

2020 MAP



**OL PEJETA  Y
CONSERVANCY**

INTRODUCTION

OI Pejeta Conservancy is home to close to 130 rhino, the largest black rhino sanctuary in East Africa, and contains hundreds of species of flora and fauna.

The communities surrounding OI Pejeta are home to over 50,000 people who are assisted by the conservancy for employment, trade and security.

Since the formation of Sweetwaters in 1988, we have spent 26 years conserving the land, providing sanctuary to the wildlife, and supporting livelihoods in the 18 different communities in and around our 90,000 acres.

This handbook was developed by our staff in consultation with a range of stakeholders, and sets out our vision for the next six years to 2020, outlining the major projects that will help us to deliver our vision.

The ambition of this handbook is to act as a flexible map to plan out the next six years. It is a *fair wind* plan that will have to be flexible to change as we learn what works and as external circumstances change.

At its heart, our work will remain unchanged - OI Pejeta exists to conserve the environment and the wildlife and to equally benefit the people and communities that are an indivisible part of our efforts.

We will continue to base our approaches on sound scientific research and understanding. We will continue to be a centre of learning for conservation and community development and welcome

academics, researchers and volunteers from around the world to work in support of our vision.

It is in the DNA of OI Pejeta to explore and innovate. We are always looking for new and better ways of delivering effective conservation. There will be trial and error, success and failure. It is our job to learn and to share for the benefit of conservation as a whole, worldwide.

To fund the OI Pejeta model, we split our needs into two areas. The first covers the delivery of day to day operations. The second covers geographical expansion and innovation in the ways we work.

It costs US \$6m annually to fund our day to day operations and OI Pejeta is almost unique in sourcing 100% of this from our own commercial activities, primarily tourism and agriculture.

Of course we are clear that we must always prioritise our conservation and community goals and will never allow our commercial activities to compromise the values that you will see laid down in this handbook.

Within this document you will also see a renewed focus on expanding the size of the conservancy and seeking new and better ways to deliver conservation and community development. This will place financial demands on OI Pejeta significantly over and above our basic operations, and to assist with financing this we will be placing great emphasis over the coming years on fundraising.



What makes OI Pejeta such a role model is that we are able to invest initial grants and donations into projects that we can make self-sustainable over the long-term.

On a final note, we are delighted that every year OI Pejeta welcomes many thousands of visitors, and every month we reach between 1m and 2m people with our conservation news. We have 25,000 student visitors a year who we inspire and educate. Engaging people goes far beyond bringing in revenue - it is an important part of our aims and one of the ways that we extend our influence far beyond our acres.

If you have any questions at all on the plans contained in this handbook, please do not hesitate to get in touch with us.

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HOW THIS HAND BOOK WAS CREATED

1. BIG PICTURE

- Back in October 2013, we presented a series of one-page strategic overviews to the board.
- Whilst these had been done by the senior management team, we sought opportunity to get much more involvement throughout the organisation.
- We also developed a clear understanding of what we wanted the OI Pejeta brand to stand for.

2. BOTTOM UP PLANS

- The department heads organised brainstorming sessions with their teams, and ensured that all levels of management were involved in developing actions and ideas.
- Over a period of months, the staff in each department presented their ideas back to the other departments and the SMT for peer review.
- **Land Use Plan:** In line with our principle to outsource to experts where appropriate, we brought in expert scientific counsel to review and recommend land use management on the conservancy.

3. SUMMARISING

- We don't want our strategies and plans to end up gathering dust in a drawer or acting as a door stop.
- This handbook has been developed together with the management staff.
- The three guiding principles of the handbook have been to be: **CONCISE** (the sort of length you don't mind reading), **VISUAL** (the sort of document that draws you in) and **ACTIONABLE** (something people would go back to again and again).

The summarised plans are just the start of the journey. The real work comes next in making it live and work.

4. REVISIT

- Up to the *summarising* stage, each department had spent time diving primarily into the detail of their own department only.
- Now we went back to each of the departments and asked them to spend time looking at other departments, and looking at what direction the OI Pejeta Conservancy should be taking.
- The people in each department brainstormed together and then fed back to the wider SMT.
- At the same time, the plans were presented to the OI Pejeta Board for leadership, input and guidance.
- We will also be seeking feedback externally from our key stakeholders, including tourism, conservation and local government partners (e.g. KWS, the Governor)

5. LAUNCH

- Upon final board approval, the plans will be shared throughout the organisation, starting with a 'Quiz' afternoon with the winning department winning a sheep!
- We want people to enjoy the planning and implementation process, understand it and want to get involved.
- We will then link individuals key performance indicators within our performance management system.

A critical note:

- The secret to success will be to retain flexibility.
- We must be prepared to remove some of our strategies and plans if circumstances change, and to also add in new ones as opportunities arise
- We have to be open and data-based in appraising results every quarter, to establish what is working and what is not working and so determine how the plans must adapt.

HOW WE WILL MAKE OUR 2020 VISION COME TO LIFE

6. TRACK & ACT

- The idea of the layout of the handbook is that each individual strategy or management action for a department can be treated like a 'Card' (imagine a stack of playing cards)
- Departments will have a 'traffic light board' in their offices, split by green, yellow, and red (completed/on-track, watch carefully, fix) to review their cards.
- Every quarter, the senior management team will get together and assess the progress of each department.

COMPLETED/ON TRACK



WATCH CAREFULLY



FIX



THE BIG PICTURE

Did you know?

OI Pejeta covers 90,000 acres containing four different key habitats (plains, riverine, wetlands and mixed acacia bushland), hundreds of species and thousands of animals, and is surrounded by a population of more than 50,000 people.

This is the big picture we use to guide all our decisions.

In this section we want to reaffirm **what we do** (our vision and mission), **who we are** (our values and personality) and **how we do it** (guiding principles and overall goals). These are for the long term and whilst there is some evolution, we have only strengthened and clarified, not fundamentally changed direction.

There are two new areas of thinking that will help us to achieve our vision and mission.

First is a clarification of the values we believe in and the way in which we communicate them. We have always had a visual style guide for the OI Pejeta brand, but we have not had clarity on how the brand links into our vision and mission. This is clearly laid out in this section.

The second is the new Land Use Plan. This provides a sound scientific basis to

all the thinking in this document, both in terms of the conservation we wish to achieve and in terms of guiding the way in which we fund our goals without compromising them.

The section finishes with an overview of the guiding principles for the next six years to ensure that we achieve our conservation and community development goals. This is the framework under which all the following ten sections sit.

WHAT WE DO

A ROLE MODEL FOR CONSERVATION

OUR VISION

TO BECOME AN INNOVATIVE AND SUSTAINABLE DEVELOPMENT MODEL THAT CONSERVES BIODIVERSITY (PARTICULARLY ENDANGERED SPECIES) AND CONTRIBUTES TO ECONOMIC GROWTH AND THE IMPROVEMENT OF THE LIVELIHOODS OF RURAL COMMUNITIES.

OUR MISSION

OL PEJETA CONSERVANCY WORKS TO CONSERVE WILDLIFE, PROVIDE A SANCTUARY FOR GREAT APES, AND TO GENERATE INCOME THROUGH WILDLIFE TOURISM AND COMPLEMENTARY ENTERPRISE FOR REINVESTMENT IN CONSERVATION AND COMMUNITIES.

OUR VALUES - What we believe in

GUARDIANSHIP

- We are caretakers of the land and all that it contains, both flora and fauna
- We safeguard endangered species (with black rhino as our flagship, signature species)
- We ensure the openness and accessibility of conservation for everyone, local and international, scientist, student and layperson

INNOVATION

- An innovative attitude is part of our make-up and has been throughout our history
- We discover and we experiment, making the most of both the successes and the set-backs, to consistently improve
- We look for and apply new approaches and technologies to improve conservation and community development locally and share worldwide

AUTHENTICITY

- We believe that wilderness must be true and natural wilderness
- We bring a sound scientific understanding to our work to ensure scientifically credible conservation
- We believe that all interactions with wildlife, whether with staff or tourists, should be genuine and not artificial

OUR PERSONALITY - How we communicate

RESPONSIBLE

- We are about protecting the wildlife and environment for the long-term and will not make short-term decisions that compromise this. We use data to make measured decisions
- We engage and embrace local government and neighbouring communities as indispensable long-term partners in conservation - Ol Pejeta is a sum of its parts
- We support and develop our people as the most important asset to conservation and Ol Pejeta

INSPIRATIONAL

- We use insights into the wild, the wilderness and human-wilderness interactions to inspire our visitors and partners
- We are a leader on the world-stage with a recognised voice of experience, knowledge and wisdom with respect to conservation
- We provide experiences for our visitors that are life-changing, creating ambassadors out of everyone

PASSIONATE

- We celebrate the joy of conservation, and the wilderness and wildlife as something that everyone should enjoy and take pleasure from
- We all passionately believe in the importance and value of the work that we do (scientifically and inspirationally) and want to share that passion with those around us
- We provide real wilderness experiences that provoke a strong intensity of feeling from all that take part

HOW WE OPERATE

WE TRUST AND DEVELOP PEOPLE

We give people both the room and the support to drive the conservancy forward

- We encourage innovation and creativity - people should feel free to try better ways of doing things
- We have a data-based, learning culture - we learn from successes and set-backs
- Through appraisals, coaching and training we help people to get better and better
- We expect accountability and responsibility

WE EXPECT THE BEST BUT PLAN FOR THE WORST

We minimise debt, diversify revenue and always have a plan B

- We invest in protecting our principal sources of profitable revenue
- We plan for and experiment with future sources of revenue
- We assume the worst and work to be pleasantly surprised when things are better than expected and so over deliver
- We expect people to be accountable for their own delivery of the plans

WE STICK TO WHAT WE DO BEST

We are about conservation and community development - we seek partners to help us with the rest.

- We outsource where possible and cost effective to experts (e.g. Serena running Sweetwaters)
- We bring in outside experts to help where capacity or technical knowledge is needed
- We use Joint Ventures where possible to develop our commercial plans

GUIDING PRINCIPLES

WE ARE A RESPONSIBLE CITIZEN

We do what is right both morally and statutorily. We believe in equal opportunities for all.

- We have world-class governance structures
- We follow the rule of law
- We are accountable
- We are transparent
- We create equal opportunities for all our staff and help them to achieve

QUALITY IS EVERYTHING FOR US

It is better to do a few things very well than to compromise on quality in what we do.

- A no compromise attitude to everything
- We share successes and set backs across the conservation world
- We work to be a trusted partner of conservation, local government and community based organisations
- We want to be the organisation of choice to run/manage contiguous land areas

WE BELIEVE IN INDEPENDENCE

We don't think that OI Pejeta or its communities should be beholden to institutions or individuals.

- Wealth not handouts
- Sustainability
- Donor support where appropriate but without compromising long-term self-sufficiency and self-governance
- Debt only as a way to invest in delivering returns for commercial projects



COMMUNITY DEVELOPMENT

\$6.5m invested in next six years

- Bi-annual perception survey shows increasing level of satisfaction
- Human wildlife conflict incidences down 10% year on year

DEVELOPING OUR PEOPLE

Average 105 in annual appraisals

- 100% of people appraised bi-annually
- New bonus system into place
- Job satisfaction survey av 3.5 out of 5



CONSERVATION

130 black rhino by 2020

- Significant majority of rangelands rated as healthy and not-stressed
- Addition of 37,000 acres of contiguous conservation land under OI Pejeta management

BALANCING OI PEJETA'S SCORECARD

FINANCIALS

\$11m annual revenue by 2020

- Profit margin up from 5% to 23% (inclusive of fundraising) so as to be available for re-investment
- Fundraising up from \$0.2m per annum to \$2m per annum
- \$1.8m MKWE loan invested and repayment commenced



OUR CUSTOMERS

3.5 in annual satisfaction survey

- Annual certificate of excellence from TripAdvisor from tourism
- Exit surveys score 3.5+ for experience
- Awards in annual Boran competition
- Beef customer survey satisfaction increasing year on year
- Donors, partners and conservation organisations rate OPC highly.

