistant County Commissioner, the county government, KWS, TT, HWC-RCs, WRTI and CAK. The training focused on practical skills for conflict de-escalation, emphasizing body language, tone, and choice of words. Experiences from global situations were also shared, with real-life scenarios and role plays used to provide hands-on experience and teach skills in how to manage tense situations.

This training was followed by a 3-day exchange visit to learn about HEC mitigation by the organisation Save The Elephants (STE) (activity 2.7) (report in Annex 5.23). The workshop took place at STE's field office in Sagala Voi, with participants from KWS, ZSL, CAK, HWC-RCs and local administration chiefs. A key focus was STE's Human-Elephant Coexistence Toolbox, a resource tailored for trainers and community leaders. Additionally, HWC-RC committee members who attended the exchange visit delivered training on STE's toolkit to their wider committee groups, as can be seen in the below photo.



The next training sessions were carried out across four days in November. The first day focused on understanding the relationship between biodiversity and poverty, the second day on participatory research and citizen science and the final two days on using the SMART (Spatial Monitoring and Reporting Tool) application ((activities 2.3 + 2.4) (reports in Annex 5.24, 5.25 & 5.26). Topics includes how biodiversity can support development opportunities, different examples of participatory research and understanding how SMART can be used to enhance monitoring and enforcement activities.

In December, a two-day training on Gender & Social Inclusivity (GESI) was held for rangers from KWS and TT, with 41 participants (report in Annex 5.27). The agenda included demystifying key gender and equity concepts, identifying harmful gender norms, fostering a culture of respect and inclusion, understanding power dynamics, and recognizing barriers to engagement. A follow up GESI session for community members was subsequently held in March 2024 for members of the HWC-RCs. The objective of the day was to foster a culture of respect and inclusivity in conservation efforts, with participants gaining a comprehensive understanding of GESI in the context of mitigating HWC (activity 2.3) (report in Annex 5.28).

In February 2024, a three-day facilitation workshop was held for 62 KWS rangers and 70 HWC-RC members. This included a discussion on the qualities of a good facilitator, the principles of facilitation and the facilitation process (report in Annex 5.29). The final training session on animal behaviour and personal safety took place in March. The aim was to improve participants' understanding of how to identify and handle problem animals to reduce HWC incidences. The session took place over three days, with 138 participants in total (KWS, HWC-RCs) (report in Annex 5.30).

The project incorporated outputs and outcomes from all these training sessions into the BPG (activity 2.9).

2.3 10 KWS Tsavo senior officials demonstrate situational judgement to determine appropriate implementation of piloted Best Practice Standards (Assistant Director level), by Y2Q4

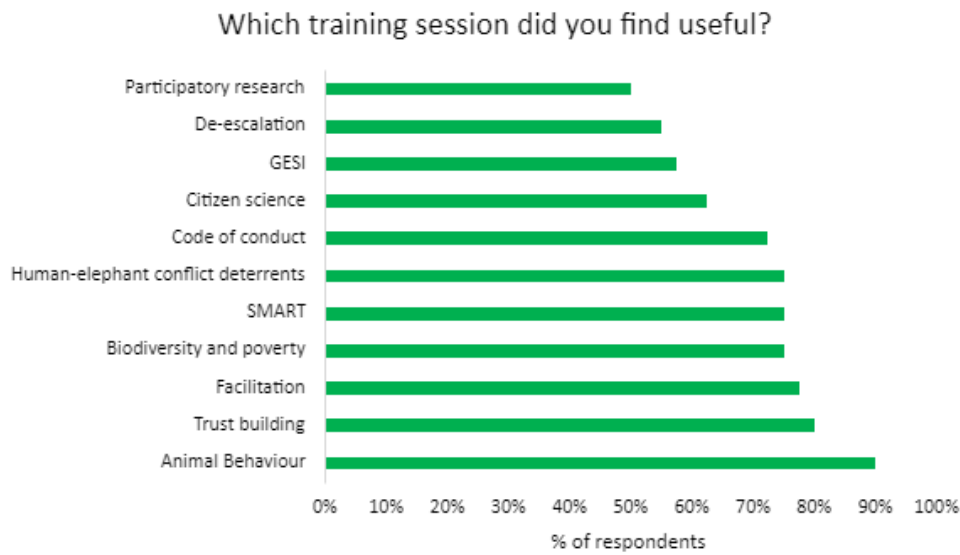
At the trust building workshop with KWS rangers, 35 participants from KWS, TT, ZSL and CAK were split into groups to discuss how they would build trust under different scenarios, which included a motorbike accident, an HEC incident, finding livestock in the protected area and a woman going into labour. On the second day, participants were asked to each role play a challenging scenario (primarily to do with HWC) and to think about what good practices they could employ to resolve the situation in a way that would not lead to mistrust by either party (report in Annex 5.19).

A total of 35 representatives (28 men, 7 women) attended the de-escalation training (report in Annex 5.22). This included an exercise where KWS and community were asked to work through HWC scenarios and other incidents that could place KWS in conflict with the people they serve. There were two rounds of scenarios, firstly a group table exercise where participants worked through a scenario and presented the approach they had decided to take. This was in a no reaction setting with feedback provided by the wider group. The second session included four different scenarios that involved KWS and community representatives role playing through a scenario, with each participant being asked to give an honest reaction to the situation as it unfolded. This proved to be an effective approach and a positively received learning method from participants.

Indicator 2.4 Previously identified human resource developmental needs identified in the gap assessment, have been met by Y2Q2

As under Indicator 1.3, the repeat competency assessment in Y2 showed that KWS staff scored their competencies higher across all topics compared to Y1. Participants at the final stakeholder meeting (KWS, HWC-RCs) were also asked if they had shared any of the knowledge learnt in the training sessions, with all respondents (24) stating that they had. This included members of the HWC-RCs passing on knowledge on how to stay safe around wildlife to the wider community (results in Annex 5.18).

Additionally, during the repeat competency assessment, 40 KWS representatives were also asked a series of questions on the training sessions. At least 50% of respondents found each of the training sessions useful, with the most useful stated as animal behaviour (90% of respondents), followed by trust building (80%) and facilitation (78%) (see graph below and full results in Annex 5.31). The three most important training sessions were also listed as 1. Trust building; 2. Animal behaviour and 3. HEC deterrents.



In terms of training that KWS are putting into practice, trust building also came out the highest, with 80% of respondents saying that they are currently using the skills learnt in the training sessions. This is a very positive result, as trusting relationships between KWS and community members are critical to be able to equitably manage HWC around Tsavo. For the other training sessions, please see the graph below.



Finally, participants were asked to self-assess any changes in their knowledge and confidence post-training, with very positive results as can be seen in the below graphs.

Changes in knowledge post training



Change in confidence post training



Lastly, community members were asked during the endline survey whether they think KWS are implementing the knowledge and skills they have learned during the project, with 100% of answering 'yes'.

Indicator 2.5 Gender Sensitive and Equitable human-wildlife coexistence techniques deployed in Tsavo by end of Y2

During the GESI training attended by rangers, participants learned methods for identifying, analysing, and addressing power dynamics to foster more inclusive and equitable conservation practices (activity 2.3) (report in Annex 5.27). In another exercise, they learned different strategies and tools for effectively addressing and overcoming engagement barriers encountered in HWC management.

The GESI training for HWC-RC members included a discussion on gender stereotypes affecting men and women in the context of HWC (activity 2.3) (report in Annex 5.28). This included the view that women should not participate in efforts to protect their property from wildlife, and that men should not show fear in dangerous situations, which could pressure them into taking unnecessary risks. Participants were encouraged to examine their own biases and to initiate societal change to improve the effectiveness of HWC management.

Output 3

Equitable HWC governance plans, detailing decision-making processes and allocations of responsibilities which ensure the inclusion of community and stakeholders' voices in the planning and implementation of all HWC interventions.

3.1 Agreements on good governance principles approved by KWS, key stakeholders and community members by Y1Q4

In March 2023, CAK launched the first HWC workshop in TWNP (activity 3.1). This was the first meeting where stakeholders from Makueni and Taita Taveta Counties met to discuss HWC related issues, with participants from national and county governments, elected leaders, Senate and Member County Assembly, KWS, community representatives, conservation organizations and conservancies. These participants endorsed the quarterly stakeholders' forum and an upscaling of proactive preventive measures for key conflict areas. They additionally suggested holding regular meetings so that communities and decision-makers could be brought together to discuss issues and solutions (report in Annex 5.32).

