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PVO CO-FINANCING PROJECT: UVUMBUZI EVALUATION

muticon/11/91

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1. WORK ORGANISATION

Initial meetings to discuss the terms of reference, shown in Appendix 8, were held with AWF staff. After finalising the terms and, as required by them, the consultant held discussions with AWF, Uvumbuzi and USAID staff before designing a questionnaire for mailing to the members. The questionnaire is shown in Appendix 2. This was submitted to Uvumbuzi for mailing. Very few of them came back on the time given. The deadline was extended to get to forty which the consultant felt at least would facilitate interpreting the answers. The tabulation of the answers is shown in Appendix 4. A sample of Uvumbuzi members was then constructed to facilitate detailed personal interviews by the consultant. How the sample was constructed is shown in Appendix 3. It was deliberately weighted to capture current and past officials given the organisational issues adduced by those interviewed earlier and the TOR. All interviews conducted are shown in Appendix 6.

After the members interviews, it was planned that there would be a day long meeting when members, whether interviewed or not could discuss with AWF, USAID and the consultant, past issues as they related to future plans. Those who attended this meeting are shown in Appendix 7. The basis for discussion was to be the tabulation of the questionnaire. This tabulation was provided to AWF. The consultant saw this as an important meeting for gauging what is possible for the future. This final report is prepared after the meeting with Uvumbuzi members shown in Appendix 7. The members who attended this meeting had not benefitted from reading the consultants draft report for AWF did not circulate it either to USAID or Uvumbuzi.

2. SUBSTANTIVE CONCLUSION

It is the major conclusion of this evaluation that the project objectives have on the whole not been reached, and are not reachable to some extent, for reasons of project design, assumptions about AWF experience in institution building and ability to transfer these to Uvumbuzi and Uvumbuzi's organisational instability as well as inappropriate leadership. Given this major conclusion, comments on the project document, discusses the questionnaire/interview findings and finally highlights future issues, with specific recommendations.

It is important to dispose of one major issue at this stage. This is the issue of length of project time for institution building projects. Two years is a very short time to achieve anything in institution building terms. Normally, such a project would need about ten years for tangible institution capacity to be built up. The consultant does not see the point of the PVO Co-financing Project wishing to make termination decisions on the Uvumbuzi Project as is suggested by some memos. A realistic design of an

extension project, including measurable EOPS should be undertaken since Uvumbuzi is dealing with some of the issues raised and there is need for a conservation lobby in the country. All involved should look for a formula for extending the project.

3. COMMENTARY ON UVUMBUZI PVO CO-FINANCING PROJECT DOCUMENT

This section takes selected headings of the project document, which in the consultants opinion are germane to the TOR, and writes in commentary in bold.

A. Statement of Objectives

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B. Rationale

-

C. Background

Uvumbuzi Club, through its many ex-WCK members, maintains its links with WCK by giving funds and assistance for projects each year.

There was no documentation of this. Only through Ololua activities was this attempted.

Uvumbuzi also supplements and complements the East African Wildlife Society A Nairobi-based group, the Young Conservationists, has similar interests to Uvumbuzi

There is no complementarity or supplementation. If anything there is perception of rivalry due mainly to reasons of AWF role in the board of EAWS and as Uvumbuzi project manager.

No contacts with the bodies mentioned seem to have been established.

One of the project objectives will be to liaise with this group to establish linkages.....

No linkages have been developed.

D. Description

-

E. End of Project Status.

At the end of the project AWF will have supported the evolution of a fully fledged conservation society and Uvumbuzi will be poised to carry out their planned activities for the next three years. This will have been achieved through

- defined membership qualifications...

Attendance of 3 meetings entitles one to become a member. 30

members paid up their 1990 subscriptions. In 1991, by November 11, 30 members had paid their annual subscriptions. AWF comments that there has been a training workshop and a task force is working on criteria for membership still.

.....and expanded membership to the predetermined maximum of 50% in pre-specified geographical areas.....

No national system has been defined and acted upon..

- development of skills in fundraising.....

Skills not specified and thus not easily evaluated. Besides the Uvumbuzi club has never really had problems in fundraising.

either through fundraising activities or seeking funds from donor agencies. 20% of Uvumbuzi's predicted annual operating costs will have been fund raised over two years.

The 20% has been achieved but it is not clear that this is a tangible achievement other than a calculation of members time input and /or fundraising strategies they had in the past. No evidence of new strategies was given other than renting the bus as AWF points out.

- development of a capability to initiate and implement projects.

Not achieved. Two SO's have been fired. There is no evidence that skills have been passed to members for Ololua is essentially handled by the PO.

A project with selected wildlife clubs will have been executed and development plan for Uvumbuzi activities for the next three years will have been drawn up.

Not formalistically done although the WCK wants help in revising the hand outs on Ololua. No three year plan is worked out.

- establishment of all management....

Not achieved for there has been clear conflict between the two SOs and the Committee and between the Committee and AWF as extensively documented in correspondence.

... /committee/accounting procedures...

Quarterly expenditure on project activities is done by AWF. There is no evidence that AWF has transferred this to Uvumbuzi so that the later can qualify for direct grant. The normal statutory accounting is done at the end of the year, sometimes late. What has always been a problem is the integration of event accounts into main accounts monthly and also into the Quarterly system for

detailed management of finances.

A procedures manual has been developed. Uvumbuzi leadership and members are clear that this is far from enabling Uvumbuzi to meet USAID direct funding criteria.

F. Implementation Plan

The first stages of the project will focus on strengthening Uvumbuzi. These will include

- organising the secretariat

It was done.

- examining eligibility and size of membership

No meaningful system has been done although discussed in Strategic Planning Seminar.

- training members through site visits, workshops and issue-directed seminars

It has been done as shown in Appendix 5. The substantive issue though is whether this is a viable training approach. It is awareness raising and should have been so planned.

- developing management and programme development skills

Strategic Planning training was done for some members. Significantly it was done before Organisational Development was done. The substantive issue is whether issues in OD should have been done for it is OD issues which make Uvumbuzi ineffective from a project implementation point of view.

- implementing a conservation project (for selected wildlife clubs)

Ololua was done. WCK wants assistance in preparation of leaflets. Members and the committee are clear that Ololua is essentially an AWF PO affair and in the 11/11/91 meeting some of the key members suggested that it get reviewed with a view to cutting losses.

In order to develop appropriate procedures for secretariat organisation AWF is requesting USAID to provide training in the management of non-profit businesses for Uvumbuzi...

It is not clear what this refers to. Some Officials have attended seminars on NGOs etc under USAID auspices.

1. Financial management

- Planning
- Determining worthwhile activities and projects
Determining financial resources necessary to fund these activities

No evidence of systematic efforts.

- Resource allocation
- Delineating alternatives
Evaluation alternatives (benefit-cost analysis)

No evidence of systematic efforts.

- Budgeting
- Estimating revenues
Matching expenses to revenues

Only effort was revision of grant estimates for extension which ultimately was done within AWF according to the Chairman.

- Evaluation
- Measuring both efficiency and effectiveness.

No effort.

2. Development and Marketing

- Fundraising

Traditional Uvumbuzi style has been used. Therefore the project has not made a contribution.

- Membership drives

No clear effort. Membership committee is dead in 1991 although it was active in 1990.

- Membership fees

Subscriptions retrogressing. It was out of the consultant's raising of this issue with the Chairman during interviews that an appeal was made to members and 15 paid up to join the 15 who had paid up to the end of September.

- Publicity/Public relations

A beefed up Newsletter has been mailed to many more people. The contents have been systematised but mainly are member oriented and not the envisaged lobbying type material.

In order to allow Uvumbuzi to be knowledgeable about conservation issues it is essential that a comprehensive training programme be designed for members. This can best be done through site

visits.....

If training programme is lectures and seminars, there were 10 in 1990 and 8 in 1991. One has to be highly imaginative to see this as a comprehensive training programme! Site visits had always been part of the vumbua tradition. Given this, what was the intention?

It will also include arranging workshops for members to learn more about technical components to conservation projects.

It is not clear what this means and how it would have been operationalised. Nobody explained it rationally to the consultant.

A major feature will be the establishment of monthly seminars.....

Ten were done in 1990 and eight in 1991. These are seen as training by AWF.

The members' conservation training will draw upon resource people working in specific areas of natural resource conservation in Kenya and will be coordinated by the secretariat and AWF project officer.

Lectures and films done in 1990 more than in 1991.

Using their newly acquired conservation knowledge and skills the members will develop an integrated conservation education programme for selected wildlife clubs.

Uvumbuzi is proposing to develop reading material for Ololua. Such activity is far from being an integrated conservation programme. It is envisaged that it will be a series of specific topics.

(Uvumbuzi) will continue its historical support to Wildlife Clubs of Kenya, but in a more structured way.

Assumption is linkage between Wildlife Club members graduating into Uvumbuzi. There is no evidence that this is so. At the same time there are those who argue that Uvumbuzi is becoming too elitist to allow those from WCK to feel at home.

(The pilot conservation education programme)

Additional staff for this project will be recruited through the usual AWF procedures for selecting staff.

PO was hired.

A computer and software packages will be purchased for use in many aspects

This was done.

Office equipment for the secretariat will include: two desks, three chairs, a computer table, a printer table, library shelves, a stationary cupboard, a filing cabinet and library storage boxes.

This was done.

Audiovisual equipment

Was done with funds from other sources and according to AWF authority was sought to put the funds in the line item for minibus purchase.

An essential purchase for this projet is a minibus ...

This was done.

G. Participants/Beneficiaries

There will be two sets of beneficiaries from this project: Uvumbuzi members and the target groups of their activities.

Who are Uvumbuzi target groups? AWF argues that it is members, some WCK patrons and members, the general public. Such diffuse range is not useful for projects. The consultant has not got a coherent answer from all and sundry.

Uvumbuzi

1. All members (currently 105).....

Mailing members have increased to 200..

