



The Laikipia FORUM Strategic Plan

2017-2030



The Laikipia FORUM

Tel: +254 726 500 260

communications@laikipia.org

Physical Address:

Likii River Road

Off Nanyuki-Meru Highway

Behind the ASK Show Ground

P.O. Box 764 -10400, Nanyuki,

Kenya.

 Laikipia Wildlife FORUM

 @laikipiaFORUM

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Acknowledgements

The Laikipia FORUM would like to acknowledge the support and engagement of the following institutions in the development of this Strategic Plan:

The Nature Conservancy

Northern Rangelands Trust

The LWF Community Liaison Officers who guided much of the self-assessment conducted in the landscape.

United States Agency for International Development in Kenya

The Embassy of the Kingdom of the Netherlands in Kenya

Mapala Research Centre

The LWF Regional Directors and the LWF Board of Directors

Consultants contributing through Global Platform, Kenya

Our LWF Members and Staff

Laikipia, Meru, and Nyeri County Governments

Table of Contents

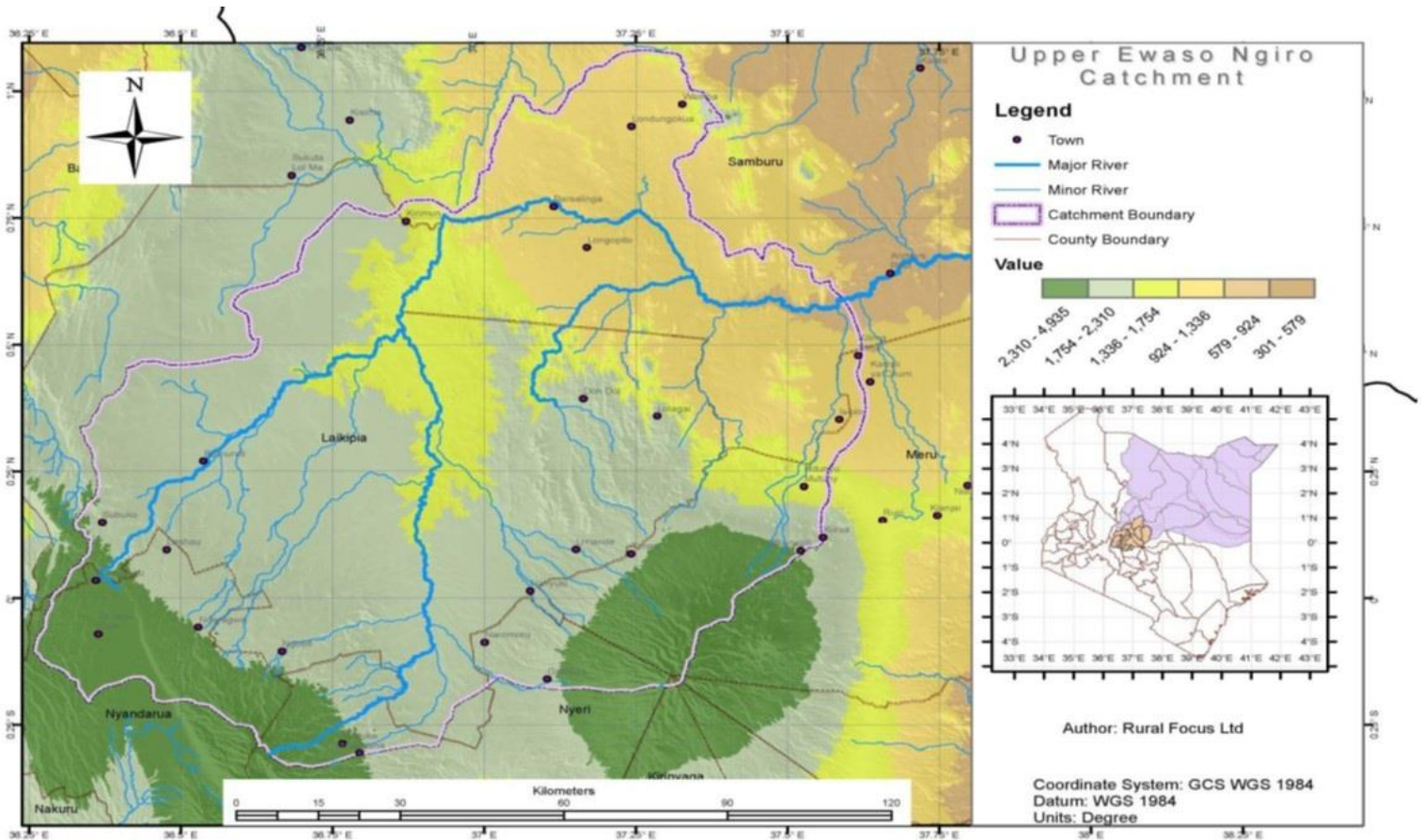
.....	1
Acknowledgements	3
Background	10
Vision, Mission and Guiding Principles	13
Vision.....	13
Mission.....	13
Guiding Principles	13
The FORUM’s Evolution.....	16
Our Programming Themes and Goals	20
Overarching Goals of the FORUM.....	20
WILDLIFE	22
WATER.....	26
RANGELANDS.....	30
CONSERVATION EDUCATION	35
LAND USE.....	40
TOURISM.....	44
The Overarching Role of the FORUM.....	48
Our Primary Stakeholder Groups.....	49
Laikipia Pastoralist Group.....	50
Laikipia County Wildlife Conservation Committee	50
Mt. Kenya-Ewaso Water Partnership.....	51
The Laikipia Association of Conservation Educators (LACE) & WILD CLASS	51
Laikipia County Natural Resources Network (LAICONAR)	52
Laikipia Regional Conservancies.....	52
Laikipia Farmers Association.....	53
Laikipia Tourism Association	53
FORUM Governance	55
The FORUM’s Sustainability Model.....	56

Abbreviations

CWCCC	County Wildlife Conservation and Compensation Committees
DRSRS	Department of Resource Surveys and Remote Sensing
GOL	Government of Laikipia
KWS	Kenya Wildlife Service
LACE	Laikipia Association Conservation Educators
LAICONAR	Laikipia County Natural Resources Network
LFA	Laikipia Farmers Association
LTA	Laikipia Tourism Association
LPA	Laikipia Pastoralist Association
MKEWP	Mount Kenya Ewaso Water partnership
MRC	Mpala Research Center
NRT	Northern Rangelands Trust



The Laikipia landscape



Laikipia is central to the 15,000 sq. km Upper Ewaso Ng'iro Catchment, which is often described as the Greater Laikipia Landscape or ecosystem. The movement of people, wildlife and livestock are an integrated system of land use that forms one of the most successful models of wildlife conservation in the Country. This area however, is challenged by population growth, climate change, and transformations in the use of land and natural resources.

Summary

This Strategic Plan sets priorities for our engagement in the greater Laikipia landscape. This documents helps us to focus the commitment of the FORUM's membership and governance over the next 10+ years.

Our Strategic Plan is a commitment to what our organization is, whom we serve, what we do, why we do it, and how we will serve membership.

The scope of this landscape approach includes Laikipia County and the area known as the Upper Ewaso Ng'iro Catchment area. We refer to this as the greater Laikipia landscape recognizing that this geographic context best serves the future interests of the Catchment.

The FORUM moves back to a membership organization, where stakeholder groups are served by a Secretariat to realize their goals. The FORUM's secretariat will not implement, but rather support the capacity building and operations of their membership.

The strength of the FORUM has always been its ability to help members realize commonly held objectives. The themes addressed by the FORUM and its governance should accelerate a more integrated approach to natural resource conservation and livelihoods in this landscape.

We support 6 programming themes in the greater Laikipia landscape. These pillars were identified as most important to members. Water, Wildlife, Education, Land Use Management, Rangelands, and Tourism will be addressed.

The governance of the FORUM is changed in response to a more diverse membership. Some 8 different stakeholder groups, individually created and bonded together by a common agenda, will now join the FORUM's Board of Directors.

The Board also includes key partners in the landscape, thus increasing the representation on the Board and allowing for a more representative body.

These important partners include the Kenya Wildlife Service (KWS), the Mpala Research Center (MRC), Laikipia County Government, and the Northern Rangelands Trust.

