![NRT Northern Rangelands Trust logo]

Strategic Plan

2024-2028

Dear friends,

Transforming lives and preserving nature has always been at the heart of everything we do. Since NRT's inception in 2004, we have sought to increase the capacity of member communities and drive their progress through our tried and tested community conservancy model. In our journey, we have been fortuitous enough to collaborate with reliable partners and donors, who are committed to using conservation as a tool for propelling national economic growth. Fuelled by their support, our member community conservancies have prospered, positively impacted millions of people, and led the way in protecting an astonishing variety of endangered species in northern and coastal Kenya and Uganda.

Over the last two decades of our existence, we have encountered character-building challenges of varying degrees of complexity, and successfully navigated each one, demonstrating beyond a shadow of a doubt that, as an organization, we are not only resilient but built to overcome. We have learnt priceless lessons from every success and setback and turned NRT into the home of the world's largest soil carbon project and a global trailblazer for community-led conservation.

We continue to work in the remotest parts of the country and beyond its borders, striving to make life better for the communities we serve. At a time when catastrophic climate-based events are becoming increasingly frequent, it is crucial that we scale our conservation programs and build climate-resilient economies and livelihoods.

This Strategic Plan augments our capabilities so that we and our member community conservancies become future-ready and effectively resolve existing and emerging global environmental challenges while writing the next chapter of conservation. This Plan will allow us to embrace volatility and obscurity as the world around us continues to shift. Most importantly, it will guide us as we work tirelessly to ensure smart governance and strong leadership at the grassroots levels of our member community conservancies, so they achieve sustainability and continue to progress. This Plan provides a roadmap that will guide us as we seek to optimize our resources and establish the infrastructure needed to admit more community conservancies into NRT membership so we can impact more lives.

As we strive to unlock new realms of possibility in conservation, it would be wishful thinking to presume we will not run into headwinds. This notwithstanding, I am confident that our strong management team and incredibly talented staff will be able to transcend any obstacles that lie ahead and deliver on the strategies outlined herein.

I thank everyone who was involved in the development of this Strategic Plan. May we implement it with courage, unafraid to take the road less travelled, and as is our modus operandi, keeping indigenous communities at the centre of all our endeavours.

Dr. Julius Kipng'etich
Chairman of the Board

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The long-term success of conservation depends on communities, who have lived in harmony with wildlife for centuries

Enabling local communities

Well-governed, community-owned institutions build on local structures that govern communal ancestral lands

Improving and diversifying livelihoods

Equitable benefits to the communities by developing projects that create diversified, sustainable livelihoods and build peace

| 1995	2004	2012	2014	2015	2022
First two community conservancies (CCYs) start in Il Ngwesi and Namunyak	Northern Rangelands Trust (NRT) is formed as umbrella organisation	Northern Kenya Rangelands Carbon Project is launched	NRT Trading is established to support livelihood and business projects	First community-run black rhino sanctuary is established at Sera CCY	Expansion to Uganda with the establishment of Morung'ole CCY

No. of member CCYs	2	9	17	23	25	45

What is a Community Conservancy (CCY)?

A community institution on community land that supports management of the complementary land uses in the areas of livestock, agriculture, ecotourism, wildlife management, and much more
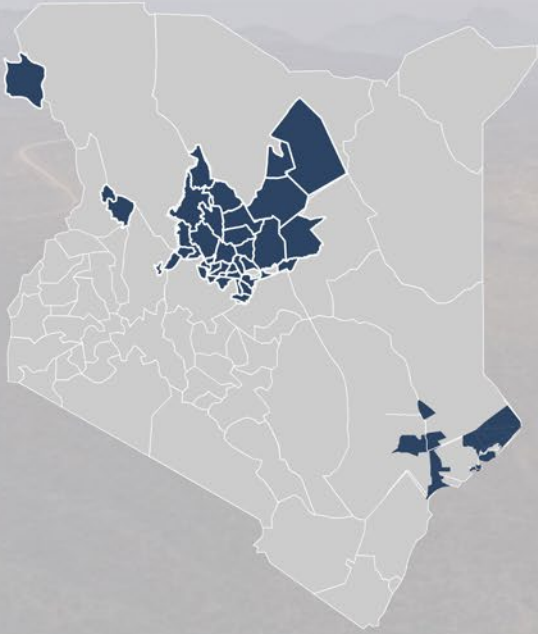
Today, 45 member Community Conservancies (CCYs) work together under the NRT umbrella

>701,000 People impacted through our member CCYs

10 Counties in Kenya, and 1 in Uganda

19 Ethnicities

1,086 Employees in the CCYs

299 Direct employees

173 Jobs created through tourism

>13M Hectares of planned grazing

OUR VISION

Resilient communities and ecosystems

OUR MISSION

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

OUR VALUES

C — **Coexistence** of local communities and wildlife in harmony

O — **Ownership**, community-led decision-making and good governance

N — **No allegiance** to any political party, creed, or ethnic background

S — **Social justice,** respecting human rights, and the rule of law

E — **Empowered,** gender-inclusive and diverse communities

R — **Resilience** in the face of complex challenges such as climate change

V — **Validated** measurement framework and science-based evidence

E — **Equitable** distribution of benefits

Our **Theory of Change:** a holistic approach to address complex challenges

Complex and interconnected challenges that will only increase as long-term trends put pressure on NRT regions	Member CCYs implement programmes in an effective manner	Lasting change and success

- **Governance** is front and centre for each CCY
- **Peace & stability** projects
- **Livelihoods & business** projects
- **Natural resources** projects
- **Future-proof organisation** as strong foundation

Resilient communities and ecosystems that transform lives, secure peace and conserve natural resources

7

Our **2018-2022 impact:** improvement across our 6 key indicators

		2018	2022	Comments
Goal 1: Transform Lives	% of community members reporting **improved socio-economic status**	73%	80%	• Impact through vocational programmes, microfinance & bursaries • We have experienced challenges due to prolonged droughts, Covid-19 and insecurity
	Thousands of conservancy members **benefitting from conservation**	400	630	• Five new community conservancies admitted, including in Uganda • Increased number of livelihood programmes have been implemented, e.g., in education and water
Goal 2: Secure Peace	% of individuals in conservancies that feel **safe and secure**	73%	77%	• 122 peace meetings organized in 2022 • 2022 elections and increased competition for grazing resources due to droughts triggered violence among ethnic groups
Goal 3: Conserve Resources	**Millions hectares** under community conservancy management	4.5	6.4	• Five new community conservancies onboarded • Boards and grazing committees are trained on sustainable practices
	Degree of **avoided degradation** in rangelands condition	2%	2.4%	• This presents the comparison of rangelands under sustainable grazing management versus rangelands that are not • 2022 was an exceptionally challenging year due to prolonged droughts, with 2.4% the lowest result since 2018 (5.6% in 2021, 11% in 2020)
	% of people displaying positive attitude change towards **grazing management**	58%[1]	62%	• 12 awareness meetings per year per CCY on grazing management • Green magnets during droughts attract multiple ethnic groups, which has led to several conflict s

1. Figures reported for 'Proportion of people displaying positive change in attitude towards grazing management' are from 2019 as this was the first year we began tracking this impact..
Source: NRT M&E Master Indicators, January 2023

Governance

IMPACT &
LESSONS LEARNED

Enhanced governance tools and trainings. To improve governance in community conservancies, we have conducted trainings for CCY boards and management. This enables communities to formally organise and have a voice. We have also introduced a code of conduct for board members and a Governance Index (GI), which scores all CCYs annually based on surveys. To further bolster conservancy governance, organisation capacity assessments are performed, and monthly conservancy manager meetings are held so challenges related to governance and performance are identified early on. Going forward, we will continue to enhance financial audits at each CCY.

Promotion of inclusivity. We have increased the representation of women in CCY leadership, and youth are becoming increasingly involved in CCY activities. This is a stepping stone to broader inclusion and will require sustained attention moving forward to ensure that efforts translate to active participation of women and youth.

Consistency and fairness. We have refined and updated several policies related to good governance. We recognize that consistent and fair enforcement of these policies is paramount. We have faced limited instances where this was questioned, due to limited communications and training on policies. We will continue to refine and clearly communicate our CCY engagement policies. This will help ensure that enforcement and remedial actions are well justified, backed by policies, and conducted sensitively to limit the impact on conservancy members.

Defining self-sustaining CCYs. We recognize the "self-sustaining" capacity of CCYs has been an ongoing topic of discussion for several years. This includes financial sustainability, capacity-building, good governance, and all other tools and capabilities a CCY needs to act more independently. We believe defining guiding principles for self-sustainability is an essential step forward. This guiding principle will enable us to tailor our support efforts effectively, align programmes to meet the unique needs of each CCY and ensure we have adequate resources in place.

Empowering traditional leadership and community members. We acknowledge the need to increase community awareness and participation to ensure that board and management decisions are reflective and address needs of all stakeholders. To achieve this, we will train CCYs staff on Free, Prior, and Informed Consent processes (FPIC), continue to integrate traditional leaders into formal conservancy structures, and support CCYs in developing and implementing effective communication channels between themselves and conservancy members.

Peace & Stability

IMPACT & LESSONS LEARNED

Building trust through the Peace Ambassador Programme. Our peace ambassadors have proven to be reliable partners in peacebuilding. By prioritizing the wellbeing of member communities and maintaining impartiality, we have gained their trust, which has bolstered our peace-building efforts and helped reduce instances of insecurity and conflict. In 2022, we averted 55 raids through the combined efforts of our peace ambassadors, community conservancy scouts, and government teams. Moving forward, we will develop peace caucuses through which peace ambassadors can encourage wide community participation in peacebuilding.