A project stakeholder mapping exercise was also carried out during the meeting, with roles and responsibilities, including rules of engagement with community members, discussed.

Additionally, participants spoke about the joint KWS-Community mentorship and advisory group (activity 2.6). These discussions continued into Y2, and a group was formed with named members (see below).

3.2 Two multi-stakeholder meetings (including community members) are convened, led and facilitated by KWS staff by Y2Q2 with project support

As above, CAK launched the first multi-stakeholder meeting in March 2023, with four subsequent meetings held throughout the project period (activities 2.5, 3.1, 3.2).

The second meeting was in June 2023, led and convened by KWS with the support of CAK. At the meeting, the role of the HWC-RCs was decided on as key points of contact in community conservation engagement, with responsibility for mobilizing community members to ensure equitable distribution of resources and sharing of benefits, targeting the areas most affected by HWC (report in Annex 5.33).

In August, the third stakeholder meeting was held, convened jointly by KWS and CAK, with attendance from community representatives (report in Annex 5.34). At the meeting, various stakeholders presented on the strategies they were currently using to mitigate HWC, with the important role of the HWC-RCs emphasised.

The fourth meeting was held in November, convened by KWS and supported by CAK, and included virtual presentations from international HWC experts, which gave participants the opportunity to ask questions about different mitigation strategies (report in Annex 5.35). Additionally, during the meeting the HWC advisory body was formed, comprising representatives from KWS, WRTI, HWC-RCs, national and county governments, TT, ZSL, Kamungi Conservancy, Honorary Wardens, ZSL and CAK (activity 2.6). However, it was initially difficult to engage the new Assistant Director (AD) for the Tsavo Conservation Area, who joined in January 2024, leading to challenges in maintaining momentum of the advisory group.

The final stakeholder meeting was held in March 2024, convened by CAK, which included an overview of the project's highlights and achievements, including improved trust and collaboration between stakeholders, community empowerment and innovative solutions to HWC (report in Annex 5.36). Our long-term partner TT also pledged to continue supporting the quarterly stakeholder meetings alongside ZSL post-project. All stakeholders indicated that the meetings were highly valuable in identifying emerging HWC (plus other conservation) challenges and co-developing solutions. One stakeholder meeting, which was fully supported by TT, was held in June 2024.

3.3 HWC multi-stakeholder governance plans developed by Y2Q3

The SAGE action plan (Annex 5.14) outlines a series of key governance principles, with recommended actions and activities, a timeframe, and lead and supporting organisation (activity 3.3). Additionally, the BGP (Annex 5.8) includes a list of actions to implement a multi-stakeholder approach to HWC management.

Additionally, each of the HWC-RCs developed bylaws which contained each committees' governance plan and structure. These included an overview of each committee's purpose, membership, executive positions, meeting schedules and responsibilities. An example of one committee's bylaws can be found in Annex 5.41.

3.4 Relations and communications between KWS, communities and multi-stakeholders in Tsavo improve by Y2Q3

Endline surveys were conducted with 77 HWC-RC members in March 2024 (53 men, 24 women). The results show that 77.9% of respondents think that their attitude has become a lot more positive due to the project's activities, with 22% stating that it has become a bit more positive. Additionally, 97% of respondents said that their relationships with wildlife authorities

had changed over the past year, with 100% of these individuals saying that it had become more positive (results in Annex 5.5).

The surveys also asked questions on the management of HWC by KWS, with 37% of respondents saying that it has significantly improved, 61% saying it had improved, and 1% saying it hadn't changed. Reasons for this included quick responses to HWC by KWS, improved relationships and good communication.

Also, at the final stakeholder meeting in March 2024, participants were asked what influence this project had on stakeholder relationships, with 77% stating that they had improved a lot, and 23% that they had improved a little (results in Annex 5.18).

Output 4

Piloted and updated Best Practice Standards and package of equitable human-wildlife coexistence management techniques recommended to national KWS and conservation stakeholders for adoption and shared as a case study with IUCN HWC Task Force.

Indicator 4.1 Senior KWS, Kenyan conservationists and community attend knowledge exchange workshop by Y2Q4.

The final stakeholder workshop held in March 2024 was attended by 61 participants including KWS and HWC-RC members (report in Annex 5.36). It included a panel discussion with community representatives and project stakeholders on what the project achieved, the impact of training, and recommendations for the future. During the panel, participants highlighted how critical these meetings have been in providing a space for different stakeholders to freely exchange opinions, expertise and experiences on HWC management and mitigation, leading to the development of solutions that are just, effective, and fair.

Additionally, a breakfast meeting was held in May 2024 with senior KWS personnel, including the Head of HWC (activity 4.1) (report in Annex 5.17). Participants discussed the key lessons learned from the project and explored potential opportunities for upscaling the project to other parts of Kenya.

Indicator 4.2 Impact report presented key findings disseminated at high profile conferences in Kenya and the region by Y2Q4 (Africa Protected Area Congress, Annual Kenyan Wildlife Conservation Congress, CITES and CBD Convention).

CAK attended the Africa Protected Congress in July 2022 (Activity 4.2). At their stand, they were able to raise awareness on what CAK and member organisations are doing to foster coexistence between people and wildlife. They were also able to discuss this project during meetings to develop the Kenyan National Human-Wildlife Coexistence Strategy, providing insights and recommendations from this project to inform the strategy document.

In March 2024, CAK attended a SMART Congress in Namibia, where the key outcomes of this project were presented, including case studies, statistics, testimonies from local communities and the impact story video (activity 4.2). Then in April 2024, ZSL attended the BIAZA Conservation Conference, where the project was presented.

Lastly, in June 2024, CAK attended the IUCN Regional Conservation Forum in Nairobi, where they organised a side event on 'Community-Centred HWC Mitigation: Lessons Learned from a Darwin C&C Project'. The presentation highlighted the importance of community involvement and equitable benefit sharing for the sustainability of conservation approaches (activity 4.2) (report in Annex 5.9).

Indicator 4.3 Impact report submitted to IUCN HWC Task Force and Universal Ranger Support Alliance (URSA) by Y2Q4.



2

27 plays

CAK has shared the video on social media platforms (Annex 5.37) and are set to join the IUCN HWC&Cx Specialist Group, where they will share the video and other information on the project with the group's members. However, CAK have also been involved in providing input to an IUCN report on building trust between rangers and communities, which included insights from the impact video. As a key stakeholder on this project, the impact video was disseminated to URSA by CAK.

3.2 Outcome

KWS Tsavo reduce people-park conflict and human-wildlife conflict grievances through implementation of equitable human-wildlife coexistence management, aligned with and supported by international best-practice, and enabled through an engaged civil-society network

Indicator 0.1 25% increase in favourable attitude to protected areas among community members by end of Y2

To measure community attitudes, a baseline survey was carried out in September 2022 a (report in Annex 5.4). This survey was repeated under this project in March 2024 (results in Annex 5.5), with results showing an increase of 12.7% in positive attitudes towards conservation. While this doesn't reach the outcome target, it is an encouraging result, particularly given the short time frame in which this project has been implemented and the ongoing impact of HEC on people's livelihoods. The endline survey also asked respondents what impact the project had on their attitude towards conservation, with 77.9% saying it had become a lot more positive, and 22% saying it had become a bit more positive. Lastly, 97.4% of respondents said that their relationship with wildlife authorities had changed over the past year, with all stating that it had become more positive.

Focus group discussions (FGDs) were also carried out in March 2024 with the seven HWC-RCs (see Annex 5.38). Participants were asked if their relationship with KWS had improved, stayed the same or worsened since the start of the project. All groups responded favourably, stating that relations had improved, citing reasons such as more opportunities for interaction, trust building and trainings. The FGDs also asked about communication with KWS, and again all groups responded that this had significantly improved since the start of the project. Reasons included quick response times and better access to KWS including via WhatsApp and phone calls.

Indicator 0.2 30% reduction in extent of HWC grievances and KWS's management of HWC among community members by end of Y2

The total proportion of respondents experiencing HWC increased from the baseline (81%) to the endline (91%) (results in Annex 5.5). Despite this, the average amount of crops and livestock lost decreased, with 48.9% of crops lost in Y1, compared to 28.6% lost in Y2, and

56.4% of livestock lost in Y1, compared to 27% in Y2. When asked at the endline about their experience of HWC, 41.6% of respondents reported experiencing a strong decrease and 32.5% a decrease.

