

Kenya

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DRAFT PROPOSAL

Preparation of the  
NATIONAL CONSERVATION STRATEGY  
FOR  
KENYA

May 1987

Conservation for Development Centre

International Union for Conservation  
of Nature and Natural Resources  
World Conservation Centre  
Avenue du Mont-Blanc  
CH-1196 Gland  
Switzerland

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DRAFT - SUMMARY

National Environment Secretariat / IUCN: Project Proposal  
Preparation of the National Conservation Strategy for Kenya

Kenya needs a National Conservation Strategy (NCS) because:

- 12 out of 20 ministries, and 5 development authorities, have direct conservation responsibilities. Yet there are overlaps and gaps in coverage. Few of the organisations operate practical conservation guidelines; neither do they set targets for achieving conservation.
- Resource supplies are threatened by continuing environmental problems; Sessional Paper No. 1 of 1986 highlights this fact, and calls for long term planning to make the best use of natural resources. The above organisations need a forum to discuss how to support this important initiative.
- Many reports and recommendations have been made on environmental issues. But they have not been followed up, as the exercises did not adequately involve those organisations, government and non-government, with effective control over natural resources. Such involvement is essential for the integration of conservation into a sustainable development process.

The NCS would provide a FORUM for bringing together a wide range of conservation and development organisations; and a FRAMEWORK for analysing the way in which resources are used, and for proposing priority solutions. It would be prepared in two Phases:

- Phase I: Demonstration, Awareness and Background Studies (15 months)
- Phase II: Consultative procedure to prepare NCS and Action Plan (9 months)

The principal approach for preparing an NCS would be:

- To begin by demonstrating the value of an integrated approach to conservation and development, and by initiating dialogue between sectors - (making case studies of conservation successes and failures in Kenya; seminars at various levels; preparing publicity materials)
- In Phase I, to analyse past recommendations on integrating conservation and development; to study key issues not yet covered; and hence to produce an overview on the issues an NCS should be tackling - (key issues: Analysis of Environmental Institutions and Laws; Biological Diversity; Environmental Implications of Sessional Paper No. 1)
- In Phase II, to involve representatives of those bodies, which should be responsible for NCS implementation, in preparing the NCS - (NES taking the lead in bringing together a wide-ranging group, based on the existing Interministerial Committee on the Environment)
- To strengthen the operational capabilities of NES - (initially through the process of preparing the NCS)
- To achieve effective incorporation of the NCS in both the 1989-93 Development Plan and the development planning mechanism - (with special emphasis on developing the use of tools such as EIA)

DRAFT

PROJECT PROPOSAL

PREPARATION OF THE NATIONAL CONSERVATION STRATEGY FOR  
KENYA

1. BACKGROUND

In 1980, The World Conservation Strategy (WCS) was launched in many capital cities throughout the world, including Nairobi. An initiative of IUCN (International Union for Conservation of Nature and Natural Resources), FAO (Food and Agriculture Organisation) and UNEP (United Nations Environment Programme), it was produced in response to two interacting global issues: escalating environmental problems; and diminishing natural resources with which to supply the needs of growing populations. The WCS demonstrated that a common approach was necessary for tackling both issues. Conservation and development interests must be integrated to ensure sustainable development through the wise use of natural resources.

It soon became apparent that it was necessary to explore the WCS's principles at the national level, for this is where major decisions for conservation and development are made. This necessitates: a forum for bringing together a wide range of conservation and development interests; and a framework for analysing conservation and development interactions. The National Conservation Strategy process would provide these requirements.

The National Conservation Strategy (NCS) would:

ANALYSE levels and trends of natural resource supplies and demands; successes and failures of integrating conservation and development, particularly across sectors; institutional and other constraints to more effective integration.

DEFINE priority activities from among the many possibilities, to help guide investment; functions, including policy, environmental planning mechanisms and tools, organisation and coordination, legislation and finance; and an implementation plan.

DEVELOP the process of dialogue, an essential element in creating environmental policy and defining environmental standards, which affect many sectors.

