



Colobus Conservation

Strategic Plan 2020 – 2022



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1.0 INTRODUCTION

Colobus Conservation is a primate conservation organisation based in Diani, on the south coast of Kenya in Kwale County. This document outlines the current status of Colobus Conservation and forms the strategic plan for the organisation from 2020 to 2022.

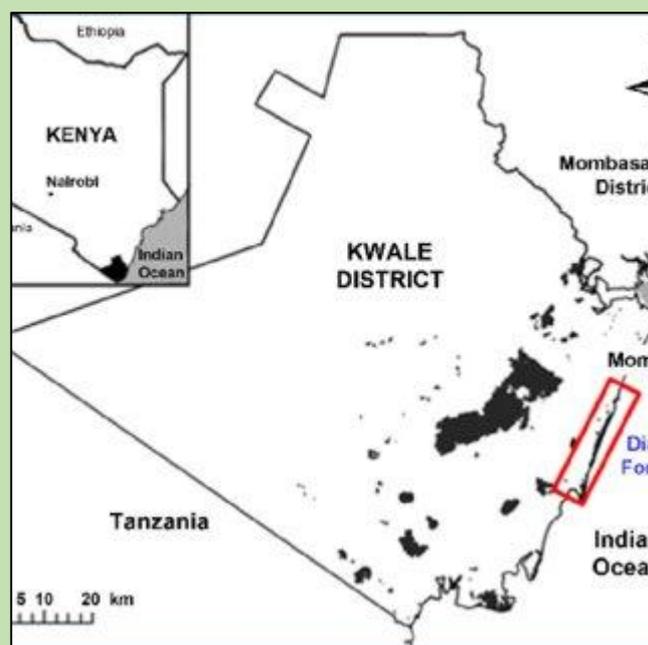
The document is designed for two key purposes:

1. To provide a high-level operational plan to guide the organisation's work for the period 2020 – 2022; annual work plans and associated budgets will be developed based on this strategic plan.
2. To highlight fundraising and budgeting requirements to ensure the success of the organisation's operations. A separate fundraising plan will be developed based on the requirements of this strategic plan and the annual work plans.

2.0 THE CONTEXT OF COLOBUS CONSERVATION'S WORK

Diani is globally unique. Located in one of the top twenty-five biodiversity hotspots, the town is known for its forest and primate biodiversity. We use a scientific approach to understand conservation issues and to develop innovative mitigations. We work to promote the conservation, preservation and protection of all six primate species including the Nationally Threatened Angola colobus monkey (*Colobus angolensis palliatus*) and their coastal forest habitat. Our programmes focus on community links to address habitat conservation as well as human-primate conflict management, animal welfare and education. Drawing on an extensive network of professionals, our work continues to be published in peer review journals to share experiences with conservation managers worldwide. Colobus Conservation has been a member of PASA, the Pan African Sanctuary Alliance, since 2012.

Despite the existence of government bodies mandated for the management and conservation of wildlife, and associated habitats, such as Kenya Wildlife Service (KWS), Kenya Forest Services (KFS) and National Environmental Management Authority (NEMA), inadequate support is provided for primate conservation and especially so in the Diani area.



2.1 The Primates

Peters's black and white colobus monkey (*Colobus angolensis palliatus*) is endemic to the coastal forests of south-eastern Kenya and the Tanzanian coastal forests to the Rufiji River and the Eastern Arc Mountains and the Southern Highlands. It is an arboreal folivore, and therefore dependent upon the forest for its survival. Because of this, it is considered an indicator species for the overall health of the forest and is therefore useful as a flagship species for forest conservation. It is unique in appearance, with black hair and white brow band, cheeks and throat. Long haired white epaulettes flow from the shoulders, and the lower part of the tail is white as is a band on the buttocks. This primate has been severely impacted by forest loss and other anthropogenic pressures. The remaining populations throughout its range are scattered amongst highly fragmented forest patches.