Finally, an Ewaso Ng'iro Advisory Council will be formed to ensure that the FORUM is supported financially, philosophically, and strategically in the complex of issues affecting the future of this landscape.

A large, dark silhouette of a tree with many bare branches dominates the center of the image. Two birds are perched on the upper branches. The background is a gradient of colors from a sunset or sunrise, transitioning from a deep orange at the bottom to a pale, hazy blue at the top. The overall mood is serene and contemplative.

The FORUM's Background

Background

The Laikipia FORUM is a natural outgrowth of 25 years of service and organizational development to natural resource conservation efforts with Laikipians.

The Laikipia Wildlife FORUM was born out of the conservation efforts supporting wildlife utilization in the early 90s. LWF grew to become a membership organization serving the effort and reinforcing the benefits of community-based natural resources management in the landscape.

With our efforts taking place almost exclusively on private lands, the success of the wildlife conservation model in Laikipia can be attributed to these private land commitments. Almost 2/3 of the 15000 km greater Laikipia landscape contributes in some form to wildlife conservation and rangelands as an underlying land use.

After its first 10 years, LWF increasingly became a sub-contractor for conservation organizations supporting Laikipia conservation themes. In its second 10 years, LWF became the recipient of direct donor funding for a broad portfolio of 8 thematic conservation areas.

The scope and scale of these grants allowed LWF to serve a growing membership of “community” - Water Resource User Associations, Community Forest Associations, Wildlife Clubs, natural resource enterprise groups, group ranches, and wildlife fence committees.

The unsustainability of this model became evident after 10 years of donor funding came to an end in 2016. This forced LWF to examine its record of service and effectiveness on those conservation themes to membership.

After almost 25 years, and despite the generosity of donors, our organization has been unable to keep pace with the financial demands and expectations of our growing constituency, nor have we been able to meet the recurrent operating costs of a full-scale, implementing, non-profit organization.

In preparation for this Strategic Plan, LWF conducted an assessment of its programming and impacts. This was an important membership evaluation exercise that broadly examined the organizational roles, functions, effectiveness, and delivery of LWF. The results and analysis of that assessment have been used to inform this Strategic Plan.

This Strategic Plan is a return to basics.

It is a logical reflection on what LWF has done well, and where it has failed its constituency. The SWOT analysis used as a major tool in our self-assessment, helped to illustrate a new way forward for LWF.

The results point to a more focused portfolio of programs, more membership-driven priorities and implementation, the appointment of the LWF secretariat as a service and umbrella support organization, a more representative governance structure, and a name change for the FORUM.

The FORUM's portfolio of membership interests and needs far outstrips its "wildlife" middle name.

The future of natural resources conservation also demands a stronger and more engaged role with the second, third and fourth generations of County governance, planning and programming, and stronger working relations with key regional neighbors and conservation programming partners.

The Laikipia landscape will never survive in isolation. Its future as a working conservation model lies in its ability to construct and maintain networks with its neighbors.



*Vision,
Mission &
Guiding Principles*

Vision, Mission and Guiding Principles

Vision

A productive and robust Upper Ewaso landscape that supports livelihoods and healthy populations of wildlife.

Our Vision acknowledges that Laikipia plays a vital role in the Upper Ewaso Ng'iro catchment landscape, and that the connectivity of lands between Laikipia, Samburu, Meru, Nyeri, Nyandarua, and Isiolo Counties. Laikipia and its environs are central to the success of rangeland health, and water and wildlife conservation.

Mission

To nurture and support stakeholder institutions that champion wildlife conservation and sustainable natural resources management in Laikipia and among its neighbors.

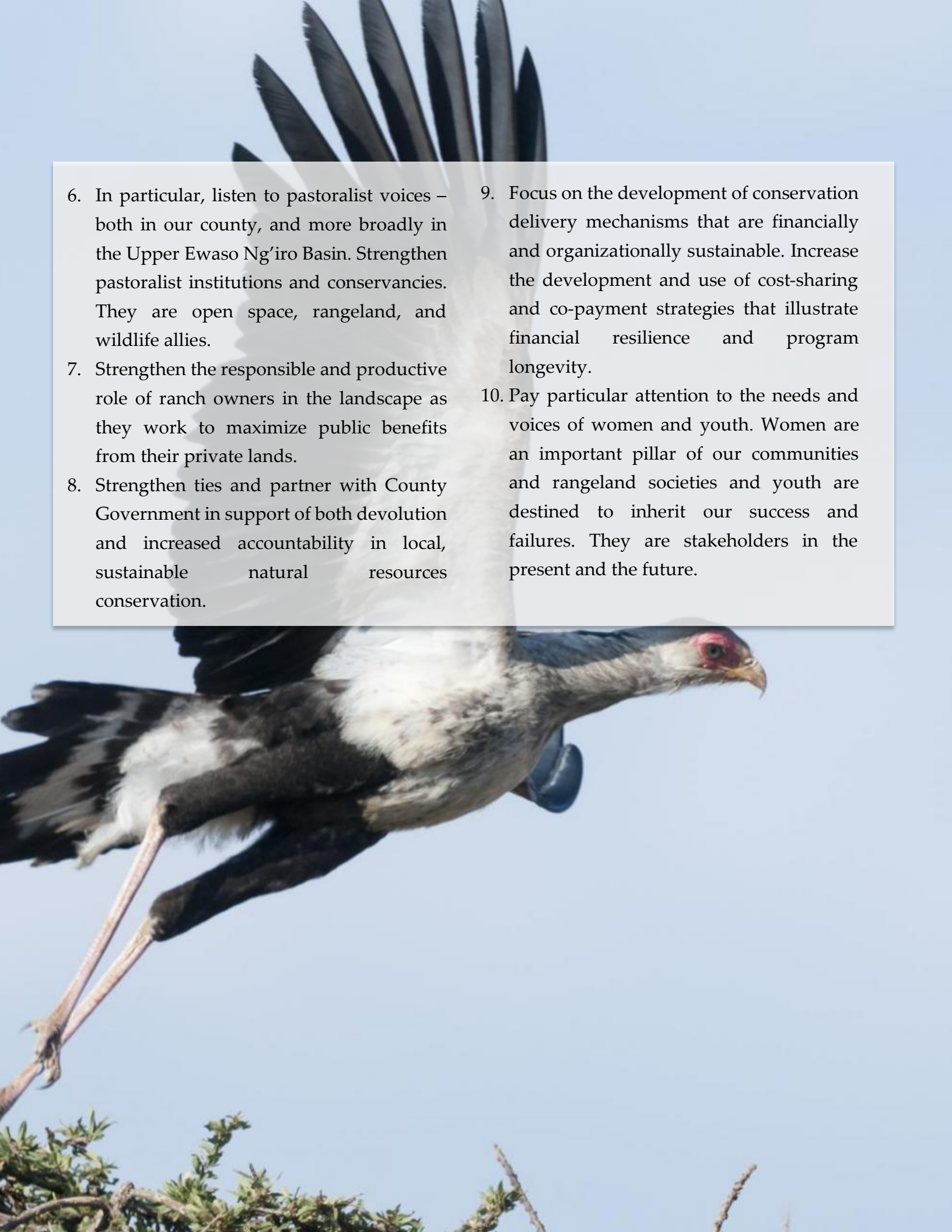
Our Mission statement is focused on the development and nurturing of institutions that will have increased strength of voice in the FORUM. Membership will be more equal and equitable in future decision-making on natural resources conservation in this landscape.

Our stakeholder institutions, programming themes, governance structure, and goals have been selected with this vision and this mission in mind.

Guiding Principles

Our new strategy is guided by a set of principles. These emerged from lessons generated by considerable LWF membership and stakeholder input:

1. Recognize the disparate needs and voices of the FORUM's membership. Acknowledge differences and focus on overlapping needs and objectives.
2. Common concerns. This means that we help to develop local, collective institutions, which represent different membership needs more equally. ONE SIZE DOES NOT FIT ALL.
3. Strengthen these institutions so that they engage equitably.
4. Tie landscape benefits to local needs in a collective fashion – support the notion of stronger regional units and neighborhoods.
5. Improve our ability to advocate for productive land uses that support and result in biodiversity conservation. A FORUM that can act as an information clearinghouse with regular public access and engagement that supports informed role informed decision-making best serves this role.

