



Illegal Wildlife Trade (IWT) Challenge Fund Final Report

To be completed with reference to the “Writing a Darwin Report” guidance: (<http://www.darwininitiative.org.uk/resources-for-projects/reporting-forms>). It is expected that this report will be a **maximum** of 20 pages in length, excluding annexes.

IWT Challenge Fund Project Information

Project reference	IWT 020
Project title	Strengthening local community engagement in combating illegal wildlife trade
Country(ies)	Kenya
Contract holder institution	IUCN Eastern and Southern Africa Regional Office
Partner institution(s)	IUCN SSC CEESP Sustainable Use and Livelihoods Specialist Group (SuLi), IUCN SSC African Elephant Specialist Group, IIED, Kenya Wildlife Conservancies Association, Cottars Safari Service, Big Life Foundation
Total IWT grant value	£ 218,666
Start/end dates of project	1 st April 2016/30 th March 2018
Project leader’s name	Akshay Vishwanath
Project website/blog/social media	www.iucn.org/flod
Report author(s) and date	Akshay Vishwanath, Leo Niskanen, Dilys Roe, Holly Dublin, Diane Skinner, Dickson Ole Kaelo, Rosie Cooney, Antony Kasanga, and Calvin Cottar. 25 th June 2018

1. Project Summary

In Kenya, as in many other African countries, IWT is a serious conservation challenge. Kenya is not only a source for elephant ivory and many other wildlife products, both legal and illegal, but also a transit hotspot. As in many other source countries, Kenyan strategies for addressing IWT have to date placed far greater emphasis on intensified state-led and private law enforcement than on community engagement approaches. However, available evidence internationally suggests that local community support and participation is an essential pre-condition for the fight against IWT to succeed in the long term.

In Kenya several interesting NGO, private sector and community-based initiatives are beginning to show some success in engaging communities in anti-poaching, mitigating human-wildlife conflict and generating livelihood improvements. Examples include conservancies supported by the Big Life Foundation and Cottar’s Safari Services (both partners in this project). These initiatives are largely occurring outside of formal protected areas and provide critical connectivity and space for the seasonal movements of Kenya’s elephant populations. However, many of these initiatives have been developed in isolation on a somewhat *ad hoc*

“trial and error” basis often without a clear theory of change (ToC) and limited collection and dissemination of lessons learned that could help inform policy and practice elsewhere. Indeed, community voice is often lacking or missing entirely in policy discussions and strategy development to combat IWT.

This project intended to address this problem by testing and adapting a dynamic Theory of Change (ToC), developed by IUCN’s CEESP/SSC Sustainable Use and Livelihoods Specialist Group, International Institute for Environment and Development (IIED) and other partners, that provides a framework for understanding how communities can best combat IWT in different contexts. The project adopted an action research approach, directly engaging stakeholders in reviewing and refining the ToC and the assumptions which underpin it according to their own experiences.

The current project particularly focused on the poaching of African elephants and illegal trade in ivory and aimed to help strengthen anti-IWT interventions in Kenya, and beyond, thus making a valuable contribution to the conservation of the species. IUCN and partners tested the ToC at two pilot sites - the Olderkesi Conservancy adjacent to the Masai Mara National Reserve (see Figure 1 below) and the Kilitome Conservancy in the Greater Amboseli Ecosystem (Figure 2). Close to the Kenya-Tanzania border, these areas are rich in wildlife and important for tourism harbouring important populations of “the big five” species (African elephant, black rhinoceros, leopard, lion and African buffalo) as well as many other iconic and threatened species. The communities living in and around these conservancies are from the Maasai ethnic community who still lead a predominantly pastoral/agro-pastoral lifestyle although some of the communities are rapidly becoming more agricultural and increasingly urbanised. Both the Olderkesi and Kilitome communities are partners and shareholders in their respective conservancies. In the case of Olderkesi, the Conservancy was recently formed with support from Cottar’s Wildlife Conservation Trust (CWCT) – a non-profit arm of Cottar’s Safari Service. Kilitome Conservancy was established in 2008 by the African Wildlife Foundation (AWF) and 100 Maasai landowners in partnership with an eco-tourism facility, Tawi Lodge, which has entered into a formal lease agreement with the landowners. Big Life Foundation manages the Kilitome Community Scout Programme, which is financed by AWF. Case studies and site-specific theories of change have been developed for both pilot sites (https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_case_study_final_press_ver.pdf). These are summarised in Section 3 below. In 2016, discussions were held with Southern Rift Landowners Association (SORALO), who expressed an interest in testing the ToC at one of their conservancies - the Shompole-Olkiramatian group ranch (Figure 3). Funding was secured in 2017 to extend the project to include this third site, for which the fieldwork has been completed and writing up of the case study and site-specific theory of change are on-going.

Apart from the case studies, the project focused on documenting the methodology used to undertake the action research work. The lessons learned and guidance generated was published under the initiative: “Local Communities: First Line of Defence against Illegal Wildlife Trade (FLoD)” in the form of the FLoD Guidance and associated tools, and widely disseminated. The English, French and Portuguese versions of the guidance and tools can be found at <http://pubs.iied.org/14672IIED/>, <http://pubs.iied.org/14672FIIED/> and here <http://pubs.iied.org/14672PIIED/>, respectively. The FLoD Guidance, tools, and case studies serve as useful tools for communities, practitioners and policy-makers to better engage communities in combatting IWT. Continued uptake of this methodology is expected to be useful for improving strategies and interventions aimed at combating high-value IWT in other sites.

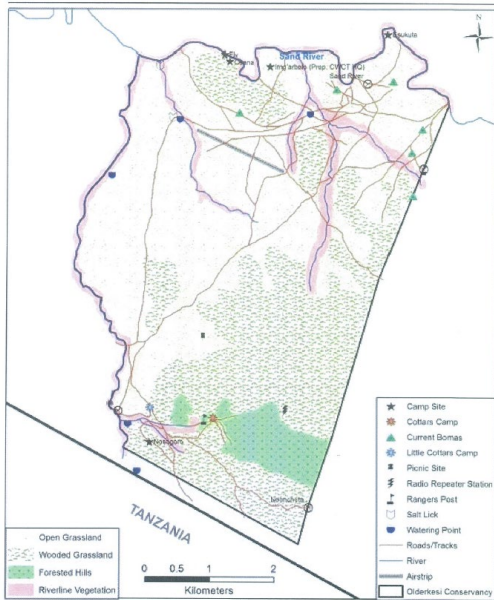


Figure 1: Olderkesi Conservancy

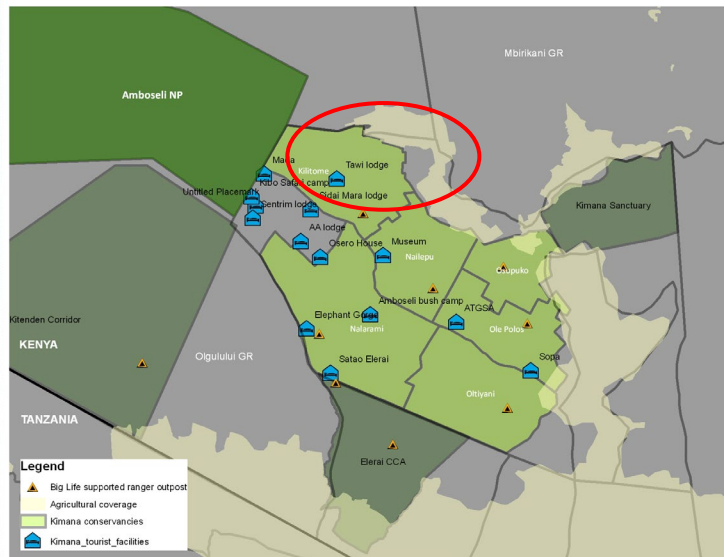


Figure 2: Kilitome Conservancy (indicated by red circle)



Figure 3: Map of FLOD Initiative Pilot Sites in Kenya

2. Project Partnerships

IUCN CEESP/SSC's Sustainable Use and Livelihoods Specialist Group (SULi). SULi (through its members Dr Holly Dublin, Dr Dilys Roe, Ms Diane Skinner and Dr Rosie Cooney) have actively participated in the project since its design. They were part of the team that developed the original Beyond Enforcement ToC on which this project builds. SULi was involved with IUCN ESARO in the development of the project tools and methodology and supported the fieldwork. They also worked closely with IUCN ESARO on the evolution of the

ToC and helped facilitate the project inception workshop. They facilitated the workshops to share lessons with and to learn additional insights from the Olderkesi and Kilitome conservancy stakeholders and the KWCA network of conservancies. They also helped author, review and comment on the draft versions of the Kilitome and Olderkesi case studies. The inception workshop report can be found on:

https://www.iucn.org/sites/dev/files/content/documents/report_inception_workshop.pdf.

