Topics covered by Presentation

- **Background** to the MMNR Management Plan
- **MMNR Tourism**: Now and in the Future
- Delivering the MMNR Vision: the **Plan** Prescriptions
- Delivering the Vision: the **Plan Actions**
- MMNR Management Plan Implementation and Policy Issues
Background to the
MMNR Management Plan
Who developed the plan?

- Commissioned in May 2007 by the County Councils of Narok and Trans Mara
- Co-funding provided by CCN, CCTM, African Wildlife Foundation and Mara Conservancy
- Technical supervision provided by AWF and Core Planning Team
- Plan developed by over 150 MMNR stakeholders meeting in more than 15 forums (managers, scientists, tourism, community)
- Planning facilitation provided by Conservation Development Centre
• The draft plan is the work of **all the** MMNR stakeholders

• The planners are only **facilitators and scribes**

• Please don’t shoot the messengers!!
Why is the plan needed?

- **Declining wildlife populations**, both in the Reserve and the greater ecosystem
- **Worsening MMNR tourism product**, due to high visitor numbers and heavy vehicle congestion
- **Increasing environmental impacts**, from visitor use and unregulated tourism facility and other developments
- **Inadequate management capacity** (human resources, infrastructure, and management systems) to meet emerging challenges
- **Weak collaboration within MMNR**, and with surrounding areas facing common threats
MMNR Wildlife in crisis?

- Significant declines in **MMNR resident herbivores** over past 30 years
  - 70% reduction in buffalo, giraffe, eland and waterbuck
  - 75% reduction in resident wildebeest
  - 88% reduction in warthog

- Causes uncertain, but include **land-use and vegetation change, drought, poaching and livestock over-stocking**

- Declining prey species and loss of dispersal areas has major implications for the **MMNR’s carnivores** (lions, hyena, cheetah, wild dog)

- **Human-wildlife conflict** is certain to increase:
  - Persecution of predators that kill livestock due to herbivore population declines
  - Large herbivores causing crop damage
What will the plan do?

- Provides **10-year framework** for management of the entire Maasai Mara National Reserve

- Goals of the plan:
  - Ensure conservation of the Reserve’s **globally significant biodiversity**
  - Maintain the role of the MMNR as the **flagship of Kenya’s tourism industry**
  - **Improve revenues** generated by the MMNR, to support CC social development programmes and PA management needs

- Does not cover the **greater ecosystem**
  - Except selected ecological (e.g. water catchment) and community (e.g. human-wildlife conflict) issues
How will the plan achieve this?

• The plan sets out a **Zonation Scheme** which enables different parts of the Reserve to be used in different ways
• It defines **Limits of Acceptable Use** for each zone, through **prescriptions on activities and developments** permitted
• It sets out **management objectives** and **actions** for achieving the plan goals
• Plan developed according to the KWS national **Protected Areas Planning Framework (PAPF)**
<table>
<thead>
<tr>
<th><strong>MMNR Plan Timeline</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>May 2007</strong></td>
</tr>
<tr>
<td>- CCN &amp; CCTM authorise planning process to commence</td>
</tr>
<tr>
<td>- Core Planning Team formed, including KTF/KATO representation.</td>
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<td>- Technical Working Groups commence meetings</td>
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<td><strong>June 2008</strong></td>
</tr>
<tr>
<td>- Key features of plan presented to CCN and CCTM Executive Committees</td>
</tr>
<tr>
<td><strong>Sept 2008</strong></td>
</tr>
<tr>
<td>- 1st Draft MMNR Management Plan finalised and formally submitted to CCN, CCTM</td>
</tr>
<tr>
<td>- 1st Draft presented to MoE/MoT Technical Committee</td>
</tr>
<tr>
<td><strong>Mar 2009</strong></td>
</tr>
<tr>
<td>- 2nd Draft MMNR Management Plan finalised</td>
</tr>
<tr>
<td>- Incorporates comments received to date</td>
</tr>
<tr>
<td><strong>Apr 2009</strong></td>
</tr>
<tr>
<td>- MMNR Plan presented to Full Meeting of Narok County Council (28 April 2009)</td>
</tr>
<tr>
<td>- Plan presented to MoT, MoLG, MoE and MoWF (29 April 2009)</td>
</tr>
<tr>
<td><strong>May 2009</strong></td>
</tr>
<tr>
<td>- Tourism Site Assessment Visit undertaken by KTF, MoT, NEMA, MLG, MMNR managers</td>
</tr>
<tr>
<td>- In conjunction with CCN MMNR Sub-Committee</td>
</tr>
<tr>
<td><strong>Sept 2009</strong></td>
</tr>
<tr>
<td>- MMNR Plan presented to Trans Mara County Council (29 September 2010)</td>
</tr>
<tr>
<td><strong>??</strong></td>
</tr>
<tr>
<td>- Formal adoption of MMNR Plan by CCTM and CCN Full Council Meetings</td>
</tr>
<tr>
<td>- Submission of MMNR Plan to Ministry of Local Government for approval and gazettement</td>
</tr>
<tr>
<td>- Implementation of key plan prescriptions and activities (see later in this presentation)</td>
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</tbody>
</table>
MMNR Tourism: Now and in the Future
MMNR Tourism Product: Now