- 
6. In particular, listen to pastoralist voices – both in our county, and more broadly in the Upper Ewaso Ng’iro Basin. Strengthen pastoralist institutions and conservancies. They are open space, rangeland, and wildlife allies.
 7. Strengthen the responsible and productive role of ranch owners in the landscape as they work to maximize public benefits from their private lands.
 8. Strengthen ties and partner with County Government in support of both devolution and increased accountability in local, sustainable natural resources conservation.
 9. Focus on the development of conservation delivery mechanisms that are financially and organizationally sustainable. Increase the development and use of cost-sharing and co-payment strategies that illustrate financial resilience and program longevity.
 10. Pay particular attention to the needs and voices of women and youth. Women are an important pillar of our communities and rangeland societies and youth are destined to inherit our success and failures. They are stakeholders in the present and the future.



*The
Evolution
of the
FORUM*

The FORUM's Evolution

At its most simple, the Laikipia Wildlife FORUM was entirely funded by its members. Started in 1992, the FORUM had its origins in a ranchers meeting that drew together participants in a wildlife culling experiment.

They laid out a program of wildlife culling quotas, wildlife monitoring, anti-poaching, security and benefit sharing. The Laikipia landscape was carved into management units, and each unit was led by a “regional” director, who also sat on the LWF Board.

Through its performance and leadership, LWF became an attractive mechanism for others to implement landscape conservation goals. Slowly and incrementally, LWF became a launching pad for conservation activities that expanded its role in the landscape.

After the wildlife culling program was halted in 2003, more small grants were awarded for ecotourism, the development of the first Mukogodo Forest Management Plan, and to explore the development of natural resource enterprise as a tool to support

conservation, livelihoods, and income generation.

In 2007, LWF was awarded two complementary, large grants from the Embassy of the Kingdom of the Netherlands in Kenya, and the United States Agency for International Development. These contracts ran for a period of 10 years, enjoying both contract extensions and second phases.

Unfortunately, at no point in the operations of these contracts did LWF enjoy a membership subscription greater than 3% of its total, annual costs. Clearly, this model of LWF was not sustainable without considerable donor input.

Yet, the strong donor support of the LWF model allowed the organization to grow from an original membership of some 50 ranches to a membership in the thousands comprised of more small-holders and pastoralists.

We estimate the total membership of Laikipians registered through their Civil Society Organizations or Businesses to total close to 20,000 members in 2017.

Over the years, the LWF membership, partners, and donor support have also allowed us to address major issues of land tenure and land use; and the role of rangelands, ranching, and wildlife conservation in a rural economy. There are two prominent studies that enjoyed LWF investment.

These include: the **Laikipia Unity and Land Initiative (LULI Report 2013)** and the **Contribution of the Rural Economy of Laikipia as the Basis for a Model County 2013**. Both are essential inputs into Laikipia County devolution, planning and development in this landscape.

Moreover, LWF has been instrumental in leading exercises resulting in landscape management plans for wildlife, water, and forests, also in support of devolution.

Discussions in 2015 and 2016 examined ways to link properties and keep landscapes open for wildlife. The concept of the *Laikipia Unity Landscape* was born and it explored the first steps in the establishment of long-term conservation land trust.

More recently, in partnership with the Northern Rangelands Trust, and Mpala Research Center, LWF led an effort to support the second generation of

County Integrated Development Planning among the counties linked closely with the future of Laikipia – Baringo, Samburu, Marsabit, Isiolo and Laikipia counties. This effort was aimed at ensuring that the historical and present-day efforts of this partnership in support of community, conservation, culture and commerce were embraced within the programs selected for County development and financing.

Today, the multitude of challenges facing the Laikipia landscape are not going away. The politics of landownership and land use are growing. Climate change forces all of us to think and rethink our models of land use and management.

National laws supporting natural resource governance and use are still evolving under the new Kenya Constitution of 2010. And many of our members are still without the basic incentives, roles and responsibilities governing sustainable nature resources management, whether for water, rangelands, forests or wildlife.

One generation, later, and the LWF must now incorporate new voices. New demands are being heard in the FORUM, and our organizational and governance systems are challenged to

listen to and accommodate this growing complex and diverse membership Laikipia vaunts a landscape use system that hosts a generally successful model of wildlife conservation on about 60-65% of county territory.

It is one of the most successful wildlife conservation models in Kenya.

Our new strategy is focused on consolidating these gains of membership, the success of the mixed ranching model, the contiguity of landscapes where wildlife movement between properties is tolerated and encouraged, and where landowners are responsible for generating maximum benefits for the people of this landscape.



Our Themes and Goals



Wildlife



Water



Rangelands



**Conservation
Education**



Land Use



Tourism

Our Programming Themes and Goals

We have 6 programming themes serviced by the new FORUM.

Each one has been selected based on membership demand, need and/or interest, our historical proficiency, and opportunities for strong public-private support of these themes.

With these new programming areas comes a new set of goals for which we are accountable as a FORUM.

Overarching Goals of the FORUM

1. Increase the opportunities for conservation “issues”-based programs to develop and work together between different stakeholders.
2. Increase the effectiveness of different stakeholders in the FORUM’s governance structure and programming. In particular, focus on youth and women.
3. Provide a platform for innovative and sustainable land use enterprise development.
4. Secure healthy rangelands and areas for biodiversity conservation in perpetuity.
5. Maintain and improve the connectivity and interchange of wildlife populations in the Upper Ewaso Ng’iro Basin.
6. Ensure more equal and equitable partnerships in the pursuit of landscape-level natural resources conservation and management.
7. Maximize cooperation between the devolved functions of government natural resources conservation to County level;
8. Link wildlife conservation with county development and spatial planning;
9. Increase the public benefits derived from private lands.

Wildlife



WILDLIFE



Our programming efforts will focus on where we can provide best value as a membership organization. This means we will nurture the role and functions of devolved wildlife conservation at the County level.

This may take place through County Wildlife Conservation and Compensation Committees (CWCCC) or similar. This will include secretarial support for their functions and operations, development of county policy on wildlife conservation, access, use, incentives and responsibilities. It will also include a focus on the reduction of Human Wildlife Conflicts.

The other member organization in the landscape will have an important role to play –Laikipia Regional Conservancies. As conservancies look to build strong bonds, corridors and dispersal areas for wildlife, which also play a greater role in generating public benefits.

New regulations interpreting the Wildlife Conservation and Management Act 2013 will allow for a wider variety of wildlife use. We will advocate for these additional uses of wildlife as a way to increase the public benefit from private lands.

Goal

By the year 2030, Laikipia will remain a model for the conservation of biodiversity on private lands in Kenya. We will have maintained, if not increased the amount of land in service to wildlife conservation in Laikipia and with our neighbors. And we will have a fully functioning, devolved conservation body demonstrating maximum benefits for Laikipia's citizens and wildlife.

5 –Year Objectives

- Reduce the amount of Human Wildlife Conflict (HWC) by 50% from known hotspots.
- Create a model mechanism (CWCCC) that demonstrates the effectiveness of public, county, and private partnerships in service to wildlife conservation.
- Increase the number of officially sanctioned wildlife uses in Laikipia that can demonstrate increased



public benefits from private lands and wildlife use.

- Maintain the population health of keystone species for the landscape and look to expand the habitat for black rhino conservation.
- Increase the amount of County expenditure for wildlife conservation to 10% of the total county budget.

Activities

1. Support the devolved (CWCCC) functions aimed at wildlife conservation and conservancy management services.
2. Fundraising for projects that mitigate and reduce human-wildlife conflict
3. Awareness and Public Information Sharing
4. Development of County Conservation Leadership and capacity building.
5. Advocate for increased wildlife use rights by conservancies

6. Secure benefits and incentives for conservancies in the County, and between Counties in the Upper Ewaso Ng'iro Water Basin.
7. Consolidate the conservancy movement in Laikipia, and between Laikipia and its neighbors.
8. Support the membership goals and priorities of the Kenya Wildlife Conservancies Association (KWCA).

