



# Baringo County Conservancies Association (BCCA)



## Strategic Plan 2026–2030

Enhancing effectiveness in  
Natural Resource Management  
of Baringo landscape





**Baringo County Conservancies Association  
(BCCA)**

# **Strategic Plan 2026–2030**

***Enhancing effectiveness in Natural Resource  
Management of Baringo landscape***

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# List of Acronyms and Abbreviations

<b>AGM</b>	Annual General Meeting
<b>BCCA</b>	Baringo County Conservancies Association
<b>BCG</b>	Baringo County Government
<b>BMU</b>	Beach Management Unit
<b>CEO</b>	Chief executive Officer
<b>CFA</b>	Community Forest Associations
<b>CG</b>	County Government
<b>CIDP</b>	County Integrated Development Plan
<b>CLA</b>	Community Land Act
<b>CNRG</b>	Community-led Natural Resource Groups
<b>CSOs</b>	Civil Society Organizations
<b>GEF</b>	Global Environment Facility
<b>GIS</b>	Geographic Information System
<b>HR</b>	Human Resources
<b>ILC</b>	International Land Coalition
<b>INRM</b>	Integrated Natural Resources Management
<b>IPLC</b>	Indigenous Peoples and Local Communities
<b>KBA</b>	Key Biodiversity Areas
<b>KFS</b>	Kenya Forest Service
<b>KNATCOM</b>	Kenya National Commission for UNESCO
<b>KWCA</b>	Kenya Wildlife Conservancies Association
<b>KWS</b>	Kenya Wildlife Service
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MERL</b>	Monitoring Evaluation Reporting and Learning
<b>MoTW</b>	Ministry of Tourism and Wildlife
<b>MoU</b>	Memorandum of Understanding
<b>NGOs</b>	Non-Governmental Organizations
<b>NLC</b>	National Land Commission
<b>SAGE</b>	Site Level Assessment of Governance and Equity
<b>SDG</b>	Sustainable Development Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TNC</b>	The Nature Conservancy
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>WCMA</b>	Wildlife Conservation and Management Act
<b>WRA</b>	Water Resources Authority
<b>WRUA</b>	Water Resources Users Association



# Foreword

**T**he Baringo County Conservancies Association (BCCA) Strategic Plan 2026–2030 marks a defining milestone in our institutional journey. From its beginnings in 2017 as a collective voice for emerging conservancies, BCCA has grown into a credible, county-wide platform for landscape governance, partnership, and innovation in Baringo County.

This strategy reflects both our growth and our responsibility. Baringo County’s rangelands, forests, wetlands, freshwater ecosystems, wildlife corridors, and globally significant geological heritage form one of Kenya’s most important ecological landscapes. Yet these assets face increasing pressure from climate change, land fragmentation, biodiversity loss, invasive species, insecure tenure, and persistent socio-economic challenges affecting pastoral and rural communities.



The 2026–2030 Strategic Plan responds to this reality with clarity and ambition. It repositions BCCA from a conservancy support entity into a county-wide landscape coordination and delivery platform for Integrated Natural Resource Management. This shift recognizes that forests, rangelands, water catchments, wetlands, wildlife, geological sites, and livelihoods are deeply interconnected and must be governed through integrated, inclusive, and adaptive systems.

At the heart of this strategy is a strong commitment to Indigenous Peoples and Local Communities-anchored conservation. By centering rights-based approaches, BCCA aligns its work with national priorities and global commitments on biodiversity, climate action, and sustainable development.

The Plan is anchored on four strategic pillars: strengthening collaboration and partnerships; empowering community-led stewardship; advancing nature-positive livelihoods and inclusive economic transformation; and building a resilient, accountable, and well-governed landscape institution. These pillars are reinforced by three transformative shifts: an Integrated Landscape Shift toward ecosystem-wide governance; a Rights-Based Stewardship Shift centered on community voice and equity; and a Systems Catalytic Shift that positions BCCA as a strategic intermediary linking communities, government, and emerging nature-based markets.

Special attention is given to the protection and promotion of the Baringo Great Rift Valley Aspiring Geopark as a flagship initiative that integrates geological heritage, biodiversity, culture, and sustainable tourism. Through this platform, conservation becomes both an ecological imperative and a driver of pride, identity, and inclusive economic opportunity.

This Strategic Plan is fully aligned with national development frameworks and international environmental commitments.

As we look ahead to 2030, our commitment remains unwavering: prosperous communities safeguarding nature. Together, we will strengthen institutions, protect landscapes, unlock sustainable livelihoods, and ensure that Baringo’s natural and cultural heritage endures for generations to come.

**Susan Niki Jepkemoi**  
*Chief Executive Officer*  
*Baringo County Conservancies Association*

# Acknowledgement

The development of the Baringo County Conservancies Association (BCCA) Strategic Plan 2026–2030 has been a highly consultative, reflective, and forward-looking process. We are deeply grateful to the diverse partners, institutions, and communities whose contributions shaped this strategy and strengthened its relevance, credibility, and ambition.

We extend our sincere appreciation to the national umbrella body, Kenya Wildlife Conservancies Association, for their strategic guidance, and financial support throughout this journey. We also acknowledge the invaluable collaboration of the Baringo County Government, whose policy leadership and institutional support continue to strengthen integrated natural resource management in the county. I would also like to extend my heartfelt thanks to Mr. Innocent Misiko, our consultant, for his expert guidance throughout this process.



We are grateful to national government institutions, including the Kenya Wildlife Service, Kenya Forest Service, Water Resources Authority, National Land Commission, and Kenya National Commission for UNESCO, whose technical guidance, regulatory oversight, and inter-agency collaboration continue to enhance conservation practice and governance across Baringo.

We sincerely acknowledge our past and current development and strategic partners whose financial and technical support has enabled BCCA's institutional growth and programmatic impact. These include United States Agency for International Development, UNDP-GEF Small Grants Programme, The Nature Conservancy, World Wide Fund for Nature, Global Evergreen Alliance, G20 Restoration Partners, AB Entheos, Purple Elephant Ventures, Darwin Initiative and UNESCO, United States Agency for International Development (USAID), alongside other valued collaborators. Your investments in restoration, livelihoods, governance, and learning have positioned BCCA as a credible county-wide landscape platform.

