



NRT Vision 2050

Document to guide our long-term direction

JANUARY 2023, KENYA

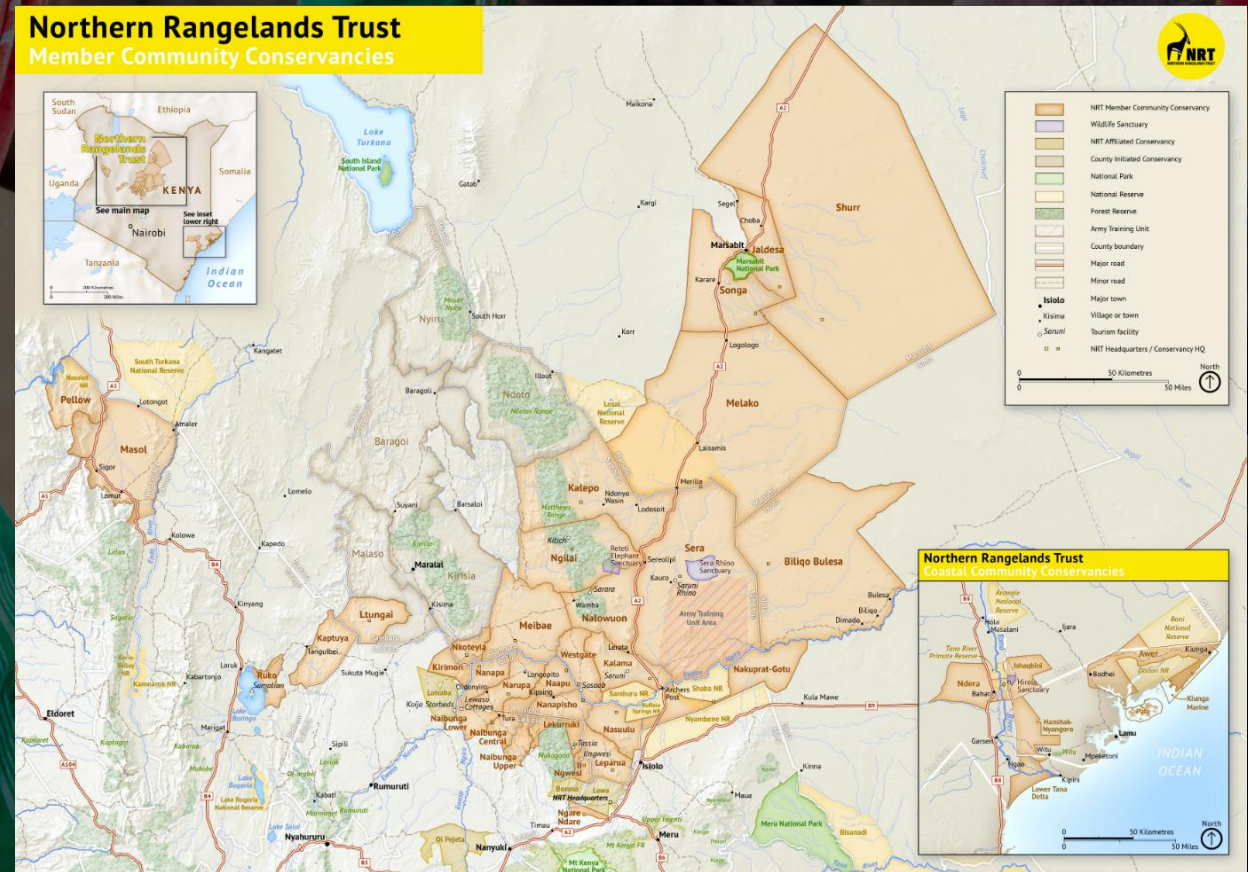


NRT | A membership organization owned and led by community conservancies in Northern & Coastal Kenya

NRT was established in 2004 as a shared resource to help build and develop local community conservancies

The institutions are run by indigenous people - they not only give people a voice, but provide a platform for developing sustainable enterprise and livelihoods related to conservation

NRT helps communities build resilience and businesses (e.g., BeadWorks) and has set up the first large-scale grasslands soil carbon project



One-pager | Long-term vision NRT

Vision

Thriving communities
and ecosystems

Mission

Develop resilient
community
conservancies that
transform lives, secure
peace, and conserve
natural resources