The NCS should be seen as a process as much as a plan. It should involve continuous generation of awareness and demonstration of potentials, and a meeting of interests across sectors, so that the NCS is formulated through

IUCN  
WCS  
EIA  
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consensus, having given exposure to a range of ideas. The aim is to have the NCS prepared by those with the resources and powers to implement it, so that they are committed to its implementation. In this way, the NCS should be viewed as far more than an "environmental profiling" exercise.

Following informal discussions involving the Director of IUCN's Conservation for Development Centre, the Minister of Environment and Natural Resources, the Director of the National Environment Secretariat (NES) and the Director of the Wildlife Conservation and Management Department, IUCN was invited by the Minister to consider what form an NCS for Kenya might take. This proposal is the result of a two-week visit to Kenya by an IUCN consultant.

## 2. WHY KENYA REQUIRES A NATIONAL CONSERVATION STRATEGY

In Kenya, the need to prepare an NCS has frequently been discussed in conservation seminars and in reports over the last few years. (NES and the East African Wild Life Society have been the main protagonists.) An NCS is required to coordinate conservation interests and to make them effective in the development process. It should not be a new study so much as a way of creating action from the many studies made in the past. Principal reasons for NCS preparation are:

- 2.1 Twelve out of twenty ministries, and five development authorities, have direct a responsibility for some aspect of conservation. Yet few of them have properly-defined conservation objectives and operating guidelines and/or have set targets for achieving these objectives. Despite NES having a coordinating role, no agency is obliged to coordinate with it.
- 2.2 Neither does NES offer sufficiently strong support services which would encourage liaison e.g. an information/data bank or an environmental monitoring/"watchdog" function. And yet there are over 50 staff with high potential for contributing to sustainable development in Kenya.
- 2.3 Many conservation organisations and projects, both Government and non-government, are performing valuable work in Kenya. However, their lack of coordination with one another and with development interests leads to gaps and duplication in coverage; poor demonstration of their potential, and so insufficient extension of successful sustainable development principles and techniques; lack of mutual understanding, and so an unnecessary polarisation of conservation and development interests in the country; lack of ability to define national priorities in resource management, and hence insufficient confidence on the part of investors and external (aid) agencies.
- 2.4 Many reports and recommendations have been made in the past regarding specific environmental issues. However, few have been followed up. The common denominator behind this failure has been a lack of strategic planning i.e. such reports are made by conservation authorities, with inadequate representation of those organisations which are capable of carrying out the recommendations, with powers and finance as appropriate. (A conservationist does not practise conservation; rather it is the

person who controls the resource.)

- 2.5 In the mean time, despite individual successes which can be built on during an NCS process, conservation efforts are not keeping pace with worsening environmental problems. The Government of Kenya is aware of these problems and of their severe constraint to sustainable development:

"In Kenya today we have reached a situation where land use interests - each of them valid and nationally productive usages of land - are in some instances in competition and in conflict over large areas of the country. Not only are the various arms of the Government in disagreement or confusion on these issues, but this is compounded by the demands of the landless and the burgeoning population growth which are haphazardly realised in the absence of clear policies." (Development Plan 1974-78)

"Environmental considerations must come to pervade development decisions taken at every level from family to the Government; these considerations must be brought to the attention of every citizen." (Development Plan 1979-83)

"The main concern with environment at this stage of our development is to control human behaviour so as to achieve a balance between the development needs of the nation and the enhancement and protection of the environment." (Development Plan 1984-88)

Sessional Paper No. 1 of 1986 on Economic Management for Renewed Growth is the official guide for formulating the next three Development Plans until the year 2000. It states at the beginning that it is "imperative that this Sessional Paper takes a more fundamental and long-term approach". Noting that economic growth in Kenya has slowed in spite of many short-term problems having been brought under control, it points towards the need for sustainable development through the wise use of natural resources. "Because the resources available to generate rapid economic growth will not be abundant, they must be used in the most productive way possible." Specifically, "most investment (is) to be directed to create a prosperous agriculture". The Planning Department in the Ministry of Planning and National Development, responsible for drafting the Sessional Paper, operates a long-range economic planning section, which works on a sectoral and macroeconomic basis with computer modelling techniques. The NCS should be designed to provide technical guidance to develop such themes, as well as to ensure that executing agencies have the capability to undertake the sustainable development being planned. The Sessional Paper makes the following predictions for the year 2000, based on current trends:

1. Population 78% higher than 1984 i.e. 35 million.
2. Workforce doubled in size, with proportionately fewer resources to create jobs, leading to considerable unemployment.
3. Urban population tripled, placing greater stress on the resources of the hinterland.
4. Increasingly uneconomic subdivision of the land.
5. Increasing marginality of rural populations.
6. Hood product demand 75% higher than 1984.

