



LEWA
WILDLIFE
CONSERVANCY

A UNESCO World Heritage Site inscribed in 2013

STRATEGIC PLAN 2018-2022



ACKNOWLEDGEMENTS

Lewa Wildlife Conservancy would like to thank all of the people who have engaged in and supported this strategic planning process. We are proud of the work that we have achieved to date with your support and partnership, and we are excited about the road ahead. We also thank the Lewa management team and Maliasili Initiatives for their engagement and support in facilitating this process.

51 Degrees
Borana Conservancy
Eastern Region Government
Eastern Regional Commissioner
Il Mamusi
Il Ngwesi Conservancy
Isiolo County Government
Kenya Forest Service
Ministry of Health, Kenya
Ministry of Natural Resources, Kenya
Ministry of Water , Kenya
Kenya Police
Kenya Wildlife Conservancies Association
Kenya Wildlife Service
Kisima Farm
Laikipia Wildlife Forum
Lewa Board
Lewa Chiefs Forum
Lewa Community Development Forums
Lewa Communtiy Development Committee
Lewa International
Lewa Womens' Microcredit Program
Marania Farm
Meru County Government
Mt. Kenya Trust
National Environmental Management Authority
Ngare Ndare Forest Trust
Northern Frontier Ventures
Northern Rangelands Trust
Save The Elephants
The Nature Conservancy
Tusk Trust



EXECUTIVE SUMMARY

Recent years have seen a surge of activity in the creation of both private land and community conservancies in Kenya, referred to broadly as the conservancy movement. The beginnings of this exciting period in Kenyan conservation can be traced to the Lewa Wildlife Conservancy (LWC or Lewa), which was originally established in the 1990s by the Craig family to dedicate land to conservation that could benefit local communities and protect Kenya's natural heritage. For the last three decades, Lewa has pioneered practices that have resulted in thriving black rhino habitat and population, which in turn creates a robust ecosystem for a multitude of species. Based on this history, Lewa is now looking to continue to innovate best practices that catalyze conservation through all of Lewa's traditional strengths: conservation management, anti-poaching and security, and community engagement and development. Lewa intends not only to optimize conservation impacts within its boundaries and with its neighbors, but to model conservation approaches for conservancies across Kenya.

Lewa envisions a future where people across Kenya value, protect and benefit from wildlife. This future depends on communities being able to derive their day-to-day livelihoods in ways that are compatible with thriving wildlife habitat.

THE LEWA WILDLIFE CONSERVANCY WORKS AS A MODEL AND CATALYST FOR THE CONSERVATION OF WILDLIFE AND ITS HABITAT. IT DOES THIS THROUGH THE PROTECTION AND MANAGEMENT OF SPECIES, THE INITIATION AND SUPPORT OF COMMUNITY CONSERVATION AND DEVELOPMENT PROGRAMS, AND THE EDUCATION OF NEIGHBORING AREAS IN THE VALUE OF WILDLIFE.