Sustaining peace through long-term funding. We recognize that consistent funding is imperative for lasting progress. To attain enduring peace, continuity is crucial and involves investing in building the capacity of member community conservancies to implement programs and drive sustainable change from within. Acting as enablers, we seek to support our member CCYs in driving the peace and stability agenda of their respective regions. We will continue to partner with like-minded peacebuilding institutions to amplify our impact and prevent duplication of efforts. We will also work with donors and development partners to help them understand the benefits of flexible long-term funding that adapts to evolving needs and conflict dynamics.

Empowering youth for lasting peace. In a region marked by a youth bulge, youth engagement is crucial for lasting peace. There is a need to increase youth involvement in CCY governance and income-generating endeavors to prevent potential conflict caused by a perception of exclusion. This will be a priority in the upcoming strategic period.

Resolving human-wildlife conflict transparently. We have learned that clear processes and procedures are essential for transparent and efficient resolution of human-wildlife conflict issues. This will sustain community interest in conservation and wildlife protection.

Livelihoods & Business

IMPACT & LESSONS LEARNED

Empowered livelihoods through successful community business programmes. NRT Trading's Ujuzi Manyattani has led to transformative outcomes by providing vocational skill training to youth with limited formal educatio, such as motorcycle repair. Another successful initiative is BeadWORKS, which has empowered 1,200 women in artisanal production. In 2022 alone, BeadWORKS produced Ksh 32.4 million and won the Kenya E-commerce Sustainability Initiative of the Year Award. Tourism has also benefitted CCYs, with Ksh 117.2 million generated in 2022, a 34% increase from the previous year. Additionally, NRT Trading supports the management of a community-owned sacco, promoting financial inclusion and generating economic opportunities for conservancy members.

Livelihoods Programmes and Essential Services Provision. Our livelihoods programmes have made essential services accessible to previously underserved communities. We have developed infrastructure, implemented water management systems, and constructed primary schools and healthcare facilities, creating a lasting positive impact and generating economic opportunities for communities across the NRT landscape.

Unlocking untapped tourism opportunities. The success of Kalama, Westgate, and Sera Community Conservancies is a testament to the benefits of wildlife and nature-based tourism. We are establishing a formal process and a dedicated tourism team to proactively identify opportunities and support CCYs in maximizing the benefits realized from tourism. All tourism initiatives are community-led and owned, and drive improvement in community members' livelihoods by creating employment and business opportunities.

Scaling vocational and livelihood programmes. Scaling vocational programs like Ujuzi Manyattani and our broader livelihood initiatives is imperative. These programs, applauded by CCYs for their employment and income potential, should be extended to reach a wider audience. Additionally, we are developing a comprehensive education strategy and drought preparedness plan, acting as catalysts for enhanced livelihoods.

Building climate resilient economies. Acknowledging the critical role of livestock in pastoralist communities, we are working with academic institutions, research bodies, and government agencies to establish a research facility focused on livestock management. Through this, we aim to become a centre for knowledge. We are also looking into the possibility of establishing an emergency fund to cover livestock loss. All these efforts are being made to avert conflict brought on by livestock loss brought on by climate change and its effects.

Natural resources

IMPACT & LESSONS LEARNED

(I/II)
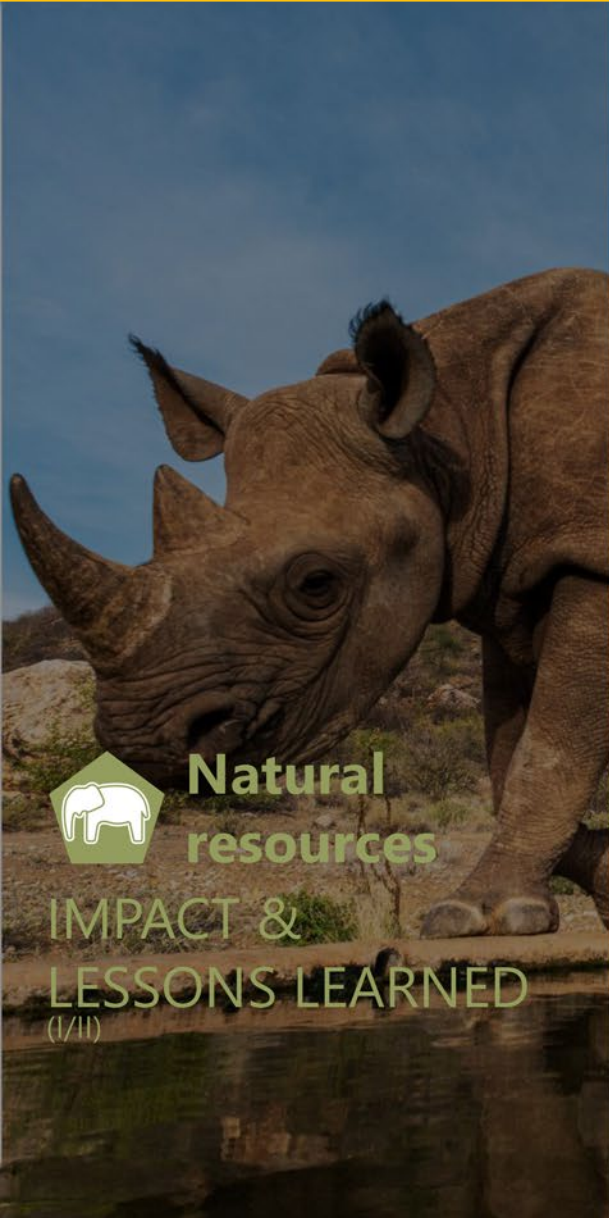
The Northern Kenya Rangelands Carbon Project (NKRCP) as a gamechanger. The NKRCP has proven transformative for participating CCYs. In 2022, each CCY received USD 324,000 as the first of three payments from the sales of Carbon credits from 2012-2015. These funds empower CCYs to invest in livelihood programmes and other initiatives. By aligning financial incentives to natural resource management, communities are adopting grazing practices for sustained rangeland health. This success has prompted non-participating CCYs to express interest in future programmes. Carbon revenue is directly tied to rangeland health, which is facing risks due to increased frequency of droughts and population increase. Poor rangelands management will negatively affect carbon revenues and consequently conservancy member livelihoods. We recognize the need to increase our engagement with communities and counties on the importance of compliance with grazing plans.

Rangeland management pilots. Our pilot initiatives for rangeland management have yielded promising results. The implementation of grass banks within Westgate and Kalama, designed to enhance grazing practices, has been particularly effective. Scaling these initiatives holds the potential for broader positive impact.

Effective wildlife protection. Our efforts to address human-wildlife conflicts have yielded tangible results. Our top-tier mobile and anti-poaching teams and digital communication networks have contributed to very low levels of elephant deaths. The Proportion of Illegally Killed Elephants (PIKE) was at 20% in 2022, down 57% since its high in 2012. Over the years, we have built a mosaic of community-based information gathering that enables government and conservation partners to better understand wildlife threats and respond adequately and timely.

Wildlife conservation successes. We have achieved multiple significant successes over the past strategic period. In Sera, the black rhino population has increased by 12% (13 to 21 from '17 to '22) and the recently introduced wildlife species of impala, Beisa oryx and Grevy's zebra are all flourishing. We moved a Rothschild's Giraffe population from an isolated island in Lake Baringo to a community-run sanctuary in Ruko. In the hirola sanctuary, we reinforced management capacity, upgraded infrastructure and put a risk mitigation plan in place for droughts. However, hirola numbers are not yet increasing and we are currently working together with partners to re-assess our approach and develop a plan going forward. We collaborated with several species-focused partners, such as Ewaso Lions, Grevy's Zebra Trust and Save the Elephants. Next to this, we started focusing more on designing long-term approaches for connected landscapes and wildlife corridors. For example, we improved connectivity in the Samburu/Laikipia landscape and Meru/Marsabit corridor.

Based on 40+ consultations with stakeholders including NRT staff and Board, Council of Elders, CCY representatives, donors, government agencies, and other partners; NRT M&E Master indicators; NRT 2023 Operational Plan

Natural resources

IMPACT & LESSONS LEARNED
(II/II)

Forest protection, conservation and management. Forests are central to numerous CCYs as they are home to critical species and provide a lifeline to diverse communities. NRT works closely with several Community Forest Associations (CFAs) and has strengthened their governance capacities. In this process, NRT supported the development of forest management plans in close collaboration with Kenya Forest Service (KFS).

Strong fisheries governance is key. When the rights of communities over their fishing areas are recognized and enforced by society and county governments through formal co-management systems, they feel involved, supported and can assert their authority on how fisheries are managed and protected. One good example is the fisheries co-management work and LMMAs, where the community conservancy model was adopted and strongly linked to legal frameworks of marine conservation. This has increased the connection between the CCYs, fisheries Beach Management Units (BMUs) and Community Forest Associations (CFAs). National and international learning exchanges have been instrumental in catalyzing adoption of co-management. Over the past years, several community champions (men and women) have stepped up and have showcased the success of collective action to the wider world.

Enhanced natural resource management capacity. Scientific and technical research has informed conservation planning and buy-in from the communities and partners, e.g., through the Mangrove Restoration, Coral Reef Restoration and Fishing Gear Exchange Program. Next to this, scientists encouraged the community to think about their focal fisheries species and their ecology, which should influence their zoning plan designs. Going forward, we will continue to strengthen the relation and mutual understanding between scientists and managers.