Every one of the above factors would lead to significant increases in the environmental problems that Kenya is currently facing:

deforestation, soil erosion, degrading watersheds, pollution and degradation of other ecological processes, reduction of biological diversity, harvesting natural resources beyond sustainable levels; resulting in reduced capacity to sustain development in a whole range of sectors.

### 3. OBJECTIVES AND APPROACH FOR NCS PREPARATION

Preparation of the NCS would be split into two phases, with no break in between. Phase I, of 15 months, would prepare the right climate for the process of NCS preparation. It would concentrate on demonstrating the value of sustainable development for Kenya, to encourage appropriate contributions to NCS preparation by those who would ultimately be responsible for its implementation. Phase II, of 9 months, would involve a process of dialogue by these actors from conservation and development interests, in order to arrive at a wide-ranging NCS achieved through consensus.

**OBJECTIVE 1:** To demonstrate the value of an integrated approach to conservation and development, and to initiate dialogue between sectors

**APPROACH:** A previous study (Government of Kenya/UNEP/UNDP Project on Environment and Development 1979-81) explored many relevant issues. However, its preparation did not adequately involve those organisations which would have been capable of putting into practice its wide-ranging recommendations. In addition, its policy recommendations were not put to Cabinet and Parliament. Consequently, it has resulted in no action.

The NCS should therefore begin by introducing the concept of "conservation for sustainable development" in a way which is of tangible relevance to all relevant sectors in Kenya - not as yet challenging the status quo, but demonstrating alternatives. This would involve:

- making succinct case studies of conservation successes and failures in Kenya, which together cover a variety of fields of interest;
  - preparing special publicity materials to demonstrate potentials;
  - undertaking one or two key pilot "demonstration" projects;
  - holding seminars, carefully designed to provoke feedback and using these materials, to begin the dialogue necessary for setting and evolving environmental policy and standards - at three levels:
1. **Public:** consultations with District Development Committees, based on the precedent set by NES in compiling its successful District Environmental Assessment reports. The District level is of fundamental political importance, and is the main level at which planning is carried out. Around six seminars would be held, grouping Districts according to agro-ecological zones.
  2. **Professional/administrative/business community:** wide technical

consultations would take place at an early stage, based on a large seminar - from which the members of the NCS Technical Group (4.2) would be drawn. It is important to gain commitment at this working level, to begin a process of making the conservation authorities more development-minded, and the development interests aware of the potential of conservation for sustainable development.

3. **Policy:** there is already a good, general conservation awareness at the highest levels in Kenya. However, once the main principles of the NCS have taken shape, the special case studies are complete, and the results of the above consultations are coming in, it will be valuable to expose these to high Government officials. This would help to demonstrate more conclusively what an NCS could achieve.

**OBJECTIVE 2:** To collect and analyse past recommendations on integrating conservation and development; to study key issues not yet covered; and hence to produce an overview "Prospectus" on the issues an NCS should be tackling

**APPROACH:** The NCS should not be a long desk exercise designed only to produce a document. Many such documents exist; what is needed is a strategic approach to reach consensus on their ideas and to initiate priority actions.

1. The various recent reports on the environment should be analysed and their definitions of key issues and possible solutions put to a wide cross-section of Kenyan interests (through the NCS Technical Group - see 4.2) for consideration. The reports include:

- GOK/UNEP/UNDP: Project on Environment and Development
- NES/Interministerial Committee on Environment: National State of the Environment Report 1986
- NES: thirteen published District Environmental Assessment Reports

In addition, three new issues, which are of special importance and current relevance, would be studied:

2. Environmental and natural resource management implications of the guidelines for the 1989-93 Development Plans and two subsequent plans, as laid down in Sessional Paper No. 1 of 1986.
3. The institutional and legislative framework governing the work of all organisations involved in the environment and natural resource management; a precise definition of each organisation's responsibilities, functions and powers; an analysis of gaps, overlaps and historical anomalies, with a presentation of options for improvement. (IUCN's Environmental Law Centre in Bonn, the established world authority on such issues, could provide support.)
4. Biological diversity, taking up some of the issues in "Endangered Resources for Development" (NES/ETMA/USAID 1984) and presenting options for both more effective conservation and greater sustainable use of

these resources for development.