SYSTEMS AND PROCESSES

Zero headcount increase, underlying operating costs in line with inflation

- Up to date, integrated data management systems (e.g. SUN) in place across the organisation
- New 2020 strategy and plans review process on a quarterly basis
- Use of online tools to reduce costs in all departments (e.g. CattleMax, Rezdy or equivalent)



OUR LAND USE PLAN

DEVELOPED ZONE - 8 KM² HQ'S, GATES AND MKWE

Administrative HQ's with all necessary infrastructure and facilities established and centralised

- Administrative facilities to be centralised and developed with appropriate infrastructure (OPC HQ's)
- The Mount Kenya Wildlife Estate (MKWE) to be constructed and developed in an environmentally appropriate way and with an area set aside for the conservation of key species (see special conservation zone)
- Solar parks financed and constructed to generate electricity for OPC HQ's, MKWE and national grid
- To be confirmed: relocate and expand abattoir facility to HQ site

LIVESTOCK ZONE - 26 KM² SIRIMA SECTION

Intensive and extensive livestock areas, with appropriate stocking rates, supplemental feeding, quality beef production and special conservation (e.g. Jackson's hartebeest)

- An integrated, sustainable Boran livestock production system with a high annual off-take and first grade quality
- Exclude large predators in the livestock zone for stress free grazing and special conservation
- Fodder production including irrigation from dams for high grade pastures (Lucerne)
- Revitalise the global market for Boran genetics and embryo transfers

INTENSIVE USE ZONE - 67 KM² EASTERN SECTION

Intensive tourism with appropriate network of all weather roads, areas of special interest and good game viewing developed and maintained

- Conserve vegetation mosaic for species diversity, game viewing, ecological health
- Increase and conserve free ranging black and southern white rhino
- Expand number beds and continue to lease out to third party operators
- Livestock integrated with wildlife and adapted to rangeland carrying capacity and grazing condition
- Implement all weather road network appropriate for high density tourism
- Disguised watering points for cattle and wildlife
- Landscape and rehabilitate existing dams, eroded areas, quarries and roads bordering old fence lines
- Additional dams and wetlands created

AGRICULTURAL ZONE - 20 KM² LOIDIEN SECTION

Intensive crop production with appropriate soil conservation methods, crop rotation and infrastructure developed and maintained

- Grow wheat in an ecologically sustainable way by implementing a system of no till agriculture, crop rotation
- Minimize crop losses through wildlife damage and in accordance with wildlife conservation objectives
- Produce additional sources of fodder for the OPC livestock operation
- Retain areas of natural vegetation along rivers, drainage lines and steep slopes

EXTENSIVE USE ZONE - 227 KM² CENTRAL AND WESTERN SECTION

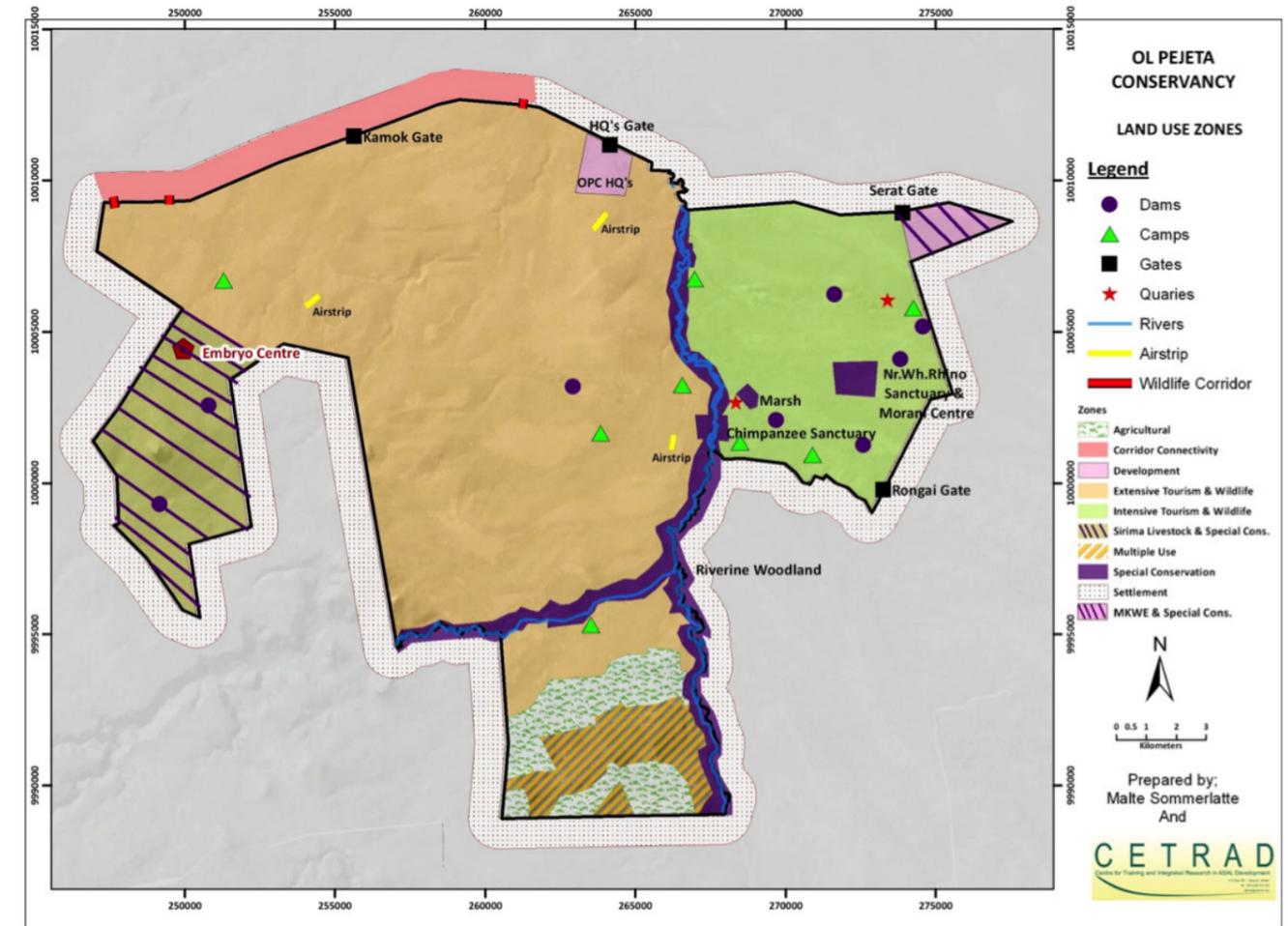
Extensive tourism with an appropriate wilderness character, activities, track infrastructure developed and maintained

- Low intensity tourism with appropriate vehicle numbers and tourism activities in line with a wilderness experience
- Livestock integrated with wildlife and adapted to rangeland carrying capacity and grazing condition
- Design an appropriate road/track network for low intensity tourism
- Design watering points for both cattle and wildlife which fit into the landscape
- Ngobit pump converted from diesel to solar electricity
- Increase and conserve free ranging black and southern white rhino
- Additional camp (or in special conservation zone to be confirmed)
- Additional dams and wetlands created

MULTIPLE USE ZONE - 20 KM² LOIDIEN SECTION

Several land use options with compatible uses, conservation areas and infrastructure developed

- Identify and develop ecologically appropriate and compatible land uses (agriculture, livestock, forestry etc.)
- Identify conservation areas and wildlife corridors along the Ewaso Nyiro River boundary (see special conservation zone)
- Evaluate the feasibility of building additional tourist camp sites as well as cottages for rental



SPECIAL CONSERVATION ZONE 42 KM² - THROUGHOUT OPC

Safe breeding areas for endangered species as well as chimpanzee sanctuary developed and managed

Degraded areas rehabilitated as well as new habitats created

- Develop the world renowned chimpanzee sanctuary with educational facilities as per management plan
- Increase and conserve northern white rhino in the Morani rhino sanctuary
- Establish and increase populations of Grevy's zebra, Jackson's hartebeest and Beisa oryx (key species) for translocation and restocking
- Identify and rehabilitate degraded Acacia riverine woodland areas and create additional wildlife habitats such as wetlands to increase biodiversity and game/bird viewing opportunities

BUFFER ZONE - 606 KM² ADJACENT TO OPC BOUNDARY

A community outreach and development programme initiated and maintained within SAPA demarcated areas surrounding Ol Pejeta and associated watersheds

- Maintain community social services and schooling activities within a prescribed area and in accordance with Ol Pejeta community plans
- Assess the possibility of creating a community tourism project within the boundary of Ol Pejeta (Githera hill)
- Expand the school conservation programme backed up by educational trips to Ol Pejeta
- Provide structured short courses in wildlife/livestock management for conservancy managers/members
- Take all appropriate measures to minimise human wildlife conflict

CORRIDOR ZONE - 16 KM² ADJACENT TO MUTARA BOUNDARY

Corridors as well as additional conservation areas for key species in neighbouring wildlife areas created and maintained

- Maintain existing and initiate additional wildlife corridors and conservation areas for black rhino and other key species
- Investigate the possibility of creating a corridor to the south of Ol Pejeta to Solio and in the west to the Aberdare Forest Reserve
- Monitor corridor use regularly and identify any long term seasonal and species specific movements

OUR PURPOSE

Did you know?

OI Pejeta is the largest rhino sanctuary in East Africa with an IUCN Key 1 Black Rhino population (one of only nine in Africa). The conservancy also has one of the highest recorded predator densities north of Nairobi.

This section is about what we want to achieve by 2020.

In the *Big Picture* section we detailed what OI Pejeta is all about. We re-affirmed that we are here to conserve the environment and wildlife, and to drive community development.

In this *Purpose* section we go into detail on the goals and plans we are setting ourselves for these two areas - what it is that we want to achieve.

Conservation

In conservation we will explore exactly how we intend to improve biodiversity, how we plan to further expand our black rhino population as our flagship species and how we plan to develop our own internal capabilities with more scientific decision making and investment in the conservation department and team.

Community Development

In community development we will look at how we enable the communities around us and support the six key areas that we have chosen to drive: education, health, energy and agriculture, water and enterprise.

In both sections we will look at the flagship projects we want to put in place and the numbers we want to achieve by 2020.

CONSERVATION PLANS

VISION

Enhanced ecological integrity and biodiversity, conservation of endangered species on a landscape scale, and care for orphaned chimpanzees including a strong advocacy programme.

MISSION

We maintain a dynamic wildlife population on suitable contiguous habitat, sufficient for a black rhino population of 150, whilst retaining connectivity to the greater Laikipia ecosystem and managing a world class refuge and advocacy programme for chimpanzees.