We commend the BCCA membership, Council and Board Representatives, and the Secretariat for their exemplary leadership, professionalism, and stewardship throughout this planning process. Their dedication to accountability, innovation, and institutional excellence has ensured that this Strategic Plan balances ambition with operational realism. We also recognize the vital contributions of community elders, women and youth leaders, researchers, consultants, and facilitators who participated in data collection, analysis, and technical reviews and validation forums, your voices ensured that this strategy is grounded in local realities while aligned with national and global development and conservation frameworks.

As BCCA embarks on this new five-year journey, we do so with deep gratitude and renewed commitment. This Strategic Plan belongs to all who contributed to its development and all who will bring it to life. Together, we will strengthen community institutions, safeguard ecosystems, unlock nature-based economies, and advance our shared vision of prosperous communities safeguarding nature.

**Augustus Chepkurwo,**  
*Chairperson,*  
*Baringo County Conservancies Association*

# Executive Summary

In the 2026–2030 strategic period, the Baringo County Conservancies Association (BCCA) will reposition itself as a Baringo county-wide landscape coordination and delivery platform for Integrated Natural Resource Management (INRM). This strategic shift will align BCCA's mandate, operational footprint, and institutional capacity with emerging national and global conservation, climate, and development priorities.

The Association has expanded its landscape and operational scope to encompass the full Baringo ecosystem. This includes conservancies, community and gazetted forests, water catchments, wildlife corridors, productive rangelands, and ecologically critical but under-protected areas such as Lake Baringo. By developing and operationalizing a county-wide ecosystem and landscape framework, BCCA will provide the spatial and programmatic coherence required to deliver measurable ecosystem-level outcomes.

BCCA will explicitly adopt and mainstream an Indigenous Peoples and Local Communities (IPLC) and human-rights-based conservation approaches. By centering community land rights, inclusive governance, benefit sharing, and local stewardship, BCCA will align itself with global agendas such as the 30-by-30 targets, Global Environmental Facility (GEF) priorities, and climate finance mechanisms that increasingly channel resources directly to community-anchored institutions. This positioning will unlock new funding windows while strengthening legitimacy and accountability to communities across Baringo County.

BCCA will also position itself as a trusted intermediary and implementation partner for the County and national government. Through formal partnerships with Baringo County Government and national government agencies like Kenya Forest Services (KFS), Kenya Wildlife Services (KWS) and Water Resource Users Associations (WRUAs), BCCA will collaborate and support planning, coordination, and delivery across sectors including forestry, wildlife, water, fisheries, mining, energy, and climate resilience, bridging fragmented mandates and promoting integrated land-use planning.

The organization will strengthen its institutional systems, staffing, and governance structures to support this expanded role. This will include investing in technical expertise, financial management, monitoring and learning systems, and partnership development capacity, enabling the organization to coordinate multiple stakeholders and demonstrate impact at scale.

BCCA will increase its visibility, credibility, and influence within Kenya's conservation and development ecosystem. This transformation will allow BCCA to scale up support to conservancies and communities, and act as a long-term platform for sustainable conservation, climate resilience, and inclusive development across the entire Baringo landscape.

Finally, the efforts of this strategic plan reflect the spirit of the Kenyan Government's Bottom-Up Economic Transformation Agenda (BETA). By linking conservation to livelihoods, it demonstrates that protecting nature directly contributes to job creation, community empowerment, and community development.



# Chapter 1: Introduction

**B**aringo County spans approximately 1,107,530Ha (11,075.3 km<sup>2</sup>), encompassing diverse ecological zones from highlands to arid lowlands within the Bogoria–Baringo basin. Despite its vastness and rich biodiversity, the county faces critical development and natural resource management challenges. The predominantly rural population of about 666,763 people is dispersed across low-density settlements (approximately 60 persons/km<sup>2</sup>), complicating effective service delivery, infrastructure development, and livelihood support. Over 80% of the county’s land is classified as arid or semi-arid, severely limiting agricultural productivity and exacerbating household food insecurity and poverty level. While Baringo hosts roughly 65,280Ha of gazetted forests vital for ecosystem services and community livelihoods, these resources are under increasing pressure from competing land uses and governance gaps.

Water resource management further compounds these challenges. Although Water Resource Users Associations (WRUAs) such as the Lake Bogoria Basin WRUA and Loboikoitegan WRUA are established to coordinate catchment conservation and resolve conflicts, growing demand, ecosystem degradation, and climate variability undermine their effectiveness. The presence of significant geothermal potential and valuable minerals such as rubies introduces additional governance and sustainability risks in the absence of community-centered frameworks.

Baringo’s exceptional biodiversity and cultural heritage coexist within a fragile, rapidly evolving landscape marked by historical inter-community conflicts, environmental degradation, and limited institutional capacity. Community conservancies, such as the Ruko Community Wildlife Conservancy, demonstrate the potential for transformative conservation and socio-economic benefits but remain unevenly developed and vulnerable. Beyond conservation, Baringo’s unique geological and cultural assets, including the Orrorin tugenensis fossil site and internationally recognized cultural events offer substantial tourism and development opportunities that are constrained by fragmented planning and insufficient integration of conservation, culture, and economic development.



The county's socio-economic and environmental context is further shaped by rapid population growth, shifting livelihoods, poverty, evolving land tenure, and climate pressures, all intensifying stress on natural resources. Most conservancies, operating predominantly on community and trust lands, are in nascent stages with weak governance, limited technical capacity, and inadequate financing. Coupled with ongoing biodiversity loss, these factors underscore the urgent need for a coordinated, landscape-scale, and inclusive conservation strategy.

The Baringo County Conservancy Association (BCCA), as the primary landscape-level membership organization, currently supports over 16 conservancies countywide. While foundational governance and mobilization efforts have been achieved, the increasing scale and complexity of conservation and development challenges require BCCA to adopt a more strategic, cohesive, and adequately resourced approach. Strengthening institutional capacity, enhancing policy influence at the county level, expanding community awareness, and promoting sustainable livelihoods are essential to reinforce conservation gains and build resilience.

This strategic plan seeks to position BCCA as the leading force in sustainable natural resource management, ecosystem restoration, and human-wildlife coexistence across Baringo County. Through strengthened partnerships, policy advocacy, and capacity building of conservancies, BCCA aims to reverse biodiversity decline, improve community well-being, and unlock the county's full ecological, cultural, and economic potential for sustainable development.