Also, at the baseline, 50% of respondents felt able to cope with HWC. At the endline, this increased significantly to 79% of respondents. This is reflected by other endline data, showing that 40% of respondents said their ability to cope had increased in the past year, and 35% said it had strongly increased. Additionally, when asked what impact the project had on their ability to cope with HWC since the project started, 23% said they felt a bit more able to cope, and 74% said they felt a lot more able to cope.

Lastly, respondents were asked whether KWS management of HWC had changed over the past year, with 37.7% saying it had significantly improved and 61% saying it had improved. Reasons for this included quick response times, positive relationships and good communication.

Indicator 0.3 30% increase in favourable attitude to community members among KWS staff in Tsavo by end of Y2

At the final stakeholder meeting in March 2024, participants were asked what influence this project had on stakeholder relationships, with 77% stating that they had improved a lot, and 23% that they had improved a little. Reasons cited included the trust built between KWS and the community, with more positive relationships and communication (results in Annex 5.18).

Indicator 0.4 Improvement in perceptions of female and minority groups voices being heard in PA management decision making by end of Y2

During the endline survey, respondents were asked if they thought there were now more opportunities for their voice to be heard in PA management decision making. Respondents included 24 women and 9 people with a disability, who all responded yes to this question. Their reasons included being able to ask questions and attend trainings, and also that they felt more free to be able to share their views and express themselves compared to pre-project (results in Annex 5.5).

The FGDs also asked this question, with all groups responding positively, stating that KWS now responds quickly to HWC incidents and acts in a much more inclusive manner. Groups were also asked if this had improved, stayed the same, or worsened since the start of the project, with all saying they felt their voices were now more heard in PA management decision making (results in Annex 5.38).

Indicator 0.5 National KWS and at least 50% of Kenyan conservation actors in Tsavo express interest in support to adopt/expand the package of measures end of Y2.

At the final stakeholder meeting in March 2024, participants were asked if they would be willing to adopt the SAGE action plan and the BPG, with all respondents answering yes. Additionally, all participants stated that they would support a trial of the measures outlined in the two documents (results in Annex 5.18).

3.3 Monitoring of assumptions

Assumption 1: National KWS engagement with the project's pilot work in and around Tsavo lays the groundwork for nationwide adoption of equitable human-wildlife coexistence management.

Throughout the project, our partners CAK, and URSA, worked at a nationwide level with KWS HQ to ensure that best practices were adopted and upscaled in Tsavo, and aligned to the National Human-Wildlife Co-Existence Strategy and Action Plan. The BPGs have been disseminated at several national and regional events, with very positive feedback and requests for hard copies. Additionally, we submitted a successful proposal (DARCC041) to build on the learnings of this project and review the national ranger curriculum in Kenya.

Assumption 2: Improved governance decreases conflict around negative human-wildlife interactions and improves people-PA relations with benefits for biodiversity conservation.

This has held true. Improved governance processes developed through this project, as well as better relationships between KWS and communities, have improved trust and led to an increase in people's perceived ability to cope with HWC incidents. In addition, community members perceive that KWS management of HWC improved since the beginning of the project.

Assumption 3: Improved outcomes for conservation from equitable and participatory approaches to working with communities in Tsavo increases the appetite for further protected area governance amendments – laying the groundwork for equitable protected area governance nationwide and resulting benefits for biodiversity conservation.

The SAGE process under this project was undertaken and received positively, with stakeholders stating that they will adopt the resulting action plan and support a trial of the measures outlined in it.

Assumption 4: Ease and access to grievance mechanisms stays equal.

This held true. We worked with KWS and other stakeholders in the area throughout the project period to ensure that the grievance mechanism was effective, and that grievances could be aired easily, documented and acted on.

Assumption 5: KWS, communities, and all other stakeholders are receptive to use of IUCN HWC Guidelines and best practice recommendations.

IUCN HWC guidelines were referenced at the launch of the project, and during the competency assessments and result sharing, SAGE assessment, trust building training, and stakeholder workshops. The SAGE Action Plan and BPG were referenced at the final stakeholder meeting, where participants agreed to adopt them and trial the measures they contain.

Assumption 6: KWS have requested support from ZSL to improve the approach to and practice of HWC management in Tsavo, as such we assume they will continue to be open to ZSL's recommendations including the structured gap assessments proposed, and to taking the necessary steps to fill identified gaps.

KWS remained engaged throughout the project, undertaking the competency assessments in both Y1 and Y2, and attending meetings and training. Their commitment to transforming Tsavo's community wildlife service is also evidenced by our ongoing partnership to review the national ranger curriculum (DARCC041).

Assumption 7: Capacity to implement equitable human-wildlife coexistence practices, when supported by on the job mentoring, is the key gap in KWS current practice. With this capacity provided the project will see improvements in outcomes.

After conducting the capacity assessment and trust building workshop, it was clear that KWS were able to see that a key barrier was their current capacity and ability to engage with communities in the correct way. The results of the Y2 competency assessment demonstrate improvements across all topics for both rangers and wardens, reflected in community members increased ability to cope with HWC and their more positive attitudes towards KWS.

Assumption 8: Communities and stakeholders are willing and able to engage together to discuss matters. Community representation is representative of all affected and marginalised groups.

The SAGE process reported under this project brought together different representatives including KWS, WRTI, communities, NGOs, CBOs, National and County governments. All stakeholders engaged very openly and communicated the need for these discussions and meetings to continue, with five stakeholder meetings held over the course of the project. Additionally, community members were highly encouraged to elect women, youth and those from marginalised groups to the HWC-RCs committees to ensure equitable representation. Out of 70 members, 24 are women, 8 are youth, and 9 have a disability.

Assumption 9: Sufficient ability for KWS staff to make decision on governance processes, including, if necessary, approval from senior National or Regional KWS staff.

In Y1, the project engaged with National and Regional KWS staff to draw input and get buy-in. This included a breakfast meeting held with Ministry of Wildlife officials and senior KWS from HQ, where they indicated full support to initiatives that aim to improve the on-ground management of HWC incidents and promote peaceful HWCx. Site-level ADs (also present at the workshops and the stakeholder meetings) also commented positively and affirmed their support; demonstrable through increased follow-up on action plans, activity briefs and reports. However, during the project, we experienced a change in AD for Tsavo West, who took over in early 2024, when we met with him to brief him on the project. He has been supportive, but there were delays in getting KWS fully up to speed due to these changes.

Assumption 10: KWS 2030 Wildlife Strategy's commitments on equitable human wildlife coexistence (Strategic Objective 2, Initiative 6 in particular) provide a basis on which the package developed under this project can be recommended. KWS have already welcomed support from ZSL to achieve these objectives.

This held true, as demonstrated by the new project between ZSL and KWS to review and strengthen the national ranger curriculum.

Assumption 11: CAK's involvement as a partner will lay the groundwork for adoption by Kenyan conservation stakeholders, and for alignment in working practices.

Stakeholders have demonstrated goodwill to ensure adoption is cognisant of community needs, including those of elected leaders. CAK will hold meetings with their member organisations to showcase the BPGs and ensure the project's outcomes are visible to their network.

4 Contribution to Darwin Initiative Programme Objectives

4.1 Project support to the Conventions, Treaties or Agreements

Convention on Biological Diversity

This project contributed to several of the targets within the global biodiversity framework. The aim of the project was to build effective and equitable responses to HWC to reduce the costs of living with wildlife and promote human-wildlife coexistence (Target 4). By identifying and filling key capacity gaps within KWS, who are the national wildlife authority, we are embedding these skills at a national level (Target 20). Additionally, the activities under this project have supported community members to participate in decision-making related to HWC, including women and other under-represented groups (Target 22).

ZSL Kenya attended three key CBD meetings: COP15, SBSTTA 25 and SBI 4. During these meetings, ZSL closely followed species management targets and agenda items on the inclusion of ethical groups in biodiversity conservation (IPLCs, women and youth). Additionally, ZSL made strong connections with in-country delegation including the Kenyan focal point and engaged in discussions around project linkages to the convention.