The Kilitome-Olderkesi and KWCA workshop reports can be found on:

https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_workshop_summary_report_final.pdf and

https://www.iucn.org/sites/dev/files/content/documents/kwca_summary_workshop_report_final.pdf respectively.

In addition, SULi organised, facilitated and supported a number of international workshops and events at which information was disseminated about the project and its objectives, including the following:

1. A special side event session with UNEP at the 66th meeting of the CITES Standing Committee in Geneva in **January 2016** at which Dr Holly Dublin gave a presentation to share information about the methodological framework and approach.
2. Dr Holly Dublin gave a presentation about the rationale, objectives and methodological framework for FLoD at the IUCN SSC African Rhino Specialist Group meeting in Kruger National Park, South Africa, in **February 2016**.
3. Dr Holly Dublin gave a presentation about the project rationale and objectives at the Save Wildlife conference at The Hague in **March 2016**. At this conference, SULi facilitated the discussions of an ad-hoc working group on sustainable livelihoods and economic development – “Catalyzing Action: Engaging communities in the battle against Illegal Wildlife Trade”. A “wildlife deal” (i.e. a commitment to work together towards common objectives) was also developed involving IUCN ESARO, CSS and SORALO “to formulate Rules of Engagement that ensure that clear principles are followed when working with communities, including respecting their rights, ensuring accountability and acknowledging costs of living with wildlife”. For more details see report at <https://www.savewildlife.nl/documents/reports/2016/08/30/final-report-wildlife-deals-for-wildlife>
4. Ms Diane Skinner and Dr Holly Dublin facilitated a working session on strengthening community engagement against IWT for 11 recipients of funding from the GEF/World Bank Global Wildlife Programme in Nairobi, Kenya, in **May 2016**.
5. SULi convened a workshop on Communities and IWT along with the Convention on Migratory Species, UNDP and other partners at the World Conservation Congress in **September 2016**.
http://www.cms.int/sites/default/files/iucn_world_congress_flyer_ver24Aug2016_2.pdf
6. Joint event with ResourceAfrica at the 17th Conference of the Parties to CITES (COP 17) **September 2016** <https://www.iucn.org/news/species/201610/iucn-event-stimulates-debate-about-role-communities-first-line-defence-against-illegal-wildlife-trade>
7. SULi, IIED, IUCN Viet Nam and partners convened a side-event on the theme of Communities and Combating Illegal Wildlife Trade in **November 2016** in Hanoi, Vietnam, during the inter-governmental high level IWT Conference, incorporating insights from the project; <https://www.iucn.org/commissions/commission-environmental-economic-and-social-policy/our-work/specialist-group-sustainable-use-and-livelihoods-suli/events/beyond-enforcement-workshop-hanoi-viet-nam-15-16-november-2016>
8. Dr Holly Dublin led a special side event session at the 69th meeting of the CITES Standing Committee, Geneva in **November 2017** to share information about the advancements in the FLoD methodological framework and approach, and lessons learnt from the field.

IIED. Dr Dilys Roe (also a member of the SULi Steering Committee) was involved in the development of the original Beyond Enforcement ToC and was closely involved in the subsequent evolution of the project methodology and tools. She participated in the research activities at the Olderkesi pilot site and led the drafting of a case study for that site. She also

helped facilitate and present results from research at the Olderkesi-Kilitome workshop and the KWCA network meeting – see links to reports in the following section.

IUCN SSC African Elephant Specialist Group (AfESG). Dr Holly Dublin, who is also the chair of the AfESG, has participated in her capacity as a member of SULi and its Steering Committee as outlined above. She has also advised on all relevant aspects relating to the conservation of African elephants and the illegal trade in ivory.

Kenya Wildlife Conservancies Association (KWCA). Dickson Ole Kaelo, Chief Executive Officer at KWCA attended the project inception workshop and contributed to the revised post-workshop ToC, which the project is testing at the pilot sites. He also facilitated the community consultations at the two pilot sites. Dickson and his team helped to convene and facilitate a consultation with 35 conservancies in the KWCA network – see links to reports in the previous section.

Cottar's Safari Services (CSS) attended the project inception workshop and contributed to the revised post-workshop ToC, which the project is testing at the pilot sites. Mr Cottar and his staff participated as key informants in the interviews at the Olderkesi site and he and his team assisted with logistics for the Olderkesi field visit. CSC staff also attended the Olderkesi-Kilitome joint lesson-learning workshop and the KWCA network meeting – see links to reports in the previous section. Mr Cottar also reviewed and commented on the draft versions of the Olderkesi case study.

Big Life Foundation (BLF) attended the project inception workshop and contributed to the revised post-workshop ToC, which the project is testing at the pilot sites. BLF staff also participated as key informants in the interviews to test the initial framework ToC at Kilitome, and also assisted with logistics and organisation of other key informant interviews and community consultations at Kilitome. BLF helped organise and participated in the Olderkesi-Kilitome joint lesson-learning workshop.

Local communities and local institutions have been involved as key participants in the action research process. The communities have been extremely engaged in this process participating in highly interactive series of discussions, participatory exercises and one-on-one interviews.

In addition, although not part of the original group of formal partners, the following organisations have been involved in the design and/or implementation of the project activities:

- **Royal Roads University.** Dr Wendy Roe, an expert on Action Research, joined the team to advise on methodological aspects. She attended the inception workshop, assisted with the research at the Kilitome pilot site and supported the writing of the draft case study.
- **African Wildlife Foundation (AWF).** AWF was involved as one of the founding organisations of the Kilitome Conservancy. They have contributed as key informants to the project, and also attended the Olderkesi-Kilitome lesson learning workshop to validate the findings from the field work.
- **Southern Rift Landowners Association (SORALO).** In early 2016 IUCN ESARO held discussions with the leadership of SORALO who expressed an interest in testing the ToC at one of their conservancies - the Shompole-Olkiramatian group ranch. The addition of this site provided opportunities for additional lesson learning. SORALO attended the inception workshop and contributed to the post-inception ToC. In January 2017 IUCN ESARO successfully raised an additional US\$ from the USAID / US Department of Interior International Technical Assistance Programme to extend the project to include this third site, for which the fieldwork has been completed and writing up of the case study and site-specific theory of change are on-going. This is expected to further strengthen the evidence base and to build on the momentum achieved by this project.

3. Project Achievements

3.1 Outputs

The following three outputs were set out in our application

Output 1	Two case studies of existing community engagement projects, analysed against a modified situational crime prevention framework and theory of change.
Output 2	Revised Theory of Change - based on case studies conducted and comparable lessons from other conservancy initiatives.
Output 3	Guidance on designing and strengthening community engagement projects in the context of IWT.

By the end of the project in March 2018, all three outputs had been achieved. The details are as follows:

Output 1: Case Studies

Activity 1.1 Methodology developed and logistical arrangements completed. The project methodology follows the principles of Action Research and has developed a number of qualitative research methods to test the causal pathways and assumptions of the framework ToC at each study site. These include the use of a situation analysis tool adopted from a Community Based Natural Resource Management tool developed by WWF in Namibia, and a series of community meeting tools and techniques using exercises adapted from more traditional Participatory Rural Appraisal, as well as key informant interviews. The methodology includes the collection of an agreed set of quantitative indicator data where available. The methodology continued to evolve throughout the life of the project, resulting in the guidance as outlined under Output 3.

Logistical arrangements for all the workshops and field visits were completed on time by June 2016.

Activity 1.2 Inception workshop conducted. The inception workshop took place on the 27th and 28th of May 2016 at the IUCN ESARO offices in Nairobi Kenya. It was attended by all the project partners. The workshop was designed to familiarise the participants with the ToC approach, help explain and test the proposed methodology, understand the local context at the project pilot sites and to develop a methodological framework and work plan to guide the next stages in the project. The workshop was also used to test the initial framework ToC based on the specific contexts of the individual pilot sites. For a detailed report on the inception workshop, please see

https://www.iucn.org/sites/dev/files/content/documents/report_inception_workshop.pdf

Activity 1.3 Interviews and focus group discussions conducted at first case study site.