• One of the world’s best known wildlife destinations, and a driving force for Kenya’s tourism industry

• It is the flagship of Vision 2030’s Premium Parks Initiative
  – Aims to develop a premium, high end tourist experience in Kenya’s top wildlife destinations

But:

• Existing MMNR tourism product is mostly budget tourism, with high volumes of low paying tourists

• This generates low revenues for the councils, and has a high impact on the MMNR environment

• High volume-low value tourism is more vulnerable to global tourism trends, e.g. global insecurity or economic downturns
Impacts of high levels of visitor use

- Unsightly, poorly planned tourism facilities and urban centres around MMNR entrance gates

- Damages wildlife habitat (especially after rains) and causes wildlife harassment
Impacts of high levels of visitor use

- Visitor congestion at gates, lodges and airstrips

- Overcrowding, especially at wildlife sightings
MMNR visitor densities compared to other Kenyan parks

- MMNR visitor **densities are very high** compared with other Kenyan parks
  - E.g. densities are **10 times higher than Tsavo**
MMNR visitor densities compared to Serengeti National Park

- MMNR high season visitor densities are currently around **seventeen times higher** than the Serengeti NP.
Why are MMNR visitor numbers so high?

- Mara Ecosystem has 140+ tourism facilities with more than 4,000 beds

<table>
<thead>
<tr>
<th>Accommodation type</th>
<th>CCN # of facilities</th>
<th>CCN # of beds</th>
<th>CCTM # of facilities</th>
<th>CCTM # of beds</th>
<th>OUTSIDE # of facilities</th>
<th>OUTSIDE # of beds</th>
<th>ALL MARA # of facilities</th>
<th>ALL MARA # of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bungalows</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>120</td>
<td>3</td>
<td>120</td>
</tr>
<tr>
<td>Campsite/bandas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>10</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Cottages</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>16</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Ecocamp</td>
<td>1</td>
<td>16</td>
<td></td>
<td></td>
<td>1</td>
<td>16</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Ecolodge</td>
<td>1</td>
<td>20</td>
<td>1</td>
<td>1</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Guest house</td>
<td></td>
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<td></td>
<td>2</td>
<td>15</td>
<td>2</td>
<td>15</td>
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<tr>
<td>Lodge</td>
<td>5</td>
<td>515</td>
<td>1</td>
<td>1</td>
<td>148</td>
<td></td>
<td>13</td>
<td>1,359</td>
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<td>PTC</td>
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<td></td>
<td>43</td>
<td>1,577</td>
<td>43</td>
<td>1,577</td>
</tr>
<tr>
<td>Public campsite</td>
<td>1</td>
<td>20</td>
<td>2</td>
<td>2</td>
<td>40</td>
<td></td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>Special campsite</td>
<td>40</td>
<td>546</td>
<td>6</td>
<td>6</td>
<td>96</td>
<td></td>
<td>46</td>
<td>642</td>
</tr>
<tr>
<td>STC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
<td>92</td>
<td>8</td>
<td>92</td>
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<tr>
<td>Unknown type</td>
<td>16</td>
<td>184</td>
<td></td>
<td></td>
<td>16</td>
<td></td>
<td>16</td>
<td>184</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section</th>
<th>% of visitors originating outside the MMNR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narok</td>
<td>63%</td>
</tr>
<tr>
<td>Trans Mara</td>
<td>57%</td>
</tr>
</tbody>
</table>