The main conclusions of these four reports, together with highlights of the initial consultation process, and with well-illustrated case studies of Kenyan successes and failures on the ground, would be summarised in an NCS Prospectus. This would be produced at the end of Phase I, and would define the steps required for actual NCS preparation i.e. Phase II.

**OBJECTIVE 3: To prepare a comprehensive National Conservation Strategy, involving representatives of the key organisations and groups of people who will be responsible for its implementation**

**APPROACH:** The requirement is to bring together interested authorities (viz. Objective 1) to analyse relevant information (viz. Objective 2) in a suitable forum and following a comprehensive framework. In 1984, IUCN published "NCSs - A Framework for Sustainable Development". This was produced as the result of a workshop of professionals already involved in NCS formulation in a number of countries. It defines a logical approach to NCS preparation, intended to assist other countries to go about the task. It describes the various steps involved, but does not define what the content of an NCS should be, since this is clearly extremely specific to a given country and can only be defined by nationals undertaking the NCS process. The general approach of this document is also applicable in Kenya: a Technical Group would analyse specific sets of information, and present resultant Strategy options to a higher level Steering Group in two or three stages. The alternation between Technical Group and Steering Group tackles an essential but difficult aspect of the NCS - namely the integration of both policy and technical factors. The composition of these groups is outlined in (4).

**OBJECTIVE 4: To strengthen the operational capabilities of the National Environment Secretariat**

**APPROACH:** The final NCS will define the precise responsibilities of all agencies with respect to the environment and natural resource management. It will identify various measures to make institutional arrangements more effective. However, NES is the recognised institution for coordinating conservation organisations and for integrating conservation and development. It is well-established, with over 50 staff covering many fields. It is clearly desirable that NES should take the lead in preparing the NCS, and moreover an acceptable presumption that it will remain a key authority in coordinating NCS implementation. Eventually, however, NES may need strengthening in such areas as a database and an environmental monitoring capability. Preparation of the NCS should therefore be carried out in a way which will begin strengthening NES, so that NCS implementation might proceed smoothly. At least two NES officers should be put full time on NCS work, with others contributing significantly, particularly in the Technical Group and in running the seminars.

**OBJECTIVE 5: To incorporate the NCS effectively into the 1989-93 Development Plan and the development planning mechanism**

**APPROACH:** Constant liaison between the NCS Secretariat and the Planning Department will be essential to ensure that both initiatives evolve in a compatible way. Already, the Planning Department is making significant efforts at long-range sectoral and macroeconomic planning. Sessional Paper No. 1 is intended to guide the next three five year plans. However, routine environmental planning and Environmental Impact Assessments are not carried out. Various EIA models should be explored during the NCS process, and the possibilities of a formal environmental planning link between NES and the Planning Department discussed. These exercises will be particularly important for the earliest possible integration of conservation and development interests.

#### 4. ORGANISING NCS PREPARATION

##### 4.1 Secretariat

The Secretariat would undertake the day-to-day work of preparing the NCS: collecting and making preliminary analyses of information; designing awareness-generating materials; assisting consultants and Technical Group members - particularly by defining their terms of reference; organising and acting as secretary at seminars; collating and editing written contributions to the NCS; and ensuring timely progress. The Secretariat would be based in NES, using its offices and facilities. It would be headed jointly by a NES officer and an IUCN consultant; both would be placed full time on the work. Between them, they would have experience of a wide sphere of resource management, economics and environmental policy development, and an aptitude for planning. They would be assisted by another NES officer working full time on the NCS demonstration/awareness programme, who would work alongside the Conservation Education and Information specialist who is already attached to IUCN's Eastern Africa office. A full time typist/secretary from NES would complete the Secretariat.

##### 4.2 Technical Group

The Technical Group is the main forum in which ideas will be generated, analysed and put into a coherent strategy.