The activity was conducted from the 22nd to the 25th of August 2016 at the Kilitome Conservancy (changed from Satao Elerai to the Kilitome Conservancy on advice from the project partners, BLF). The main research team included Wendy Rowe, Dickson Ole Kaelo and Leo Niskanen. The team carried out interviews with key informants and conducted focus group discussions and participatory exercises with the key community focus groups: elders, women and youth using action research methodologies. The main purpose of the research was to understand: (1) the community's and project designers ToCs, (2) how the pathways and key assumptions differed from the initial IUCN framework ToC (3) the key lessons learned on community engagement in the fight against IWT. The findings from the research have been documented in a draft case study (which is still being finalised). A summary of key findings is documented in the Olderkesi-Kilitome workshop report see:

https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_workshop_summary_report_final.pdf

Activity 1.4 Presentation of objectives, methods and preliminary findings presented at the World Conservation Congress in September 2016. On the 5th of September 2016, Holly Dublin and Rosie Cooney of IUCN CEESP/SSC's SULi, in collaboration with the Convention on

Migratory Species (CMS) and other partners, organised a special event on the side lines of the World Conservation Congress titled “*Empowering Local Communities to Combat Poaching and Illegal Wildlife Trade - What Works and Why?*”

http://www.cms.int/sites/default/files/iucn_world_congress_flyer_ver24Aug2016_2.pdf.

Although it was too early to disseminate lessons learned, the objectives and methodological framework of this project were shared at this event and garnered interest from staff of the CMS and CITES Secretariats.

Activity 1.5 Fieldwork at second case study site. The research team (Holly Dublin, Dilys Roe, Leo Niskanen & Dickson ole Kaelo) visited the Olderkesi Conservancy from the 13th to the 16th of October 2016. The team carried out interviews with key informants and conducted focus group discussions and participatory exercises with the key community focus groups: elders, women and youth using action research methodologies. The main purpose of the research was to understand: (1) the community’s and conservation partner’s ToCs (2) how the pathways and key assumptions differed from the IUCN framework ToC (3) the key lessons learned on community engagement in the fight against IWT. The findings from the research have been documented in a draft case study (still being finalised) and summarised in the Olderkesi-Kilitome workshop report found on

https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_workshop_summary_report_final.pdf

Activity 1.6 Case study analysis and report writing. The case studies were developed for both conservancies. These discuss the site-specific ToCs and how these differ from the initial IUCN framework ToC. Key lessons learned from community engagement at these sites are discussed. The case studies were finalised incorporating feedback received during the February 2017 workshop with both conservancies to validate results and compare findings (see Output 2). Preliminary findings are summarised in the workshop reports referred to above.

The case studies can be found here:

https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_case_study_final_pre_ss_ver.pdf

There have been several key learnings from the two conservancies:

The overall structure and logic flow of the ToC for engaging communities in combatting IWT appears to be valid – there were no additions nor removals. However, the level of emphasis given to each pathway in the ToC differs. The Kilitome ToC gives more emphasis to the pathway concerning strengthening disincentives for illegal behaviour (pathway A), whereas the Olderkesi ToC places emphasis on increasing incentives for stewardship (pathway B).

This difference, along with other differences in views and belief systems in the two communities, may be a reflection of the fact that in Olderkesi communities are still predominantly pastoralist, while in Kilitome they are agro-pastoralist and peri-urban. There are also differences in opinion and belief systems among the different gender and age-groups, which has implications on sustainability of IWT interventions that rely more heavily on the cooperation of one such group.

The long term vision of both conservancies extends beyond tackling IWT to securing intact ecosystems for sustainable wildlife based land use that is also beneficial to their core livelihood: livestock. The project designers/implementers and communities recognize that IWT must be dealt with as a priority but they are aware that the future of wildlife depends on preventing habitat loss and securing enough land to accommodate both wildlife and livestock. This requires different and broader strategies, interventions and investments than for combatting IWT.

The benefits from tourism are critical for the ToCs in both Kilitome and Olderkesi. However, there is mismatch between the expectation of the communities and what tourism can realistically deliver in terms of benefits to them. This is important in light of the expanding human population in these areas and the volatility of international tourism markets. Both case studies also underscore the importance of ensuring transparency in how tourism revenues and

generated and distributed. This is critical for building and maintaining trust between communities and tourism operators.

Revenues from wildlife were seen as insufficient, and therefore, viable incomes from other means, such as livestock and agriculture, were deemed critical. However, some of the alternative livelihood strategies were not seen as compatible with wildlife based land use in the long-term.

The generation of revenue to local communities from multiple land uses while accommodating wildlife that require large areas of land is contingent on effective land use planning, zoning and governance at landscape level, whether contemporary or traditional. This is critical for the success of both conservancies.

While poaching for IWT is not a pressing issue in both conservancies, the persistent problem of human-wildlife conflict and weak response to this by the wildlife authority is causing resentment and contributing to retaliatory killings of elephants and other wildlife, particularly at Kilitome. There is a need to address these impacts on local communities as a key priority for maintaining and strengthening community engagement in combating IWT.

The communities of both conservancies recognize the importance of law enforcement to tackle IWT, provided it is in partnership with the communities. Initiatives such as a well trained and equipped local community scout programme supported by a local community informer network are formidable components in tackling IWT but the sustainability of these is uncertain as they are currently completely dependent on external funding sources. The communities also believe that social sanctions and social pressures are effective in reinforcing government penalties, viewed as punitive but fair, and help deter poaching.

The case study work also revealed lessons on the FLoD methodology/process:

- The FLoD approach can help enhance stakeholders' understanding of (i) implicit ToCs of both communities and designers (ii) differences within communities and between communities and designers (iii) reasons for success or failure of particular components of a project. It can also provide useful lessons for other projects (existing and new).
- The FLoD approach can provide an excellent entry point for communities and project designers to engage in dialogue on fundamental issues of mutual concern. Although aimed at addressing the issue of IWT, the FLoD approach can also help to unearth issues and solutions that have broader applicability to community based natural resource management.
- There is a need to invest time and effort at the outset to gain a deep understanding of the designer/ implementers ToC and the community ToC. Inconsistencies between these two ToCs can provide the valuable insights into reasons for low impact projects and interventions.
- Key informant interviews provide essential triangulation to help validate the ToCs.
- An initial scoping visit to the case study area and an inception workshop are critical to: (i) explain the process to the project designer/implementer and to local partners; (ii) collect the necessary background information; (iii) identify the key stakeholders and define the target community; (iv) define the geographical boundaries of the study site; and (v) to gain insights into the extent of poaching.
- Communities appreciate efforts to empower them and are willing and able to engage effectively in the action research process that underpins the FLoD methodology. However, it is vital to ensure a good balance in community focus groups in terms of ethnic groups, gender and age.
- The community focus group discussions require expert facilitation. It is important to select a facilitator who is perceived by the communities as independent and not representing any particular interest or point of view. Facilitation tools must be well understood and appealing to participants.

- Local language interpreters are critical. Care must be taken to manage dominant voices (e.g. chiefs and other members of the community elite) and to make room for all segments of the community to be heard.
- Repeated feedback of findings from the FLoD process to the designers/implementers and communities is critical including a final validation workshop to ensure buy-in and ownership.

Output 2: Revised Theory of Change

Activity 2.1 Meeting conducted to compare findings from two case studies. This workshop took place from the 27th to the 28th of February 2017 at the AA Lodge near Amboseli NP, bringing together key stakeholders from the Olderkesi and Kilitome conservancies. This workshop validated the findings and helped share lessons learned from the research carried out at the two conservancies. For more details please see workshop report available on: https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_workshop_summary_report_final.pdf

Activity 2.2 Workshop carried out with KWCA members to collect additional experiences from other conservancy sites and identify key policy recommendations. This workshop took place at the CORAT Africa Conference Centre in Nairobi on the 1st and 2nd of March 2017. This workshop with the wider KWCA network provided a valuable opportunity to draw in comparable experiences from a wide range of conservancy settings and involving different species in the IWT. It also helped to identify critical opportunities and strategies for influencing policy to better support community conservancies in their wildlife stewardship efforts. For more details please see workshop report available on: https://www.iucn.org/sites/dev/files/content/documents/kwca_summary_workshop_report_final.pdf

Activity 2.3 Comparison of experience with project in Zimbabwe (provided the project "Incentives and disincentives: combating IWT in the southeast Lowveld, Zimbabwe" proposed to IWTCF funded). This proposal was not funded by the IWTCF and therefore the activity was not carried out.