- Many visitors staying outside MMNR do their game viewing in the Reserve
**Budget versus premium tourism**

- Despite much higher visitor numbers, Kenya receives less from tourism than neighbouring Tanzania

<table>
<thead>
<tr>
<th>Country</th>
<th>International Receipts</th>
<th>International Arrivals</th>
<th>Receipts per Arrival</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya</td>
<td>$735 million</td>
<td>1,601,000</td>
<td>$459 ($500*)</td>
</tr>
<tr>
<td>Tanzania</td>
<td>$862 million</td>
<td>644,000</td>
<td>$1,338 ($1,600*)</td>
</tr>
</tbody>
</table>

- Park fees are much lower in Kenya than in Tanzania

<table>
<thead>
<tr>
<th>Country</th>
<th>Park entrance</th>
<th>Concession fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya</td>
<td>$40</td>
<td>$8 – 19</td>
<td>$48 - 59</td>
</tr>
<tr>
<td>Tanzania</td>
<td>$50 - 100</td>
<td>$50</td>
<td>$100 - 150</td>
</tr>
</tbody>
</table>

* Stanbic Investment Services, 2009 data*
Kenya tourism: vision for the future

- **Vision 2030** - expands tourism revenues by building Kenya’s premium wildlife destinations, especially the MMNR
- Goal is “to make Kenya one of the world’s top 10 tourist destinations offering a high-end, diverse, and distinctive visitor experience”
- **Challenge**: how to transform existing budget tourism to a premium product
- **Without undermining** the tourism product or existing businesses
Getting to premium: how the plan will achieve this

• The plan’s Zonation Scheme and Tourism Programme provide the means to deliver a premium tourism product

• Plan enables a dual tourism product model:
  – Develops the premium high value-low volume tourism product
  – Improves the traditional budget high volume-low value product

• Also protects the MMNR’s environment
  – Especially the Mara River, key riverine habitats, Black rhino breeding areas and wildebeest migration crossings

• Balances generation of economic returns with protection of conservation values

• Sets out Limits of Acceptable Use for visitor numbers and prescriptions on visitor accommodation and activities
MMNR Zonation Scheme

- Zones enable different types of management and visitor use
- 3 Zones:
  - Mara River Ecological Zone
  - High Use Zone
  - Low Use Zone
Dual Tourism Product enhances revenues

- **Significant increases in revenues**: around 50% for CCN and 85% for CCTM
- **Only possible with improvements in MMNR tourism product**

<table>
<thead>
<tr>
<th>SOURCE OF REVENUE</th>
<th>CCN (Ksh per year)</th>
<th>CCTM (Ksh per year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overnight visitor entry fees</td>
<td>575,604,270</td>
<td>320,241,510</td>
</tr>
<tr>
<td>Day visitor entry fees</td>
<td>1,070,435,938</td>
<td>236,636,158</td>
</tr>
<tr>
<td>4WD vehicle visitor entry fee supplement</td>
<td>0</td>
<td>61,506,785</td>
</tr>
<tr>
<td>Vehicle entry fees</td>
<td>41,151,005</td>
<td>9,281,294</td>
</tr>
<tr>
<td>Mara Bridge toll fee</td>
<td>0</td>
<td>10,742,864</td>
</tr>
<tr>
<td>Bednight fees, lodges</td>
<td>95,948,463</td>
<td>27,739,270</td>
</tr>
<tr>
<td>Bednight fees, new ecolodges and ecocamps</td>
<td>0</td>
<td>35,986,080</td>
</tr>
<tr>
<td>Bednight fees, special campsites</td>
<td>40,051,815</td>
<td>59,054,080</td>
</tr>
<tr>
<td>Ballooning fees</td>
<td>10,000,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td><strong>Total estimated annual revenues (Ksh)</strong></td>
<td><strong>1,833,191,491</strong></td>
<td><strong>2,737,128,545</strong></td>
</tr>
</tbody>
</table>