Finally, the efforts of this strategic plan reflect the spirit of the Kenya Vision 2030, Kenya Government's Bottom-Up Economic Transformation Agenda (BETA) and Sustainable Development Goals.



# Chapter 2: Background

## 2.1 Who We Are

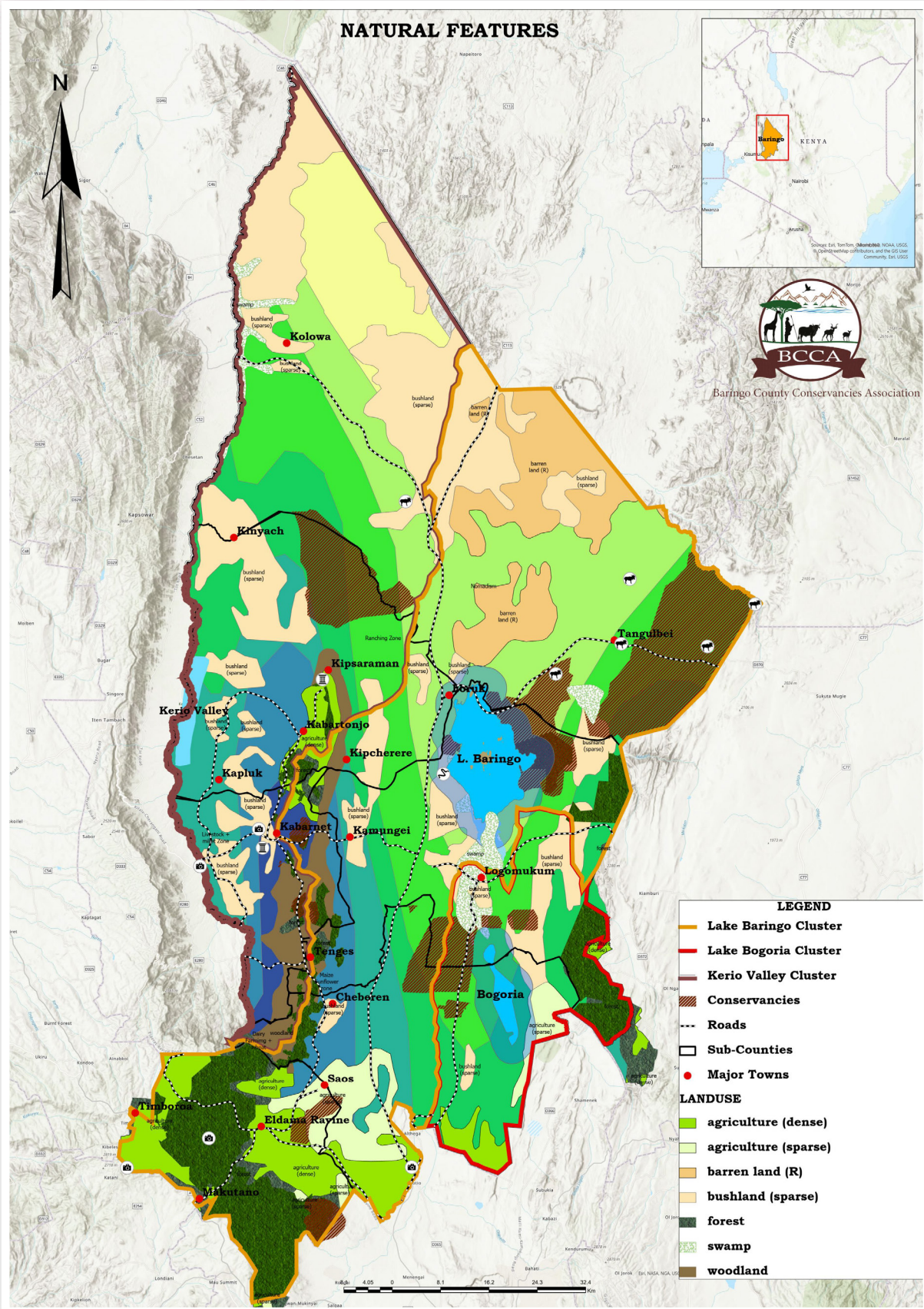
The Baringo County Conservancies Association is a locally-led regional body for conservancies in Baringo County, established in 2017 under the Societies Act of Kenya (Cap 108). The establishment of BCCA was a response to growing community interest and awareness of conservancy development in Baringo between 2000 and 2016 in the highlands, Lake Bogoria, and Lake Baringo/Kamnarok clusters. BCCA now represents 16 conservancies across the three clusters, working towards thriving ecosystems, wildlife, and communities. There are 16 conservancies (13 community conservancies and 3 Community Forest Associations (CFAs) with 10 upcoming conservancies. The conservancies' governance is largely comprised of management committees elected every three years at respective annual general meetings (AGMs).

The Baringo County Conservancies have several endangered species, including the Rothschild Giraffe (*Giraffa camelopardalis rothschildi*), the African elephant (*Loxodonta africana*), Lion (*Panthera leo*), Leopard (*Panthera pardus*), Hippopotamus (*Hippopotamus amphibius*), the pancake tortoise (*Malacochersus tornieri*), Flamingo (*Phoeniconaias minor*), the red Patas monkey (*Erythrocebus patas*), the small five including the Buffalo Weaver (*Dinemellia dinemelli*), extraordinary Elephant Shrew (*Petrodromus tetradactylus*), Leopard Tortoise (*Stigmochelys pardalis*), Antlion (*Myrmeleontidae*), and Rhinoceros Beetle (*Oryctes monoceros*), numerous birdlife including the lesser flamingoes and crested crown cranes. Geographically, the Baringo Landscape is part of the Northern Rangelands, which protects critical freshwater and terrestrial ecosystems.

The Association's primary goal is to represent the local and indigenous communities in Baringo County by providing a platform for a collective voice. It fulfills its mandate by strengthening local conservancy capacity, advocating for enabling policies, primarily at the county level, and fostering coordinated collaboration to promote equitable conservancy growth. Central to its work is partnering with key county and national government stakeholders to advance sustainable natural resource management in the county. To become a fully operational body, BCCA has invested significant effort in strengthening its governance structures and securing funding for its programmes and core costs. Its key functions include coordinating, convening, representing, and championing the interests of the conservancies.