Activity 2.4 Analysis of experience and revision of ToC. The research carried out at site level and subsequent data analysis has enabled the team to develop site-specific ToCs. These are discussed in detail in the case studies (see activity 1.6). Key elements of these theories of change and how they differ from the post-inception workshop ToC are discussed in the workshop reports referred to above. In addition, the "Baseline ToC" has been amended based on experiences throughout the project.

Output 3: Guidance documents

The project partners felt that it was necessary to have a detailed guidance for implementing the 'Local communities: First Line of Defence against illegal wildlife trade (FLoD)' methodology to articulate, contrast and compare the assumptions, perceptions, and logic flows of communities and project designers/implementers that are engaging in projects to combat illegal wildlife trade (IWT) in a consistent and comparable manner across communities and geographies was vital for taking FLoD to scale. The draft guidance document was produced by January 2018 (Activity 3.1). Under Activity 3.2, a peer review of the draft document was conducted by Dr. Rob Small (Senior Technical Specialist, Livelihoods & Governance (Africa) Fauna & Flora International) and Dr Rosie Cooney (Chair of the CEESP/SSC Sustainable Use and Livelihoods Specialist Group (SULi) and a Visiting Fellow at the University of New South Wales). Their comments were incorporated and the final guidance document produced in March 2018.

In its current form, the methodology uses a step-wise process of i) scoping meetings to understand the background to anti-IWT initiatives and to identify relevant stakeholders ii) interviews and focus group discussions to develop theories of change within stakeholder groups, and iii) multi-stakeholder workshops to discuss differences in logic and assumptions, communicate lessons learnt and generate recommendations for action going forward. The

FLoD guidance documents the process that project partners used to test the ToC for engaging local communities in tackling high-value IWT in different settings, and to serve as a guide to others who wish to apply this methodology in other sites and contexts. The tools can be applied to anti-IWT initiatives of any kind (both new and existing), as long as they have an explicit community component. As more experience is gained in its application and lessons learned from different contexts, the methodology will continue to be updated and the process refined, simplifying it where possible.

The English version of the FLoD Guidance can be found at <http://pubs.iied.org/14672IIED/> (Activity 3.3). French and Portuguese versions of the FLoD Guidance were also produced in March 2018 (Activity 3.5) and were uploaded at <http://pubs.iied.org/14672FIIED/> and <http://pubs.iied.org/14672PIIED/>, respectively.

Based on the learnings from the field work, case study production and the development of the FLoD guidance, the project partners developed a briefing paper to document practical and policy guidance on effective community engagement against IWT, which can be found here <http://pubs.iied.org/17455IIED/> (Activity 3.4). The main policy pointers are as follows:

- The voices of local communities living with wildlife have been missing from policy debates on the illegal wildlife trade (IWT). National, regional and international policy forums must include community representatives as equal partners alongside government and non-government stakeholders if policy is to be effective in practice.
- Increasing community incentives for wildlife stewardship (in policy and practice) and decreasing the costs of living with wildlife must be given equal weight alongside providing alternative livelihoods when partnerships with local communities are considered in the context of the IWT.
- Political will is needed to reform existing policy to better reflect clear, consistent lessons on ensuring greater community ownership, rights and tenure. Even where policy supports these issues, greater efforts are needed to implement these commitments.
- In the longer term, poaching and IWT are a lesser threat to wildlife than rapid land transformation and increasing habitat loss. Governments need to provide incentives to local communities to support wildlife as an economically viable and competitive land use option.

As part of Activity 3.6, these documents continue to be widely distributed through the IIED website (links above) as well as through the IUCN website, with an entire page dedicated to the FLoD Initiative, in which all the outputs from the project can be found (www.iucn.org/flod). Further dissemination of these outputs was done via social media. See for example <https://twitter.com/IUCN/status/995914881009422336> and <https://www.facebook.com/iucn.org/> - posted on 11th May, titled *IUCN and IIED launch Guidance on Local Communities: First Line of Defence against Illegal Wildlife Trade (FLoD)*. Further dissemination took place through SULi's mailing list which goes out to over 300 experts and practitioners across the world.

3.2 Outcome

The outcome for this project is: *"The conditions for stronger engagement of local communities to combat - rather than participate in - IWT in African elephants while positively contributing to local livelihoods is better understood and forms the basis of practical guidance for anti-IWT policy and programme development in Kenya (and beyond)."* The project has achieved this outcome through the achievement of all of the outputs as described, along with the necessary evidence, in the previous section.

Two existing community engagement initiatives in Kenya were assessed against a draft ToC and a modified situational crime prevention framework to understand the causal pathways upon which their IWT impacts are based. The methodology report, case studies, meeting and workshop reports can be found on the links provided under Output 1 and Output 2 in the previous section (Section 3.1). The presentations can be found through the links provided in Section 2.

The FLoD Guidance produced in English, French and Portuguese are available at <http://pubs.iied.org/14672IIED/>, <http://pubs.iied.org/14672FIIED/> and <http://pubs.iied.org/14672PIIED/>, respectively. This practical guidance is available in multiple languages to strengthen existing and new community engagement initiatives. The Briefing paper with key messages from project can be found here <http://pubs.iied.org/17455IIED/>.

The briefing paper and key messages from the project, as well as the FLoD guidance document and tools were circulated internationally through list serves, international presentations, social media and project partner websites. The evidence is presented in Sections 3.1 and Sections 2. By way of example, the IUCN twitter handle is followed by over 104,000 people globally, while the communication through SULi goes out to almost 300 experts from the intergovernmental, government, academic, private and NGO sectors across the world.

Through engagements at the relevant policy forums, the FLoD Initiative is now written into policy documents of the Southern Africa Development Community's Law Enforcement and Anti-Poaching Strategy, as well as the East Africa Community Strategy to Combat Poaching and Illegal Trade and Trafficking of Wildlife and Wildlife Products. Presentations have also been made at Technical Partners meetings of the African Union Commission's African Strategy on Combatting Illegal Exploitation and Illegal Trade in Wild Fauna and Flora. The FLoD Initiative has received much interest in this African Union platform.

3.3 Impact: achievement of positive impact on illegal wildlife trade and poverty alleviation

The original impact statement in our proposal was as follows: *More effective and widespread community engagement in tackling IWT resulting in reduction in pressure on African elephant populations and increased benefits from improved wildlife stewardship.*

The project contributed to this impact by improving the understanding of the conditions and key factors behind successful and unsuccessful engagement of local communities as the first line of defence in combating IWT. This remains a major gap in most strategies to combat illegal killing of elephants and other high value species in the IWT. The project documented and disseminated key lessons learned and guidance to help improve policy and practice for more successful anti-IWT strategies. It developed guidance and associated tools for effective community engagement in developing site-specific ToCs that was and will continue to be disseminated widely to encourage uptake by practitioners and project/programme designers thus further multiplying impacts of this project beyond its lifetime. Furthermore, the FLoD methodology has been written into several strategies in the region, including the East Africa Community's Strategy to Combat Poaching, Illegal Trade and Trafficking of Wildlife and Wildlife Products, as well as the Southern Africa Development Community's Law Enforcement and Anti-Poaching Strategy. The project approach has been adopted by and will be further tested and refined in a new USAID Southern Africa Combating Wildlife Crime programme in which IUCN and partners are participating.

The lessons learned and recommendations from this research aim to contribute to improving livelihoods and wellbeing of local communities. The project is contributing to higher level impacts on human development and wellbeing in a number of ways e.g. by shedding more light on the need for communities to receive sufficient benefits (both financial and non-financial/tangible and intangible) from wildlife (Pathway B of the ToC) and assessing whether such benefits are effectively and equitably shared. It is critically examining the potential of alternative non-wildlife based livelihood strategies and seeking to understand the link between such development activities and reduced poaching pressure on elephants (Pathway D of the ToC). It is drawing more attention to the tangible and intangible costs of living with elephants and other wildlife making recommendations on how such costs could be reduced and pointing out key policy issues needed to address the wildlife-induced costs to local communities (Pathway C of the ToC).

4. Monitoring of assumptions

The critical assumptions identified and stated in the project application are as follows:

Assumption 1	Useful lessons can be learned from the case studies.
Assumption 2	The lessons learned from the Kenyan case studies and the ToC lend themselves to the development of practical guidance that has broad applicability.
Assumption 3	The guidance, once developed, is useful to IWT policy makers and programme makers and influences their decisions.