Convention on International Trade in Endangered Species

CITES convened the African Elephant Action Plan (of which Kenya is a range state), which includes a major focus on HEC. This project has facilitated training to build local capacity to

address HEC, sharing the lessons learnt via the SAGE action plan and BPG for wider adoption and replication. At the CITES CoP 19 meeting, CAK also provided data to lobby for the establishment of the African Elephant Fund, and they are part of the CITES IPLC Working Group which has been developing a framework to address community concerns in elephant conservation, many of which are related to HEC. CAK will continue to engage in CITES processes, including attending the African Elephant Dialogue scheduled for September 2024.

National Human-Wildlife Coexistence Strategy and Action Plan 2024-2033

CAK played a crucial role in the development of the strategy and action plan, facilitating the inclusion of diverse stakeholders, ensuring that voices from various sectors, including local communities, conservation organizations, and governmental agencies, were heard. They also provided insights and recommendations to shape the strategy's goals, objectives, and action plans.

KWS Strategic Plan 2019-2024

HWC mitigation is one of KWS’ six priorities under their strategic plan. The project has contributed to activities “Strengthening Institutional Capacity” and “Strengthen relationships with stakeholders and partners to support conservation and reduce HWC”. CAK shared lessons from the project to enhance the objective on prevention, mitigation and management of HWC in the new KWS Strategic Plan.

4.2 Project support to biodiversity conservation and multidimensional poverty reduction

Through our activities, we expected that improved trust and relationships between KWS and community members would lead to an improvement in how HWC is managed, which in turn would increase the effectiveness of conservation efforts and decrease costs of living with wildlife for local communities, contributing to poverty reduction.

Our results show that community members perceive significant improvements in their relationship with KWS and in how KWS manages HWC compared to the start of the project (results in Annex 5.5). This corresponds to increases in their ability to cope with HWC incidents, with 74% saying that the project has left them a lot more able to cope with HWC. This is an important result demonstrating the increased resiliency of community members to manage costs from conservation. In the longer-term, we hope that their ability to cope with HWC will strengthen as KWS continues to ensure staff have the skills and capacity to more effectively respond to HWC.

Additionally, more positive attitudes towards conservation and increased ability to cope with HWC is likely to lead to fewer incidents where community members kill wildlife in retaliation for conflict. In another ZSL-led project in Tsavo, it was found that HWC can be a driver for illegal natural resource use, and it is therefore hoped that this project has and will continue to have a positive impact on Tsavo’s biodiversity.

4.3 Gender Equality and Social Inclusion (GESI)

<p>Please quantify the proportion of women on the Project Board¹.</p>	<p>The project board was predominantly made up of women. The ZSL Country Manager is a woman, as is our Community Manager who spent 50% of their time on the project. The Country Manager is supported by another female manager at ZSL HQ.</p> <p>The CAK board has three males (33%) and six females (67%).</p>
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¹ A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

<p>Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women².</p>	<p>The project lead from KWS on the education component at KWS is female.</p> <p>URSA is led by a woman. At the management level, CAK has one male (50%) and one female (50%) member of staff.</p> <p>Our main partner KWS is largely male as it is a security-based wildlife management and we do not have control over how many women are rangers or in positions at KWS.</p>
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GESI Scale	Description	Put X where you think your project is on the scale
Not yet sensitive	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
Sensitive	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	X
Empowering	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	
Transformative	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

All training carried out in the project was designed to ensure that KWS and other stakeholders had the necessary capacity and skills to be able to respond to HWC in a GESI sensitive manner.

Specially, the project delivered two different GESI trainings (indicator 2.5, activity 2.3). The first training was attended by rangers, where participants learned methods for identifying, analysing, and addressing power dynamics to foster more inclusive and equitable conservation practices (activity 2.3) (report in Annex 5.27). The second GESI training for HWC-RC members included a discussion on gender stereotypes affecting men and women in the context of HWC (report in Annex 5.28), reinforcing the need to incorporate the voices and perspectives of women and youth in HWC management. Both of these training sessions gave participants the opportunity to examine their own biases and to collectively discuss ways to ensure that all groups are represented and listened to in future decision making.

One challenge the project did encounter was the lack of women in ranger or warden positions at KWS. For example, of the 42 rangers and wardens who took part in the competency assessment carried out in Y2, only 5 were female. This is not limited to Kenya, and globally only 11% of the ranger workforce are estimated to be women. However, although the number of female participants was low, female KWS staff participated in the project. Throughout the

² Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

project, ZSL actively encouraged female participation in project activities, requesting that KWS ensure their female staff attend and participate in training sessions and meetings.

Kenyan society is traditionally patriarchal, with men holding primary decision-making roles. As the HWC-RCs were self-selecting, we could only encourage and not force the participation of women and other marginalised groups. Overall, 24 of 70 (34%) of committee members are women, 9 (13%) have a disability, and 8 (11%) are youth members.

4.4 Transfer of knowledge

This project carried out several activities to transfer knowledge to different stakeholders. Using the results of the competency and SAGE assessments, a training plan was developed to fill knowledge gaps for KWS personnel on how to equitably respond to HWC incidents. Training topics included trust building, de-escalation, facilitation and problem animal behaviour.

Additionally, two key documents have been produced through this project. The SAGE Action Plan outlines a series of actions, their timeframes and implementing organisation, and the BPG provides a series of recommended actions and tips for organisations to follow when designing and implementing HWC mitigation methods for rural communities experiencing HWC. These documents have been printed and disseminated at national and regional events, and will be available online for global audiences to learn from.

4.5 Capacity building

CAK's involvement in the IUCN report on building trust between rangers and communities significantly enhanced their reputation, and they will use lessons from this project to scale up sustainable HWC initiatives at national and global levels. This project not only increased their visibility in addressing HWC concerns, but also positioned CAK as experts in equitable and effective HWC management and mitigation approaches (2 male and 1 female full-time staff members).

CAK and ZSL were invited to present on the project at the first WRTI Scientific Congress in Naivasha, Kenya, in November 2023. Additionally, the ZSL Kenya Country Manager (female) has been invited to speak about the project during an online webinar in August 2024 for the Global Standards for Building Range Capacity for GEF-8 PPG. The webinar is focused on exploring how URSA tools can be embedded and utilized effectively, and we will present on the project including how we implemented the trainings.

5 Monitoring and evaluation

The most significant change to the project workplan was the delay in producing the BPG. This had originally been scheduled for Y1, however it was decided amongst the project team that it would be more useful to incorporate learnings from the training sessions into the guidelines, particularly on topics such as trust-building, which were delayed due to the HEC incident in Y1. These training sessions included important discussions on how to resolve existing barriers to building positive relationships, with participants working through different scenarios to explore how to react and respond in an equitable way. Although this had a knock-on effect for trialling and evaluating the recommendations (activity 1.9), project stakeholders remain committed to this activity, which will also be supported by the new project between ZSL and KWS to review the national ranger curriculum.

ZSL had overall responsibility for overseeing the M&E and progress of the project. The team had regular meetings to follow up on progress and capture lessons learned, plus regular calls, emails and meetings between the Kenya and the UK team, and with project partners. Most of the data collection was carried out by ZSL, although partners such as TT and KWS also contributed through their monitoring wildlife crime efforts in the target area (snares collected, arrests, illegal killing of wildlife) as well as HWC in Kamungi (the community which TT has worked with since 2014).

The SAGE and competency assessments, as well as meetings held to provide feedback on the results, were crucial to identifying skills gaps and developing a training plan. Our project partners CAK and URSA were instrumental in this, in both convening meetings with KWS to disseminate information on the project (CAK) as well as ensuring that training was in line with IUCN recommendations and guidelines (URSA). ZSL led the monitoring of our training approach, with data captured in further competency assessments and self-assessments for KWS, as well as through community endline surveys, and results shared with all project stakeholders. Outside our project stakeholders, CAK led on wider dissemination of project results and outcomes, including by developing the project impact video, and presenting on the project at important conferences and events, such as a SMART Congress in Namibia in March 2024 and IUCN Regional Conservation Forum held in June 2024 in Nairobi.

The stakeholder meetings, led and convened by ZSL, CAK and KWS, were regularly attended by different conservation actors working in Tsavo and community members. These meetings were critical for identifying any current challenges and opportunities, allowing the project team to adaptively manage changing situations as they occurred.