Women in conservation. Women empowerment and participation has catalyzed support for fisheries co-management and behavioral change. The women have increased their voice and have become recognized within the community. They are now community champions and most marine projects are led by women, including the women-led octopus closures, mangrove restoration project and micro-finance program.

A strong team to enable impact. Our team's commitment has been instrumental in achieving our objectives with the resources available to us. We have grown rapidly over the past strategic period, supporting more community conservancies on more topics. We have embraced the organisational review and implemented a revised organisational structure, performance management system and new ways of working. This has improved our efficiency and professionalism. However, we recognize the need to continue working on the organisational transformation in the next strategic period. This includes streamlining and standardizing processes to ensure smooth operations, identifying opportunities to improve staff welfare and capacity—such as training programs— and investing in technology to improve operational efficiency.

Improved CCY engagement through regional offices. We have decentralized our structure by setting up five regional offices that are the first point of contact for CCYs and local governments and are responsible for local programme execution. This has made it easier for CCYs to communicate and align on needs and concerns. Proximity empowers swift response and effective programme execution. Going forward, we continue strengthening regional offices to increase their impact on the ground.

Empowering CCYs to take the lead. In our efforts to support CCYs in driving their agenda, we have introduced CCYs to our development partners. For example, we connected Ishaqbini Hirola Community Conservancy with the San Diego Zoo Wildlife Alliance. This will remain a priority for us in the next strategic period. We also recognize the importance of increasing CCYs' communications and press capabilities (including national and international press and social media). This will enable them to raise and amplify their (collective) voice in modern-day (social) media debates, increase transparency, and communicate independently about conservancy progress.

Scaling conservation reach, even beyond Kenya. Five new conservancies have joined our membership, extending our reach and impact by 136,000 lives and the area covered by our member community conservancies by 1.9 million hectares. The majority of these new CCYs are in Isiolo County. With Morung'ole Community Conservancy's joining of NRT, our footprint has expanded into Uganda. Due to funding limits, more than 20 applications for membership are pending approval and are a testament to the positive impact and image of our community conservancy model. Moving forward, we will develop a strategy that enables us to accommodate and support new members so the model can positively impact more communities in Kenya and beyond.

NRT as organisation
IMPACT & LESSONS LEARNED (I/II)

Based on 40+ consultations with stakeholders including NRT staff and Board, Council of Elders, CCY representatives, donors, government agencies, and other partners; NRT M&E Master indicators; NRT 2023 Operational Plan

Strategic partnerships driving change. We recognize the importance of building strong partnerships with local and international partners. Lewa Wildlife Conservancy has been a long-standing partner in multiple projects, and we are currently formalizing the areas in which we work together. We are also working with three consortiums (EU RangER, EU Resilience, and SIDA IMARA) to implement programs across the landscape. We joined forces with Jomo Kenyatta University of Agriculture and Technology (JKUAT) and World Agroforestry, through the EU-funded Kenya RangER Program, to establish community structures that promote peacebuilding. As a result, 88% of respondents in the study area believe the security situation has improved. Additionally, we have partnered with the UMAKA research consortium and Wildlife Research and Training Institute (WRTI) in wildlife research. Our engagement with local and national government and related state bodies has improved. In April 2022, we hosted the Cabinet Secretary of Tourism, Wildlife, Culture, and Heritage, Hon. Peninah Malonza, conducted a tour of community conservancies, and presented our work and impact on the ground. Moving forward, we will explore more opportunities for collaboration and develop a formal process for partner engagement, external communication, and a proactive political strategy. We will also advance any conversations on public-private-conservancy partnerships.

Diversifying our fundraising efforts. We have been successful in securing funding for impactful, long-lasting projects in the region by delivering consistent high-quality work. This funding has mainly come from bilateral and multilateral donors in the past. This funding is largely restricted, which exposes us to risks of limited flexibility, dependency and long-term unsustainability. To mitigate potential funding risks in the future, we will strive to diversify our sources of income. To achieve this, we are developing a proactive fundraising strategy and establishing a team that focuses on private organisations and individuals.

Science and data-led decision making. Through our research partnerships, such as with the UMAKA research consortium, we collect significant amounts of data. Improving our capacity to analyse and present this data will enable us to make more evidence-based decisions and interventions, strengthen the communication of our impact story, and bolster future fundraising efforts. Moving forward, we will continue to improve our overall capacity to track our impact. Additionally, we will increase our science and monitoring and evaluation (M&E) teams' capacity in tracking relevant indicators and implementing lessons learnt.

NRT as organisation

IMPACT & LESSONS LEARNED

(II/II)

We dream of...

12+
Years of **education** for everyone (high school completed)
Baseline 2019: 21% have completed secondary education[1]

>75
Average **life expectancy**
Baseline 2022: ~63 years[1]

$2K
Annual **household** income
Baseline 2020: Median household income ~$450USD

Stable **wildlife** & productive **ecosystems**

Source: NRT Trading Impact Evaluation Survey 2020; Kenya National Bureau of Statistics, Census, 2019; Economic Survey 2022; 1,2: Baseline defined based on data from the following counties (all counties where NRT currently has member CCYs): Baringo, Garissa, Isiolo, Laikipia, Lamu, Marsabit, Meru, Samburu, Tana River, West Pokot. Average household of 4.

Our **2050 vision**...

We strongly believe local **community conservancy** institutions are **best positioned** to achieve this dream. They implement **peace**, **livelihoods** and **natural resource** programmes through an effective, community-led approach that leverages NRT's network of CCYs.

We expect our member CCYs to:
- Live by our shared core values (CONSERVE)
- Be an active member of NRT and help each other as fellow CCYs
- Attain inclusivity, with gender balance and youth participation in decision making
- Implement programmes in an effective and efficient manner
- Engage with counties and national government on critical topics
- Achieve consistent high scores on governance index, audits, and manager's rating
- Work towards financial independence to cover operational costs and support livelihoods

We support our member CCYs in:
- Obtaining legal community land ownership and learn about proactive land use management
- Increasing their self-sustaining capacity by providing training, mentorship and feedback
- Designing and implementing peace, livelihoods and natural resource programmes
- Establishing connections with development partners, fellow CCYs, and other stakeholders

2024-2028 Strategic Plan: **Our comprehensive framework**

Our 2024-2028 strategic framework consists of three parts:
- We push for good **governance** as our centre, **our core focus**
- We **drive high-quality** implementation of **peace & stability**, **livelihoods & business** and **natural resource** programmes together with CCYs
- We build a **strong foundation** and **future-proof the organisation**

Output 4
Effective peacebuilding between ethnic communities

Objective 2
Peace & Stability

Output 7
Sustainable rangelands management, including carbon project(s)

Output 8
Successful flagship species and habitat conservation

Output 9
Sustainable forest and marine ecosystem management systems

Output 10
Effective wildlife protection, human-wildlife conflict resolution and community policing

Objective 1
Governance

Output 1
Well-governed community conservancies (CCYs)

Output 2
Advancement of human rights and rule of law

Output 3
Independent and self-sustaining CCYs

Output 5
Equitable and responsive livelihood support to communities in education, water, health and energy

Output 6
Climate resilient economies and training programmes, supported by NRTT/MashinaniWORKS

Objective 4
Natural Resources

Objective 3
Livelihoods & Business

Objective 5
Future-proof organisation

Output 11
Sustainable finance and operations

Output 12
Internal and external communications

Output 13
Strong partnerships

Output 14
Effective data-driven organisation

Output 15
Deliberate and strategic expansion

2024-2028 Strategic Plan: **moving towards a new delivery model**

As part of our 2050 Vision development process, we have defined **three complementary roles for the NRT delivery model:**
* NRT as **Centre of Expertise (CX)**, driving the design and implementation of specific outputs
* NRT as **Convening Platform (CP)**, bringing together all relevant stakeholders to jointly design and implement specific outputs
* NRT as **Trusted Coalition (TC)**, supporting CCYs in designing and implementing specific outputs

In 2050, our delivery model will look different from today, as we **shift more towards becoming a Convening Platform and Trusted Coalition.** We are taking this approach as it allows us to make better use of limited resources, acknowledges the different and important stakeholders locally and internationally, and provides an opportunity to CCYs to move towards increased self-sustainability. Over the upcoming strategic period, we will move towards our new delivery model as below.

Output 1	Well-governed community conservancies (CCYs)	—	*Improve CCY processes, tools, and structures*	→ **CX**
Output 2	Advancement of human rights & rule of law	—	*Build comprehensive knowledge, policies, and guidelines*	→ **CX**
Output 3	Independent & self-sustaining CCYs	—	*Develop CCY roadmaps, engagement & self-sustaining plan*	→ **CX**
Output 4	Peacebuilding between ethnic communities	—	*Build peace department, improve sustainability, partner with counties*	→ **CX + CP**
Output 5	Livelihood support: education, water, health, energy	—	*Develop strategies, focus on developing partnerships and supporting CCYs*	→ **TC + CP**
Output 6	Climate resilient economies and training programs	—	*Collaborate with MashinaniWORKS and clearly define roles*	→ **CP**
Output 7	Flagship species and habitat conservation	—	*Transfer skills and knowledge to CCYs, provide close support where needed*	→ **TC**
Output 8	Rangelands & Carbon	—	*Enable CCYs to lead implementation, focus on overall coordination/strategy*	→ **CX + TC**
Output 9	Forest and marine ecosystems	—	*Transfer skills and knowledge to CCYs, provide close support where needed*	→ **TC**
Output 10	Wildlife protection	—	*Provide trainings to CCY scouts, ensure world-class 9-teams performance*	→ **CX + TC**
Output 11	Sustainable finance and operations			
Output 12	Internal and external communications			
Output 13	Strong partnerships			
Output 14	Effective data-driven organisation			
Output 15	Deliberate and strategic expansion			

Internal outputs to boost NRT's effectiveness as an organization, thereby increasing our ability to work towards our future delivery model and enabling us to support CCYs more effectively and efficiently.