Diani harbours the second largest population in Kenya making it an important area for conservation. The latest census, which was conducted by Colobus Conservation in 2019, indicates that the population consists of approximately 240 individuals and remains stable over time, remarkable given the amount of suburban development.

Other primates also inhabit the organisation's area of operation and face similar pressures as the colobus, although they are more adaptive species so are less vulnerable. These include Sykes's monkeys (*Cercopithecus mitis albogularis*), vervets (*Chlorocebus pygerythrus hilgerti*), yellow baboons (*Papio cynocephalus cynocephalus*), and the greater and lesser galagos (*Otolemur garnettii lasiotis* and *Paragalago cocos*).



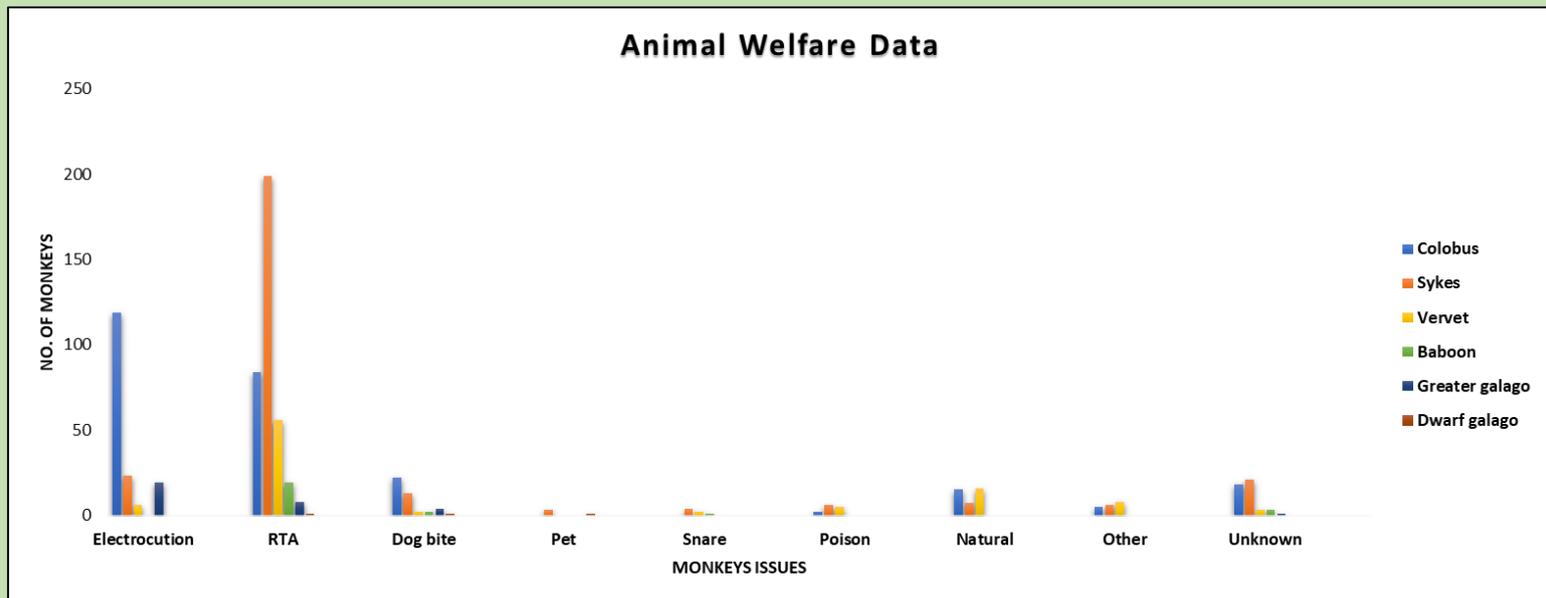
Images L-R Sykes's monkey, vervet, yellow baboon



Images L-R Kenya coast dwarf galago, Small-eared white-tailed galago

Direct pressures on the primate populations in Diani are habitat loss due to development for tourism and agriculture, road traffic accidents, electrocutions on power lines, poaching, and pest issues.