6 Lessons learnt

The different skillsets of each partner involved in this project worked well, with each bringing relevant expertise and knowledge to implement the project's activities. One aspect of our partnerships that was a challenge, however, was time constraints and staff turnover. CAK is a membership organisation, and therefore does not employ many full-time staff, meaning they had limited time to input to certain activities. We see the benefit of partnering with CAK in the future and a learning would be to ensure they have adequate time to carry out necessary activities, for example by hiring an extra staff member. At ZSL, the project manager went on maternity leave unexpectedly early in Y1, leaving a gap until the new ZSL Kenya Country Manager was in place. Additionally, a key member of the ZSL Kenya team left in January 2024, prompting other members of the Kenya team, plus ZSL HQ staff based in the UK, to provide support. Whilst this didn't affect project implementation, it does highlight the need to ensure that continuity plans are always in place.

KWS also experienced high staff turnover during the project. The national elections in 2022 brought about a change of personnel in senior positions, putting decision-making on hold and making it more difficult to organising meetings with relevant KWS staff. KWS is a hierarchical organisation, so it has remained important throughout the project to maintain strong relationships with senior staff and to build in time for expected delays and bottlenecks. Rangers and wardens are also frequently moved to new areas by KWS, which presented challenges when targeting training to fill specific capacity gaps, with 33% of the same rangers and wardens carrying out a repeat competency assessment in Y2. Lastly, in December 2023 there was a change in position for the AD of Tsavo, primarily in response to a rhino poaching incident inside the park. The new AD thus prioritised reinforcing security, compared to community and stakeholder engagement, which initially made it more difficult to engage on matters related to this project. Throughout the project, ZSL has worked hard to build new relationships and convene meetings where needed and to bring new KWS staff on board with the project. Going forward, we hope that the new project to review the national ranger curriculum will help to embed the skills and mindset needed to equitably respond to HWC for all KWS staff members who undergo training, leading to a systemic change in KWS-community relationships and communication for the better.

In Y1, there was a serious HWC incident in which an elephant killed a community member in Ilikoni, a village within a 5 km range of the TWNP boundary. This led to increased tension and criticism of KWS, emphasising the important role of this project to ensure that HWC is handled in an equitable and sensitive manner. It also led to delays and changes to our training plan, as we made the decision to hold separate trust building sessions for KWS and community members, rather than hold joint training as originally planned. This demonstrated the importance of adapting

to situations on the ground and to prioritise the safety and wellbeing of local communities, who did not feel ready to engage with KWS on this activity.

High levels of HWC also received political attention, with political demonstrations stirring up anger and resentment towards wildlife to garner favour with local communities during campaign periods. This had the potential to derail any progress made in building positive relationships between communities and KWS. Whilst we did engage with both local and national government on this project, a key learning is to build in more time and resources to work with these stakeholders to demonstrate the importance of promoting human-wildlife coexistence.

As the above illustrates, HWC is a highly complex and emotive conservation challenge, requiring a collaborative approach. One of the key achievements of this project has been bringing together a wide range of stakeholders to share resources, knowledge and best practices on HWC management and mitigation. This was further supported by another ZSL-project in Tsavo, implemented between November 2020 – October 2023, which aimed to help community members in Mang'elele and Kamungi co-exist with wildlife by building financial resilience, improving livelihood opportunities and forging better relationships with wildlife authorities. This included constructing predator-proof kraals to prevent livestock predation, facilitating drop-in sessions for community members to engage with KWS on HWC issues and bus tours for community members to visit the national park as a tourist. In March 2024, the bus tours included members of the HWC-RCs, who gave overwhelmingly positive feedback, re-affirming their commitment to promoting human-wildlife coexistence (report in Annex 5.39). These activities were extremely complementary to those carried out under this project, and demonstrated to key stakeholders, such as KWS, our commitment to community-based conservation in the Tsavo area.

7 Actions taken in response to Annual Report reviews

One of the recommendations outlined in our AR1 feedback was to report against more Darwin Initiative Standard Indicators. We have taken this into consideration and have reported against five core indicators, found in Annex 3.

In our AR1, we noted challenges with slow communication with some of our project partners. This was addressed in Y2, both by continuing to hold regular project meetings with CAK, and through the five stakeholder meetings, which were convened and facilitated by ZSL, CAK or KWS, held between March 2023 and March 2024 (meeting reports found in Annex 5).

8 Sustainability and legacy

Since inception, efforts have been made to raise the profile of the project both nationally and regionally. These efforts have included meetings and workshops with 1. KWS staff, both at a ranger and warden, as well as a senior, level, 2. other conservation actors working in the Tsavo area, and 3. community members living on the border of Tsavo and facing high costs from HWC. This has been carried out by ZSL and CAK, who have also been profiling this project to their member network.

Additionally, through URSA, this project has brought together stakeholders who have been working on ranger issues in Kenya. Learnings from this project have subsequently been used to inform URSA's Global Code of Conduct for rangers. Also, the trust building and code of conduct workshops have been used as examples for an ongoing project by Equilibrium Research, who are developing a new IUCN WCPA Good Practice Guideline document on Building Trust between Rangers and Communities. This will be the first WCPA guide aimed at rangers and is set to be launched at the World Ranger Congress in France in October 2024.

We have also been in ongoing discussions with WWF, who are a partner on the new Darwin C&C project, and are also working with KWS, to ensure that the BPGs and Code of Conduct have uptake nationally.

Training through this project was intended to fill key capacity gaps to equip KWS personnel with the skills to be able to effectively and equitably manage HWC in Tsavo. The original competency assessment took place in Y1, with a follow up assessment towards the end of the

project in March 2024. The results show both rangers and wardens have increased their scores across all competencies, indicating positive outcomes from the training sessions. Additionally, KWS personnel have stated that they're already putting into practice many of the skills learned during the training, and that they will continue to do so 6 months after the project has ended. For example, KWS and community members have been practising citizen science by working together collaboratively to mitigate HWC, using their mobile phones to help KWS rangers locate problem animals, and this is something the HWC-RCs will continue to do post-project. Also, in the facilitation training, participants were selected for Training of Trainers to build their capacity to facilitate future training sessions for their peers, such as on HEC mitigation techniques.

As well as KWS, ZSL staff in Kenya gained new skills when preparing for the training sessions. For example, for the facilitation topic, ZSL Kenya staff underwent significant preparation, and now feel confident that they can continue to deliver this training to both KWS, community members or other stakeholders as needed.

Whilst the training was only delivered for KWS staff working in Tsavo, it was our aim that this approach would be adopted throughout Kenya. The BPG and SAGE Action Plan have been endorsed by KWS and are available for all KWS staff as well as other conservation practitioners both nationally and internationally. Post-project, ZSL, CAK and URSA will continue to promote best practice in HWC management in Tsavo, and Kenya more broadly. This will be supported by the new Darwin C&C project to strengthen the capacity of rangers in Kenya's protected and conserved areas including by reviewing and updating the national ranger curriculum, a need that KWS recognised during this project.

Another significant result is that community members feel their relationship and communication with KWS has improved. Likewise, they feel their voice is now being heard by KWS in decision-making related to HWC and PA management. These results are particularly noteworthy given previous KWS-community relationships were often based on feelings of anger, unfairness and hostility. This result is therefore of critical importance for the sustainability of this project, empowering communities to take an active role in HWC management and improving local ownership over mitigation activities. Going forward, this will be supported by the HWC-RCs, who will continue to share their knowledge on effective HWC mitigation strategies and act as focal points for KWS to engage with community members on HWC related issues.

Five stakeholder meetings were convened during this project, involving KWS, HWC-RCs and different conservation actors working in the Tsavo area. Both CAK and TT have indicated that they will continue to lead these meetings (with TT already leading a meeting in June 2024), and work with ZSL and other project stakeholders to ensure that future conservation and HWC approaches are equitable and cognizant of the recommendations outlined in both the SAGE Action Plan and BPGs.

Lastly, ZSL is maintaining its on the ground presence in Tsavo through a new project to reduce wild meat hunting and consumption (DI 31-006), which can be driven by HWC. As part of this project, ZSL will continue to work closely with other conservation actors in the area, with beneficiaries primarily located in HWC hotspots.

9 Darwin Initiative identity

The Darwin Initiative was our sole donor for this project. All presentations, reports and training materials produced from the project have featured the Darwin Initiative logo or credited Darwin Initiative in the narrative. Additionally, we have recognised the Darwin Initiative on our key project outputs: the impact video, BPG and SAGE Action Plan.

