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RANGELANDS ASSESSMENT

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COMMUNITY-BASED RANGELAND MANAGEMENT PROGRAMS

Phase I Scoping Report

Robin S. Reid, Mary M. Rowland, Jasmine Bruno, Kathleen A. Galvin
United States Forest Service Assessment

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EAST AFRICA REGIONAL RANGELANDS ASSESSMENT COMMUNITY-BASED RANGELAND MANAGEMENT PROGRAMS IN EAST AFRICA

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ACRONYMS

ACRONYM	DEFINITION	LOCALE
APW	African People and Wildlife	Tanzania
AWF	African Wildlife Foundation	Africa
B4R	Biodiversity for Resilience	Uganda
BJEL	Boma-Jonglei-Equatoria Landscape Program	South Sudan
CARE	Care International	Ethiopia
CBRM	Community-based rangeland management	Not Applicable
CCRO	Certificate of Customary Right of Occupancy	Tanzania
CEPO	Community Empowerment for Progress Organization	South Sudan
CSU	Colorado State University	US
EENT	Endangered Ecosystems of Northern Tanzania	Tanzania
ENR	Environment and Natural Resources	Not Applicable
ET	Ethiopia	Ethiopia
FAO	Food and Agriculture Organization	Italy
FFI	Flora and Fauna International	Regional
GEF	Global Environment Facility	Global
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	Germany
GZT	Grevy's Zebra Trust	Kenya
HoRN	Horn of Africa Resilience Network	Regional
HWC	Human-wildlife conflict	NA
IIED	International Institute for Environment and Development	England
ILRI	International Livestock Research Institute	East Africa
IP	International Programs	US
IUCN	International Union for Conservation of Nature	Global
JGI	Jane Goodall Institute	Tanzania
KEA	USAID/Kenya and East Africa	Regional, Kenya
KRSU	Karamoja Resilience Support Unit	Uganda
KWCA	Kenya Wildlife Conservancies Association	Kenya
LLRP	Lowlands Livelihood Resilience Project	Ethiopia
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries	Uganda

ACRONYM	DEFINITION	LOCALE
MI2	Measuring Impact II	Regional
MoA	Ministry of Agriculture	Ethiopia
NRM	Natural Resource Management	Not Applicable
NRT	Northern Rangelands Trust	Kenya
NTRI	Northern Tanzania Rangelands Initiative	Tanzania
PCI	Project Concern International	US
PROTECT	Promoting Tanzania's Environment, Conservation and Tourism	Tanzania
RiPA	Resilience in Pastoral Areas	Ethiopia
RPLRP	Regional Pastoral Livelihoods Resilience Program	Ethiopia, Kenya, Uganda
RTI	Research Triangle Institute International	US
RUSUDEO	Rukwa Sustainable Development Organization	Tanzania
SAFER	Sustainable Agriculture for Economic Resiliency	South Sudan
SHARPP	Southern Highlands and Ruaha-Katavi Protection Program	Tanzania
SORALO	South Rift Association of Landowners	Kenya
SS	South Sudan	South Sudan
STEP	Southern Tanzania Elephant Program	Tanzania
TNC	The Nature Conservancy	Regional
TNRC	Targeting Natural Resource Corruption	Tanzania
TPW	Tanzania People and Wildlife	Tanzania
TZ	Tanzania	Tanzania
UCRT	Ujamaa Community Resource Team	Tanzania
UG	Uganda	Uganda
USAID	United States Agency for International Development	US
USFS	United States Forest Service	US
VSF	Vétérinaires Sans Frontières	Regional
WCS	Wildlife Conservation Society	Regional



A woman from Afar identifies rangeland resources on a satellite image as part of planning for Participatory Rangeland Management.

Photo credit: PRIME/Kelley Lynch

ACKNOWLEDGEMENTS

The authors of this report recognize the immense amount of knowledge pastoralists in the region have freely and generously shared with them over the past four decades. This learning informs much of the contributions to this report.

During the course of developing this report, we had the pleasure to speak with 47 interviewees (see Table A1 in the Appendix) who kindly described to us their programs and a potential community of practice. Each gave graciously of their time, usually at the end of their workday, to accommodate our objectives across many time zones.

We appreciate the support of USAID/Kenya East Africa for funding this regional assessment. We particularly thank John Kerkerling of U.S. Forest Service International Programs for his expert guidance. We also want to recognize the guidance of Kieran Avery of the Northern Rangelands Trust.

This report builds on a prior project funded by and completed for USAID/Ethiopia investigating community-based rangeland management in that country; we appreciate in particular the help of Dubale Admasu, Natasha Marwah and Grace Swanson for that effort. We also appreciate the guidance of Andrew Williams, based in Uganda for USFS-IP, who provided invaluable contacts for programs in that country and in Tanzania. Last, we thank John Kerkerling and Andrew Williams for reviewing this document.

I.0 EXECUTIVE SUMMARY

I.1 BACKGROUND

This report is a result of a collaboration between the U.S. Forest Service International Programs (USFS-IP) and the Northern Rangelands Trust (NRT) in Kenya. The NRT asked the USFS-IP to conduct: 1) an intensive, independent assessment of the NRT rangeland program, and 2) a regional assessment of rangeland programs in East Africa, with a focus on community-based rangeland management (or CBRM), and with the possibility of creating a community of practice on rangeland management.

This report describes the findings of the first or "scoping" phase of the regional assessment. It encompasses five East African countries - Ethiopia, Kenya, South Sudan, Tanzania, and Uganda - and is informed and funded by the United States Agency for International Development (USAID) Missions in Kenya and East Africa (KEA).



I.2 OBJECTIVES

The objectives of Phase I were to:

1. Create an inventory of CBRM programs in the region,
2. Identify the dominant themes associated with those programs,
3. Identify terms used by these programs to provide some boundaries for a potential community of practice, and
4. Describe the need for, interest in, and challenges of a potential community of practice in East Africa.

I.3 METHODS

To accomplish Phase I, we spoke with 30 interviewees in the five-country region and re-analyzed the interviews with 17 interviewees from Ethiopia who were part of a CBRM best practices assessment completed in early 2021 (Reid et al. 2021). Our primary contacts for Phase I were NRT and each of the five bilateral USAID Missions, the regional KEA Mission, and other well-established programs in the region known to have a rangeland component to their work (e.g., African People and Wildlife (APW) in Tanzania, the Resilience in Pastoral Areas (RiPA) programs in Ethiopia).

I.4 INVENTORY OF COMMUNITY-BASED RANGELAND PROGRAMS IN THE REGION

We asked each interviewee about the rangelands programs in their country. The inventory below is biased toward programs known or funded by USAID.

- **Ethiopia's** programs focus on grazing and natural resource management and the resilient pastoral livelihoods across the country's vast arid and semi-arid rangelands. A consortium of partners developed Participatory Rangelands Management, which is a process to strengthen customary pastoral decision-making about grazing movements.
- **Kenya's** programs are primarily linked with the 196 community conservancies that fall under eight regional associations and the national Kenya Wildlife Conservancies Association. These cover much of Kenya's vast semi-arid and arid rangelands.

- **South Sudan's** programs focus on communities and security and also biodiversity, community conservation and national resource management in areas where pastoralists graze their livestock (and nearby conservation areas).
- **Tanzania's** programs focus principally on the northern open rangelands and promote sustainable pastoralism and wildlife populations. Some pastoralists also graze in the southern highlands so there is a minor focus on pastoralism in this region.
- **Uganda's** programs do not explicitly focus on rangelands but rather on protected areas management and biodiversity conservation. Other USAID programs focus on the resilience of pastoralism in the Karamoja region.

I.5 PRIORITY RANGELANDS THEMES

We asked interviewees what themes were important to rangelands programs.



In places with insecurity, like parts of Ethiopia, Kenya and South Sudan, the theme of **community security** was paramount.



Next of importance was **community-based conservation and governance**, particularly concerning how to plan grazing across local and international borders to reduce conflict, rehabilitate rangelands, and, eventually, develop conservation-based enterprises.



All countries mentioned themes related to **biodiversity conservation, wildlife conservation, or ecological rehabilitation**. Countries with large areas of arid rangelands (Ethiopia and Kenya) emphasized rangeland rehabilitation more than biodiversity conservation. Countries with wetter multi-use rangelands (Uganda, Tanzania, and South Sudan) emphasized biodiversity conservation.



Most countries had some focus on the theme of **gender** and participation of **under-represented groups**.



Most countries mentioned the importance of **training and research or monitoring**.



Many interviewees discussed **pastoralism-specific, national policy initiatives**.

I.6 RECOMMENDATIONS FOR A COMMUNITY OF PRACTICE (COP)

IS IT A GOOD IDEA? Most interviewees strongly supported the idea of creating a CoP, although many recognized significant challenges (below).

INDEPENDENT OR UNDER A BROADER UMBRELLA? A new CoP should build upon existing national-level CoP's and could fall under existing regional or global networks.

REGIONAL OR TRANSBOUNDARY? Most interviewees supported a regional CoP of all rangeland areas regardless of whether they crossed international borders.

WHAT SHOULD THE COP BE CALLED? Since several interviewees focused on biodiversity conservation and not rangelands, thus there was not full support for a rangelands focus. Rather, the CoP could be called a community-based natural resource management (NRM) CoP or a community-based conservation CoP.

GEOGRAPHIC FOCUS. There was general support for a full regional approach.

AUDIENCE. Many interviewees supported focusing on the practitioners of NRM programs, rather than the more strategic leaders. They also felt pastoral communities needed to be included, especially in site-to-site visits and trainings.

WHAT SHOULD THE COMMUNITY OF PRACTICE DO? The top priority of interviewees were trainings and site-to-site, face-to face visits. Many described these as transformative learning opportunities. They also mentioned learning products, webinars, presentations on certain subjects, and sharing success stories, best practices, and technologies.

CHALLENGES. Who will lead and house the CoP? How will it be funded? Will it fall under an umbrella network? How will it articulate with existing national efforts? What value addition will it have? What lessons can be drawn from other CoPs that operate at a regional level? What are the tangible benefits to participants that will keep them coming back?

I.7 NEXT STEPS AND RECOMMENDATIONS

OBJECTIVES FOR PHASE II

The Phase I report outlines a plan for the 2nd and 3rd phases of this assessment (to be completed by 28 February 2022), which is to create a report that includes:

- **A brief, accessible description** of how pastoralism and rangelands work in East Africa, to fill the gaps in knowledge that became apparent during the Phase I interviews.
- **Additional in-depth interviews** to satisfy the first objective, but also to uncover other rangeland programs in East Africa, road test the themes and terms discovered during the first phase, and dig more deeply into the leadership, target participants, priority activities, and process of a potential CoP.
- An **assessment of best practices, challenges, and funding for existing CoPs** both in the region but also more broadly, and
- Recommendations for a **proposed preliminary design** and potential participants for the CoP, including its potential name, types of participants, geographic focus, subject matter focus, where it might be housed, and funding likely needed.

2.0 INTRODUCTION

2.1. BACKGROUND

In 2016, USFS-IP and NRT in Kenya initiated a partnership of technical cooperation. The partnership comprises several areas of mutual interest and collaboration that center on rangeland management. As part of the cooperation, NRT asked USFS-IP to conduct: 1) an intensive, independent assessment of the NRT rangeland program, and 2) a regional inventory and review of rangeland programs in East Africa (pursued, in part, to inform the nascent Pillar Program and the visioning behind the design and provision of training in conservancy management (i.e., conservancy curriculum)).

The first broad goal of the regional assessment was to identify trends and lessons learned in community-based rangeland improvement and capacity building programs (hereafter called community-based rangeland management programs). The second broad goal was to assess the potential for creating a regional, informal “community of practice” to facilitate knowledge exchange. This report describes the second (i.e., regional) assessment; a companion document describes the NRT assessment (Galvin et al. 2021). The regional assessment encompasses five East African countries - Ethiopia, Kenya, South Sudan, Tanzania, and Uganda - and is informed and funded by the USAID mission in Kenya and East Africa.

The two assessments are complementary, with some degree of overlap. For example, several programs consulted for the NRT assessment also provide valuable details that inform the regional assessment. However, the NRT assessment is narrower in geographic scope and delves deeper into rangeland management issues in northern Kenya and the mission of NRT. Moreover, the regional assessment does not evaluate the efficacy and value of an existing rangeland program, as does the NRT assessment; rather, it focuses on exploring and defining a framework for a future regional rangeland community of practice. Findings from the regional assessment on the community of practice are of special interest to NRT in their desire to learn from other, similar CBRM programs.

2.2 APPROACH

The regional assessment includes three sequential phases; this report summarizes work completed under Phase I, finalized on 31 July 2021.

Phase I focuses on framework setting, and the primary deliverable is a report that includes an inventory of CBRM programs in the region and examples of existing efforts to create a CoP across multiple programs to foster sustainable rangeland management. Our primary contacts for this phase were NRT and each of the five bilateral USAID missions, the regional KEA mission, and other well-established programs in the region known to have a rangeland component to their work (e.g., African People and Wildlife (APW) in Tanzania, the Resilience in Pastoral Areas (RiPA) programs in Ethiopia). We also solicited information from key contacts not currently affiliated with any specific program. Through this process we identified additional contacts for the second phase.

Phase II (16 August - 31 December 2021) of the regional assessment will develop detailed information gathered through literature review and interviews, both in-country and via webinar, focusing on the priority programs and contacts - and associated themes - identified in Phase I.

Phase III, the last phase, will culminate with a final report synthesizing our findings, outlining next steps, and providing explicit recommendations for moving forward. Completion of the report for this last phase is anticipated by 28 February 2022.

2.3 PHASE I OBJECTIVES

The USFS-IP commissioned this preliminary report for Phase I, with support from USAID/KEA, to meet the following objectives:

1. Develop a prioritized inventory of CBRM programs within the five-country region, including contact information for each program, to facilitate more intensive and targeted interviews in subsequent phases.

2. Identify and describe the dominant themes associated with CBRM, such as youth engagement or rangeland improvement, that emerge from the interviews and additional research.
3. Identify key terms used by programs involved in CBRM to foster clearer communication of goals for subsequent phases of the assessment.
4. Describe the interest in, need for, and challenges associated with establishing a CoP in East Africa.

3.0 METHODS

3.1 HOW WE IDENTIFIED INTERVIEWEES

We initially identified interviewees in February and March 2021 using contacts of John Kerkering (East Africa Regional Advisor, USFS-IP), with additional suggestions by the wider consultancy team (Kathy Galvin, Mary Rowland, Jasmine Bruno, Robin Reid). In late March and early April, we then started by interviewing Kieran Avery of NRT and the funders of this assessment, the USAID/KEA office. From April to June 2021, we used a chain or network sampling approach (Heckathorn and Cameron 2017), asking each interviewee in turn whom we should speak with next.

3.2 SAMPLE SIZE AND THREE INTERVIEW TYPES

Our initial goal was to speak with at least two organizations in each of the five countries, one being the relevant bilateral USAID mission and one a key implementing partner. In the end, we conducted or drew information from three types of interviews: 1) our regional, 60-minute interview, 2) our regional, 15-minute interview and 3) part of a 60-minute interview conducted by another consultancy team completed in Ethiopia in fall 2021 (Reid et al. 2021). The regional 60-minute interview included information about themes, rangeland programs, contacts, and a CoP (see interview protocols in the Appendix). The regional 15-minute interview was conducted together with the NRT assessment interview and primarily covered contacts and the CoP (Galvin et al 2021). The Ethiopian interviews, which were part of a best practices assessment, covered contacts and limited questions about the CoP. We decided not to conduct new interviews in Ethiopia in Phase I to reduce interviewee exhaustion and because none of our Ethiopian contacts answered our requests for interviews.