- NRT operates in a **complex ecosystem** that has historically underperformed on national development indicators
- Complexity will only increase as **long-term trends put more pressure** on NRT regions (e.g., climate change, population growth, urbanization, outside-in investments)
- This will **negatively impact** livelihoods of **local communities** (e.g., pastoralism become more challenging), protection of **natural resources** and **peace and security** if the ecosystem does not adapt
- A successful NRT ecosystem of the future is defined by **20 priority topics** clustered in 7 key themes: community-led institutions, peace and security, sustainable local economies, education, natural resources, health, and reliable energy
- To deliver on these priority topics, NRT takes on three complementary roles:
 - **Center of Expertise**, where NRT drives and advances the topic at HQ/region level
 - **Trusted Coalition**, where NRT supports CCYs to take the lead on a topic
 - **Convening Platform**, where NRT is involved in a topic through partners/government
- The **long-term delivery model will look different from today**: NRT will move from being a Center of Expertise on most topics to enabling others and acting as a Coalition/Platform

Contents

> Approach

- A. How does the ecosystem evolve?
- B. What is needed in this ecosystem?
- C. How should it be done?
- D. What are the implications for NRT?

Why we need to define a guiding star

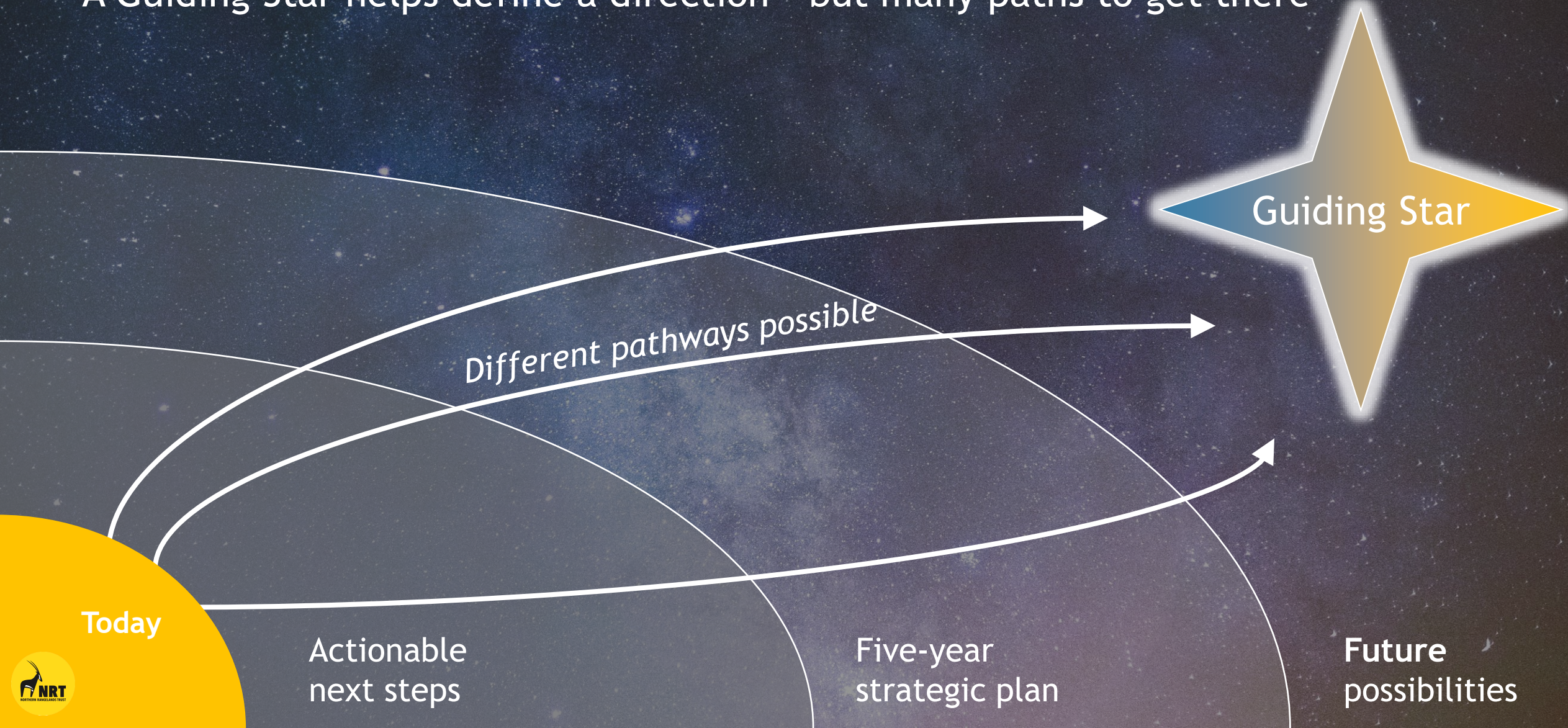
"What we are trying to achieve cannot be done in one year or five years. It is a systematic transformation, and we need a long-term mindset to be able to achieve it."