ZSL keeps the British High Commission in Kenya informed on project progress (both formally and informally), contacting them in Y1 to discuss the project (Annex 5.40). We also tag the BHC in-country social media account where appropriate to raise the profile of the Darwin Initiative's work to those at a national level. However, we do exercise caution on communications around sensitive activities (like arrests and illegal wildlife crime etc.), limiting ZSL's capacity to publish publicly on law enforcement issues.

ZSL has social media channels covering the major social platforms (X/Twitter, Facebook, Instagram, TikTok, YouTube and LinkedIn), including a dedicated ZSL Africa X/Twitter account.

The @ZSLConservation X/Twitter account has over 26,500 followers, which regularly features Africa-specific posts on ZSL's international conservation work, complemented by @ZSLAfrica, which solely posts about ZSL's conservation work in Africa with 1,600 followers. These accounts are used to publicise our donor's support, including the Darwin Initiative, with all social media posts crediting the donor via an image or a hashtag. In addition, ZSL Kenya has a dedicated website page <https://www.zsl.org/what-we-do/projects/kenya-conservation-work> where all the donors and supported are listed.

10 Risk Management

One new risk emerged over the last 12 months, which was a concern related to delays in implementing the training plan, and which would have a severe impact on the project. This was resolved through regular meetings with project partners and KWS to keep on top of progress, with all training completed before the end of March 2024 (risk register in Annex 5.42).

Several existing risks also continued to affect the project. This included staff turnover, both at ZSL and KWS (discussed under section 6). Additionally, the drought affecting southern Kenya continued to worsen until late 2023, when the rains arrived.

11 Safeguarding

Has your Safeguarding Policy been updated in the past 12 months?	No
Have any concerns been investigated in the past 12 months?	No
Does your project have a Safeguarding focal point?	Yes Fridah [REDACTED] (ZSL Kenya Community Manager)
Has the focal point attended any formal training in the last 12 months?	Yes Safeguarding training provided in person by ZSL HQ HR and finance staff, refresher training on GDPR
What proportion (and number) of project staff have received formal training on Safeguarding?	Past: 100% [6]
<p>Has there been any lessons learnt or challenges on Safeguarding in the past 12 months? Please ensure no sensitive data is included within responses.</p> <p>In Y1, we reported that effective community engagement requires ongoing commitment, sensitivity and adaptability to changing circumstances and this is something we have continued to learn in Y2. The HEC incident that occurred in Y1 led to us holding separate trust building training sessions for KWS and community members, and we took this learning into Y2, ensuring that all trainings were held in an open and safe environment where participants felt freedom and ability to voice their perspectives.</p> <p>Please describe any community sensitisation that has taken place over the lifetime of the project; include topics covered and number of participants.</p> <p>The 7 HWC-RCs (70 individuals) were responsible for sensitising their wider community members on HWC related issues such as effective mitigation measures and how to stay safe around wildlife.</p>	
<p>Have there been any concerns around Health, Safety and Security of your staff over the lifetime of the project? If yes, please outline how this was resolved.</p> <p>After the HEC incident, one staff member faced a security concern from the community who were angry with conservation authorities and organisations. To resolve this, we waited until the community signalled, they were ready to engage with us again and worked with the village chiefs to ensure that any re-engagement activities were appropriate.</p>	

12 Finance and administration

This section seeks information about the finances of your project **since your last Annual Report**.

Please amend the financial years in the tables to suit the reporting period and add/remove rows in the sub-tables if necessary. If you need to provide information for more than one Financial Year (FYs), please copy the table below and amend the FYs as required. You should not mix reporting of different FYs. If all receipts have not yet been received, please provide indicative figures and clearly mark them as draft. The Actual claim form will be taken as the final accounting for funds.

12.1 Project expenditure

Project spend (indicative) since last Annual Report	2023/24 Grant (£)	2023/24 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL				126,388

Staff employed (Name and position)	Cost (£)
Fridah Mueni - Community Technical Manager	
Moses Wekesa - Tsavo Field Manager	
Nelly Musyoka - community support	
Albert Kimana -Fleet Manager	
Gurveena Ghataure _Project manager	
Project officer - CAK	
Ellie Smith - Conservation Training and Learning Manager	
Hannah Klair - Conservation Programme Coordinator - UK	
TOTAL	45,020

Capital items – description	Capital items – cost (£)
N/A	

TOTAL	

Other items – description	Other items – cost (£)
N/A	
TOTAL	

12.2 Additional funds or in-kind contributions secured

Matched funding leveraged by the partners to deliver the project	Total (£)
Staff costs	
Consultant Staff time	
Office Cost	
N/A	
N/A	
TOTAL	12,199

Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project	Total (£)
Darwin C&C Grant	
TOTAL	

12.3 Value for Money

The project demonstrated strong value for money by effectively managing training costs through strategic decisions and leveraging partnerships. Training expenses were minimised by utilizing the KWS facilities for free, resulting in an average cost of 2750 KSH per person per day, covering transport and meals. Previous partnerships enabled us to organise training sessions at no additional expense, with WWF and USRA providing support at no cost – including time for a consultant as well technical advice.

In-house expertise also played a crucial role in maintaining cost-efficiency. For instance, de-escalation and facilitation training were conducted by in-house trainers, eliminating the need for external consultants. This reallocation of resources enabled the project to train more community members and rangers, enhancing the project's impact.

Overall, the project's approach ensured economic, efficient, and effective training, exemplifying excellent value for money.

13 Other comments on progress not covered elsewhere

One challenge this project faced was being able to implement all activities and catch up with any unforeseen delays (such as those caused by the HEC incident), within a 24-month period. We were granted a no-cost extension for an extra 3 months, which allowed us to present at relevant conferences, and we may have struggled to effectively disseminate project outputs and learnings without this extra time. Additionally, we faced challenges in finding people with the right technical skills for some training topics, which were wide ranging and required a wide range of expertise. Overall, we feel that this project could have benefitted from an extra year (3 in total) and we wonder if this is something the Darwin Initiative may consider in the future for C&C projects.

14 OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes

I agree for the Biodiversity Challenge Funds Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here).

During the SMART Congress held in Namibia from March 10th to 14th, 2024, CAK played a pivotal role in showcasing the progress and achievements of this project. They presented the impact video, highlighting the project's innovative strategies, successful implementation, and significant positive outcomes for biodiversity conservation and local livelihoods.

The Congress also served as a valuable platform for CAK to engage with international experts, share experiences, and gain insights into global best practices, further strengthening the project's impact and fostering future collaboration.

Participants at the Congress were asked to enter a photo competition, with CAK submitting the winning photo of a baby cheetah that was rescued by a community member (beating over 180 other photos!). Additionally, Kelvin Muli, who is the Project Officer at CAK, was ranked as the best participant at the congress (out of 360 people), with his presentation on this project, also ranking top!

Image, Video or Graphic Information:

File Type (Image / Video / Graphic)	File Name or File Location	Caption, country and credit	Online accounts to be tagged (leave blank if none)	Consent of subjects received (delete as necessary)
				Yes / No
				Yes / No
				Yes / No
				Yes / No
				Yes / No

Annex 1 Report of progress and achievements against final project indicators of success for the life of the project