NES is currently "managed" by an Interministerial Committee on the Environment (IMCOE), which has representation at Permanent Secretary level from all the ministries, as well as high level representation from certain NGOs and the University. The IMCOE would form the Steering Group (see 4.3 below). Members would nominate technically proficient officers from their own organisations to act as the Technical Group. Additional Technical Group members would be invited from further NGOs and from industry, to ensure wider coverage. Senior professional officers, mainly with natural resources backgrounds but also covering law, economics and administration, would together represent the following:

Ministry of Environment and Natural Resources  
 Ministry of Agriculture and Livestock Development  
 Ministry of Water Development  
 Ministry of Lands and Settlement  
 Ministry of Planning and National Development  
 Ministry of Education, Science and Technology  
 Ministry of Energy and Regional Development  
 Ministry of Health  
 Ministry of Commerce and Industry  
 Ministry of Tourism and Wildlife  
 Office of the President  
 National Museums of Kenya  
 University of Nairobi  
 Office of the Attorney General  
 Kenya Law Reform Commission  
 Kenya Energy NGOs (KENGO)  
 East African Wild Life Society  
 Integrated Project for Arid Lands  
 Tani and Athi Rivers Development Authority and/or  
 Lake Basin Development Authority  
 Kenya National Farmers Union  
 Kenya National Chamber of Commerce and Industry  
 Kenya Tea Development Authority  
 and others to be defined when the NCS process commences.

Note that some of the above would be represented by more than one authority e.g. the Ministry of Environment and Natural Resources should nominate NES, the Forestry Dept and the Mines and Geology Dept. The process should start with a wide scope - it becomes more difficult to involve others once it has begun. A maximum of forty Technical Group members is suggested: enough to include most organisations who will ultimately be responsible for implementing the NCS, but not so many that discussion is difficult to manage.

#### 4.3 Steering Group

Some countries have prepared NCSs with only a Technical Group and a Secretariat. Others have found, however, that an NCS inevitably raises fundamental policy issues of national importance, and that detailed consultation on these issues with the highest authorities throughout the NCS process is necessary to keep the NCS on the right track and to ensure its acceptance once it has been prepared.

Discussions in Kenya revealed the need for a Steering Group, the best forum for which would be the established Interministerial Committee on the Environment (IMCOE), which meets every month. However, it would only need to meet at three distinct stages in NCS preparation:

- Overview NCS Prospectus
- Preliminary assessment of key issues following major Technical Group seminar
- Draft NCS prior to presentation to Cabinet

The final NCS would go to Cabinet along with a Cabinet Memorandum prepared by the Minister of Environment and Natural Resources. From thence it would be presented as a Sessional Paper to Parliament for debate. After this stage, presentation of any Bills etc that may arise from the NCS would follow logically.

#### 5. SCHEDULE OF ACTIVITIES

Month	PHASE I: DEMONSTRATION, AWARENESS AND BACKGROUND STUDIES (15 months)
1	Establish operational Secretariat and prepare detailed work plan for Phase I; preliminary discussions with Steering Group/IMCOE
1-3	Analysis of District Environmental Assessments and other reports to define (minimum 4) case studies and possible demonstration projects; early visits to case study areas (Secretariat)
2-5	Preparation of demonstration/awareness materials (Secretariat): 1. Audiovisual on conservation and development in Kenya 2. Popular booklet summarising the a/v's issues
1-6	Detailed study of Sessional Paper No. 1 and of other recent reports on environment and development (Secretariat)
5-12	Carry out seminar programme using prepared materials (Secretariat with NES Education and Information Section and District Environmental Assessment team): 1. District level - around 6 seminars, based on agroecological zones 2. Professional/admin./business level - one major seminar (month 6) 3. Possible 3/4-day seminar for media persons
6-7	Define Technical Group composition and invite members (IMCOE)
8	Preliminary meeting of Technical Group: considering results of Secretariat study of Sessional Paper No. 1 and past reports; and preparing detailed terms of reference for Special Studies
7-11	Case Studies - short studies, accompanied by graphic and photographic material, that demonstrate clearly the potentials for integrating conservation and development in Kenya (Secretariat and Technical Group)
8-10	Special Studies (two specialist consultants guided by Secretariat and working parties of the Technical Group): 1. Biological Diversity 2. Environmental Institutions and Legislation
10-13	Write NCS Prospectus, synthesising results of all above studies and consultations and detailing the requirements for Phase II - NCS preparation (Secretariat)
13-15	Publish NCS Prospectus together with case study summaries - in a single, well-illustrated publication (possibly also prepare audiovisual on case studies) (Secretariat)