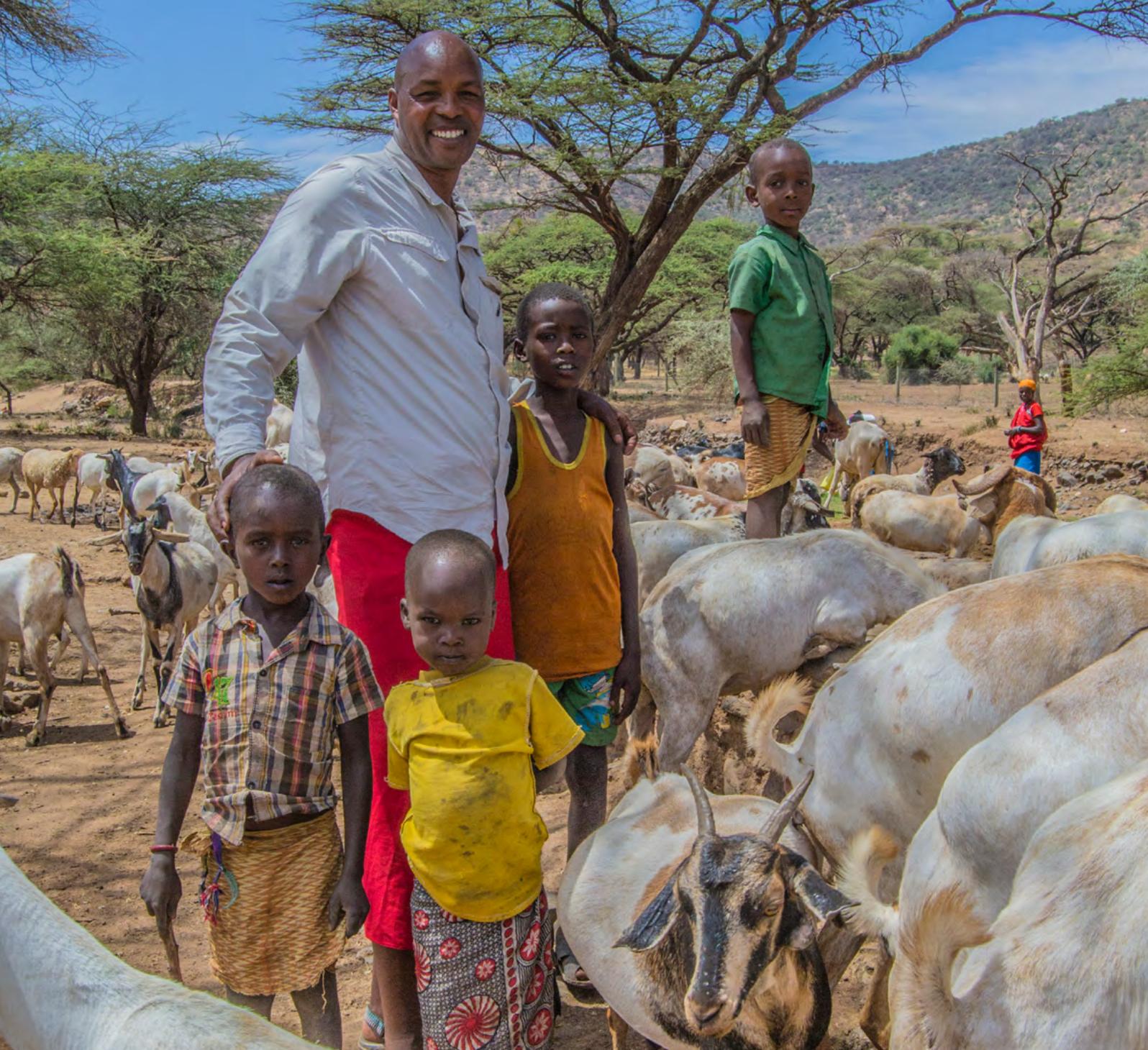
As such, Lewa's mission is to work as a model and catalyst for the conservation of wildlife and its habitat. It does this through the protection and management of species, the initiation and support of community conservation and development programs, and the education of neighboring areas in the value of wildlife. In the next phase of fulfilling this mission, Lewa will be focusing its efforts on the following goals:

- **Conservation & Wildlife Management:** Achieve secure and well-managed wildlife habitat in LWC and contiguous areas that serves as a model for best conservation practices across Kenya.

- **Support Community Development & Livelihoods to Improve Conservation Outcomes:** LWC programs, either directly or through partnership, improve the security of livelihoods and living conditions of the population of Lewa's neighboring communities, which directly reduces impact on natural resources and increases support of conservation practices.
- **Innovation & Best Practice:** LWC is known by conservation practitioners for its innovation, expertise and leadership, which is enhancing community-based conservation practices and thinking in Kenya and beyond.
- **Organizational Effectiveness:** Lewa Wildlife Conservancy optimizes its organizational effectiveness through continued implementation of management best practice across the organization and development of diversified income streams.

While these goals are an extension of Lewa's current efforts and strengths, there are new areas of focus and intention within each goal. In conservation and wildlife management, Lewa has recognized the critical importance of rangeland management to the durability of its conservation outcomes. This includes the need to add value to livestock, a key factor in local livelihoods, by diversifying market opportunities and reducing numbers to sustainable levels. Within its community development efforts, Lewa has placed new emphasis on enabling behavior changes, such as increased higher education graduation and enterprise development, that it deems causal to long-term conservation. In regard to innovation and best practice, Lewa is amplifying its communications efforts to focus on the cycle of innovation, documentation, outreach and implementation - aiming to inspire and catalyze cutting-edge conservation practices across Kenya. All of these efforts will rely on Lewa's continued organizational excellence: a world class conservation team, diversification of income sources, and maintaining a high standard of professionalism.

Partnership and collaboration have been a part of Lewa's success to date and will continue to play an important role going forward. Lewa appreciates that the long-term success of the wildlife and habitat of the Conservancy relies on the success of its neighbors - ranches, farms, communities and conservancies alike. Lewa invites all of these partners to engage as it implements this new strategy.



BACKGROUND

Lewa Wildlife Conservancy (LWC) is one of the most established and highly regarded wildlife conservancies in Kenya, having catalyzed and modeled conservancy management for both private and community lands across northern Kenya. From its early days as a rhino sanctuary, Lewa has grown and developed its conservation practice to where it is now not only protecting endangered species, such as rhino and Grevy's zebra, it is translocating animals to repopulate new conservation areas, as well as sharing its best practices in community centric conservation.