VALUES

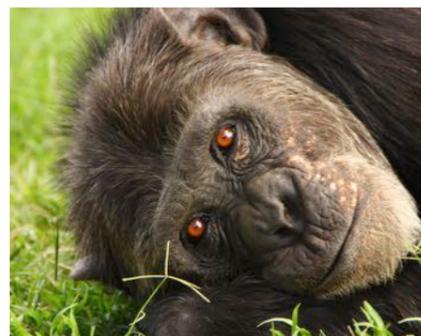
- Collaboration with stake/land holders
- Decisions based on good science, effective monitoring and global best practices
- Protect critically endangered species
- Our enclosures protect not exploit
- We believe in educating the young, especially young Kenyans

OBJECTIVES

- Conserve wildlife and their habitats - particularly endangered species with specific emphasis on Black Rhino
- Secure contiguous habitats for wildlife connectivity with Laikipia ecosystem
- Best chimpanzee sanctuary in Africa with strong advocacy campaign against trade
- Gain support via education & lobbying
- Human Wildlife Conflict minimised
- Sustain a skilled workforce

GOALS

- Populations significant and diverse
- Black rhino population up to 130
- Grevy's, Jackson's, oryx, ostrich prog's
- Active role in key conservation bodies
- Maintain ecological connection with greater Laikipia ecosystem
- 75 adult chimps: +36 new orphans
- Global reach of advocacy campaign
- School program engaging 32,500 kids
- Human Wildlife Conflict cases declining
- Average 105 in appraisals



MAKE ECOLOGICAL MONITORING UNIT A KEY DECISION TOOL

Quarterly statistical report to SMT

- Develop thresholds for potential concern for key variables (including vegetation), and manage based on these
- Maintain a GIS based rhino monitoring information management system
- Enhanced monitoring of other locally endangered species, including Grevy's zebra, Beisa oryx, Jackson's hartebeest and ostrich
- Lion population dynamics monitored through radio-tracking and sightings
- Regular population estimations of other predators (hyena, cheetah, leopard, wild dog, jackal) via camera traps
- Annual summary report of large mammals status
- Habitat monitoring programmes reviewed to address management needs and emerging challenges
- Investigate gyrocopter purchase

INCREASE CONNECTIVITY TO WIDER LAIKIPIA ECOSYSTEM

Add 37,000 acres, expand corridors

- Establish, maintain and analyse movement across existing corridors and expand where possible
- Work with land owners/managers to ensure contiguous areas fully functional and secure additional habitat (esp. for Black rhinos)
- Secure relationships with other stakeholders, e.g. Mutara, KWS, donors, investors, NGOs etc.
- Active members of key organizations working in Laikipia (e.g. LWF APLRS, KWCA, PASA, CCCC)
- Examine possibility of developing the Aberdare-Solio-Laikipia corridor
- Work with local stakeholders to secure Laikipia National Park (Eland Downs)
- Explore potential for expansion of conservation activity across Mutara in its entirety

EXPAND CHIMPANZEE SANCTUARY AND ADVOCATE AGAINST ILLEGAL TRADE

+36 new chimpanzees with a global media drive

- Enhanced welfare and nursery care (routine examinations, finish quarantine area, new nursery with 2x caregivers)
- Create a new basic clinic (water, drug storage, fencing)
- Lead the chimpanzee advocacy programme against illegal trade (investigation of trade, identification of specific chimps for rescue, global communication and engagement, official/legal engagement)

EDUCATE AND INFLUENCE PEOPLE THROUGH THE VALUE OF CONSERVATION

Educate 100% visitors per year and play an active lobbying role

- Play an active role in national and local lobbying
- Ensure active presence on key NGOs, bodies, government panels
- Provide recommendations and feedback on legislation
- Become a rallying point for Laikipia conservation
- Work with other departments to develop interpretative materials on importance of conservation for display
- Deliver conservation talks on request to visitors undertaking conservation activities
- Work with other departments to support conservation education programmes

REDUCE HUMAN WILDLIFE CONFLICT (HWC) ON OUR BORDERS

Reports of conflict from OI Pejeta wildlife down -50%

- Management of HWC informed by sound data collection and analysis
- Update problem animal database, and map conflict hot spots
- Use database findings to drive decision-making and actions (e.g. early warning, short fences, netting, translocations)
- Enhance skills of OI Pejeta problem animal control unit with KWS
- Involve local communities, where appropriate, in HWC interventions (especially non dangerous animals)
- Work with County Conservation and Compensation Committee to enhance decision making on problem animals
- Regular presentation to the Committee on status of HWC around OI Pejeta and recommended options
- If funding available consider assistance to County for Mutara HWC mitigation

SEEK EXTERNAL BEST PRACTICE TO FUEL INNOVATION

3x major studies/visits per year

- Learn from other conservancies and national parks by conducting home and away tours with equivalent staff
- dShared documentation on key issues with other conservancies
- Quarterly presentation to SMT of external learnings
- Leverage the Research Centre to bring in the best external expertise possible - if new HQ site goes ahead, relocate and construct (ideally in partnership e.g. with Princeton)
- Create an annual 'request for research proposals' needs calendar
- Explore potential for formation of a conservation advisory committee

A RENEWED FOCUS ON THE IMPORTANCE OF MANAGING VEGETATION AND HABITAT

Quarterly habitat reports to SMT

- Develop thresholds for potential concern for key vegetation and habitat variables
- Regular monitoring of all key variables
- Quarterly report to SMT with clear minuting of management actions
- Close monitoring of how the development of Tourism and Livestock numbers are influencing habitat variables
- Creation of exclusion zones (see habitat management plan on following page)

CREATE A SKILLED AND HIGHLY MOTIVATED WORKFORCE

Appraisal scores above 105

- Provide high quality (externally benchmarked) terms and conditions of employment to all conservation staff
- Continuously strive to identify, develop and nurture talent across the OI Pejeta workforce
- Work with Human Capital to undertake training needs assessment and follow up with appropriate programme
- Work with Human Capital to implement a staff in-service training programme including exchange programmes
- Work with Human Capital to implement performance based reward programmes for staff

CONSERVATION BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX.

Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|--------------------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| Ecological monitoring | | | -0.4 | -2.6 | -2.8 | -2.9 | -3.0 | -3.2 |
| Increase connectivity | | | -0.9 | -0.9 | -0.9 | -238.2 | -20.2 | -21.1 |
| Expand chimp sanctuary | | | -0.9 | -7.0 | -9.7 | -10.1 | -10.5 | -10.9 |
| Educate and influence | | | -0.4 | -0.5 | -0.5 | -0.5 | -0.5 | -0.5 |
| Reduce HWC | | | -1.4 | -22.6 | -6.2 | -1.9 | -1.9 | -1.9 |
| Seek best practice | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Manage vegetation | | | 0.0 | 0.0 | -5.0 | -4.0 | -4.0 | -4.0 |
| Create skilled workforce | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -77.7 | -80.8 | -78.0 | -86.1 | -89.4 | -87.8 | -91.3 | -94.9 |
| TOTAL INVESTMENT | -77.7 | -80.8 | -82.0 | -119.7 | -114.5 | -345.3 | -131.5 | -136.5 |

CONSERVATION TARGETS

HABITATS

| | | | |
|---|--|---|--|
| <p>GRASSLANDS</p> <p>Biomass: 2,000-3,500kg/ha</p> <p>Management plan</p> <ul style="list-style-type: none"> • Protect and graze • Limit invasive species • Maximise palatable species • Selective burning  | <p>WOODLAND</p> <p><i>Acacia drepanolobium</i> <i>Euclea divinorum</i></p> <p>4x, 5-yr, 2,000 acre exclusion zones to aid <i>A.d.</i> rehabilitation</p> <p>Explore management techniques eg burning to manage <i>E.d.</i> for enhanced productivity</p>  | <p>RIVERINE</p> <p><i>Acacia xanthoploea</i></p> <p>By the creation of 4x, 10-yr, 200 acre exclusion zones in rotation to increase seedling survival and rehabilitate degraded areas</p>  | <p>WETLANDS</p> <p><i>Acacia xanthoploea</i></p> <p>Existing Sweetwaters marshland: create 10-year browser exclusion zone</p> <p>Establish 5x new marshland/wetland areas</p>  |
|---|--|---|--|

OTHER KEY SPECIES AND GROUPS OF SPECIES

| | | | | |
|--|--|--|---|--|
| <p>CHIMPS</p> <p>2014 Pop'n: 39 2020 Target: 75</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow • Advocate  | <p>SOUTHERN WHITE RHINO</p> <p>2014 Pop'n: 19 2020 Estimate: 30</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow • Including new introductions  | <p>ELEPHANTS</p> <p>2014 Pop'n: 200 variable</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Hold • Reduce human/wildlife conflict  | <p>GIRAFFE</p> <p>2014 Pop'n: 180 2020 Estimate: 225</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow  | <p>OSTRICH</p> <p>2014 Pop'n: 12 2020 Target: 50</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow through nest protection  |
|--|--|--|---|--|

KEY PREDATORS

| | | | | |
|---|---|---|--|--|
| <p>LION</p> <p>2014 Pop'n: 59</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Hold numbers • Track prides  | <p>CHEETAH</p> <p>2014 Pop'n: 25 2020 Target: 30 <small>approx.</small></p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow  | <p>LEOPARD</p> <p>2014 Pop'n: <i>unknown</i> 2020 Target: tbc</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Establish monitoring mechanism  | <p>WILD DOGS</p> <p>2014 Pop'n: 42</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Hold numbers  | <p>SPOTTED HYENA</p> <p>2014 Pop'n: 100 <small>approx.</small></p> <p>Management objective:</p> <ul style="list-style-type: none"> • Hold numbers  |
|---|---|---|--|--|

ENDANGERED SPECIES

| | | | | |
|---|--|---|--|--|
| <p>BLACK RHINO</p> <p>2014 Pop'n: 104 2020 Target: 130</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow <p><small>CRITICALLY ENDANGERED CR</small></p>  | <p>NORTHERN WHITE RHINO</p> <p>2014 Pop'n: 3 2020 Target: 7</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow (hybridisation) • Breed with SWR <p><small>EXTINCT IN THE WILD EX</small></p>  | <p>JACKSON'S HARTEBEEST</p> <p>2014 Pop'n: 172 2020 Target: 300</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow <p><small>ENDANGERED EN</small></p>  | <p>BEISA ORYX</p> <p>2014 Pop'n: 10 2020 Target: 50</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow (relocate) • Dedicated boma <p><small>ENDANGERED EN</small></p>  | <p>BREVY'S ZEBRA</p> <p>2014 Pop'n: 27 2020 Target: 70</p> <p>Management objective:</p> <ul style="list-style-type: none"> • Grow <p><small>ENDANGERED EN</small></p>  |
|---|--|---|--|--|

PLEASE NOTE:

There are hundreds of species on OI Pejeta. These targets lay out the key species and habitats we aim to actively manage.

All population counts are subject to a margin of error and all population management must be adaptively managed based on dynamics at any given time.

COMMUNITY DEVELOPMENT

VISION

To become a key stakeholder in the creation of a vibrant local economy that provides economic opportunity in a manner that is socially just and environmentally sustainable.

MISSION

We work closely with local communities, the county government and donors to create opportunities for equitable, socially and environmentally sustainable economic development and wealth creation amongst local communities.

VALUES

- We see community development as an integral part of our work
- We listen to what communities need and respond to that demand
- We work in partnership with local government and donor bodies

OBJECTIVES

- Sustainable economic and social development amongst OPC communities
- A spirit of partnership and trust between OPC and its neighbouring communities
- Neighbouring communities to view OPC as most valued partner in development
- Efficient monitoring and evaluation systems to provide objective regular updates to management and donors

GOALS

- Education: support to 30 schools and 300 bursary students
- Agriculture: dynamic extension service improves small-farm productivity
- Water: communities access potable water whilst securing OPC catchments
- Health: meaningful support to five dispensaries on an on-going basis
- Energy: provision of clean, sustainable, affordable and secure energy
- Enterprise: support for micro-enterprise



CLOSE RELATIONSHIPS WITH DEMARCATED COMMUNITY GROUPS

Bi-annual perception survey shows increasing level of satisfaction

- Work directly through a system of regularly elected community representatives working on a voluntary basis
- Be flexible to engage further afield if in the interests of OPC – e.g. water catchment
- Expansion of SMS system to establish regular communication with wider group of individuals
- Move to include flyers in the communications mix to allow for more frequent communication in addition to the larger newsletter
- Re-balance mix of messages to communities that covers both infrastructure investments and matters such as human wildlife conflict

WORK ALONGSIDE LOCAL AND SENIOR GOVERNMENT, DONORS AND OTHER STAKEHOLDERS

All projects aligned to county development objectives

- Work closely with the local government structures within the new constitution
- Collaborate with senior government and other arms of government, particularly in the area of security, wildlife management and constituency development
- Link local and international donors with programs and directly with community groups
- Explore collaboration with OI Jogi/ Zeitz Foundation regarding joint community development projects

CONCENTRATE ON 6 CORE AREAS

100% of projects focused on six areas

- **Education:** wildlife and environmental education, bursaries, school infrastructure and ICT
- **Agriculture:** Artificial insemination services, conservation agriculture, drip irrigation and marketing
- **Water:** drip irrigation, catchment management, potable water supplies - in close collaboration with WRUAs
- **Health:** provide infrastructure, amenities and support community health workers and health groups
- **Enterprise:** micro-enterprise, guides, capacity building and agricultural production
- **Energy:** energy-saving stoves, LPG, biogas and solar

MONITORING AND EVALUATION OF PROJECTS WITH APPROPRIATE FEED-BACK MECHANISMS

Annual feedback on all projects

- Develop and implement quality monitoring and evaluation systems for all programs to provide meaningful feedback regularly
- Use feed-back to inform and improve programs where required
- Supplement monitoring and evaluation process with 3rd party conducted socio-economic and community perception surveys (e.g. SAPA)