The graph below summarises the causes of injuries and deaths to the six primates in Diani from 2010 to 2018. During this period, the highest cause of death was road traffic accidents (RTA), followed by electrocutions. Arguably, all the causes of death are directly related to infrastructure development and habitat loss.



2.2 The Forest

The coastal forests of Kenya are extremely diverse and host many endemic species of flora and fauna. They form part of the 'Coastal Forests of Eastern Africa' Global Biodiversity Hotspot, as identified by Conservation International (see www.biodiversityhotspots.org).

The forest in Diani is unique as it is one of three remaining relics of coral rag forest. In this specialised type of coastal forest, the vegetation is sustained by a thin layer of soil which overlays fossilized coral reef. Typical tree species include *Combretum schumannii*, *Carpodiptera africana*, *Trichilia emetica* and *Commiphora zanzibarica*.

On the south coast of Kenya, as elsewhere in the Biodiversity Hotspot, much of the forest has been lost to urbanization and agricultural conversion with remaining areas being reduced to scattered fragments. Diani is an area of contrasts and conflicts; what was once a continuous stretch of coastal forest has been converted over the last few decades into one of the main beach tourist resorts in Kenya. The human population has increased dramatically, and the forest has been fragmented and isolated. The forest in Diani has been severely reduced and fragmented during the past 25 years, and replaced by hotels, rental cottages, private houses, business/shopping centres and farmland. Land targeted for development is usually clear-felled by removal of all mature trees and the remaining saplings and undergrowth burnt. This creates a barren patch of land that becomes vulnerable to invasive plant species such as *Lantana camara* and *Azadirachta indica*. The land is then replanted with ornamental exotic tree species that do not provide habitat resources for primates and other wildlife.

The patches of indigenous forests that remain have been degraded through human disturbance including tree harvesting for timber, wood carving, charcoal, and firewood, forest clearing for power lines and access roads, and removal of topsoil and coral rock for landscaping and building. As the area of forest habitat decreases, monkeys and other wild animals are more likely to encounter humans, leading to human-wildlife conflict.

Colobus Conservation continues to witness land clearance and development. Never-the-less, remaining forest patches and isolated indigenous trees within the gardens of houses and hotels remain as critical habitat for colobus monkeys, the other primates and all wildlife. There is strong support for the conservation of remaining forest habitat from different groups within the local community. Firstly, indigenous 'Mijikenda' communities recognise some areas of forest as 'Kayas', sacred areas with cultural and spiritual significance. Most Kayas are designated as National Monuments, and many have active community groups working to protect them. Secondly, local landowners and

hoteliers are, in general, supportive of forest conservation and are keen to work with Colobus Conservation to achieve this. The forests of the area and the associated wildlife are a key tourist attraction that many within the tourist industry view as an asset.

2.3 Kenya

Kenya is located along the Indian Ocean and is bordered by Tanzania to the south, Uganda to the west, South Sudan to the northwest, Ethiopia to the north, and Somalia to the northeast. The capital city of Kenya is Nairobi, and the official languages are Swahili and English.

Kenya's economy is market-based with a few state-owned infrastructure enterprises and maintains a liberalised external trade system. The country is generally perceived as Eastern Africa's hub for financial, communication and transportation services. Major industries are agriculture, forestry and fishing, mining and minerals, industrial manufacturing, energy, tourism and financial services. As of 2019 estimates, Kenya had a GDP of \$98.264 billion making it the 65th largest economy in the world.

2.4 Kwale County

Colobus Conservation's main operations take place within Kwale County, one of the six counties of Coastal Region in Kenya. Kwale County has four constituencies: Msambweni, Matuga, Kinango and Lunga Lunga with a total estimated population of 835,811 (2019). Diani is located in Msambweni, the largest commercial town in the county. Shimba Hills National Reserve and Mwaluganje elephant sanctuary are other nearby attractions. The main ethnic communities in the county include the Digo and Duruma groups of the larger Mijikenda tribe.