So, what will we be doing **differently**?

We reviewed our security mandate
We focus on wildlife protection, human-wildlife conflict and peace-building

We move towards a new delivery model
We are building the capabilities to take on three different roles for each priority topic

We establish strong livelihood support programmes for CCYs
Together with partners, we work on education, vocational skills and climate smart solutions

We put extra focus on building a professional organisation
By improving our internal capabilities, we can better support CCYs

We strive for deliberate expansion
Moving from organic, reactive growth to strategic growth, within and beyond Kenya

We clarify our partnership with subsidiaries
Restructuring our relationship with the Carbon Project & MashinaniWORKS

Output 1 | Well-governed community conservancies (CCYs)

This output focuses on establishing and maintaining transparent and accountable governance structures for our community conservancies. This ensures effective, community-led decision-making, promotes women and youth participation and awareness of the benefits of CCYs.

Indicators	2022	2028
1.1 % average governance index	62.6	80
1.2 % gender ratio in board and management	15	35
1.3 % youth participation in CCY activities*	-	50
1.4 % women participation in CCY activities*	-	30
1.5 % households stating positive impacts from CCY act.	59	85
1.6 # of awareness meetings conducted per CCY annually	1	4

* Not yet measured, will be included in our M&E framework for the next strategic period

NRT will invest in:

- **Leadership and governance skills,** to ensure there is capacity, capability and elements of traditional authority that can govern conservancies well, with transparency, accountability, and equity in benefit-sharing
- **Inclusion and voice, with equitable representation of women, men and youth** in decision-making structures and economic opportunities
- **Management skills** such as financial literacy, organisational management, M&E, human rights, dispute resolution mechanisms, and Free, Prior, and Informed Consent processes (FPIC), to ensure effective and inclusive conservancy operations and delivery of results
- **Communication skills and capacity** to increase community awareness and local influence and forge effective partnerships

	First phase (2024-2026)	**Second phase (2027-2028)**
Key activities	• Establish Northern Kenya Women Leadership Summit • Develop a youth and women empowerment programme • Develop a plan to enhance community ownership & voice • Strengthen CCY leadership and management capacity to improve conservancy operations and define which governance activities can be transferred to CCYs • Strengthen regional & national forums • Integrate FPIC process in all projects delivered in CCYs • Review CCY board elections process	• Further strengthen institutional structure, leadership and governance • Improve conservancy management staff performance • Develop gender mainstreaming policy for CCYs • Enhance CCY visibility and communications capacities, conservancy-led programmes, ownership, and effective service delivery through coordination • Implement CCY' boards and sub-committees performance appraisals
Resources & tools	• Establish a Gender Department • Hire a Youth Officer	• Technical capacity to develop CCY Sustainability Plan • Sustainable finance

Output 2 | Advancement of human rights and rule of law

This output aims to advocate for and protect the rights of member communities, ensuring access to justice and fair treatment while upholding the rule of law.

Indicators	2022	2028
2.1 # of human rights incidents reported in CCYs	0	0
2.2 # of policies being adopted by county governments as result of NRT support	1	2
2.3 # of trainings to conservancy members on human rights related policies	1	5
2.4 # of community-owned land registered for community conservancies	14	26
2.5 # of compliance audits completed in CCYs	0	2

NRT will invest in:

- **Engagement with county governments, assemblies, and members of parliament** through CCYs, to increase understanding and build support for CCYs' work
- **County and national policies and laws** that advance CCYs. NRT will assist policymakers by offering technical assistance and guidance in policy creation, based on its field experience
- **County Integrated Development Plans (CIDPs)**, supporting CCYs in participating with the planning and implementation processes to ensure conservancy priorities are voiced and supported
- **Lobbying for financial support from government** for conservancy operations and programmes
- **Grievance mechanism** for addressing human rights incidents

	First phase (2024-2026)	**Second phase (2027-2028)**
Key activities	• Strengthening community land rights by formal registration of 6 CCYs • Trainings on human rights-related policies (incl. FPIC) in all CCYs • Conduct compliance audits in all CCYs in 2024 and 2026 • Set up a framework for a human rights-based approach to conservation • Strengthen collaboration with various Human Rights organisations	• Finalize formal land registration for 6 CCYs • Complete rollout/implementation of the Human Rights Framework • Continuously improve and train CCYs on human rights policies • Further strengthen partnerships
Resources & tools	• Establish Government Liaison Office • Funding for community land registration • Funding for conducting trainings & meetings	• Funding for community land registration & trainings/meetings

Lead implementer: Capacity Building Manager

Output 3 | Independent & self-sustaining CCYs

This output seeks to empower member community conservancies, foster their development, and build their capacity by providing them with the tools, resources, and skills required to manage their communal lands independently.

Indicators		2022	2028
3.1	# of CCYs that finance 100% of their own operations	7	15
3.2	# of CCYs that finance >50% of their own operations	22	35
3.3	# of CCYs with carbon project (rangeland, forest, blue, biodiversity)	21	35
3.4	# of CCYs operating independently without technical and programme funding support*	0	10
3.5	# of programmes directly funded by partners	22	35
3.6	Million Ksh directly funded by governments to CCYs	152	300

* Operating independently with quarterly facilitation/mentorship from NRT

NRT will invest in:

- **CCY engagement plan & roadmap** that clarifies how NRT support and expects CCYs to move towards increased self-reliance and independence
- **Conservancy plans and programmes** that cover the four programme objectives and chart a path towards long-term sustainability
- **Technical assistance to CCYs** to ensure the creation of a conservancy endowment fund, through which conservancies set aside and save income or other financial resources for use in times of need

	First phase (2024-2026)	Second phase (2027-2028)
Key activities	• Assess the status of all CCYs and their capacity for independence (e.g., finances, capacities, sustainability) • Develop a clear CCY engagement & sustainability plan that outlines the steps towards increasing autonomy and independence as CCYs mature, with a tailored approach for them at different stages • Align CCY plans with the mission & strategic objectives of NRT • Develop curriculum and training modules for different capacity building interventions	• Implement the CCY engagement & sustainability plan • Monitor and evaluate the progress of conservancies in achieving increased autonomy and independence • Evaluate the performance of conservancy endowment funds and adjust as needed to maximize returns and impact • Establish a mentorship programme for CCY management
Resources & tools	• Assessment of current CCY capacity for independence • Capacity-building resources for CCYs • Enhanced NRT capacity-building and sustainability department	• Dedicated staff or consultants to monitor and evaluate progress and provide ongoing technical assistance • Capacity-building resources

Output 4 | Effective peacebuilding between ethnic communities

This output emphasizes promoting peace, reconciliation, and conflict resolution mechanisms between different ethnic groups in the area, fostering harmonious coexistence and reducing inter-community tensions.

Indicators		2022	2028
4.1	# of insecurity incidents: tourist attacks	1	<10
4.2	# of insecurity incidents: tribal clashes	42	<20
4.3	# of raids averted by the peace team	15	>30
4.4	# of peace interventions	122	>180
4.5	% of livestock recovered by CCYs	41	>60
4.6	% of individuals in conservancies that feel safe	77	85
4.7	# of CCYs with joint and functional grazing plan	22	>36

NRT will invest in:

- **Conflict identification** using ethnically balanced teams of local elders, women, and young men as peace ambassadors, who understand and identify conflict drivers

- **Conflict prevention** through peace ambassadors and conservancy board and staff training. This also includes raising awareness and facilitating engagement between conservancies to build understanding and respect among youth, women, and community members via the use of peace radio, sports events and youth projects

- **Conflict resolution** by improving peace team capacity and coordination with county and state security agencies (e.g., Kenya's Police PeaceCop). The peace ambassadors and ranger networks convene dialogue to de-escalate tensions early, **Conflict transformation** via accurate data collection, reporting, and analysis of insecurity, conflict, and tensions. This helps understand the root causes of conflict in a holistic manner, which enables informed decisions and effective responses

First phase (2024-2026)	Second phase (2027-2028)

Key activities

First phase (2024-2026):
- Strengthen peace program in six hotspot counties by engaging faith-based institutions, conducting peace meetings and capacity-building
- Organize exchange visits with other counties (e.g., Kaijado, Narok)
- Conduct stakeholder mapping of peace actors to improve collaboration
- Invest in capacity-building of the NRT peace teams
- Strengthen internal collaboration with NRTT/MW, Rangelands & Education
- Increase women and youth participation in peace initiatives
- Establish early warning systems and indicators
- Collaborate with counties to implement peace policies and dialogues and strengthen their capacities on policy development
- Improve documentation and sharing of best practices
- Track impact of updated security mandate as NRT is no longer working on road banditry and cattle rustling

Second phase (2027-2028):
- Promote a culture of non-violent conflict resolution
- Strengthen women regional peace council and youth/moran peace council to champion community dialogue
- Organise intercounty youth/moran conferences and peace education programmes in schools
- Support county government in its role of processing early warning systems information and executing peacebuilding programs
- Sharing and implementation of relevant research findings in collaboration
- with the National and county governments
- Strengthen board and grazing committees' capacity in conflict mitigation

Resources & tools

First phase:
- Baseline and mid-term survey
- Fully operational peace team with additional staff and long-term funding

Second phase:
- Surveys and M&E support
- Sustainable financing for peace operations

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Output 5 | Livelihood support in education, water, health, energy and CLF

This output is committed to enhancing access to basic services and livelihood improvement opportunities. It contributes to the Counties' Integrated Development Plans (CIDPs) and Kenya's Vision 2030 goals.