2. There are 105 (mailing) members...

3. Members will have total involvement in planning, implementing and maintaining of the project

1991 committee is dominant and thus members are less active than in 1990. On its part the committee blames members for apathy for it has spent a lot of time in formalising activities.

4. Members will acquire increased knowledge about conservation of natural resources, skills in imparting this knowledge, and form a collective voice to speak out on important environmental issues. They will also gain organizational skills and project planning capability.

This is the lobbying assumption. It is likely members have more knowledge. It is doubtful they have more skills in imparting this. It is extremely doubtful that they form a collective voice to speak on important environmental issues. It is not evident that members have gained organisational skills and project planning capability

based on the little "training" and the organisational output of project.

5. Members will be required to provide voluntary assistance and to draw upon their personal and professional skills. Examples of the collective skills of the club not mentioned above include: computing, word processing,

Those with these skills were not even involved in system being purchased and set up consequently, it is not working as well as it should. More specifically, the computer committee did discuss what system. However they were not in the purchasing decision and supervision and there is evidence that old equipment was supplied. Library acquisition does not seem to have been as efficiently handled.

accounting, law,

It is not clear how they are involved save as pre-preparing data for Quarterly reports.

librarianship,

Clearly not for if they were the issue of the Library stagnating after the first SO left would not arise.

vehicle maintenance,

The vehicle committee seems to have worked better as far as specifying equipment. The PO was involved in the supervision of the purchase and is currently also involved in managing maintenance.

forestry and wildlife management

Other than some lectures on Ololua and the nursery, there is no evidence of MANAGEMENT involvement.

It is reasonable to expect members to provide such resources as membership of Uvumbuzi requires commitment to the club, its philosophy and activities. The proposed project activities have been developed based on and expected input of at least one hour per week from all members.

All participate less given Uvumbuzi/AWF conflict, differing ideas on why activities are not rationally done between AWF and Uvumbuzi Committee, initial loose specification in the project document and failure to redesign the project early as AWF argues it was expected Uvumbuzi would.

Target groups

Uvumbuzi have chosen to continue and strengthen their support to

the Wildlife Clubs of Kenya by developing a structured programme for at least 20 clubs.

Not meaningful target for it did not specify clubs and activities and resources. Activities only linked to Ololua training which is generally seen as pushed by AWF within the Uvumbuzi Committee.

Involvement of Women

Uvumbuzi has a 55% female membership.

Male/Female breakdowns by Year.

	M	%	F	%
1988	44	55%	36	45%
1989	34	49.3%	35	50.7%
1990	92	57.5%	68	42.5
1991 (active)	26	49.1%	27	50.9%
1991 (inactive)	82	67.2%	40	32.8%

It is likely that at least one of the proposed secretariat or project staff will be a woman.

The PO and ASO are women. The first SO was a woman but the second one was a man.

H. Project Feasibility

1. Economic

a. No alternative ways were considered for this proposal. This approach is most appropriate as it will enable a firm basis to be developed for continuing Uvumbuzi activities through institution building.

The AWF managers did not perceive the need to staff the project with personnel experienced in institution building projects, consequently, AWF has incurred costs in time handling institution building issue unsatisfactorily.

b. An integral part of Uvumbuzi's activities are fund raising. (these might include applications to donor agencies). By the end of the project Uvumbuzi will have demonstrated its capability of raising a leas 20% of its recurrent costs.

Achieved but not attributable to project activity.

2. Social

The project approach was identified by the Uvumbuzi Committee themselves as one which they feel is appropriate to their

situation.

New committee attitude less positive than previous committee. This should have been managed up front by AWF and the donor.

3. Technical

a. A Kenyan project officer, suitably qualified, will be appointed to work for 50% of his/her time on this project.

AWF maintains that the time was put. Uvumbuzi Committee maintains the opposite.

b. A major thrust of the project is training beneficiaries in appropriate skills.

Uvumbuzi members have been lectured to and attended seminars. The output is at best dubious.

c.

-

d.

-

4. Administrative/Management

a. AWF has time-budgeted staff activities for this project. An extra staff member will be taken on by AWF to implement the project.

Time spent by AWF staff on Uvumbuzi matters is highly contested by Uvumbuzi committee. The budgeted times are Director 5%, Assistant Director 10%, Accountant 10%, Administrator 5%, Project Officer 50% 50% of PO and 5% of PM, contested. On its part AWF argues equally strongly that they have spent more than the planned time.

b.

-

5.-

a.

-

b.

-

1. Monitoring and Evaluation.

1.

-

2. The following records will be kept during project

implementation:

- minutes of all meetings Uvum
- reports of all activities Uvum

This has been done. However, the problem is scattering of files between the committee members and the SO, especially event related files.

- financial accounting AWF/Uvumbuzi
- quarterly reports AWF/Uvumbuzi

This has been done but there is conflict between Uvumbuzi Committee and AWF on whether the former should first see the report sent to the donor before transmission. The substantive institution building question was ignored. It should have been the procedure that Uvumbuzi prepared the documents so as to learn the USAID system so it can qualify for direct grant.

3. The responsibility of keeping these records will fall to:

- Uvumbuzi sub-committees
- Uvumbuzi secretariat
- AWF project officer..

This was a core design problem which continues to haunt the project to date. Given the informal nature of past Uvumbuzi operations, the introduction of viable secretariat, a formal system of management and creation of a trustee function, should have been designed as the core institution building activity. Management should have clarified the operational/executive role of the SO, the policy making role of the committee, the activity role of sub-committees and the PO as well as the legal role of the Trustees as employer. This last one should have mediated the hiring and firing of SOs..

Monthly accounting will be instituted.

Not done for all event activities and merged to comprehensive monthly financial management system.

4.

-

5. AWF does not foresee any problem in providing quarterly financial and narrative reports to USAID.

It was done. However the committee, particularly the Chairman, has very strong feelings on whether first, it should have been designed as an activity for AWF rather than Uvumbuzi and secondly whether even with present design, the training need did not require that Uvumbuzi does the first cut, and finally whether under present

design the Committee should see it before transmission to USAID.

6.

-

J. Budget

Table 1: Project Budget in US\$ and (Ksh)

ITEMS

1. Personnel

AWF

Staff Costs

	Plan	Alternative
Director @	5%	1%
Asst. Director @	10%	2%
Accountant @	10%	1%
Administrator @	5%	1%
Project Officer @	50%	50%

The alternative is derived out of practice of several NGOs in Kenya running institution building projects. It demands that the supervising NGO pass responsibility to the other.

2. Equipment for Uvumbuzi

-

3. Supplies

-

4. Communication

Telephone installation and rental

Not done and as a result it made the SO And ASO messengers at worst and at best as appendages of AWF where they had to constantly go to communicate or wait for communication. This is a serious issue needing immediate settlement.

Newsletter production
costs @ \$30 per month

Budget was low for a mass type mailing operation. For an in-house newsletter probably it was fine although such an output has dubious utility in institution building as well as lobbying terms.

5. Training

-

6. Other Costs

-

7. Overhead

Too high given the loading on staff.

Table 2: Sources of Funds

-

K. Logical Framework

-

L. Procurement Plan

Incorporated elsewhere.

Table 3: Logical Framework

-

4. MEMBERS ATTITUDES.

NATURE/IMAGES OF UVUMBUZI

In spite of the many comments that Uvumbuzi is primarily a social club eighty percent of the respondents think it is a conservation club (Q1), although 53% argue that members have not been trained in conservation (Q36). The interviews on the whole support the questionnaire data with strong views on the lack of training..

Respondents are about evenly spread on the issue of a social oriented clique running the club (Q2) and their preference is that members run the club other than the committee or the secretariat (Q3), a point also supported by interviews. The last point is strengthened by the absolute commitment that it is members who should run the club events. 75% are of this view (Q5) and the view is supported by interviews. Members need to evaluate this for projects demand formal administrative systems.

Apparently, the majority, 63%, of members agree with the statement that Uvumbuzi leadership is participatory (Q33) in spite of complaints about the committee.

Although absolute majority 95% believe that a volunteer club can implement projects (Q9), they do not tell why participation seems to have slackened recently (Q10). The same contradiction is found in the interviews. The consultants position is that members and the committee have yet to make clear distinction on what resource commitments are necessary for project implementation as opposed to a resources for a single event activity.

An absolute majority, 95% do not see the club as a rival to Wildlife Clubs (Q35).

CALENDAR

Issues of crowded calendar for the club have been raised both by AWF and by members during interviews. Members who responded are of the view that two events are about right 65% (Q21). 73 % do not accept that the most important club activity is Uvumbash (Q22). This could be seen as consistent with the members perception of the club in conservation terms. It is possible that the conservation meaning is vumbua as opposed to the conservation in project activity terms as was clear in interviews.

ROLE OF SECRETARIAT

48% of the respondents see the role of the Secretariat Organiser as primarily administrative (Q28). Interviews collaborate this. 25% see need for a conservationist and only one person saw the need for a development specialist. Five did not answer. This view is consistent with the position of the current committee. It raises interesting problem for development of project activities for it directly contradicts the view that the club is a conservation one, if by conservation one means more than vumbua, ie to go and explore/enjoy nature.

In one of the private communications one respondent elaborated the role of the SO as follows:

"A stronger Secretariat is required. I believe this is what can uplift the club in all areas. The Secretariat Organiser should be:

1. A self starter (can work independently).
2. Preferably not new to Uvumbuzi.
3. A social person.
4. In possession of strong leadership qualities."

One of the more important roles for the Secretariat, if management is to be systematised, is the responsibility for taking and producing minutes of the various committees and thus beginning to act in a coordination manner on the various activities. Members do not view it this way. An absolute majority, 93%, do not accept that minutes of the committee should be taken and produced by the Secretariat (Q 17).