CONTINUOUSLY STRENGTHEN COMMUNITY RELATIONSHIPS THROUGH CAPACITY BUILDING

400 people trained per annum

- Capacity building and outreach amongst community groups to strengthen their relationship with OI Pejeta
- Capacity building to include vocational training, OI Pejeta awareness training, enterprise development support (including assisting with sources of funding)
- Enlist community involvement and local government in development programs
- Involve communities wherever possible in the operations of OI Pejeta to build a valued relationship – economic opportunity, employment, wildlife protection
- Continue to seek ways of bringing community representation to the OI Pejeta Board

INTEGRATE LOCAL COMMUNITIES IN OI PEJETA'S FINANCIAL AND OPERATIONAL SUCCESS

New 2020 revenue sharing scheme

- Maximize conservation compatible OPC profits to support community development
- Investigate ring fenced revenue sharing mechanisms for OPC support
- Develop a strong department for fund raising and grant administration
- Encourage sustainability through micro-finance schemes that are delivered through OI Pejeta
- All communities to contribute goods and services in kind to support any OI Pejeta and/or donor funds

SEEK DEMAND-LED INVOLVEMENT BUILT ON A BASE OF HUMAN WILDLIFE CONFLICT MANAGEMENT

100% of projects community led

- Work closely with Conservation to actively reduce human wildlife conflict, with special emphasis on baboon and bush pig control
- Aim to support projects and initiatives that are demand led where possible
- Capacity building amongst local community groups to establish donor linkages and enable identification of new opportunities
- Assist with micro-loan scheme (e.g. Kiva)
- Enhance local security, road improvements
- Support of youth groups wherever possible

EMPLOY HIGH QUALITY MOTIVATED STAFF

Appraisal scores above 105 average

- Create a team staffed by high quality professionals with appropriate skills and development and properly led by a senior community development practitioner
- Find ways to continuously motivate staff in support of community development programs

COMMUNITY BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|-----------------------------|-------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|
| Close relationships | | | 0.0 | -1.0 | -1.1 | -1.1 | -1.2 | -1.3 |
| Work alongside stakeholders | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 6 core areas | | | -9.5 | -59.9 | -73.1 | -86.3 | -99.5 | -112.7 |
| Capacity building | | | -0.9 | -0.9 | -0.9 | -1.0 | -1.0 | -1.1 |
| Demand led involvement | | | -0.9 | -0.9 | -0.9 | -1.0 | -1.0 | -1.1 |
| Monitoring and evaluation | | | 0.0 | -0.9 | 0.0 | -0.9 | 0.0 | -0.9 |
| Community integration | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| High quality staff | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -6.7 | -15.4 | -15.4 | -19.7 | -20.3 | -18.0 | -18.1 | -18.8 |
| TOTAL INVESTMENT | -6.7 | -16.8 | -27.7 | -80.6 | -97.4 | -112.4 | -122.5 | -137.0 |

FUNDING

Did you know?

OI Pejeta is one of the few conservancies in the world to be able to cover 100% of its basic operating costs through its own sustainable, commercially generated revenues - tourism and agriculture.

This section is about where we will find the funding that will enable us to achieve our goals.

It costs more than \$6m per annum to fund the basic operations of OI Pejeta for a single year.

We are one of the few locations in the world to unlock the commercial value of conservation. Demonstrating the viability of this model has far-reaching implications for conservation around the world.

The key is to ensure that our goals are not compromised when pursuing commercial revenues.

Tourism

In conjunction with our new branding we plan to grow our tourism in a way that inspires and educates visitors about the importance of conservation.

Agriculture

We will be driving productivity and value addition across our 7,500 head herd of Boran and will be exploring new avenues in fodder production.

Fundraising

We will be looking to retain some balance in how we fund the conservancy by significantly increasing grants and individual sponsorships and donations, with an emphasis on funding CAPEX.

TOURISM

VISION

To be a destination of choice in East Africa with unmatched wildlife conservation experiences that inspire and educate people for the long-term.

MISSION

We are customer-oriented, providing both quality and timely service, and delivering experiences that inspire and involve people with real, scientifically credible conservation.

VALUES

- Real wilderness and conservation
- Visitor (customer) comes first
- Consistent, appropriate, innovation
- We integrate the local community with tourism
- Profitable in support of conservation
- We work as a team both within tourism and connecting with other departments and our partners

OBJECTIVES

- Increased value per visitor
- Increase advance cash receipts
- Educated and inspired visitors
- Better manage visitor flows over time and space plus more off peak locals
- Expanded communications internally, with partners and with agents/operators
- Support scientifically credible conservation
- Re-wild the wilderness experience
- Create new OI Pejeta Escapes overnight offering

GOALS

- Increase from 70/- to 1,000/- per visitor over and above fees/bednights
- 10% of bookings paid 1mth+ in advance
- 115,000 visitors pa (65% overnight) - distributed across hours/weeks/months
- Increase available bed nights to 250
- Increase stay from 1.9 nights av. to 2.5
- One major eco-tourism award per year



DISPROPORTIONATE INVESTMENT IN OVERNIGHT VISITORS

Add +30,000 bednights per annum

2014-2017

- SWTC: 112 beds + 18 new beds
- Porini Camp: 12 beds + 4 new beds
- Safari cottages: +12 new beds
- MKWE OI Pejeta Escapes (+ beds tbc)
- Renovation of Pelican House

2016-2017

- New Camp: +36 new beds
- Longer itineraries for visitors to increase av. stay from 1.8 to 2.5 nights

2018-2020

- Kicheche: 12 beds + 4 new beds
- OPH: 12 beds +10 new beds
- Bush Camp: 12 beds +4 new beds
- Rehabilitation and launch of Spoonbill under an OI Pejeta Escapes branding together with Pelican and MKWE

DEVELOP SEAMLESS SYSTEMS TOURISTS DON'T EVEN NOTICE

Get +\$100,000 in advance bookings

2014-2015

- Reinforce basic back office systems
- Launch of online booking system
- Launch Earthview Cashless Card
- Takeover of Gates from Earthview
- New sales data reporting to improve management decisions
- Take commissions from bookings on partners' behalf

2016-2017

- Improved traffic management and visitor timings

INSPIRE VISITORS TO LEARN CONSERVATION BY DOING

Get +\$100,000 pa from activities

2014-2015

- Further develop activities that involve and educate (Bush/Bird walks, NWR, Night Drives, Lion Tracking, Chimps).
- Add vehicle and guide capacity.
- Add equipment: binoculars, guide books, extra lion tracking kit
- School group curriculum overhaul.

2016-2017

- Expand portfolio of activities to include e.g. community tourism/culture and agrotourism.
- Integrate Princeton Hotspotter
- Development of OI Pejeta App (led by PR & Marketing)

2018-2020

- Expand activities into holiday packages: e.g. work in conservation for a week

MAKE TOURISM A DEPARTMENT EVERYONE WANTS TO WORK IN

Average 105 in annual appraisals

2014-2015

- Differentiated uniforms for the department
- Enhanced housing
- External trainers to upskill
- Regular mentoring, coaching and training
- New performance based bonus/incentive scheme

2016-2017

- Creation of internal training function for all guides

2018-2020

- Investigate guide school launch together with a third party

INFRASTRUCTURE THAT AIDS TRAFFIC FLOW AND IMPROVES THE WILDERNESS EXPERIENCE

KSh 50m of investment completed

2014-2015

- Chimps walk, platform, adoptions and washrooms
- Morani platform, pathways, info centre
- Scott's Hide tidy up
- Kamok Airstrip commercial licence

2016-2017

- Rongai and MKWE Gates & Washroom
- Hippo Hide washroom, walk
- 25km Roads - all weather and wriggly
- Develop southern circuit and campsite

2018-2020

- Chimps overhaul including info centre
- Further 25km Roads
- Hippo Hide platforms

ZONE AND CAP VEHICLES TO PROTECT THE WILDERNESS

115,000 visitors per annum, 80 cars per day maximum

2014-2015

- Collect and measure visitor feedback to check on their experience
- Eastern-Wilderness manned crossings that avoid control
- Explore Timed visits e.g. sundowners/lunch
- Firmly establish Mutara conservation area as a new zone

2016-2017

- End 2016 at 75,000 per annum
- End 2017 at 86,000 per annum
- 2016 start monitoring (and charging) for entry into the western wilderness zone

2018-2020

- End 2020 at 115,000 per annum

NEW PORTFOLIO OF OFF-THE-SHELF PURCHASES

\$100,000 retail income per annum

2014-2015

- Expand chimp adoptions at chimps
- Launch rhino adoptions at Baraka
- New merchandise items list linked to new branding work
- Golf 2 Retail outlet from October '14
- MKWE annual cashless pass programme (as test for wider roll out)
- Launch of merchandise online
- Chimps retail outlet

2016-2017

- Morani retail outlet
- National launch of an annual membership scheme

2018-2020

- Experiment with retail outside including selling merchandise items e.g. at UK Zoo shops

BUILD STRONGER PARTNERSHIPS WITH AGENTS AND OPERATORS

Consistent improvement in new annual survey

2014-2015

- Strengthen Serena relationship via quarterly dedicated meetings
- Introduce driver/operator commissions
- Commissions for OPC for accommodation bookings taken
- Establish linkages with MKWE homeowners (incl. OPC Escapes)
- Joint promotions with partners
- Marketing support for Morani Restaurant
- Serena Conference JV for OP House

2016-2017

- JV approach to OI Pejeta Escapes brand

2018-2020

- Driver-guide accreditation and training programme

TOURISM BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Overnight visitors | | | 1.2 | 1.8 | 5.1 | 5.6 | 21.2 | 25.4 |
| Seamless systems | | | 3.5 | 7.7 | 8.2 | 8.7 | 9.2 | 9.8 |
| Learn by doing | | | 1.5 | 1.7 | 2.4 | -4.0 | 3.4 | 3.8 |
| Department to work in | | | 0.0 | -0.9 | -0.9 | -1.0 | -1.1 | -1.1 |
| Infrastructure for traffic flow | | | -0.5 | -2.1 | -12.0 | -23.0 | -15.0 | 0.0 |
| Zone and cap vehicles | | | 0.0 | 20.9 | 47.1 | 78.6 | 116.2 | 160.8 |
| Off-the-shelf purchases | | | 2.3 | 2.6 | 3.0 | 3.4 | 3.9 | 4.4 |
| Agent/operator partnerships | | | 0.0 | 0.0 | 0.0 | 0.0 | -65.6 | 0.0 |
| Underlying base | 242.4 | 233.1 | 237.1 | 246.6 | 258.7 | 271.3 | 284.6 | 298.5 |
| NET CONTRIBUTION | 242.4 | 233.1 | 245.2 | 278.2 | 311.5 | 339.7 | 356.7 | 501.5 |

AGRICULTURE

VISION

Integrated land management that permits productive, profitable and ecologically beneficial use of livestock in wildlife areas, and makes maximum use of rain-fed crop production, to finance conservation.

MISSION

We integrate a top quality, profitable and ecologically beneficial herd of Boran cattle with wildlife, link livestock markets, and grow wheat and fodder, reinvesting the surplus into conservation and communities.