Indicators		2022	2028
5.1	# of partnerships focused on improving livelihoods	9	27
5.2	# of students benefitting from bursaries/scholarships	12,557	15,000
5.3	# of school infrastructure projects completed	7	30
5.4	# of schools participating in NRT education programme	23	30
5.5	Average time taken to collect water within all CCYs	2+ hrs	30 mins
5.6	# of households benefitting from investments in clean energy and water infra in the CCYs	15,500	46,500
5.7	Million Ksh income through temporary and permanent jobs created	10.5	60

NRT will invest in:

- **Robust strategies and programmes** for education, water, energy and health that define the structure and building blocks through which NRT collaborates with CCYs, and other stakeholders, to support CCYs where they need it most

- **Capacity building of conservancy management** to facilitate the development and implementation of viable Conservancy Livelihood Fund (CLF) projects that support climate adaptation, economic growth, social empowerment, and human development, and maximise the number of direct and indirect beneficiaries

- **Partnerships to develop and implement** successful and well-governed health (including maternal health), education, water, and energy programmes for conservancies, driven by needs analysis, available resources and solutions, and conservancy priorities.

	First phase (2024-2026)	Second phase (2027-2028)
Key activities	• Prioritize projects based on conservancy priorities and potential for livelihood enhancement • Implement NRT education strategy; formalise collaboration with Lewa Wildlife Conservancy and other partners • Design and develop water and energy projects (e.g., boreholes, biogas) • Develop healthcare strategy	• Establish partnerships with relevant stakeholders, including government agencies, NGOs, educational institutions, and health service providers • Develop and deliver training programs to enhance CCYs' management skills in project development, implementation, and management • Scale up successful projects • Work with conservancy management to develop sustainability plans
Resources & tools	• Competent and resourced education, water, energy, healthcare and road maintenance teams • Needs assessment templates & robust M&E framework to track progress	• Partnerships & MOUs • Training modules and materials

Output 6 | Climate resilient economies, supported by NRTT/MashinaniWORKS

This output aims at increasing economic opportunities through the establishment of successful enterprises and provision of financial services, empowering households, community groups, and conservancies

Indicators		2022	2028
6.1	Million Ksh income generated by community conservancies (carbon, tourism, beadworks)	600	1,400
6.2	Million Ksh income generated at household level through enterprise development and skills programmes	200	1,200
6.3	# of families impacted	2,800	9,500
6.4	# of CCYs with commercial initiatives (excluding carbon)	12	24

NRT will invest in:

- **Business extension services and financial literacy,** skills development and training, NR Sacco, and the marketing of BeadWORKS, and explore available opportunities, to create household-level jobs and grow small businesses
- **Tourism development** including eco-tourism attractions and circuits, destination branding and marketing, community preparedness, standards for destination management and internal MashinaniWORKS (MW) capacity. This supports job creation in CCYs
- **Technical assistance and training in livestock best practices** that provide community members with opportunities to improve husbandry and productivity, trade conveniently, equitably, and profitably, and are linked to enhancing governance and rangeland management
- **Businesses, broker agreements and markets** that are developed, piloted and scaled up

	First phase (2024-2026)	**Second phase (2027-2028)**
Key activities	• Register MashinaniWORKS as a company-limited-guarantee • Fundraising for the expansion of programmes • Recruit a larger development team for conservancy-based business	• Position MashinaniWORKS as the partner of choice for all livelihood and enterprise development programmes in the landscape • Achieve accreditation for MashianiWORKS as an educational institution • Create a livestock production 'centre of excellence' and establish a reputation as a thought leader on the livestock value chain.
Resources & tools	• Implement an enterprise resource planning (ERP) system for the company • Review of all governance, control, and policies to be able to satisfy any donor assessment	• Build the Regional Enterprise Acceleration Catalyst Hub (REACH) on the A2 Highway

Output 7 | Sustainable rangelands management including carbon project(s)

This output focuses on stabilizing, recovering and sustaining the grasslands that underpin the pastoralist economy. This reduces competition for water and grass and ensure long-term rangeland health and productivity.

Indicators		2022	2028
7.1	Million hectares under planned grazing and rehabilitation	3.5	7
7.2	% of pastoralists reached with messaging on sustainable grazing & livestock management	5	50
7.3	% of people displaying positive attitude change towards grazing management	62	70
7.4	% of community members in CCYs trained on sustainable grazing management practices	20	50
7.5	% Degree of avoided degradation in rangelands	2.4	7
7.6	# of CCYs with joint and functional grazing plan	22	36

NRT will invest in:

- **Awareness campaigns** to increase understanding and seek solutions to degradation of natural resources, using innovative approaches to generate collective action
- **Local decision-making structures**, by-laws and enforcement incentives. These are built on traditional knowledge and governance systems with strong legal and political support from counties and National government
- **Grazing plans,** including learning sites and grass banks to demonstrate best practices that improve grazing management and accelerate rangeland rehabilitation
- **Settlement planning** to prevent fragmentation and disruption of dry season grazing
- **The Rangelands Carbon Project,** which includes the NKRCP and new carbon projects (as other community conservancies have expressed interest as well). Carbon projects can incentivize behavioural change and comprise validation processes that ensure real, evidence-based sustainable grazing changes occur

First phase (2024-2026)	**Second phase (2027-2028)**
Key activities • Support communities in developing and enforcing by-laws for grazing management, grazing plans, learning sites, grass banks, and settlement plans to prevent further land fragmentation • Establish Rangeland Mobile Education Team and continue to build out the Cartoon team to increase our reach on sustainable rangelands • Develop strategy to expand the carbon project, incl. restructuring of the current setup to become a separate entity • Develop a Rangelands Hub at Kalama Research Centre in collaboration with partners to build capacities at the CCY level	• Leverage data to monitor and increase the impact of rangeland management projects including successful pilot projects. • Increase partnership with the national and county governments to effectively finance rangelands programme by establishing relevant bills and policies • Reduce socio-economic vulnerability. This will be attributed to conservancies and measured by an increase in peace and the socio-economic benefits experienced by communities
Resources & tools • Community land registration & rangeland coordinators in all carbon CCYs • Staff time, vehicles, animation cartoons, graphic design, videos • Training manuals, demonstration kits, EarthRanger, GPS devices, fractional live vegetation cover tool, Veg-CoMMs, Social-CoMMs and Wildlife-CoMMS	• Community land registration for all rangeland CCYs • Rangeland coordinators in all CCYs across the landscape • MoU's with other partners in the region to implement rangelands and carbon projects

Output 8 | Successful flagship species and habitat conservation

This output is dedicated to the conservation of flagship species and their habitats, protecting biodiversity and preserving the unique ecological values of the region

Indicators		2022	2028
8.1	# of black rhinos in Sera Rhino Sanctuary	21	26
8.2	# of hirola in Ishaqbini Hirola Sanctuary	45	100
8.3	# of species reintroductions to CCYs	0	3
8.4	# of Rothschild's giraffes at Ruko Sanctuary	14	26
8.5	# of white rhino in Sera Rhino Conservancy	0	7
8.6	# of Beisa oryx in Shaba/Nakuprat-Gotu ecosystem	841	1,000

NRT will invest in:

- **Wildlife species conservation programmes** covering protection, translocation, education and awareness, sanctuary development and disease control for rhino, hirola, elephant, giraffe, oryx and other wildlife species
- **Gap identification exercise** in the conservation mosaic across northern Kenya, with a view to highlighting landscape connectivity, migration dispersal for wildlife and potential human-wildlife conflict
- **Building on the success to date,** placing special attention on increasing numbers of flagship species through protection and proactive translocation
- **Continuation of the elephant collaring** in partnership with Save the Elephants (STE) to highlight and monitor the expanding range of the Laikipia/Samburu elephant

	First phase (2024-2026)	Second phase (2027-2028)
Key activities	• Maintain the current levels of monitoring and protection for Sera's rhino • Translocate giraffe, impala and zebra into Ruko Sanctuary • Work with partners to identify the next steps and options for increasing hirola numbers • Undertake annual counts of the Shaba/Nakuprat-Gotu oryx population and annual ecological monitoring survey in Sera • Work with Baringo BMUs to expand Ruko's operations to include the freshwater Lake Baringo	• Implement next steps for hirola conservation • Work towards enabling Ruko to release Rothschild's Giraffe • Work with Wildlife Research and Training Institute (WRTI), Kenya Wildlife Service (KWS) and other partners to conduct a wildlife census in NRT landscape • Work with research partners to conduct biodiversity surveys in the Matthews Range, new CCYs, Lorian Swamp, and Eminit Forest. • Use wildlife data to for informed decision making around wildlife corridors and continuously identify HW conflict hotspots and work towards mitigation
Resources & tools	• Maintain an effective and fully operational NRT air wing including operations of the MX-10 thermal camera and drones • Operational data collection & analysis team, including a science lead	• Scientific data & analysis

Output 9 | Sustainable forest & marine ecosystems management

This output seeks to develop and implement sustainable management practices for forest and marine ecosystems, ensuring their ecological integrity and supporting the livelihoods of communities that rely on them.