## 2.2 Geographical focus



The Baringo County Conservancy Association (BCCA) operates across the entire Baringo County, spanning approximately 1,107,500Ha (11,075 km<sup>2</sup>). This extensive landscape features diverse ecological zones including arid lowlands, semi-arid areas, and highlands, making it a critical wildlife dispersal area and vital water catchment supporting several rivers such as the Kerio and Nasalot. These rivers feed into internationally recognized lakes like Lake Baringo and Lake Bogoria (a UNESCO World Heritage site), which are key biodiversity and cultural sites for indigenous communities including the Tugen, Pokot, Endorois, and Ilchamus. The county's largely rural population of about 666,763 depends on these natural resources for livelihoods, underscoring the need for sustainable, landscape-wide conservation.

In streamlining the Integrated Landscape Shift in Baringo, BCCA has organized the landscape into 3 clusters based on the drainage basin: The Lake Bogoria cluster in the south, the Lake Baringo, and Kerio valley. These clusters comprise areas covered by farmlands, conservancies, the rift lakes, national and community forest. Conservancies, collectively covering around 163,700Ha, complemented by protected areas such as Lake Bogoria and Kamnarok National Reserves 8,700Ha, (about 87km<sup>2</sup>) and 10,900Ha (109 km<sup>2</sup>) respectively. The forested zones host 12 gazetted forests covering approximately 83,578.52Ha, distributed across key forest stations including Chemususu, Mukutani, Katimok, and Tenges, managed under Kenya Forest Service (KFS). Complementing these are Community Forest Reserves approximately 2,392.5Ha, such as Kiplombe, Sirwa (Perkerra catchment), and Marigat forests. Beyond gazetted areas, non-gazetted private and community managed forests -though outside formal protection-remain essential ecological buffers that support catchment integrity, energy needs, and household incomes. These forests comprise a mosaic of natural and protective forests, bamboo zones, bushlands, grasslands, wetlands, and plantation areas, making them critical for water regulation, biodiversity conservation, carbon storage, climate resilience, and local livelihoods. Beyond forests, the county is also dominated by extensive rangelands, forming about 70% of Baringo County. These rangelands are the backbone of pastoral livelihoods and serve as key wildlife movement corridors linking conservancies, forests, and protected areas. They include grasslands, bushlands, and scrublands dominated by grasses such as *Themeda triandra*, *Enteropogon superba*, and *Cynodon dactylon*, which are critical for both livestock and wildlife. These rangelands directly influence human-wildlife coexistence, livestock productivity, and drought resilience. However, with low and highly variable rainfall ranging between 300-500 mm per year, they are naturally fragile and highly sensitive to climate shocks.

Population pressure, insecure land tenure, invasive species, and competing land uses have also further increased their vulnerability. At the same time, their rich wildlife and open landscapes have exposed them to external land appropriation and unplanned conservation or development interests. Recognizing these realities, BCCA's integrated landscape approach places rangelands at the center of planning-supporting pastoral livelihoods, reducing conflict, protecting wildlife movement corridors, improving grazing practices, and strengthening community control over land and natural resources as climate pressures increase.



Baringo is also served by 19 Water Resource Users Associations (WRUAs) spread across the Lake Bogoria-Lake Baringo sub-basin and the wider Kerio River Basin, including seven which are transboundary and extend into neighboring counties of Elgeyo Marakwet and Nakuru. These WRUAs play a crucial role in catchment protection, water allocation, conflict resolution, and climate adaptation, linking upstream forests and rangelands with downstream lakes and wetlands. About 80% are active, with a few—such as Ol Arabel, Kimwarer Monk, Emsoo, and Perekei WRUAs still facing capacity and funding constraints, emphasizing the need for institutional support. Recognizing these and that water security underpins both conservation and livelihoods, BCCA positions WRUAs as a core pillar of integrated landscape governance, ensuring that ecosystem restoration, livelihoods, and climate actions are aligned with basin-level water management.

Beyond protected areas, Baringo hosts Key Biodiversity Areas (KBAs) like the Lake Baringo Conservation Area, Lake Bogoria and Ruko Conservancy essential for species diversity and ecological connectivity. BCCA's role extends to advocating for these ecologically significant but unprotected landscapes, integrating them into broader ecosystem and catchment management plans. The county's watersheds are fundamental to sustaining biodiversity and human well-being, with BCCA actively supporting Water Resource Users Associations (WRUAs) to promote sustainable water governance.

BCCA also recognizes Baringo's rich geological and cultural heritage, including globally significant Geosites like the *Orrorin tugenensis* fossil site. These sites offer opportunities for eco-tourism and diversified income streams, which BCCA seeks to integrate into its conservation and community development strategies. Furthermore, the county's mineral resources, including rubies and other Rift Valley deposits, present both economic potential and environmental risks. BCCA advocates for responsible mining practices aligned with conservation and community rights to ensure sustainable resource use.

Through a county-wide, ecosystem-based approach, integrating Conservancies, WRUAs, Forests, Rangelands, and other Natural Resource governance structures, BCCA aims to scale Community-led Natural Resource Groups, strengthen governance and capacity, and promote coordinated partnerships with government and stakeholders. This integrated natural resource management strategy will contribute to biodiversity conservation, sustained ecosystem services, and improved livelihoods for Baringo's residents while building resilience against climate and socio-economic pressures.



# Chapter 3: Understanding the Context

## 3.1 BCCA's Strengths, Gaps, Opportunities and Threats



### Strengths

- Robust governance and leadership structure
- Functional office and operational systems
- Technical expertise and organizational capacity
- Growing credibility, visibility, community legitimacy and trust
- Strong partnerships and multi-stakeholder collaboration
- Broad community buy-in and local ownership



### Opportunities

- Integrated Landscape approach in management of natural resources
- Baringo Great Rift Valley aspiring Geopark tapping into cultural tourism products
- Carbon markets
- National and County Government support and enabling policy and legal framework
- Livelihood diversification and Nature-Based Enterprises
- Adoption of green and digital technologies for conservation
- Research, innovation, and academic partnerships
- Youth and women engagement in conservation
- Emergence of Artificial Intelligence (AI) and its nexus with conservation



### Gaps

- Heavy reliance on donor funding for operational sustainability.
- Irregular and insufficient financial contributions from member conservancies.
- Majority of member conservancies are still in early stages of organizational development.
- Gaps in technical expertise, particularly in resource mobilization, land governance legislation, GIS, carbon markets, nature-based solutions, and digital monitoring tools.
- Shortages in logistical and operational resources at the conservancy level hinder effective functioning.