One of the major activities of the SO according to the Committee is preparation of the Newsletter. This view is shared by the respondents as 40% state (Q16). Significantly very few see the need to involve external writers and editors. This has implications if the Newsletter is to be used as a lobbying instrument and not just for members news and recycled, pre-written materials. Interviews did not refine this issue further for they only emphasised that the newsletter can now be produced and is of better production quality than before. When the consultant discussed the issue of content from a lobbying point of view, the discussion waffled.

ROLE OF AWF

AWF is not perceived as having interfered in club activities (Q23). Interviews were consistent with the proviso that the club still chooses what to do. However they were clear that Ololua is primarily a AWF selected activity. There also was, especially from the sitting committee, comments that it had to point out what could be supported by project funds to AWF and the issue of how much time AWF puts on the project.

Whether AWF should hire the SO is not agreed on (Q27). It is further perceived as having supported the club as contracted (Q24) contrary to the views of the committee in interviews. There is support that the AWF role should continue and be changed (Q 26). The interviews did not lend to specifics on what needs to be done along these lines other than matters covered elsewhere on accounting, reporting and training in institution building.

From interviews, the divide as far as the role of AWF was on whether one was in the current committee or not. The committee has strong views that AWF has not lived to its commitment particularly on time put in by the PO. On its side AWF argue they have spent too much time. They also disclaim that Ololua is their pet.

ROLE OF UVUMBUZI COMMITTEE

The responding members feel strongly (75%) that the members should make policy (Q6). At the same time 68% feel that it is the committee which makes policy (Q8). This can be interpreted as unease about the present committee, confusion by members on the policy function location or, most likely, an attempt by the members to control policy since they volunteer and thus the need for the committee to pay special attention to the process of making policy, a dilemma for all volunteer clubs. It means that any committee has to have transactional leadership and should never be perceived as leading.

Asked bluntly where the executive function lies, and as was in interviews, members were not that clear cut. 30% thought it is with the secretariat, 43 % thought it was with the chairman. What then is clear is that the club has not discussed and internalised the various functions in ways which are consistent for all. Discussion on this should be part of the institution building efforts of the project. There are no shortcuts but to discuss the issue until it is resolved within the organisation. If the club is to get a management system responsive to donors reporting needs, it has to allow the executive function to be with the secretariat.

The answer on whether the Committee has been trained in conservation (Q34) does not lead to a clear conclusion for equal numbers, 17, answered that training had not taken place and did not know or answer. Six respondents were of the view that it had.

ROLE OF OTHER EVENT COMMITTEES

In spite of having agreed to 2 events a month (Q21), 60% of the respondents also feel that there are too many events!(Q18). This irresolution on the calendar and activities of sub-committees needs closer management along the lines of reducing even further the number of events monthly for 70% feel further that too many events and activities interfere with project success (Q17).

PROJECT KNOWLEDGE

When respondents were asked to list the projects/activities funded by USAID grant (Q20) they produced the following results.

	Number	Percentage
Unanswered	24	60.0
Ololua/WCK project	12	30.0
Training members/secretariat	8	20.0
Equipment (incl. Bus)	7	17.5
Thogoto Tree nursery	6	15.0
Bicycle Day campaign	4	10.0
Membership drive	2	5.0
Workshops	2	5.0
Strategic Planning Seminars	2	5.0
Kitui trip	1	2.5
L.Naivasha Project	1	2.5
Machakos Tree nurseries	1	2.5
Ithangi Dam	1	2.5
Educational activities	1	2.5
Elsamere visit	1	2.5
Tree planting	1	2.5

From these results, and interviews of non-committee members, it is clear that the majority of the members do not have an idea about the project. Some had wrong information. Results like this underscore the lack of systematic institution building through OD techniques by both AWF and Uvumbuzi management. In the 9/11/91 meeting it was also clear that the preplanning and planning period of the project did not lead to systematic discussion among members of the elements of the project. Neither has there been discussion since no summaries of the same have been given out.

PROJECT IDENTIFICATION AND PLANNING

The majority of members, 19, did not answer the question (Q25) on who selected the activities funded by the USAID grant. Since there is an almost even split between AWF, Committee and Members, and further since the same confusion existed in the interviews, one safely conclude **THAT AN ABSOLUTE MAJORITY DO NOT KNOW THE PROCESS BY MEANS OF WHICH PROJECT ACTIVITIES WERE IDENTIFIED, PLANNED AND EXECUTED. THEY HAVE NOT EVEN SEEN THE PROJECT DOCUMENT.**

The preference for members to run things is shown again in the question on who should run projects (Q4) 45% prefer members, 35% prefer Committee and a low 15% prefer the secretariat. Interviews collaborate these conclusions. This is a problem area it underpins the fact that members seem to understand that projects will be run as events are run.

Q29 tried to elicit data on how to improve project implementation. The following are the results:

a. Change Secretariat Organiser.	7	17.5
b. Change Committee	3	7.5
c. Change Chairman	1	2.5
d. Change Project Officer	1	2.5
e. Change Project Manager	1	2.5
f. Change a. to e.	1	2.5
g. Change a, b and c.	3	7.5
h. Change d and e.	5	12.5
j. Unanswered	18	45.0

Note that close to half of the respondents did not answer. Of the those who answered the majority want to change the SO, followed by change in PO and PM and then tied in third place change in the Committee; and Secretariat Organiser, Committee and Chairman. Since interviews concentrated on the problems of the SO and the unavailability of the PO, it is clear Uvumbuzi has yet to figure out how to manage projects. Clearly there has been no transfer of knowledge on this score by AWF.

UVUMBUZI PROCEDURES AND PROJECT MANAGEMENT

Members are of the view that internal accounting procedures are adequate reporting to members (Q30). The procedures manual developed is seen as adequate for internal accounting and reporting (Q31) but not adequate for reporting to the USAID (Q32). One respondent wrote to us privately as follows:

"The Procedure manual is not available to the members. Who keeps it? Is it accessible to members? If so, I haven't seen it."

The project objective was not to just make a document but to use it both as a training and operations tool. The target of training Uvumbuzi in the USAID requirements therefore clearly is not achieved yet.

MEMBERS RECRUITMENT AND CATEGORISATION

From interviews and the questionnaire, the preferred recruitment bases for new members is professional associations, private sector, and high schools although 30% did not answer the specific question (Q11). Members do not agree though that there should be different types of members (Q12). Again this points out that there has not been discussion, internalisation and training on the issue

yet. An optimistic view is that as a result of the Strategic Training derived membership committee will address this issue. Whether this is achievable before February is doubtful. This view is buttressed by the discussion on 9/11/91 where those present claimed that the consultants distinction between events and projects was news.

LOBBYING

One of the ideas in the planning of the project was that the organisation was to become a lobbying organisation. Interviews did not cast light on this issue for lobbying was not articulated. One of the easier ways to this is mass mailing of materials. Members though are of the view that the newsletter should be for members and not for mass mailing (Q13). They do not see it has containing too much social information (Q14) and agree that in the future it should concentrate on conservation (Q15).

5. FUTURE ISSUES

A. MEMBERSHIP

One of the major faults in the design and execution of the project is the failure on the part of the AWF, as project managers to get on top of the issue of what is meant by membership. We spent a lot of time figuring members as shown in Appendix 1. It is still an unsatisfactory exercise for objects of mailing are considered members right from project design when it was claimed there were 105 members. In the sense of mailing members, the following is the summary of different types categories of members.

SUMMARY LOCALLY BASED INDIVIDUAL MEMBERS

	TOTAL	MALE	FEMALE
1988	80	44	36
1989	69	34	35
1990	160	92	68
1991			
a. Active	52	25	27
b. Inactive	122	82	40

LOCALLY BASED ORGANISATIONS

1991 23

INTERNATIONAL INDIVIDUAL MEMBERS

1991 20

INTERNATIONAL ORGANISATIONS

1991 13

Mailing membership is of some value if the object is to produce and circulate lobbying information. It is of extremely dubious value for members institution building purposes.

It is estimated that in 1990 subscribed membership was 35-40. 1991 (30/9/91) membership was 15. After the consultant interviewed the Chairman and before 9/11/91 another 15 members had paid up their subscriptions.

IN A BASIC SENSE THEN THE MEMBERSHIP OF UVUMBUZI IS JUST AROUND 30. NO FACTS LEAD ONE TO THINK THEY HAVE BEEN MUCH MORE THAN THAT IN THE PAST. THIS FACT SHOULD HAVE BEEN THE PLANNING BASE OF THE PROJECT. IT IS ON THE BASIS OF THIS THAT ONE DOES NOT ATTRIBUTE ACHIEVEMENT ON THE INCREASE OF MAILING MEMBERSHIP FROM 105 TO 150. FURTHER, PLANNING THE SYSTEMATIC TRAINING OF THE BASIC MEMBERS WAS ACHIEVABLE BUT NOT DONE. REALISATION THAT THIS WAS THE REAL MEMBERSHIP WOULD ALSO HAVE INJECTED SOME RATIONALITY IN THE ACTIVITIES PLANNED AND IN THE PLANNING OF SYSTEMATIC OD FOR THE CLUB.

Recommendation:

A. The Membership Committee/Secretariat should be activated to raise the numbers of subscribed members. The Secretary of the membership committee must be a people person with marketing experience.

B. Membership now is anybody who attends 3 functions and applies. The new members used to be announced but that is not the practice now. They should be so announced and subscription demanded from them. In the consultant's view there should be different categories of members, say:

a. Life/Founder Members. These should be old and active members. Subscription should be about Ksh. 3,000 for life.

b. Ordinary Members. They should be anybody who applies and pays the annual subscription of, say, Ksh. 100.

c. Associate/Corporate Members. These should be companies primarily and overseas supporters. The objective is to fund raise. Long term subscription should be about Ksh. 10,000 and Annual subscription say, Ksh. 1,000.

d. Mailing Members. Strictly speaking, these are not members but objects of mail lobbying. They should be anybody who Uvumbuzi wants to send materials. In all materials sent there should always be an invitation to join as ordinary members with the corresponding annual subscription and an appeal for support. If they do not subscribe they should be reminded and dropped.