Month

14-15 Preparation for Phase II (Secretariat)

**PHASE II: NCS PREPARATION (9 months)**

15-16 Steering Group analysis and launch of NCS Prospectus/Case Studies at press conference

16-17 Wide dissemination of NCS Prospectus/Case Studies (Secretariat)

17 Technical Group meeting to discuss  
1. Work plan for NCS preparation  
2. Terms of reference for individual Technical Group members' contributions to NCS: "Key Issue Papers"

17-19 Key Issue Paper production (Technical Group members assisted by Secretariat)

20 Major Technical Group Seminar to discuss Key Issue Papers and form the basic outline NCS

21 Outline NCS presented to Steering Group for comment

21-22 Draft NCS and Implementation Plan formulated (Secretariat assisted by nominated Technical Group members)

22 Draft NCS and Implementation Plan presented to Steering Group for comment

23-24 Final NCS and Implementation Plan prepared by Secretariat; Cabinet Memorandum prepared by NES/Ministry of Environment and Natural Resources; presentation to Cabinet

24---- Parliamentary debate  
Publication of NCS  
Distribution of NCS  
Implementation begins

**6. DEMONSTRATION/PILOT PROJECT DEVELOPMENT FUND**

There are numerous activities and projects in Kenya, run by either Government or NGOs, which are already of value for demonstrating techniques and approaches for sustainable development. However, they have not been closely monitored and their successes are not widely known. Hence the above-mentioned case studies would be carried out to fulfill this need (as well as to expose examples of failures to integrate conservation and development). However, experience has shown that NCS preparation can be strengthened if funds are available to actually initiate projects as well as to refer to examples. As the process of analysis and consultation progresses in the NCS, it is inevitable that one or two burning issues will come to light. Where it is desirable and possible to respond to these issues quickly, the use of a small Project Development Fund can reinforce

the demonstration of NCS principles, and lead to the early tackling of priorities.

**7. NCS NEWSLETTER AND SUSTAINABLE DEVELOPMENT GUIDELINES BOOK**

Phase I will have built up the Secretariat's capabilities for producing and using materials to increase awareness of NCS principles. In Phase II, a Newsletter would be prepared and distributed to all those institutions involved in NCS preparation and to those who will ultimately be affected by the NCS. Produced three times in the year, it would highlight issues raised in the NCS process, describe progress, and continue the theme of succinct case studies.

(Either as part of Phase II, but more probably immediately after it, a practical Sustainable Development Guidelines book should be written for implementing authorities, especially at District level. This would act as a "bridge" between the NCS and new activities/approaches in these authorities. It would define sustainable practices for different forms of enterprise and activity.)

**8. CONTRIBUTION OF IUCN AND THE GOVERNMENT OF KENYA**

**8.1 Contribution of IUCN**

Materials provided by IUCN would remain the property of IUCN throughout the project, with the IUCN consultant being responsible for disbursing funds for maintenance and insurance. Upon termination of the project, materials would be donated to the Government of Kenya for the purposes of implementing the NCS (unless mutually agreed otherwise). Materials would be imported by IUCN into Kenya where necessary; under the Terms of Agreement between IUCN's Eastern Africa Office and the Government of Kenya, this would be free of import duties and taxes.