3.0 CURRENT STATUS OF COLOBUS CONSERVATION

3.1 History

Colobus Conservation was established in 1997 as a not-for-profit organisation to promote conservation of the colobus monkeys and address the threats to their survival. This was due to Diani residents becoming concerned by the impact of human development on the populations of colobus monkey and other primate species in the area. The project was initiated by Diani residents, Lulu Archer Clark, Luciana Parazzi and Kenyan biologist, primate and elephant specialist, Paula Kahumbu.

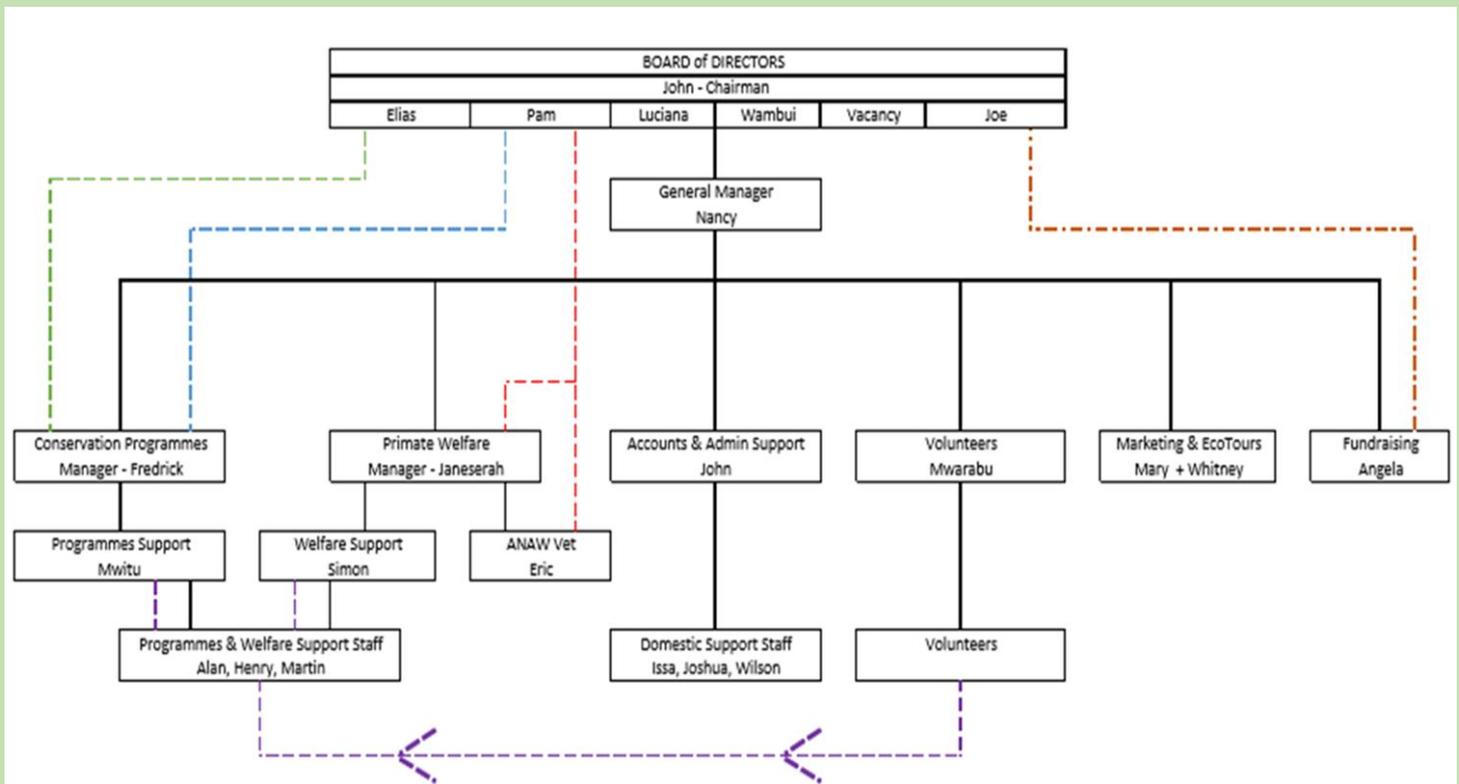
3.2 Staff Structure

The organisation reviewed its staff structure in January 2018 and currently operates with fifteen full time permanent staff members who are overseen by a General Manager, who reports to the Board of Directors.

The staff team consists of:

- Animal Welfare Manager
- Conservation Manager
- Fundraising Manager
- Volunteer Coordinator
- Accountant
- Maintenance Worker
- Cook
- Housekeeper
- 2 x Marketers
- 4 x Operational Staff
- Security Guard

The team is assisted by up to ten Kenyan and international volunteers, representing a valuable form of income as well as bringing a wide range of skills and experience to the organisation.



3.3 Board of Directors

Activities at the organisation are overseen by a Board of Directors, consisting of a maximum of seven members, who meet at three-month intervals with detailed minutes taken at all meetings. The composition of the current board is as follows:

John Buckley, Chairman: British with Kenyan Permanent Resident status, who until he retired in December 2018 was founder and Managing Director of Safarilink Aviation, Kenya’s premier safari airline employing 160 staff, operating 12 aircraft and an annual turnover in excess of \$20million.

Luciana Parazzi: Kenyan, one of the founders of Colobus Conservation and a lifelong conservationist.

Elias Kimaru: Kenyan, worked as a senior conservation officer with World Wildlife Fund with specific expertise and experience in community and re-forestation projects.

Wambui Ngunya: Kenyan, a Diani based lawyer specialising in international law, civil investigations and commercial law.