### Threats

- Climate change impacts
- Insecure land ownership rights
- Invasive species
- Human-wildlife conflict
- Land fragmentation due to unplanned land use
- Rising waters
- Low community awareness regarding existing land laws and property rights.

## 3.2 Policy and Legal Framework

Legislature	Mandate
<b>Constitution of Kenya 2010</b>	The Constitution anchors devolution and integrated county planning, which empowers BCCA to work closely with Baringo County Government on conservation, land governance, and community development. Article 66 strengthens BCCA's mandate by allowing the State to regulate land use in the public interest, supporting BCCA's focus on sustainable land management, securing land rights, and ensuring wildlife and rangeland conservation on community lands.
<b>Kenya Vision 2030</b>	Vision 2030 promotes economic, social, and political transformation, aligning with BCCA's goals of community empowerment, diversified livelihoods, conservation-based enterprises, and inclusive governance. Its participatory and sustainability principles reinforce BCCA's model of community-led conservation and support the development of nature-based economies in Baringo.
<b>Ministry of Tourism &amp; Wildlife (MOTW)</b>	The Ministry's vision of sustainable tourism and wildlife conservation aligns directly with BCCA's mandate to support conservancies as engines of ecological health and community development.
<b>Tourism</b>	Provides policies and opportunities for: Product diversification (geo-tourism, cultural tourism, ecotourism), Marketing support for conservancies, and Tourism infrastructure planning. These guide BCCA in developing tourism-based livelihoods.
<b>Wildlife</b>	Implements the Wildlife Conservation and Management Act (2013), which legally recognizes conservancies and community wildlife associations, enabling BCCA's existence. Promotes devolved wildlife management, matching BCCA's community model, requires ecosystem-based conservation, public participation, and benefit sharing, and ensures communities derive economic value from wildlife. These principles directly justify BCCA's work in strengthening conservancies, wildlife stewardship, and revenue-sharing mechanisms.
<b>Ministry of Sports, Culture &amp; Heritage</b>	The Ministry's role in protecting cultural heritage supports BCCA's efforts to position Baringo's rich cultural assets, archaeological sites, geoparks, rock formations, fossil, heritage as conservation-friendly tourism products. This aligns with BCCA's strategy to expand cultural tourism, community identity, and geo-tourism, especially under the Baringo Great Rift Valley Geopark initiative.
<b>Ministry of Environment &amp; Forestry</b>	The Ministry's focus on environmental protection, restoration, and sustainable resource management directly complements BCCA's work in rangeland restoration, landscape planning and habitat protection, and community forest collaboration (CFAs). These policies include: National Environmental Policy (2013), the National Forest Policy (2020), and the Forest Conservation and Management Act (2016).

Legislature	Mandate
<b>Ministry of Agriculture, Livestock &amp; Fisheries</b>	<p>Given that many communities around Baringo conservancies rely on agriculture and livestock, this Ministry's guidelines support BCCA's work in sustainable grazing and rangeland management, pastoralist livelihood support (fodder production, rotational grazing), disease and pest management, and improved food security.</p> <p>These frameworks including the National Livestock Policy (Sessional Paper No. 3 of 2020), Agricultural Policy 2021, National Livestock Policy, and the National Agricultural Soil Management Policy align with BCCA's mandate to promote nature-compatible livelihoods and reduce environmental pressures that fuel human-wildlife conflict.</p>
<b>Other Relevant Legislation</b>	
<b>Land Act; the Physical and Land Use Planning Act, 2019</b>	<p>Provides the legal foundation for land tenure, management, and protection of conservancy areas, supporting BCCA's mandate to enhance secure, sustainable land management across Baringo's conservancies.</p>
<b>The Water Act, 2016</b>	<p>Supports BCCA's mandate by ensuring that all conservancy activities safeguard water catchments, promote sustainable water use for communities and wildlife, and align with national regulations on water resource conservation.</p>
<b>Kenya National Human Rights and Equality Commission</b>	<p>The constitutional mandate establishing and guiding the Commission supports BCCA's efforts to promote inclusive conservancy governance, protect community livelihoods, prevent rights abuses, strengthen community participation, and foster collaboration with national oversight bodies to advance rights-based conservation.</p>
<b>Community Land Act 2016</b>	<p>Reinforces BCCA's work in land rights advocacy, governance support, community empowerment, and sustainable conservancy development.</p>
<b>Environmental Management and Co-Ordination Act</b>	<p>Establishes coordination mechanisms through NEMA and county environment structures, creating entry points for BCCA to engage government authorities, influence policy and development decisions, and strengthen community stewardship, enforcement, and climate resilience across conservancy landscapes.</p>

Legislature	Mandate
<b>Baringo County Legislations</b>	
<p>The Baringo County CIDP is anchored on four pillars that support and promote conservancies. It also identifies conservation areas as key blocks for developing the environmental sector for the County as well as promoting tourism and economic empowerment for the communities. The CIDP 2023–2027 identifies strategies to boost conservation such:</p> <ul style="list-style-type: none"> <li>■ County Forest conservation and management</li> <li>■ Establishment of County Geo parks (Paleo/archeological sites (culture, ICT)</li> <li>■ Promotion Tourism attraction sites</li> <li>■ Wildlife and landscape conservation</li> <li>■ Rehabilitation of degraded land and Wetlands</li> <li>■ Reduction of invasive plant species</li> </ul> <p>The County Government of Baringo has passed several bills that support conservancies and their programmes. The key ones are:</p>	
<b>The Baringo County Public Participation Bill, 2014</b>	Gives provision for the public engagement in matters of governance and administration, promoting clarity of actions and proper communication to the public.
<b>The Baringo County Wards Development Fund Bill, 2014</b>	Guides the provision of funding for the ward development. Conservancy projects would be a beneficiary of the funds as they are community-based.
<b>Baringo County, Community Wildlife Conservation Fund, 2024</b>	The grant aims to support the areas that will host the wildlife, improve the habitat of the wildlife, manage human-wildlife conflict, and create initiatives to support the communities around the conservancy area. conservancies are key beneficiaries of this fund. The fund outlines the structure of the community conservancy and the type to be considered for the funding.
<b>International Laws and Policies that support conservancies include:</b>	
<b>Sustainable Development Goals (SDGs)</b>	<p>Sustainable Development Goal 2 (SDG 2): Aims to end hunger, achieve food security, improve nutrition, and promote sustainable agriculture by 2030. It focuses on ensuring access to safe, nutritious food for all, eliminating malnutrition, doubling small-scale producer incomes, and building resilient, sustainable food systems to tackle crises.</p> <p>SDG 3 (Good Health and Well-being): Contributes to improved community health by supporting healthy ecosystems that sustain clean water, food security, and resilience to climate and environmental shocks.</p> <p>SDG 8 (Decent Work and Economic Growth): Promotes inclusive, nature-based livelihoods such as eco-tourism and sustainable natural resource use that create decent work and stimulate local economies.</p> <p>SDG 10 (Reduced Inequalities): Advances equity by empowering marginalized pastoral and conservancy communities to participate in decision-making and benefit fairly from conservation and development initiatives.</p>