Indicators		2022	2028
9.1	#of sea turtle nests recorded annually	37	74
9.2	# of Locally Managed Marine Areas established and enforced (hectares under management)	6 (662)	9 (1000)
9.3	% Beach seine nets exited in Kiunga Marine NR	0	>50
9.4	Hectares of degraded coral reef areas restored	0.5	2
9.5	# of community reef restoration experts established	45	90
9.6	Hectares of degraded mangrove restored/rehabilitated	50	150
9.7	# of mangrove seedlings planted	95,494	245,000
9.7	# of mangrove restoration experts from local communities and partners	50	120
9.9	# of mangrove restoration demonstration sites	19	30
9.10	# of approved Participatory Forest Management Plans (PFMP) and Forest Management Agreements (FMAs)	2	6
9.11	# of ocean plastic collection and recycling centres	1	5
9.12	Tonnes of plastics collected, sorted, and recycled	63.2	138

NRT will invest in:

- **Improving fisheries co-management** including Locally Managed Marine Areas (LMMAs) to protect critical marine habitats and improve harvests
- **Improving and expanding implementation of local-level management plans** including fisheries Joint Co-management Areas (JCMAs), Community Forest Association (CFA), and protected area plans
- **Monitoring and enforcement** of fisheries, wildlife, and forest resources
- **Protecting, restoring and improving** the management of coastal habitats and mangroves in the Lamu-Tana seascape
- **Protection and conservation of marine species** i.e., sea turtles, marine mammals
- **Improving management of marine litter and plastics** in coastal beaches through implementation of community-based ocean trash and plastic recycling project **Supporting women, youth, and fishers** in establishing businesses that improve their livelihoods and drive economic growth while promoting conservation

	First phase (2024-2026)	Second phase (2027-2028)
Key activities	• Strengthen leadership and governance of Beach Management Units (BMUs) for effective fisheries co-management and support sustainable fisheries management and effective fisheries co-management • Explore forest, blue and biodiversity carbon finance mechanisms • Scale up restoration, management and protection of (mangrove) forests • Implement fishing gear exchange programme to reduce use of destructive beach seine nets by at least 50% within Kiunga Marine National Reserve • Scale up the ocean trash and plastic recycling initiative	• Strengthen CFAs for effective mangrove management and collaboratively support mangrove harvest plan development • Promote adoption of restorative aquaculture to diversify the livelihoods of communities near mangrove forests in the LamuTana seascape. • With partners, scale-up Fish-to-Market project to increase access to markets for sustainably caught seafood from Kiunga and Pate • Scale-up coral reef restoration activities within LMMAs in Pate & Kiunga
Resources & tools	• Partnerships and expertise to explore blue or forest carbon • Funding for training, capacity building and BMU infrastructure	• Research and data tools for decision making and carbon credits • Partnerships to develop forest management programme

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Output 10 | Wildlife protection and human-wildlife conflict mitigation

This output aims at protecting wildlife and minimize human-wildlife conflicts (HWC), fostering a safe environment through community-led policing and conflict resolution mechanisms

Indicators		2022	2028
10.1	% Proportion of Illegally Killed Elephants (PIKE)	20	20
10.2	# of HWC mitigation projects* supported by NRT	3	5
10.3	# of rhino poached within NRT CCYs	0	0
10.4	# of bushmeat incidents**	50-70	<50
10.5	# of CCYs coached/trained on SOPs	2	All CCYs

* Human wildlife mitigation projects are aimed at reducing conflict between human and wildlife, such as creating water pans, livestock consolation funds, fencing to protect agricultural farms from elephants and lights at boma's against predation
** NRT dealt with 32 incidents, but the actual number of incidents is estimated at 50-70 with a continued high threat of bush meat poaching

NRT will invest in:

- **HWC mitigation measures** in HWC hotspots to reduce threats to people and maintain positive attitudes towards wildlife (by addressing needs, such as elephant fencing, and securing wildlife migration corridors)
- **Scouts** in every CCY that are trained (including on human rights and compliance), follow KWS and police-approved SOPs, and have resources to operate effectively
- **Multi-ethnic and mobile teams,** that are deployed under government authority, and respond to wildlife insecurity, HWC and support community policy efforts
- **Human intelligence and innovative software** deployed through the Joint Operations and Communications Centre (JOCC) to support wildlife protection and community policing efforts
- **Partnerships** with government agencies and local county governments through formalised agreements
- **Wildlife protection programmes** for rhino, bushmeat trade, and fisheries

	First phase (2024-2026)	Second phase (2027-2028)
Key activities	• Restructure the wildlife protection teams so they remain relevant and adapt to changes in the landscape (e.g., elephant moving east, new CCYs in the west, more focus on mentorship) • Build the capacity of the teams with supporting intelligence • Improve the living conditions of scouts in outposts in CCYs • Support and facilitate government agencies (KWS; Police) to strengthen their effectiveness and logistics in comms & welfare • Support CCYs in lobbying counties and government agencies' partnership in maintaining road network and airfields in CCYs • Strengthen mentorship capacity (e.g., secondments, exchange visits) • Continuously improve capacity in emerging technologies	• Expand NRT Digitization Project to 3 additional member CCYs • Strengthen capacities of the scouts in CCYs to enable them to operate without guidance of the wildlife protection teams, specifically focusing on leadership capabilities in the chain of command and continuous training for all rangers • Continuously improve living conditions for scouts; timely upgrade and maintain infrastructure • Continuously improve roads and airstrips in CCYs for patrols and tourism
Resources & tools	• Budget for the wildlife protection teams, incl. housing, equipment, rations • Newest technologies & maintenance of drone project, digital radio network	• Equipment and uniforms for all rangers • Funding for further rollout of the Digitization Project

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Output 11 | Sustainable finance and operations

This output enables us to develop the capacity to access and capture diverse funding sources, for both NRT and the CCYs. Next to this, it will support our ongoing transformation into a professional, efficient and effective organisation.

Indicators		2022	2028
11.1	Million USD in trust fund	3	10
11.2	% unrestricted funding	0.2	25
11.3	Million USD in reserves	0	3
11.4	% Staff retention	90	93
11.5	% integration of operational systems (e.g., ERP)	~15	100

NRT will invest in:
- **Capacity building and peer-to-peer learning of our fundraising teams**, including capacity to develop fundraising strategies, create compelling proposals, and engage with a wide range of donors, which includes private individuals and organisations
- **Strategic planning** to translate it into annual operational plans that are aligned with the plans of CCYs and county governments
- **System, process and procedure reviews** to identify gaps and implement improvements enabling all departments to operate effectively
- **Organisational structure, recruitment, and culture reviews** to identify and, where necessary, improve on the organisational structure and culture
- **Training and development programmes** for staff to continuously enhance their skillsets and carry out their duties effectively
- **Long-term sustainability planning**, including succession planning

	First phase (2024-2026)	**Second phase (2027-2028)**
Key activities	• Develop a comprehensive strategic fundraising plan that aligns with the goals of NRT, CCYs, and county governments • Improve grant burn rate management • Conduct a thorough review of existing systems, processes, and procedures across departments to identify gaps and inefficiencies • Design and implement training and development programmes to continuously enhance the skillsets of staff members • Develop a succession planning roadmap	• Further diversify funding base (e.g., corporates, online giving) • Regularly review and optimize systems, processes, and procedures to ensure ongoing operational efficiency • Enhance a positive organisational culture through regular employee engagement activities and feedback mechanisms
Resources & tools	• Budget for capacity building workshops, training programmes • Project management and donor database tools • Strengthened HR department	• Employee engagement tools

Output 12 | Transparent internal and external communications

This output focuses on establishing effective communication channels within the organisation and with external stakeholders, promoting transparency, raising awareness about NRT's work and objectives, and empowering community conservancies to speak with one voice

Indicators		2022	2028
12.1	# of positive stories in international media	18	24
12.2	# of positive stories in national media	242	250
12.3	# of social media followers	150,000	500,000
12.4	# of independent CCY communications	2	36

NRT will invest in:
- **An internal communication strategy** that guides dissemination of information such as cadence, methods, and feedback collection
- **Resources** such as media equipment to develop and package content for communication channels
- **Expertise** to maintain and enhance our and community conservancies' online presence on websites and social media platforms and promote NRT and conservancy activity by publishing branded reports, information sheets, and other relevant information
- **CCY training programmes** on communication and media to build capacity to independently communicate their activities and the benefits they accrue as a result of their membership of NRT

First phase (2024-2026)

Key activities
- Formulate an internal communication strategy that outlines information dissemination cadence, methods, and feedback collection mechanisms
- Formulate an external communication strategy that outlines the sharing of information to the media, partners, and potential donors
- Establish a content calendar for regular updates and posts on various external communication channels
- Design and implement training programmes for conservancy members on communication and media skills

Second phase (2027-2028)
- Expand the use of different communication platforms and explore emerging technologies and trends
- Identify potential funding sources or revenue-generating opportunities for ongoing communication efforts

Resources & tools
- Budget allocation for communication strategy development
- Training costs for media content creation
- Capacity-building resources for conservancy training programmes

- Collaboration and networking resources to expand reach
- Long-term planning and sustainability resources

Output 13 | Strong partnerships

This output aims to build and nurture partnerships with governments, corporates and NGOs, leveraging collective efforts and resources for greater impact.