Role of The FORUM

The FORUM would serve as a secretariat to the functions of the organization related to matters of conservation and the goals and objectives noted above. The Secretariat will leave the function of compensation to KWS as many of these issues are legal, confidential, and based on investigations, assessments and forensic evidence.

The FORUM will support the efforts of the County Committee to work with Laikipia County Government on HWC, land use planning, and a development of the County's Integrated Development Plan to include activities that benefit wildlife conservation as a land use in Laikipia, and among its neighbors. We will also continue to support the interaction of the Committee with the Kenya Wildlife Service

in efforts to devolve a full set of wildlife use rights to County stakeholders.

We will work with the KWCA in solidarity to advance membership, the association's goals, the development of new conservancies, galvanize support to existing conservancies, and to advance our common advocacy and lobbying efforts.

Thus, The FORUM will also serve as the secretariat to the Laikipia Regional Conservancies.

Partnerships

Key partnerships working to support these theme are the Kenya Wildlife Service, the Kenya Wildlife Conservancies Association, the Association/Partnership of Laikipia Conservancies, the County Wildlife Conservation Committees, and the Northern Rangelands Trust.





Water

WATER



Our water programming focus is born from our success in addressing private and community water users through the 29 Water Resource User Associations (WRUAs) with whom we have worked in the Upper Ewaso Ng'iro North Catchment Area (UENNCA).

Based on the success of this model and in an effort to address one of the most far-reaching natural resources management challenges of this arid and semi-arid region, we have already started to shape the next generation of water programming in this landscape.

With the help of our public (5 counties) and private partners, we continue to focus on the integrity of water conservation, management, and distribution in the Upper Ewaso Ng'iro Water Basin – an area comprising virtually all of Laikipia.

Our efforts will be realized through support to the Mt. Kenya-Ewaso Water Partnership (MKEWP) – a Public Private Partnership formed to address critical water issues in this catchment. The MKEWP brings together water actors to solve water problems shared by its citizens. Flower farmers, horticultural growers, WRUAs, County governments, National government agencies, researchers, civil society groups and other water actors will collectively identify, discuss and take action on common water problems in this area.



Goal

By the year 2030, this partnership will have ensured that water resources in UENNCA are managed for sustainable, equitable, social and economic development in harmony with natural

water systems and environmental cycles.

5-YEAR Objectives

To improve and safeguard water quantity and quality of the Reserve

- To ensure sustainable water use management and off-take
- To encourage more effective water conservation techniques and technologies
- To ensure that all water resources infrastructure meets established standards
- To ensure environmentally and socially sensitive planning to large scale storage development
- To establish an effective mechanism to promote the development of safe water resources infrastructure
- To increase the capacity for water resource institutions and stakeholders to participate in the co-management of water resources.
- To enhance catchment planning, coordination, resource allocation, monitoring, and reporting.

Activities

The FORUM will support all the roles and functions covered in the Charter and Terms of Reference of the MKEWP.

This includes:

- Support to the role and functions of a Secretariat to the MKEWP, (e.g.

accounts, administration, reporting, and coordination the Partnership

- Maintain, inform and educate members of the Partnership on their



roles, responsibilities, and benefits associated with Membership.

- Supervise the development of business plans, financial sustainability planning, and technical plans as called for by the Partnership.
- Conduct fundraising on behalf of the Partnership.
- Supervise the development and offering of regular public events that support the goals and purpose of the Partnership.
- Serve as a platform and secretariat for other projects that complement the goals of the Partnership.
- Maintain an information clearinghouse that is accessible to members of the Partnership, and to members of the public on key Partnership program themes.
- Serve membership needs in particular on the impacts of large-

Role of the FORUM

The FORUM has been selected by the MKEWP Council to serve as the Secretariat to the Partnership for the next five years.

Upon completion of these years, and evaluated relative to its abilities to manage the activities listed above, the FORUM should be elected to continue in this role.

The FORUM will appoint a dedicated MKEWP management team to provide regular and consistent support to the MKEWP.

Administrative, financial, and reporting services will be cost-shared with other programs

Partnerships

The MKEWP is already a Partnership with five counties in the Upper Ewaso Ng'iro basin, and more than 50 watershed public, private, community, NGO, and service-provider members



Rangelands

RANGELANDS



Our programming efforts focus on maintaining healthy rangelands and an essential food production system (livestock) in Laikipia, which also supports livelihoods and wildlife.

The mixed ranching model is providing double benefits as better food production is resulting from large-scale land management, and our nation's wildlife heritage is more secure as a result of this land use.

Our rangelands program comprises components that support a full rangelands package aimed at securing territory for wildlife conservation.

These components include rangelands management, invasive species eradication and management, rangelands rehabilitation, livestock management and markets, and peace and conflict reduction in the Upper Ewaso Ng'iro Catchment Area.

We will also serve as a catalyst and private sector engine for rangelands programming, in concert with our northern neighbors (adjoining counties and NRT).

Goal

By the year 2030, Laikipia and areas within the Upper Ewaso Ng'iro basin comprised of individual conservancies, community conservancies and ranches will have developed and maintained a holistic scheme for the management of improved rangelands that supports wildlife, as well as a robust, modified, pastoralist system of healthy livestock, improved livelihoods and resilience in the face of future climate challenges.

5-Year Objectives

Our plan over the next five years will be to create and support working models wherein Laikipia regional neighborhoods, joined together by common issues of grass production, water conservation and management, wildlife habitat, and livestock management, thrive and are realized as providing mutual benefit to land owners/land users.

The following objectives are proposed:

- To develop at least 4 working partnerships in geographic clusters in Laikipia where community conservancies and private conservancies/ranches can be encouraged to work together around sound livestock and rangelands management business models.
- To develop working relations with and secure investments from national and County governments in support of these models, using social, environmental, and economic benefits, to demonstrate the efficacy of the models.
- To develop and nurture a mechanism(s) that secure pasture as a property right and that allow for negotiated access and use rights are part of sustainable rangelands management model.
- To assist our northern community conservancies to actively revive their rangelands, eliminate invasive species, and to implement rangeland management plans that



accommodate spatial planning, zoning, and access rights at conservancy, inter-conservancy, and inter-county levels.

- To help “abandoned” land occupants in important rangeland neighborhoods to secure access and use rights for rangelands, wildlife, grass and water.

Activities

The FORUM will serve as Secretariat to a growing set of rangeland management models that are predicated on more secure tenure, a system for negotiated access and use rights to grass and water (property rights), livestock management, and market development. Our activities include:

- Development of a rangelands outreach team capable of helping community and private conservancies develop the mechanisms through which working models of rangelands management in neighborhood clusters can be realized. This team will serve as extension agents trained and administered by the FORUM, but working in service and assigned to neighborhood “working models”.
- Administer, report, and manage donor grants and public/private model developed in service to these “working models”.

- Conduct regular field days and cross-visits between working neighborhood models.
- Serve as a clearinghouse for rangelands management information related to this program.
- Create public awareness on the tools and approaches used to develop successful neighborhood working models, and help to replicate them in other conservancy networks.
- Work with The FORUM membership to fundraise for implementation and replication of these models.
- Assist NRT conservancies to grow and scale-up their rangelands management efforts in key conservancies in our focal landscape.
- Help secure land and property rights for pastoralist neighborhoods on abandoned lands, and assist them to develop rangelands business models to their benefit and that of their neighbors.
- Identify private sector partners who can further the success of these models.
- Work with County and national government to create a robust model for climate resilience and vulnerability that can be mobilized and/or scaled-up in the event of climate risks.
- Assist the County Governments of the Ewaso Landscape to address

invasive plant species management, monitoring and control.

The Role of the FORUM

As with all FORUM Programs, the rangelands program includes a full-time program manager to ensure all activities are conducted in service to our members' 5-year objectives.

For this program over the next five years, we propose a team of 8 full-time field extension agents (rangelands outreach team) supervised by the program manager. At least two extension staff will be seconded to each model neighborhood.