From its beginning focused on rhino protection, Lewa pioneered the concept of conservation as a form of land use that optimizes the social, economic and environmental values, which contributed to the emerging wildlife conservancy movement across Kenya. In 1995, the Craig family, recognizing the importance and value of Lewa as a conservation hub in northern Kenya, fenced the land and created the institution of Lewa Wildlife Conservancy. At end of the last decade, LWC and the Craig family partnered with The Nature Conservancy, which specializes in purchasing land to dedicate to conservation, to restructure the Conservancy's ownership by creating an institution that manages the land in service of wildlife conservation and Kenya's natural heritage.

Despite the strides being made in conservation within Lewa's boundaries through the 1990s, Ian Craig recognized that Lewa's wildlife would never be able to survive over the long term if Lewa became an island within a region in which land was poorly managed, communities were not benefiting from wildlife, and poaching was unmitigated. Craig and Francis Ole Kaparo, the then Speaker of the National Assembly and member of the local community, catalyzed the creation of the Northern Rangeland Trust (NRT) to build upon the core principal of Lewa's conservation approach—communities must benefit from wildlife, not just bear the costs – in order to create community wildlife conservancies across northern Kenya. Today, NRT is a membership organization, with 35 member conservancies across 4.5 million acres of northern and coastal Kenya, that empowers communities to develop locally-led governance structures, run peace and security programmes, take the lead in natural resource management, and manage sustainable businesses linked to conservation. NRT is a critical partner for Lewa in its engagement in the community lands contiguous to the Lewa Conservancy boundaries.

While NRT has spurred the establishment of conservancies on community lands, Lewa's model for private land conservation has become even more pertinent as private ranches across northern Kenya have come under increasing pressure in recent years. Lewa strives to balance wildlife management with community engagement and benefits. Only when communities benefit from the effective management of rangelands and wildlife, does conservation as a form of land use become sustainable. The last few years have seen increasing pressures on grazing in the counties surrounding Lewa, with pastoralists from across northern Kenya invading private ranches and community land alike in search of forage and water. While these invasions have complex motivations, it only affirms the need for Lewa's continued efforts to innovate community based conservation practices that are relevant across northern Kenya on community and private lands alike. Going forward, Lewa is poised to continue to refine its practices across its program areas, establishing best practice and sharing those practices with conservation practitioners across Kenya.

VALUE PROPOSITION

Over its history, Lewa has focused on conservation that can drive community benefits and enhance endangered species viability. Through years of experience, Lewa has developed the following expertise that sets it apart as a leader in wildlife conservation in Kenya and beyond:

- **Security & Anti-poaching:** Lewa has combined the techniques of a world-class security operation, including cutting-edge monitoring technology, with the engagement of the surrounding communities as critical partners in conservation. Lewa's security force protects not only the wildlife within the Conservancy, but enhances security for both people and wildlife across the region.
- **Wildlife Management:** Lewa holistically manages critically endangered species, such as black rhino and Grevy's zebra, through stewarding habitat and mitigating threats from poaching and human-wildlife conflict. Lewa's excellence in management has led to a steadily growing rhino population that allows Lewa to translocate animals to newly created and protected rhino habitat beyond Lewa's boundaries, contributing to the durability of the species.
- **Landscape Engagement:** Lewa recognizes that its neighbors' engagement in conservation and sustainable use of natural resources is critical to the long-term viability of Lewa as a core conservation area. Working in partnership with community forests and conservancies, neighboring ranches, and conservation partners like NRT is integral to Lewa's approach and success.
- **Community Development in Service of Conservation:** From its beginnings, Lewa knew that conservation efforts would not succeed without local communities recognizing the benefits from wildlife. The income that Lewa's wildlife brings into the region through donors and tourism revenue directly benefits Lewa's neighboring communities and engages them as partners in conservation.
- **World Renowned Reputation:** Lewa has set a standard of excellence for wildlife management and community engagement, as well as a tourism experience that generates benefits to support those efforts. Lewa is a destination for those looking for best practice in endangered species management and community centric conservation.

It is this combination of expertise that makes Lewa uniquely positioned to test and refine innovative interventions in community based conservation.



VISION, MISSION, VALUES

VISION

Lewa envisions a future where people across Kenya value, protect and benefit from wildlife.

MISSION

The Lewa Wildlife Conservancy works as a model and catalyst for the conservation of wildlife and its habitat. It does this through the protection and management of species, the initiation and support of community conservation and development programs, and the education of neighboring areas in the value of wildlife.