Pamela Cunneyworth: Canadian, a primatologist who holds a research permit. She was the Conservation Manager 2003-2006 and is the author/co-author of a number of reports and published papers.

Joe Wang’endo: Kenyan, CEO/Founder of Bloodlink Foundation who has extensive expertise in fundraising for charities, and is a committee member of Kenya Association of Fundraising Professionals

3.4 Headquarters

Colobus Conservation rents accommodation on a two-acre plot in Diani which serves as the headquarters for all the organisation’s operations, and incorporates an office, a primate rehabilitation centre including a veterinary clinic, an education/eco-tour centre, a nature trail, a workshop, and accommodation for up to ten volunteers in simple dormitory style rooms.

The rent is relatively low, but the organisation could be asked to leave with three months' notice. However, a new five-year lease was signed by the organisation in January 2019. It remains an organisational priority to acquire its own premises in the next three years.

3.5 Operations

Colobus Conservation has evolved from its beginnings, working voluntarily in response to high numbers of colobus injuries and deaths in Diani, to an internationally recognised conservation organisation with a turnover of US\$ 130,000 per annum.

The main area of operation is Diani and its immediate surrounding area, with projects reaching further afield along the south coast when resources permit. Currently the organisation runs programmes addressing critical issues in habitat protection and restoration, minimising human/primate conflict, and animal welfare, as well as carrying out an education programme. An outline of current projects is provided from points 3.5.1–3.5.8.

3.5.1 Habitat Protection & Restoration

The coastal forests of the area are a globally unique resource, high in biodiversity. They are threatened by deforestation from urban development and farming, and degradation of remaining forest area. The organisation's activities ensure stability of all primate populations in Diani by restoring the local habitat through the 'Colobus Corridor'.