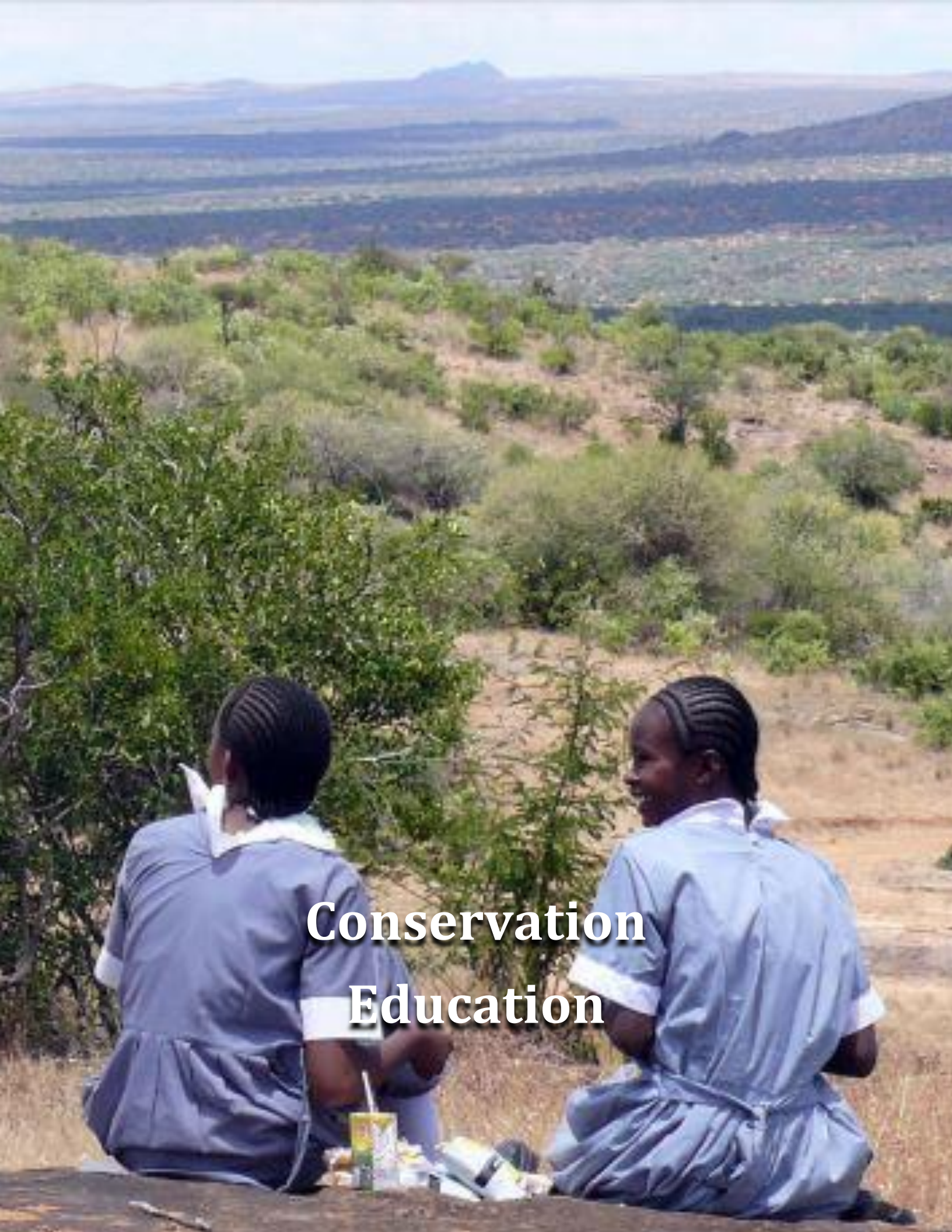
The FORUM secretariat will provide shared services proportional to the size and scope of the Program.

Partnerships

Key partnerships for this theme include the Laikipia Farmers Association, the Laikipia Regional Conservancies, and the Laikipia Pastoralist Groups.

Key international partnerships to date include the Kenya Markets Trust, NRT Trading, the World Agroforestry Center, the Regional Center for Mapping and Resource Development, and County Governments.





Conservation Education

CONSERVATION EDUCATION



WILDCLASS®

Conservation education will become an income generator, land use, and public benefit stemming from private lands (both community and individual). This strategy is at the core of our Laikipia conservation education model.

WILD CLASS will become a brand and model for conservation learning in Laikipia. It will form the core of a conservation enterprise model for Laikipia conservancies, a source of conservation learning for Laikipians, and it will promote sustainable land use practices in the County.

WILD CLASS is the program embraced by the Laikipia Association of Conservation Educators (LACE).

11-15 Conservancies in Laikipia have organized around the concept of WILD CLASS to demonstrate the collective power and benefits that accrue to an association of like-minded conservancies.

Goal

By 2030, LACE and WILD CLASS will have established a vibrant network of conservation education destinations in Laikipia. This network will demonstrate that conservation education enterprise can be a successful land use, with public benefits reflected in revenue, employment, and subsidized local conservation learning.

5-Year Objectives

Over the next 5 years, LACE will pursue the following objectives:

- To establish a financially sustainable conservation education enterprise for their conservancies in Laikipia.
- To finalize and formalize the association of Laikipia conservation educators (LACE).
- Secure 5 years of investment funding to develop a WILD CLASS business plan and strategy that can

serve LACE as well as benefit individual conservancies.

- Pioneered the development of WILD CLASS programs in each conservancy, and help each conservancy to manage the initial investment risk associated with this new enterprise model.
- Ensure that Laikipia is recognized nationally as the premiere conservation education learning destination in the country.
- Capture at least 10% of the urban primary and secondary schools excursion market open to Laikipia.
- Establish a working business model for conservation education subsidies for Laikipia schools so that they benefit from the same quality of WILD CLASS programs.
- Strengthen selective opportunities for tertiary education programs to contribute to and benefit from the WILD CLASS program.

Activities

Led by a partnership of Jacaranda Africa and the FORUM, WILD CLASS will develop the conservation education enterprise model for Laikipia. Among their tasks will be to help:

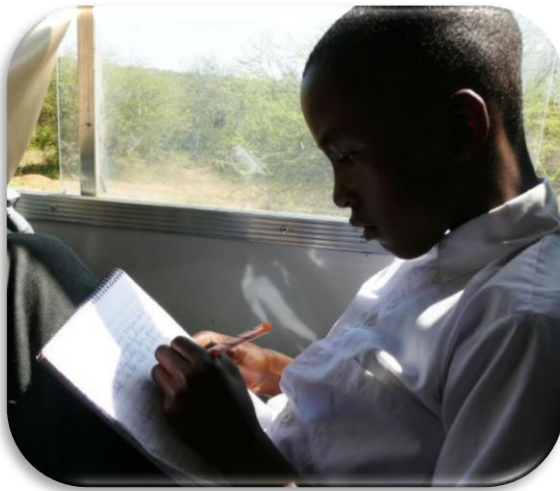
- Formalize the formation of LACE so that the organization and brand can

be recognized and create benefits for its membership.

- Develop an investment model and working business model for LACE and WILD CLASS based on conservation education enterprise focused on attracting paying urban schools.
- In concert with Conservancies' CSR programs and County Government, develop opportunities for WILD CLASS student visitors to subsidize similar learning for local (Laikipia) schools.
- Develop detailed investment strategies and business plans for conservation education investments in Laikipia and among LACE contributors.
- Secure feasibility and investment funding for the first 5 years of WILD CLASS in Laikipia.
- Develop Jacaranda and the FORUM as conservation education business service providers to WILD CLASS/LACE participants.
- Assist conservancies to develop, offer and host conservation education visits.
- Develop linkages between WILD CLASS programs and international conservation education programs.

The Role of the FORUM

Predicated on the lessons learned from the failed Desert Edge Bio-Trading Company model, THE FORUM and Jacaranda will develop a free-standing, non-profit company based on shares after three years.



Development of this business model will occur in three phases:

Phase 1 – Finalize formation of LACE, finalize assessments of existing conservation education offerings in Laikipia, and finalize market studies. These will contribute to the development of a business plan and funding proposal for the first 5 years of WILD CLASS operations. (6-9 months)

Phase 2 – For the first three years, Jacaranda and THE FORUM will offer conservation education enterprise services at subsidized rates to LACE members. WILD CLASS will be a cost-center within The FORUM, gaining the important experience in the cost basis

for conservation education enterprise services.

At the end of three years, The FORUM and Jacaranda will have formalized the formation of a conservation education enterprise company – a non-profit, share –based company. This company will offer business services to LACE at cost.