C. a. Among the key lists for developing a mailing system are:

1. Barclaycard.
2. Diners.
3. Royal Card.

These are generally considered to represent the top of the Kenya market and getting some members from them would enhance the organisation.

b. Among the key professional bodies are:

1. Architectural Association
2. Engineers Association
3. Bankers Association
4. Doctors and Dentists Association

Procurement of the lists above will cost something but most can be procured cheaply if Uvumbuzi members, some of whom are members of these associations or lists use their networks..

D. Subscriptions should be the criteria for determining real membership and should be pursued vigorously.

B. LOBBYING

The project document does not specify in detail the lobbying activity although Uvumbuzi, AWF and USAID talk about it. The following are categories of lobbying:

a. Discreet Lobbying Government of Kenya

On specific issues, for example, bicycle paths, presentation can be made to GoK directly by means of technical papers targeted on specific issues, say, a. change in traffic law to provide for bicycle paths b. reduction in duty on bicycles etc.

b. Direct Lobbying Conservation Institutions

These would be targeted materials to specific conservation bodies e.g. WCK, other conservation NGO's etc.

c. Indirect Lobbying/ Mail Information Lobby

These are essentially three targets:

a. Members

See above on different recruitment basis.

b. General targeted population

See target categories above.

c. Mass media

To date no specialised presentation have been made to media. The future strategy would be to a. develop contacts with the daily newspapers, Nation, Standard, Times, and the key weeklies, Weekly Review, Nairobi Law Review and b. feed technical write-ups and Uvumbuzi news to them. Contact points ought to be News Editors and Feature Editors.

d. Schools and Universities

Attempts should be made to organize Uvumbuzi supporters and resource specialists from the same.

C. SOURCES OF CONSERVATION EXPERTISE AND LOBBYING MATERIALS

It is a truism that most definitions of conservation locally centre on wildlife. If Uvumbuzi stays in the internationally generated wildlife expertise/technical presentations, this will limit its role. There is need to ground activities in a broad sense to embrace the full range of environment conservation activities. It must be Kenya specific. Therefore issues have to be identified and written up in a Kenyan context.

Recommendations:

1. For the moment the strategy ought to be to improve the Uvumbuzi newsletter as an instrument for the assorted lobbying activities. This will mean dividing the content between Uvumbuzi members and activity news and technical conservation position papers.
2. To meet this requirement, specialised writers will have to be developed within and outside Uvumbuzi.
3. The Secretariat's capacity for writing and editing will have to be upgraded. Towards that end, recruitment of an SO with editing capabilities may be important even though members prefer a bureaucrat.

D. MANAGEMENT

The basic management issue is the confusion between the role of the Committee, the Secretariat and Members.

Basically the committee is, in law, the policy making organ of Uvumbuzi. This should mean that primarily they should be making policy and not executing projects or even events other than in their capacity as members. For the past two years there seems to be some confusion as to their basic role. True they have made policy, although some in Uvumbuzi argue that policy was made by a few of the committee members; executed projects and also ran the

administration. In short the committee continued the executive role of both project activities and Uvumbuzi events. This marginalised the SOs and is the major issue to be settled before another one is hired.

Part of dealing with complexity in organizational terms is evolving and defining roles. In this sense the Committee ought to devolve the executive function to the Secretariat and to increasingly leave the organising of Uvumbuzi events to members, as they clearly prefer. Significant numbers of members feel that Uvumbuzi events have lately been organised by the Committee. While there is no objection to this primarily, members should be requested to organise events so as to maintain their interest and to create diversity in the type of events for another complaint is that the nature of events is too narrow, (too many bicycles) expensive (Ol Pejeta) and does not adhere to the Uvumbuzi ethic of "vumbuaring" all the time.

It is therefore recommended that,

1. On the main committee - it should concentrate on policy making. This will include donor relations and coordination of project and event activities.

2. The Secretariat should be primarily responsible for executing the Uvumbuzi activities. The main focus should be on project activities and facilitation of Uvumbuzi events primarily organized by members.

Given that the office of the Secretariat does not have an SO, Uvumbuzi has to designate a member or members to undertake the role before they can restaff the SO position.

3. Members should continue their role of organising events as they clearly prefer.

4. There is need to create Trustees to be the legal owners of Uvumbuzi in case there is a problem between the committee and members.

5. There is a tendency to proliferate committees. Strategic planning came with its set. A new one has been generated to handle resources. For a basic membership of not more than 40, there should never be more than three or four committees. The tendency to create committees to supplant the main committee, because it was perceived as not agreeable to some, is not solving the problem. The main committee should have been subjected to pressure to serve the members rather than doing end runs on it. That would have been institution building rather than fragmenting.

F. PROJECT OFFICER

The PO was supposed to spend 50% of her term on Uvumbuzi matters. The AWF insists that she has put in her time. Uvumbuzi insists the opposite. The PO was not located together with the SO in a specific office. The PO understanding of her role is that it does not involve administration. Both the PO and the SO do not seem to have a clear understanding of how they are to harmonize their roles and activities.

In the current circumstances it is recommended that:

1. Uvumbuzi and AWF meet and formally devise a work schedule for the PO specifying tasks, locale etc. for the balance of the project.
2. That Uvumbuzi and AWF consider utilising the PO more intensively for the SO role given the absence of the latter.
3. In the event of an extensions of the project, the role and tasks of the PO vis-a-vis the SO should be spelled out in detail. Preference should be for a PO with systematic experience in institution building in general and OD in particular.
4. Consideration should be given to hiring an experienced SO, and doing away with the PO unless the PO is to work in Uvumbuzi full time and in Uvumbuzi offices. To locate a PO away from the organisation is to create split loyalties.

F. UVUMBUZI EVENTS

Regularity issues:

The Committee meets at least twice a month before and after the monthly meeting. This seems to have been agreed within the committee as sufficient for the tasks the identified.

There is a monthly meeting for all members. This again seems to be acceptable to the membership.

In the past there seems to have not been agreement on the number of events per month. However, lately two events seem to reflect an emerging consensus.

Style issues:

The conducting of monthly meetings seems to be an issue. They usually start late, according to members who claim that this is a major issue. Since they are combined with a talk or presentation, they also tend to take too long. However, the major complaint is that the Chairman and the Committee only report, present or admonish and do not therefore encourage participative discussion.

In the meeting I attended, apart from starting late, there were too many activities and it was not systematic.

Nature of events:

Significant numbers of members claim that the vumbua type of activities e.g. going to new areas, camping etc are more desirable. They claim that such events are less frequent now, since old members have either seen most of the country, and are thus not interested in vumbua type of activities, or when such activities do happen, they are expensive or combined with cycling - which is not enjoyed by all.

Recommendations:

A. Committee and monthly meeting frequencies, number of events monthly, and times seem to be accepted and thus no changes are recommended.

B. On style, meetings should start and end on time. This will necessitate more planning of agendas and presentations by the committee.

C. A more participatory style for running monthly meetings, diversification on who organises events and the events themselves, is necessary.

D. On types of events, there is a clear need to revisit vumbua type of events, to watch event costs, and to involve members in their organisation. Member "home"/"subset" type of events should as a matter of policy be discouraged.

G. ACCOUNTS

Quarterly reports have been made and authority sought when necessary from USAID for changing budget lines.

All accounts of events should be integrated into a monthly expenditure statement to be made available to members.

The real issue is whether the club has been trained to be able to handle USAID reporting requirements. This has not been done. Since there are senior professionals in the club who can handle this, it is not clear why it has not been done. It should be done.

H. COMMUNITY PROJECTS

There is a loose notion in all documents that Ololua is a community project. The generic definition of a community project is one located in a particular community and in which members of that community participate in project activities through some mechanism based they control. Clearly Ololua does not fit. It is not clear to

me what the pay off to Uvumbuzi out of the project is after cutting the trails and generally getting some wildlife clubs and schools to visit. Of course the WCK wants some writeups on aspects of Ololua. Uvumbuzi needs to think carefully on whether to continue this project especially in given the fact that Ololua may have limited access.

More interesting from a community project point of view are activities which Uvumbuzi can help community organisations to initiate and run. These would be along the lines of the Maanzoni intervention.

APPENDIX 1: MEMBERSHIP LISTS 1988, 1989, 1990 AND 1991

A. AUGUST 1988

Rose Akatsa
John Arkle
Martina Bazigaga
Murakaru & Bella
Wivine Binagwaho
Nathaniel Chumo
Billy and Esther
Ruth Gathee
Victor Gitonga
D.R. Hirani
Julius G. Ikua
Susan Irungu
Naishadh Joshi
David Kabeberi
Naomi Kago
Loise Kaigwa
Cecilia Kamau
Joel Kamau
Maryanne Kamau
Mugo Karanja
Wanja Kibutiri
George Kiganjo
Sue Kihara
Manoah Kilach
Charles Kimani
Muthoni Kimani
Dan Kimoro
Jim Kinyany
Philip Kungu
Valerie Leakey
Musa Locho
Simon & Lynette
Johnson Magua
Father Maloney
Kabithe Mang'eli
Leah Matemo
Peter Mboganie
J.G. Mbugua
Douglas Mirie
David Mogere
Dave Muchane
Juliana Muli
Gideon & Mumbua
Betty Munyoroku
Anne Muraya
Dominic Mureithi
David Murubu
Yuri Mutiso

Ivy Mutiso
Catherine Ngaah
James Ngotho
Lilian & Njage
Henry Njage
Sam Njoe
Njeri Nuthu
Jimmy Nyange
Janet Obara
Karin Odeng
Dr. Perez Olindo
Teresa Ongaro
Loise & Osimbo
Job Owino
Mary Oyugi
Dorothy Parsons
Darshak Shah
Suleiman Shamte
Sanjiv Soni
Jayne Anne Thuo
Mercy Wambugu
Vincent Wang'ombe
Stephen Wanyoike
Gladys Wasambila
Ed Wilson
Evelyn Yobera