VALUES

These basic principles guide Lewa's strategic focus and day-to-day actions. Every member of Lewa's team is responsible for owning and exercising these values:

- **Value of Wildlife:** Wildlife has both intrinsic and extrinsic value and needs to be protected and optimized for communities near at hand, as well as stakeholders around the world.
- **Community:** The broader Lewa community is the heart and soul of our work, the ultimate stewards of the wildlife, the beneficiaries of our programs, and our partners in conservation.
- **Collaboration:** Lewa's work depends on collaboration between our team members, with our community partners, other conservation organizations, and government. Lewa will never achieve its vision alone, and relies on collaboration to optimize impact.
- **Professionalism:** Lewa aims to set a standard of excellence, and strives for professional, efficient, focused efforts in all of its work.
- **Innovation:** Continuous learning and adaptation are essential to innovating and designing best conservation practice.
- **Optimism:** Lewa believes its vision is possible, and strives to bring pragmatic solutions that translate to direct impact.

LEWA'S EVOLUTION

Since its inception, Lewa has become a world class wildlife conservation operation. However, with conservation in Kenya and across Africa facing increasing pressures on land use, habitat conversion, and human-wildlife conflict, Lewa strives to take its work to the next level, optimizing impacts and ultimately enabling behavior change that will align with long-term, sustainable use of natural resources across northern Kenya.

In recent years, Lewa has made significant investments into education, health and micro-enterprise in surrounding communities. These programs have built strong relationships and goodwill with those communities. However, the ultimate desired outcome of alterna-

tive livelihoods- i.e. household income that doesn't rely on unsustainable use of natural resources in the form of intensive grazing, agriculture or forest utilization- has yet to be fully realized. Additionally, while Lewa has pioneered a world class security force, the cost of that operation and the effort to protect rhinos, is not necessarily relevant or attainable for the vast majority of conservancies in Kenya or further afield. In striving to set best community conservation practice across its operations, Lewa will review and support adaptation of its programs to be relevant to a wider section of conservation practitioners and optimize behavior change from all stakeholders. Lewa is embracing this challenge and aiming to evolve its efforts to achieve more impact and enable better conservation practice both within and beyond the boundaries of Lewa Wildlife Conservancy.