Current & Ongoing Activities:

- Annual indigenous tree sale event
- Seed balls using indigenous tree species
- Development of an indigenous tree nursery
- Supporting the Association for the Roadside Seller of Trees
- School tree planting workshops
- Planting of the Colobus Corridor

3.5.2 Road Traffic Management

Primates are injured and killed by vehicles when crossing the Diani's Beach Road, which bisects the town.

Current & Ongoing Activities:

- Erect and maintain colobridges (aerial tree canopy bridges) across Diani's Beach Road
- Monitoring the use of colobridges
- Speed traffic signs erected and maintained along Diani's Beach Road
- Study vehicle-primate collision hotspots through the animal welfare incident reports
- Tuk Tuk and Boda Boda (public transport operators) outreach sessions

3.5.3 Electrocutation Management

Primates are injured and killed by using power lines to cross between fragmented forest patches.

Current & Ongoing Activities:

- Insulate low voltage power lines as required according to electrocution hotspots
- Advise Kenya Power concerning where to tree trim around power lines

3.5.4 Anti-Poaching (snares, domestic dog attacks, pet trade)

Primates are often captured illegally from the wild and kept as pets and used as bush meat. Primates are attacked by dogs as well as targeted by hunters.

Current & Ongoing Activities:

- Work with KWS on confiscations of primate pets
- Work with KWS to reduce hunting
- Understand the role of domestic dogs on primate survival
- Ad-hoc de-snaring

3.5.5 Human-Primate Conflict Management

Sykes's monkeys, vervets, and baboons can become pests in hotels and private residences through taking food, damaging property and accessing rubbish, and on farms through crop-raiding.

Current & Ongoing Activities:

- Assist homes, hotels and businesses to evaluate their primate pest issues and provide guidance on mitigations
- Workshop/training of hotel staff on primate management

3.5.6 Animal Welfare

The organisation responds to primate welfare emergencies and has facilities for short- and medium-term care of primates.

Current & Ongoing Activities:

- Respond to calls from the community for emergency rescues of sick, injured and dead primates
- Provide contact information cards to residents to promote the emergency response service
- Ensure captive care facilities are well maintained and provide a safe and interesting environment for the primates
- Manage veterinary supplies according to KVB regulations and ensure highest quality clinical setting possible
- Conduct the annual census of the Diani primate population

3.5.7 Education

The organisation aims to promote awareness of conservation and primate issues to the local community, tourists and within schools, to students of all ages.

Current & Ongoing Activities:

- Provide educational workshops for primary and secondary schools
- Education for visiting tourists in primate conservation during 'Eco-tours' at the centre
- Outreach for conservation and environment awareness to local communities