These were monitored carefully and were part of the iterative and adaptive management approach that was adopted during project implementation (see section 10). Overall, there were no changes in the assumptions during the life of the project. The lessons learnt from the case study were of use not just to the communities themselves, but to other communities as well. This is evidenced by the feedback received during the conservancies' stakeholders meeting and the KWCA workshop (see Activity 2.1 and 2.2 under section 3.1). Due to different policy frameworks in different countries, not all lessons from Kenya may be applicable in other countries, however the methodology of interrogating and articulating ToCs should be applicable in all other contexts. The learning from the fieldwork easily lends itself to the development of the FLoD Guidance and accompanying tools. This has been taken up in several policy discussions and platforms, with notable success in being incorporated in strategies of the East African Community, Southern Africa Development Community and the African Union Commission (see section 3.2).

5. Project support to the IWT Challenge Fund Objectives and commitments under the London Declaration and Kasane Statement

The project is making a contribution to Objective 1. *Developing sustainable livelihoods for communities affected by illegal wildlife trade*. It does so by conducting research into the key factors that motivate communities to act as either poachers or protectors of wildlife. Much of this is centred on achieving a balance between the tangible and intangible benefits that communities receive and perceive from wildlife versus the costs of living with wildlife, as well as the costs and benefits associated with engaging in IWT. Where costs of living with wildlife continue to exceed benefits, communities are much more likely to participate directly or indirectly in killing of wildlife. This logic is central to causal pathways B, C and D of the ToC, which have been validated through the activities carried out in this project. The project is actively drawing out lessons highlighting the importance and challenges involved in developing sustainable livelihoods for communities affected by IWT in order to better balance the costs and benefits of living with wildlife.

The project also contributed to Objective 2. *Strengthening law enforcement and the role of the criminal justice system*. The research highlighted the importance of and the need to strengthen collaboration between law enforcement agencies and communities. Strengthening community engagement in law enforcement, as well as efforts to strengthen existing social norms in favour of wildlife protection, can help reduce poaching and decrease the pressure on species from illegal wildlife trade.

The project is directly contributing to the following commitments of the Kasane Statement:

10. Promote the retention of benefits from wildlife resources by local people where they have traditional and/or legal rights over these resources. This is consistent with Pathway B of the ToC and is linked to the above discussion about the need for benefits to accrue to the communities bearing the costs of living with wildlife.

11. *Support work done in countries to address the challenges that people, in particular rural populations, can face in living and coexisting with wildlife, with the goal of building conservation constituencies and promoting sustainable development.* Pathway C predicts that reducing costs of living with wildlife will reduce the motivation to poach. Recommendations are emerging on the need for more effective amelioration of this problem through more proactive spatial analysis to underpin land-use planning and, thereby, maintain long-term support of local communities.

12. *Establish, facilitate and support information-sharing mechanisms, within country, regionally, and internationally, designed with, for and targeted at local people and practitioners, to develop knowledge, expertise and best practice in practical experience of involving local people in managing wildlife resources, and in action to tackle the illegal wildlife trade.* The project as a whole (its rationale, expected outputs and outcome) aims to contribute to this outcome and has already achieved growing awareness through broad and proactive dissemination of information about the approach and the lessons being learned in this “proof of concept” phase.

13. *Support work by countries and intergovernmental organisations, as well as non-governmental organisations, that seeks to identify the situations where, and the mechanisms by which, actions at the local level, including with community groups, can reduce the illegal wildlife trade.* The project as a whole (its rationale, expected outputs and outcome) aims at contributing to this outcome. Sharing of this process and the lessons being learned to the greatest extent possible with governments, intergovernmental organisations and NGOs is already making a notable contribution, demonstrated through the growing interest being expressed with regard to this approach.

It also supports the following commitments of the London Declaration:

XVII - Recognise the negative impact of illegal wildlife trade on sustainable livelihoods and economic development.

XVIII - Increase capacity of local communities to pursue sustainable livelihood opportunities and eradicate poverty.

XIX. Initiate or strengthen collaborative partnerships among local, regional, national and international development and conservation agencies to enhance support for community led wildlife conservation and to promote retention of benefits by local communities for the conservation and sustainable management of wildlife, including actions to reduce illegal use of fauna and flora.

XX. Work with, and include local communities in, establishing monitoring and law enforcement networks in areas surrounding wildlife.

In addition, the project supports the UN General Assembly Resolution 69/314 on Tackling Illicit Trafficking In Wildlife (2015): *Strongly encourages Member States to support, including through bilateral cooperation, the development of sustainable and alternative livelihoods for communities affected by illicit trafficking in wildlife and its adverse impacts, with the full engagement of the communities in and adjacent to wildlife habitats as active partners in conservation and sustainable use, enhancing the rights and capacity of the members of such communities to manage and benefit from wildlife and wilderness;* and the Sustainable Development Goal 15 (2015), target 15.7 to end IWT and target 15.c which emphasises the need to do this through “*increasing the capacity of local communities to pursue sustainable livelihood opportunities*”.

6. Impact on species in focus

The pilot conservancies, Olderkesi and Kilitome, have resident elephant populations and are important corridor and dispersal areas that are used by elephants from the Masai Mara-Serengeti and Greater Amboseli ecosystems respectively. Maasai communities transitioning to more sedentary agricultural lifestyles are increasingly coming into conflict with elephants and are becoming less tolerant as evidenced by incidents of elephants being killed or injured in the Kilitome area in retaliation for injuring or killing people, destroying property or damaging crops. Communities co-existing with elephants elsewhere in Kenya, and other parts of the region, are

experiencing similar challenges. Insights from the research are emerging on the importance of land use planning, zoning and governance at landscape level to secure elephant habitat and managing human-elephant conflicts without which elephants are likely to be displaced or killed even in the absence of any IWT. While elephant poaching for ivory is not currently considered a major problem in these areas, the research is showing how the continuation of the currently successful community scouts and informer programmes depends on sustainable financing mechanisms that can maintain these law enforcement efforts.

Whether or not all these challenges can be resolved is likely to determine the future of the species. Therefore the project is expected to contribute lessons and guidance that is not only useful for elephant management and conservation at the pilot sites but also elsewhere in Kenya and in the broader region.

7. Project support to poverty alleviation

The expected beneficiaries of this project are mainly members of the Maasai community, living in the two conservancies, who have very low cash incomes and high levels of poverty. The project is expected to benefit them in a number of ways:

- 1) The research has increased the understanding of the motivations of local communities to help protect wildlife from IWT. Many of these revolve around the need for tangible and intangible benefits from wildlife-based land use that the communities believe will contribute to their livelihoods and wellbeing. However, the long term visions of both conservancies extend beyond the goal of reducing pressure from poaching to the much broader goal of securing intact ecosystems, which apart from guaranteeing sustainable wildlife-based land use, is vital to safeguarding a core livelihood: livestock. It is important that designers/implementers keep this in mind when designing interventions.
- 2) The research has revealed that viable incomes from non-wildlife based livelihoods are critical to local communities as revenues from wildlife are not seen as sufficient. However, these livelihoods need to be managed carefully and holistically across the landscape through effective land use planning. This will ensure that these areas are developed in a manner that continues to support elephants and other wildlife while maximising livelihood opportunities for the local communities. This is particularly relevant for agriculture and livestock rearing, including, in the case of the latter, managing the transition from the traditional, extensive cattle ranching practices to the more intensive sheep and goat production due to rapid urbanization and the demand to feed a growing cash-based market for meat.
- 3) The research is showing that well trained and equipped local community scouts can be an effective first line of defence, which enjoy the support of communities and work well with state-led law enforcement authorities. These programmes provide badly needed jobs to young men who might otherwise be tempted to engage in IWT. However these programmes currently depend exclusively on external donor funds and tourism revenues, which need to be supplemented by more durable financing mechanisms to ensure their sustainability.
- 4) The research also reveals that benefits from tourism are critical for the ToCs in both Kilitome and Olderkesi. However, there is a mismatch between the community expectations and what tourism can realistically be expected to generate for these local communities. In light of the limitations of tourism revenue, both case studies underscore the importance in ensuring transparency in how revenues from tourism are both generated and distributed. This is seen as a critical pre-condition for building and maintaining trust between communities and tourism operators, thereby ensuring sustainability of benefit streams and limiting the mismatch between expectations and reality.