Phase 3 – At the end of 5 years, LACE will have established the working foundations for a vibrant conservation education enterprise within the majority of their conservancies. The WILD CLASS enterprise will continue to offer marketing and sales services to LACE, as well as select services to LACE business models.

At the same time, WILD CLASS will expand into other conservancy clusters in Kenya supported by a significant urban school base.

The FORUM's secretariat role will provide administrative, financial, and program management services to the first two phases of WILD CLASS at cost.



WILD CLASS will be run by a full-time Program Director and a full-time Jacaranda-Africa counterpart. The scope and scale of additional support staff will be described in the WILD CLASS business plan.

Partnerships

Association of Laikipia Conservancies, the Laikipia Association of Conservation Educators, Jacaranda Africa and private sector education institutions.



An aerial photograph showing a large-scale agricultural operation. The foreground and middle ground are dominated by a vast tea plantation, with rows of young tea bushes planted in a grid pattern. A river flows through the scene, winding from the upper left towards the center. The riverbank is lined with lush green trees and vegetation. In the background, the terrain appears more natural and less cultivated. The overall scene illustrates a mix of agricultural land use and natural environment.

Land Use

LAND USE



Land use and management provides the overarching umbrella that is required to maintain a landscape approach to the future of Laikipia.

We see four instrumental elements of this theme to include:

1. Conservation Land Trust - With the assistance of The Nature Conservancy, The FORUM examined the role that a land trust, easements, and alternative land conservation instruments might play in the long-term future of Laikipia.

While still in its infant stages, the potential for a new institution could be used to protect key parcels of the landscape, and help to ensure the contiguity and connectivity of rangelands for wildlife.

The Conservation Land Trust could also be used to ensure Laikipia maintains maximum public benefits from private lands. The instrument would primarily be designed to offer landowners an opportunity to leave their land in conservation status for

perpetuity. This offers an important tool in a landscape characterized by minimal succession planning and an unsure tenure future. It is also a potential tool in support of the conservancy movement, for abandoned parcels, and for trust lands without a clear and confident future.

The **Central Laikipia** and **Lewa/Borana** landscape models are two emerging examples of a “land trust approach” to the sustainability of rangelands in Laikipia. We must look to substantiate and support these models.

2. Spatial Planning - Spatial Planning is the County Government’s tool to address land use and the subsequent roles and responsibilities of sustainable land management.

Using a combination of factors (zoning, taxation, incentives, subsidies, etc.) the County spatial plan is a 10-year document guiding development of each County.

We see our role as a major contributor to the first, and subsequent spatial plans for Laikipia County, and for its neighbors.

3. Community Land Act – one of the most significant instruments to affect land tenure and land ownership is the Community Land Act of 2016. This Act will in essence, formalize tenure and titling of land presently held under the Group Ranch Act and/or Trust lands.

This shift of ownership can have a radical impact on land use, and without the proper incentives, “parcelization” could spell the end of wide-ranging wildlife and livestock movements across the landscape.

The FORUM will contribute to matters related to land rights, public awareness, and incentives for landscape-level conservation throughout the land registration process and thereafter.

4. Landscape-level Biodiversity, Social, and Economic Mapping and Monitoring – The most essential justification for a land use model supporting rangelands and biodiversity must be substantiated by regular monitoring key landscape indicator.

We propose that an international consortium managing information on the biodiversity, social and economic indicators, premised on the 2013 study for Laikipia County be responsible for the regular monitoring, mapping, evaluation, and reporting on these key landscape indicators.

The Mpala Research Centre was originally established for this purpose, but has had to adopt a business model that does not make it easy to fulfill this original mandate. Instead we suggest an international working group, guided by an MOU, focus on joint indicator development and monitoring drawn from among others:

- Contributions of the Rural Economy study of 2013,
- The LFA biannual reports
- The biannual wildlife census conducted by LWF, DRSSRS, MRC and KWS.

Goal

By the year 2030, the FORUM will have established these four components as a regular part of its secretariat functions, supporting the implementation and contributions to the tools and outputs described here, through their partnerships and associations.

5-year Objectives

Within the next five year, the FORUM will:

- Develop the mechanism by which a conservation land trust(s) could be established to serve the long-term conservation goals of Laikipia
- Secure local and international partnerships for the Trust and possible development of an Endowment.
- Consolidate lands key to conservation through different land tenure arrangements (easements, title consolidation, purchase, conservancies, etc.)
- Assist with implementation of the Community Land Act supporting the initiative of pastoralist, group ranches and conservancies impacted by the regulations.

- Help serve as an advocate and mechanism for informed contributions to County Spatial Planning
- Develop and implement a landscape monitoring system that informs the goals and benefits generated by this landscape, and can be used to inform applied management.

Activities

- Work with existing landscape initiatives to consolidate the approach and support the mechanism (s) by which a land trust approach for Laikipia conservation lands could be developed.
- Produce a set of land trust standards and practices for the responsible and ethical operations of a conservation land trust.
- Develop an MOU detailing the scope, scale and funding for a landscape monitoring system in conjunction with key partners and associations.
- Develop a program of regular public awareness and support for incentives, information, and investments supporting implementation of the Community Land Act regulations.
- Provide contributions to the County Spatial Plans for at least three-four

Counties that impact the Ewaso landscape in concert with our partners.

Role of the FORUM

The FORUM will play a role in the design and development of the Conservation Land Trust over the next five years.

At the end of the five years, a Laikipia Conservation Land Trust will either emerge as a free-standing organization operating with the FORUM as its secretariat, or an alternative course of action will be selected.

The FORUM will work with national and international stakeholders over the next five years to secure funding for this course of action relative to these four land use management themes addressed in this strategy.

Partnerships

There are several key stakeholder groups key to the success of this programming theme:

- Laikipia Regional Conservancies
- The County Governments of Laikipia, Samburu, Isiolo and Baringo
- Laikipia Pastoralist Group
- FAO Community Land Project
- Laikipia Farmers Association

The FORUM's Board may choose to insert others into this programmatic group.





Tourism

TOURISM



For the last 10-15 years, ecotourism in Laikipia has played a significant supporting role in efforts to conserve wildlife, contribute to the economy, and preserve landscape. Private and community ranches increasingly view tourism as a business tool to increase the value of their land and to generate additional economic and livelihood benefits.

For 10+ years, the LWF provided ecotourism marketing, promotion, and guided community tourism

investments using donor funds. With the departure of donor funds, and given the dramatic increase in domestic tourism, Meetings/Incentives/Conference/Exhibition (MICE) tourism and the growing demand for adventure tourism associated with the landscape, the Laikipia tourism model needed to rethink itself in the context of devolution, employment, business development and growth.

In 2015, LWF sponsored the first legislation and public hearings in support of a sustainable tourism in the County. During the same period, a Task Force of public officials and private sector business contributed to the development of a Sustainable Tourism Master Plan for the County.

The Plan calls for passage of supportive tourism legislation, appointment of an inter-departmental body to coordinate tourism issues within the County sectors, formation of a Public-Private Board to steer tourism development in the County, and appointment of the LTA. To date, only the LTA has been adopted and appointed.



Goals

- 1) To be recognized as the most diversified, sustainable tourism destination in East Africa.
- 2) Adopt global tourism standards that support environment, culture, economic and social benefits.
- 3) Establish an association of tourism providers and destination managers that can interface effectively with County and National government and counterpart associations.
- 4) Realize the goals and objectives of the Laikipia Tourism Master Plan.

5-Year Objectives

1. Advocate/lobby on issues impacting sustainable tourism in Laikipia
- 2) Represent the industry at national and county government

Activities

1. Develop a system of voluntary minimum operating standards
2. Influence the development of county development tools, e.g. spatial plan, infrastructure and development plans.
3. Consolidate the marketing, branding, and communications that support Laikipia tourism.