VALUES

- Cattle and wildlife are managed in an integrated manner
- Slaughter for market must be world class and humane
- Livestock and agriculture profit is there to support conservation
- We aim for sustainability in land management

OBJECTIVES

- Biggest Boran herd in the world
- Reputation as a producer of top quality
- Ecological improvements to rangeland through the use of cattle
- Enlarge linking livestock markets to wildlife conservation programmes
- Expand rain-fed crops to enhance income and feed the nation
- New fodder production to counter drought, and reduce steer finishing age

GOALS

- 6000 home cattle with a 28% off take
- 2000-3500kg/ha average rangeland biomass
- 140 prime carcasses per year aged
- 10,000 round bales of hay in stock, with surplus sold
- 1,500 non-OPC steers on OPC at any time
- 4000 arable acres profitably, sustainably



LOWER FINISHING AGE TO INCREASE PRODUCTIVITY

28% offtake, 400kg steers at 30 mths

2014-2015

- Intensify cattle in Sirima (500 steers) and Loidien (500 heifers)
- 500 acres Rhodes grass for supplements
- Improve grazing quality in Loidien through fire and bush control
- Provide incentives to herders to achieve better gains

2016-2017

- Increase breeding cows to 2300
- Reduce mortality in calves to 8% (overall herd mortality to 3%)
- +400 acres Rhodes grass for supplements

AGEING AND BRANDING OF BEEF TO INCREASE PRICE PER KILO

Add KSh 160/Kg to 120 steers per yr

2014-2015

- New 'Wild Beef' brand
- 14 days ageing refrigeration facility within a 40ft container
- Sales to supply end-users direct
- Actively explore production and investment partners for processing, packaging and distributing beef products

2016-2017

- Expand refrigeration capacity to 90% steers per year
- Renewed emphasis on leveraging the OI Pejeta brand to sell Boran Genetics

ESTABLISH NEW ABATTOIR FACILITY

Facility for up to 20,000 head pa

2015+

- Due diligence conducted on full commercial case for construction, including exploring all potential avenues for funding and partnership
- Fund a 50% sales person

2016

- Construction and commissioning of the facility
- Operationalisation with appropriate management capacity in place

2017-2020

- Operate abattoir to support OPC, NRT, and surrounding local communities
- Support and educate local communities in partnership with NRT

SCIENTIFIC MANAGEMENT OF RANGELANDS UNDER BRAZING

Biomass Kg/acre in line land use plan

2014-2020

- Quarterly reviews with Ecological Monitoring Unit
- Action list for high risk degraded areas
- Accelerate drought reserve programme to release pressure on rangelands
- Explore using manure to fertilise the Rhodes hay production (and potentially support Loidien)
- Dam building programme to ensure continuity of water supply

WORK WITH NRT TO ENABLE COMMUNITIES TO MARKET LIVESTOCK

1500 external cattle at any one time

2014-2015

- Build up to 1,500 external steers at any one time
- Trial sausage/burger products that could utilise lower quality beef
- Make spare truck available for Nairobi sales circuit
- Joint sales person in Nairobi
- Assist communities on immediate boundaries with purchase schemes

2016-2017

- Assist communities in reducing keep time for steers - quicker turnover by getting them to 10kg gain per month
- Work to set up a world class slaughter facility to deal with 20,000 carcasses, cold store facilities to handle increased demand in aged beef carcasses

RAIN-FED ARABLE PRODUCTIVITY GAINS FROM ROTATION & FODDER

4000 acres of arable, 900 of fodder

2014-2015

- Continued partnership with Lengetia Ltd. to produce wheat in Loidien (4,000 acres).
- Develop a profitable rotational system with legumes and other crops to break continuous grain cycle
- 900 acres of Rhodes grass into production with fertilizer and/or manure inputs - aim for 300 bales per acre or 15 round bales per acre/crop
- Keeping 10,000 round bales as drought reserve and using 5,000 every normal year as supplement. All bales rotated on a 3 year max basis

2016-2017

- Investigate growing Lucerne at the Sirima Dam
- Explore hay provision to communities

NEW TECH SYSTEMS TO IMPROVE ACCURACY OF REPORTING

100% of home cattle in CattleMax

2014-2015

- Better utilise technology for record keeping and reducing human reliance in returns and analysis

2016-2017

- Use CattleMax to generate reports and keep track of financials
- Integration with Sun Systems

REWARD MORE RESPONSIBILITY TAKEN BY TALENTED HERDERS

5 supervisors into KPA system

2014-2015

- Increase home team employee responsibilities and effectiveness
- Better training and appraisals for high performing herders

2016-2017

- First two batches of high performers to be given wildlife ranger responsibilities and pay increments to drive wildlife staff efficiencies

2018-2020

- Reduction of home team numbers to coincide with increase of herder responsibilities
- Herders to run spray races and hand spraying.
- Dip attendants take on more challenging work or become redundant



AGRICULTURE BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX.

Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|-------------------------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Lower finishing age | | | -32.8 | 4.9 | 10.2 | 16.5 | 20.8 | 32.7 |
| Ageing and branding beef | | | -1.2 | 1.7 | 3.0 | 2.3 | 6.5 | 7.8 |
| New abattoir facility | | | 0.0 | -132.0 | 4.2 | 4.7 | 5.2 | 6.1 |
| Scientific grazing management | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Community livestock markets | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Rain-fed arable productivity | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| New tech systems | | | 0.0 | -1.2 | -0.2 | -1.5 | -0.2 | -0.2 |
| Reward herder responsibility | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | 36.3 | 98.8 | 84.9 | 87.2 | 83.0 | 86.6 | 89.1 | 93.0 |
| NET CONTRIBUTION | 36.3 | 98.8 | 50.8 | -39.4 | 100.2 | 108.5 | 121.4 | 139.3 |

FUNDRAISING

VISION

For OI Pejeta to be seen as regional force for developing and delivering effective donor led community and conservation programmes.

MISSION

We partner with others to fund and implement conservation and community projects both cost-effectively and at significant scale.

VALUES

- Needs based - conservation and community needs (we don't find money and then tell people what they need)
- We build personal relationships and partnerships
- Data-based
- Transparent and accountable
- Timely
- We aim for independent sustainability from funded projects
- We prioritise projects that benefit the wider Laikipia ecosystem

OBJECTIVES

- Establish a development programme integrating OPC with Laikipia
- Strong relationships where appropriate with individual donors and partners
- Effective and timely financial reporting
- OPC resources are used to bring in matching donation support
- Enable OPC expansion and innovation programme over and above day to day operations

GOALS

- To average \$2m income per annum
- To generate multiple streams of donations and grants
- Ensure 100% on-time accountability to donors and grant making institutions
- Full departmental capacity in place
- Deliver real conservation and development gains across the Laikipia landscape



ESTABLISH SCALE AS THE BASIS FOR OUR CONSERVATION AND COMMUNITY PROGRAMMES

Create Laikipia level partnerships

- Build a partnership with the Zeitz foundation
- Integrate and partner with the newly energised Laikipia Wildlife Forum (LWF)
- Build on existing LWF conservation strategy in partnership with other stakeholders (CG, landowners and NGOs) to create a clear 'story' underpinning all our proposals.

REFINE AND PACKAGE ALL OUR PLANS TO MEET DONOR NEEDS

Integrated plan ready by end-2015

- Continue to be demand led, but ensure plans are matched to donors and their expectations
- Ensure that all OPC 2020 plans are correctly packaged and presented: (a) integrated with the wider Laikipia picture, (b) meeting the needs expectations of donor bodies
- Get assistance with developing programmes for as yet unspecified fundraising targets (esp. community)
- Create a targeting plan that matches the specific projects to appropriate donor and grant making bodies.
- Leverage OPC's non-for-profit status and competency as an attractive destination for funds
- Distinguish where needed between conservation and social projects, and where there is an interface between the two.

INCUBATE AND LEAD A NEW LAIKIPIA PARTNERSHIP

New organisation in place 2015

- Formalise partnership with the Zeitz foundation
- Create an umbrella body and identity that becomes of the face of these partnerships with the OI Pejeta name at the forefront
- Should LWF be successfully invigorated, then ensure that any new body is properly integrated with LWF from a development perspective
- Locate the new body and role within OI Pejeta HQ in the same way as NRT came from within Lewa

RECRUIT, EMPOWER AND RESOURCE A FUNDRAISING LEADER

Leadership position filled by 2015

- Bring in an expert with existing connections and relationships into large donor and grant making organisations
- Allow for significant travel (to aid relationship building)
- Establish the fundraising department as a critical department within OI Pejeta with a Senior Management position
- Explore sharing the role with the new Laikipia partnership
- Task the role to ensuring that our 2020 plans are integrated with wider landscape level plans

PUT THE RESOURCES IN PLACE TO GUARANTEE ACCOUNTABILITY

Department people and systems established by mid-2016

- Create the financial support and systems to be able to accurately report on finances
- Link into existing systems in the field (e.g. SAPA) and create new systems where needed so as to monitor project progress and results.
- Provide timely updates to all donors on finances, progress and results - make communication a top priority.

ESTABLISH STRATEGIC PARTNERSHIPS FOR EXAMPLE WITH FFI AND TNC

Fundraising reps established UK/US

- Create country head positions on retainer and commission basis - reporting to the new head of fundraising
- Leverage partnerships to aid in developing programmes for fundraising goals that do not yet have detailed, specified programmes (e.g. within community development)
- Take advantage of tax breaks in appropriate countries via partnerships e.g. FFI

WORK WITH LOCAL GOVERNMENT AND COMMUNITIES

Local government investment

- Monthly meetings with County Government reps
- Country Government field trips to OI Pejeta
- Joint opening ceremonies for recently completed projects
- Local community members to be involved fully during project conceptualisation, planning/design and implementation stages
- Key areas of community contribution will be the provision of labour, procurement of materials, land for projects, provision of local/indigenous knowledge as well as moral support
- Checked via visits by OPC community representatives and captured in community minutes

MAINTAIN OUR SMALL-SCALE PROGRAMMES

Raise \$100,000 per annum

- Continue with adoption and name a rhino schemes
- Explore innovative small scale fundraising schemes such as virtual challenge and crowd sourcing.
- Make the most of tourists whilst in the lodges through 'A little change for a big change' envelope scheme

FUNDRAISING BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX.

Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh.m | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|--------------------------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Establish scale | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Package plans to target donors | | | 68.3 | 281.3 | 196.4 | 368.4 | 159.9 | 173.3 |
| New Laikipia partnership | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Recruit fundraising leader | | | 0.0 | -13.8 | -14.3 | -14.9 | -15.5 | -16.1 |
| Guarantee accountability | | | 0.0 | 0.0 | -2.0 | -2.1 | -2.2 | -2.2 |
| Strategic partnerships | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -2.4 |
| Local Gov't and communities | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Maintain small-scale prog's | | | 0.4 | 0.4 | 0.5 | 0.5 | 0.5 | 0.5 |
| Underlying base | 13.2 | 16.2 | 11.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| NET CONTRIBUTION | 13.2 | 16.2 | 80.1 | 268.0 | 180.5 | 351.9 | 142.7 | 153.1 |

DELIVERY

Did you know?

OI Pejeta has more than 650 employees all working to achieve conservation and community development. The average length of service is nearly 10 years.

This section is about the people and the departments that will make our goals possible.

Human Capital

A number one top priority for us in the coming years - we want to have and to develop the best people who take responsibility and are accountable for their work.

Logistics

The engine of the conservancy, we aim to streamline and improve both efficacy and efficiency.

Sales and marketing

We have always had a strong PR & Marketing department and going forwards we want to keep our strength in communications. For the first time though we want to add a sales capability to support both tourism and ranching, and place greater emphasis on f-

undraising.

Security

Coordinating the patrols, KPR, dogs, intelligence gathering and communications system, security benefits all aspects of the conservancy and surrounding communities.

Finance

We have to make sure that we are accountable, well governed and financially sustainable. The finance department will deliver this.

HUMAN CAPITAL

VISION

To be a role model of excellence, professionalism and integrity within and beyond the conservancy.

MISSION

We promote communication and teamwork while acting as a strategic partner with all our stakeholders. We ensure that OI Pejeta has a motivated, empowered workforce that will result in the effective use of human, financial, technical and physical resources.

VALUES

- We believe in teamwork
- We have a *learning culture* where people are encouraged to try new ways to improve how we work
- We value communication
- We believe that everyone can develop both through training and on the job
- Everyone is held accountable
- We support employment from local communities where appropriate

OBJECTIVES

- Develop two-way communication between staff and management
- Build morale, infusing work with fun
- Increase staff participation in decision making at all levels
- Be knowledge (data and info) based
- Unlock max potential of each employee
- Meet the constantly changing CBA, legal, regulatory & constitutional requirements
- Share best practices across departments
- Consistent equal opportunities employer

GOALS

- Qtrly training programme
- 99% annual performance reviews
- Staff annual turnover at <3%
- Monthly/annual team building
- More decisions made at junior levels
- HR Master reports for SMT monthly
- Management appraisals all above 105
- Zero increase in headcount but improved efficiency and efficacy
- Weekly communication with all employees



MORE COMMUNICATION TO BOOST STAFF MORALE AND TEAMWORK

Weekly communication without fail

2014-2016

- New SMS system, used bi-weekly
- Notice boards and suggestion boxes at key office sites
- Monthly departmental days with 'meet the people' actually out in the field
- Get all management out into the field bi-annually
- Shop stewards meetings monthly
- Top Performers Club meetings monthly
- Consultation with union officials/FKE bi-annually
- Endeavour to have at least two team building activities per year amongst management staff
- Make the annual 'party' more of a team building opportunity with teamwork games/sports games.
- Get feedback from the staff in a bi-annual basis (survey including via SMS).