- Julius Kipng'etich,
Chairman of the Board, NRT

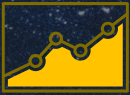


What is a vision?

A Guiding Star helps define a direction - but many paths to get there



We have gone through an iterative process to develop our 2050 vision



Data analysis

of historical and forecasted trends that are relevant for Northern and Coastal Kenya



25+ interviews

with a range of key stakeholders:

- Council of Elders
- Board of Directors
- Senior Mgmt Team
- Staff members
- Regional Directors
- Donors
- Government
- CCY members



Vision workshop

with SteerCo members to discuss **what** NRT should do and **how** NRT should do it



Regular iterations

with an NRT sub-committee to consolidate all inputs and develop a coherent and accepted story

Four steps for our 2050 vision

A How will the ecosystem evolve?

- Fact base on landscape and wider ecosystem developments
- Likely impacts for Northern and Coastal Kenya

B What is needed in this ecosystem?

- Identification of key priority topics for the ecosystem

C How should it be done?

- Three distinct roles for NRT - as an expert, coalition and platform
- Mapping of the priority topics to the roles, incl. a timeline

D What are the implications for NRT?

- Implications for the operating model

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Current impact | NRT is vital for communities and wildlife

- “ NRT has built a coherent system for community development and is a great convener of all parties”
- “ The NRT model is battle-tested. The organization was there when everyone had left during Covid”
- “ NRT allows communities to speak with one voice and is well-embedded within the landscape”
- “ NRT is capable of thinking at scale and has clear appetite for growth, with a waiting list of new conservancies”

How will the ecosystem evolve?

A

~70,000

People benefitting from community projects since 2015

~1,000

Conservancy scouts working to build peace and security

~4,000

Hectares of degraded rangeland rehabilitated in 2020



Current ecosystem | NRT operates in a complex ecosystem that underperforms on national development indicators



Nutrition: Food Security levels 2022¹

64% vs **76%**
NRT regions² National avg.



Health: Proportion of births attended by skilled personnel in 2016

33% vs **95%**
West Pokot Nairobi



Education: Net Enrolment Secondary education 2019

30% vs **42%**
NRT regions² National avg.



Water: Access to safe water 2019

37% vs **84%**
Samburu Nairobi



Energy: Reliable access 2018

7% vs **62%**
North Kenya National avg.



Education: Out of school rate for age group 6-13 in 2019

32% vs **10%**
NRT regions² National average

Outlook | Complexity will only increase as long-term trends put more pressure on NRT regions

Climate change

6th

Consecutive dry season forecasted for MAM2023¹ in the Horn of Africa

+25-47%

Increase in hot days (>35C) in Northern/Coastal Kenya between 2022-2050



Rainfall projected to decrease in the arid zones in Kenya

Population dynamics

9.9_M

People projected to live in NRT regions in 2050 compared to 5.5M in 2022

23

Population per sqm in 2019 Northern Kenya: dispersed across a large area

>50%

Of Kenyan population projected to live in urban areas by 2050

Outside-in investments



Kenya Vision 2030 project to improve connectivity of Northern/Coastal Kenya with the construction of Lamu Port, pipelines, airports and resort cities



Multiple investors are looking into Northern & Coastal Kenya according to interviewees; e.g., cement factories, solar and wind energy, extractives

Drought and population growth is ranked as #1 trend impacting the region until 2050²

Effect | This will negatively impact income, natural resources and peace if the ecosystem does not adapt



Poverty and GDP losses

-8%

Kenyan GDP

Loss every 5 years because of droughts. (As droughts are becoming more regular, this will increase especially in arid areas)

91%

Of Marsabit immigrants

Indicate to have moved to urban local centers because of drought and become casual laborers, with poverty as result