4. Support the County government with the creation of an enabling environment for sustainable tourism based on a public-private-partnership (Laikipia Tourism Board).
5. Establish a tourism employment facility to advance hiring and training opportunities in the tourism sector in the Country.
6. Advocate for the passage of non-penal County Tourism Legislation and supportive regulations.
7. Secure a significant percentage of tourism providers as members.
8. Develop partnerships with state tourism organizations and organizations with interest in sustainable tourism development .
9. Provide leadership in the identification, development and use of sustainable technologies..
10. Provide guidance to the implementation of the Laikipia Sustainable Tourism Master Plan.
11. Secure funding to further the goals and objectives of the LTA and establish a Tourism Incubator as a tool to advance skills, financing, technologies and employment within the landscape.

12. Strengthen the tourism circuit links in the landscape.

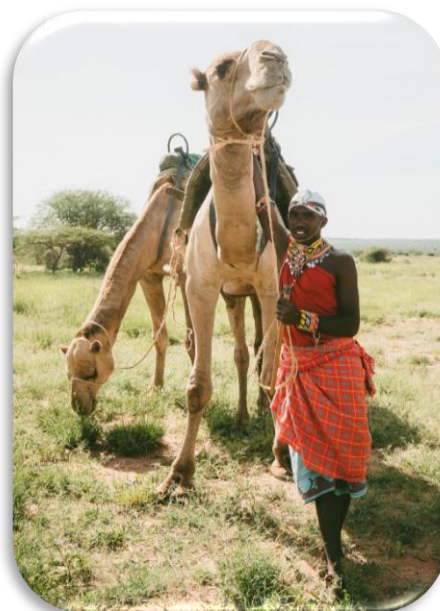
The Role of the FORUM

The FORUM has been asked to play a secretariat role to the operations of the LTA for the foreseeable future.

These services include the normal suite of support services provided by the FORUM when it acts as a secretariat to Laikipia landscape-based partnerships and associations.

Partnerships

The LTA is already a partnership of private sector tourism operators, service providers, destinations, and individuals. We expect this partnership to grow based on the performance of the LTA. The greater Laikipia landscape hosts more than 140 potential subscribers.



Key to the success of this public-private partnership will be the engagement of County Government, and regional/national authorities that set the stage for investment and create enabling environments for sustainable tourism business development.

A photograph of a curved, arched interior space, possibly a tunnel or a large hallway. The walls are made of a textured, light brown material, possibly plaster or stone. A staircase with light-colored steps and a dark wooden handrail leads up from the foreground. In the background, a person is sitting on a ledge near a window with a view of palm trees. The overall atmosphere is warm and rustic.

**Our
Overarching
Role**

The Overarching Role of the FORUM

The FORUM will revive our role as a place where our members' views on particular conservation and natural resources management issues can be exchanged.

We will serve as a secretariat to the six programming pillars identified in this strategy. We will ensure that the many voices of Greater Laikipia landscape

have an opportunity to be heard and respected, and will help to develop courses of collective action.

We will nurture the formation, organization, and governance of stakeholder groups and serve as a catalyst so that they can participate equally and equitably in the natural resources conservation agenda of Laikipia. We will engage stakeholder groups that work in support of their 6 programming priorities.

We will support the institutional capacity of these groups to ensure their success as actors and agents of change in this landscape.

We will serve as an advocate for these groups, helping them to lobby local and national government over issues of policy, legislation, funding, and accountability.

We will provide information management, communication and media services to these stakeholders, helping them with project design, and fundraising, monitoring, and reporting.

FORUM:
“A place, meeting, or medium where ideas and views on particular issues can be exchanged and action decided.”

We will also help them define and secure the technical inputs that support sound decision-making. We will help them demonstrate their accountability to the public through a consistent annual reporting platform. And we will help to represent their interests and concerns while networking with others.

Finally, we will nurture the development of a Laikipia Conservation Land Trust in an effort to help with land conservation options in a landscape where succession planning is largely absent, and long-term land conservation options on private lands limited.

This is the role of the new **FORUM**.

Our Primary Stakeholder Groups



These are our primary stakeholder groups. They constitute key constituent groups for the FORUM. Members selected from these Groups are appointed to the FORUM's new Board.

Laikipia Pastoralist Group

The FORUM will help to consolidate and strengthen the efforts and voice of pastoralists in Laikipia. Through this group and with the support of the Northern Rangelands Trust, we will work to extend the conservancy model to additional pastoralist and agro-pastoralist lands in the County.

This same group will also form the pastoralist voice in Laikipia rangelands management, land use management, and livelihoods decision-making. They will be the platform for the formation of an alliance to address community land tenure.



Laikipia County Wildlife Conservation Committee

The FORUM will support a new instrument of National government to address human wildlife conflict and biodiversity conservation at County level. This new institution is provided

for in the Wildlife Conservation and Management Act (2013), and has been activated by decree from the Ministry of Environment and Natural Resources within all Counties. A thirteen-member committee comprised of County (8) representatives and (5) community representatives, led by a public Chair, is expected to implement the conservation and wildlife compensation agenda (laws and regulations) in Kenya at county levels.

The system is fraught with problems, insufficient funds, and capacity issues. In theory, this is the “integrating tool” between the Kenya Wildlife Service (responsible for oversight of wildlife resources in the country), the public, and county authorities.

During the evolution of the Committee, we will help Government to:

- Organize and fundraise around common issues.
- Offer conservancy management oversight and technical support.
- Generate more public support for conservation objectives in the County’s wildlife conservation strategy
- Develop their communication and outreach capacity.
- Link a national conservation agenda for wildlife with county priorities and programs; and

- Build capacity for conservation leadership at county and sub-county levels.

A significant role of this group will be to identify strategies and tools to continue to minimize and mitigate the conflict between people and wildlife.

Mt. Kenya-Ewaso Water Partnership

This new partnership is an outgrowth of the success of the FORUM's Water Conservation and Wetlands Program, other regionally focused water conservation and management interests, and the private sectors (Flower and Green Growers) large dependency on this water catchment.



Its origins lie in the need to manage water resources between sub-catchment, and sub-basin lines and between counties.

The Partnership has already been launched, a Council formed and a

Charter adopted. This voluntary association of public-private partnerships embraces a suite of water actors in the eastern Upper Ewaso Ng'iro water catchment.

The Laikipia Association of Conservation Educators (LACE)

11 conservation education destinations have joined ranks to form the Laikipia Association of Conservation Educators (LACE). They are focused on developing a self-sustaining conservation education business model predicated on conservation education as a land use and income generator for their properties.

The model seeks to capture at least 10% of the 3M pupils of the greater Laikipia catchment area who can afford to pay for a tailored, safe and well-organized conservation education experience as part of schools trips and excursions.



WILD CLASS is the brand and enterprise platform upon which the LACE will develop and sell their products. This form of *educational tourism* is an attempt to sustain conservation education offerings. We promote a program through which paying students subsidize the experience of a Laikipian school pupil

to enjoy the same quality conservation programming. Students support students. We believe this approach addresses the sustainability and long-term financing of conservation education in Laikipia. We also believe that experiential learning for school groups on conservation and environmental themes will serve as another valuable use of private lands – and thus increase public benefits from private lands.

Laikipia County Natural Resources Network (LAICONAR)



LAICONAR is a membership driven non-profit organization with its roots in landscape issues of agriculture, livelihoods and climate change.

Often running in parallel to the Laikipia Wildlife FORUM in its past, LAICONAR is increasingly seen as a landscape link with small holders and small holder agriculture. The partnership between the FORUM and

LAICONAR is a natural outgrowth of the multiple issues and voices that now characterize small-holders in the landscape.

Laikipia Regional Conservancies

This partnership aims to galvanize the conservancy movement emerging in Kenya under the umbrella of the Kenya Wildlife Conservancies Association. This partnership aims to support a collective efforts to link progressive, large-scale ranches dedicated to mixed ranching and community conservancies that support conservation and productive land use.

The group has yet to adopt a charter and set of land use management principles that guide their collective action. This voluntary association of landowners is dedicated to a conservation enterprise model that generates benefits for conservation, community, culture and commerce.

This group is the catalyst for community based natural resources management, conservation, benefit sharing, and livelihoods in Laikipia. They are also becoming hosts for sustainable alternative land use in the County.

Laikipia Farmers Association



The LFA is an association of private land owners and businesses who have galvanized around land use, taxation, agriculture and security.

They form a vital part of Laikipia's rural economy and are responsible for much of the livestock ranching, ecotourism, wildlife conservation, crop production, employment, and Corporate Social Responsibility in the landscape. They are incorporated under a non-profit business registration.