ALL EMPLOYEES TO PARTICIPATE IN DECISION MAKING

Decision making a KPA for all

2014-2020

- In appraisals reward employees for taking decisions and learning from their outcomes
- Train Senior Management on how to empower their employees to take their own decisions
- Not penalising people for trying something new and different and getting it wrong, provided that they did it for the right reasons and that they learn from and share their experiences with the organisation

MATCH EMPLOYEE PAY TO EQUIVALENT WORK OUTSIDE OPC

Pay by level in line with external

2014-2016

- Be an equal opportunities employer at all times
- Conduct a salaries bench marking process with other conservancies
- Revisit and restructure an effective bonus systems
- All staff NSSFTier II reinvested in company pension scheme by 2018

2016-2020

- Continuous re-appraisal of terms and conditions to ensure OPC remains competitive to other conservancies
- All staff have adequate medical cover for families by 2020

MAKE OI PEJETA A HOME AND NOT JUST A PLACE TO WORK

Fix the housing issue for good

2014-2015

- New dedicated compound teams to improve sanitary conditions
- Provide viable staff transport to and from the conservancy
- New recreational facilities, e.g. soccer pitches, games equipment
- Investigate opportunities for certain employees to live outside the conservancy

2016-2017

- Upgrade 20% housing stock

2018-2020

- Abolish all metal uniports
- Acquisition of an ambulance
- New health clinics at Site
- Upgrade 30% housing stock

EDUCATE EMPLOYEES TO BE ABLE TO HELP THEMSELVES

Quarterly personal development classes

2014-2015

- Classes to curb alcoholism
- Classes to provide HIV/Aids awareness
- Ensure proper financial management among all staff by introduction of financial management and pension talks

2016-2017

- Integrate employees with micro-loan schemes developed by community development (e.g. Kiva)

PERFORMANCE MANAGEMENT AND TRAINING AS OUR FUTURE

Clear annual training programme

2014-2015

- Identify training gaps and develop a calendar for people to sign up to - amalgamated as an 'OI Pejeta Institute of Learning'
- Databased sharing across departments of employee performance
- Develop proper staff induction and exit plans

2015-2020

- Roll out the performance management system to all staff.
- Encourage collation and even publication of best practices

ACT AS MEDIATORS TO AVOID CONFLICTS

Zero litigation

2014-2020

- Strengthen employee relationship by continuously resolving workplace conflicts, negotiating equitable collective bargaining agreements and rendering interpretations to all staff
- Improve communication across all levels with regards to rules and regulations
- Secure dedicated transport to support Human Capital functions and activities

DELIVER 100% REGULATORY COMPLIANCE

100% compliance

2014-2015

- Research the constantly changing HR requirements and provide a monthly updates to the SMT summarising them
- Continuously update our understanding of labour related law and achieve 100% compliance
- Bring in external HR audit on a 2-year rolling basis
- Adhere to all legislations that govern performance of Human Capital functions

HUMAN CAPITAL BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|-----------------------------|--------------|--------------|--------------|---------------|--------------|---------------|---------------|---------------|
| More communication | | | -0.2 | -0.2 | -0.2 | -0.2 | -0.2 | -0.2 |
| Employee decision making | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Match pay externally | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -7.0 |
| Make OI Pejeta a home | | | -0.4 | -35.4 | -27.4 | -27.4 | -37.4 | -27.4 |
| Educate employees | | | -0.3 | -0.3 | -0.3 | -0.3 | -0.3 | -0.3 |
| Performance management | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Mediation to avoid conflict | | | 0.0 | -1.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| 100% regulatory compliance | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -57.1 | -72.3 | -66.5 | -69.2 | -72.0 | -74.8 | -77.8 | -81.0 |
| TOTAL INVESTMENT | -57.1 | -72.3 | -67.3 | -106.5 | -99.8 | -102.7 | -115.8 | -115.9 |

SECURITY

VISION

For the illegal killing of wildlife, in particular rhino and elephant, to be minimised across both Ol Pejeta and the wider Laikipia landscape, creating a safe environment for conservation and community development.

MISSION

To work in partnership with civilian and government stakeholders to create an agile, well trained and well equipped security team that can be deployed within OPC and across neighbouring areas in order to prevent the illegal killing of wildlife and to safeguard communities.

VALUES

- We are partners with the Kenya Police and Government
- We are here to safeguard and protect
- We work with local communities
- We are data-based in measuring the outcomes of our work

OBJECTIVES

- Prevent the poaching of wildlife, in particular rhinos on OPC and elephants across Laikipia
- Assist OPC to secure rhino habitat on ADC Mutara and Eland Downs
- Assist the OPC wildlife department in rhino monitoring
- Support the Kenya Police in the provision of security services to neighbouring communities

GOALS

- Rhino population growth is not curtailed by poaching
- Laikipia elephant poaching max of 45% PIKE (measured independently)
- Identification and interdiction of poaching gangs, and firearm recovery
- Surveys show that provision of security is valued by neighbouring communities
- OPC remains connected ecologically to the wider Laikipia ecosystem
- Strong working relationships with the Kenya Police and the Kenya Wildlife Services

TRAIN & EQUIP A KENYA POLICE RESERVE FORCE OF 40 MEN

No less than 40 men on payroll

- Quality equipment for night and day operations to be supplied and replaced annually where required and two reliable vehicles available to teams on permanent basis
- All personnel to be adequately housed in tidy well maintained camp
- All personnel provided with rations that deliver a balanced diet procured by OPC and prepared on site
- Provide high quality field conditions – accommodation and rations
- Terms of employment benchmarked to compare favourably with other equivalent units, the Kenya Police and the Kenya Wildlife Services

NURTURE COLLABORATION WITH 51 DEGREES LTD

Strong relationship & timely pay

- Ensure relationship with 51 Degrees Ltd. to provide actionable intelligence and quality training remains strong
- From an intelligence perspective 51 Degrees Ltd. continue to work actively in support of OPC and the wider Laikipia landscape, are promptly paid and provide four KPR training sessions per annum – 2 x basic refresher, 1 x commanders refresher, 1 x medic refresher

DEVELOP A NON-KPR SECURITY TEAM OF UP TO 10 ARMED MEN

15 trained men, 10 firearms

- Train up to 15 patrol staff in the safe use of firearms - at any one time
- 10 private firearms to be deployed in support of security operations on a regular basis



STAKEHOLDER COLLABORATION AT A LANDSCAPE LEVEL

Network locally and nationally

- Nurture relationship with Space For Giants to monitor elephant poaching and provide funds for Laikipia
- Work closely with Lewa Wildlife Conservancy and the Northern Rangelands Trust to secure funding for anti-poaching and to share experience
- Membership of Association of Private land Rhino Sanctuaries (APLRS) to ensure representation to the national rhino steering committees (KWS)
- Maintain relationships with other rhino sanctuaries (esp. Ol Jogi, Borana and Lewa) to share experience and information, and to collectively lobby
- Become a member of the Kenya Private Sector Alliance (KEPSA) as a means to lobby government effectively
- Maintain good working relationships with the KWS and the Kenya Police

MAKE USE OF EMERGING TECH TO PROTECT WILDLIFE

Cost effective learning and sharing

- Work with LWC to explore, develop and implement cost-effective new technology that may assist to prevent poaching of rhinos in particular (e.g. drones, remote cameras and GPS linked horn transmitters)
- Develop relationships with other stakeholders (e.g. the Zoological Society of London) to apply other tested technology to prevent poaching (e.g. remotely linked listening devices etc.)
- Continued collaboration with other organizations to explore and implement other cost effective technology to prevent poaching

CREATION OF STRONG LOCAL INTELLIGENCE NETWORKS

Local information network in place

- Work with senior security and community development staff to create strong linkages with communities in a mutually beneficial partnership
- Survey local communities bi-annually
- Actively and promptly address community concerns about issues (e.g. over-aggressive policing, human wildlife conflict) that arise which may compromise support for OPC
- Develop a system of paid informers at a local level as a means to cross-check information provided from other sources
- Create an anonymous whistle-blowing hotline/SMS number

DEVELOP A CANINE SECTION TO FURTHER DETER POACHING

Team of 20 dogs in place

- Develop a K9 school of excellence to provide dogs for use in a deterrent and offensive role against poaching
- Dogs actively used across OPC in an offensive (KPR) and deterrent role (non KPR – sniffer, tracker and patrol)



INCENTIVISE OPC STAFF TO ACT AS EYES AND EARS

Zero staff collaboration with gangs

- Staff housing significantly improved by 2020
- All staff have adequate medical cover for families by 2020
- All staff NSSF Tier II reinvested in company pension scheme by 2018
- Seek innovative ways to incentivise all staff to act as eyes and ears both inside and outside OPC
- Levels of remuneration across all cadres remain highly competitive when bench-marked against other similar organizations
- Innovative and equitable bonus schemes to incentivise staff in place by 2015

SECURE MUTARA CONCESSION & LAIKIPIA NATIONAL PARK FOR RHINO

- Work with the African Wildlife Foundation (AWF), the Monarch group and the Agricultural Development Company (ADC) to secure Mutara as a black rhino sanctuary (20,000 acres), managed contiguously with OPC after an investment of approx. USD 2.5m with recurrent expenditure funded through a vibrant tourism operation
- Work with AWF and other stakeholders (including the county government) to secure Laikipia National Park as a future sanctuary for rhinos
- Laikipia National Park (Eland Downs) tenure resolved, OPC managing in collaboration with either the KWS or the County Government

SECURITY BUILDING BLOCKS: Please note these are total cash impacts that combine P&L and CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 40-Man KPR reserve force | | | -8.0 | -1.0 | -2.4 | -1.1 | -1.1 | -1.2 |
| 10-Man non-KPR armed team | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Collaboration with 51° | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Stakeholder collaboration | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Local intelligence networks | | | -0.3 | -0.3 | -0.3 | -0.3 | -0.4 | -0.4 |
| OPC staff as eyes and ears | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Use emerging tech | | | -7.0 | -7.3 | -7.6 | -7.9 | -8.2 | -8.5 |
| Develop a K9 section | | | -12.2 | -10.1 | -3.9 | 0.4 | 3.5 | 4.9 |
| Secure Mutara concession | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -34.2 | -38.8 | -39.6 | -41.2 | -42.9 | -44.6 | -46.4 | -48.2 |
| TOTAL INVESTMENT | -34.2 | -38.8 | -67.1 | -59.8 | -57.1 | -53.5 | -52.5 | -53.4 |

SALES AND MARKETING

VISION
For the OI Pejeta brand to be famous for sustainable, scientifically credible conservation in line with the values and personality defined by *Keeping Curiosity Wild*, inspiring and educating people and driving revenues for conservation and community development.

MISSION
To develop PR, marketing, sales and communications strategies and materials in cooperation with all the various departments on OI Pejeta to increase visits to the conservancy, sales, fundraising, brand awareness and providing education and inspiration.