Total : 80

Male: 44 (55%)

Female: 36 (45%)

B. AUGUST 1989

Sanjiv Baga 'Soni'
Ibrahim M. Ali
Murakaru & Bella
Billy & Esther
Alice Gatheru
William Gatoto
Joseph Kagoko Herman
Patrick Inda
Pamela Ithau
Meena & Fateh Jiwa
David Kabeberi
Anne Kelly
Beatrice Khayota
Sue Kihara
Liza Kimbo
Daniel Kimoro
Jimothy Kinyany
Anastacia Kioko

Anne Kioko
Sam Karanja Kiongo
Jackson Juma Kitili
Philip Kungu
Liz & Mary Kuria
David Lowe
David Marubu
Leah Matemo
Salma Mazrui
John Githinji Mbugua
Steve Merendu
Hulda B. Mogaka
Jane Mokogi
David Muchane
Brenda Mulindi
Betty Munyoroku
Anne Muraya
Jayne Mwangi
Wangechi Nderitu
Wanja Nduati
Bettina Ng'weno
Gatei Nganda
Simon N. Ngugi
Sophie Ngunze
Lillian & Njagi
Sam Njoe
Margaret N. Njiraini
Prof. S. Njuguna
Irene Nyoro
Helen Okech
Christine Okumali
Dr. Perez Olindo
Amos Oluoch
D. Omollo Onam
Ambrose D. Ongwen
Noordin Rajan
Pradip Shah
Richard Sigey
Margaret Sum
Gathui & Tameezan
John Thuo
Steve 'B' & Wachuka
Carol Njanja Wanjau
Fatma Yusuf

Total: 69

Male: 34 (49.3%) Female: 35 (50.7%)

C. AUGUST 1990

Judith Agola
Rose Akatsa
Mary Appolios
John Arkle
Leah Atemo
Pat Awori
Dr. Richard Bagine
Martina Bazigaga
Wivine Binagwaho
Robert Bresson
Tanya Carrington
Joseph Cheruiyot
Nathaniel Chumo
Liz Curia
Nazmi Durrani
Billy & Esther
Mercy Gachie
Steve "B" Gachie
James Gakunju
Ruth Gathee
Michael Gathu
William Gatoto
Jeetendra Gosrani
Lisa Grist
Neil Henry
D. R. Hirani
Julius Ikua
Patrick Inda
Susan Irungu
Pamela Ithau
Fateh Jiwa
Meena Jiwa
Naishadh Joshi
David Kabeberi
Naomi Kago
Murakaru Kaigwa
Bella Kaigwa
Cecilia Kamau
Maryanne Kamau
Kamau wa Kanene
Sam Karanja
Loise Karanja
Njeri Karuri
J.S. Kasango
Deborah Kayanda
Beatrice Khayota
Sarah Kiarie
Gerald Kibunja
Wanja Kibutiri
George Kiganjo
Sue Kihara
Gerald Killili

Muthoni Kimani
Daniel Kimoro
James Kinyany
Davis M. Kinyeki
Ken Kihenjo Kirubi
Jackson J. Kitili
Masa Aki Kohmaru
Kasper Kundert
Mary Kuria
Valerie Leakey
Musa Locho
David Lowe
Simon & Lynette
Davis M. Kinyeki
David Macridis
Mrs. Madete
Johnson Magua
Pauline Mahugu
James Makumi
Gathui wa Manyara
Steve Marandu
David Marubu
Samuel Matano
Shukla Mayur
Salma Mazrui
Matthew K. Mbobu
Peter Mboganie
Gathenji Mbuthi
Kenneth Miamba
Jane Mochu
Huldah Mogaka
Jane Mokogi
David Muchane
Juliana Muli
Brenda Mulindi
Gideon & Mumbua
Jeremiah Munai
G.M. Mungai
Betty Munyoroku
Anne Muraya
Philip Muraya
Dominic Muriithi
Yuri Mutiso
Njeri Mutiso
Ivy Mutiso
Jane Mwangi
Samuel Mwangi
Lucy Mwihaki
Francis Nagaiho
Fulbert Namwamba
Henry Ndede
Wangechi Nderitu

Wanja Nduati
Bettina Ng'weno
Gatei Nganda
Tirus Maina Ngotho
Douglas Ngumi
Peter Ngunjiri
Sophie Ngunze
Bettina Ng'weno
Lillian & Njage
Henry Njage
Sam Njoe
Wacuka Njoroge
James Njuguna
Pro. Njuguna
Jim Nyaga
Irene Nyoro
Jean Nzula
Janet Obara
Obi Obyerodhyambo
Karen Odeng
Christine Okumali
Dr. Perez Olindo
Amos Oluoch
D. Omolo Onam
Teresa Ongaro
Job Owino
Mary Oyugi
Gregory Pragassa
Wangui & Richard
K. Saigawa
Pradip Shah
Darshak Shah
Suleiman Shamte
Sanjiv Soni
Barbara Sutherland
Tsuneo Takahata
Chris Thinton
John Thuo
James Vermey
Goerge Abuya Wamalwa
Michael Wambugu
Mercy Wambugu
Vincent Wang'ombe
Carl Njanja Wanjau
Kamau Wanyoike
Wachira Waruru
Gladys Wasambla
Ammie Williams
Ed Wilson
Evelyn Yobera
Fatma Yusuf

Total: 160

Male: 92 (57.5%) Female: 68 (42.5%)

C. AUGUST 1991

1. Local Members

a. Active

Ibrahim M. Ali
Sanjiv Baga 'Soni'
Murakaru & Bella
Wivine Binagwaho
Billy & Esther
Patricia Gathuri
Peter Greene
Joseph Kagoko Herman
Patrick Inda
Pamela Ithau
Meena & Fateh Jiwa
Sam Karanja
Sue Kihara
Liza Kimbo
James Kinyany
Jackson Juma Kitili
Liz & Mary Kuria
David Lowe
Steve Marandu
David Marubu
Leah Matemo
Salma Mazrui
Matthew Kyalo Mbobu
John Githinji Mbugua
Hulda B. Mogaka
David Muchane
Wanja Nduati
Sophie Ngunze
Lilian & Njagi
Margaret Njiraini
Sam Njoe
Irene Nyoro
Anne Kelly C / O'Heidy
Teresa Ongaro
Daniele Ponzi
Noordin Rajan
Pradip Shah
Umesh Shah
R. Sigey
Margaret Sum
Gathui & Tameezan
John Thuo

Steve 'B' & Wachuka
Carol Njanja Wanjau
Fatma Yusuf

Total: 53

Male: 26 (49.1%)

Female: 27 (50.9%)

b. Inactive

Joe Aichoma
Mary S. Appolios
Dr. Richard Bagine
Martina Bazigaga
Peter Belsoi
Joseph Cheruiyot
Nathaniel Arap Chumo
Francis Gaitho
James Gakunju
Ruth Gathee
Alice Gatheru
Michael Gathu
Maurice Gathua
William Gatoto
S. Wambugu Githaiga
Jeetendra Gosrani
Neil Henry
D.A. Hirani
Julius G. Ikua
John F. Jonyo
Naishadh Joshi
David K. Kedemi
Naomi Kago
Judy & Nancy Kairo
Marianne Kamau
Maina Kanyonyo
Loise Karanja
J. Njeri Karuri
J.S. Kasango
Deborah M. Kayanda
David Kabeberi
Beatrice Khayota
Sarah Kiarie
Gerald M. Kibunja
Mumbi Kiereini
George Kiganjo
Gerald Kilili
Daniel Kimoro
Charles Kimwele
Anastacia Kioko
Anne Kioko
Ken Kihengo Kirubi

Masa Aki Kohmaru
 Kasper Kundert
 Philip Kungu
 Musa Locho
 Ryan Lorenz
 Simon & Lynette
 Mrs. Madete
 Johnson Magua
 Pauline W. Mahugu
 Samuel Thuo Materi
 Shukla Mayur
 Peter Mboganie
 Melvin Mburu Mbugua
 Emily Waithira Mburu
 Gathenji Mbuthi
 John Mkala
 Jane Wanjiku Mochu
 Jane Mokogi
 Wachira Muchoki
 Juliana Muli
 Brenda Mulindi
 Gideon & Mumbua
 Jeremiah Munai
 G.M. Mungai
 Betty Munyoroku
 Anne Muraya
 Dominic M. Mureithi
 Ben M. Musyoki
 Ivy Mutiso
 Njeri & Yuri Mutiso
 Samwel N. Mwangi
 Jayne Mwangi
 James Mwangi
 Fulbert Namwamba
 Henry Ndede
 Wangechi Nderitu
 John Andrew Ndinguri
 Bettina Ng'weno
 Gatei Nganda
 Tirus Maina Ngotho
 J. Douglas Ngumi
 Peter Ngunjiri
 Henry Njage
 Philip Njenga
 Mike Njeru
 James G. Njuguna
 Prof. S. Njuguna
 Michael W. Nzile
 Jean Nzula
 Janet Obara
 Obi Obyerodhyambo
 Ochiago W. Odhiambo

Job Oduor-Owino
 Helen Okech
 Christine Okumali
 Dr. Perez Olindo
 Amos Oluoch
 D. Omollo Onam
 Ambrose D. Ongwen
 Hakanazi Reyo
 Wangui & Richard
 Rose K. Riungu
 Darshak Shah
 Suleiman Shamte
 Mwamba Shete
 Tsuneo Takahata
 James Vermey
 Kamau Wakanene
 George Abuya Wamalwa
 Mercy Wambugu
 Gatheru & Wandaka
 Joseph Wandario
 Kamau Wanyoike
 Wachira Waruru
 Ed Wilson

Total: 122

Male: 82 (67.2%)