3.3 CHALLENGES ACCESSING INTERVIEWEES

We found variable response rates to our email requests for interviews. Some potential interviewees answered our first email promptly. Others answered during a second email attempt, and others on the third attempt. Some never answered our emails.

3.4 INTERVIEW PROTOCOLS

We developed the interview questions in consultation with John Kerkering, our consultancy team, and Kieran Avery and Juliet King of NRT. As we conducted the first few interviews, we adjusted the sequence and wording of the questions for clarity and added more questions under the CoP section. See the three interview protocols in the Appendix of this report, labelled "Long interview (LI)"= 60-minute interview, "Short interview (SI)"= 15-minute interview and "Ethiopian Interview (EI)".

3.5 HOW WE CAPTURED THE INTERVIEW DATA

We conducted all interviews remotely over Zoom, partially due to COVID pandemic restrictions. We audio recorded each interview with the interviewees' permission and had the transcripts transcribed by the REV¹ transcription service. We also summarized key points during the interview through real-time data entry into an interview-specific spreadsheet tab pre-populated with fields for each of the primary survey instrument questions, e.g., major themes. Immediately following the interview, the spreadsheet was post-processed for errors and the data transferred to a master interview summary table, in which each interview had a unique row. The REV transcripts were briefly scanned for each interviewee to ensure names of contacts, programs, or locales mentioned had been accurately recorded in the summary table. Additional interview notes that were not pertinent to the fields in the table were compiled in a single text file for future reference.

¹ <https://www.rev.com/>

3.6 DATA ANALYSIS

We rapidly coded each interview as described above. We then scanned the transcripts for additional information, using the comment function and highlighting to identify new ideas, new themes, and good quotes. We then developed a report outline and had it reviewed by the consultancy team, USAID/KEA, and USFS. Then we synthesized the information in the rapid codes, the summary spreadsheet, and the interview text. In the findings below, we preserve anonymity of our interviewees, and recognize their contributions to this report, by providing an interviewee code after all information gleaned from the interviews (e.g., "R5" is "respondent #5" on our anonymized list).

4.0 FINDINGS

Results and Interpretation

4.1 INTERVIEWEES

In the end, we interviewed a total of **47 interviewees**, with 17 from previous interviews completed in Ethiopia and 30 interviewees from East Africa. Of these 47 interviewees, 26 were part of the regional 60-minute interviews, four were part of the regional 15-minute interviews, and 17 were part of the Ethiopian interviews (Table A1). The Ethiopian interviews were conducted with respondents from government, NGOs, the private sector, and a research institution. Robin Reid, an author of this report, had full access to these interviews, because she led the team conducting the Ethiopian interviews. A full 60% of interviewees were Ethiopians and 15% of the Ethiopians were pastoralists.

4.2 INVENTORY OF CBRM PROGRAMS AND PROGRAM CONTACTS

In this section, we describe our inventory of the major CBRM programs in the five-country region, drawing from our interviews as well as team knowledge (Kerkering, Galvin, Rowland and Reid) and websites (Table A2). However, this list is far from complete for any country, providing, instead, an entry point for further development in Phase II. We focus here on programs that work directly with pastoral or rangeland communities because this report focused on community-based rangeland management. ***This means we do not include large national or intergovernmental programs or research projects that do not work with communities. We also did not include programs that worked in areas dominated by croplands or non-rangeland areas like forests.***

ETHIOPIA'S RANGELAND PROGRAMS

The United States Agency for International Development/Ethiopia (USAID/ET) supports work in several pastoral rangelands of Ethiopia, with major foci in the Afar, Oromia, and Somali Region, especially with the Borana, Somali and Afar peoples. They also support work in the Southern Nations, Nationalities and Peoples Region (SNNP) occupied by the Dassanach, Hamar, and Nyangatom. USAID has funded a sequence of rangeland-focused projects since 2005, starting with Pastoralist Livelihood Initiative I & II (PLI, PLII 2005-2013), Pastoralists' Areas Resilience Improvement through Market Expansion (PRIME, 2012-2019) and the current Resilience in Pastoral Areas ([RiPA](#), 2020-2025).² The goals of the current [RiPA](#) project (PARA 2019)³, related to natural resource management, are: 1) "increased production and productivity of livestock and crop systems in the pastoral areas, 2) improved and expanded communal tenure security, and comprehensive land use planning for improved natural resource management, 3) improved ecological health and productivity of rangeland, and 4) increased access to water for animal use while minimizing negative environmental impacts". Major implementing partners of the current RiPA North program include CARE International and Mercy Corps, and for RiPA South Program include [Project Concern International](#),⁴ GOAL and International Development Enterprises (iDE).

Care International (CARE) with Mercy Corps are the implementing partners of the USAID-funded RiPA project called RiPA North (2020-2025). CARE was instrumental in developing the crucial participatory process method eventually called Participatory Rangeland Management (Flintan

² https://pdf.usaid.gov/pdf_docs/PA00XBF8.pdf

³ <https://www.usaid.gov/ethiopia/agriculture-and-food-security/feed-future>

⁴ <https://www.pci-global.org/ethiopia/>

et al 2010, 2019; Robinson et al 2018), which started out as Participatory Forest Management with Farm Africa as a partner in the 1990s. "Participatory rangeland management (PRM)⁵ is a process of planning and management of rangelands. The process is led by communities, and can be supported by government, development actors and/or rangeland experts." This rangeland-focused process was first piloted by SOS Sahel and others in 1994 in the pastoral area of Borana. USAID supported its development since at least 2009, through their PLI II project. PRM became a central part of USAID's PRIME project in 2014, with CARE implementing it in the Afar, Somali and Oromia regions. In 2018, different partners implemented PRM in pilot areas in Kenya and Tanzania.

Project Concern International (PCI)⁶ is working with GOAL and iDE to implement the RiPA South part of the USAID's RiPa program. In their natural resource objective, "RiPA South is collaborating with RiPA North to identify a harmonized approach to rangeland management, bringing together components of Participatory Rangeland Management (PRM), AfriScout technology, land tenure, and holistic management (Savory technique)" (PCI 2021).

Pastoralist Forum Ethiopia (PFE)⁷. The website for PFE states: "The mission of PFE is to bring positive changes in the livelihoods of pastoralists through own and members capacity building, promoting commercialization and entrepreneurship, research and technology transfer, networking and partnership, good governance and climate change adaptation. The Forum objectives are to promote pastoral potentials (natural, social, and human capitals) more than pastoral limitations (drought, conflict, poverty, etc) for sustainable and transformative pastoral development, represent and promote our member charities and harness positive engagement with the FDRE Government organs and development partners on the domain of pastoralism and CSO."

Ministry of Agriculture, Regional Pastoral Livelihoods Resilience Program (R11) and **LLRP (R7)**⁸. The Regional Pastoral Livelihoods Resilience Project (RPLRP)⁹ is World Bank-funded and works to "enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border



Ethiopian interviews strongly emphasized supporting and strengthening traditional, pastoral customary institutions or building hybrid government-community institutions that make decisions about grazing management and movement. Above, Tsigea Kebele in Raya Azebo Woreda, Tigray
Photo: Kelley Lynch

⁵ <https://rangelandsinitiative.org/piloting-use-participatory-rangeland-management-prm-kenya-and-tanzania>

⁶ <https://www.pciglobal.org/ethiopia/>

⁷ <https://www.landcoalition.org/en/explore/our-network/pastoralist-forum-ethiopia/>

⁸ <https://projects.worldbank.org/en/projects-operations/project-detail/PI64336>

⁹ <https://icpald.org/projects-programs/world-bank/>

drought prone areas of Ethiopia, Kenya and Uganda countries and improve the capacity of these countries' governments to respond promptly and effectively to an eligible crisis or emergency." RPLRP's four project components are natural resource management, market access and trade, livelihood support and pastoral risk management. The Lowland Livelihood Resilience Project (LLRP) is also in Ethiopia's Ministry of Agriculture and World Bank funded. The objective of the LLRP is to improve the resilience of pastoral and agro pastoral livelihoods in Ethiopia. The project also has 4 components: 1) integrated rangelands development and management, 2) livelihood improvement and diversification, 3) basic services and capacity building, and 4) project management, monitoring and evaluation.

The **International Livestock Research Institute (ILRI)**¹⁰ helped Care International apply their Community Forest Management engagement process to pastoral lands by further developing Participatory Rangeland Management (PRM; Flintan 2010, 2019). ILRI has also developed a protocol for the application of PRM and community-based rangeland management more generally (Robinson et al 2018). See more detail in Reid et al. (2021).

Other programs include the Tufts University **Agricultural Knowledge, Learning, Documentation, and Policy Project (AKLDP)**. The GiZ has a **Drylands Program**, which has a water-spreading weirs project that they implement closely with local pastoral and agro-pastoral communities. **Helvetas** does community-based work in the Borana region supporting pastoral customary institutions.

KENYA'S RANGELAND PROGRAMS

The **Kenya Wildlife Conservancies Association (KWCA)**¹¹ serves as a learning network for the eight regional conservancy associations and their 196 independent, member conservancies throughout the country. The mission of KWCA is "to work with landowners and communities to sustainably conserve and manage wildlife and their habitat outside formal protected areas for the benefit of the people of Kenya." They do this by focusing on policy advocacy, networking and communication, and capacity building. KWCA was established in 2013 and is funded principally by The Nature Conservancy.

The **Northern Rangelands Trust (NRT)**¹² was established in 2004 and currently covers 39 community conservancies across 18 ethnic groups who live in 10 counties in northern and coastal Kenya. "Community conservancies are local institutions, run for and by indigenous people, striving to transform people's lives, build peace and conserve natural resources" (NRT 2020).¹³ "NRT was established as a shared resource to help build and develop community conservancies, which are best positioned to enhance people's lives, build peace and conserve the natural environment" (NRT). The major partners of NRT, beyond its 39 member conservancies and 10 county governments, include the Kenya Wildlife Service, The Nature Conservancy, World Wildlife Fund, Flora and Fauna International (FFI), Tusk, US Forest Service, Conservation International and the KWCA. Funders for NRT include USAID, the EU, GiZ, the Danish Embassy, Fonds Français Pour L'Environnement Mondial, Sida, and USFS (NRT 2018).¹⁴ With MMWCA and the South Rift Association of Landowners (SORALO) (below), NRT is one of eight regional conservancy support organizations that fall under the national conservancy umbrella of the Kenya Wildlife Conservancies Association (KWCA).

The **Maasai Mara Wildlife Conservancy Association (MMWCA)**¹⁵ is an umbrella, regional membership organization that supports 15 individual community conservancies, including 14,528 landowners, in the Greater Maasai Mara Ecosystem of southwestern Kenya. Established in 2013, MMWCA's mission is "To conserve the greater Maasai Mara ecosystem, through a network of protected areas, for the prosperity of all – biodiversity and wildlife, the local population, and recreation and tourism for the nation of Kenya." MMWCA goals in its 2017-2020 [strategic plan](#) are to: 1) secure land for conservation use, 2) strengthen conservancy governance, 2) optimize sustainable conservancy revenue, 4) plan conservation land use, 5) secure wildlife corridors, 6) improve support for conservancies, 7) coordinate technical expertise and funding, and 8) build a

¹⁰ <https://www.ilri.org/>

¹¹ <https://kwcakenya.com/>

¹² <https://www.nrt-kenya.org/>

¹³ https://static1.squarespace.com/static/5af1629f12b13f5ce97ca0b5/t/60546b8486e8bc2502f28d60/1616145310527/SOCR2020_LR_Spreads.pdf

¹⁴ https://static1.squarespace.com/static/5af1629f12b13f5ce97ca0b5/t/5c0674fd0e2e72a9c58e6215/1543927424016/Strategic+Plan.2018-22.November_FINAL_LowRes.pdf

¹⁵ <https://maraconservancies.org/>

strong MMWCA organization.¹⁶ MMWCA has 39 local and national partners. One of the conservancies supported by MMWCA is the first Maasai-designed and led conservancy in Kenya, Nashulai Conservancy. MMWCA also falls under the national umbrella for conservancies provided by KWCA.

The **South Rift Association of Land Owners (SORALO)**¹⁷ is a "community-based and community-driven land trust established in 2004 to unite 16 Maasai communities in the management and security of their landscape." SORALO's "approach is founded upon two Maasai cultural concepts: 1) Enkop'ang | our good land, our common identity, our common pride and 2) Erematare | stewardship and care over common resources." The SORALO goals are to: 1) secure community land rights through strong governance institutions, 2) support natural resource management practices on communal land that promote coexistence of people and wildlife, 3) promote cultural values that foster this coexistence, 4) support sustainable resource-based enterprises, and 5) grow and strengthen the SORALO organization. SORALO partners with the African Conservation Centre, KWSITI, University of Nairobi, Maliasili, McGill University, ILRI, the Cincinnati and Akron Zoo, and the International Union for Conservation of Nature (IUCN).

The **Amboseli Ecosystem Trust (AET)**¹⁸ is a third regional organization that supports 17 community conservancies in southern Kenya at the base of Mt. Kilimanjaro. AET's focus is "sustaining, securing an intact and healthy ecosystem that supports people and wildlife." The organization has four programmes: 1) Community Livelihoods and Socio-Economic to keep land open and improve agricultural productivity, 2) Tourism Development and Management to maintain Amboseli as a premium tourist destination supporting conservation and communities, 3) Natural Resource Management to maintain ecosystem services to the local community, and 4) Institutions and Governance to promote good governance and equitable benefit sharing from communal land. AET has at least 16 partners including Amboseli-Tsavo Group Ranches Conservation Association, African Conservation Centre, Kenya Wildlife Service, KWCA, Big Life Foundation, Lion Guardians, Amboseli Elephant Trust, Maasai Wildlife Conservation Trust and Maliasili. AET also falls under the national umbrella for conservancies provided by KWCA.

On the funding side, we highlight the support that the Environment Office of the **United States Agency for International Development / Kenya East Africa (USAID/KEA)**¹⁹ provides in Kenya and the East African region targeting community-based rangeland management. For the East African region, the USAID/KEA Environment Office supports work on transboundary natural capital, wildlife crimes, collaborative conservation, management of transboundary natural resources, media coverage of wildlife and maritime trafficking of wildlife, some of which applies to rangelands (see activity fact sheets [here](#)).²⁰ Of particular relevance to rangelands, USAID provides support to the East African Community decision-making and policy on transboundary collaborative conservation and natural resource management among the countries of Kenya, Tanzania, and Uganda. The USAID regional office also supports community conservancies to provide landscape-level protection of wildlife and enforcement of the law, monitoring bushmeat demand, stronger policies and intergovernmental partnerships to slow wildlife crime, and tools to improve enforcement and prosecution. See two word clouds in Appendix Figure 1 of USAID/KEA fact sheets.

In Kenya, the Environment Office of USAID/KEA supports efforts to counter wildlife trafficking, promote peace and security, biodiversity conservation, strengthen community governance through community conservancies and improve land and resource policies and promote climate action ([here](#)).²¹ Most conservancies in Kenya are in pastoral rangelands on community land, with a few in the coastal zone and in forests (Reid et al. 2016, KWCA 2016). USAID's support for community conservancies "protects wildlife outside state-protected areas, expands economic opportunities for conservancy communities, and enhances the resilience of people and landscapes to withstand climate variability and shocks." USAID currently supports conservancy work at NRT, the MMWCA in the Mara, the Amboseli Ecosystem Trust (AET) in Amboseli, and SORALO in the south rift and the KWCA.