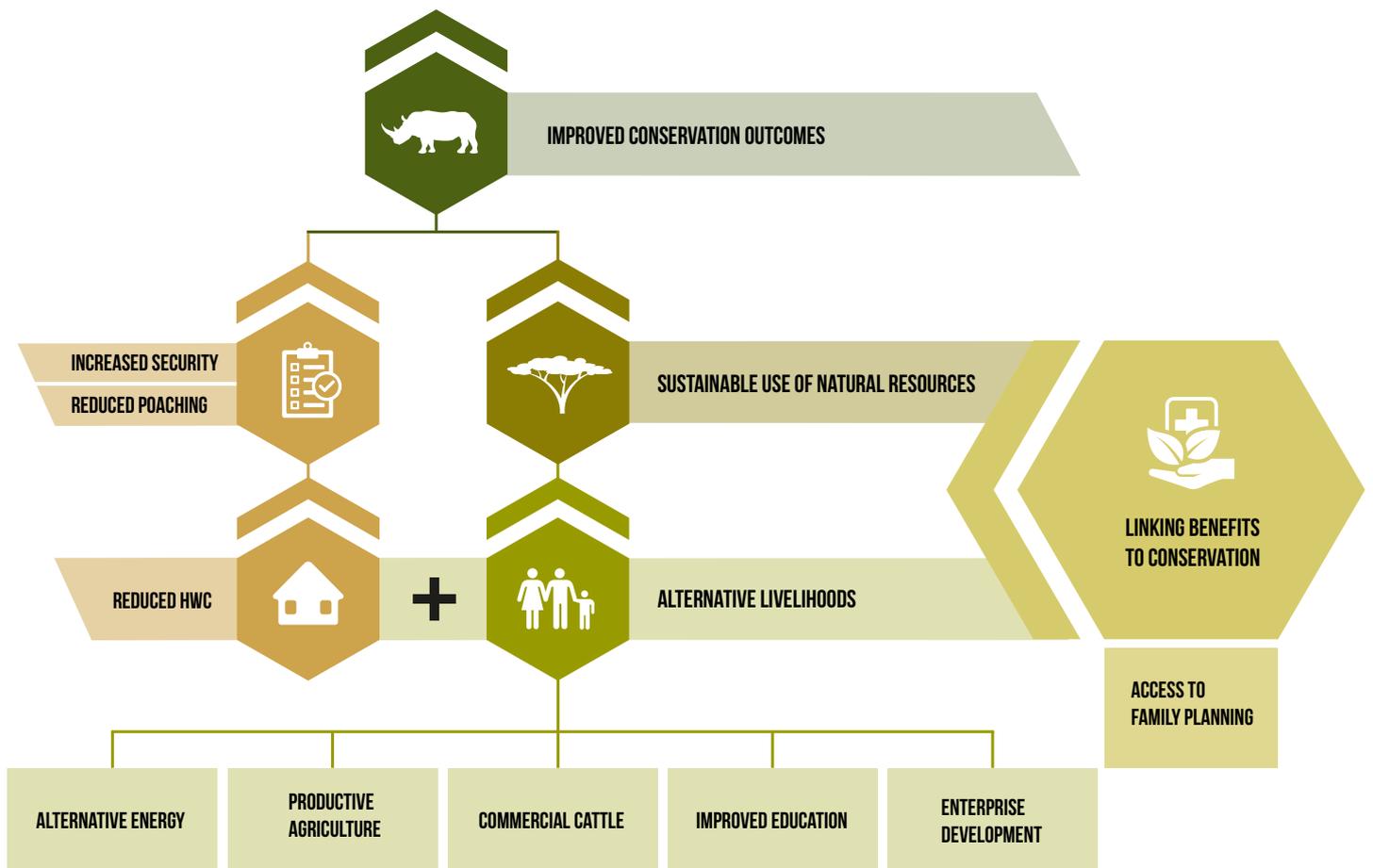


IMPACT MODEL

Community engagement has always been at the core of Lewa’s work, but communities’ roles in conservation efforts continue to evolve as environmental and socio-economic contexts shifts. When Lewa Wildlife Conservancy began, it created programs to direct benefits derived from wildlife and tourism to the surrounding communities, building relationships and good will for Lewa’s conservation efforts. Over the years, the benefits that Lewa has provided to neighboring communities have expanded to include security, education, health care, microfinance, and agriculture support, and as a result Lewa benefits from high levels of trust and engagement with its neighbors.

However, as external pressures from rising population and demands on habitat and resources increase, Lewa aims to optimize the impact of its programs by focusing on the long-term outcomes of decreased reliance on natural resources through development of more robust, alternative livelihoods. The intent is that increased access to alternative livelihoods will decrease pressure on wildlife habitat and endangered species in the broader landscape around the Conservancy over the long-term. Ultimately, Lewa aims to enable different behaviors, for example, bursaries permit more students to achieve higher education, which allows them to seek alternative employment, decreasing reliance and pressure on natural resources. These efforts act as a buffer around the core conservation area, within Lewa’s boundaries.

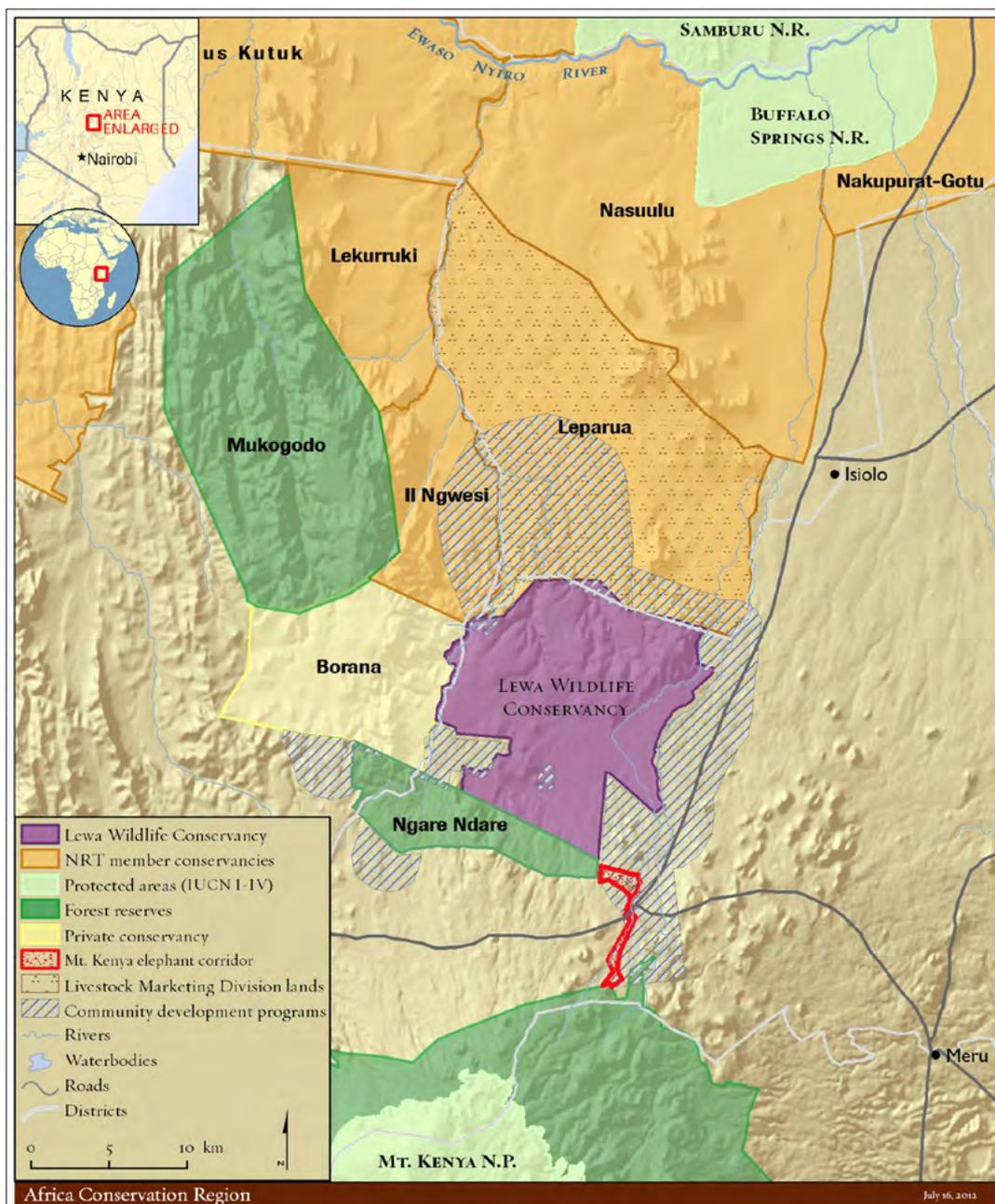
Figure 1. Lewa’s Impact Model: Programmatic Interventions Drive to Conservation Outcomes