Female: 40 (32.8%)

2. Overseas Members

Harry Kent	England
Anil & Arti Lakhani	England
Partridge Malcomb	South Africa
Patricia Mawukoko	Zambia
Usha & Ian McNab	England
Bowen Muondondo	Zimbabwe
Itayi Mutizwa	Zimbabwe
Panicker Nair	Zambia
Satish Rama	Zambia
K. Saigawa	Japan
Juma Shabhai	Tanzania
Barbara Sutherland	Canada
Sydney Tembo	Zambia
Sandra Todd	Israel
Sunday Tursuara	Zimbabwe
Ammie Williams	USA
Zane Zanimvone	Zambia
Samuel Zvizhindi	Zimbabwe

Total 20

3. Institutional/Organisational Members

a. Local

Arawale National Reserve
AWF
Boni National Reserve
Central Island National Park
East African Wildlife Society
ELC. International
Isiolo/Samburu Compl
Kakamega National Park
Kenya Wildlife Serv.
Kisite Mpunguti National Park
Lake Bogoria National Park
Longonot National Park
Malindi Marine Park
Marsabit National Park
Mwea National Reserve
North Kitui National Reserve
PVO Manager USAID
Ruma National Park
Saiwa Swamp National Park
Samburu National Park
South Kitui National Reserve
Warden Nairobi National Park
Wildlife Conservation International

Total 23

b. International

Mali Hai Clubs	Tanzania
Masringa Branch	Botswana
N.F.P. Society	Malawi
Orbit Chem Int. Ltd.	Canada
Shoe Shine Bus Services	Zimbabwe
Tanzania National Parks	Tanzania
The Paper Place	Zimbabwe
Wildlife and National Parks	Botswana
Wildlife Conservation Society	Zambia
Wildlife Institute	Botswana
Wildlife Society	Namibia
Wildlife Society	Malawi
Wildlife Society	Zimbabwe

Total 13

SUMMARY LOCALLY BASED INDIVIDUAL MEMBERS

	TOTAL	MALE	FEMALE
1988	80	44	36
1989	69	34	35
1990	160	92	68
1991			
a. Active	52	25	27
b. Inactive	122	82	40

LOCALLY BASED ORGANISATIONS

1991 23

INTERNATIONAL INDIVIDUAL MEMBERS

1991 20

SUMMARY INTERNATIONAL ORGANISATIONS

1991 13

APPENDIX 2: QUESTIONNAIRE FOR ALL LOCAL BASED MEMBERS

This questionnaire, sent to all Uvumbuzi members, and DUE BY 31/8/91, is part of the evaluation of the USAID funded project. Uvumbuzi present and past committee members, some inactive and active members, the Secretariat, AWF and USAID will be interviewed.

IT IS EXTREMELY IMPORTANT THAT YOU CIRCLE ONLY ONE CHOICE IN ALL QUESTIONS. SEPARATELY, YOU CAN COMMUNICATE TO THE EVALUATOR IN WRITING. ALL INFORMATION PROVIDED IS CONFIDENTIAL.

1. Uvumbuzi is primarily a. a social club b. a conservation club.
2. Uvumbuzi is run by a social oriented clique a. True b. False.
3. Uvumbuzi should be run by a. Committee b. Secretariat c. Members.
4. Projects should be run by a. Committee b. Members c. Secretariat
5. Events should be run by a. Members b. Committee c. Secretariat.
6. Policy should be made by a. Members b. Secretariat c. Committee
7. Uvumbuzi executive function lies with a. Secretariat Organiser b. Chairman c. Secretary d. Members.
8. Uvumbuzi policy is made by a. Chairman b. Secretary c. Committee d. Secretariat.
9. A volunteer club cannot implement projects a. True b. False.
10. Lately members do not participate in events since they:
a. Oppose Committee b. Oppose Chairman c. Oppose Secretary d. Oppose Secretariat e. Oppose Conservation activities. f. Oppose social activities.
11. New members should primarily be recruited from a. Universities b. Private Sector c. Professional Associations c. High Schools.
12. Do you agree that Membership be CATEGORISED, say, a. Corporate b. Life c. Honourary d. Candidate e. Ordinary. 1. Yes. 2. No.
13. The newsletter should be for a. Members only b. Mass Mailing.
14. The newsletter content is too social a. True b. False.
15. The newsletter must concentrate on conservation a. True b. False.
16. Newsletter writing and editing is the work of a. Secretariat b. Members c. Committee d. Secretariat d. Writers and Editors.

17. Minutes of the committee should be taken and produced by the Secretariat a. Yes b. No.
18. There are too many activities and events a. True b. False
19. Too many events and activities interfere with project success a. True b. False
20. List the projects/activities funded by USAID grant
21. Events should be limited to two a month a. Agree b. Disagree
22. Uvumbash is the most important club activity a. True b. False.
23. AWF has interfered in club activities a. True b. False.
24. AWF has not supported the club as contracted a. True b. False.
25. The activities to be supported with USAID funds were selected by a. AWF b. Secretariat c. Committee d. Members e. USAID.
26. AWF/Club role should be a. Stopped b. Continued c. Changed.
27. AWF should hire the Secretary Organiser a. Agree b. Disagree
28. A Secretariat Organiser should be a. An Administrator b. A Conservationist c. A Development Specialist d. Writer/Editor.
29. To improve project implementation, Uvumbuzi should A. Change Secretariat Organiser B. Change Committee C. Change Chairman D. Change Project Officer. E. Change Project Manager F. Change a. to f. G. Change a, b and c. H. Change d and e.
30. Uvumbuzi procedures for accounting for activity monies are adequate a. True b. False.
31. The procedures manual is detailed enough for purposes of accounting and reporting to members a. True b. False.
32. The procedures manual is not detailed enough for purposes of accounting and reporting to USAID a. True b. False.
33. Current Uvumbuzi leadership is participatory a. True b. False.
34. The Committee is trained in USAID reporting procedures a. True b. False
35. The Club is a rival to the Wildlife Clubs a. True b. False
36. Members have been trained in conservation a. True b. False

APPENDIX 3: SELECTION OF INTERVIEW SAMPLE

The sample was constructed as follows: First all officials since the beginning of the project were identified and listed with the assistance of the SO. They are 18. The remaining members were broken down into active and inactive members based on attendance of functions in 1991 as determined by the SO. The two categories were alphabetised by the last name and each tenth individual was selected for interview. Sixteen were identified this way. The actual persons are identified in the list below as Sample Derived From SO List. The * names are the sample. However, since some did not have telephone numbers in the official lists and thus were likely to be not reachable, it was decided to select alternatives. These are marked #. In selecting substitutes the selection maintained gender of the original sample.

After these preparations, and a two week waiting period, the PO and ASO argued that people had been put in the wrong categories by the departed SO. This necessitated the creation of a second sample. The persons so identified are found below as Sample Adjusted After PO and ASO Comments.

For various logistical reasons 17 people were finally interviewed out of a sample of 37 or 21% of the mailing membership. This forms 9.7% of the mailing membership. Of the planned sample 18 persons (48.6%) were male, and 19 persons (51.4%) were female. Of the interviewed 9 persons (53%) were male and 8 (47%) were female.

a. Sample Derived from SO Lists

CURRENT AND PAST OFFICIALS

	Office Phones	House Phones
*Wivine Binagwaho	330767/219886	
*Nazmi Durrani	? Deceased?	
*Steve 'B' Gachie	(0154) 32698	
*Lillianne Gakunju	721124	803348
*Meena Jiwa		748759
*David Kabeberi	227103	580029
*Marianne Kamau	742131x270	
*Murakaru Kaigwa	745176	803160
*Daniel Kimoro	722766/723163	725190
*James Kinyany	332230/227785	
*Philip Kungu	724521/745686	
*Steve Marandu	792481	799443
*David Marubu	223895/6	
*Leah Matemo	333910	
*David Muchane	221244	
*Wanja Nduati	741903/7	
*Teresa Ongaro	? Overseas?	
*Job Oduor-Owino	? Overseas?	
Total 18	Sample 18	

ACTIVE MEMBERS

*Ibrahim M. Ali	?	?
Sanjiv 'Soni' Baga		
Wachuka Gachie		
Njagi Gakunju		
Patricia Gathuri		
Esther Gatoto		
William Gatoto		
Peter Greene		
Joseph Kagoko Herman		
Patrick Inda		
*Pamela Ithau	226471	503110
Fateh Jiwa		
Bella Kaigwa		
Sam Karanja		
Sue Kihara		
Liza Kimbo		
Jackson Juma Kitili		
Liz Kuria		
Mary Kuria		
David Lowe		
*Salma Mazrui	721124	
Matthew Kyalo Mbobu		
John Githinji Mbugua		
Hulda B. Mogaka		
Sophie Ngunze		
Margaret Njiraini		
Sam Njoe		
Irene Nyoro		
Anne Kelly O'Heidy		
#C. O'Heidy ?	228737/335480	
*Daniele Ponzi	?	?
Noordin Rajan		
Pradip Shah		
Umesh Shah		
R. Sigey		
Margaret Sum		
????Gathui		
Tameezan ????		
John Thuo		
Carol Njanja Wanjau		
*Fatma Yusuf	335683/334901	
Total 41	Sample 4	

INACTIVE

*Joe Aichoma	(0303)33253
Mary S. Appolios	
Dr. Richard Bagine	
Martina Bazigaga	
Peter Belsoi	