**NB:**
- Projections based on 2007 “good year” volumes
- Not all current revenues are received by councils
Revenues mainly from visitor entry fees

The graph illustrates the revenues in Millions of Kenya shillings from various sources for CCN and CCTM. The categories include:

- Ballooning fees
- Bednight fees, special campsites
- Bednight fees, new ecododges and ecocamps
- Bednight fees, lodges
- Mara Bridge crossing fee
- Vehicle entry fees
- 4WD vehicle visitor entry fee supplement
- Overnight visitor entry fees
- Day visitor entry fees
MMNR fees will need to be revised

• New fees were supported by Tourism Working Group – but must be matched by parallel improvements in service delivery
• Community areas should maintain lower fees - to become competitive and encourage use of greater ecosystem
• New fees and introduction schedule to be agreed by county councils, tourism industry, KWS and relevant ministries
• Provisional fees proposed (and used in revenue model):

<table>
<thead>
<tr>
<th>Revised fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-resident entry fee</td>
<td>$60 pp (from mid-2009)</td>
</tr>
<tr>
<td></td>
<td>$80 pp (from mid-2010)</td>
</tr>
<tr>
<td>4WD vehicle fee</td>
<td>$20 pp</td>
</tr>
<tr>
<td>Mara Bridge crossing fee</td>
<td>$10 pp (in either direction)</td>
</tr>
<tr>
<td>Special camp bednight fee</td>
<td>$80 pp</td>
</tr>
<tr>
<td>Ecolodge/ecocamp bednight fee</td>
<td>$40 pp</td>
</tr>
</tbody>
</table>

NB: Serengeti National Park has charged $50 pp since 2006
Delivering the MMNR Vision: the Plan Prescriptions
Mara River Zone: Protects key biodiversity and habitats

- Ecological zone to minimise disturbance of the riverine forests, rhino breeding areas and wildebeest crossing points along the Mara River
- 1.5km strip either side of the Mara River
- Proactive management of wildebeest crossings
- Used by both premium and budget tourists

- Both 2WD and 4WD vehicles permitted
- Viewing areas at wildebeest crossing points
- No Off-Road Driving
- No new tourism accommodation, or expansion of existing facilities
High Use Zone: Enhances existing budget tourism product

- Proactively managed to provide high-quality wildlife viewing with minimal congestion
- Covers all intensively used parts of the MMNR
- Improved road and track network to enhance visitor experience
- New tourism attractions and stopping points

- Both 2WD and 4WD vehicles permitted
- No Off-Road Driving
- No new tourism accommodation, or expansion of existing facilities
Low Use Zone: Develops new premium tourism product

- Premium visitor use zone with minimal management interference and providing a sense of wilderness and adventure
- Covers parts of the MMNR that have low visitor use
- Minimal management interference and limited track network
- New fee structures optimise revenues and support premium tourism product

- 2WD vehicles and overland trucks prohibited
- Off-Road Driving allowed for approved drivers
- New ecolodges and ecocamps to be developed
- Some special campsites to be closed
Rationalisation of CCN Special Campsites