¹⁶ <https://maraconservancies.org/wp-content/uploads/2019/11/Conservancies-Report-2019.pdf>

¹⁷ <http://www.soralo.org/> ¹⁸ <https://www.amboseliecosystem.org/>

¹⁹ <https://www.usaid.gov/east-africa-regional>

²⁰ <https://www.usaid.gov/east-africa-regional/environment>

²¹ <https://www.usaid.gov/kenya/environment>

There are numerous other rangeland programs in Kenya, a few of which we highlight here. At the University of Nairobi, established in 2009 with support from Higher Education for Development (HED) and USAID, the African Drylands Institute of Sustainability ([ADIS](https://adis.uonbi.ac.ke/))²² aims to “contribute to sustainable dryland ecosystems and improved livelihoods through innovative trans-disciplinary education, research, partnerships, policy dialogue and community outreach initiatives.” The Kenya Agricultural and Livestock Research Organization (KALRO) supports rangelands research on technology and dryland cropping through the Arid and Range Lands Research Institute ([ARLRI](https://www.kalro.org/Arid_and_Range_Lands_Research_Institute)).²³ ILRI conducts applied research on rangeland ecology, governance and the process of participatory rangeland management (or PRM) throughout the East African region and elsewhere.



In 2019, NRT and the USAID/Kenya and East Africa Mission won a [USAID Biodiversity integration Case Study](#) for their work with community conservations in northern Kenya. To promote conservation, secure peace, and enhance livelihoods, NRT and partners developed an integrated approach to address the challenge of degraded land and overused grasslands, forests, and fisheries due to rapid human and livestock population growth as well as the challenges posed by the increasing impacts of climate change.

Photo credit: Duncan Ndotono

SOUTH SUDAN'S RANGELAND PROGRAMS

Overall, it may seem that there is less focus on rangeland management in South Sudan than other countries in the region because there are limited areas of the country that are purely pastoral. This lack of focus on rangelands may be due to the greater focus on humanitarian assistance and conflict resolution in this war-torn country. As one interviewee said, “... people used to say (South Sudan) is going to be a breadbasket for Africa.... but literally the people are depending on humanitarian aid given the ... number of conflicts going on” (R37). Despite the conflicts in the country, South Sudan has made steady progress since becoming an independent nation in 2011 on biodiversity, community conservation, and national resource management in areas where pastoralists graze their livestock (and nearby conservation areas), as described below.

²² <https://adis.uonbi.ac.ke/>

²³ https://www.kalro.org/Arid_and_Range_Lands_Research_Institute

Wildlife Conservation Society (WCS)²⁴ implements programs in South Sudan to improve protected area management and improve the livelihoods of local pastoral and agro-pastoral communities. Although not explicitly stated by WCS, this work is related to rangeland management and falls squarely within community-based conservation. In 2017, WCS completed the ten-year, USAID-funded [Boma Jonglei Equatoria Landscape](#) Program (BJEL) which aimed to improve conservation of wildlife, decrease poaching and wildlife trafficking by strengthening community natural resource management (NRM), improve local governance, and decrease conflict over natural resources, again, by improving community NRM (USAID 2017)²⁵. During the same period, WCS worked with the South Sudan Ministry of Wildlife Conservation and Tourism to implement the UNDP Global Environment Facility (GEF) Protected Area Network Management Building Capacity in Post-Conflict South Sudan Program with the goals to strengthen capacity for protected area management, improve management in four key protected areas (Southern, Bandingilo and Boma National Parks and Zeraf Reserve) and design and enhance financing for protected areas. In 2019, USAID continued this funding, rolling it into a 3-year [Boma-Bandingilo Landscape program](#), implemented by WCS, the government of South Sudan, and local community representatives (R39).²⁶ "The program aims to ensure effective conservation of key wildlife species and habitat, improve security and mitigate conflicts, enhance sustainable and resilient livelihoods for local communities within the Boma-Bandingilo Landscape, and build partnerships with other programs and initiatives to multiply positive impacts for people and wildlife." As one interviewee described, "...the national parks also bring into play pastoralists, they bring their livestock to be grazing there. The capacity building is provided in such a way that the communities really become custodians of the wildlife"(R37).

United States Agency for International Development/South Sudan (USAID/SS) funds programs related to rangelands under its Offices of [Economic Growth](#)²⁷ and the [Environment](#)²⁸. One interviewee described one relevant, current program called [Sustainable Agriculture for Economic Resiliency](#) (SAFER; closing in 2021)²⁹ with a goal to "restore and diversify household and community livelihoods enterprises like beekeeping, aquaculture, and livestock, among others, restore and strengthen agricultural production practices and strengthen community and intercommunal resource sharing such as water, land and management practices to promote peaceful coexistence and reduce conflict over competition for limited natural resources." Another relevant program is Natural Resource Management and Wildlife, which USAID funds under its biodiversity earmark, where USAID helps "South Sudanese communities protect their world-renowned flora and fauna through conservation, land use planning and alternative livelihoods, while combating wildlife trafficking" (USAID/SS). Our interviewee suggested that we look further in USAID under Humanitarian Assistance and Democracy, Human Rights and Governance for other rangeland-related programs and their implementing staff (R37). See below word cloud about USAID/SS programs.



Figure I Word Clouds. USAID/South Sudan Strategic Framework 2020 - 2024 (left figure) and USAID/SS and WCS interviews together (right). South Sudan interviewees expressed more concerns about conflicts and war, than the other interviewees.

²⁴ <https://www.wcs.org/>

²⁵ https://pdf.usaid.gov/pdf_docs/PA00SVGV.pdf

²⁶ <https://newsroom.wcs.org/News-Releases/articleType/ArticleView/articleId/12506/Key-Wildlife-Populations-Remaining-in-South-Sudan-Despite-Five-and-a-Half-Years-of-Armed-Conflict.aspx>

²⁷ <https://www.usaid.gov/south-sudan/economic-growth-and-trade>

²⁸ <https://www.usaid.gov/south-sudan/environment>

²⁹ <https://ss.usembassy.gov/usaids-launches-new-program-sustainable-agriculture-economic-resiliency/>

Other programs that interviewees mentioned included the **South Sudan Ministry of Wildlife Conservation and Tourism** (working with WCS; R39), the **Ministry of Animal Resources and Fisheries** (knowledgeable about pastoralism; R39), the Food and Agriculture Organization of the United Nations' (FAO)³⁰ program on livestock vaccination, development and natural resource management (and over the longer term, NRM; R37, R39), and **Flora and Fauna International's** work in Southern National Park (which was put on hold in 2013 due to renewed conflict in the area; R39).³¹ Other interviewees pointed to the work of **Vétérinaires sans Frontières (VSF)** and **IGAD** (R39). Also, the BIOSEC research project (University of Sheffield, UK), with EU funding completed in 2020, continues to "critically examine the growing inter-relationships between biodiversity conservation and security" in South Sudan and elsewhere.³² **Community Empowerment for Progress Organization (CEPO)**, a local community-based organization (CBO), would be an ideal partner in a community of practice (R38).³³

TANZANIA'S RANGELAND PROGRAMS

The most prominent CBRM effort in Tanzania is the **Northern Tanzania Rangelands Initiative (NTRI)**, not a program per se but rather a consortium of nine development and conservation organizations created to promote sustainable pastoralism and wildlife populations and permanently protect the landscapes of northern Tanzania. Established in 2014, the group focuses on six key program areas to "keep movement areas open" and rebuild landscapes, land and resource rights, government and management, incentives, reproductive health, livestock, and climate resilience. Among the partners, those most invested in CBRM include Tanzania People and Wildlife (TWP), Ujamaa Community Resource Team (UCRT), Maliasili, Oikos, and TNC. Successes of NTRI, as described in their **2021-2025 strategic plan**, include improving rangeland conditions on >400,00 ha, securing critical communal grasslands for wildlife and livestock, and strengthening land tenure on more than 1 million hectares of community lands.³⁴

African People and Wildlife (APW), founded in 2005, employs a strongly holistic, community engagement approach to foster its overarching objective of coexistence of people and wildlife (R41).³⁵ They seek to empower people, protect wildlife, and conserve land and water. Their goals, as outlined in their 2030 strategic plan, include: 1) new conservation solutions to promote coexistence of people and wildlife, 2) strengthening natural resource stewardship, 3) restoring and connecting landscapes for long-term resilience of people and wildlife, 4) prompting new conservation enterprise opportunities, emphasizing women and youth, and 5) establishing Africa's first Center of Excellence for Holistic Conservation. Its sister organization, **Tanzania People and Wildlife (TPW)** fosters the same goals but focused within Tanzania.³⁶ The **Sustainable Rangelands Initiative (SRI)**, operating under the umbrella of APW, emphasizes grassland monitoring and enhancing traditional grazing practices through technical innovations and knowledge sharing.³⁷ Their goal is to keep critical areas of wildlife habitat open and flourishing for long-term benefit of rural communities and wildlife. They achieve this goal through comprehensive training in sustainable rangeland management by APW, rangeland monitoring in local pastures, and meetings of grazing committees and local governments to collectively decide when and where to graze livestock based on the monitoring data.

As a key partner of NTRI, the **Ujamaa Community Resource Team (UCRT)** "seeks to improve the lives of pastoralist, agro-pastoralist, and hunter-gatherer communities in northern Tanzania by empowering them to sustainably manage and benefit from the natural resources on which their livelihoods depend."³⁸ They also help manage conflicts between farmers and pastoralists through cooperative land use planning, with heavy emphasis on community land tenure, governance, and natural resource management. Supporting partners have included Dorobo Fund for Tanzania, African Initiatives, and Norwegian People's Aid.

³⁰ <http://www.fao.org/south-sudan/fao-in-south-sudan/en/>

³¹ <https://www.fauna-flora.org/countries/south-sudan>

³² <https://biosec.group.shef.ac.uk/about/>

³³ <http://cepo-southsudan.org/>

³⁴ https://www.istituto-oikos.org/files/download/2021/NTRI_Strategic_Plan_21_25_EXTERNAL_FV.pdf

³⁵ <https://africanpeoplewildlife.org/>

³⁶ <https://africanpeoplewildlife.org/tanzania-people-wildlife/>

³⁷ <https://africanpeoplewildlife.org/sustainable-rangelands-initiative/>

³⁸ <http://www.ujamaa-crt.org/>



Tanzania's rangeland programs are linked to biodiversity conservation and the protection of landscapes for people and wildlife.

Photo credit: Matthew Spiteri, Unsplash

United States Agency for International Development/Tanzania (USAID/TZ)³⁹ supports CBRM by funding a wide diversity of programs through the Environment Office, predominant among them the recently concluded (March 2021) **Endangered Ecosystems of Northern Tanzania (EENT)** activity.⁴⁰ This was supported by USAID/TZ in partnership with NTRI and implemented by TNC. This activity focused in part on a strategy of multi-stakeholder engagement in northern Tanzania through two themes: 1) multi-village land use planning and tenure, and 2) rangeland management, restoration, and monitoring. Outcomes include finalizing village-level grazing plans and by-laws and reciprocal grazing agreements and placing >160,00 ha under holistic grazing management, rangeland monitoring, and governance. Another recently concluded (December 2020) USAID/TZ activity was **Promoting Tanzania's Environment, Conservation and Tourism (PROTECT)**, which supported pastoral livelihoods by focusing on reducing biodiversity threats, e.g., human-wildlife conflict (HWC), through implementation of landscape-scale conservation activities and empowering participation of locals in policy-making. Interviewees (R47, R48) noted that the current NRM Program within the Environment Office does not directly support rangeland management due to its biodiversity earmark (R48), but CBRM is indirectly addressed through other efforts such as the regional and bilateral **Sustainable Landscapes** program focusing on carbon emissions (R47, R48).⁴¹ The ongoing **Southern Highlands and Ruaha-Katavi Protection Program (SHARPP)**, implemented for USAID/TZ by the Wildlife Conservation Society (WCS), targets habitat connectivity for elephants and other species. It also

³⁹ <https://www.usaid.gov/tanzania>

⁴⁰ <https://www.usaid.gov/documents/1860/endangered-ecosystems-northern-tanzania>

⁴¹ <https://www.climatelinks.org/sector/sustainable-landscapes>

addresses conversion of wildlands to agriculture, village-level land use planning, and training in sustainable natural resource management.⁴² Last, the relatively new (begun March 2020) **Usimamizi Endelevu wa Maliasili** activity (“Resilient Natural Resources Governance”) seeks to bolster the resilience of local communities, especially in the Rukwa Region, through improved natural resources governance achieved through training in land use planning and other tool development. The activity’s primary implementing partner is the Lawyers’ Environmental Action Team (**LEAT**),⁴³ with the Rukwa Sustainable Development Organization (**RUSUDEO**)⁴⁴ as an additional partner.

Other rangeland programs in Tanzania include the **International Institute for Environment and Development (IIED)**⁴⁵, whose goals include building climate resilience, productivity, and equity in drylands of East Africa, and **Oikos**,⁴⁶ an NTRI partner that promotes biodiversity protection and sustainable NRM. Interviewees also mentioned the Jane Goodall Institute (**JGI**),⁴⁷ which was founded to protect chimpanzees but has broadened into a much more holistic program that encompasses many strategies, such as sustainable livelihoods, environmental education, and gender, health, and conservation. TNC’s role in CBRM in Tanzania is primarily through its leadership in NTRI, for example training pastoralists to develop grazing management plans, but they also support grassland improvement and other relevant programs. Last, **Maliasili** works indirectly by providing organizational support to conservation organizations in Africa. (See Table A2 for additional priority programs mentioned by interviewees).

UGANDA’S RANGELAND PROGRAMS

Relevant programs in Uganda comprise a diverse suite of efforts targeting range-related investments, through the lens of biodiversity conservation, that help communities value wildlife and protected areas through a CBRM approach to alternative livelihoods. The two predominant programs are funded by the **United States Agency for International Development / Uganda (USAID/UG)** through their Environment and Natural Resource Team and Economic Growth Directorate.⁴⁸ First among these is the Biodiversity for Resilience project (**B4R**), centered on four Ugandan landscapes: Murchison Falls, Kidepo Valley, Budongo Forest, and Lake Mburo⁴⁹. This activity, led by the Research Triangle Institute (**RTI**) with support from USAID/UG, provides “technical assistance to communities, the government, and the private sector to conserve and manage biodiversity in important ecosystems.”⁵⁰ The project’s goal is to manage and protect biodiversity through approaches that incentivize conservation by increasing resilience of communities and households and targeting community wildlife ranches and Central Forest Reserves in these four landscapes. Primary partners include the African Wildlife Foundation (AWF), Conservation through Public Health, and Viamo. The project builds on a prior, similar biodiversity project that included a land-use planning component focused on the Kidepo landscape; B4R will help support implementation of some of those plans.

The second is the **Karamoja Resilience Support Unit (KRSU)**, a USAID/UG initiative that aims to increase resilience and economic development in Karamoja by “working closely with the Karamoja Development Partners Group to provide reviews, studies and analyses of development and humanitarian programs in Karamoja, and related policy issues.”⁵¹ They focus on “translating evidence and knowledge into practice, through collaborative approaches,” and have produced a number of comprehensive assessments on pastoralists, in particular describing the economic value of pastoral and agropastoral systems and livestock productivity in Uganda (e.g., Aklilu 2016, Stites et al. 2016, Waiswa et al. 2019). KRSU’s implementing partner is the Feinstein International Center of Tufts University (USA) but they maintain an office in Kampala; Mercy Corps is also a key partner. Other range-relevant work is conducted through the 1) Democracy and Government Rights Office of USAID/UG, which targets conflict resolution and access to natural resources, with a focus on reducing food insecurity, and 2) the Office of Food for Peace.