Indicators		2022	2028
13.1	# of consortiums that co-design and implement projects	3	8
13.2	# of projects funded by National and county governments	10	20
13.3	# of formalized development partnerships	40	55

NRT will invest in:
- **A partner engagement strategy** that formally lays out the process of engaging and managing potential partners including the type of partners to engage, the engagement method and process, and potential areas of collaboration with different partners
- **Business development** and engage relevant partners such as the Government, NGOs, private sector, research and education institutions, and others that can support us in fulfilling our mission
- **Capacity development** of CCYs so they can identify, engage, build, and maintain their own relationships with stakeholders

	First phase (2024-2026)	**Second phase (2027-2028)**
Key activities	• Develop a partner strategy that includes an assessment of partner types, areas for collaboration, and engagement strategy • Advocate and promote partnerships at an NRT regional level • Attend relevant conferences, workshops, and events to connect with potential partners and stakeholders.	• Provide training and support to conservancies to enhance their capacity in identifying, engaging, and managing relationships with stakeholders at the local level. • Foster ownership and sustainability within conservancies to maintain and strengthen their partnerships independently
Resources & tools	• Budget allocation for partner engagement activities, including travel and communication expenses • Database management tools for tracking potential partners and stakeholders	• Capacity-building resources and materials for conservancies • Monitoring & Evaluation (M&E) tools for tracking partnership performance and impact

Output 14 | Effective data-driven organisation

This output involves establishing a data-driven decision-making culture within NRT and utilizing data and evidence to evaluate performance, track progress, and make informed strategic choices.

Indicators		2022	2028
14.1	# of recommendations from M&E reports implemented by programme teams	-	5
14.4	# of "pause and reflect" sessions held	1	4

NRT will invest in:
- **An M&E strategy and review process** that continuously identifies strengths and weaknesses in M&E, enabling the organisation to improve its M&E function and track and report on all relevant indicators
- **Capacity building of conservancy management teams** so they can monitor, evaluate, analyse, and prepare reports and understand the broader organisational M&E efforts
- **Data collection and analysis** to drive improved management decision making across the organisation and within conservancies
- **Quality assurance and accountability** to ensure data is accurate and reliable

	First phase (2024-2026)	**Second phase (2027-2028)**
Key activities	• Conduct a baseline assessment of the current M&E function and GIS capacity to identify strengths, weaknesses, and areas for improvement • Develop a data management plan outlining collection, storage, analysis, use • Establish SOPs for data collection, data validation and quality control across NRT and CCYs	• Incorporate impact evaluation methodologies to assess the effectiveness and impact of NRT's programmes and interventions. • Establish a learning and knowledge sharing platform to disseminate M&E findings and best practices within NRT and with external stakeholders • Invest in advanced data analytics tools to extract insights from data • Organise capacity-building for CCYs
Resources & tools	• Purchase of data analysis software and visualization tools. • Data lead, data analysts and staff dedicated to M&E functions • Capacity-building for all staff	• Collaboration with research institutions/experts for impact evaluations • Development of a knowledge management platform • Capacity-building for CCYs

Output 15 | Deliberate and strategic expansion

This output is committed to planned and purposeful growth, expanding the reach and impact of NRT's work in new areas that align with the organisation's mission and vision.

Indicators		2022	2028
15.1	# of CCYs	43	50
15.2	# of countries learning about NRT's conservation model through forums, conferences, etc.	1	5
15.3	# of regional offices	5	6
15.4	# of counties that partner with NRT	10	11

NRT will invest in:
- **Growth strategy** to create focus and a roadmap for our growth, including criteria such as species focus, peace & stability, connectivity
- **Process design** to identify and define the key steps and responsible parties in the expansion process
- **Funding** to establish a funding mechanism to support new applicants with a five-year horizon
- **Membership application process** for community conservancies that want to join NRT, including sensitizing conservancies and their members on rules of engagement, other requirements, documentation for all steps in the process, and go/no go decisions
- **Open-source discussion platform with supporting policies and protocols** for sharing lessons that further improve the community conservancy model and expand its reach beyond Kenya

	First phase (2024-2026)	Second phase (2027-2028)
Key activities	• Develop a growth strategy and obtain stakeholder approval • Operationalise NRT membership application process • Establish a New Conservancy Fund to support new NRT members • Continue set up of CCYs in Uganda and identify learnings	• Execute on growth strategy • Organize discussion platforms and share best practices internationally
Resources & tools	• Budget allocation for conducting assessments, community sensitization, and implementing capacity-building programmes • Dedicated staff or consultants to develop the growth strategy and design the expansion process	• Data management and monitoring tools for tracking the performance and impact of newly admitted conservancies • Networking and collaboration resources for knowledge sharing and partnership development

Gap analysis: how well we are currently resourced to deliver on our outputs

		Funding*	Capacity**	Comment
1	Well-governed community conservancies	✓	~	Need to improve our effectiveness to enable higher CCY scores, awareness, audits etc.
2	Human rights and rule of law	~	✓	Well-defined action plan in place, additional funding required to train all communities
3	Independent and self-sustaining CCYs	!	!	New Output to emphasize importance of improving self-sustaining capacity of CCYs
4	Peacebuilding between ethnic communities	!	~	Team under-resourced; peace ambassadors need strengthening
5	Livelihood support	~	~	Education and climate-smart activities need to be better resourced to increase our reach
6	Climate resilient economies	~	✓	NRTT/MashinaniWORKS fully operational; need to secure more own funding over time
7	Flagship species and habitat conservation	✓	~	No science lead but sufficient interim capacity; strong partnerships for endangered species
8	Rangelands and carbon	✓	✓	Team is operational and well-resourced
9	Forest and marine ecosystems	~	~	Marine team fully operational; no terrestrial forest lead nor clear terrestrial forest plan
10	Wildlife protection	~	✓	Well-resourced but funding gap as of 2024; team is being restructured to focus more on coaching
11	Sustainable finance and operations	~	!	No Chief Fundraising Officer and several departments (e.g., HR) under-resourced
12	Internal and external communications	~	~	Team under-resourced; need to develop proactive, strategic communications plan
13	Strong partnerships	~	~	Need to improve inter-departmental collaboration to cultivate and maintain partnerships
14	Effective data-driven organisation	!	!	No data lead; insufficient focus so far and limited data analysis capabilities
15	Deliberate and strategic expansion	~	✓	Growth strategy in development; need to establish a "new CCYs fund" for sustained funding

*Funding: Red = immediate deficit; Yellow = limited funding or 1 year grant; Green = funding available or high confidence it will be
**Capacity: Red = resource constraints, lack of clear focus, inefficient processes; Yellow = few challenges with resources and processes; Green = well-resourced, clear strategy, effective processes

Annual planning: distinct steps to deliver on our strategy

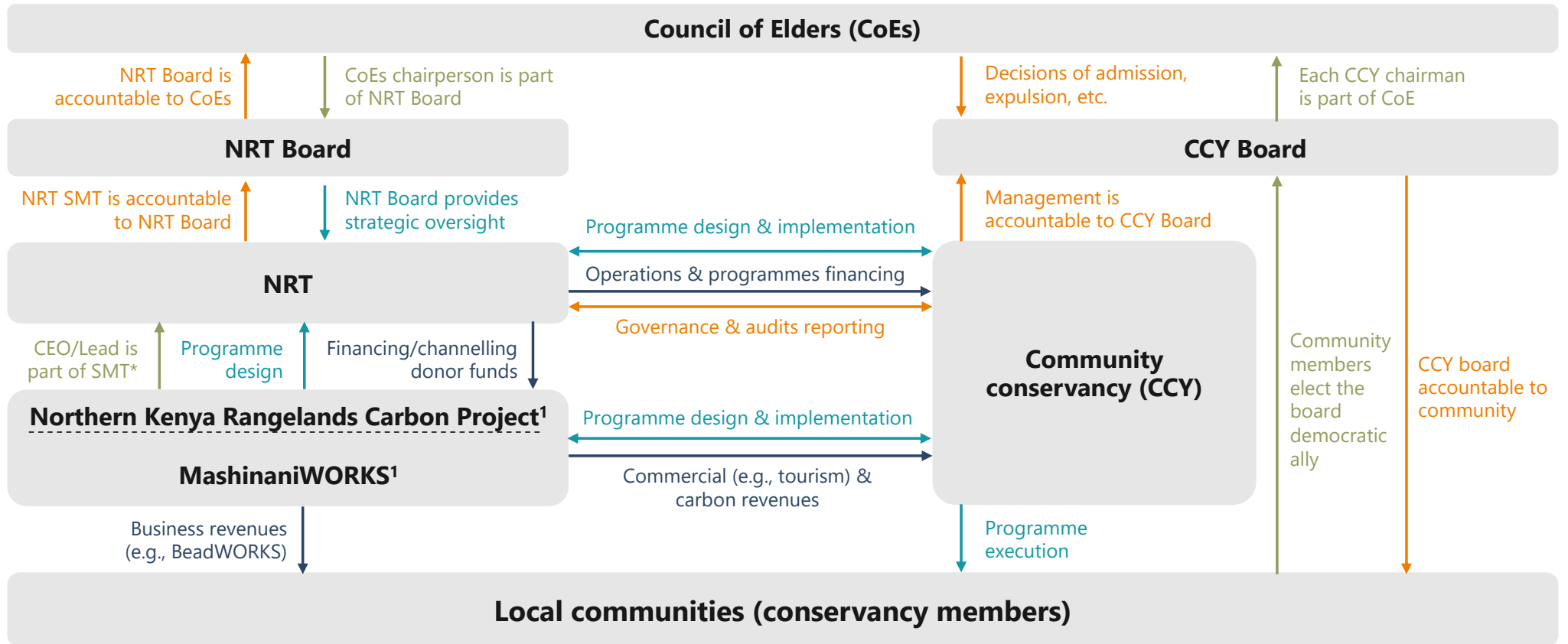| Deliverable	Action	Owner	Deadline
Templates	Update all relevant templates	CFOO, Strategy Director	Early Sept
Detailed plan per output	Detail priorities, deliverables, activities, budget and funding gap	Lead per output	Mid Sept
High-level NRT operational plan	Combine overall NRT plan for next year with all outputs	SMT	End Sept
Alignment meeting	Present strategy & high-level operational plan to CCYs	Leads & SMT	End Sept
CCY operational plan	Detail programmes, budget, support needed from NRT	CCY manager	Mid Oct
Draft region operational plan	Integrate CCY plans to region plan; add additional budget/needs	Regional Director (RD)	End Oct
Alignment meeting	Present regional plans, iterate & provide feedback	RD, Leads per output	Early Nov
Final region operational plans	Finalise region operational plans; sign-off	RD, SMT	Mid Nov
Overall budget & ops plan	Combine all regional plans and HQ budgets and outputs	CFOO	End Nov
Fundraising plan	Identify fundraising gaps/needs for the next year & develop plan	Fundraising Director	Mid Dec