• CCN section of Reserve has 40+ special campsites, compared to 10 in Mara Triangle
• The campsites are operated largely independently of the CCN, by local beneficiaries together with tourism partners
• The plan provides new guidelines for managing CCN campsites, including:
  – Closure of a number of existing sites that are poorly located on environmental or tourism product grounds
  – Return of campsite operation to CCN control, with a centralised special campsite management and booking system
• Issues
  – There are 3 tented camps (Rekero, Naibor and Entim) along the Mara and Talek Rivers in the CCN side of the MMNR that:
    • Lack all the **required approvals and licences**
    • Are **within the legal exclusion zone** defined in the Ol Kiombo lodge concession
    • Are all **clustered together** in a small area
  – **Other unlicensed seasonal semi-permanent camps** are also being operated
Recommendations

- The management plan’s prescriptions state that all three sites are to be closed.
- Each concerned developer should be offered the chance to develop one of the three new ecocamp sites prescribed in the MMNR management plan.
- In all other cases, the management plan’s prescription with regard the **14-day maximum occupancy** for all the Reserve’s temporary tented camp sites must apply.
New premium facilities in Low Use Zone

- A **small number** of new high-end facilities are proposed in LUZ to **enhance the premium tourism** product in line with Vision 2030
- Bed numbers and type of facilities are strictly prescribed

<table>
<thead>
<tr>
<th>Narok</th>
<th>Trans Mara</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ecolodge (30 beds)</td>
<td>1 ecolodge (30 beds)</td>
</tr>
<tr>
<td>3 ecocamps (18 beds)</td>
<td>2 ecocamps (18 beds)</td>
</tr>
</tbody>
</table>

- Sites for new facilities have already been identified by **MMNR Site Assessment Team** and follow-up visits by two county councils
Sightseeing Ballooning

• Up to 15 balloons currently operating in the MMNR
• This is a density of 1 balloon per 100 sq.km
• Compares to 1 balloon per 3,700 sq km in Serengeti
• I.e. Ballooning in MMNR is 37 times denser than in Serengeti

• Plan prescribes **maximum 15 balloons** allowed to operate in MMNR (i.e. 1 per 100km²)
  • Including **any taking off outside** the Reserve
  • Also proposes **measures to reduce number of balloons** over lifespan of plan
Zonation Scheme: Summary

• Provides a framework for:
  – Developing the premium tourism product and
  – Strengthening the budget tourism product
  – Enhancing revenue generation from the Reserve
  – Protecting key natural resources - the foundation of the tourism industry

• But, needs major changes in Reserve management:
  – Strict enforcement of plan prescriptions on facility and bed numbers in each zone, including:
    • Closing the illegal permanent tented camps in the Narok section
    • No expansion of existing legal facilities
    • Rationalising the special campsites in the Narok section, including closing unsuitable sites
  – Higher fees, especially for the premium Low Use Zone
  – Prohibition of 2WD vehicle access to the Low Use Zone
Delivering the Vision: the Plan Actions
The Management Programmes set out a comprehensive work plan for the professional management of the MMNR over the next 10 years.

Four programmes:
- Tourism
- Protected Area Operations
- Community
- Ecology
Tourism Management Programme: key actions

- Improving the **provision of visitor facilities** (such as washrooms) at entrance points
- Developing **new visitor attractions** in the HUZ and MRZ (picnic sites, short walks etc.) and an MMNR Visitor Centre
- Improving **game viewing circuits**, signage and visitor maps
- Improving of **visitor management at migration crossing points**
- Establishing/strengthening of **Ticket Inspection Units**
- Guidelines for **tendering of new tourism facilities** permitted under the plan
- Enhancing **revenue collection systems**
- Improving **standards of service and customer care**
- Enhancing **collaboration with tourism industry**
Protected Area Operations Programme: key actions

- Strengthening **MMNR internal management meetings**, and with Serengeti National Park managers
- Revision of **MMNR bylaws**
- Improving internal **CCN-CCTM security collaboration**, and information collection and management
- **Demarcating MMNR boundary** in key areas
- Strengthening **ranger force training, infrastructure and equipment**
- Developing and maintaining **roads and airstrips** to support optimal visitor use and security coverage
- Developing **new gate at Enoonpuai**
- Establishing new **Mara Triangle offices facilities**
Community Outreach Programme: key actions