⁴² https://www.usaid.gov/sites/default/files/documents/SHARPP-Fact_Sheet-Jan-2021.pdf

⁴³ <https://elaw.org/organizations/lawyers-environmental-action-team-leat>

⁴⁴ <https://www.rusudeo.or.tz/> ⁴⁵ <https://www.iied.org/>

⁴⁶ <http://oikosea.co.tz/>

⁴⁷ <https://www.janegoodall.org/>

⁴⁸ <https://www.usaid.gov/uganda>

⁴⁹ <https://www.rti.org/impact/uganda-conservation-biodiversity-management>

⁵⁰ <https://www.rti.org/>

⁵¹ <https://karamojaresilience.org/>



Uganda's rangeland programs emphasize "conservation enterprise," with the goal of increased resilience.
Photo: Bill Wegener, Unsplash

Additional programs mentioned by interviewees are undertaken by the **Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF)**.⁵² This ministry oversees the Regional Pastoral Livelihoods Resilience Project (**RPLRP**) in Uganda, which is financed by the World Bank, hosted under IGAD and implemented in Uganda, Kenya and Ethiopia.⁵³ This is a regional intergovernmental network. RPLRP aims to benefit pastoral and agro-pastoral communities by reducing vulnerability to drought in more than 42,000 households over five years. The **FAO** supports CBRM in Uganda primarily through climate-related work that includes "climate-proofing" rangelands. **Feed the Future**, a US government program operating in Kenya, Uganda, and Ethiopia since 2011 to combat hunger, supports agro-pastoralists in Uganda by promoting sustainable agriculture and strengthening household resilience.

⁵² <https://www.agriculture.go.ug/>

⁵³ <https://www.agriculture.go.ug/regional-pastoral-livelihoods-resilience-project-rplrp/>

4.3 MAJOR THEMES IN THESE RANGELAND PROGRAMS

The major themes or topic areas of focus of these rangeland programs included both strong commonalities and strong differences across countries (see Table A3). In the lists displayed in Table A3 by country, the themes are roughly sorted in priority order to aid in comparison across countries.

SECURITY AND CONFLICT

One noticeable pattern was the large difference across countries in the themes addressing security and conflict, even in different parts of the same country. South Sudan had the largest concerns about conflicts and war,

“ ... unlike other countries....South Sudan has created militias and some of these are cattle militias....it's a country that's been at war for 50 years with only six years of peace in the past 50 years"(R39).

Kenyans shared this concern, but to a lesser degree in northern Kenya. Security and conflict were prominent themes in Ethiopia also, particularly in the driest rangelands of the Afar and Somali. By contrast, these themes were scarcely mentioned in Tanzania or Uganda interviews, even though the Karamojong people in Uganda are heavily armed. In these cases, interviewees expressed security concerns primarily under the umbrella of HWC.

COMMUNITY-BASED CONSERVATION AND GOVERNANCE

Most countries also discussed themes of community-based conservation and governance. In Kenya and South Sudan, interviewees expressed this theme through a community conservancy model. In Ethiopia, interviewees frequently mentioned the theme of decentralization of power and sometimes devolution of power to communities. In Tanzania, a community focus is replacing that of pastoralism in some organizations; however, the theme of community was absent in our Ugandan interviews. But all countries seemed to have a strong thematic focus on how pastoral communities can better govern their grazing decisions and movements across local to international borders to reduce conflict, rehabilitate rangelands, and, eventually, develop conservation-based enterprises. And often these governance questions also revolved around who can access land through land tenure, settlement and water planning, and land certification. This can take the form of land certification in Ethiopia (R5, R7), community land tenure in Kenya (R35, R53), and certificates of customary right of occupancy (CCRO's) in Tanzania (R47).

BIODIVERSITY CONSERVATION

All countries mentioned themes related to biodiversity conservation, wildlife conservation, or ecological rehabilitation. Tanzania, Uganda and South Sudan had a strong focus on biodiversity conservation, but Ethiopia did not. Generally, the countries with very large areas of arid rangelands (Ethiopia and Kenya) emphasized rangeland rehabilitation more than biodiversity conservation, while those countries with wetter rangelands that people use in multiple ways (Uganda, Tanzania, and South Sudan) emphasized biodiversity conservation.

GENDER AND PARTICIPATION OF UNDER-REPRESENTED GROUPS

Most countries had some focus on the theme of gender and participation of under-represented groups. Most also mentioned the importance of the theme of training and research or monitoring. And most interviewees discussed pastoralism-specific national policy initiatives. Ethiopia stood out here with descriptions of their first-ever national policy on pastoral lands, developed in 2019. South Sudan also recently developed policies allowing local communities to develop community conservancies.

UNIQUE THEMES BY COUNTRY

Lastly, there were some issues and themes unique to each country. In South Sudan, interviewees spoke of using the establishment and stability of national parks as a place to broker peace between warring groups. One interviewee described it this way:

“ We actually started developing some platforms for dialog around.... the park using the protected area as a platform for neutral dialogue about rangelands and water access during dry season”(R39).

In Tanzania, APW described their new concept of "holistic conservation," which attempts to use conservation as a centerpiece for wider development in the areas of livelihoods, health, education, and other areas. The concept of "conservation enterprise" was uniquely prominent in Uganda and Kenya, with a focus on offering incentives to help communities value wildlife and protected areas by fostering alternative livelihoods. NRT was unique in articulating a need to focus on small stock and multi-species livestock management, as well as their desire to take advantage of carbon credit programs. Finally, Ethiopia strongly emphasized supporting and strengthening traditional, pastoral customary institutions or building hybrid government-community institutions that make decisions about grazing management and movement. Ethiopia also pursues a robust program called "participatory rangeland management," which is a step-by-step participatory process to build up these institutions, make decisions about land use and monitor the resulting decisions.

4.4 TERMINOLOGY

We kept track of the terms that our interviewees used to describe their work to help define the boundaries of a possible CoP (some appear in Box 1). The most common term used by many interviewees was the word "community" or "community-based." Thus, our interviewees would likely agree that the community of practice can comfortably use these terms in its title and subject matter focus.

Box 1. Terms commonly used by interviewees to describe their work.

TERM	DEFINITION
COMMUNITY	A local, human community is "a self-identified human group that acts collectively in ways that contribute to defining a territory and culture through time", and "traditional communities" are those "that maintain livelihoods, beliefs and values, knowledge, languages and institutions in some continuity with the past" (Sajeva et al. 2019, Brondizio et al in press)
COMMUNITY-BASED RANGELAND MANAGEMENT (CBRM)	"CBRM initiatives or programs aim to better manage rangelands through participation of pastoral communities and resource users in decision making. CBRM initiatives devolve power and authority over natural resources from the central government to local pastoral communities, address both pastoral development and rangeland conservation, and build on customary management practices, local institutions, and traditional knowledge (adapted for rangelands from Armitage (2005) and Kellert et al (2000))" (Reid et al. 2021).
CONSERVANCY	"Land designated by a community or private land owner, groups of owners or corporate body for purposes of wildlife conservation and other compatible land uses" (KWCA 2016).
CONSERVATION	"Actions that are intended to establish, improve or maintain good relations with nature" (Sandbrook 2015). Biodiversity conservation, by extension, is the conservation of "the variety of life, in all of its many manifestations" (Gaston 2010).
ECOLOGICAL IMPROVEMENT	Process of improving ecological conditions on a landscape, including rangeland rehabilitation, through practices such as removal of invasive species or changes in grazing plans.

TERM	DEFINITION
GOVERNANCE	"A process of devising rules for a variety of operational or day-to-day situations, such as where to pasture animals today, the next week and then the week thereafter and so on. Governance processes are undertaken by governments (which are one type of organization) as well as by organizations of all types and at all scales" (Mwangi and Ostrom 2009, p. 196).
HOLISTIC CONSERVATION	Holistic approaches "recognize the deep interconnections among communities, wild species, and the diverse ecosystems they call home" (APW). ⁵⁴
LAND TENURE	"...both a formal state-of-law and an informal state-of-practice, of holding, using and claiming values in land" (Galaty 2016).
PASTORALISTS AND AGRO-PASTORALISTS	"Pastoralists are people in cultures centered around herding livestock. They "are people who make their living primarily from herding livestock but also exploit other resources" (Dyson Hudson and Dyson Hudson 1980). "Agropastoralists are settled people who grow both crops and herd livestock and thus convert part of rangelands into croplands" (Reid et al 2014, Reid et al. 2021).
PASTORAL CUSTOMARY INSTITUTIONS	"Customary institutions are the traditional governing bodies, rules, and cultural practices that help pastoralists sustainably manage rangelands, maximize livestock production, and reduce conflict with neighbors (Bollig and Schnegg 2013, Moritz et al. 2019, Glowacki 2020)" (Reid et al. 2021). In Ethiopia, for example, governing bodies include the Oromo Gada, Afar kedo-badaho, and Somali xeer. Rules include who, where, and when pastoralists can herd livestock. Cultural practices are person-to-person interactions or preferences such as sharing rangeland knowledge or livestock after droughts.
RANGELAND	"Land on which the indigenous vegetation...is predominantly grasses, grass-like plants, forbs or shrubs and is managed as a natural ecosystem. Rangelands include natural grasslands, savannas, shrubland, many deserts, tundras, alpine communities, marshes and meadows." "Rangelands have variable and often harsh climates, are sparsely populated and remote from markets, produce significant livestock, and are mostly used and managed in common" (Allen et al 2011, quotes from Reid et al 2014, Reid et al. 2021).

We were surprised to discover that some terms that we expected to be common were not uniformly used by our interviewees. One was the term "rangeland." Interviewees from Kenya and Ethiopia were comfortable with broadly applying this term, but some interviewees in South Sudan, Uganda, and Tanzania were not. We think this is because each country in the region has different types and areas of rangelands with different levels and seasonality of rainfall. One main distinction in the types of rangelands is between those with enough rainfall to support some agro-pastoralism or farming and those where these activities are likely to consistently fail (but where pastoralism is remarkably successful). These monomodal areas typically fall in regions that receive more than 400 mm of annual rainfall in East Africa. One nuance is that areas with only one season of rainfall per year (or monomodal rainfall) can support farming at lower levels of rainfall, like 400 mm, whereas those with two seasons of rainfall per year (or bimodal rainfall) can only support farming above 650-700 mm rainfall (Ellis and Galvin 1994). Monomodal rainfall areas, which support farming starting at about 400 mm rainfall per year, are found away from the equator in East Africa, like central Ethiopia and north, parts of South Sudan, and parts of central and southern Tanzania. This means that much larger areas of Kenya, compared with other countries in the region, fall into bimodal rainfall areas under 650-700 mm rainfall, and thus are dominated by pastoralists (and wildlife).

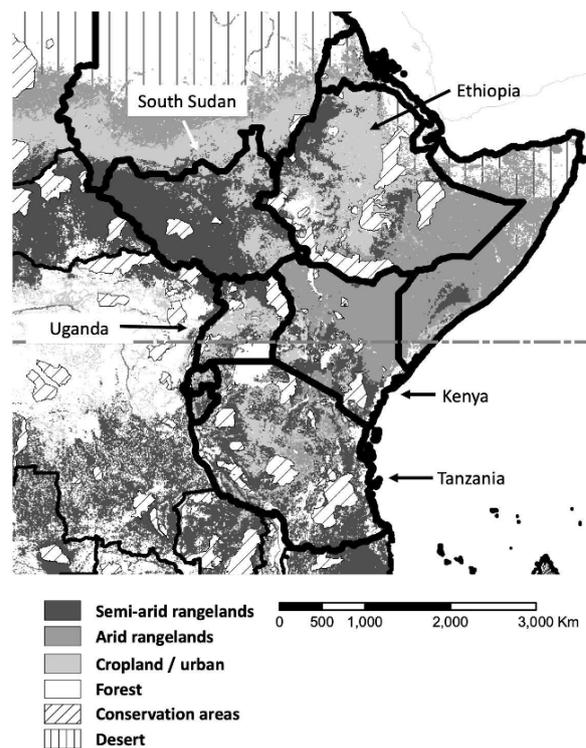
⁵⁴ <https://africanpeoplewildlife.org/our-holistic-approach/>

Map 1 (Reid 2012) shows the maximum extent of rangelands that might have sufficient rainfall to be farmed (or areas above 650 mm of rainfall). These are called semi-arid rangelands and they naturally become woodlands if not disturbed, e.g., by farmers clearing those woodlands, or elephants or fire knocking over or killing trees. Although we use the term "semi-arid rangelands," people who live there may not refer to them this way (and this was borne out in our interviews). Generally, the wetter rangelands often become privatized, and sometimes fenced, and thus pastoral livestock movement is quite restricted. The drier or arid rangelands often remain open common land, with long distance movements of livestock to reach distant, greener pastures a distinguishing feature. It is worth noting that the scales of livestock movement needed and the flexibility in grazing rules needed differ markedly in semi-arid rangelands (smaller scale, less flexible rules needed) compared to arid rangelands (larger scale, more flexible rules needed), as described in Reid et al. (2021).

On this map, different countries in our region have different amounts of these two types of rangeland. Both Kenya and Ethiopia have large areas of both types (more than half of each country), with many different pastoral groups grazing livestock in these areas. But Uganda, Tanzania, and South Sudan, while having abundant pastoralists in the country, have limited arid savannas that are obviously rangelands. These occur only in northern Tanzania, northeastern Uganda (Karamoja) and southeastern South Sudan (Eastern Equatoria). Even so, one of our South Sudan interviewees pointed out that:

“ ... pastoralism is throughout most of South Sudan...you have local seasonal movements....in the west you have transhumance pastoralism. You also have, probably as an artifact of the war, displaced grazing areas and patterns because they can't access due to security. So, you have a domino effect on Dinka pastoralists moving into areas where they hadn't been before, conflicting both with other pastoralists who traditionally used the area but also with each other”(R39).

Our interviewees and the organizations they work for voiced different priorities for work in rangelands that largely matched the abundance of arid rangelands in their countries. In Kenya and Ethiopia, our interviewees frequently referred to rangelands and pastoralists, and felt comfortable with the terminology, "community-based rangeland management." However, in Tanzania, one interviewee (R46) said the only rangelands in Tanzania are along the northern border adjacent to Kenya, not elsewhere, and thus rangelands are not important elsewhere in Tanzania. This interviewee was interpreting "rangelands" as dry, savanna areas principally used by pastoral people. This and another interviewee (R44) emphasized that pastoralists do graze their herds in non-rangeland areas in the miombo woodland regions of central and southern Tanzania, where most people use the land for crops. In South Sudan, one interviewee (R37) suggested that rangelands are very restricted in distribution to the southeastern corner of the country (Eastern Equatoria), while another interviewee (R39) from this same corner of the country said, "There are pastoralists throughout South Sudan." And in Uganda, there did not seem to be much connection between rangelands (like Karamoja) and conservation.



Map 1. Distribution of semi-arid and arid rangelands in the five-country region, also showing cropland / urban areas, forest, conservation areas and desert (adapted from Reid 2012).

The question thus becomes: Should the community of practice focus on areas where livestock grazing and pastoralism are the predominant land use? If so, then the term "rangeland" is appropriate in the description of the CoP. If not, it is likely best to describe the land use covered by the CoP in broader terms, like "drylands" or "agricultural" or even "savanna." This implies that a CoP (see below), if it focuses on "rangelands" or "rangeland management" may have more limited participation from Uganda, South Sudan, and Tanzania than from Kenya or Ethiopia.