Legislature	Mandate
	<p>SDG 13 (Climate Action): Strengthens climate resilience and mitigation through landscape restoration, sustainable land management, and conservation of carbon-rich ecosystems.</p> <p>SDG 14 (Life Below Water): Protects freshwater ecosystems by safeguarding rivers and lake catchments that feed into Lakes Baringo and Bogoria, supporting aquatic biodiversity and water quality.</p> <p>SDG 15 (Life on Land): Conserves terrestrial biodiversity by protecting wildlife habitats, dispersal corridors, and rangelands across Baringo County conservancies.</p> <p>SDG 16 (Peace, Justice and Strong Institutions): Supports peaceful coexistence and good governance by strengthening community institutions, conflict resolution mechanisms, and inclusive conservation governance.</p> <p>SDG 17 (Partnerships for the Goals): Advances conservation impact through strong partnerships with communities, government, civil society, and the private sector at local, national, and global levels.</p>
<b>The Nagoya Protocol (2014)</b>	Promotes access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity
<b>UN declaration on indigenous people (2007)</b>	Recognizes that respect for indigenous knowledge, cultures and traditional practice contributes to sustainable and equitable development and proper management of the environment.
<b>Convention on Biological Diversity – CBD (1993)</b>	Promotes environmentally sound and sustainable development in the areas adjacent to protected areas and support local populations to develop and implement remedial action in degraded areas where biological diversity has been reduced.

Legislature	Mandate
<b>Kunming-Montreal Global Biodiversity Framework (GBF)</b>	A landmark agreement under the CBD aimed at halting and reversing biodiversity loss by 2030 and living in harmony with nature by 2050. It features 4, 2050 goals and 23, 2030 targets, including the “30x30” pledge to protect 30% of land and sea.

### 3.3 BCCA Journey and Growth

The BCCA journey has seen the Association move beyond its start-up phase of organizational development to a firmly emerging, performance-driven organization. It has built strong institutional systems, reinforced its Secretariat with a skilled, diverse team, and strengthened partnerships with key stakeholders. The Association has also earned recognition as a trusted, neutral platform for coordinating landscape-wide efforts, convening and representing members, championing and influencing policy in Baringo County.

Going forward, BCCA aims to enhance the quality of services to its members, expand collaborative initiatives, and establish systems that ensure operational sustainability and long-term resilience.

Below are some of the key milestones achieved by BCCA since its inception:

#### 2017

- Legal recognition of the association following registration under the Societies Act (Cap. 108).
- 6 founding community conservancies registered BCCA.

#### 2018

- Growth of conservancies to 9-members.
- Held discussions with the county government on the operationalization of the association and as a result BCCA got an office and led to the drafting of the MOU.
- Election of the first BCCA Board.
- Convened the first Annual General Meeting (AGM).

#### 2019

- Financial and technical support secured to support the strengthening of BCCA and 3 conservancies (Chuine, Irong and Kiborgoch) through the UNDP GEF Small Grant Programme in partnership with KWCA.
- Improved operations essential tools development such as MoU templates, codes of conduct, financial management tools, and data collection systems.
- Strategic partnerships were established, governance structures enhanced, and brand identity strengthened.
- Institutional capacity strengthened in governance, leadership, and financial management through structural reviews, cluster revisions, constitution alignment.
- Election of the first BCCA Board,
- Development and adoption of the first BCCA Strategic Plan (2020-2024).
- Secured the first institutional grant from UNDP GEF 6 SGP marking a major milestone in donor confidence.

## 2020

- Increased understanding of the context of operation through the development of the conservancy profiles.
- Clarity of focus and direction through the development of first 4-year strategic plan for BCCA initiated.
- Increased capacity to contribute to national level ecosystem planning and management - supported the development of the Lake Bogoria National Reserve Management Plan.

## 2021

- Increase in membership to a total of 11 conservancies.
- BCCA defined and adopted an integrated conservancy model grounded in key legal frameworks, including the Constitution of Kenya (2010), Wildlife Conservation and Management Act (2013), Environmental Management and Coordination Act (1999), National Museums and Heritage Act (Kenya's Act No. 6 of 2006), Water Act (2016), Forest Conservation and Management Act (2016), Community Land Act (2016), among other county, national, and international laws, policies, and strategies. This model emphasizes conservation, economic, social, cultural, and environmental sustainability, as well as equity, interconnectedness, partnerships, and collaboration.
- Signed a Memorandum of Understanding (MoU) with the County Government of Baringo to formalize collaboration and joint conservation efforts.
- Recruited the first Secretariat staff, significantly strengthening operational capacity.
- Developed and adopted key institutional policies, including Finance, Procurement, Human Resource, and Office Administration Policies, to enhance governance and organizational effectiveness.
- Mobilized resources from partners such as CCSP-KWCA and KWCA-USAID Local Works to support its initiatives.
- Trained community rangers
- Assessed Conservation Status and Opportunities for conservancies in Baringo.

## 2022

- Developed its Resource mobilization and Climate Change strategies.
- Expanded the secretariat with key staff enrolled
- Fully equipped office with furniture and ICT tools to enable functionality;
- Conducted an Organisational Capacity assessment (OCA) which rated BCCA at nascent level of development.

## 2023

- BCCA expanded its membership from 12 to 16 conservancies.
- Established affiliation with the Global Evergreen Alliance.
- Installation of financial management system and audited 2019 and 2020 financial documents;
- Build community conservancies governance and community land rights through awareness creation meetings and trainings.