This project has directly engaged with local communities on these issues, which are of major importance to their livelihoods in order to make sure that their voices are heard, their perspectives are understood and that these become central to the recommendations and guidance generated by this project. It is expected that the project will influence the re-design of current interventions and the initial design future interventions to become more receptive to local community concerns and effectively and proactively to seek the views of local

communities. The project partners have clearly expressed a keen willingness to work towards adopting strategies and approaches that help to reduce poverty while improving the effectiveness of wildlife conservation, in particular the reduction of IWT. However, given the short duration of the project it is difficult at this stage to determine the long-term impact on poverty alleviation.

8. Consideration of gender equality issues

The project activities have been implemented with consideration of gender aspects. During fieldwork separate discussions were organised with women's groups to understand their unique perspectives and experiences, as well as to ensure that women were able to speak freely. Gender-specific differences have been noted in the subsequent case studies and the revised ToCs. One key finding was the tendency for women to be less aware of the benefits accruing to the conservancy from wildlife but more aware of where such benefits would best be targeted to achieve the desired outcomes. Some of these issues were summarised in the presentations at the Olderkesi-Kilitome and KWCA workshops. See reports:

https://www.iucn.org/sites/dev/files/content/documents/kwca_summary_workshop_report_final.pdf and https://www.iucn.org/sites/dev/files/content/documents/olderkesi_kilitome_workshop_summary_report_final.pdf)

As highlighted under Activity 1.6 in section 3.1, the gender sensitive approach of the activities and fieldwork served to highlight differences in views and belief systems across different gender and age-groups, which has implications on sustainability of IWT interventions that rely more heavily on the cooperation of any one such group.

9. Lessons learnt

At the beginning of the project the methodology for the action research work had not yet been adequately developed and formalized, which meant a lot of time was spent planning and designing the target group exercises, key informant interviews and stakeholder consultations. An explicit objective of the work during the project was to develop and refine the methodology so that it could be captured in a guidance document and associated tools which would serve to standardise its application, improve the efficiency and reduce costs of its implementation.

Another useful strategy adopted during the project was to assign a lead team member to work on different project activities and/or outputs. This helped to keep the project on track and increased a sense of responsibility and accountability among the partners.

9.1 Monitoring and evaluation

Monitoring of progress against the project logframe was largely done through regular team meetings - either face to face or via Skype. The project team also used a GANTT chart as a means to ensure that the project was on track. This system has worked and the team was able to keep the project activities on track.

The project was in itself an M&E activity built on a continuous process of iterative and adaptive learning by the project partners together with the local communities. As described elsewhere in this report, the project methodologies and the ToCs have evolved throughout the project based on information collected through the action research process. The ToCs are dynamic and future monitoring by the site-level partners may lead to new iterations based on changing circumstances.

9.2 Actions taken in response to annual report reviews

The feedback received from the one annual report review contained only minor comments that were addressed in the half-year report submitted in October 2017.

10. Other comments on achievements not covered elsewhere

Implementation of this project was significantly improved through the iterative learning approach we adopted. Our approach was highly adaptive and we took every lesson and turned it into a new, revised, improved intervention the next time round. We discovered that a major strength of the action research approach is its ability to quickly capture, articulate and integrate the differences in perspective of the different stakeholders. We also refined our approach to more thoroughly articulate and test the assumptions underpinning people's belief systems which we believe are key in understanding what is likely to work or not work in a given situation.

A detailed description of the lessons learnt, both substantive and from a process point of view, are contained under Activity 1.6 in section 3.1 of this report.

11. Sustainability and legacy

The project has demonstrated "proof of concept" for the FLoD approach and methodology. A number of other conservancies and conservancy associations in Kenya have approached IUCN expressing an interest in applying the action research approach at their conservancies. Responding to this interest IUCN ESARO has leveraged additional funds from the US Department of the Interior International Technical Assistance Programme to include the Shompole-Olkiramatian group ranch as the third project pilot site. The support from the US government came as a result of regular meetings with USAID (who also attended the project inception workshop) and USDOD to discuss the project.

34 additional conservancies were exposed to the project objectives and methodologies during the KWCA network meeting in March 2017, which was useful in raising the profile of this project. IUCN ESARO has set up a dedicated webpage for the project: <https://www.iucn.org/regions/eastern-and-southern-africa/our-work/conservation-areas-and-species/communities-first-line-defence-against-illegal-wildlife-trade>.

A great number of presentations have been given and side events have been organised to disseminate information about the approach to global audiences (e.g. see Section 2 of this report.)

Significant interest in FLoD has been generated at a regional level. FLoD has been written into several strategies in the region, including the East Africa Community's Strategy to Combat Poaching, Illegal Trade and Trafficking of Wildlife and Wildlife Products, as well as the Southern Africa Development Community's Law Enforcement and Anti-Poaching Strategy.

USAID has adopted the approach for their new programme to combat IWT in southern Africa. Organizations such as WWF in Namibia, WWF South Africa, Integrated Rural Development and Nature Conservation, the Namibian Association of Community Based Natural Resource Management (CBNRM) Support Organisations, and the Kavango-Zambezi Transfrontier Conservation Area Secretariat have expressed interest in adopting FLoD in their interventions.

The International Fund for Animal Welfare, WWF Kenya and the Tsavo Conservation Group have given commitments to be part of a joint application with the FLoD team to Round 5 of the Illegal Wildlife Trade Challenge Fund.

In response to this demand for FLoD, the FLoD team is considering developing a capacity building programme to roll out the guidance, as well as looking at ways to collect more experiences from different contexts to build the collective pool of lessons learned so that there can be a more powerful sample of experiences to build policy recommendations on. This will form part of our concept note for Round 5 of the Illegal Wildlife Trade Challenge Fund.

The exit strategy for this project focused on developing and disseminating practical guidance that can be employed by policy makers and practitioners in Kenya and internationally, rather than on implementing field based projects which require on-going donor support. The guidance

material produced will be freely available for all download and use to train trainers as and where required.

It is expected that the case study initiatives will be able to strengthen their community engagement practices but these are not reliant on the IWT Challenge Fund for their ongoing activities and have their own sources of funding.

12. IWT Challenge Fund Identity

We have acknowledged the IWT Challenge Fund and the UK Government in all project outputs, the project website and in all the national and international presentations that have been described above.

The IWT Challenge Fund funding was recognised as a stand-alone project at the beginning, but once further funding was leveraged, it was recognised as a distinct part of a larger initiative (the FLoD initiative).

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

I agree for the IWT Secretariat to publish the content of this section.

The International Union for Conservation of Nature (IUCN), and the International Institute for International Development (IIED) are proud to launch the guidance and associated tools to implement the Local Communities: First Line of Defence against Illegal Wildlife Trade (FLoD) methodology. FLoD seeks to better understand the conditions for stronger engagement of local communities to combat illegal wildlife trade.

The role of local communities in combating illegal wildlife trade is being increasingly recognised as central to effective anti-poaching strategies. While this is enshrined in a number of recent global policy statements and commitments, little guidance is available on how to effectively engage communities in practice.

“*Local Communities: First Line of Defense against Illegal Wildlife Trade (FLoD)*” aims to help address this gap. Developed by [IIED](#), [IUCN](#), [IUCN CEESP/SSC Sustainable Use and Livelihoods Specialist Group](#), and the [IUCN/SSC African Elephant Specialist Group](#), the initiative is a multi-stakeholder action research approach designed for use by an independent team of local stakeholders and project designers or implementers working with communities.

So far, the initiative has entailed testing the methodology in three case study sites in Kenya: [the Olderkesi Conservancy adjacent to the Maasai Mara National Reserve](#); [Kilitome Conservancy adjacent to Amboseli National Park](#), and Olkiramatian & Shompole Group Ranches. Additional scoping work and initial site visits conducted in Southern Africa have also helped to refine the methodology, which is now detailed in a guidance document and associated tools available in [English](#), [French](#) and [Portuguese](#).

Emerging lessons from the implementation of FLoD so far demonstrate that while it is essential to engage communities as partners in combating illegal wildlife trade, context is critical as even communities from similar cultural backgrounds have diverse sets of tangible and intangible incentives and costs that influence their behaviour. The FLoD initiative appears to be successful in teasing apart these differences, bringing out community voice, and identifying ways of improving interventions to combat illegal wildlife trade at the community level. This is useful guidance for conservation organizations, policy-makers and donors.