Many of our interviewees also focused more on conservation than on pastoralism and livelihoods. This was true in Tanzania, where one interviewee (R43) noted that biodiversity conservation on a well-known project was achieved through a range-related activity, though rangelands were not a focus per se. Another interviewee in Tanzania (R41) described a shift in focus from a conservation to community engagement mindset but noted the difficulties of achieving this in the organization; a draft of the latest strategic plan of this NGO, shared with this consultancy team, does not mention "pastoralists" or "pastoralism," instead focusing on communities. Two Ugandan interviewees said,

“ *It's really quite rare in this country for most people to usethe terminology of rangelands management. (R52). ...we don't have a rangelands focus. We've been doing rangelands or pasture or livestock work as part of a broader attempt to improve biodiversity conservation" (R51).*

In South Sudan, one interviewee said they don't really think about rangelands, but pastoralists "just move all over the place." (R37). In Uganda, one interviewee noted that USAID's Environment Office was focused on biodiversity conservation, with rangelands not an explicit focus (R51). These interviewees had a strong preference for talking about "community-based natural resource management" and not "community-based rangeland management." These interviewees would also likely be comfortable with the term "community-based conservation."

The term "governance" was woven throughout our interviews, lending support to its place in the CoP discussion. One interviewee in Kenya noted that governance covers "everything we do" and also the importance of "scales" of governance (R34). An interviewee in Uganda (R37) also emphasized the importance of looking at multiple levels of governance. In Kenya, one interviewee talked about many levels of governance: within a conservancy, across multiple conservancies, in a county, across multiple counties, and nationally (R35). Specific kinds of governance were also alluded to, (e.g. of grazing practices). Another mentioned that a "governance index" could be a useful tool to measure conservation progress (R33).

4.5 REGIONAL COMMUNITY OF PRACTICE (COP) FOR SUSTAINABLE RANGELAND MANAGEMENT

OVERVIEW. We asked all interviewees if they knew about existing CoPs in sustainable rangeland management and whether a new one was needed (see Table A4). We also solicited their thoughts on the potential benefits, participants, subject matter focus, geographic focus, structure, and other aspects of a CoP.

EXISTING, RELATED NETWORKS OR COMMUNITIES OF PRACTICE. A new CoP could build upon and leverage several existing and proposed learning networks or communities of practice at the national level. In Tanzania, as described above, the **NTRI** is a bridging organization that brings together the work of nine national and international NGOs that work on pastoral development and wildlife conservation in these rangelands (R41). Also in Tanzania, there is the **Tanzania Natural Resource Forum** (TNRF; R46). In Kenya, the **KWCA** serves as a learning network for the eight regional conservancy associations and their 196 member conservancies (R27). Also in Kenya is the **Conservation Alliance of Kenya** (R27). In Uganda, there is the **Karamoja Resilience Support Unit** (KRSU) that focuses on local dryland issues and community resilience (R31). In Ethiopia, the RiPA program implemented by Mercy Corps proposed the establishment of an Ethiopia-wide **Sustainable Rangeland Management Working Group**, to include the major national and international partners working in this area across the country (Mercy Corps 2020). It is unlikely that a national network would have the regional reach to serve as an umbrella for a regional network (R27).

A new regional CoP might also attach itself to existing, and like-minded, regional or global

communities of practice. One such regional community of practice is the **Horn of Africa Resilience Network** (HoRN; R31). "The Horn of Africa Resilience Network (HoRN) supports USAID's mission to end extreme poverty and promote resilient, democratic societies. The HoRN comprises USAID missions and offices in Kenya, Ethiopia, Uganda, and Somalia and from the regional office. The HoRN includes national governments and regional institutions such as the Intergovernmental Authority on Development (IGAD), development partners, and other donors. The objective of the HoRN is to strengthen regional and cross-border collaboration (HoRN 2016)'. This network has three main objectives: 1) expanded and viable economic opportunities, 2) strengthened institutions, systems, and governance, and 3) improved and sustained human capital. Under objective 2 falls management of natural resources, conflict and safety nets, and disaster risk.

Another existing regional network that was mentioned by several Ethiopian interviewees (e.g., R2, R16) was IGAD's World Bank-funded, **Regional Pastoral Livelihoods Resilience Project (RPLRP)**, which works in the transborder regions of Ethiopia, Kenya, and Uganda. The goal of this network is to focus specifically on transborder issues, to work on cross border natural resource management (NRM), livestock trade, enhancing pastoral livelihoods, and reducing drought risk. Because of its intergovernmental nature, this network would not be an appropriate place to attach a more informal network of practitioners who are focusing on a wider region that does not have a specific transborder focus.

There are global networks that might serve as an umbrella for a regional East African network on community-based rangeland management. One is the **World Initiative for Sustainable Pastoralism (WISP)** managed by the IUCN. Another is the International Land Coalition's **(ILC) Global Rangelands Initiative**, focusing on land tenure and governance in rangeland with pastoralists. Other global communities of practice to learn lessons from (and that could possibly serve as an umbrella) include one managed by Environmental Incentives (EI contact: Shelly Hicks), USAID's Measuring Impact II (**MI2**), and **ICF International** (see Table A4).

REGIONAL VS TRANSBOUNDARY. In our interviews, when we described the CoP as "regional," interviewees interpreted this in two ways. Some interpreted regional as rangelands and pastoralists in all areas of the 5 countries (R24). For example, in Kenya, this would not only include the transboundary Maasai, Turkana, Borana, and Somali areas, but also the internal, non-transboundary areas of Samburu, West Pokot, Laikipia, and Isiolo (R24). Others interpreted this to mean only rangelands and pastoralists who live in areas close to international boundaries where border crossing (and conflict) was possible (R48). Transboundary areas that interviewees mentioned were southern Ethiopia and northern Kenya (R16); northeastern Uganda and northwestern Kenya (R51, R52); southern Kenya and northern Tanzania (R41, R48); South Sudan, Uganda, Kenya and Ethiopia (R37); and Kenya and Somalia (R1). One interviewee questioned whether the CoP should be regional at all, wanting to know if a within-country CoP was more valuable (R30).

BENEFITS OF A COP. Some of our interviewees described the benefits of forming a CoP. Most of all, interviewees saw this as an opportunity to cross learn so they could scale up faster (R33, R35). One interviewee said,

“ ...but if you look at it from a cost saving perspective, if we're able to share ideas amongst ourselves and amongst our peers, how much money we can save by not trying to reinvent the wheel when we already know something's not going to work" (R36).

Another interviewee said, a CoP "is a very powerful way to promote change" (R33). Another benefit of a CoP is the interconnectedness in the region, with events in one country spilling over into another country. This interviewee said:

“ ...if things go wrong, of course, in South Sudan, it affects Kenya. If things go wrong in Kenya, it affects Uganda. If things go wrong in Uganda, (it) affects South Sudan or Tanzania. So, it is really interconnected" (R37).

DO INTERVIEWEES SUPPORT THE CONCEPT OF A COP? Overall, most of our interviewees supported the idea of building a community of practice to share lessons learned across countries. For example, summarizing the views of 17 interviewees in Ethiopia, Reid et al. (2021) wrote, "Our interviewees were universally supportive of this idea. This group would be composed of CBRM (community-based rangeland management) practitioners, development practitioners and researchers who are actively working with CBRM programs in East Africa. While each country's situation is different, there are common challenges that they share like the weakness of pastoral land tenure, revitalizing customary institutions, rangeland fragmentation, and CBRM governance at multiple scales. One interviewee said,

“ It's good to have regional-level coordination, sharing experiences in terms of technique and approaches, best approaches and also to ensure alignment of rangeland development activities across those bordering areas" (R19).

Of course, there have already been exchanges between different groups across countries, especially countries interested in the community conservancies in Kenya (R43).

In Kenya, the interviewees from the NRT and Grevy's Zebra Trust (GZT) were universally enthusiastic about the idea (R32, R33, R34, R35), summarized by this quote: "I think that would be hugely useful for us" (R33). Or, in response to our question, one interviewee said: "And the first answer is yes, the second answer is yes and the third answer is yes.... This is the way Kenya's conservancy movement learned and grew, by networking" (R35). Others had not heard about the idea, but once we described it, they thought it was "a really good idea" (R36). Others said, "I think it's a good idea. I think how it's structured and staffed will determine its success or failure" (R53).

GEOGRAPHIC FOCUS. Most interviewees supported the idea of including those people interested in the CoP who were from across the East African region, with some implying that expansion beyond our self-defined five-country region might be desirable. We did not ask if the CoP should welcome participants from outside the East African region. One respondent suggested starting with the most active countries in sustainable rangeland management, like Kenya, Ethiopia, and Tanzania (R19).

Subject matter focus. In the Themes section above, we concluded, based on the interviews and web searches so far, 3 broad boundaries on a CoP. The CoP needs to include: 1) communities and security (from conflict), 2) community-based conservation and governance, and 3) biodiversity conservation and natural resources.

Within these boundaries, none of our interviewees advised pursuing a narrow subject matter for the CoP. A narrow focus might include emphasis on local, sustainable rangeland management practices like controlling invasives in rangelands, re-seeding rangelands, and youth and women participation in these rangeland management activities. Rather, most of our interviewees articulated the need for the CoP that has a broader focus on conflict and peace over wide areas, pastoral grazing decisions about movements across borders (local and international), multi-level governance, conservation and other natural resource enterprises, the relationship between scarcity of grass and water and pastoral conflict, and land use planning. This broader focus would also include the more local, sustainable rangeland management practices described in the narrower focus.

It was not clear from interviewees whether the CoP should focus on community-based rangeland management (R20, R34, R35) or if it should also include community-based conservation / community-based natural resource management (R30, R52). Some interviewees recognized that their work on rangeland management fell under the umbrella of community-based natural resource management (R41). Others said the focus should be on grass. "Grass is the most important thing, it affects everything, livelihoods, markets, security, conflict...." (R35, R53). For example, one interviewee said, "Our theory of change is: less bare ground and more plant diversity = better lives and livelihoods" (R53). What they mean is that everything is connected to the health of the rangelands, one way or another. Others suggested listening to those who need the network and letting them define the subject matter of the CoP (R19). This is an area that needs to be further explored in Phase II of this assessment.

As for topics for the CoP to discuss, the themes above lay that out clearly. For those areas facing insecurity, this will be a top concern. For all participants, governance, land use, land tenure, and biodiversity conservation will be key foci. Some will be interested in traditional, pastoral customary

institutions and climate change resilience. Most struggle with the geographic scale of their work: Should it be local and landscape level, or both, and how does governance at these two levels work together? Many also are interested in the role of young herders and women in rangeland management, and how women connect conflict and insecurity to land degradation (R34). One interviewee summed it up this way:

“ You have to look at all aspects of the problem. And something as unrelated as health, mosquitoes, malaria, what impact does that have on lions eating cows? ... every little aspect of daily life has its role to play, and you can't isolate problems and compartmentalize them and just stick them in one little box. You need to be able to approach, and for lack of a better word, engage with communities on a much broader platform" (R40).

And most agreed that good processes of engagement with communities are universal and that cross-learning here would be valuable.

In addition, there was a split opinion on whether the CoP should focus on the technical aspects (R20) or on the practical aspects (R34, R40, R41). One interviewee said, "And I think always looking for a technical solution to a problem is not always the need. I think that as a larger group, we need to look at the root causes and how ... we affect change" (R40) and that might be a technical fix and it might be a governance fix. In general, most interviewees supported a focus for the CoP on practitioners and sharing practical lessons about things that work and things that do not.

Generally, most interviewees felt the focus is about learning within the region, from people working in systems in East Africa. One interviewee summed it up this way:

“ One is for us to share, obviously, our successes and failures and challenges. But very much more so to see what's been done elsewhere and to interact much more closely with the programs and communities that are having success in rangeland management. I think particularly in the context of pastoralist communities.... I think we've had a lot of advice and technical input come in historically, but often from ranching-type approaches. And a lot of that is just not appropriate for the context of the people in the environment that we're working in" (R33).

Who are the target participants for the CoP, at what level? Our interviewees mentioned three levels of participants for the CoP. One level are the NGO leaders or organizations that represent smaller organizations (R25), who can set strategic direction for whole organizations that work in rangeland management. While several interviewees supported this level (R25, R33, R34, R35, R41), others thought there were enough resources and opportunities for cross-learning at this level (R38, R39). This would be a CoP composed of the CEOs and Program Directors of organizations like NRT, APW, WCS, RiPA, KRSU, plus key staff at the USAID missions.

A second level is the practitioner level in a larger NGO or leaders of a local CBO. These are people who implement rangeland management programs on the ground. Our interviewees gave their greatest support to a CoP focusing at this level. This would be a CoP composed of the NRT grazing coordinators, Rangeland Committees in northern Kenya, Rangeland Councils in Ethiopia, the rangeland program leaders at TPW, for example, as well as community-based organizations like South Sudan's CEPO. One interviewee who works in Kenya suggested that the CoP connect this level to ward-level government (local government) because this level links local community concerns with broader policy levels and larger NGOs (R30, R31). One respondent summed this up:

“ ... if you focus on the practitioner level, what I would call our local partners, they are deeply embedded in the communities and they have relationships and their strength, they are in the middle, right? They have relations both up and down and to the side and everywhere. They can also reach some of the political levels in their host countries that are needed” (R38).

“ [These]... are the people who have to come together and create bylaws and create a practice on how to manage their... livestock movements...to reduce the conflict or to improve rangeland conditions” (R19).

The third level is that of pastoral and agro-pastoral communities. Most interviewees thought this level was hugely important (R31, R40, R41, R42), but many thought it was impractical to focus on this level. Many interviewees suggested that the second level could set up site to site visits and trainings for the third level, to make sure the focus of the CoP stays on local communities. This would allow the CoP to focus on traditional customary institutions of pastoralists, which many interviewees in Ethiopia and Kenya saw as crucially important (R2, R4, R6, R8, R9, R11, R12, R13, R15, R16, R17, R31, R32).

Finally, several interviewees suggested that it is important to include all three of these levels (pastoral community members, practitioners and strategic leaders), as well as local and national government for policy support (R33, R35, R52) One interviewee put this clearly:

“ I prefer an arrangement with representation from across the board. Right from the community level to the practitioners and to the policy and decision-making levels, because these have to speak to each other” (R52).

One reason for all these stakeholders in the CoP is the need for multi-level governance from local to landscapes scales:

“ But what you realize sometimes, also, in terms of management of these rangelands, the wards are not really enough area...certain landscapes cut across more than two wards...how is it going to link with the county level planning? So, as you try to set up this community of practice, that linkage (across levels) needs to be thought of very carefully” (R31).

“ [In northern Kenya,] you can clearly see from the livestock movement and wildlife movement that six or eight conservancies or 10 conservancies need to plan together” (R35).

In addition, one interviewee has seen first-hand how important inclusion of local government is on site-to-site visits:

“ we're really seeing that where county governments have had exposure to new ideas and to positive experiences elsewhere, they can really be a powerful driver in creating change in their counties. And it opens the doors, it creates enabling legislation, it creates government support” (R33).

Overall, one interviewee insisted the CoP must be driven by local participant needs: "So for me, I like local, because then it gives to the people who need it. It's the people who need it who are leading it. Yes?" (R19). And then, of course, it is important to include the support system provided by research and other, broader NGOs (R19).

WHAT WOULD A NEW COP FOCUS ON? What activities would it undertake? All our interviewees agreed that the main business of a CoP is to share information and network from the local to the national level (R22). Specifically, this would mean sharing best practices in range management (R24, R30), conservancy governance, and local and landscape level grazing movements (R34).

To accomplish this, there was strong support for "cross pollination" visits so CoP members can bond with each other and see best practices with their own eyes, plus use of technology to easily keep people in touch (R32, R46).

“ Yes, a network that has resources to support movement within that network. People actually getting on the ground, across that entire geography, that landscape. That will drive the conversation in the long term" (R40).