Project summary	Progress and achievements
Outcome KWS Tsavo reduce people-park conflict and human-wildlife conflict grievances through implementation of equitable human-wildlife coexistence management, aligned with and supported by international best-practice, and enabled through an engaged civil-society network	
Outcome indicator 0.1 25% increase in favourable attitude to protected areas among community members by end of Y2.	12.7% increase in attitudes to conservation, 77.9% respondents say attitudes are a lot more positive due to the project, 97.4% say their relationship with wildlife authorities is more positive (results in Annex 5.5, details in section 3.2)
Outcome indicator 0.2 30% reduction in extent of HWC grievances and KWS's management of HWC among community members by end of Y2.	74.1% of communities surveyed say HWC has decreased, crops and livestock losses decreased compared to Y1, 79% able to cope with HWC compared to 50% at baseline (results in Annex 5.5, details in section 3.2)
Outcome indicator 0.3 30% increase in favourable attitude to community members among KWS staff in Tsavo by end of Y2.	100% of participants at final stakeholder meeting say that stakeholder relationships have improved due to the project (results in Annex 5.18, details in section 3.2)
Outcome indicator 0.4 Improvement in perceptions of female and minority groups voices being heard in PA management decision making by end of Y2.	All women and PWD during endline survey think their voice is heard in PA management (results in Annex 5.5, details in section 3.2)
Outcome indicator 0.5 National KWS and at least 50% of Kenyan conservation actors in Tsavo express interest in support to adopt/expand the package of measures end of Y2.	100% of participants at final stakeholder meeting endorse BPG and SAGE action plan (results in Annex 5.18, details in section 3.2)
Output 1 Structured gap assessment of KWS community-focused training materials and practices, utilising the IUCN HWC Task Force Guidelines, IIED's SAGE Tool and a capacity assessment, informs the development of Best Practice Standards.	
Output indicator 1.1 Structured assessment process agreed by KWS and communities by Y1Q2.	Training plan finalised in Y2 (Annex 5.6)
Output indicator 1.2 Recommended Best Practice Standards developed by Y1Q3.	Best Practice Guidelines document finalised and printed in June 2024 (Annex 5.8)
Output indicator 1.3 Participatory assessment of KWS Tsavo community practices and training materials in relation to HWCx, including findings and Best Practice Standards, agreed by stakeholders and submitted to KWS by Y1Q3.	KWS competency assessments carried out in Y1 and repeated in Y2. SAGE assessment completed in Y1 (Annex 5.10, 5.11, 5.12, 5.13, 5.15, 5.16) (details in section 3.1)
Output indicator 1.4 Participatory project impact report of progress against gap assessment submitted to KWS by Y2Q4.	CAK presented to senior KWS officials at the breakfast meeting in May 2024 (report in Annex 5.17, details in section 3.1)
Output 2. KWS staff implement Best Practice Standards in community engagement and equitable governance for HWC prevention and mitigation.	

Output indicator 2.1. Piloting of Best Practice Standards is agreed for trial implementation in Tsavo by Y1Q3.	Best Practice Guidelines completed in June 2024 (Annex 5.8). KWS endorsed the guidelines at the final stakeholder meeting in March 2024 (details in section 3.1)
Output indicator 2.2. 50 front-line KWS Tsavo officers demonstrate ability to implement Best Practice Standards (30 from security, animal control, intelligence, and investigations departments, 20 from community wildlife service department), by Y2Q4.	80 KWS staff attended trainings throughout Y1 and Y2 (reports in Annex 5, details in section 3.1)
Output indicator 2.3. 10 KWS Tsavo senior officials demonstrate situational judgement to determine appropriate implementation of piloted Best Practice Standards (Assistant Director level), by Y2Q4.	KWS staff involved in situational judgement exercises as part of trust building and de-escalation training sessions (reports in Annex 5, details in section 3.1)
Output indicator 2.4. Previously identified human resource developmental needs identified in the gap assessment, have been met by Y2Q2.	Improved competency score for KWS in Y2 compared to Y1, KWS staff putting into practice skills learned during training and improvements to knowledge and confidence post training (results in Annex 5.15, 5.16, 5.31, details in section 3.1)
Output indicator 2.5. Gender Sensitive and Equitable human-wildlife coexistence techniques deployed in Tsavo by end of Y2.	Two GESI trainings carried out in Y2, one for KWS and one for community members (reports in Annex 5.27, 5.28, details in section 3.1)
Output 3. Equitable HWC governance plans, detailing decision-making processes and allocations of responsibilities which ensure the inclusion of community and stakeholders' voices in the planning and implementation of all HWC interventions.	
Output indicator 3.1. Agreements on good governance principles approved by KWS, key stakeholders and community members by Y1Q4.	Agreed at first multi-stakeholder meeting in March 2023 (report in Annex 5.32, details in section 3.1)
Output indicator 3.2. Two multi-stakeholder meetings (including community members) are convened, led and facilitated by KWS staff by Y2Q2 with project support.	Five stakeholder meetings carried out in total (reports in Annex X, details in section 3.1)
Output indicator 3.3. HWC multi-stakeholder governance plans developed by Y2Q3.	SAGE Action Plan and Best Practice Guidelines produced (documents in Annex 5.8, 5.14)
Output indicator 3.4. Relations and communications between KWS, communities and multi-stakeholders in Tsavo improve by Y2Q3.	Endline surveys with community members show improvements to attitudes and communication with KWS (results in Annex 5.5, details in section 3.1)
Output 4 Piloted and updated Best Practice Standards and package of equitable human-wildlife coexistence management techniques recommended to national KWS and conservation stakeholders for adoption and shared as a case study with IUCN HWC Task Force.	
Output indicator 4.1. Senior representatives from National KWS and Kenyan conservation stakeholders attend Tsavo-based knowledge exchange workshop with community participation by Y2Q4.	Final stakeholder meeting held in March 2024, breakfast meeting with CAK and KWS held in May 2024 (reports in Annex 5.17, 5.36, details in section 3.1)
Output indicator 4.2. Impact report presented key findings disseminated at high profile conferences in Kenya and the region by Y2Q4 (Africa Protected Area	Project presented at various high-profile conferences in Kenya, as well as Namibia (Annex 5.9, details in section 3.1)

Congress, Annual Kenyan Wildlife Conservation Congress, CITES and CBD Convention).	
Output indicator 4.3. Impact report submitted to IUCN HWC Task Force and Universal Ranger Support Alliance (URSA) by Y2Q4.	Impact video developed by CAK and disseminated (video in Annex 5.37, details in section 3.1)

Annex 2 Project's full current indicators of success as presented in the application form (unless changes have been agreed)

Project summary	SMART Indicators	Means of verification
<p>Outcome:</p> <p>KWS Tsavo reduce people-park conflict and human-wildlife conflict grievances through implementation of equitable human-wildlife coexistence management, aligned with and supported by international best-practice, and enabled through an engaged civil-society network</p>	<p>0.1 25% increase in favourable attitude to protected areas among community members by end of Y2</p> <p>0.2 30% reduction in extent of HWC grievances and KWS's management of HWC among community members by end of Y2</p> <p>0.3 30% increase in favourable attitude to community members among KWS staff in Tsavo by end of Y2</p> <p>0.4 Improvement in perceptions of female and minority groups voices being heard in PA management decision making by end of Y2</p> <p>0.5 National KWS and at least 50% of Kenyan conservation actors in Tsavo express interest in support to adopt/expand the package of measures end of Y2.</p>	<p>0.1 ZSL's Conservation Attitude Index, from baseline and endline community surveys (Likert scale 1 - 5, quantified for percentage calculation)</p> <p>0.2 ZSL's HWC Index, focused on grievances to HWC and KWS's management of HWC, from baseline and endline community surveys (Likert scale 1 - 5, quantified for percentage calculation)</p> <p>0.3 Anonymised KWS attitude survey, baseline and endline (Likert scale 1 - 5, quantified for percentage calculation)</p> <p>0.4 Qualitative baseline and endline Key Informant Interviews and Focus Group Discussions with KWS and Community groups.</p> <p>0.5 Reports and communications from project impact workshop facilitated by Conservation Alliance Kenya</p>
<p>Output 1</p> <p>Structured gap assessment of KWS community-focused training materials and practices, utilising the IUCN HWC Task Force Guidelines, IIED's SAGE Tool and a capacity assessment, informs the development of Best Practice Standards.</p>	<p>1.1 Structured assessment process agreed by KWS and communities by Y1Q2</p> <p>1.2 Recommended Best Practice Standards developed by Y1Q3</p> <p>1.3 Participatory assessment of KWS Tsavo community practices and training materials in relation to HWCx, including findings and Best Practice Standards, agreed by stakeholders and submitted to KWS by Y1Q3</p> <p>1.4 Participatory project impact report of progress against gap assessment submitted to KWS by Y2Q4</p>	<p>1.1 Structured Assessment plan; reports from KWS and community meetings</p> <p>1.2 Best Practice Standards</p> <p>1.3 Participatory assessment submitted to KWS Tsavo</p> <p>1.4 Participatory project impact report of progress against gap assessment submitted to KWS</p>
<p>Output 2</p> <p>KWS staff implement Best Practice Standards in community engagement and</p>	<p>2.1 Piloting of Best Practice Standards is agreed for trial implementation in Tsavo by Y1Q3</p>	<p>2.1 KWS Tsavo documents detailing conditions of pilot of Best Practice Standards</p> <p>2.2 Training assessments conducted by experts</p>