**a. PERSONNEL**

**SWISS FRANCS**

NCS Consultant (Co-Secretary), 24 months

Biological Diversity Consultant, 3 months

Environmental Institutions/Legislation Consultant, 3 months through IUCN Environmental Law Centre

TOTAL 30 months consultancies 200 000

24 months housing costs (Co-Secretary) 15 000

MAXIMUM 6 months per diem at SFR 100 18 300

3 x return air travel 11 400

IUCN Eastern Africa Office

Education/Information Specialist (5 months total) 33 300

b.	DEMONSTRATION MATERIALS PRODUCTION	
	Production + 30 copies Audiovisual (60 slides - ICCE)	2 800
	Production + 10 000 copies Booklet (8 pages)	2 000
	Production + 2 000 copies NCS Prospectus/Case Studies (36pp)	6 000
	Production + 2 500 copies Final NCS (96pp)	22 500
	Production + 500 copies of each of 3 Newsletters	1 000
	Provisional Sum for a/v on Case Studies; Sustainable Development Guidelines book	3 000
c.	WORKSHOPS AND SEMINARS	
	Budget to cover:	
	- 6 x District level 1-day Workshops	
	- Major Phase I Seminar for Prof/Admin/Business	
	- Phase I Media Seminar	
	- NCS Prospectus/Case Study launch	
	- Steering Group and Technical Group working meetings	
	TOTAL Provisional Sum	10 000
d.	PROJECT DEVELOPMENT FUND	
	Provisional sum for demonstration/pilot project development, disbursed by IUCN Consultant	25 000
e.	EQUIPMENT	
	4WDrive Landcruiser/Landrover Station Wagon	30 000
	35mm Camera	500
	Tape Recorder	500
	2 x a/v projectors & slide/tape units	3 000
	Miscellaneous equipment fund	1 000
f.	RUNNING COSTS	
	Fuel, spares, maintenance for IUCN vehicle	10 000
	Fuel fund for GK vehicles used on project work	4 000
	Honoraria (for occasional use at IUCN's discretion)	5 000

Miscellaneous (film, stationery, postage and communications costs etc incurred outside GK offices) 3 000

SUB-TOTAL 407 000

g. IUCN MANAGEMENT COSTS

Eastern Africa Office at 10% subtotal 40 700

Headquarters (Switzerland) at 5% subtotal 20 400

h. CONTINGENCY

At 5% subtotal 20 400

GRAND TOTAL SWISS FRANCS 488 800

8.2 Contribution of the Government of Kenya

a. PERSONNEL

Salary and full benefits of:

- Full time NCS Co-Secretary (graduate officer)
- Full time Education/Information Officer
- Full time typist/secretary
- Other part time contribution of Government officers to work in Technical Group, Steering Group and Secretariat

b. USE OF FACILITIES

- Adequate office accommodation and basic office equipment for NCS Secretariat
- Conference room (larger rooms when required to be hired by IUCN)
- Telephone calls (except international)
- NES vehicles

c. MANAGEMENT AND ADMINISTRATION

Contribution of NES management and administration services to the smooth running of the project

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PROPOSAL FOR A NATIONAL CONSERVATION STRATEGY FOR KENYA

List of persons consulted by IUCN Consultant Stephen M. J. Bass

in Kenya 30 March - 09 April 1986

MINISTRY OF PLANNING AND NATIONAL DEVELOPMENT:

Prof. T. C. I. Ryan, Director of Planning

J. O. Otieno, Deputy Chief Planning Officer

NATIONAL ENVIRONMENT SECRETARIAT, MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES:

A. K. Kiriro, Director

M. Karaba, Head of Resource Management (Terrestrial) Section

C. Kamau, Head of Planning and Assessment Section

Mrs. G. N. Wanyonyi, Head of District Environmental Assessment Programme

B. N. Munywoki, Head of Pollution and Health Section

P. M. Mungai, Head of Environmental Impact Assessment Section

A. K. Mutero, Head of Education and Information Section

Miss C. Getao, Resource Management (Terrestrial)

Mr. Muinda, Resource Management (Terrestrial)

S. Mbarire, Education and Information

DEPT. OF WILDLIFE CONSERVATION AND MANAGEMENT:

J. O. Ochoki, Deputy Director

EAST AFRICAN WILD LIFE SOCIETY:

N. K. arap Rotich, Executive Director

UNITED NATIONS ENVIRONMENT PROGRAMME:

M. Björklund

IUCN:

H. Lusigi, Regional Councillor

Members of staff of the IUCN Eastern Africa Office

INTERMINISTERIAL COMMITTEE ON THE ENVIRONMENT:

(Presentation on NCS proposal to 09. April meeting, attended by c. 45 members)