For example, one interviewee said, "Somoth Ward in Turkana is where there are so many rangelands activities going on" (R30).

“ [The bottom line is this]....one of the really powerful ways of getting change in a community is for them to go and visit other communities where it's working. And that is so much more powerful than sitting in their little trainings and workshops. When they speak to their peers, seeing how it's done, discussing the challenges with their peers in other communities, it really helps them come back and make changes and move things faster" (R33).

“ I believe a lot in the face-to-face, but I think for the initial part, it will be helpful to have remote. But also, we should think about ...bringing people together ...then participate remotely together.... bring hubs together, right?" (R38).

Interviewees not only talked about cross site visits, but learning products, webinars, presentations on certain subjects, trainings, sharing success stories and best practices, and technologies (R24, R46, R52). It may be necessary for participating organizations to share some of their resources to make this happen (R24). Some of the most important trainings would be about the process of community engagement because "our process is the key to our success" (R41). Also important will be trainings in land-use planning (R47) and business and entrepreneurship, looking at cattle as an asset (R25).

WHAT WOULD THE NAME OF THE COP BE? Based on all the above information, it is easier to say what the CoP should not be called, than what it should be called. It should not be called a conservancy CoP, nor a rangeland CoP, nor a grazing system CoP. It might be called a community-based NRM CoP or a community-based conservation CoP. It is an open question whether it should include the word "rangeland", like a community-based rangeland management CoP.

WHO WOULD LEAD THE COP? We did not ask this question in our interviews, but one interviewee brought it up. This interviewee, imagining a future community of practice, said, "It's the people who need it who are leading it. Yes?" (R19).

IF USAID FUNDS A COP, HOW WOULD IT ARTICULATE WITH THE STRUCTURE AND FUNDING OF USAID MISSIONS? In the USAID Environment Office, several of our interviewees (R48, R51) mentioned that significant funding came from the US Congress" biodiversity earmark. Some USAID missions also bring in the work of their resilience team when doing pastoral work

(R16, R37), and sometimes the Economic Growth Office is involved, too. This thematic diversity of funding streams means there is a range of parts of USAID involved and this makes it hard to focus a potential CoP tightly. However, it is clear that biodiversity conservation would be a strong theme from a USAID perspective.

CHALLENGES ENCOUNTERED WITH COP. We often did not have time to ask interviewees what challenges a potential CoP would face, but some interviewees gave some sage advice anyway. One interviewee said it this way:

“ Most networks fall flat on their face unless they're staffed and resourced. So, to have a rangelands network or set of cohorts who are learning from each other, AID would have to put some budget behind it, and there would need to be at least one person who was responsible. So, you can't put the pressure on already overburdened NRT to say, "Hey, organize some folks. Get yourselves to this workshop." It's new and additional, therefore it needs new and additional capacity because...these local efforts are already working at 120%. So, you can't just pile stuff on anymore" (R53).

Another interviewee was concerned about local politics in relation to establishing a CoP (R35), while another interviewee was concerned about competition among NGOs (R44).

Others had a series of questions that need to be answered about a new CoP, because "they sound great on paper, (but are) really hard to put into practice" (R27). These questions included: Who will be the lead in organizing it to ensure that this CoP continues? Is it going to be housed in an institution? Will it fall under an umbrella network? How will it articulate with existing national efforts? What value addition will it have? What lessons can be drawn from other CoP that operate at a regional level? What are the tangible benefits to participants that will keep them coming back? (R22, R27, R48).

5.0 NEXT STEPS, SUGGESTED PLAN FOR PHASE II AND RECOMMENDATIONS

5.1 OVERVIEW

As a reminder, this report is a scoping report. From August to December 2021, Phase II will consist of about 25 more interviews of leaders and practitioners in East African CBRM programs and also about 5 interviews of leaders of national, regional and global communities of practice. A final report will be complete by February 2022.

5.2 ANALYSIS OF ALL EXISTING INTERVIEWS

The first step in Phase II is analysis of all the existing interviews so that the results of the regional assessment are robust across all the interviews. This would mean rapid coding of all of the interviews in Quirkos, an online qualitative analysis software system, as has been done in the NRT assessment. Then the Phase II team should do preliminary analysis of these coded interviews so that the Phase II interview questions can build on all the information collected so far.

5.3 WHO TO FOCUS THE NEXT INTERVIEWS ON AND WHY?

Table A5 shows a list of 30 interviews that we recommend the Phase II team attempt to complete. These include about 5 more interviews in each of 5 countries (for 25 interviews) and 5 interviews

with leaders of similar CoPs. This will yield from 6-8 interviews per country, which is a good sample size for a region like this. For the country interviews, we suggest some repeat interviews of people interviewed in Phase I, but, also, we recommend new interviewees who will provide a wider diversity of views. Repeat interviews might include selected key people in USAID, while new interviews might include the MMWCA, Ruaha Conservation Project, several country ministries, FAO, and others. It also means putting a premium on trying to interview as many pastoralists in these organizations as possible. For the CoP interviews, we suggest interviewing the NTRI, the KWCA, HoRN, Karamojong Resilience Support Unit, WISP, and others.

5.4 WHAT TERMINOLOGY TO USE IN THESE INTERVIEWS?

We suggest that the Phase II team explore the terminology here with new interviewees and ask them which terms resonate with their work. The team could even ask interviewees to suggest a name for the new CoP, using the terminology they most prefer. It would also be useful to probe specifically about using the words “rangeland management” compared with “natural resource management.”

5.5 WHAT QUESTIONS SHOULD THE TEAM ASK INTERVIEWEES IN COUNTRIES WHO MIGHT PARTICIPATE IN A COP ABOUT CBRM?

Here are some suggestions:

A. Gaps in Knowledge and Practice in CBRM

1. Give interviewees a list of themes to prioritize for their countries (or their work focus), which will result in a prioritized list by country and also for the region as a whole. (Note: this question may be dropped in favor of the following 2 questions, to get more specifics)
2. What are the gaps in our knowledge and practice about community-based rangeland management that are most important to address? What new knowledge and practical strategies would really help you take your work forward more effectively? (For the interviewer, some areas to probe could include disequilibrium ecology, rangeland restoration, long-term rangeland cycles, common pool resource management, multi-level governance and climatological change.)
3. What are the areas that are already well known about community-based rangeland management and thus should not be a major focus of a new CoP?

B. Design of a Community of Practice

4. Ask interviewees about their experience with CoP and what one could do to attract their participation.
5. What would success look like?
6. What should be avoided?
7. Should the CoP focus only on transboundary ecosystems that cross international boundaries, or should it include all areas in each country?
8. Who is the right audience, the right participants for the CoP? At what level?
9. What should the priority activities of the CoP be?
10. Is there a logical umbrella network or organization this CoP can fit under?
11. Where might it be housed?
12. Who might fund it? And what kind of funding is needed to make it successful?
13. How often should members get together? In person and / or virtually?

14. Does the CoP need to have its own staffing and what should the staffing look like?
15. Are there other people you know who would make good participants in such a CoP?
16. How should the CoP be organized, by a facilitator, convenor or leader? Self-organized, informally, by the interested parties? Or led by a particular organization?

5.6 WHAT QUESTIONS SHOULD BE ASKED OF LEADERS OF ESTABLISHED COPs? KEY QUESTIONS HERE ARE:

1. What is the key advice you would give an organization thinking about starting a new CoPs?
2. What are best practices for a CoP?
3. What minimum level of funding does a new CoP need?
4. What are the main challenges in setting up and running a CoP?

5.7 WHAT LITERATURE SHOULD THE PHASE II TEAM REVIEW?

FIRST, the team should develop a short and very accessible explanation of important aspects of East African pastoralism and how rangelands work that may not be widely known. We suggest this because we found significant misunderstandings about how pastoralism and rangelands work on the part of several of our interviewees, most often among USAID staff. Generally, practitioners have a much better understanding, but here, there can still be misconceptions. This was developed in Reid, Jablonski and Pickering (2021) and could be used as an example of how to lay out these misunderstandings and correct them. Note that this is not uncommon among professionals around the world partly because most people do not grow up in rangelands and are not pastoralists, making it hard to easily understand the unintuitive dynamics of pastoralism and rangelands.

This accessible summary means laying out key concepts like the drivers of change in pastoral systems today, equilibrium and non-equilibrium dynamics, monomodal and bimodal rainfall dynamics and pastoralism/farming (as done here), pastoral customary institutions, open access and common property systems, pastoral indigenous knowledge as it relates to community-based NRM and other topics. It should particularly dig into the work on multi-level governance and the links between equilibrium / non-equilibrium dynamics and the structure of pastoral institutions, as developed in Reid et al. (2021). This needs to point out the main lessons that practitioners need to know about these areas that apply to their work (and thus is not an academic treatise).

SECOND, it should focus on the state of community-based conservation and community-based rangeland management in East Africa, with reference to the rest of Africa, and some key places around the world. It should focus mainly on examples in East Africa, where most of the rangeland is still held in common by pastoral peoples. It should only dip sparingly into the literature about this type of conservation on private lands, except as it occurs in the region. Key questions here include: What are our gaps in knowledge and practice about community-based rangeland management in East Africa? What new knowledge or practical strategies appear in the literature that would help CBRM practitioners take their work forward more effectively? What are their best practices? Challenges? Future opportunities?

THIRD, the review should focus on CoPs, how they are structured, who leads them, their challenges and best practices in the region and more broadly. Much of this information will likely be found in the literature on learning networks, innovation hubs and other similar names. What are their best practices? Challenges? Future opportunities?

FOURTH, suggested by a reviewer of this report, is to create a summary compendium tracking the state of East African rangelands through select key indicators with indications of the reliability of the evidence to answer this question: How are the rangelands faring and how have they fared and what holds for their future? This would form the backdrop against which the CoP works.

LAST, it would be useful if the final report detailed a set of recommendations about a proposed preliminary design and potential participants for the CoP, including potential name, types of participants, geographic focus, subject matter focus, where it might be housed, and funding likely needed. Here it would be useful to have a brief assessment of what each country's perspective would bring to the CoP, and who the main partners in the CoP might be. In a sense, this is a roadmap for creation of the CoP in case USAID decides to fund one.

What can different countries / organizations offer each other? For example, based on expertise from country to country, from the current interviews, it appears that Ethiopia has long and strong experience implementing Participatory Rangelands Management with a focus on traditional, pastoral customary institutions. Tanzania offers a long history of community-based work and the innovative idea of “holistic conservation.” Kenya has a strong and well-developed community conservancy model to offer and the many, many lessons there. Kenya also offers many examples of what happens when pastoral common land becomes privatized. South Sudan has a great deal to offer about conservation during war, and then the follow-on insecurity after wars end. Uganda and South Sudan are strong in protected area management. In rangeland management categories, Kenya and Ethiopia are probably strongest in their work on multi-level grazing institutions. And many countries have done extensive work in planned grazing, invasive plant removal, re-seeding of rangeland, human-wildlife conflict, and grazing forecasting.



Serengeti, Tanzania
Photo credit: Hu Chen, Unsplash

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7.0 APPENDICES

TABLE A I

Program contacts interviewed in Phase I of this assessment and as part of the Ethiopian Best Practices Assessment (Reid et al. 2021). Types of interviews: LI = Long, regional, 60-minute interview, SI=Short, regional, 15-minute interview, EI = Ethiopian interview. Ethiopian long interviews included a short part on a community of practice and did not query about themes or terminology.

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	INTERVIEW TYPE
Ethiopia	AKLDP, Tufts University	Adrian Cullis, Focal Point	adriancullis19@gmail.com	EI, Individual
Ethiopia	Care International	Ben Irwin, Prime and RiPA North Program Manager, Care Ethiopia	Benedict.irwin@care.org	EI, Group
Ethiopia	GiZ Drylands	Elisabeth van den Akker, GiZ Program Manager, Strengthening Drought Resilience ASAL (Afar and Somali Region)	elisabeth.akker-van@giz.de	EI, Individual
Ethiopia	Helvetas	Abarufa Jatani, Natural Resource Management-Borana Project Manager	abarufa.jatani@helvetas.org	EI, Individual
Ethiopia	iDE	Solomon Wakgari Kando, Program Director	swakgari@ideglobal.org	EI, Individual
Ethiopia	ILRI	Fiona Flintan, Scientist	F.Flintan@cgiar.org	EI, Individual
Ethiopia	LLRP	Solomon Desta, Lead Consultant	solomon.desta82@gmail.com	EI, Individual

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	INTERVIEW TYPE
Ethiopia	PCI International, Mercy Corps	Ameha Aytenfisu, Deputy Chief of Party, DRM Team Lead, Resilience in Pastoral Areas (RIPA South)	aaytenfisu@pciglobal.org	EI, Group
Ethiopia	Mercy Corps / FAO	Faysal Farah, Somali Hub Coordinator	ffarah@mercycorps.org	EI, Group
Ethiopia	PCI, RiPa South	Michael Mangano, Chief of Party	mmangano@globalcommunities.org	EI, Group
Ethiopia	Ministry of Agriculture, /RPLRP	Hailemariam Zara, Rangeland Management Component Leader	zarahaille@gmail.com	EI, Group
Ethiopia	Pastoralist Forum Ethiopia	Abdi Abdullahi Hussein, Board of Director	abdidheere04@yahoo.com	EI, Group
Ethiopia	Pastoralist Forum Ethiopia	Tezera Getahun, Executive Director	tezerag@yahoo.co.uk	EI, Group
Ethiopia	PRIME/Mercy Corps	Michael Jacobs, former Chief of Party	mjacobs@mercycorps.org	EI, Group
Ethiopia	ILRI	Lance Robinson, Former Scientist	l.robinson@ruwaza.com	EI, Individual
Ethiopia	USAID/ET	Dubale Admasu, Resilience Advisor	dadmasu@usaid.gov	EI, Individual, Group
Ethiopia	USAID/ET	Sisay Awgichew, Program Management Specialist (Food Security), Office of Assets and Livelihood in Transition (ALT)	sawgichew@usaid.gov	EI, Group

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	INTERVIEW TYPE
Kenya	Grevy's Zebra Trust (GZT)	Belinda Low Mackey, Executive Director	belinda@grevyszebratrust.org	SI, Individual
Kenya	Northern Rangelands Trust (NRT)	Juliet King, Technical Advisor	julietking@nrt-kenya.org	LI, Group x 2 and Individual x 1
Kenya	Northern Rangelands Trust (NRT)	Kieran Avery, Director, Natural Resource Management	kieran.avery@nrt-kenya.org	LI, Group x 2, Individual x 1
Kenya	Northern Rangelands Trust (NRT)	Tom Lalampaa, CEO	tom.lalampaa@nrt-kenya.org	SI, Individual
Kenya	TNC Africa	Chantal Migongo-Bake, Project Officer	chantal.migongo-bake@TNC.ORG	SI, Individual
Kenya/EA	USAID/KEA	Aurelia Micko, Director, Environment Office	amickl@usaid.gov	LI, Group x 2
Kenya/EA	USAID/KEA	Beatrice Wamalwa, Co-Deputy Director, Environment Office	bwamalwa@usaid.gov	LI, Group
Kenya/EA	USAID/KEA	SarahJean Harrison, Co-Deputy Director, Environment Office	sharrison@usaid.gov	LI, Group
Kenya/EA	USAID/KEA	Ben Wandago, Biodiversity and NRM Specialist, Environment Office	bwandago@usaid.gov	LI, Group; SI, Individual
Kenya/EA	USAID/KEA	Brian Otiende, Program Management Specialist	botiende@usaid.gov	LI, Group