## 2024

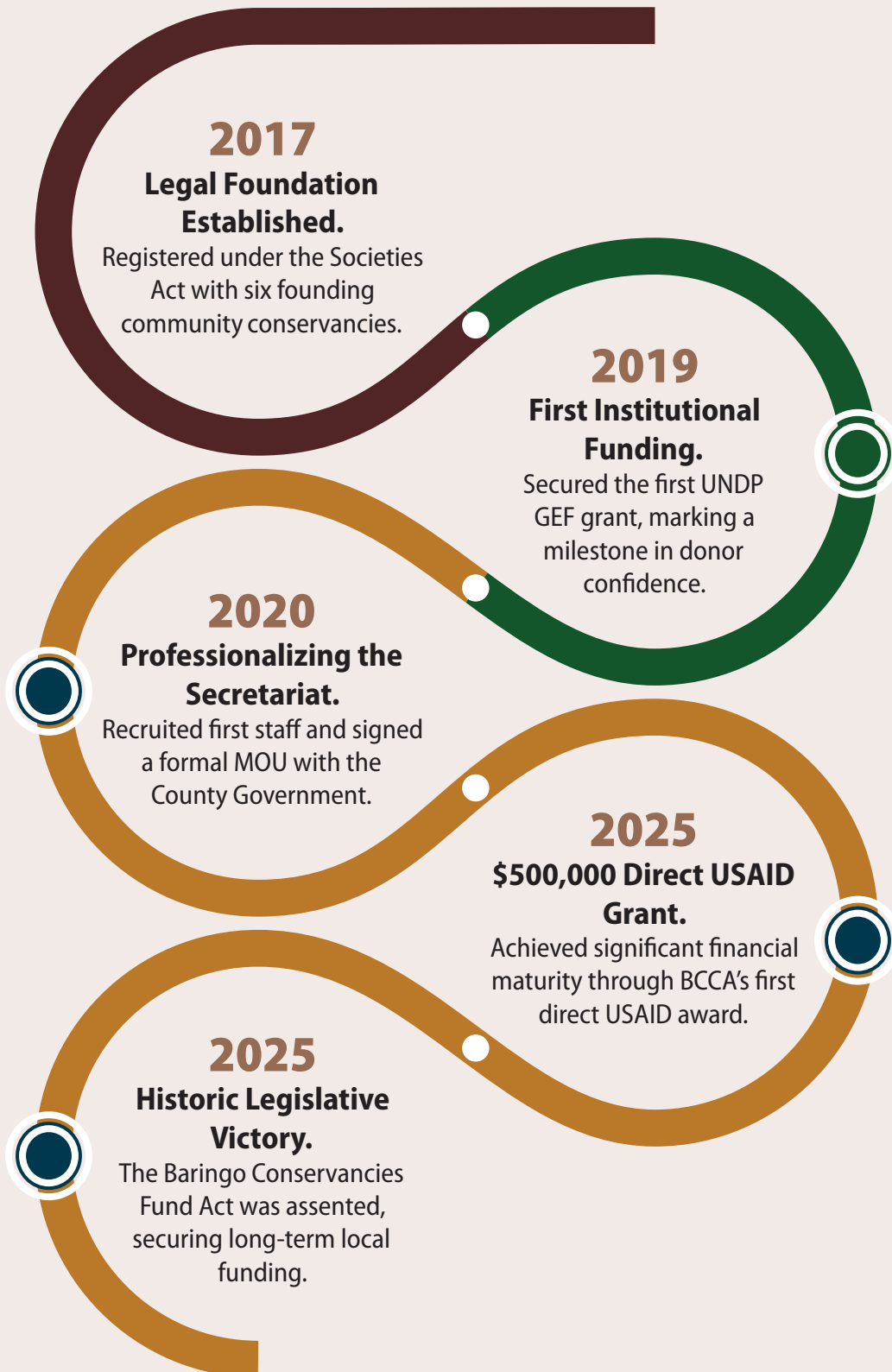
- Selected as a finalist for the Equator Prize, recognizing BCCA's impactful community-led conservation efforts.
- Secured USD 55,600 from The Nature Conservancy in partnership with KWCA to support the institutional strengthening.
- Secured its first direct donor grant from USAID, totaling USD 500,000, marking a significant milestone in financial and institutional maturity.
- Successfully awarded a restoration grant from the World-Wide Fund for Nature's Voice for Just Climate Action initiative amounting to USD 58,000.
- Secured £3,150 from Darwin, in partnership with KWCA. This was 2025 achievement
- Strengthened partnerships through advocacy with the State Department of Wildlife, resulting in the construction of two water dams (each with a capacity of 50,000 cubic meters) for Kiborgoch and Kabarion conservancies, and the development of a 20 km access road for Ruko Conservancy.
- Established a partnership with AB Entheos to improve Human-Wildlife Conflict (HWC) mitigation, leading to the employment of seven conservancy staff as Community Verification Officers under the Compensation Scheme.
- Enhanced governance by establishing a Council with representatives from each member conservancy, ensuring social inclusion; currently, there are 21 members from three clusters: Lake Baringo and Kamnarok, Lake Bogoria, and Highland Clusters.
- Successfully lobbied for the enactment of the Baringo Conservancies Fund Bill.

## 2025

- Procured an operational vehicle to enhance field coordination and outreach activities
- The Baringo Conservancies Fund Act 2025 was assented by His Excellency the Governor of Baringo County, Hon. Benjamin Cheboi.
- Successfully secured G20 grant funding to scale up land restoration efforts at Kiborgoch Community Wetland and Wildlife Conservancy (KCWC), Baringo, Kenya.
- UNESCO endorsed the BCCA project titled Inclusive Science for Sustainable Landscapes and Livelihoods in Baringo as a prioritized initiative for implementation during the International Decade of Sciences for Sustainable Development (2024–2033).
- Additional funding from World Wildlife Funds for Nature 52,700 USD
- Received additional support of 3150 usd from
- KNATCOM supported the installation of 15 signages for geo-sites and conservancies within Baringo.
- Through the Kenya Conservancies Investments Forum, supported by KWCA, Purple Elephant selected BCCA as part of its Safari Defenders Initiative for venture capital resource mobilization.

## BCCA Journey and Growth summarised

### BCCA: Evolution of Conservation Impact (2017-2025)





# Chapter 4: Our Identity



## VISION

Prosperous communities safeguarding nature.