The FLoD initiative is supported by the UK Government’s Illegal Wildlife Trade Challenge Fund, the U.S. Department of Interior, and the United States Agency for International Development

(USAID) in partnership with Kenya Wildlife Conservancies Association, Big Life Foundation, Cottars' Safari Service, Southern Rift Association of Landowners, WWF in Namibia and WWF South Africa.

Get more information and download resources at www.iucn.org/flod

14. Finance and administration

14.1 Project expenditure

Project spend (indicative) since last annual report	2017/18 Grant (£)	2017/18 Total actual IWT 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				

Staff employed (Name and position)	Cost (£)
Leo Niskanen, Technical Coordinator, Conservation Areas and Species Diversity	
Finley Ombene, Finance Officer, Financial services	
Dilys Roe, Principal Researcher, IIED	
Dickson Ole Kaelo, Chief Executive Officer, KWCA	
TOTAL	

Capital items – description <i>Please detail what items were purchased with fund money, and where these will remain once the project finishes</i>	Capital items – cost (£)
TOTAL	

Other items – description <i>Please provide a detailed breakdown for any single item over £1000</i>	Other items – cost (£)

TOTAL	

14.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
Staff costs	
Consultancy costs	
Travel and subsistence	
Operating costs	
TOTAL	

Source of funding for additional work after project lifetime	Total (£)
Staff costs	
Meeting costs	
TOTAL	

14.3 Value for Money

The project did not involve any procurement of capital items nor did it undertake any construction work. The bulk of the project expenditure was on technical resource persons, meetings, workshops, etc. In order to get best value for money, IUCN engaged technical resource persons from within its network – both from its members and commissions – ensuring we got the highest technical capacities available at the most reasonable cost. For the fieldwork, we partnered with institutions that had a field presence and were closest to the communities that were to be assessed. This enabled to use the most practical and tested approaches, in terms of logistics, to host meetings and workshops and thereby eliminated unnecessary costs.

Annex 1 Project's original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert application logframe.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
Impact: More effective and widespread community engagement in tackling IWT resulting in reduction in pressure on African elephant populations and increased benefits from improved wildlife stewardship.			
Outcome: The conditions for stronger engagement of local communities to combat - rather than participate in - IWT in African elephants while positively contributing to local livelihoods is better understood and forms the basis of practical guidance for anti-IWT policy and programme development in Kenya (and beyond).	<p>Indicator 1: By the end of the first year existing community engagement initiatives in Kenya have been assessed against a draft ToC and a modified situational crime prevention framework to understand the causal pathways upon which their IWT impacts are based.</p> <p>Indicator 2: By the end of the project practical guidance is available in multiple languages to strengthen existing and new community engagement initiatives.</p> <p>Indicator 3: By the end of project guidance is widely disseminated internationally.</p>	<p>Indicator 1: One methodology report, one case study report, presentations, meeting reports and workshop reports.</p> <p>Indicator 2: Guidance document available in French, English, Portuguese Briefing paper with key messages from project produced and translated into French and Portuguese.</p> <p>Indicator 3: Briefing paper with key messages from project produced and translated into French and Portuguese.</p> <p>Indicator 4: Briefing paper and key messages from project circulated through list serves, international presentations and project partner websites.</p>	<p>Assumption 1: Useful lessons can be learned from the case studies.</p> <p>Assumption 2: The lessons learned from the Kenyan case studies and the ToC lend themselves to the development of practical guidance that has broad applicability.</p> <p>Assumption 3: The guidance, once developed, is useful to IWT policy makers and programme makers and influences their decisions.</p>
Output 1 Two case studies of existing community engagement projects, analysed against a modified situational crime prevention framework and theory of change.	<p>1.1 By June 2016 methodology for case studies finalised and agreed with partners and logistical arrangements in place.</p> <p>1.2 By December 2016 case study fieldwork and analysis completed.</p> <p>1.3. By February 2017 case study report completed.</p>	<p>1.1 Case study report and methodology posted on project partners websites.</p>	<p>Assumption 1.1</p> <p>Case study project partners continue to stay engaged with project and community representatives in each case study site are willing to provide information.</p>
Output 2	<p>2.1 By April 2017, case study lessons presented to members of KWCA and</p>	<p>2.1 Final ToC posted on project partners</p>	<p>Assumption 2.1</p>

<p>Revised Theory of Change - based on case studies conducted and comparable lessons from other conservancy initiatives.</p>	<p>comparable experiences from other conservancies collected. 2.2 By July 2017 revised Theory of Change produced and disseminated.</p>	<p>websites.</p>	<p>Causal pathways can be determined from the case studies and other conservancy experiences and a robust ToC agreed.</p>
<p>Output 3 Guidance on designing and strengthening community engagement projects in the context of IWT.</p>	<p>3.1 By October 2017 first draft of guidance produced and disseminated for feedback. 3.2 By February 2017 final version of guidance agreed and published. 3.3 By March 2018 guidance material translated into French and Portuguese. 3.4 By end of project all guidance materials posted on the project partners' websites and widely disseminated through IIED, IUCN and SULi networks.</p>	<p>3.1 Guidance material available in English, French and Portuguese posted on project partners websites.</p>	<p>Assumption 3.1 The lessons learned from the Kenyan case studies and the ToC lend themselves to the development of practical guidance that has broad applicability.</p>
<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)</p> <p>Activity 1.1 Methodology developed and logistical arrangements completed. Activity 1.2 Inception workshop conducted. Activity 1.3 Interviews and focus group discussions conducted at first case study site. Activity 1.4 Presentation of objectives, methods and preliminary findings presented at the World Conservation Congress in September 2016. Activity 1.5 Fieldwork at second case study site. Activity 1.6 Case study analysis and report writing.</p> <p>Activity 2.1 Meeting conducted to compare findings from two case studies. Activity 2.2 Workshop carried out with KWCA members to collect additional experiences from other conservancy sites and identify key policy recommendations. Activity 2.3 Comparison of experience with project in Zimbabwe (provided the project "Incentives and disincentives: combating IWT in the southeast Lowveld, Zimbabwe" proposed to IWTCF funded). Activity 2.4 Analysis of experience and revision of ToC.</p> <p>Activity 3.1 Production of draft guidance document. Activity 3.2 Peer review of guidance document. Activity 3.3 Production of final guidance document. Activity 3.4 Production of briefing paper based on guidance document. Activity 3.5 Translation of outputs into French and Portuguese. Activity 3.6 Dissemination of outputs via project partner websites and networks.</p>			

Annex 2 Report of progress and achievements against final project logframe for the life of the project

Project summary	Measurable Indicators	Progress and Achievements
<p>Impact</p> <p>More effective and widespread community engagement in tackling IWT resulting in reduction in pressure on African elephant populations and increased benefits from improved wildlife stewardship.</p>		<p>The project developed a guidance document and toolkit for effective community engagement in developing site-specific ToCs.</p> <p>The project has generated new insights on the importance of communities receiving sufficient benefits (both financial and non-financial/tangible and intangible) from wildlife and effective and equitable sharing of these.</p> <p>The project has generated lessons the role of alternative non-wildlife based livelihood strategies in reducing poaching pressure on elephants.</p> <p>The project results are drawing attention to the tangible and intangible costs of living with elephants and other wildlife. It is generating recommendations on how such costs could be reduced and pointing out key policy issues needed to address the wildlife-induced costs to local communities</p> <p>The project has catalyzed a tremendous amount of interest from other conservation partners, including community based organizations and donors to adopt the project methodologies and approach. Additional funds have been leveraged to further expand this work in Kenya.</p>
<p>Outcome:</p> <p>The conditions for stronger engagement of local communities to combat - rather than participate in - IWT in African elephants while positively contributing to local livelihoods is better understood and forms the basis of practical guidance for anti-IWT policy and programme development in Kenya (and beyond).</p>	<p>Indicator 1: By the end of the first year existing community engagement initiatives in Kenya have been assessed against a draft ToC and a modified situational crime prevention framework to understand the causal pathways upon which their IWT impacts are based.</p> <p>Indicator 2: By the end of the project practical guidance is available in multiple languages to strengthen existing and new community engagement initiatives.</p> <p>Indicator 3: By the end of project guidance is widely disseminated internationally.</p>	<p>2 community initiatives in Kenya have been assessed against a draft ToC and a modified situational crime prevention framework to understand the causal pathways upon which their IWT impacts are based. Resulting from this, 2 case studies were produced (in one publication), and several other meeting reports and workshop reports have been written.</p> <p>Based on the learning from the implementation of the FLoD methodology, a Guidance document and associated tools have been developed and are available in French, English, and Portuguese. A briefing paper with key messages from project has also been produced.</p> <p>The FLoD guidance and associated tools, and the briefing paper and key messages from project has been circulated through list serves, international presentations, on project partner websites and on social media.</p>