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	INTERVIEW TYPE
Kenya/EA	USAID/KEA	Enock Kanyanya, Forestry and Environment Management Specialist, Environment Office	ekanyanya@usaid.gov	LI, Group
Kenya/EA	USAID/KEA	Humphrey Kaburu, Project Management Specialist, Environment Office	hkaburu@usaid.gov	SI, Individual
Kenya/EA	USAID/KEA	Mikala Lauridsen, Senior Wildlife Trafficking and Conservation Advisor	mlauridsen@usaid.gov	LI, Group x 2
Kenya/EA	USAID/KEA	Vicky Liyai, Senior Program Management Specialist, Office of Economic Growth and Integration	vliyai@usaid.gov	LI, Group
Kenya/EA	USAID/KEA	Yasin Salah, Project Management Specialist	ysalah@usaid.gov	LI, Group
South Sudan	USAID/SS	Lemi Lokosang, Private Sector Economic Policy Specialist, Office of Economic Growth	lolemi@usaid.gov	LI, Individual
South Sudan	WCS	Kasper Agger, Community Conservation Expert	kagger@wcs.org	LI, Group
South Sudan	WCS	Paul Elkan, Sudano Sahel Regional Director	pelkan@wcs.org	LI, Group
Tanzania	APW	Charles Trout, Co-founder and Chief Program Officer	ctrout@africanpeoplewildlife.org	LI, Group
Tanzania	APW	Laly Lichtenfeld, Co-founder and CEO	llichtenfeld@africanpeoplewildlife.org	LI, Group
Tanzania	APW	Neovitus Sianga, Community Conservation and Environment Program Officer	nsianga@tanzaniapeoplewildlife.org	LI, Group

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	INTERVIEW TYPE
Tanzania	USAID/TZ	Jestina Kimbesa, Project Management Specialist	jkimbese@usaid.gov	LI, Group
Tanzania	USAID/TZ	Munezero Kanyangemu, Project Management Specialist - Biodiversity	mkanyangemu@usaid.gov	LI, Group
Tanzania	USAID/TZ	Yoel Kirshner, Environment Team Lead, Office of the Environment, USAID/Tanzania	ykirschner@usaid.gov	LI, Group x 2
Tanzania	USAID/TZ	Bronwyn Llewelyn, Environment Team Lead, Environment Office (former); currently Congressional Liaison Officer, USAID/DC	brllewelyn@usaid.gov	LI, Group
Tanzania	USAID/TZ	Karolyn Upham, Senior Environment & NRM Technical Advisor (former)	kupham@usaid.gov	LI, Individual
Tanzania	USFS (METI contract)	Jody Stallings, Senior Biodiversity Advisor	jody.stallings1@gmail.com	LI, Group
Uganda	USAID/UG	Doreen Tukezibwa, Project Management Specialist, ENR	dtukezibwa@usaid.gov	LI, Group
Uganda	USAID/UG	Maggie McMorrow, ENR Team Leader	mmcmorrow@usaid.gov	LI, Group
Uganda	USAID/UG	Robert Bagyenda, Project Management Specialist, ENR	rbagyenda@usaid.gov	LI, Group

TABLE A2

Additional community-based rangeland programs with a natural resource focus and contacts by country as described by interviewees in Phase I.

COUNTRY	PROGRAM	RANGELAND PROGRAM LEAD	LOCATION	PASTORAL GROUPS	RANGELAND TYPES
Ethiopia	Ministry of Agriculture's Lowland Livelihoods Resilience Program (LLRP)	Ask Solomon Desta	Afar and other pastoral areas	All	All
Ethiopia	SOS Sahel	Feysal Abdi	Oromia and SNNPR regions	Borana	Semi-arid, equilibrium
Kenya	Maasai Mara Wildlife Conservancy Association	Daniel Sopia	Transmara and Narok counties, Kenya	Maasai	Semi-arid, equilibrium
Kenya	South Rift Association of Land Owners (SORALO) (Kieran and Laly)	John Kamanga, Guy Western, Parshina Lampat, Samantha Russell du Toit	Kajiado County, Shompole, Nguruman	Maasai	Arid and semi-arid, equilibrium and non-equilibrium
Kenya	Big Life Foundation	Richard Bonham	Kajiado County, Amboseli	Maasai	Semi-arid, equilibrium
Kenya	Kenya Wildlife Conservancies Association (KWCA)	Dickson Kaelo	Kenya, nation-wide	All Kenyan pastoral groups	Arid and semi-arid, equilibrium and non-equilibrium
South Sudan	FAO	Unknown, ask Kasper Agger	South Sudan, nation-wide	All South Sudan pastoral groups	Semi-arid, equilibrium
South Sudan	Ministry of Wildlife Conservation and Tourism	Dr. Malik Doka, Undersecretary	South Sudan, nation-wide	All South Sudan pastoral groups	Semi-arid, equilibrium

COUNTRY	PROGRAM	RANGELAND PROGRAM LEAD	LOCATION	PASTORAL GROUPS	RANGELAND TYPES
South Sudan	CEPO, community-based organization	Unknown, ask Kasper Agger	Southeastern South Sudan	South Sudan groups	Semi-arid, equilibrium
South Sudan	Ministry of Animal Resources and Fisheries	Mark Wani, Director	South Sudan, nation-wide	All South Sudan pastoral groups	Semi-arid, equilibrium
Tanzania	IIED	Alais Morindat, Ced Hesse	Northern Tanzania (also global)	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	JGI	James Hutchins, Executive Director	Worldwide	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	LEAT	Hana Lupembe, Chief of Party; Christina Noel, Director	Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	Maliasili	Fred Nelson, CEO	Eastern and Southern Africa	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	Northern Tanzania Rangelands Initiative (NTRI)	Chira Shouten, Coordinator	Northern Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	The Nature Conservancy	Lucy Magembe, Country Director	Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	Oikos	Silvia Ceppi, Scientific Advisor	Northern Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium

COUNTRY	PROGRAM	RANGELAND PROGRAM LEAD	LOCATION	PASTORAL GROUPS	RANGELAND TYPES
Tanzania	RUSUDEO	Divason Abel	Southern Highlands Zone, Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	Sustainable Rangelands Initiative	Laly Lichtenfeld	Northern Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	Ujamaa Community Resource Team (UCRT)	Paine Eulalia Makko, Director	Northern Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	Usimamizi Endelevu wa Maliasili	Jestina Kimbesa (USAID)	Lake Rukwa ecosystem (SW Tanzania)	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Tanzania	WCS	Tim Davenport, Country Director	Tanzania	(TZ does not disaggregate by tribal groups)	Semi-arid, equilibrium
Uganda	AWF	Kaddu Sebunya, CEO	Unknown	Unknown	Arid and semi-arid, equilibrium and non-equilibrium
Uganda	FAO	Unknown	Unknown	Unknown	Arid and semi-arid, equilibrium and non-equilibrium
Uganda	Feed the Future	Unknown	Unknown	Unknown	Arid and semi-arid, equilibrium and non-equilibrium
Uganda	Karamoja Resilience Support Unit (KRSU2)	Mesfin Molla	Northeast Uganda	Karamojong	Arid and semi-arid, equilibrium and non-equilibrium
Uganda	MAAIF	Vincent Ssempija, Director	Uganda	Unknown	Arid and semi-arid, equilibrium and non-equilibrium

COUNTRY	PROGRAM	RANGELAND PROGRAM LEAD	LOCATION	PASTORAL GROUPS	RANGELAND TYPES
Uganda	Mercy Corps (through USAID/UG)	Juma Afidra, Food Security Specialist	Unknown	Unknown	Arid and semi-arid, equilibrium and non-equilibrium
Uganda	RTI (encompasses B4R)	Probably Lauren Edwards, Senior Project Management Specialist	Unknown	Unknown	Arid and semi-arid, equilibrium and non-equilibrium

TABLE A3

Rangeland themes described by interviewees in each of five East African countries. Acronyms next to themes denote the sources of each; see acronym list at the beginning of this report.

COUNTRY	THEME	THEME DESCRIPTION
ETHIOPIA	Conflict and Security (USAID/ET, MoA, Care, PCI, ILRI)	Reduction of conflict by strengthening customary institutions
	Devolution and Decentralization of Power to Pastoral Communities (ILRI, Care)	Decentralization of national power and resources to local pastoral communities
	Pastoral Customary Institutions (USAID/ETH)	Traditional rules, norms and knowledge that determine how people use rangelands for grazing
	Participatory Rangeland Management (ILRI, Care, USAID/ET, LLRP, Mercy Corps)	Community-based process to structure community decisions about grazing movements, conflicts and rangeland management
	Land Use Planning and Certification (USAID/ET)	Grazing planning at local and landscape scale, stronger land tenure through land certification
	Pastoral-specific Policy (MoA, Care, USAID/ET)	National policy specifically supporting pastoralists
	Community-engaged Governance (MoA, GiZ, Helvetas, ILRI)	Hybrid governance by communities and local government, with equal power with pastoralists.
	Participatory or Action Research (ILRI)	Research with full participation of pastoralists and other stakeholders.
Capacity Building for All Working in Pastoral Lands (ILRI, Care)	Training about pastoralism for pastoralists and non-pastoralists alike.	
KENYA	Conflict and Peace (NRT, USAID/KEA, GZT)	Creation of safer lands for livestock, wildlife and people, includes ethnic conflict and human-wildlife conflict
	Governance, from Conservancies to the National Level (NRT, GZT, USAID/KEA, GZT)	Multiple-level grazing governance from conservancy to national levels
	Ecological Improvement / Rehabilitation (NRT, GZT, USAID/KEA)	Removal of invasive plants or woody encroachers, planting of perennial grasses, gully healing
	Multi-Livestock-Species Management (NRT, GZT, USAID/KEA)	Overall management of cattle, sheep and goats, e.g., through grazing plans
	Perspectives and Engagement of Social groups' (women, elders, herders, and youth (NRT, GZT, USAID/KEA))	Inclusion of younger herders and women in rangeland activities and management
	Water and Settlement Planning (NRT, USAID/KEA, GZT)	Specific land-use planning
	Politics and Policy in Conservation (GZT, USAID/KEA)	Local and national policy on conservancies,
	Training / Capacity Building (NRT, USAID/KEA)	Engagement on governance, rehabilitation and other training
	Rangeland Carbon Credits (USAID/KEA, NRT)	Use of carbon credits to generate income for conservancies
	Research, Monitoring and Evaluation (GZT, USAID/KEA))	Assessment of impacts and other knowledge generation

COUNTRY	THEME	THEME DESCRIPTION
SOUTH SUDAN	Community Conservation and Security (USAID/SS,WCS)	Major focus on reducing war and increasing security for all through community conservation efforts
	Community-Based, Community-Led, Community-Sensitive Conservation (WCS)	Conservation that is led by and benefits local pastoral communities
	Biodiversity and Wildlife (USAID/SS)	Conservation of wildlife and biodiversity
	Protected Areas as Places to Broker Peace (USAID/SS,WCS)	Protected areas as areas between conflicting groups to create stability and peace through mediation of conflict
	Pastoral Grazing Across Borders (USAID/SS)	Pastoral grazing management in non-pastoral areas & across borders
	Conservancy / Governance (USAID/SS)	Broader governance but also community conservancies
	Policy	National policy to support establishment of conservancies
	Gender (USAID/SS)	Participation of women in livelihood activities
	Eco-tourism in the Future (USAID/SS,WCS)	Future opportunities to pursue ecotourism enterprises
Research and Monitoring (WCS)	Various types of research and associated monitoring to support community conservation	
TANZANIA	Biodiversity Conservation (USAID/TZ)	Conservation of diverse landscapes and the species they support
	Holistic Conservation (APW)	Integrated approach that addresses key livelihood needs through programs that conserve wildlife, benefit humans, and protect vital habitats; 'community voices in a community of practice' = a community-based process
	Human - Wildlife Conflict (APW)	Conflicts arising when animals pose a direct and recurring threat to the livelihood or safety of people and vice versa
	Land Use Planning and Tenure (USAID/TZ - EENT)	Planning to target land use, land access and ownership to benefit people and wildlife
	Rangeland Management, Restoration, and Monitoring (USAID/TZ - EENT)	Combined field and remote sensing activities to improve rangelands
	Governance (APW, USAID/TZ)	Decision-making in rangeland management
	Community-driven Conservation (APW)	Conservation efforts anchored at the community level
	Women and youth in rangeland management (AWP, USAID/TZ)	Actively engaging women and youth in rangeland programs and decision-making
	Conservation Business and Entrepreneurship (USAID/TZ)	Opportunities to set up business based on profits from conservation enterprises.
	Capacity building (AWP, USAID/TZ)	Building organizational capacity at multiple levels

COUNTRY	THEME	THEME DESCRIPTION
UGANDA	Biodiversity Conservation (B4R, USAID/UG)	Actions that promote and sustain biodiversity.
	Human - Wildlife Conflict (USAID/UG)	(See Tanzania)
	Conservation Enterprise (B4R, USAID/UG)	Activities that provide societal and financial benefits through incentives to conserve wildlife
	Governance (USAID/UG)	Decision making from local to landscape levels
	Land Use Planning (USAID/UG)	Planning at local and landscape scale, stronger land tenure through land certification
	Climate change (USAID/UG with FAO, Feed the Future)	Addressing climate impacts on rangelands through the agriculture sector

TABLE A4

Existing related regional and subregional communities of practice (name, geographic location, goals, person who described this network).

EXISTING COMMUNITY OF PRACTICE, SPONSORING ORGANIZATION	GEOGRAPHIC FOCUS	GOALS	PERSON WHO DESCRIBED THIS NETWORK
Horn of Africa Resilience Network (HoRN), USAID	USAID missions in Kenya, Ethiopia, Uganda and Somalia	“To work across missions and partners to strengthen regional and cross-border collaboration and improve evidence-based learning” (is the network open to non-USAID participants? Could it serve as an umbrella for a CoP?)	Yasin Salah, USAID/KEA
Northern Tanzania Rangelands Initiative (NTRI)	Northern Tanzania Rangelands	Empower local people, improve resource rights, increase local benefits from sustainable stewardship, and strengthen management and governance of community lands	Laly Lichtenfeld, Yoel Kirshner
Tanzania Natural Resource Forum (TNRf)	Tanzania	Bringing together diverse stakeholders to “secure consensus and better management of natural resources” so that livelihoods and resources are protected and sustainable	USAID/TZ (Karolyn Upham)
ICF International	Global	Consulting firm partnering with USAID and others in policy economics and strategy in multiple sectors, including environment and public health	USAID/TZ (former), Karolyn Upham
Kenya Wildlife Conservancies Association	Kenya, nation-wide	Networking among Kenyan private and community conservancies	USAID/KEA, Robin Reid, Tom Lalampaa
CRAG (Climate Resilient Altitudinal Gradient)	Kenya, worldwide	Identify altitudinal gradients to provision water, sequester carbon, support traditional livelihoods	Mikala Lauridsen
MI2 (Measuring Impact II)	Global	Provides support for tackling conservation challenges, e.g., from wildlife trafficking to sustainable fisheries, using evidence-based adaptive management across the USAID conservation portfolio	USAID/TZ (former), Karolyn Upham
Regional Pastoral Livelihood Resilience Program (RPLRP, 2014-2021)	Uganda, Kenya and Ethiopia	‘To enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas of selected countries and improve the capacity of the countries’ governments to respond promptly and effectively to an eligible crisis or emergency.’	USAID/ET, Dubale Admasu
		Five main objectives include increasing access to sustainably managed water and land resources for pastoral and agro-pastoral communities, market infrastructure, pastoral livelihood, and reducing risk of drought and conflicts.	