Pressure on natural resources

1,000

Cubic meter

Water available per year per Kenyan on average which is likely to decrease, while everything below 1700 is defined as water critical

65%

Of participants in a study in Northern Kenya

Indicate poor governance and drought as main reasons for rangeland degradation



Peace and security at risk

750k

Illegal guns

In Kenya (according to estimates), of which most in the North, likely to increase with more outside-in interests and food insecurity

"High levels of poverty and unemployment combined with the large youth population might render communities vulnerable to armed conflict, both because they fuel grievances and produce large numbers of idle and frustrated youth who can be more easily recruited into armed or criminal groups"

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A successful NRT ecosystem is defined by 20 priority topics

Build well-governed **community-led institutions**

#1 theme according to interviewees¹

- ① Strong CCY governance setup and guidelines
- ② Legal community land ownership & land use
- ③ CCY awareness at household level
- ④ Women empowerment (participation, education)
- ⑤ Youth empowerment and enablement

Continuously improve **peace and security**

#3 theme according to interviewees¹

- ⑥ Peace-building between communities
- ⑦ Wildlife protection

Develop **sustainable local economies** that are resilient in the face of climate change and droughts

- ⑧ Skills development for new jobs and enterprises
- ⑨ Diversified and stable income generation for CCYs
- ⑩ Carbon program

Spearhead **education** at primary school and beyond

- ⑪ Facilities for primary schools (e.g., water, dormitories)
- ⑫ Merit-based scholarships
- ⑬ Environment education at schools

Manage **natural resources** adequately and efficient, incl. a move towards more sustainable pastoralism and livestock management

#2 theme according to interviewees¹

- ⑭ Rangeland management
- ⑮ Water management and accessibility
- ⑯ Forest and marine management
- ⑰ Species conservation
- ⑱ Spatial planning and wildlife connectivity

Increase life expectancy by improving **health** indicators

- ⑲ Community health (e.g. maternal health, outbreaks)

Provide reliable access to **clean energy** everywhere

- ⑳ Reliable and green energy access

Note: Topics are not listed in order of priority, all topics are of similar priority to improve development indicators and build resilience for communities

1. Please see backup for a detailed overview of the interviewees and ranking

NRT is the grassroots organization that champions conservation in the North and Coast

To maximize impact, collaboration with others is essential for several reasons

Other players operate in the landscape

National government, counties, wards, NGOs and local associations are key stakeholders who play their part

All regions are different

Regional offices are in the best position to identify needs and provide support close to CCYs

No single institution can be good at everything

It is impossible to have the required depth of knowledge and reach on all priority topics in a landscape this large

Sharing responsibility de-risks for everyone

Collaboration decreases fundraising needs at NRT HQ level and ensures continuity in all scenarios

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Delivery model | Three complementary roles for NRT in order to deliver on the priority topics



NRT as a center of expertise

NRT has deep technical expertise on key priority topics and supports CCYs and other stakeholders on these topics

In this role, NRT drives and advances the priority topic (e.g., awareness, advice, research, execution)



NRT as a trusted coalition

NRT helps build capabilities and enables a unique peer process for CCYs to support each other as friends for life

In this role, NRT supports all CCYs as they to take the lead and ownership on a priority topic



NRT as a convening platform

NRT unifies and manages the network that enables CCYs to speak with one voice, attract donor pools and solve disputes

In this role, NRT is involved in a priority topic through partnerships and acts a multiplier to the government

The long-term delivery model looks different from today

In the lead:  **NRT**  **CCY**  **Stakeholders**

Priority topic	2023	2050	Priority topic	2023	2050
1 Strong CCY governance setup and guidelines			11 Facilities for primary schools		
2 Legal community land ownership & land use			12 Merit-based scholarships		
3 CCY awareness at household level		 	13 Environment education at schools		
4 Women empowerment (participation, education)			14 Rangeland management		 
5 Youth empowerment and enablement			15 Water management and accessibility		 
6 Peace-building between communities		 	16 Forest and marine management		 
7 Wildlife protection			17 Species conservation		
8 Skills development for new jobs and enterprises		 	18 Spatial planning and wildlife connectivity		 
9 Diversified and stable income generation CCYs			19 Community health	 	
10 Carbon program		 	20 Reliable and green energy access		