<p>Output 1. Two case studies of existing community engagement projects, analysed against a modified situational crime prevention framework and theory of change.</p>	<p>1.1 By June 2016 methodology for case studies finalised and agreed with partners and logistical arrangements in place.</p> <p>1.2 By December 2016 case study fieldwork and analysis completed.</p> <p>1.3. By February 2017 case study report completed.</p>	<p>The inception workshop, agreement on methodology and finalization of logistical arrangement were completed by June 2016, and the fieldwork completed by December 2016. The analysis took longer than expected and therefore the case studies were produced by February 2018.</p> <p>Evidence provided in section 3.1 of this report and in Annex 4.</p>
<p>Activity 1.1 Methodology developed and logistical arrangements completed.</p>	<p>Completed by June 2016</p>	
<p>Activity 1.2 Inception workshop conducted.</p>	<p>Completed in May 2016</p>	
<p>Activity 1.3 Interviews and focus group discussions conducted at first case study site.</p>	<p>Completed in August 2016</p>	
<p>Activity 1.4 Presentation of objectives, methods and preliminary findings presented at the World Conservation Congress in September 2016.</p>	<p>Completed in September 2016</p>	
<p>Activity 1.5 Fieldwork at second case study site.</p>	<p>Completed in October 2016</p>	
<p>Activity 1.6 Case study analysis and report writing.</p>	<p>Completed in February 2018</p>	
<p>Output 2. Revised Theory of Change - based on case studies conducted and comparable lessons from other conservancy initiatives.</p>	<p>2.1 By April 2017, case study lessons presented to members of KWCA and comparable experiences from other conservancies collected.</p> <p>2.2 By July 2017 revised Theory of Change produced and disseminated.</p>	<p>In March 2017, case study lessons presented to members of KWCA and comparable experiences from other conservancies collected.</p> <p>Post-inception workshop ToC produced. Site-specific theories of change produced for both pilot sites and shared with stakeholders; analysed in the case studies.</p> <p>Evidence provided in section 3.1 of this report and in Annex 4.</p>
<p>Activity 2.1 Meeting conducted to compare findings from two case studies.</p>	<p>Completed in February 2017</p>	
<p>Activity 2.2 Workshop carried out with KWCA members to collect additional experiences from other conservancy sites and identify key policy recommendations.</p>	<p>Completed in March 2017</p>	
<p>Activity 2.3 Comparison of experience with project in Zimbabwe (provided the project "Incentives and disincentives: combating IWT in the southeast Lowveld, Zimbabwe" proposed to IWTCF funded).</p>	<p>Not conducted (not funded by the IWTCF)</p>	
<p>Activity 2.4 Analysis of experience and revision of ToC.</p>	<p>Completed as part of the case studies and Activity 2.1 and 2.2</p>	
<p>Output 3. Guidance on designing and strengthening community engagement</p>	<p>3.1 By October 2017 first draft of guidance produced and disseminated for feedback.</p>	<p>FLoD Guidance document and accompanying tools available in English, French and Portuguese on IUCN and IIED websites, and circulated through social media</p>

<p>projects in the context of IWT.</p>	<p>3.2 By February 2017 final version of guidance agreed and published.</p> <p>3.3 By March 2018 guidance material translated into French and Portuguese.</p> <p>3.4 By end of project all guidance materials posted on the project partners' websites and widely disseminated through IIED, IUCN and SULi networks.</p>	<p>and SULI list-servs.</p> <p>Evidence provided in section 3.1 of this report and in Annex 4.</p>
<p>Activity 3.1 Production of draft guidance document.</p>	<p>Completed in January 2018</p>	
<p>Activity 3.2 Peer review of guidance document.</p>	<p>Completed in February 2018</p>	
<p>Activity 3.3 Production of final guidance document.</p>	<p>Completed in March 2018</p>	
<p>Activity 3.4 Production of briefing paper based on guidance document.</p>	<p>Completed in February 2018</p>	
<p>Activity 3.5 Translation of outputs into French and Portuguese.</p>	<p>Completed in March 2018</p>	
<p>Activity 3.6 Dissemination of outputs via project partner websites and networks.</p>	<p>On-going</p>	

Annex 3 IWT Contacts

Ref No	IWT-020
Project Title	Strengthening local community engagement in combating illegal wildlife trade
Project Leader Details	
Name	Leo Niskanen and Akshay Vishwanath (since August 2017)
Role within IWT Project	Provided overall project coordination, reporting, monitoring and evaluation, budget management, compiling and disseminating lessons learned from project, organizing logistics of research and consultative workshops and administration. Also participated in the case study field work and the consultative workshops.
Address	
Phone	
Skype	
Email	
Partner 1	
Name	Dr Dilys Roe
Organisation	International Institute for Environment and Development
Role within IWT Project	Contributed to the development of the methodological framework for case study assessments, provided technical backstopping and conducted the case study fieldwork. Also contributed to the development of the practical guidance, led on the production of the briefing paper and one case study and provided international dissemination channels for the project outputs.
Address	
Email	
Partner 2	
Name	Dr Holly Dublin
Organisation	IUCN Species Survival Commission African Elephant Specialist Group (AfESG)
Role within IWT Project	Contributed to the development of the methodological framework for case study assessments, provided technical backstopping for the case study fieldwork, conducted fieldwork in Olderkesi Conservancy, contributed to the design and facilitation of the feedback workshop and the KWCA workshop, contributed to the development of the practical guidance on FLoD, advised on all relevant aspects related to African elephant conservation and illegal ivory trade, and provided access to AfESG's network for consultation on draft outputs and dissemination of final products.
Address	
Skype	

Email	
Partner 3	
Name	Diane Skinner and Dr Rosie Cooney
Organisation	IUCN Sustainable Use and Livelihoods Specialist Group
Role within IWT Project	<p>Helped distil lessons learned from the project and other regional work into messages to take to international policy fora. Contributed to the design and facilitation of the feedback workshop and the KWCA workshop</p> <p>Ms Skinner was the lead on the development of the practical guidance on FLoD and the associated tools.</p>
Address	
Skype	
Email	
Partner 4	
Name	Dickson Kaelo
Organisation	Kenya Wildlife Conservancies Association (KWCA)
Role within IWT Project	<p>Was a core member of the case study review team, providing linguistic support and facilitation in the interviews and focus group discussions. KWCA convened its members to providing advice, guidance and additional lessons learned from their own community engagement experiences. As a follow up to the project, KWCA will also be well placed to use the project outputs to engage in ongoing wildlife and land use policy processes in Kenya.</p>
Address	
Email	
Partner 5	
Name	Calvin Cottar
Organisation	Cottar's Safari Service (Nineteen Twenties Safari Camps)
Role within IWT Project	<p>Cottars participated in the project in a consultancy capacity and provided logistical support at the case study site (Olderkesi Conservancy), helped organize the discussions and interviews. Cottar's Safari Service will also contribute to the dissemination of the project outputs within Kenya and internationally.</p>
Address	
Email	
Partner 6	
Name	Anthony Kasanga
Organisation	Big Life Foundation
Role within IWT Project	<p>The Foundation provided logistics at the case study site (Kilitome Conservancy), helped organise the discussions and interviews. Big Life Foundation will also contribute to the dissemination of the project outputs within Kenya and internationally.</p>

Address	
Email	
Partner 7	
Name	Wendy Roe
Organisation	Royal Roads University
Role within IWT Project	Advised on methodological aspects. Attended the inception workshop, assisted with the research at the Kilitome pilot site and supported the writing of the draft case study.
Address	
Email	

Annex 4 Onwards – supplementary material (optional but encouraged as evidence of project achievement)

Checklist for submission

	Check
Is the report less than 10MB? If so, please email to IWT-Fund@ltsi.co.uk putting the project number in the subject line.	X
Is your report more than 10MB? If so, please discuss with IWT-Fund@ltsi.co.uk about the best way to deliver the report, putting the project number in the subject line.	
Have you included means of verification? You need not submit every project document, but the main outputs and a selection of the others would strengthen the report.	X
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number.	
Have you involved your partners in preparation of the report and named the main contributors	X
Have you completed the Project Expenditure table fully?	X
Do not include claim forms or other communications with this report.	