Lewa's impact model recognizes the complexities of creating alternative livelihoods and the various components including health, education, access to capital and knowledge that contribute towards creating new norms and practices across communities. These complexities will require Lewa to constantly monitor its impact, learn from its experiences, and adapt its approaches as necessary, to achieve the desired outcomes.

STRATEGIC FRAMEWORK

This strategic framework aims to optimize Lewa's existing programmatic efforts to lead to more behavior change within Lewa and communities in contiguous areas, which in turn will lead to improved conservation outcomes. It is assumed that the long-term viability of the functioning habitat within Lewa is at risk if the areas around Lewa are not well managed and viable. Effective land and resource management requires durable governance structures and viable, alternative livelihoods that decrease unsustainable utilization of resources including water, rangelands, and forests. LWC is a unique entity that manages private lands for the benefit of Kenya and local communities.



The objectives for the next five years aim to leverage Lewa's unique position in order to design and test best community based conservation practice and leverage those practices to the benefit of conservation across northern Kenya.

As a first area of focus, Lewa will continue to refine and improve its conservation and wildlife management programs, building on its successful security and anti-poaching programs, and innovating in research, habitat management, and human wildlife conflict mitigation. A second thematic area will focus on continued engagement in community development activities, but with a clear intent on enabling behaviors that decrease pressure on natural resources, while also maintaining the positive, collaborative relationships with the surrounding communities. Forging clear links between conservation outcomes and community development should be a driving force in all community interventions. The last component of this strategic framework is focused on developing and sharing innovative best practice in conservation, community development, and the links between them. This requires learning through monitoring and evaluation, documentation, communications, and strong collaboration to share those best practices. Lastly, Lewa will continue to focus on excellence in its own financial stability, management and operations.

THEME 1: CONSERVATION & WILDLIFE MANAGEMENT

Achieve secure and well-managed wildlife habitat in LWC and contiguous areas that serves as a model for best conservation practices across Kenya.

Ultimate outcome: A healthy, sustainable and secure greater ecosystem, which supports a balanced diversity of fauna and flora, as measured by key species such as Grevy's zebra and elephant.

1. Through 2022, pilot and prove innovative conservation techniques and technologies that improve species and rangeland health, creating cutting edge best practices in conservation management.