Joseph Cheruiyot		
Nathaniel Arap Chumo		
Francis Gaitho		
James Gakunju		
#Ruth Gatheo	742121	
*Alice Gatheru	?	?
Michael Gathu		
Maurice Gathua		
William Gatoto		
S. Wambugu Githaiga		
Jeetendra Gosrani		
Neil Henry		
D.A. Hirani		
Julius G. Ikua		
John F. Jonyo		
*Naishadh Joshi	?	?
#Naomi Kago	722776	558625
Judy Kairo		
Nancy Kairo		
Maina Kanyonyo		
Loise Karanja		
J. Njeri Karuri		
J.S. Kasango		
Deborah M. Kayanda		
David K. Kedemi		
*Beatrice Khayota	742131	
Sarah Kiarie		
Gerald M. Kibunja		
Mumbi Kiereini		
George Kiganjo		
Gerald Kilili		
Charles Kimwele		
Anastacia Kioko		
Anne Kioko		
#Ken Kihengo Kirubi	740177	565199
*Masa Aki Kohmaru	?	?
Kasper Kundert		
Musa Locho		
Ryan Lorenz		
Simon ?????		
Lynette ?????		
Mrs. Madete		
Johnson Magua		
Pauline W. Mahugu		
Samuel Thuo Materi		
*Shukla Mayur	337707	746156
Peter Mboganie		
Melvin Mburu Mbugua		
Emily Waithira Mburu		
Gathenji Mbuti		
John Mkala		
Jane Wanjiku Mochu		

Jane Mokogi		
Wachira Muchoki		
Juliana Muli		
*Brenda Mulindi	334955	
Gideon ?????		
Mumbua ?????		
Jeremiah Munai		
G.M. Mungai		
Betty Munyoroku		
Anne Muraya		
Dominic M. Mureithi		
Ben M. Musyoki		
#Ivy Mutiso	822500	723016
*Njeri Mutiso	?	?
Yuri Mutiso		
Samwel N. Mwangi		
Jayne Mwangi		
James Mwangi		
Fulbert Namwamba		
Henry Ndede		
Wangechi Nderitu		
John Andrew Ndinguri		
Bettina Ng'weno		
*Gatei Nganda	744712	
Tiras Maina Ngotho		
J. Douglas Ngumi		
Peter Ngunjiri		
Henry Njage		
Philip Njenga		
Mike Njeru		
James G. Njuguna		
Prof. S. Njuguna		
Michael W. Nzile		743679
*Jean Nzula	?	?
Janet Obara		
Obi Obyerodhyambo		
Ochiago W. Odhiambo		
Helen Okech		
Christine Okumali		
Dr. Perez Olindo		
Amos Oluoch		
D. Omollo Onam		
Ambrose D. Ongwen		
*Hakanezi Reyo	561532/564771	882623
Wangui ?????		
Richard ?????		
Rose K. Riungu		
Darshak Shah		
Suleiman Shamte		
Mwamba Shete		
Tsuneo Takahata		
James Vermey		

Kamau Wakanene
*George Abuya Wamalwa 221211
Mercy Wambugu
???? Gatheru
Wandaka Gatheru?
Joseph Wandario
Kamau Wanyoike
Wachira Waruru
Ed Wilson
Total 119 Sample 12

b. Sample Adjusted After PO and ASO Comments.

CURRENT AND PAST OFFICIALS

	Office Phones	House Phones
**Wivine Binagwaho	330767/219886	
Nazmi Durrani	? Deceased?	
Steve 'B' Gachie	(0154) 32698	
**Lillianne Gakunju	721124	803348
**Njagi Gakunju		
*Meena Jiwa		748759
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**Philip Kungu	724521/745686	
Steve Marandu	792481	799443
*David Marubu	223895/6	
**Leah Matemo	333910	
**Salma Mazrui	721124	
**David Muchane	221244	
*Wanja Nduati	741903/7	
**Sam Njoe		
Teresa Ongaro	? Overseas?	
Job Oduor-Owino	? **Overseas?	

Total 21

Sample */**15

Interviewed ** 10

ACTIVE MEMBERS

**Ibrahim M. Ali	?	?
Sanjiv 'Soni' Baga		
Wachuka Gachie		
????Gathui		
Patricia Gathuri		
Esther Gatoto		
William Gatoto		
Peter Greene		
Joseph Kagoko Herman		
Patrick Inda		
*Pamela Ithau	226471	503110
Fateh Jiwa		
Bella Kaigwa		
Sam Karanja		
Sue Kihara		
Liza Kimbo		
Jackson Juma Kitili		
Liz Kuria		
**Mary Kuria		
David Lowe		
Matthew Kyalo Mbobu		

John Githinji Mbugua
 Hulda B. Mogaka
 Sophie Ngunze
 Margaret Njiraini
 Irene Nyoro
 Anne Kelly O'Heidy
 *C. O'Heidy ?
 *Daniele Ponzi
 *Noordin Rajan
 Pradip Shah
 Umesh Shah
 R. Sigey
 Margaret Sum
 Tameezan ????
 John Thuo
 Carol Njanja Wanjau
 *Fatma Yusuf

228737/335480

?

?

335683/334901

Total 38

Sample*/** 7

Interviewed ** 2

INACTIVE

*Joe Aichoma
 Mary S. Appolios
 Dr. Richard Bagine
 Martina Bazigaga
 Peter Belsoi
 Joseph Cheruiyot
 Nathaniel Arap Chumo
 Francis Gaitho
 James Gakunju
 **Ruth Gathee
 *Alice Gatheru
 Michael Gathu
 Maurice Gathua
 William Gatoto
 S. Wambugu Githaiga
 Jeetendra Gosrani
 Neil Henry
 D.A. Hirani
 Julius G. Ikua
 John F. Jonyo
 **Naishadh Joshi
 *Naomi Kago
 Judy Kairo
 Nancy Kairo
 Maina Kanyonyo
 Loise Karanja
 J. Njeri Karuri
 J.S. Kasango
 Deborah M. Kayanda
 David K. Kedemi

(0303)33253

742121

?

?

?

722776

?

558625

*Beatrice Khayota	742131	
Sarah Kiarie		
Gerald M. Kibunja		
Mumbi Kiereini		
George Kiganjo		
Gerald Kilili		
Charles Kimwele		
Anastacia Kioko		
Anne Kioko		
*Ken Kihenjo Kirubi	740177	565199
*Masa Aki Kohmaru	?	?
Kasper Kundert		
Musa Locho		
Ryan Lorenz		
Simon ?????		
Lynette ?????		
Mrs. Madete		
Johnson Magua		
Pauline W. Mahugu		
Samuel Thuo Materi		
**Shukla Mayur	337707	746156
Peter Mboganie		
Melvin Mburu Mbugua		
Emily Waithira Mburu		
Gathenji Mbuthi		
John Mkala		
Jane Wanjiku Mochu		
Jane Mokogi		
Wachira Muchoki		
Juliana Muli		
**Brenda Mulindi	334955	
Gideon ?????		
Mumbua ?????		
Jeremiah Munai		
G.M. Mungai		
Betty Munyoroku		
Anne Muraya		
Dominic M. Mureithi		
Ben M. Musyoki		
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Yuri Mutiso		
Samwel N. Mwangi		
Jayne Mwangi		
James Mwangi		
Fulbert Namwamba		
Henry Ndede		
Wangechi Nderitu		
John Andrew Ndinguri		
Bettina Ng'weno		
*Gatei Nganda	744712	
Tiras Maina Ngotho		
J. Douglas Ngumi		

Peter Ngunjiri		
Henry Njage		
Philip Njenga		
Mike Njeru		
James G. Njuguna		
Prof. S. Njuguna		
Michael W. Nzile		743679
*Jean Nzula	?	?
Janet Obara		
Obi Oberodhyambo		
Ochiago W. Odhiambo		
Helen Okech		
Christine Okumali		
Dr. Perez Olindo		
Amos Oluoch		
D. Omollo Onam		
Ambrose D. Ongwen		
*Hakanezi Reyo	561532/564771	882623
Wangui ????		
Richard ????		
Rose K. Riungu		
Darshak Shah		
Suleiman Shamte		
Mwamba Shete		
Tsuneo Takahata		
James Vermey		
Kamau Wakanene		
*George Abuya Wamalwa	221211	
Mercy Wambugu		
???? Gatheru		
Wandaka Gatheru?		
Joseph Wandario		
Kamau Wanyoike		
Wachira Waruru		
Ed Wilson		

Total 117	Sample */** 15	Interviewed ** 5
Grand Totals 176	37	17
Percentages 100	21	9.7
	Male 18 (48.6%)	9 (53%)
	Female 19 (51.4%)	8 (47%)

APPENDIX 4

SUMMARY OF QUESTIONNAIRE RESPONSES

Total number	Percentage %
1. Uvumbuzi is primarily a. a social club b. a conservation club.	
a. 7	17.5
b. 32	80.0
c. Unanswered 1	2.5
2. Uvumbuzi is run by a social oriented clique a. True b. False.	
a. 21	52.5
b. 17	42.5
c. Unanswered 2	5.0
3. Uvumbuzi should be run by a. Committee b. Secretariat c. Members.	
a. 12	30.0
b. 10	25.0
c. 14	35.0
d. Unanswered 4	10.0
4. Projects should be run by a. Committee b. Members c. Secretariat	
a. 14	35.0
b. 18	45.0
c. 6	15.0
d. Unanswered 2	5.0
5. Events should be run by a. Members b. Committee c. Secretariat.	
a. 30	75.0
b. 5	12.5
c. 3	7.5
d. Unanswered 2	5.0
6. Policy should be made by a. Members b. Secretariat c. Committee	
a. 30	75.0
b. 1	2.5
c. 7	17.5
d. Unanswered 2	5.0
7. Uvumbuzi executive function lies with a. Secretariat b. Chairman c. Secretary d. Members.	
a. 12	30.0
b. 17	42.5

c.	1	2.5
d.	4	10.0
e.	Unanswered 6	15.0

8. Uvumbuzi policy is made by a. Chairman b. Secretary c. Committee d. Secretariat.

a.	4	10.0
b.	-	0.0
c.	27	67.5
d.	4	10.0
e.	Unanswered 5	12.5

9. A volunteer club cannot implement projects a. True b. False.

a.	-	0.0
b.	38	95.0
c.	Unanswered 2	5.0

10. Lately members do not participate in events since they:

a. Oppose Committee b. Oppose Chairman c. Oppose Secretary d. Oppose Secretariat e. Oppose Conservation activities. f. Oppose social activities.