VALUES

- Guardianship: We seek to inspire people to protect wildlife
- Innovation: we look for new ways of reaching our audiences
- Authentic: We always link back to scientifically credible conservation

OBJECTIVES

- Produce effective tools to communicate OI Pejeta's work
- Remain on cutting edge of technology, sales and advertising techniques
- Implement consistent communications to grow visits to the Conservancy, fundraising and brand awareness
- Strive to improve our individual abilities by seeking professional development and researching best practices that help us meet quickly evolving needs

GOALS

- Recognized and respected worldwide
- Synonymous with quality conservation
- Global PR in major news outlets
- Cutting edge relationship systems
- OPC's database grows exponentially
- Online systems for fundraising
- Beef is sold at a higher price.
- A communications and marketing plan for community outreach is in place



BRING THE NEW BRANDING TO LIFE IN EVERYTHING WE DO

100% of materials carry new brand

2014-2015

- Follow through on brand launch plan
- Implement new branding across the entire spectrum of materials, publications, etc....
- Create a new style guide which includes messaging'
- 'Police' materials from both a design and a messaging point of view

2016-2017

- Old branding should be completely gone including outdoors signs

RELAUNCH WEBSITE INTEGRATED WITH ONLINE BOOKINGS

Increase to 1,000 visitor per day

2014-2015

- New website to launch January 2015, based on new branding work
- Website to integrate with online booking system
- Website to provide balance between conservation, community development, agriculture, tourism and fundraising.
- Outstanding social connectivity to the website using existing market social media sites

WIN THE GAME OF NUMBERS THROUGH OUR DATABASES

Emails and Followers to 100,000

- Finish cleaning up of our database to remove obsolete addresses
- Link Salesforce and Campaign Monitor seamlessly
- Improve salesforce and continue training so that it can be used for sales
- Drive 98% compliance of GateApp
- Training of marketing staff on use of database.
- Take an integrated view of email database and social media followers
- Linkages into other databases in the conservation world for key topics
- Linkage into the Nakumatt Global Cardholders database as a redemption partner

ONLINE AND OFFLINE FUNDRAISING

Grow donations +\$100,000

2014-2015

- Streamline and finalize systems for online fundraising and online adoption
- Revamped adoption programme and centre
- Baraka adoption programme and centre
- Donation mechanism created and put in place for community programmes in all the lodges
- Launch the OI Pejeta passport programme

BUILD ONLINE RELATIONSHIPS WITH OUR FOLLOWERS

Opening/engagement above 30%

- Put in place an e-marketing strategy utilizing the growing database. This should include a calendar of messages going out for the entire year both through email and social media
- Intensify use of social media. Rethink and re-evaluate our strategies on a monthly basis. New social media tools might be used as technology evolves
- Automatic "thank you" and emails to new clients engaging them and asking for support
- Focus on engagement not just spamming but actually generating interactions with people
- Aim to connect with people from research to booking to arrival to departure to return home - follow and be a part of the journey with them

BECOME A SALES & MARKETING SERVICE DEPARTMENT

33% of time working for other dept.

- Create a new sales capability in Nairobi for the first time, especially to support tourism and beef
- Develop shop merchandise
- Develop education materials at destinations such as Morani centre
- Develop marketing materials for activities and promotions
- New branded beef marketing
- Community development communications
- Human capital internal communications
- Supporting fundraising and grant materials
- Support crisis management wherever necessary

TAILOR PROMOTIONS FOR BEDNIGHTS AND PARTNERS

One promo per qtr per partner

- Work directly with the Tourism department to create joint advertising messages with our partners to be sent out on a quarterly basis.
- Treat MKWE as a tourism (and fundraising partner) with dedicated promotions, activities and communications programmes

CONTINUE OUR SUCCESSFUL APPROACH TO PR

4x major publications per month

- Reinforce journalist relations
- Continuous press releases on important topics
- Biannual press days
- Presence at major travel and conservation shows/events
- Supporting lobbying efforts
- Assist in driving Laikipia as a destination

SALES & MARKETING BUILDING BLOCKS: Please note these are total cash impacts combining P&L & CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|---------------------------------|-------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|
| Bring new branding to life | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Relaunch website | | | -0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Win the game of numbers | | | -0.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Build online relationships | | | -0.5 | -0.3 | -0.3 | -0.4 | -0.4 | -0.4 |
| Tailor promotions for partners | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Online and offline fundraising | | | -0.2 | -0.2 | -0.2 | -0.2 | -0.2 | -0.2 |
| Sales & marketing service dep't | | | 0.0 | -4.8 | -5.0 | -5.2 | -5.4 | -5.6 |
| Continue successful PR approach | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -8.4 | -11.4 | -7.7 | -8.0 | -8.3 | -8.6 | -9.0 | -9.3 |
| TOTAL INVESTMENT | -8.4 | -11.4 | -9.7 | -13.3 | -13.8 | -14.4 | -15.0 | -15.6 |

LOGISTICS

VISION

To be the go to model of how to design, develop and service conservation infrastructure and equipment.

MISSION

Applying modern technologies whilst seeking innovation and using highly trained staff in their areas of specialisation in order to ensure we are at the cutting edge at the lowest cost.

VALUES

- Service Mentality
- Cost conscious
- Accountability
- Staff development
- Co-operation
- Communication

OBJECTIVES

- To be the best Service Department in the world of Conservation
- Have good working relationships with ALL our customers
- Have efficient Fleet Management Systems
- Development Projects delivered externally
- Effective vehicle and equipment replacement plan to ensure availability of reliable resources at ALL times
- Community vocational training

GOALS

- 75% of projects completed on time and in budget, 20% completed max +1wk
- 20% reduction of store inventory held
- 95% right first time achieved
- New, properly equipped workshop
- Departmental feedback mechanisms show year on year progress
- At least 3 reliable external building contractors available and tested
- At least 50 community members pass through vocational training by 2020



MOVE TO MORE EFFICIENT, GREENER, CHEAPER ENERGY SOURCES

30% of energy supplied by solar

- New solar park project at MKWE (funding dependent)
- Move pumps to individual solar including Ngobit
- Move generators to individual solar
- Explore electric vehicles
- Investigate potential for biogas linked to our ranching operations

SPECIALISE IN OPERATIONS, OUTSOURCE PROJECTS

85% infrastructure building outsourced

- Identify pool of at least three contractors we can reliably draw on
- Ensure that all three have demonstrated their capability on at least one example project on OPC
- Develop long term relationships with contractors for infrastructure development plan

IMPROVEMENT OF EFFICIENCY OF WORKSHOP SERVICES

Kaizen integrated into all parts of operations by 2020

- New fully equipped workshop established by 2020
- Replacement policy in place for vehicles and plants to ensure reliability and low cost operations
- Measure and enforce that 90% of projects should be completed in full (and on budget) first time
- Ensure we have the right staff in place employed under correctly benchmarked terms and conditions

FENCING

2014-2015

- Upgrade fence lines in Eastern section
- New exclusion zones in accordance with conservation requirements (to 2020)

2016-2017

- Continue to upgrade fence lines in Eastern section
- Upgrade fence lines in Sirima Section

2018-2020

- Continue upgrade of old fence lines in Sirima Section

CONSTRUCTION

2014-2015

- Ngerinye - Lodru road murraming
- Drainage works Golf 5 - Golf 1 road
- Construct Loidien bridge
- Completion of all fence line roads
- Support Mutara roads infrastructure

2016-2017

- Upgrade existing Airstrip
- 25km of all weather roads & one dam

2018-2020

- 25km of all weather roads & two dams

FABRICATION

2014-2015

- Upgrade of existing tools and machines
- Replacement of herder's huts at rate of 40 per year

2016-2017

- 3 new welding machines
- Continue replacement of herder's huts at rate of 40 per year

LOGISTICS ADMIN

2014-2017

- Upgrade existing computer equipment
- Upgrade existing building/metal stores

2018-2020

- Upgrade fleet management system

WATER

2015-2018

- Purchase of 4 new borehole pumps (solar)
- Replacement of Maitai pipeline
- Employ trained/skilled and innovative staff personnel
- Establish higher quality leadership

ELECTRICAL

2014-2015

- Upgrade switch gear for WS generators
- Install Sirima 2 borehole pumps/genset
- 3 standby energizers B600, 1200, 1800
- +1 motorbike for Electric section
- Employ 1 electronics technician

2016-2017

- Ongoing replacement of obsolete generators (solar where possible)
- Electrical installation at Debatabs camp
- Control Genset from 46kva to 60 kva

BUILDINGS

2014-2015

- Begin replacing/upgrading staff houses
- Build new tourist gates Golf 3.

2016-2017

- Build new Tourist Gates Golf 2
- Continue upgrading staff houses

2018-2020

- Recreational hall at Control & Debatabs
- Build new gate at Golf 1
- Continue upgrading staff houses

WORKSHOP

2014-2015

- Staff transport: 4x more workhorses/5x new motorcycles
- Body shop shade and equipment/tools
- Folding Engine crane, 2 tonne

2016-2017

- Ongoing replacement and upgrade of vehicles & equipment
- Purchase new heavy duty compressor

TRANSPORT

2014-2015

- Employ a Transport Manager
- Improved vehicle tracking system
- Implement a fuel management system
- Improve vehicle radio communication systems

LOGISTICS BUILDING BLOCKS: Please note these are total cash impacts combining P&L & CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|------------------------------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| Fencing | 0.0 | 0.0 | 0.0 | 0.0 | -1.4 | -1.4 | 0.0 | 0.0 |
| Construction | 0.0 | -5.0 | -5.0 | -5.0 | -5.0 | -5.0 | -5.0 | 0.0 |
| Fabrication | 0.0 | -0.3 | 0.0 | 0.0 | -1.0 | 0.0 | 0.0 | 0.0 |
| Logistics admin | 0.0 | 0.0 | 0.0 | 0.0 | -0.5 | 0.0 | 0.0 | 0.0 |
| Water | 0.0 | -2.0 | -4.0 | -5.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Electrical | 0.0 | -7.3 | -1.1 | -6.1 | -0.8 | -0.8 | -0.8 | -0.8 |
| Buildings | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -2.0 | -6.0 | 0.0 |
| Workshop | -1.8 | -6.8 | -31.8 | -37.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Transport | -1.5 | -1.6 | -1.6 | -1.7 | -1.8 | -1.8 | -1.8 | -1.8 |
| More efficient, cheaper energy | 0.0 | -2.0 | -57.8 | 8.2 | 8.5 | 8.9 | 8.9 | 8.9 |
| Specialise ops, outsource projects | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Improve workshop efficiency | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -85.3 | -86.7 | -92.4 | -96.1 | -99.9 | -103.9 | -108.1 | -112.4 |
| TOTAL INVESTMENT | -85.3 | -86.7 | -95.6 | -120.9 | -202.5 | -153.9 | -109.1 | -112.2 |

FINANCE

VISION

To be a model of financial sustainability and provide significant financial resources to invest into community development and to support conservation at a landscape level within Laikipia and beyond.

MISSION

We use world-class financial systems to maximise the generation of financial surplus through conservation compatible commercial activity and support from donors for reinvestment into community development and conservation.

VALUES

- Our revenue must always be sustainable and conservation friendly
- We provide complete transparency and accountability
- We aim to be self-reliant
- We aim for the best but plan for the worst to 'weather any storms'

OBJECTIVES

- Self-finance operations through commercial revenues
- Finance expansion and innovation through donor and grant funding
- Maximize sustainable profit and provide surplus for capital investment
- Manage finances in a risk averse manner, minimising debt and maximizing revenue streams
- World class financial reporting to donors and supporters
- 100% tax & financial compliance
- Create a reserve fund through MKWE income
- Investigate a revenue sharing mechanism to support communities

GOALS

- Revenue: \$15m pa by 2020
- EBITDA: \$3.8m pa (5% -25% margin)
- Fundraising: \$2.3m pa
- Debt: Zero by 2016 (excl. MKWE)
- Community spend: \$1.6m pa by 2020
- CAPEX: \$13m provided by 2020



REDUCED DEPENDENCE ON BORROWINGS

Zero overdraft, Zero creditors >30d

- Move all creditors to 30 day terms
- Use MKWE funds to remove overdraft and ensure does not re-occur
- Reduced dependence on borrowings Organic revenue generation sufficient to meet financial commitments, operational costs and CAPEX requirements.
- Identify suitable financing mechanisms that are available and beneficial to organization in the long run with least debt servicing obligations and minimal exposure e.g. Donor Funding, Philanthropic debt, Returns from OPDC project, Shareholders' Equity, Government subsidies – taxes , duties
- Sell remaining MKWE planned houses (+33) to generate additional funds

TRAIN STAFF WITH THE PROPER SKILLS THEY NEED

Monthly finance training & reviews

- Capacity building for existing staff through training and encouragement in acquisition of professional certification
- Use the appraisal system to help identify individual development and training needs
- Staff wellness programs implemented
- Stringent hiring procedures to secure appropriate skill set
- Training for non-finance people so that senior management take more responsibility themselves for the finances of their departments