<p>equitable governance for HWC prevention and mitigation.</p>	<p>2.2 50 front-line KWS Tsavo officers demonstrate ability to implement Best Practice Standards (30 from security, animal control, intelligence, and investigations departments, 20 from community wildlife service department), by Y2Q4</p> <p>2.3 10 KWS Tsavo senior officials demonstrate situational judgement to determine appropriate implementation of piloted Best Practice Standards (Assistant Director level), by Y2Q4</p> <p>2.4 Previously identified human resource developmental needs identified in the gap assessment, have been met by Y2Q2</p> <p>2.5 Gender Sensitive and Equitable human-wildlife coexistence techniques deployed in Tsavo by end of Y2</p>	<p>2.3 Situation Judgement Assessments conducted by experts</p> <p>2.4 Community feedback; mentor assessments; summative assessments post follow-up training</p> <p>2.5 Reports from joint KWS and Community Teams on GESI Sensitive programming</p>
<p>Output 3</p> <p>Equitable HWC governance plans, detailing decision-making processes and allocations of responsibilities which ensure the inclusion of community and stakeholders' voices in the planning and implementation of all HWC interventions.</p>	<p>3.1 Agreements on good governance principles approved by KWS, key stakeholders and community members by Y1Q4</p> <p>3.2 Two multi-stakeholder meetings (including community members) are convened, led and facilitated by KWS staff by Y2Q2 with project support</p> <p>3.3 HWC multi-stakeholder governance plans developed by Y2Q3</p> <p>3.4 Relations and communications between KWS, communities and multi-stakeholders in Tsavo improve by Y2Q3</p>	<p>3.1 Stakeholder meeting minutes, summary document of good governance principles</p> <p>3.2 Meeting agenda and minutes, feedback report on the stakeholder meetings</p> <p>3.3 Signed governance plans</p> <p>3.4 Community attitude survey report</p>
<p>Output 4</p> <p>Piloted and updated Best Practice Standards and package of equitable human-wildlife coexistence management techniques recommended to national KWS and conservation stakeholders for adoption, and shared as a case study with IUCN HWC Task Force.</p>	<p>4.1 Senior representatives from National KWS and Kenyan conservation stakeholders attend Tsavo-based knowledge exchange workshop with community participation by Y2Q4</p> <p>4.2 Impact report presented key findings disseminated at high profile conferences in Kenya and the region by Y2Q4 (Africa Protected Area Congress, Annual Kenyan Wildlife Conservation Congress, CITES and CBD Convention)</p> <p>4.3 Impact report submitted to IUCN HWC Task Force and Universal Ranger Support Alliance (URSA) by Y2Q4</p>	<p>4.1 Knowledge exchange workshop minutes</p> <p>4.2 Impact report</p> <p>4.3 Impact report dissemination summary (with feedback if received)</p>

Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)

- 1.1 Hold an inception meeting with KWS to set objectives and plan
 - 1.2 Set up of project processes including FPIC, stakeholder mapping, socialising the feedback mechanisms etc
 - 1.3 Use IIED SAGE governance tool to understand and assess equity in protected area conservation
 - 1.4 Review KWS community training materials with IUCN HWC task force guidelines
 - 1.5 Conduct a capacity needs assessment to identify knowledge gaps among KWS officers on community centred HWC mitigation
 - 1.6 Hold a community consultation and conduct community attitude surveys towards KWS and wildlife
 - 1.7 Hold a consultative meeting and present findings of the needs assessment and draft of the best practice standards to get input and buy-in from KWS
 - 1.8 Design training plan and materials and assessment for learning
 - 1.9 Develop and propose Best Practice Standards for piloting based on the capacity assessment and gap analysis
-
- 2.1 Conduct training sessions targeting different capacity building aspects identified in the gap assessment including 20 people to be trained as trainers
 - 2.2 Design and implementation of trust building workshops between KWS, community reps and other relevant stakeholders to improve relationships
 - 2.3 ZSL to deliver training in situation analysis and de-escalation; facilitation; poverty and biodiversity conservation, personal safety and gender equity and social inclusion training
 - 2.4. Equip KWS with participatory learning and action research skills as well as integrate citizen science to develop effective approaches for HWC Prevention and mitigation resulting in better sensitivities to community challenges in regards to HWC
 - 2.5 KWS to lead and facilitate two quarterly stakeholder meetings that include community members, relevant NGOs and private sector putting into practice the skills learnt in the Project
 - 2.6 A Joint KWS-Community mentorship and advisory group formalised consisting of a senior member of KWS Community Wildlife Service staff, Ministry of Wildlife, CAK and a respected community member with support from ZSL's international best practice network, the group provides ongoing advice to KWS staff
 - 2.7 Conduct an exchange visit to learn from promising practice in community centred HWC mitigation strategies
 - 2.8 Incorporate learnings into Best Practice Standards developed and promote to KWS for integration into KWS ranger training
-
- 3.1 CAK and Project staff lead quarterly stakeholder meetings to formalise consortium with key stakeholders, agree good governance principles and synergise activities
 - 3.2 Support KWS to lead quarterly stakeholder meetings (consortium) to build partnerships and plan conservation and HWC mitigation activities
 - 3.3 HWC governance plans to be developed, led by KWS with multi-stakeholder consortium and community input.
-
- 4.1 Knowledge exchange exposure visit to Tsavo with HQ KWS staff and conservation actors.
 - 4.2 Impact report detailing key findings and policy recommendations developed and presented at key conferences (African Park Congress convened by IUCN/ Annual Wildlife conservation congress convened by the MOTW and CAK, CITES and CBD convention)
 - 4.3 Impact report disseminated to IUCN HWC Task Force and URSA.

Important Assumptions

1. Improved governance decreases conflict around negative human-wildlife interactions and improves people-PA relations, benefitting biodiversity conservation.
2. KWS and local communities are willing and able to work together to improve HWC governance and management.
3. Communities and stakeholders are willing and able to engage together to discuss matters. Community representation is representative of all affected and marginalised groups.
4. Capacity to implement equitable HWCx practices is the key gap in KWS current practice. Providing this capacity, the project will see improvements in outcomes.
5. CAKs involvement will lay groundwork for adoption by Kenyan conservation stakeholders, and alignment in working practices.

Annex 3 Standard Indicators

Table 1 Project Standard Indicators

As this was an existing project that started before the Standard Indicators were developed, we have only included relevant indicators in the table below.

DI Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total achieved	Total planned
DI-A01	Number of people in eligible countries who have completed structured and relevant training	Number of People	Gender, people with a disability (PWD), youth		150		150 (35 women, 9 PWD, 8 youth) (80 KWS, 70 HWC-RCs)	
DI-A03	Number of local or national organisations with enhanced capability and capacity	Number of organisations	Organisation type		1		1 (KWS)	
DI-A04	Number of people reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training	Number of people	Gender		32		32 (5 women)	
DI-B05	Number of people with increased participation in governance	Number of people	Gender, PWD		70		70 (24 women, 9 PWD, 8 youth) (HWC-RCs)	
DI-C01	Number of best practice guides and knowledge products published and endorsed	Number	N/A		1		1	

Table 2 Publications

Title	Type (e.g. journals, manual, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)
Project impact video*	Video	CAK, 2024	Male	Kenyan	N/A	https://www.facebook.com/ConservationAllianceKenya/videos/504006135331874/?share_url=https%3A%2F%2Ffb.watc h%2FtB1QxD49BL%2F

Title	Type (e.g. journals, manual, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)
A Multi-Stakeholder Approach to Human-Wildlife Conflict Mitigation: Best Practice Guidelines*	Guidelines	ZSL, CAK, KWS	Female	Kenyan	N/A	N/A – awaiting upload to ZSL website
Tsavo West Northern Border SAGE Action Plan*	Action Plan	ZSL, CAK, KWS	Female	Kenyan	N/A	N/A – awaiting upload to ZSL website

Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the correct template (checking fund, type of report (i.e. Annual or Final), and year) and deleted the blue guidance text before submission?	
Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line.	
Is your report more than 10MB? If so, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line. All supporting material should be submitted in a way that can be accessed and downloaded as one complete package.	
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 14)?	
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	
Have you involved your partners in preparation of the report and named the main contributors?	
Have you completed the Project Expenditure table fully?	
Do not include claim forms or other communications with this report.	