3.5.8 Community

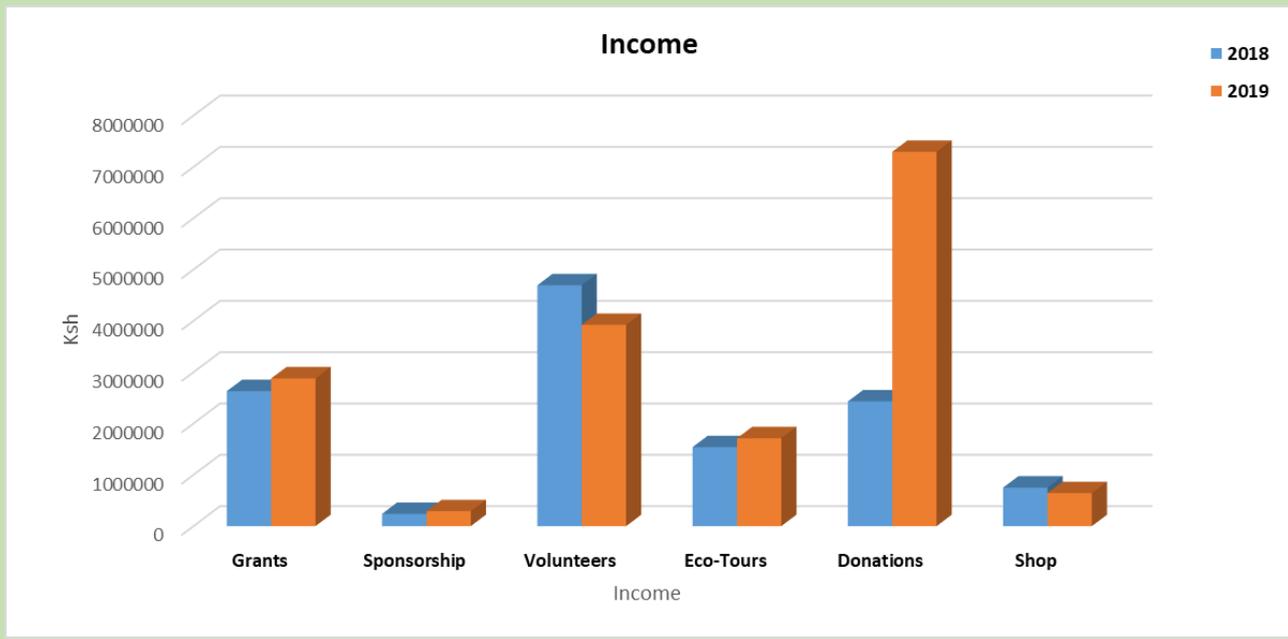
Colobus Conservation's programmes and projects focus on improving the interactions of the various communities with the primates and increase support of conservation practices. Project activities are aimed at increasing awareness of the importance of the conservation of primates and their habitats to ecosystem functions and economic prosperity.

3.6 Sources of Income

Colobus Conservation is 100% self-funded by:

- Project grants from zoos, trusts and foundations
- Volunteer programme charging individuals/students to work with Colobus Conservation
- Donations from visitors to the centre and fees via Eco-tours
- Adoptions and sponsorship of monkeys and projects
- Corporate sponsorship and local fund-raising events

The graph below summarises the total income generated by the organisation across the various income streams for 2018 and 2019. To note, this graph was produced before the end of year financial report was completed for 2019, but based on current figures, the organisation can be confident that income across all areas has increased on 2018 figures.



Additional funding sources need to be established to allow the organisation to expand its work programme for the 2020 – 2022 strategic plan, and to sustain long term financial stability from both unrestricted and restricted income. Colobus Conservation looks to continue to diversify its income channels. Colobus Conservation does not receive any financial support from Kenya Wildlife Services or any other Government of Kenya parastatal.

4.0 STRATEGIC PLAN 2020 - 2022

4.1 Vision and Mission

Vision:

To be a leading primate and habitat conservation organisation operating to the highest international standard.

Mission:

To promote, in close co-operation with other organisations and local communities, the conservation, preservation and protection of primates, in particular, the Angolan colobus monkey (*Colobus angolensis palliatus*) and their associated coastal forest habitat in Kenya.

4.2 Goals

The organisation will work towards the following specific goals during the 2020 – 2022 period; the goals have been identified as the most critical tasks for the organisation.

- Conserve and protect the Angola colobus and other primate species and their habitats in coastal Kenya
- Inspire interest and participation through education and awareness in primate and environmental conservation
- To reduce the impact of human development on the environment in Diani and coastal Kenya
- Respond and deliver a high-quality primate rescue and rehabilitation service
- Be a considerate employer through training and a fair wage structure
- To be financially sustainable, producing high quality valuable work with transparent governance

4.3 Strategic Framework

OPERATIONAL EFFECTIVENESS

1. By mid-2020, the organisation secures charity registration in the UK and US
2. By end 2020, develop appropriate technical resource to manage data and IT learning requirements for all staff
3. By end 2020, have the operational capacity strengthened to allow Colobus Conservation to continue running operations efficiently and effectively
4. By end 2022, finalise the monitoring and evaluation process for the programmes measuring the impact on conservation and the community projects
5. Annually, review policies and procedure manuals ensuring these are in place and expand on the policies and procedures where necessary