Three steps to evolve in each role over time

2023

2050



Center of expertise

Advance all priority topics with enough capacity from NRT HQ

Build strong capabilities (e.g., technical skills, lobbying, communication) where NRT should drive the priority topic in the long run

Be known as the best expert on the selected priority topics



Trusted coalition

Co-create a development plan with CCYs from starting point to their respective full potential

Work together with CCYs through their trajectory and encourage them to take ownership early on, with guidance and support from both NRT as well as other CCYs in the coalition

Enable communities to be the true owners of conservancy land and advancers of livelihoods



Convening platform

Support regions to grow and foster relationships with partners and local governments

Orchestrate collaboration between different stakeholders in the landscape (e.g., counties, wards, NGOs, investors) - this incl. coalition-building, standards, quality assurance, etc.)

Facilitate a platform for exchange of ideas, best practice sharing, networking

More detail | Illustration what this means for three selected priority topics

In the lead:  **NRT**  **CCY**  **Stakeholders**

2023

2050

4

Women
empowerment



Advocate gender balance by e.g., giving the right example, incentivizing quotas, training women in management skills

Support CCYs, and specifically women, to move towards gender balance in the board and critical functions; Organize women-focused sessions between CCYs to enable best practice sharing and exchange of ideas/experiences



7

Wildlife
protection



Oversee training and coordination of CCY and NRT rangers; Improve infrastructure, communications and aircrafts continuously

Engage with partners/counties, show them NRT protection method

Lead wildlife & tourism protection but gradually hand over responsibility

Support counties and partners (e.g., KWS) in their task and enable communication between parties



9

Skills
development for
new jobs and
enterprises



Assess the potential of different enterprises in and identify which skills are needed; Develop vocational training program for required skills

Engage with partners (e.g., investors, businesses) to ensure new enterprises benefit local communities

Work together with CCYs to create skills and new jobs as part of the CCY



In 2050, CCYs will create strong, unified community-led institutions and improved development outcomes

What the CCY does...

- Drives collaboration and unison of the NRT & CCY coalition, where it asks for help when needed and supports others where it can
- Engage with the local government on as many topics as possible and foster strong relationships with partners
- Ensure the community is aware they live in a CCY, understand the benefits and feel like they can participate
- Help people attain the right skills for jobs and provides jobs within the community
- Manage biodiversity and health of the natural ecosystem proactively

What outcomes the CCY creates...

Strong community-led institutions

- Gender balance and youth participation across all levels of decision making
- Consistent high scores on governance index, audits and manager rating
- Legal ownership of the land and proactive management of land use planning

Improved development indicators

- Everyone receives 12+ years of education
- Everyone has a life expectancy of 75+
- All households have an income of 2000USD+ annually

Note: different CCYs have different starting points, challenges, and their own unique strategic purpose. They work together towards achieving the joint long-term vision, although this might have different outcomes per CCY by 2050.