IMPROVE OUR INTERNAL CONTROL ENVIRONMENT

Perfect score from external review

- Periodic review of financial procedures and manuals and update as necessary to provide assurance and address shortcomings
- Undertake annual internal audit assessments on a rotational basis with emphasis on areas of high risk and year on year comparison of scores
- Look externally to understand best practice in the conservation world and re-apply appropriately within OI Pejeta
- Share OI Pejeta best practice with other conservancies

DELIVER HIGH STATUTORY COMPLIANCE

100% compliance on tax and law

- All requirements are fulfilled in a timely manner
- Ongoing quest to secure savings in taxation liabilities through employment of appropriate policies
- Keep abreast of developments in industry and adopt best practice – legal, tax , local government
- Undertake regular tax health checks to ensure zero exposure
- Continue lobbying to create 'Rhino Sanctuary' tax free status with KRA

ESTABLISH STRONG, INNOVATIVE FINANCE, IT AND TECH SYSTEMS

Monthly management reports

- Ensure appropriate software and hardware is in place
- Provide clear, transparent and timely accountability to stakeholders and donors
- Manage risk through regular review of all systems, using third parties where necessary
- Ensure cost effective audit annually with top quality audit house
- Develop and structure the annual budgeting process to encourage individual ownership
- Regular reliable financial information as an aid to planning and decision making: Management accounts, Annual Financial statements, Projections and Forecasts
- Explore tech innovation opportunities, both software and hardware, and potential sources of grant funding

CREATE A MKWE VENTURE CAPITAL RESERVE FUND

Fund of \$6m in place by 2020

- Use MKWE proceeds from remaining 33 houses plus existing surplus to establish a \$6m reserve fund to cover 12 mths of operations
- Seek high quality advice to prudently manage the reserve fund to provide support to communities without eroding capital, aim for 5% (\$300k) per annum
- Section a portion of the fund including interest (KSh 160m over 6 years) to be made available for critical CAPEX and revenue generating projects with payback into the fund at interest rates superior to 5%
- Creation of an Investment Committee to approve each individual plan that the reserve funds are invested into

DEVELOPMENT OF A NEW COMMUNITY REVENUE SHARING MECHANISM

Scenarios for review by 2015

- Develop possible mechanisms to identify and segregate a percentage (determined and reviewed by Board) of top line revenues for use to support community development work
- If implemented, work with the community development department to support planned and collaborative use of shared revenues, with community involvement
- Ensure systems in place are adequate to provide detailed and transparent accountability of use of funds, to be shared with community

CREATE A COST-CONSCIOUS CULTURE ACROSS DEPARTMENTS

Hold costs below inflation yr-on-yr

- Fixed: Strict focus on payroll and transport, incentivising departments to find savings
- Variable: Tighter annual tender process with the purchasing department
- Working with suppliers to ensure 30 day creditors situation that we can leverage to get better prices and deals

FINANCE BUILDING BLOCKS: Please note these are total cash impacts combining P&L & CAPEX. Where zero investments are recorded this is because we can achieve that strategy from within our underlying base costs.

| KSh m costs | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Reduced borrowing dependence | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Train staff with skills they need | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Improve internal controls | | | 0.0 | -1.8 | -1.8 | -1.9 | -2.0 | -2.0 |
| High statutory compliance | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Strong back-office systems | | | 0.0 | -0.9 | -0.9 | -0.9 | -1.0 | -1.0 |
| MKWE venture capital fund | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Community revenue sharing | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Cost-conscious culture | | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Underlying base | -80.9 | -95.1 | -40.8 | -39.2 | -40.5 | -41.6 | -40.4 | -41.8 |
| TOTAL INVESTMENT | -80.9 | -95.1 | -40.8 | -41.8 | -43.2 | -44.5 | -43.3 | -44.9 |

FINANCE:

SIMPLIFIED CASH VIEW

Combines EBITDA, CAPEX and other cash impacts to give a complete investment picture.

| KSh m | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PURPOSE | | | | | | | | |
| Conservation | -77.7 | -80.8 | -82.0 | -119.7 | -114.5 | -345.3 | -131.5 | -136.5 |
| Community Development | -6.7 | -16.8 | -27.7 | -80.6 | -97.4 | -112.4 | -122.5 | -137.0 |
| | -84.4 | -97.6 | -109.7 | -200.4 | -211.9 | -457.7 | -254.0 | -273.6 |
| FUNDING | | | | | | | | |
| Tourism | 242.4 | 233.1 | 245.2 | 278.2 | 311.5 | 339.7 | 356.7 | 501.5 |
| Agriculture | 36.3 | 98.8 | 50.8 | -39.4 | 100.2 | 108.5 | 121.4 | 139.3 |
| Fundraising | 13.2 | 16.2 | 80.1 | 268.0 | 180.5 | 351.9 | 142.7 | 153.1 |
| | 291.9 | 348.0 | 376.1 | 506.8 | 592.3 | 800.1 | 620.8 | 793.9 |
| DELIVERY | | | | | | | | |
| Human Capital | -57.1 | -72.3 | -67.3 | -106.5 | -99.8 | -102.7 | -115.8 | -115.9 |
| Security | -34.2 | -38.8 | -67.1 | -59.8 | -57.1 | -53.5 | -52.5 | -53.4 |
| Sales & Marketing | -8.4 | -11.4 | -9.7 | -13.3 | -13.8 | -14.4 | -15.0 | -15.6 |
| Logistics | -85.3 | -86.7 | -95.6 | -120.9 | -202.5 | -153.9 | -109.1 | -112.2 |
| Finance | -80.9 | -95.1 | -0.8 | -1.8 | -3.2 | -4.5 | -61.7 | -53.9 |
| | -265.8 | -304.4 | -240.5 | -302.4 | -376.5 | -329.0 | -354.0 | -350.9 |
| FINAL CASH POSITION | -58.3 | -54.0 | 25.9 | 4.0 | 4.0 | 13.3 | 12.7 | 169.4 |

FINANCE:

P&L VIEW

| KSh m | '13 | '14 | '15 | '16 | '17 | '18 | '19 | '20 |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|----------------|
| Tourism revenue | 261.8 | 261.8 | 275.3 | 310.6 | 359.1 | 411.7 | 470.9 | 536.7 |
| Agriculture revenue | 143.4 | 153.9 | 171.3 | 188.3 | 208.3 | 227.6 | 247.2 | 268.2 |
| Fundraising revenue | 13.2 | 16.2 | 81.0 | 281.4 | 211.7 | 389.6 | 186.0 | 202.7 |
| Total income | 418.4 | 431.9 | 527.6 | 780.3 | 779.1 | 1,028.9 | 904.1 | 1,007.6 |
| Tourism costs | -19.4 | -28.8 | -28.6 | -29.1 | -30.5 | -32.0 | -33.6 | -35.1 |
| Agriculture costs | -107.1 | -55.1 | -92.4 | -95.5 | -101.5 | -108.7 | -119.2 | -122.3 |
| Fundraising costs | | | -0.0 | -10.8 | -13.2 | -13.7 | -14.3 | -17.2 |
| | -126.5 | -83.9 | -121.1 | -135.3 | -145.2 | -154.5 | -167.0 | -174.7 |
| Net contribution available | 291.9 | 348.0 | 406.5 | 645.0 | 633.9 | 874.4 | 737.0 | 832.9 |
| Human capital expense | -57.1 | -72.3 | -67.3 | -70.0 | -72.8 | -75.7 | -78.8 | -88.9 |
| Security expense | -34.2 | -38.8 | -61.0 | -62.5 | -65.8 | -69.3 | -73.0 | -76.9 |
| Sales and marketing expense | -8.4 | -11.4 | -9.7 | -13.3 | -13.8 | -14.4 | -15.0 | -15.6 |
| Logistics expense | -74.9 | -80.8 | -93.9 | -103.5 | -107.2 | -111.3 | -115.6 | -115.0 |
| Finance expense | -11.9 | -18.1 | -16.4 | -19.7 | -20.5 | -21.3 | -22.1 | -23.0 |
| | -186.4 | -221.4 | -248.3 | -268.9 | -280.1 | -292.0 | -304.5 | -319.5 |
| Net funds available | 105.5 | 126.6 | 158.3 | 376.1 | 353.8 | 582.5 | 432.6 | 513.4 |
| Conservation investment | -77.7 | -80.8 | -82.0 | -86.4 | -98.6 | -121.1 | -126.0 | -131.0 |
| Community Development investment | -6.7 | -16.8 | -27.7 | -80.6 | -93.8 | -108.8 | -121.9 | -137.0 |
| | -84.4 | -97.6 | -109.7 | -167.1 | -192.4 | -229.9 | -247.9 | -268.1 |
| EBITDA | 21.1 | 29.0 | 48.6 | 209.0 | 161.3 | 352.6 | 184.6 | 245.4 |
| <i>EBITDA margin</i> | 5% | 7% | 9% | 27% | 21% | 34% | 20% | 24% |
| Tax | -12.0 | -7.6 | -7.0 | -6.6 | -6.6 | -6.5 | -6.5 | -6.5 |
| Loan Servicing (AWF/Overdraft) | -31.0 | -14.3 | -6.3 | -2.5 | -2.5 | -2.5 | 0.0 | 0.0 |
| Non-Cash Livestock Component | -24.8 | -54.7 | -10.6 | -11.0 | -11.4 | -11.9 | -12.4 | -12.9 |
| MKWE Reinvestment | | | 40.0 | 40.0 | 40.0 | 40.0 | -18.4 | -9.0 |
| | -54.6 | -28.3 | -52.1 | -234.0 | -185.9 | -367.4 | -141.2 | -54.1 |
| Cash available for CAPEX below | -33.5 | 0.7 | -3.5 | -25.0 | -24.6 | -14.8 | 43.5 | 191.3 |
| Conservation | 0.0 | 0.0 | 0.0 | -33.3 | -15.9 | -224.3 | -5.5 | -5.5 |
| Community Development | 0.0 | 0.0 | 0.0 | 0.0 | -3.6 | -3.6 | -0.6 | 0.0 |
| Tourism | 0.0 | 0.0 | -1.5 | -3.3 | -17.0 | -40.0 | -80.6 | 0.0 |
| Agriculture | 0.0 | 0.0 | -28.1 | -132.3 | -6.6 | -10.4 | -6.6 | -6.6 |
| Fundraising | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Human Capital | 0.0 | 0.0 | 0.0 | -36.5 | -27.0 | -27.0 | -37.0 | -27.0 |
| Security | 0.0 | 0.0 | -7.0 | 0.0 | -1.4 | 0.0 | 0.0 | 0.0 |
| Sales & Marketing | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Logistics | -10.4 | -6.0 | -1.8 | -17.5 | -103.2 | -50.8 | -2.0 | -6.0 |
| Finance | -1.2 | -0.4 | -0.5 | -2.1 | -2.2 | -2.3 | -2.4 | -2.5 |
| | -11.6 | -6.3 | -38.8 | -224.9 | -176.8 | -358.3 | -134.7 | -47.6 |
| FINAL CASH POSITION | -58.3 | -54.0 | 25.9 | 4.0 | 4.0 | 13.3 | 12.7 | 169.4 |

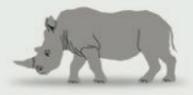


DISCOVERING OL PEJETA CONSERVANCY AND MUTARA CONSERVATION AREA

- ROADS
- ADC FIREBREAKS
- MAIN ROAD
- ALL WEATHER ROADS
- BUSH TRACKS
- RIVERS
- PLAINS
- MAIN CONSERVATION AREA
- WILDLIFE CORRIDORS
- ENDANGERED SPECIES ENCLOSURE
- ANIMAL 'DAMS'
- JUNCTION NUMBERS
- SWEETWATERS CHIMPANZEE SANCTUARY
Visiting hours 10.00am to 4.00pm
- SELF-CAMPING SITES/PICNIC SITES/COTTAGES
- RHINO GRAVEYARD
For all the rhinos poached on Ol Pejeta
- MAJOR CAMPS AND LODGES
- MOUNT KENYA WILDLIFE ESTATE (MKWE)

OL PEJETA CONSERVANCY

A ROLE MODEL FOR CONSERVATION
 The Ol Pejeta Conservancy works to conserve wildlife, provide a sanctuary for great apes and to generate income through wildlife tourism and complimentary enterprises for re-investment in conservation and community development.





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