2. Through 2022, in collaboration with NRT, work to increase commercial value of livestock and change cultural mindsets around cattle ownership in order to reduce stocking rates and improve grazing practices in Lewa and contiguous areas.
3. By 2018, complete a water resource assessment for LWC and surrounding areas in order to set a baseline for new water management strategies.
4. Through 2022, expand LWC management of, and, technical advice and support efforts to contiguous private, community and state-owned land in order to improve wildlife habitat and protection of endangered species.
5. Through 2022, secure and create new black rhino habitat in contiguous areas with healthy, thriving populations.
6. Through 2022, implement world class research program that provides data to inform conservation management decisions and improves habitat and species health.
7. By 2020, reduce incidents of human-wildlife conflict across Lewa and contiguous areas from a 2017 baseline.
8. Through 2020, maintain or reduce level of poaching incidents of critical species (elephant and rhino) from 2016 levels.
9. Through 2020, develop and implement an environmental and conservation education program for community and school participants in order to improve value placed on conservation management and train groups on sustainable natural resource utilization strategies.
10. Secure tenure of that land within the Conservancy's boundaries not owned by LWC, as well as the elephant corridor to Mount Kenya, via purchase, long term lease or easement, with ownership by LWC being the preferred outcome.

THEME 2: SUPPORT COMMUNITY DEVELOPMENT & LIVELIHOODS TO IMPROVE CONSERVATION OUTCOMES

LWC programs, either directly or through partnership, improve the security of livelihoods and living conditions of the population of Lewa's neighboring communities, which directly reduces impact on natural resources and increases support of conservation practices.

Ultimate Outcome: Less dependence on natural resource utilization for primary source of livelihoods, decreased pressure on natural resources, including water, forestry, rangelands

1. By 2018, carry out an evaluation of all livelihood development programs to establish a baseline from which to assess desired behavior change and effectiveness of interventions through 2022.
2. Through 2022, ensure existing and future water projects are enabling sustainable and efficient water abstraction in Lewa and contiguous areas in accordance with National Water Regulations, maintaining minimum of 30% of surface water flow.
3. By 2022, an increasingly literate population has alternative revenue and lifestyle options, able to access diverse job opportunities, thus reducing unsustainable utilization of natural resources within Lewa and contiguous areas.
4. Through 2022, work to improve access to family planning in the communities adjacent to Lewa in line with national policies.
5. Through 2022, reduce family dependence on natural resources by providing access to financial credit that enables diversified income streams (see Goal 1 for baseline).
6. Through 2022, annually increase access to income generating opportunities for 250 youth living in Lewa's area of operation in order to provide alternatives to natural resource dependent livelihoods.
7. Through 2022, collaborate with partners to increase sustainable crop and livestock productivity by communities within Lewa's area of operations, increasing cash income from these sources.

8. Through 2022, collaborate with partners to cultivate strong community institutions that secure tenure and management for land, water, and natural resources.
9. Through 2022, maintain forest cover and reduce charcoal burning by 50% annually in Lewa's contiguous areas.
10. Through 2022 continue to provide and contribute to national peace and security strategy, as provided through Community Policing Initiative and ensure National Police Reserve (NPR) status remains secure and viable at local and national levels.

THEME 3: INNOVATION & BEST PRACTICE

LWC is known by conservation practitioners for its innovation, expertise and leadership, which is enhancing community-based conservation practices and thinking in Kenya and beyond.

Ultimate Outcome: Lewa continues to build its reputation as a center of excellence for community based conservation and it effectively shares those best practices for implementation within other conservancies across Kenya.

1. By 2019, develop a comprehensive monitoring and evaluation program to evaluate and measure community development impact on conservation practice in Lewa and contiguous areas, focusing on tracking behavior change.
2. Through 2022, influence conservation practice across Kenya through the documentation and dissemination of best practices through outreach, education and publications and exchange visits.
3. By 2019, scale up LWC's communications program to improve messaging of LWC conservation outcomes locally, regionally, nationally and internationally.
4. By 2019, Lewa establishes more intentional and formal relationships within the county and national government structures and national level associations, to influence conservation and development decisions.



THEME 4: ORGANIZATIONAL EFFECTIVENESS

Lewa Wildlife Conservancy optimizes its organizational effectiveness through continued implementation of management best practice across the organization and development of diversified income streams.

Ultimate Outcome: Lewa continues to run efficiently and effectively, bringing in necessary revenue to sustain operations, managing expenses, retaining staff, and satisfying donor reporting requirements.

1. **Human Resources:** Lewa manages its team to achieve an optimal team dynamic and to reach annual performance targets consistently.
2. **Financial Management:** Lewa effectively and efficiently manages its finances in full compliance with audit requirements and donor expectations.
3. **Operations & Administration:** Lewa manages day to day operations and administration efficiently and effectively.
4. **Fundraising:** Lewa's collective fundraising efforts achieve 15% annual growth from a 2016 baseline.
5. **Earned Income:** Lewa optimizes its earned income potential to increase financial stability and decrease reliance on fundraising.