Risk register: how we mitigate our key risks (I/II)

Category	Risk	Mitigation / action
Political/ governance	Political or economic turmoil at major office location	Implement a more detailed political risks assessment and establish mitigation measures accordingly
	Global, national, and county level legislative changes negatively affecting our ability to operate	Stay updated on all relevant policies and legislation and increase engagement at all levels to ensure we are participating in the discourse to raise our concerns and viewpoints
	NRT expansion making it too thin on the ground and reducing its overall impact	Adopt phased growth approach, not exceeding 50 CCYs, and steer for financial self-sufficiency for a cohort of CCYs
	Lack of youth engagement that can potentially increase incidences of insecurity	Create income opportunities for youth through Ujuzi Manyattani Programme and increase participation in conservancy governance training programmes
Reputational	Fraud or corruption in the organisation	Continue monitoring of relevant policies (e.g., ethical policy, anti-bribery, whistle blower policy)
	Negative publicity due to misperceptions of NRT and CCYs	Strengthen human rights policies, including training of NRT and CCY staff. Continue to proactively manage internal and external communications, including close collaboration with key donors. Seek opportunities to actively collaborate with partners to find synergies and amplify impact
	Poor CCY compliance to benefit sharing process at the conservancy level affecting our reputation	Incorporate strict enforcement measures related to compliance to benefits sharing for conservancy members
Staff, systems and structures	Key risk for the leadership positions	Update succession planning (mid term) and mitigation plan for key staff (short term)
	Low motivation among internal staff can expose the organisation to external issues	Conduct an independent staff satisfaction survey and work with staff to implement proposed changes in a mutually acceptable manner

Source: NRT Risk Register, May 2023, selection of the highest ranked risks, those that are moderate to critical in impact and likely to expected in likelihood

Risk register: how we mitigate our key risks (II/II)

Category	Risk	Mitigation / action
Legal	Litigation related to human rights issues	Ensure due process (e.g., FPIC) is followed in all activities, update relevant policies (e.g., human rights), follow-up on active cases and implement training
Programmatic/ technical	Operational risks hampering the NKRCP development (reputation, legal, taxation, capacity)	Engage experts and stakeholders on legal and tax matters, continue enforcing compliance in implementation at CCY level
	Operational effectiveness and efficiency hampering Programme implementation	Implement recommendations from organisational review and continue digitization process (e.g., new ERP)
Financial/ Sustainability	Failure to implement new financing and sustainability model	Expand the fundraising team, diversify donor base (e.g. crowdfunding and corporate foundations), expand carbon project(s), support CCYs in doing their own fundraising
	Compliance with donor requirements	Introduce a non-cash policy. Train regional teams and conservancies to improve their financial management capacity
CCY specific	Operational risks at CCY level that could impact NRT (commercial activities, carbon, tax & compliance)	Support CCYs in developing their own risk registers and mitigation measures, and financial accountability and transparency
	Inability to effectively implement commercial activities at CCY level	Continue to act as a broker, build internal capacity and mobilize relevant stakeholders to work with CCYs
Environmental	Effects of climate change increasing pressure on natural resources, leading to increased insecurity	Form partnerships to drive the development of livelihood programs, such as NRT's integrated Water Support Programme, to increase drought resilience. Encourage conservancies to adopt grazing planning and management and help establish conservancy endowment funds in all member CCYS

Source: NRT Risk Register, May 2023, selection of the highest ranked risks, those that are moderate to critical in impact and likely to expected in likelihood

Our organisation structure: NRT is run by and for communities

Council of Elders (CoEs)

NRT Board is accountable to CoEs

CoEs chairperson is part of NRT Board

Decisions of admission, expulsion, etc.

Each CCY chairman is part of CoE

NRT Board

CCY Board

NRT SMT is accountable to NRT Board

NRT Board provides strategic oversight

Programme design & implementation

Management is accountable to CCY Board

NRT

Operations & programmes financing

Governance & audits reporting

CEO/Lead is part of SMT*

Programme design

Financing/channelling donor funds

Community conservancy (CCY)

Community members elect the board democratically

CCY board accountable to community

Northern Kenya Rangelands Carbon Project[1]

MashinaniWORKS[1]

Programme design & implementation

Commercial (e.g., tourism) & carbon revenues

Business revenues (e.g., BeadWORKS)

Programme execution
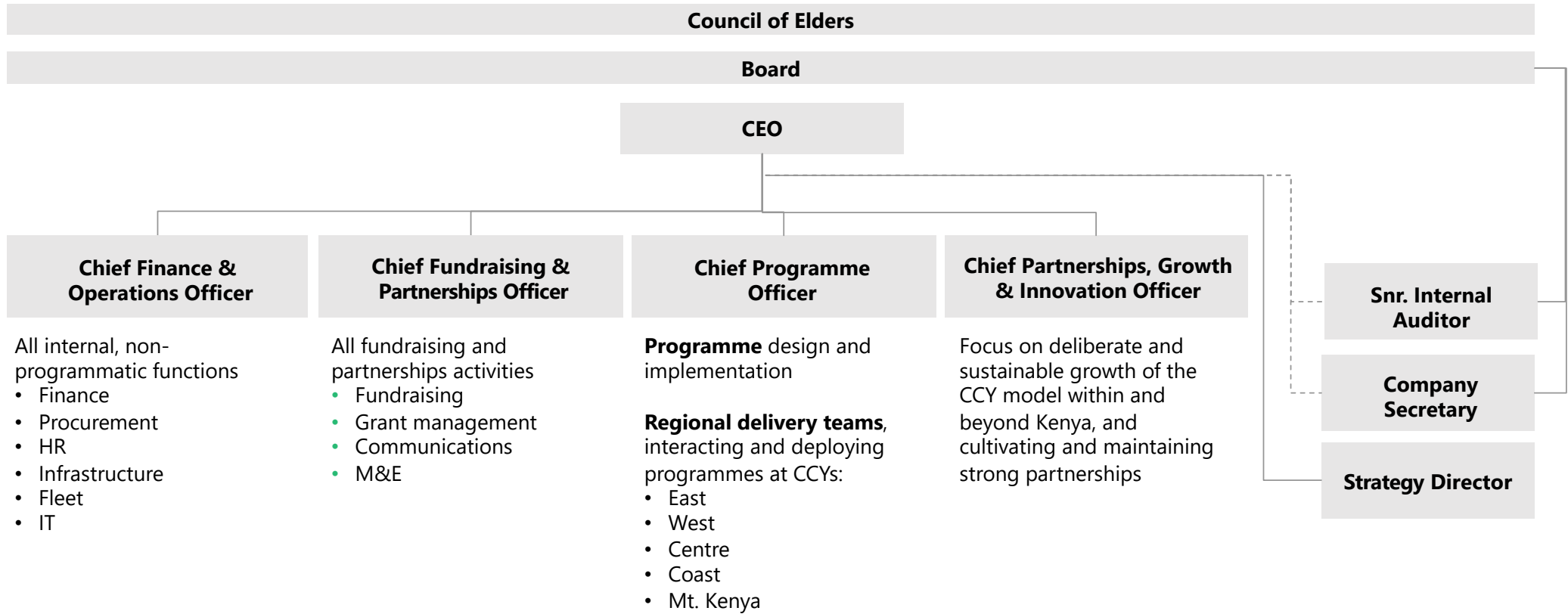
Local communities (conservancy members)

Legend: Accountability   Representatives   Financing   Programme oversight, design, implementation

SMT = senior management team
1. Please note that both the NKRCP and NRTT entities are currently being restructured, which will cause changes to the current diagram in the foreseeable future

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Our organisation structure: NRT has four key departments

Council of Elders
Board

CEO

Chief Finance & Operations Officer	Chief Fundraising & Partnerships Officer	Chief Programme Officer	Chief Partnerships, Growth & Innovation Officer

All internal, non-programmatic functions
• Finance
• Procurement
• HR
• Infrastructure
• Fleet
• IT

All fundraising and partnerships activities
• Fundraising
• Grant management
• Communications
• M&E

Programme design and implementation

Regional delivery teams, interacting and deploying programmes at CCYs:
• East
• West
• Centre
• Coast
• Mt. Kenya

Focus on deliberate and sustainable growth of the CCY model within and beyond Kenya, and cultivating and maintaining strong partnerships

Snr. Internal Auditor

Company Secretary

Strategy Director

www.nrt-kenya.org