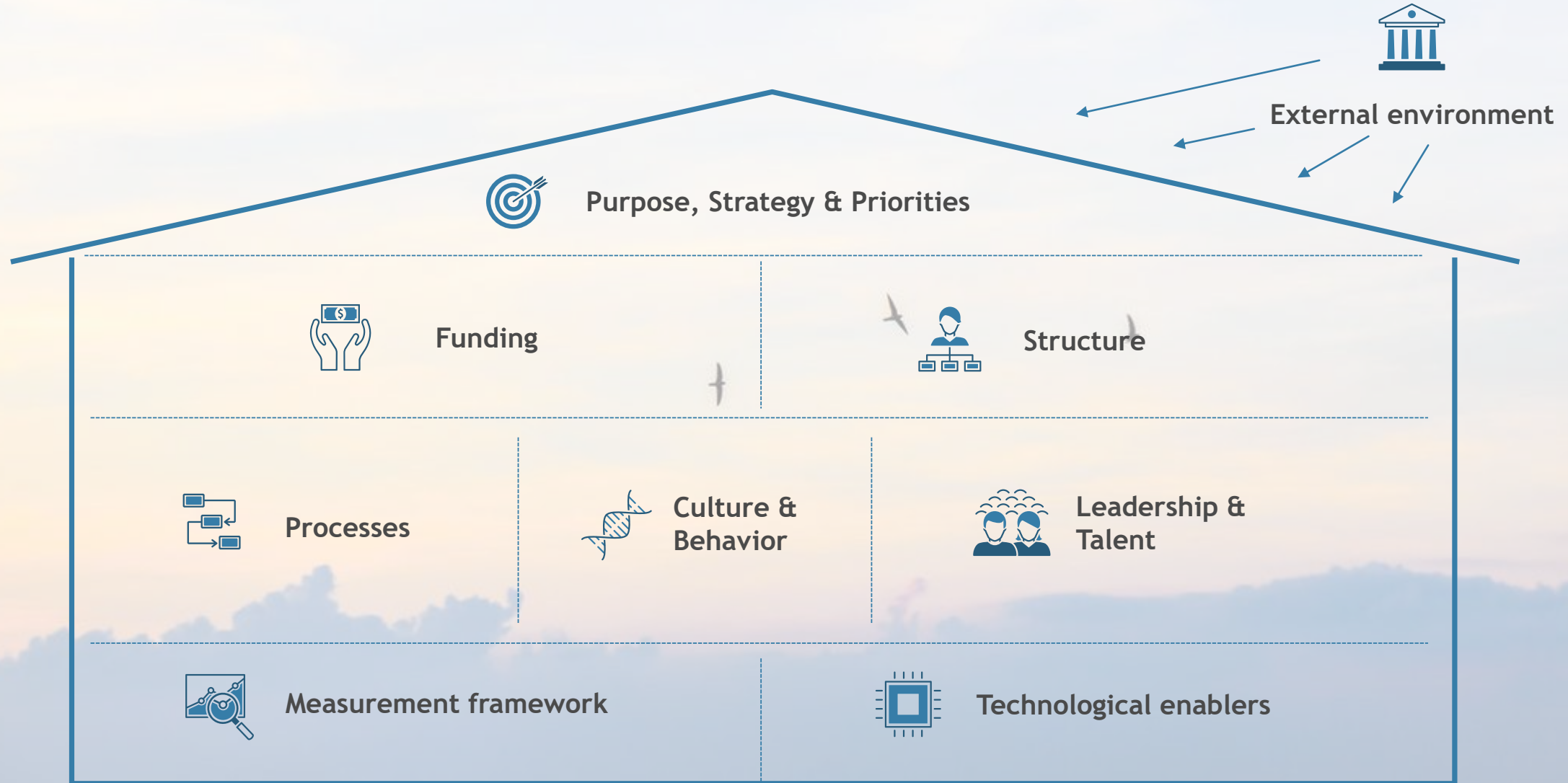
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Implications | Entire operating model contributes to achievement of vision



Implications | Suggested actions to work towards the vision



Purpose, Strategy & Priorities

- **Develop a strategic plan for 2023-2028 in line with the 2050 vision**
 - Integrate the overall vision and lay out the first next steps to move towards the vision in the long run
- **Create a deliberate strategy to expand NRT geographic footprint within and beyond Kenya**
 - Design a clear process to handle conservancy applications within Kenya
 - Develop a strategic plan for expansion within Kenya (e.g., for peace-building or wildlife corridors)
 - Document all steps in the conservancy application process to create a solid evidence base
 - Support Uganda in setting up their community conservancy model as a proof of concept
 - Develop an approach to showcase how the NRT model works beyond Kenya (e.g., exchange visits and secondments, standard documentation, overview of key stakeholders and SOPs) and act as advisor when asked



Funding

- **Implement the revamped financial sustainability strategy for NRT**
 - Diversify the donation base (e.g., unrestricted funding, Lewa partnership, endowment fund)
 - Professionalize the fundraising capability (e.g., clarify responsibilities, develop fundraising toolkit)
 - Design a tiered finance model that matches staff contracts to donor grants
 - Support CCYs in their income generation (e.g., direct link with donor, coordinated fundraising, alternative recipients)



Structure

- **Ensure consistent alignment between organizational structure and strategy ("form follows function")**
 - Increase organizational focus on CCY capability development, partnerships, and advocacy
 - Review structure every five years
- **Improve organizational structure in the regions and CCYs**
 - Decentralize capabilities with a specific regional focus to the regional offices or CCYs
 - Assess current pain points / differences in structure of CCYs and develop a model structure for CCYs