Laikipia Tourism Association



The Laikipia Tourism Association (LTA) is an association of tourism service providers and destinations in

Laikipia. They work together to increase collaboration on matters of mutual concern and to influence the direction and contributions of this sector in County and landscape development and management.

They are an outgrowth of LWF's former ecotourism programming and include some 140 member services in the greater Laikipia landscape. They are governed by a Charter and articles of association, and use the FORUM as a secretariat for members.

They have specifically contributed to the formulation of a County Sustainable Tourism Strategy, and sustainable tourism legislation. They are a vital part of the County Government's efforts to promote Laikipia tourism, and are critical to the future of Destination Laikipia, a branding and promotional effort led by the County.



Governance

FORUM Governance

To make the FORUM more representative of these stakeholder groups and to form a more inclusive and equitable FORUM, we propose the following changes to the governance system:

Formation of an Ewaso Ng'iro Advisory Council

This is the mechanism through which county governments, donors, and regional programs can help us address the landscape issues of water, wildlife, and rangelands both inside and outside of Laikipia.

Members of the FORUM's Board could participate in the Council. The FORUM's Secretariat would also serve this semi-annual gathering as host, organizer, and secretary.

The FORUM Board

The revised Board of Directors of the FORUM would be selected from among the different stakeholder and partnership groups. One member of each group would be elected to the Board and represent their respective group on landscape issues and priorities.

The FORUM is thus used as the tool to address issues between these groups across the landscape.

Six additional positions are provided on the Board:

1. Kenya Wildlife Service
2. County Government of Laikipia
3. Mpala Research Center
4. Northern Rangelands Trust
5. Two positions are TBD

The FORUM Secretariat

The FORUM Secretariat would change from a direct implementer of FORUM projects to more of an "enabling/supportive" role to members and their "associations". We would provide general project services to efforts that stakeholder groups/members implement. We would also help them and provide where necessary, donor reporting, accountability and transparency.

Key functions of the Secretariat include:

- Project administration, technical oversight, and reporting;
- Support services to projects that include financial, administrative, monitoring, evaluation, and personnel management services;
- Project design and development;
- Institutional support and Capacity Building;
- Fundraising;
- Communication & public outreach

- Advocacy and lobbying for membership issues to County, regional, and national government; and

- Networking and representation to other Ewaso landscape stakeholders, partners, and investors

How the FORUM is governed

Ewaso Ng'iro Advisory Council

Board of Directors

LACE	CWCCC	MKEWP	LFA 2014	LPA	LCA	LTA	The FORUM ED	NRT	KWS	GOL	LAICONAR	Two organizations TBD
1 member	1 member	1 member	1 member	1 member	1 members	1 members	1 member	1 member	1 member	1 Member	1 Member	2 members



The FORUM's Sustainability Model

The overarching structure of the FORUM's business model is predicated on three principles:

1. The FORUM's financial model is membership based. Members are expected to pay for the real costs of the FORUM services and functions. A cost-sharing approach between the different stakeholder groups is also essential to the perpetuation of the FORUM and its secretariat role. Our business model will apportion the costs of the secretariat proportionately to our partnerships and programming areas.
2. Our financial sustainability model is equally predicated on Public-Private Partnerships. Projects should leverage the expertise and funding of both the government and private sector as much as possible. Community members benefitting from projects will also have a cost-share responsibility.

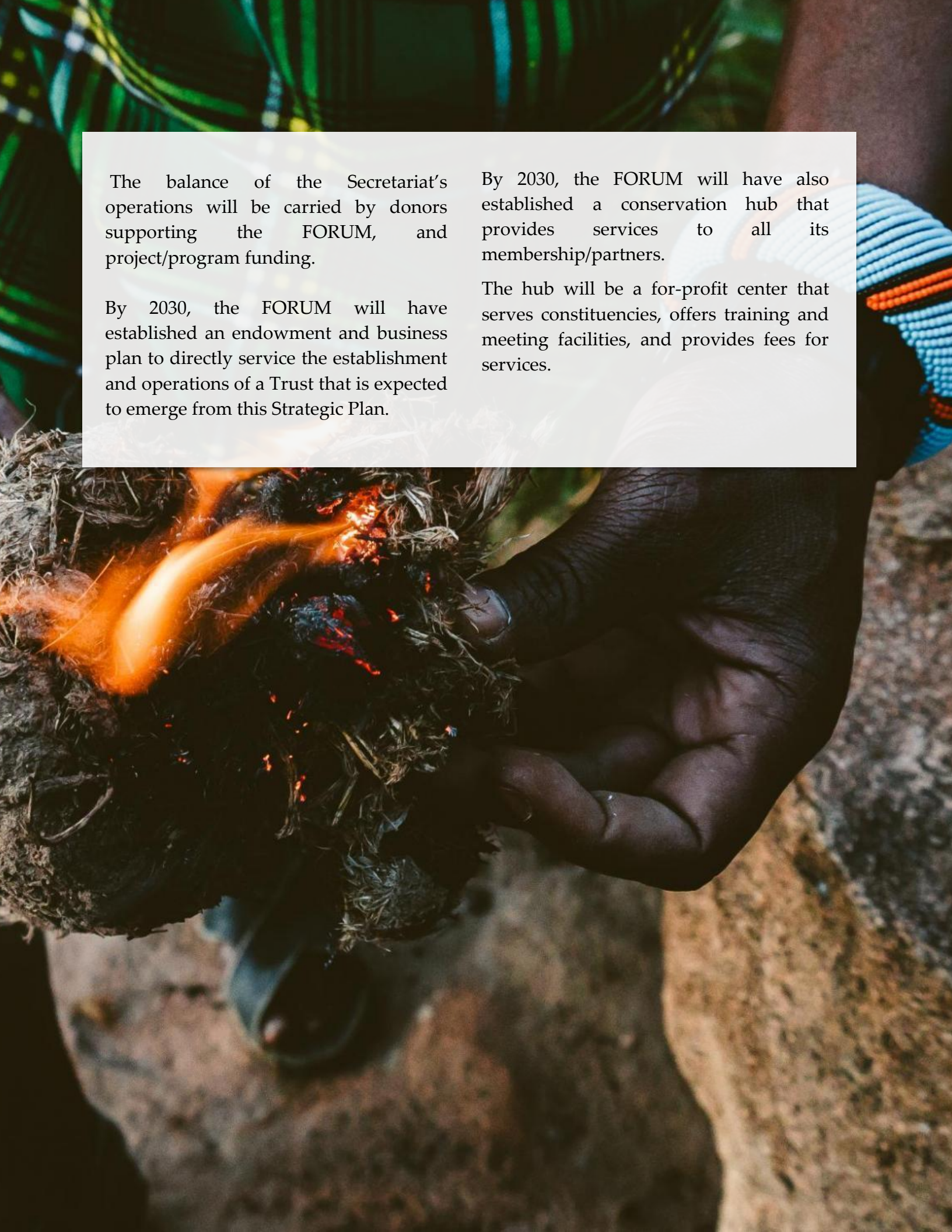
The FORUM will help stakeholder groups to develop sustainable project financial models that leverage internal/local and national resources before going to international bilateral and multilateral sources.

3. All projects developed and administered through the FORUM's secretariat must reflect the initiative and commitments of its stakeholder groups/members.

We will act as a catalyst for the realization of programs and projects that grow out of citizen, neighborhood, and regional engagements and priorities.

Over the next 5 years, we will aim to have 25% of our core costs covered by membership, 25% of our core costs covered by project service contracts, and 50% of our core costs covered by donors (Sponsors, County, Regional, and National and International sources).

By 2025, as much as half of the FORUM's core costs will be carried by membership through individual, group, or corporate membership, project contributions, and in-kind goods and services.



The balance of the Secretariat's operations will be carried by donors supporting the FORUM, and project/program funding.

By 2030, the FORUM will have established an endowment and business plan to directly service the establishment and operations of a Trust that is expected to emerge from this Strategic Plan.

By 2030, the FORUM will have also established a conservation hub that provides services to all its membership/partners.

The hub will be a for-profit center that serves constituencies, offers training and meeting facilities, and provides fees for services.