a.	3	7.5
b.	3	7.5
c.	-	0.0
d.	1	2.5
e.	2	5.0
f.	4	10.0
g.	Unanswered 27	67.5

11. New members should primarily be recruited from a. Universities b. Private Sector c. Professional Associations d. High Schools.

a.	1	2.5
b.	7	17.5
c.	17	42.5
d.	3	7.5
e.	Unanswered 12	30.0

12. Do you agree that Membership be CATEGORISED, say, a. Corporate b. Life c. Honourary d. Candidate e. Ordinary. 1. Yes. 2. No.

a.	12	30.0
b.	27	67.5
c.	Unanswered 1	2.5

13. The newsletter should be for a. Members only b. Mass Mailing.

a.	26	65.0
b.	13	32.5

c. Unanswered 1 2.5

14. The newsletter content is too social a. True b. False.

a. 10 25.0
b. 27 67.5
c. Unanswered 3 7.5

15. The newsletter must concentrate on conservation a. True b. False.

a. 27 67.5
b. 13 32.5

16. Newsletter writing and editing is the work of a. Secretariat b. Members c. Committee d. Secretariat e. Writers and Editors.

a. 16 40.0
b. 7 17.5
c. - 0.0
d. 5 12.5
e. 8 20.0
f. Unanswered 4 10.0

17. Minutes of the committee should be taken and produced by the Secretariat a. Yes b. No.

a. 3 7.5
b. 37 92.5

18. There are too many activities and events a. True b. False

a. 24 60.0
b. 13 32.5
c. Unanswered 3 7.5

19. Too many events and activities interfere with project success a. True b. False

a. 28 70.0
b. 10 25.0
c. Unanswered 2 5.0

20. List the projects/activities funded by USAID grant

		Percentage
Unanswered	24	60.0
Ololua/WCK project	12	30.0
Training members/secretariat	8	20.0
Equipment (incl. Bus)	7	17.5
Thogoto Tree nursery	6	15.0

Bicycle Day campaign	4	10.0
Membership drive	2	5.0
Workshops	2	5.0
Strategic Planning Seminars	2	5.0
Kitui trip	1	2.5
L.Naivasha Project	1	2.5
Machakos Tree nurseries	1	2.5
Ithangi Dam	1	2.5
Educational activities	1	2.5
Elsamere visit	1	2.5
Tree planting	1	2.5

21. Events should be limited to two a month a. Agree b. Disagree

a. 26	65.0
b. 12	30.0
c. Unanswered 2	5.0

22. Uvumbash is the most important club activity a. True b. False.

a. 10	25.0
b. 29	72.5
c. Unanswered 1	2.5

23. AWF has interfered in club activities a. True b. False.

a. 4	10.0
b. 27	67.5
c. Unanswered 9	22.5

24. AWF has not supported the club as contracted a. True b. False.

a. 7	17.5
b. 24	60.0
c. Unanswered 9	22.5

25. The activities to be supported with USAID funds were selected by a. AWF b. Secretariat c. Committee d. Members e. USAID.

a. 6	15.0
b. -	0.0
c. 7	17.5
d. 5	12.5
e. 3	7.5
f. Unanswered 19	47.5

26. AWF/Club role should be a. Stopped b. Continued c. Changed.

a. 1	2.5
b. 19	47.5
c. 13	32.5

d. Unanswered 7 17.5

27. AWF should hire the Secretary Organiser a. Agree b. Disagree

a. 16 40.0
b. 18 45.0
c. Unanswered 6 15.0

28. A Secretariat Organiser should be a. An Administrator b. A Conservationist c. A Development Specialist d. Writer/Editor.

a. 19 47.5
b. 10 25.0
c. 5 12.5
d. 1 2.5
e. Unanswered 5 12.5

29. To improve project implementation, Uvumbuzi should a. Change Secretariat Organiser b. Change Committee c. Change Chairman d. Change Project Officer. e. Change Project Manager f. Change a. to f. g. Change a, b and c. h. Change d and e.

a. 7 17.5
b. 3 7.5
c. 1 2.5
d. 1 2.5
e. 1 2.5
f. 1 2.5
g. 3 7.5
h. 5 12.5
j. Unanswered 18 45.0

30. Uvumbuzi procedures for accounting for activity monies are adequate a. True b. False.

a. 27 67.5
b. 7 17.5
c. Unanswered 6 15.0

31. The procedures manual is detailed enough for purposes of accounting and reporting to members a. True b. False

a. 24 60.0
b. 6 15.0
c. Unanswered 10 25.0

32. The procedures manual is not detailed enough for purposes of accounting and reporting to USAID a. True b. False.

a. 8 20.0
b. 18 45.0
c. Unanswered 14 35.0

33. Current Uvumbuzi leadership is participatory a. True b. False.

a. 25	62.5
b. 9	22.5
c. Unanswered 6	15.0

34. The Committee is trained in USAID reporting procedures a. True
b. False

a. 6	15.0
b. 17	42.5
c. Unanswered 17	42.5

35. The Club is a rival to the Wildlife Clubs a. True b. False

a. 2	5.0
b. 38	95.0

36. Members have been trained in conservation a. True b. False

a. 13	32.5
b. 21	52.5
c. Unanswered 6	15.0

APPENDIX 5: GENERAL MEMBERSHIP CONSERVATION LECTURES/SEMINARS.

Topic	Speaker	Date
1. Environmental Conservation - History and Future	S. Price	16th March 1990
2. The Organic Manure	Jomo Kenyatta Agric. College	April 1990
3. Identification of Trees and their values in Ololua forest	Simon Kamau (National Museums of Kenya)	May 1990
4. Park Census	R. Osborne	May 1990
5. Orchids	Beatrice Khayota (NMK)	June 1990
6. World Environment Day/Garbage Clean-up Day	City Commission Staff	June 1990
7. Strategic Planning Workshop I	Powells	4-7th Aug. 1990
8. Salvinia Lake Naivasha Workshop	Prof. Njuguna (NMK)	August 1990
9. The Role of the National Museums of Kenya	Karanja (NMK)	August 1990
10. Bicycle Maintenance Workshop	P. Rubenson	17-18th Oct. 90
11. Tree Planting, Seeds and Supervision	KENGO (T. Onyango, B. Musumba, G. Arum)	6th April 1991
12. Bicycle Maintenance Workshop	P. Rubenson	28th April 1991
13. Biogas production, Game ranching, The Rhino, Bongo, Zebra, Cheetah, Primates and Warthogs.	Nanyuki William Holden Foundation Conservation Education Centre	4-5th May 1991
14. Membership Involvement	(RAT - L. Grist)	25th May 1991

- | | | |
|---|-------------|-----------------|
| 15. Animal Census/ How
to identify animals | | 2nd June 1991 |
| 16. (Trees ?) | JICA/ KEFRI | 29th June 1991 |
| 17. ISSUES (Human
Population Growth,
Park Fencing,
Landlessness, Water | P. Olindo | 7th August 1991 |
| 18. Strategic Planning
Workshop II | Powells | 10-11th Aug. 91 |

APPENDIX 6: INTERVIEW LIST

1. Deborah Snelson/Ursula Shimechero	12/8/91
2. Dr. Perez Olindo	13/8/91
3. Kanene/ Buyu	13/8/91
4. Mark Price	14/8/91
5. Debbie Snelson/ Ursula Shimechero	14/8/91
6. Mary Kuria	23/9/91
7. Njagi Gakunju	23/9/91
8. Sam Njoe	23/9/91
9. Philip Kungu	24/9/91
10. Leah Matemo	24/9/91
11. Lilianne Gakunju	24/9/91
12. David Kabeberi	24/9/91
13. Naishadh Joshi	25/9/91
14. David Muchane	25/9/91
15. Ibrahim Ali	25/9/91
16. Shukla Mayur	26/9/91
17. Salma Mazrui	26/9/91
18. Ruth Gathee	26/9/91
19. Ivy Mutiso	26/9/91
20. Brenda Mulindi	27/9/91
21. Wivine Binagwaho	27/9/91
22. Jim Kinyany	27/9/91

APPENDIX 7: MEMBERS ATTENDING 9/11/91 MEETING

Names			Address
Last	First	Initials	
1.	Njoe	Sammy N.	P.O. Box 72002, Nairobi
2.	Kimbo	Liza M.	P.O. Box 30003, Nairobi
3.	Kinyany	Jim	P.O. Box 44171, Nairobi
4.	Marandu	Steve M.	P.O. Box 73201, Nairobi
5.	Kuria	Mary M.	P.O. Box 44015, Nairobi
6.	Nduati	Gathoni	P.O. Box 20410, Nairobi
7.	Njage	Henry	P.O. Box 41194, Nairobi
8.	Kuria	Liz	P.O. Box 44015, Nairobi
9.	Nduati	Wanja N.W.	P.O. Box 20410, Nairobi
10.	Masbayi,	Victor A.	P.O. Box 30261, Nairobi
11.	Mbugua	John G.	P.O. Box 52759, Nairobi
12.	Sum	Margaret	P.O. Box 755, Eldoret
13.	Muchane	David	P.O. Box 43963, Nairobi
14.	Buyu	Monica	P.O. Box 75485, Nairobi
15.	Gakunju	Jagi	P.O. Box 10788, Nairobi
16.	Snelson	Deborah	P.O. Box 48177, Nairobi (AWF)
17.	Shimechero	Ursula I.	P.O. Box 48177, Nairobi (AWF)
18.	Njanja	Wanjau C.	P.O. Box 42988, Nairobi
19.	Ponzi	Daniele	
20.	Ali	Ibrahim	
21.	Mutiso	G-C.M.	P.O. Box 14333 Nairobi (Consultant)