Processes

- **Professionalize internal NRT processes**
 - Streamline and simplify financial reporting, budgeting, procurement, etc.
 - Clarify processes around roles, decision rights, ways of working
- **Harmonize and clarify the governance setup for CCYs**
 - Develop a handbook for all CCYs that covers rules, guidelines, suspension, engagement with NRT, etc. and ensure this handbook is understood and internalized by all key stakeholders
 - Stimulate CCYs to take ownership early on (e.g., on financial mgmt.) with guardrails and mitigation plans in place
 - Consider revised board tenure rules (e.g., at least 1 experienced board member, aligned to comm. land act, max. 2 terms)

Implications | Suggested actions to work towards the vision



Culture & Behavior

- Create a culture where everyone is proud to be part of the NRT coalition of community conservancies
 - Communicate, stimulate and embody a supportive, unified culture between NRT, regions and CCYs
 - Provide trainings for CCYs, regions and HQ to train and embed this behavior



Leadership & Talent

- Attract and reward the best talent at NRT HQ, regions and conservancies
 - Improve staff welfare (e.g., compensation package, performance management, career paths)
 - Invest in scholarships for communities
 - Enable exchange of knowledge and ideas between the different units (e.g., exchange between CCY and NRT HQ employees - which will also improve awareness in the communities)



Measurement framework

- Create and publish a strong evidence base of the impact of the community conservancy model
 - Improve documentation, monitoring and evaluation at both NRT and in CCYs
 - Create and publish scientific and popular research on impact and success stories (e.g., carbon project, improved living standards, wildlife protection)



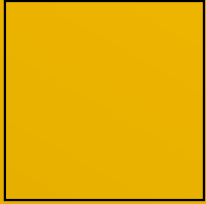
Technological enablers

- Digitize the organization
 - Assess status of current software/hardware applications at NRT and explore more advanced options, specifically regarding environmental and wildlife connectivity (e.g., WildTracks, EarthRanger)
 - Conduct research into new technologies as tools to achieve objectives (e.g., faster and easier data collection, analysis, new avenues for sharing information, gaming elements and incentives)



External environment

- Build a partnership model
 - Map the conservancy landscape (e.g., government actors, conservancy associations, KWCA)
 - Identify opportunities to strengthen or professionalize relationships and create coalitions
 - Create a partnerships function within NRT regions with key account managers to manage relationships
- Intensify relationship with the local and federal government
 - Strengthen advocacy capabilities at NRT HQ and in the region
 - Inspire best practice sharing between regions (e.g., what can be learned from Samburu)
 - Ensure continuous engagement with and support from counties and wards