- Establishing **MMNR management-community forum** and strengthening **community game scouts**
- Enhancing management of **community access to MMNR resources**
- Expanding geographic coverage of the **MMNR consolation scheme**
- Strengthening **human-wildlife conflict mitigation**
- Promoting and supporting **conservation-compatible land use and development** in neighbouring areas
- Supporting **community conservancies** and cultural village associations
- Strengthening planning and regulation of **adjacent trading centres**
Ecological Management Programme: key actions

- Enhancing **CCN rhino monitoring programme** and linkages with KWS
- Studies investigating reasons for **decline of key large mammal species** in the MMNR
- **Improving fire management** across the MMNR, and establishing causes of severe declines in woodlands
- Addressing **declining river levels** in the MMNR, especially the Mara River
- Developing a **long-term ecological monitoring programme** in the MMNR
- Enhancing **management of independent research** in the MMNR, and improve its relevance to management
Management Programmes: Summary

- Programmes set out a comprehensive work plan for the professional management of the MMNR over the next 10 years
- They provide the structured, focused and coordinated approach that is needed to address intensifying threats impacting on the area
- Implementation has significant human resource, financial and management capacity implications
MMNR Management Plan Implementation and Policy Issues
The success of the plan hinges on addressing several crucial policy issues:

- **Gazettement of MMNR management plan**
- **Cancellation of illegal campsite beneficiary arrangements** in CCN section
- **Outsourcing of management** and revenue collection for the CCN section
- **Establishment of CCN-CCTM MoU** for unified management of the Reserve
Gazettement of the MMNR management plan

- Gazettement of the MMNR management plan is vital to the ultimate success of the plan.
- Under Section 247 of the Local Government Act (CAP 265), the Minister of Local Government can authorise the Councils to manage the MMNR in accordance with the approved and gazetted management plan.
- Once endorsed by CCN and CCTM, the two councils should jointly submit the plan to the Minister of Local Government for approval and gazettement.
Cancellation of campsite beneficiary arrangements

- CCN campsites are currently operated by groups of beneficiaries, who collect the campsite fees, rather than CCN.
- Estimated that in future, CCN will lose US$2.3 million annually because of these beneficiary payments.
- Both the 2005 MoLG/MoT Task Force and the 2009 MoT Task Force state that such beneficiary arrangements are illegal, and should be cancelled with immediate effect.
- These revenues should instead be collected directly by the CCN (in conjunction with centralised campsite management scheme).
Outsourcing of MMNR management - 1

• Current **management systems** in the Narok part of the Reserve cannot deliver required professional protected area management standards

• Cannot deliver major management changes and improvements required by the MMNR management plan:
  – The plan’s **dual tourism product**
  – Need for **specialised human resources**
  – Need for **increased investment** in management infrastructure, equipment and resources

• Existing **revenue collection systems** in the Narok part of the Reserve are leading to significant losses of revenue for the CCN

• Also inadequate for managing the **new and more complex revenue streams** set out in the MMNR management plan
• Vital that the Reserve is managed professionally and in accordance with international best practice

• **CCN should outsource management of the MMNR-CCN section to an appropriate professional management organisation with:**
  
  – Proven track record in PA management, especially in Kenya
  – Required level of specialised protected area human resource expertise
  – Has specialist skills in:
    
    • Delivering comprehensive tourism and visitor management solutions
    • Law enforcement and security delivery
    • Managing fragile ecosystems and habitats
    • Building effective community relationships and partnerships and addressing human-wildlife conflict issues
    • Managing PA revenue collection systems and in prevention of revenue fraud and avoidance
  
  – Strong reputation for providing cost effective and quality services
• The MMNR is legally a single reserve and needs to be managed as a single ecological unit and visitor destination
  – Management standards in the two sides of the Reserve has diverged in recent years
  – The MMNR management plan supports the integrated management of the Reserve
  – CCN and CCTM should sign the MoU that has been developed to complement the management plan:
    – Provides basis for integrated management of the Reserve
    – Sets out agreements on the key management issues, and clarifies roles and responsibilities
Thank You...