Fundraising

1. Use effective PR and marketing techniques to promote local, national and international support for the organisation's activities
2. Collective fundraising efforts achieves 5% year on year annual growth from 2019 baseline:
 - a. Develop existing funding streams and establish additional, and long-term funding streams, to sustain financial security for the organisation's current operations and future project development
3. By end 2022, the organisation has secured funding to purchase property in Diani and moved operations

HABITAT CONSERVATION & RESTORATION

1. Continue working with the community to plant a 'Colobus Corridor' in Diani:
 - a. By mid-2020, have an accurate understanding of the habitat restoration requirements along the 'Colobus Corridor'
 - b. By end 2020, have a model tree nursery on-site
 - c. By end 2020, planting of 1000 indigenous trees at four schools
 - d. By end 2020, seed-ball trials completed by collecting seeds from indigenous tree species, making seed-balls with various materials; and germinating the seeds under varying conditions
 - e. By end 2020, identify varying densities of the invasive neem tree (*Azadirachta indica*)
 - f. By end 2022, tree planting of 2500 indigenous trees
 - g. By end 2022, market processes workshops to encourage roadside sellers of trees to increase indigenous tree sales by 10% on previous year
 - h. Annually, monitor tree growth and survival rates of 1000 trees planted through workshops

HUMAN - PRIMATE CONFLICT MANAGEMENT

Road Traffic Management

1. Reduce annual vehicle-primate collisions by 15% of the 2019 baseline by:
 - a. Weekly maintenance of colobridges
 - b. Quarterly educational workshops with Public Service Vehicles
 - c. Annually deliver road safety information to the local community
 - d. By end 2022, successfully lobbied for the installation of two speed bumps in high risk locations
 - e. By end 2020, road-crossing behavioural study of monkeys to understand patterns of vehicle-monkey collisions
 - f. By end 2020, colobridge survey has been completed

Electrocution Management

1. By end 2021, work with other conservation organisations working on wildlife electrocution issues for development of other mitigations (i.e. transformers)
2. By end 2022, insulate 12 km of low voltage power lines
3. On an on-going basis, assist Kenya Power to determine where tree trimming should occur

Anti-Poaching

1. By end 2020, distribute copies of Conservation Series and posters to Diani
2. By end 2022, distribute copies of Conservation Series to Diani, Tiwi and North Coast to minimize the number of primate pets and raise awareness around legal implications
3. De-snare when appropriate

Primate Pest Management

1. By end 2020, one proof of concept completed for a Diani hotel for minimising incidents of primate interactions
2. By end 2020, one proof of concept completed for a farm mitigation against crop raiding
3. By end 2022, print and distribute the Conservation Series for primate behaviour management and for waste management to hotels and homes within Diani

ANIMAL WELFARE

1. By end 2020, the organisation has upgraded its quarantine facilities.
2. Maintain KVB licence and ensure captive care facilities are well maintained including the management of veterinary supplies according to KVB regulations
3. On an on-going basis provide an efficient and effective primate rescue service by responding within 20 minutes to calls from the community, between 7am – 7pm, for emergency rescues of sick, injured and dead primates
4. On an on-going basis provide training to new staff and volunteers in primate captive care

EDUCATION

1. By end Q1 2020, have fully equipped education facilities
2. By end 2020, reached 3 villages, by end 2021, 5 villages, and by end 2022, 8 villages with high quality primate and forest conservation education
3. By end 2020, reach up to 12 schools adjacent to the Kayas
4. By beginning 2022 reach 35 schools providing high quality primate and forest conservation education to primary and secondary children
5. Continue to focus on group education via Eco-tours and increase visitors by 10% annually

COMMUNITY

1. Identify major funders for community projects (i.e. USAID, Worldvision, Kisco)
2. By end 2020, complete a feasibility study and identify specific community projects in Kwale

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