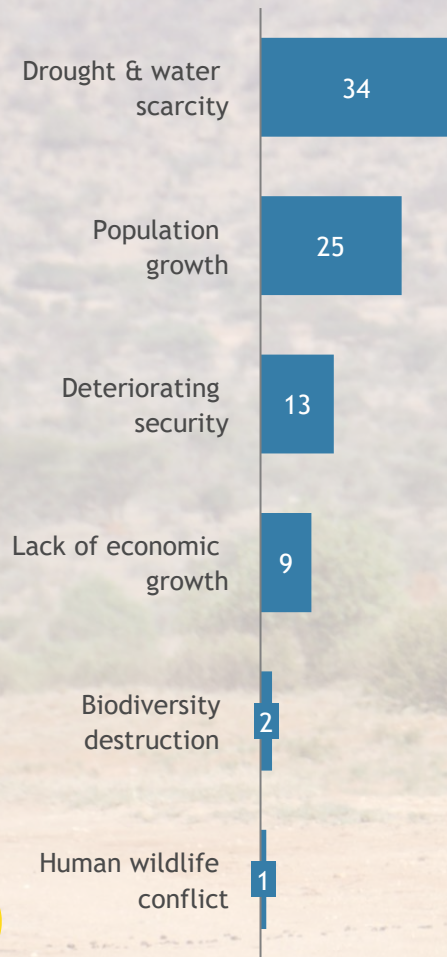
Appendix

Interviews | Input gathered from 25+ key stakeholders in Nov/Dec 2022

#	Name	Organisation	Role	Interview date
1	Mike Watson	Lewa Conservancy	CEO	3-11-2022 11:00
2	Mbuvi Ngunze	NRT Board, Safarilink	Chairman Safarilink, Board member	8-11-2022 10:00
3	Frank Bora	NRT Exectuive team	Chief Financial & Operations Officer	8-11-2022 14:30
4	Mohamed Shibia	NRT	Regional Director - East	8-11-2022 15:30
5	Tom Lalampaa	NRT Executive team	CEO	9-11-2022 08:00
6	Antony Wandera	NRT	Regional Director - Mt. Kenya	9-11-2022 11:00
7	Michael Harrison	NRT Board	Board member, former CEO	9-11-2022 16:00
8	Clement Ngoriareng	Kenya Forest Service	Head of Dryland Forestry	11-11-2022 11:00
9	Hassan Yussuf	NRT	Regional Director - Coast	11-11-2022 16:00
10	Said Rhova	Council of Elders	Chairman	15-11-2022 10:00
11	Lucy Ndirangu	Lewa Conservancy	Chief HR Officer	15-11-2022 12:00
12	Sarah Watson	Tusk Trust	Head of Programs	15-11-2022 15:00
13	Ian Craig	NRT Executive team	Chief Expansion & Innovation Officer	16-11-2022 08:00
14	Gary Cullen	NRT	Head of Tourism	16-11-2022 08:00
15	Vishal Shah	NRTT	CEO	21-11-2022 11:00
16	Kadir Bodu	NRT	Regional Director - West	21-11-2022 16:00
17	Julius Kipng'etich	NRT Board	CEO Jubilee Holdings, Chairman board	22-11-2022 10:00
18	Burton Lenanyokie	NRT	Regional Director - Central	22-11-2022 16:00
19	Loma Powrie	The Nature Conservancy	Kenya Project Manager	23-11-2022 12:30
20	Joanna Elliott	Fauna & Flore International	Group CEO	24-11-2022 13:00
21	Mohamed Elmi	NRT Board	Former Chairman of the board	2-12-2022 09:30
22	Edwin Wanyonyi	Kenya Wildlife Service	Head of Resource Mobilisation	2-12-2022 14:00
23	Aurelia Micko	USAID	Director, Kenya & EA Environment Office	6-12-2022 12:30
24	Jimmy & Sammy	Sera Conservancy	Manager & Guide Saruni	8-12-2022 09:00
25	Simon	Lekurruki Conservancy	Conservancy Manager	9-12-2022 08:00
26	Isa Gedi	NRT	Chief Program Officer	13-12-2022 13:00
27	Thomas Yatich	EU	Agriculture Job Creation and Resilience Sector	14-12-2022 12:00

Interview output | Ranking exercise

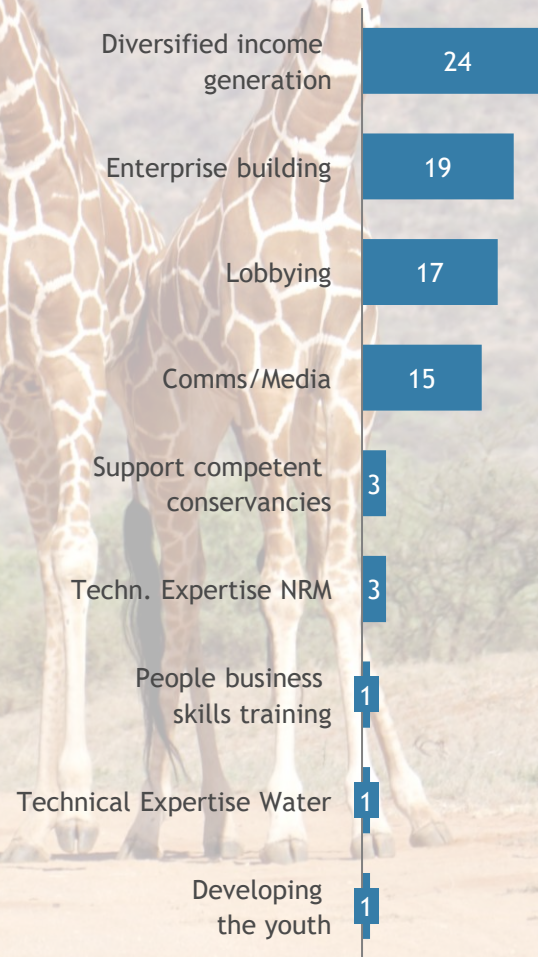
Which trends will impact NRT regions most until 2050?



What topics should NRT focus its efforts on?



In which capabilities should NRT invest?



What should NRT be known for in 2050?