TABLE A5

Additional programs and contacts to investigate in Phase II. Note that numbers after the country name show the order of priority for interviews, showing 5 priority interviews for Phase II for each country and then multiple alternates in priority order after that, shaded in gray. Following these are five priority interviews of existing communities of practice and suggested alternates.

NA = Not Applicable.

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	WHO SUGGESTED THIS CONTACT	TYPE OF INTERVIEW
Ethiopia (1)	Pastoralist Forum Ethiopia	Tezera Getahun, repeat more in-depth interview about the CoP	tezerag@yahoo.co.uk	Robin Reid	Individual
Ethiopia (2)	USAID/ET	Dubale Admasu, repeat more in-depth interview about the CoP	dadmasu@usaid.gov	Robin Reid	Individual or Group
Ethiopia (3)	ILRI	Fiona Flintan, repeat interview, lots of good ideas, works in Kenya and TZ also	f.flintan@cgiar.org	Robin Reid	Individual or Group
Ethiopia (4)	Care International	Benedict Irwin, repeat more in-depth interview about the CoP	benedict.irwin@care.org	Robin Reid	Individual or Group
Ethiopia (5)	USAID/ET	Jennifer Karsner	jkarsner@usaid.gov	NA	Individual
Ethiopia (6-9, options)	World Bank	Vikas Choudhary	vchoudhary@worldbank.org	NA	Individual
	SOS Sahel	Feyera Abdi	+251-911208838		
	LLRP	World Bank might know	Unknown		
	Tetrattech	Dr Solomon Woldegiorgis implementing the LAND project	Unknown		
Kenya (1)	Maasai Mara Wildlife Conservancy Association (MMWCA)	Daniel Sopia, CEO	sopia@maraconservancies.org	Enock Kanyanya, Robin Reid	I, Individual
Kenya (2)	South Rift Association of Land Owners (SORALO), http://www.soralo.org	John Kamanga, Co-founder, Director and Parashina Lampat, Head of Protecting Open Rangelands	j.olekamanga@gmail.com	Laly Lichtenfeld, Robin Reid, CSU	Group

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	WHO SUGGESTED THIS CONTACT	TYPE OF INTERVIEW
Kenya (3)	USAID	Beatrice Wamalwa, Co-leader, Environment Office, USAID/KEA	bwamalwa@usaid.gov	John Kerkering, USFS/IP	Individual
Kenya (4)	USAID/KEA	Enock Kanyanya, USAID/KEA	ekanyanya@usaid.gov	John Kerkering, USFS/IP	Individual
Kenya (5)	USAID/KEA	Yasin Salah and Vicky Liyai	ysalah@usaid.gov; vliyai@usaid.gov	Enock Kanyanya	Group
Kenya (6)	FAO	Piers Simpkin	piers.simpkin@fao.org; spsimpkin@gmail.com	Kieran Avery	Individual
Kenya (7)	NRT	Kieran Avery	kieran.avery@nrt-kenya.org	John Kerkering	Individual
Kenya (8)	USAID/KEA	Aurelia Micko	amicko@usaid.gov	John Kerkering	Individual
Kenya	South Rift Association of Land Owners (SORALO), http://www.soralo.org	Guy Western, Head of Conserving Co-existence	Unknown	Laly Lichtenfeld, Robin Reid, CSU	Individual
Kenya	USAID/KEA	Humphrey Kaburu	hkaburu@usaid.gov	John Kerkering, USFS/IP	Individual
South Sudan (1)	WCS	Kasper Agger, Community Conservation Expert	kagger@wcs.org	Repeat interview, has lots more ideas and contacts	Individual
South Sudan (2)	FAO	Not identified yet	Not identified yet	Kasper Agger	Individual
South Sudan (3)	Ministry of Wildlife Conservation and Tourism	Dr. Malik Doka, Undersecretary	Telephone # +211 926 253 697	Lemi Lokosang	Individual
South Sudan (4)	CEPO	Community-based Organization	Ask Kasper Agger	Kasper Agger	Individual
South Sudan (5)	Mark Wani, Director	Ministry of Animal Resources and Fisheries	Telephone # +211 927 990 999	Lemi Lokosang	Individual
South Sudan (6)	WCS	Michael Lopidia, former Chief of Party	Telephone # +211 915 588 118	Lemi Lokosang	Individual
South Sudan (7-8)	Snowball from interviews 1-5	Snowball from interviews 1-5	Snowball from interviews 1-5	Snowball from interviews 1-5	Individual
Tanzania (1)	TNC	Lucy Magembe	lmagembe@tnc.org	Laly Lichtenfeld, Yoel Kirshner	Individual

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	WHO SUGGESTED THIS CONTACT	TYPE OF INTERVIEW
Tanzania (2)	IIED	Alias Morindat, Ced Hesse	alias.morindat@iied.org ;	Laly Lichtenfeld, Charles Trout, Neovitus Sianga (APW); Andrew Williams	Individual
Tanzania (3)	Ujamaa Community Resource Team (UCRT)	Paine Eulalia Makko, Director	director@ujamaa-crt.or.tz	Yoel Kirshner	Individual
Tanzania (4)	Ruaha Carnivore Project	Amy Dickman, Project Director	amy.dickman@zoo.ox.ac.uk	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania (5)	RTI	Jennifer Talbot	jtalbot@ugandabiiversity.rti.org	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania (6)	Snowball from Paine (UCRT) interview	Snowball from Paine (UCRT) interview	NA	NA	Individual
Tanzania (7)	Snowball from Paine (UCRT) interview	Snowball from Paine (UCRT) interview	NA	NA	Individual
Tanzania (8)	USAID/TZ – PROTECT project	Thadeus Binamungu	Thadeus.Binamungu@tzprotect.org	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania	EENT (former)	Brenda Burgland	Ask Bronwyn for her email	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania	Oikos	Silvia Ceppi	silviaceppi@gmail.com	Laly Lichtenfeld (APW)	Individual
Tanzania	Rangeland Society of Tanzania	Unknown	Unknown	Charles Trout (APW)	Individual
Tanzania	Southern Tanzania Elephant Project (STEP)	Trevor Jones, CEO	Unknown	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania	WCS	Aaron Nicholas, lead for TZ	Unknown	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania	WWF (Selous area)	Unknown	Unknown	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania	SHARPP (USAID)	Munezero Kanyangemu, Project Management Specialist - Biodiversity	Repeat interview	Bronwyn Llewelyn, USAID/TZ (former)	Individual
Tanzania	TZ Livestock Ministry	Unknown	Unknown	Laly Lichtenfeld, Neovitus Sianga	Individual

COUNTRY	PROGRAM	CONTACT NAME AND POSITION	CONTACT INFORMATION	WHO SUGGESTED THIS CONTACT	TYPE OF INTERVIEW
Uganda (1)	USAID/UG	Shawna Hirsch	shirsch@usaid.gov	John Kerker, Maggie McMorrow, USAID/UG	Individual
Uganda (2)	Mercy Corps	Iveta Ouvry, Country Director	iouvry@mercy Corps.org	Andrew Williams, USFS/IP	Group
Uganda (3)	Ministry of Agriculture, Animal Husbandry and Fisheries	Denis Mulongo Maholo, Senior Pasture Agronomist	denis.mulongo.maholo@gmail.com	Dorren Tukezibwa, USAID/UG	Individual
Uganda (4)	Vétérinaires Sans Frontières (VSF)	Emanuel Emaruk	e.emaruk@vsf-belgium.org; mobile (0782970592)	Andrew Williams, USFS/IP	Individual
Uganda (5)	USAID/DC	Juma Afidra, Food Security Specialist	jafirdra@usaid.gov	Maggie McMorrow, USAID/UG	Group
Uganda (6)	USAID/UG	Apell Oceng, COR of Feed the Future Uganda	aceng@usaid.gov	Maggie McMorrow, USAID/UG	Group
Uganda (7)	Mercy Corps	Laura Lalor	llalor@mercy Corps.org	Andrew Williams, USFS/IP	Group
Uganda (8)	Snowball from Denis Mahalo interview	Snowball from Denis Mahalo interview	NA	NA	Individual
CoP Network (1)	USAID/DC	Megan Hill, runs global network for USAID	mhill@usaid.gov	Bronwyn Llewelyn, USAID/TZ (former)	Individual
CoP Network (2)	Kenya Wildlife Conservancies Association	Dickson Kaelo	olekaelo@yahoo.com; has 2nd email address; try Whatsapp on his phone	Karolyn Upton, Kathy Galvin, Robin Reid	Individual
CoP Network (3)	NTRI	Marc Baker, NTRI governing board chair and Director of Operations, Carbon Tanzania	Ask Munezero Kanyangemu	Yoel Kirschner, USAID/TZ	Individual
CoP network (4)	Karamojong Resilience Support Unit	Mesfin Ayele Molla, Chief of Party, Feinstein Environmental Center and KRSU Team Leader, Tufts University	mesfin.molla@tufts.edu	Andrew Williams, USFS/IP	Individual
CoP Network (5)	Horn of Africa Resilience Network	Unknown	Unknown	Yasin Salah, USAID/KEA	Individual
CoP Network (6)	Regional Pastoral Livelihood Resilience Program (RPLRP)	Unknown	Unknown	Ethiopia interviews	Individual
CoP Network (7)	MI2 (Measuring Impact II)	Unknown	Unknown	Karolyn Upton, USAID/DC	Individual or Group
CoP Network (8)	Mikala Lauridsen	Detailed ideas how to run a CoP	mlauridsen@usaid.gov	Robin Reid	Individual or Group

INTERVIEWS

INTERVIEW #1: 60-MINUTE REGIONAL INTERVIEW OR LONG INTERVIEW (LI)

East African Regional Rangeland Assessment

Discussion / Interview questions for Phase I

First 10 minutes

Introductions to our teams and the assessment. This interview will end in one hour to respect your time.

Next 20-30 minutes

Programs Addressing Themes/Topic Areas: We are particularly interested in your programs / projects at the community level that focus on sustainable rangeland management. These can be programs that cut across several areas like governance or gender, or rangeland-specific programs like rangeland rehabilitation. Have you had any such programs the last five years? If so, what were their main goals?

Other Important Programs on Sustainable Rangelands. Are there any other important programs in sustainable rangelands, pastoralism or conservation in Uganda, beyond those you work on? What is the focus of these programs?

Primary Themes/Topic Areas: At a broader level, what do you see as the most important themes or topic areas in rangeland programs in your country that we should focus on for our assessment? These can include topics like youth engagement, targeted training, rangeland improvement, carbon credits, governance and others.

Terminology: When we speak with different partners in the region, they use different words to describe their rangeland programs. Some call their programs 'rangeland management', others call them 'community-based natural resource management', others use 'rangeland improvement'. What terms/definitions do you use to describe your and other rangeland programs in your country (to establish a common terminology)? (Please clarify...)

Last 20 minutes

Contacts and community of practice

Contacts:

- Of the programs you describe, which ones would you suggest are most important for us to talk to and who should we speak with?
- Are there any other key rangeland management contacts who we should talk to?
- Could you provide contacts for these individuals / programs?

Community of practice: As you may know, one idea is to create a community of practice in community-based and sustainable rangeland management for East Africa that meets regularly (perhaps quarterly) to share lessons learned, coming innovations and other information.

- Do you know if there is (or has been) such a community of practice on community-based rangeland management in East Africa? If so, what is it called? Did you participate in it?
- Do you think we need a community of practice? Why or why not?
- If this community of practice was created, would you participate?
- How do you think it should be structured to meet the needs of people who practice

community-based and sustainable rangeland management in the region?

- If time, who should lead / house the community of practice?
- If time, what is the investment necessary to keep it going?
- If time, are you interested in helping design and launch one? We would welcome your thoughts on how you feel this venture might be successful.

Wrap Up

- Is there anything we have not discussed that you feel should be? Do you have any questions for us?

INTERVIEW #2: 15-MINUTE REGIONAL INTERVIEW OR SHORT INTERVIEW (SI)

Note: If there was only 10 minutes available, we only asked the community of practice questions below.

Contacts:

- Of the programs you describe, which ones would you suggest are most important for us to talk to and who should we speak with?
- Are there any other key rangeland management contacts who we should talk to?
- Could you provide contacts for these individuals / programs?

Community of practice: As you may know, one idea is to create a community of practice in community-based and sustainable rangeland management for East Africa that meets regularly (perhaps quarterly) to share lessons learned, coming innovations and other information.

- Do you know if there is (or has been) such a community of practice on community-based rangeland management in East Africa? If so, what is it called? Did you participate in it?
- Do you think we need a community of practice? Why or why not?
- If this community of practice was created, would you participate?
- How do you think it should be structured to meet the needs of people who practice community-based and sustainable rangeland management in the region?
- If time, who should lead / house the community of practice?
- If time, what is the investment necessary to keep it going?
- If time, are you interested in helping design and launch one? We would welcome your thoughts on how you feel this venture might be successful.

INTERVIEW #3: ETHIOPIAN INTERVIEW (EI)

Ethiopia Assessment of the Best Practices in Community-based Rangelands Management

Interview Questions as of 16 October 2020

Questions preceded by ‘**’ were often skipped due to time

I. Introduction

- Thank the interviewee for joining us.

- Introduce our team and our expertise. Ask if we can record the conversation so it becomes part of the interviews. Do a time check.
- Ask the interviewee to introduce themselves.
- Explain our CBRM best practices assessment. We are examining RiPA areas and the PRM approach but want to capture what is going on with CBRM more broadly in Ethiopia. Our definition of CBRM: Community-led or community-involved programs that aim to improve rangelands and pastoral / agro-pastoral livelihoods.

2. Questions on the focus of the review and who to interview

- We want this review to be useful and push the concepts and practice of CBRM or PRM in Ethiopia forward. From your perspective, what would be the most useful focus for this review? Right now the report focuses on CBRM more broadly in Ethiopia, pastoral-led (move past 'participatory') and with more of a focus on the future. Is that the right focus?

3. Questions about CBRM in Ethiopia (trends, partners, best practices, etc)

- **What are the main challenges to the health of rangelands? And/or sustainable CBRM organizations? And/or what do pastoralists want? in the regions where you work? What trends have you seen in these challenges in the past ten years? Overall, in these regions do you think rangeland health has been improving, deteriorating, or staying the same?
- What community-based range management programs have you been involved with in Ethiopia and when? Which are active today?
- What other CBRM programs do you know about? Do you think they were successful and why? Any suggested people we should speak to at those programs?
- **How have your community-based range management programs addressed these challenges to healthy rangelands? In what ways have they been successful (be specific about resources/ skills, etc)? How would you improve them?
- What opportunities or challenges exist to integrating CBRM efforts? Development efforts? Would a regional CBRM network benefit you and others?
- Do you think the Ministry of Agriculture's work in CBRM (PRM) has been worthwhile?
- What is the 'Do no Harm' approach ('Environmental and Social Management Framework?') and do they use it when they implement PRM? Is it a worthwhile addition to PRM in your experience?
- **What do you think are the three best or good practices for successful community-based range management that you have seen? Do you use the term best practices or do you prefer good practices? Why or why not?
- What needs to change to increase the likelihood of success of CBRM programs?
- Who would you recommend speaking with to learn more about CBRM programs in Ethiopia? Why do you recommend them?
- Which pastoralists would you recommend speaking within each region (Afar, Oromia, South Omo, Somali, Borana)? Why do you recommend them? Do you think any of them would be interested in serving as pastoral advisor who would provide a sounding board for our findings? We have a bit of funding for them to benefit from this consultancy (1-2 days of their time), if we can get the funding to them.
- Would you be interested in joining a regional community of practice, across East Africa, in CBRM? Who should be in that community of practice?