CLIMATE CHANGE AS A CROSS CUTTING ISSUE

While influencing the global scope of climate change is generally beyond Lewa's programmatic objectives, Lewa recognizes that climate change will have a significant and steady impact on the environmental conditions within Lewa and natural resources on which communities depend. As such Lewa must be vigilant in monitoring these impacts and adapting its engagement and interventions accordingly. Coordinating with Kenya's national efforts to develop mitigating strategies against climate change will be core to Lewa's focus on these issues. Additionally, Lewa will work to determine the carbon footprint of Lewa's operations within defined parameters and develop plans for annual reductions. Once a footprint has been established Lewa will work to mitigate its emissions, and aim for carbon neutrality by 2022.



PARTNERSHIP & COLLABORATION

Lewa has always been ambitious in the scope of its programs and its desired impacts; it understands the importance of landscape scale interventions. Thus, it recognizes the critical importance of collaborative partnerships to its success. The following are key partners to Lewa's strategic efforts:

- **Community conservancies:** The community conservancies bordering Lewa, including Il Ngwesi, Leparua and further afield, Lekurruki, Ol Donyiro, Nasuulu and associated Community Forest Associations, are the first line of defense to Lewa's core habitat, and Lewa actively works in collaboration with NRT to support their governance and management efforts. The communities that make up these conservancies are also the primary beneficiaries of Lewa's community development efforts.
- **Collaborating partners:** Other conservation organizations are key partners for Lewa's efforts, with the Northern Rangelands Trust being the primary collaborator on Lewa's engagement in community conservancies. Kenya Wildlife Service, the national parastatal mandated with management of all wildlife within the country remains a critical and valued conservation partner.
- **Government:** County and national government are critical partners to all of Lewa's efforts, including as collaborators on community development efforts and partners in security and wildlife management.
- **Neighbors:** Other contiguous landowners, including private areas such as Borana Conservancy, as well as agricultural communities off Lewa's eastern boundary, are critical collaborators in managing intact ecosystems.

Despite the existing collaborative efforts, Lewa is always searching for additional partners who bring technical expertise and experience that could enhance Lewa's programs and impact. In search of best practice, proactive engagement and partnership will be a core component of innovative efforts to design and test new interventions. Specifically, Lewa will be identifying partners that bring additional experience in agriculture services and climate change mitigation.

For all partnerships, it is essential that Lewa sets clear intent and objectives. Resources are always limited and efforts to clarify roles and intended outcomes can help to optimize efforts and outcomes.

IMPLEMENTATION & RESOURCING

This strategic framework is an extension and focused optimization of Lewa's current efforts. So while it does not anticipate the requirement of significant additional financial resources, it will require clear intent and planning to execute the strategic goals and objectives; particular in some areas of practice on which this strategic framework brings additional focus and expanded scope including the following:

- **Rangelands & Water:** While Lewa has been working on addressing these issues in recent years, renewed focus and effort may require additional expertise and collaboration.
- **Communications:** Lewa has an excellent brand and reputation, in no small part due to its existing communications efforts. However, the additional focus on documenting and sharing best practices will require some additional support and resources.
- **Monitoring & Evaluation:** To feed into best practices and ramped up communications efforts, a robust adaptive learning program needs to be centered around monitoring and evaluation (M&E). While Lewa has a good number of metrics and outputs that it already tracks, a new focus on behavior change will require some additional M&E.
- **Advocacy:** While Lewa has a strong history of engagement with county and national government, Lewa will develop a focused set of objectives around advocacy that will require assigning clear roles and responsibilities to execute.

LWC has a strong financial track record, with strong earned income from tourism operations and a world class donor network. While Lewa excels at raising funds, donors are not inherently sustainable or a readily increasing source of funds. This strategic framework intends to hold Lewa's core budget requirements roughly at current levels while strategically growing its development budget and optimizing the outcome and impact from that funding. There are two primary and a third evolving mechanism that will drive revenue for Lewa's programmatic efforts:

- **Lewa International:** Lewa's international fundraising boards have recently streamlined into one international board that will support fundraising efforts internationally through an existing and expanding donor network. These efforts have traditionally supported significant amounts of the community development work and are expected to do so in the future.
- **Tourism Optimization:** Lewa currently earns over \$1M annually in revenue for the tourism operations within the conservancy. There is an ongoing effort to optimize these operations, driving more efficiency in marketing and developing innovative service and experiential offerings that could increase bed night occupancy and thereby revenue for Lewa's core operations.
- **Earned Income:** Lewa will continue to explore opportunities to diversify its earned income streams, such as the development of The Nature Conservancy (TNC) / Nature Vest led Powering Africa Recharging Conservation (PARC) solar power generation concept.
- **Endowment:** All of these revenue sources are potentially mechanism to grow the existing endowment, increasing financial security and flexibility.

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