## MISSION

Safeguard natural resources through community-led approaches for the well-being of the people of Baringo County.



## VALUE PROPOSITION

- BCCA empowers Indigenous Peoples, local communities and landowners to lead conservation action that enhances biodiversity conservation, improved livelihoods, and sustainable development.
- Serves as a coordinating platform that represents and amplifies community voices, strengthens Community-led Natural Resource Groups (CNRG) institutions, and drives collective action and innovation.
- Advances secure land tenure, integrated land-use planning, and benefit-sharing mechanisms to ensure conservation delivers tangible and equitable household benefits.
- Operates within a globally significant landscape, anchored by a UNESCO World heritage site, key biodiversity area and cultural heritage that positions Baringo as a Geopark.



## VALUES

BCCA will be guided by the following values in all the decisions, actions and approach to work and operations.

- **Unity of Purpose** - We strive to partner, collaborate, network and build synergies with stakeholders with a common goal.
- **Voice for Communities** - We adopt a bottom-up approach in decision making. We provide a platform for participation and involvement of local communities in the conservancy movement.
- **Value for Nature** - We value and endeavor to protect our fauna and flora.
- **Integrity in Service** - We aspire to provide efficient, transparent and accountable leadership to our members.



# Chapter 5: Theory of Change

**O**ur Theory of Change is founded on the conviction that lasting conservation impact is realized through three key shifts necessary to foster the growth and transformation of the conservancies. These are structural, relational, and mindset shifts. Our pathway asserts that:

**IF** the collective voice of local communities is amplified through an effective landscape association, **THEN** community-led conservation actions will **RESULT** in safeguarded natural resources and well-being.

## Key Assumptions

- Local communities have the capacity, willingness, and resources to effectively organize and lead conservation actions.
- Amplifying the collective community voice will influence decision-makers and create enabling conditions for sustainable resource management.
- Natural resources can be effectively safeguarded through community-led actions, leading to improved well-being and resilience.

BCCA is responding to the evolving landscape of Baringo County by focusing on three key shifts necessary to foster the growth and transformation of natural resources. These integrated landscape, results-based stewardship, and system catalysis shifts will all contribute to the development of a stronger county-wide association that benefits the indigenous and local communities, biodiversity.

## Integrated Landscapes Shift: Transition to a County-wide landscape governance and delivery role

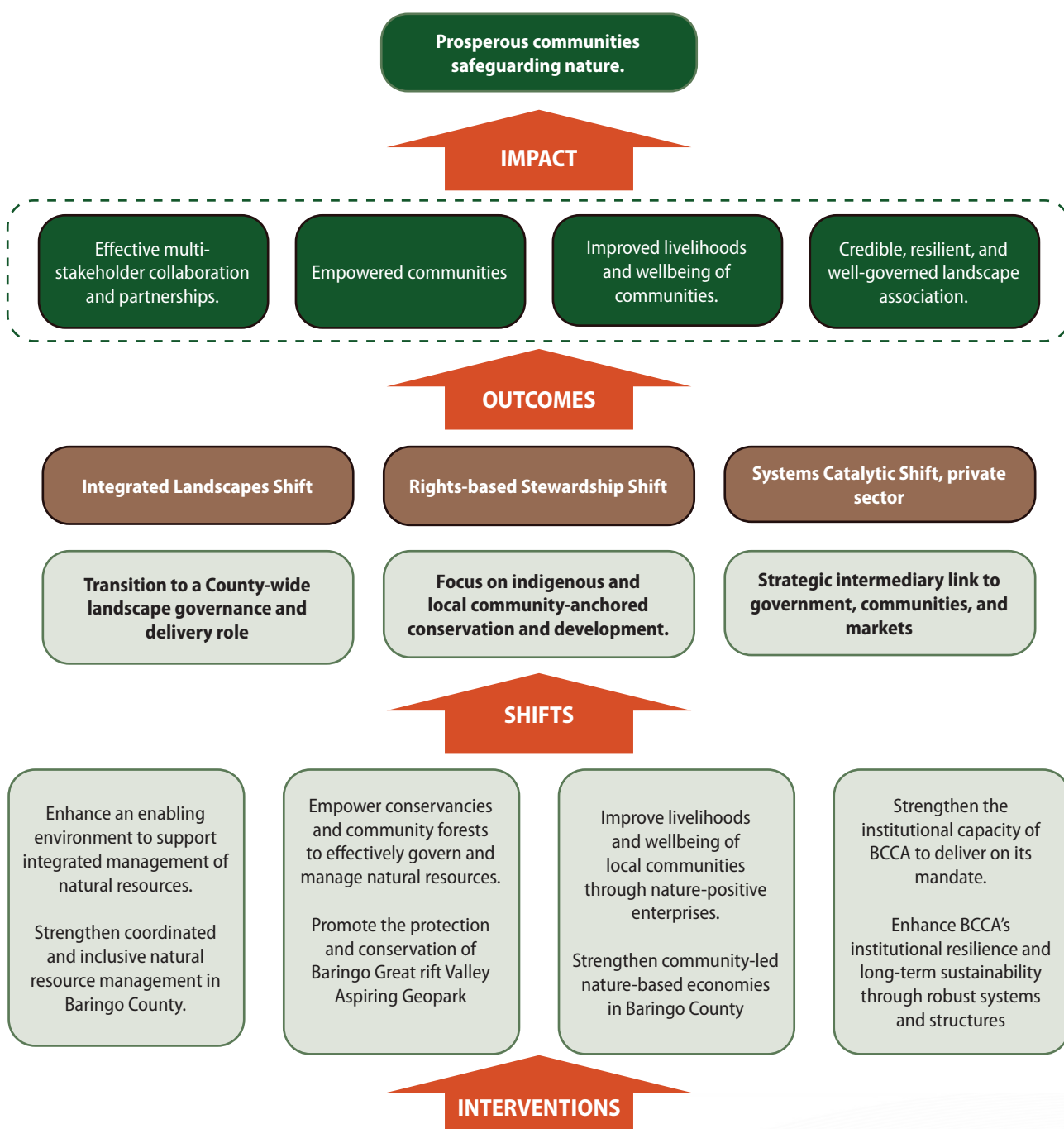
BCCA will shift from a conservancy-focused support entity to a county-wide landscape governance and delivery platform for Integrated Natural Resource Management (INRM), covering conservancies, forests, rangelands, water catchments, and ecologically critical areas across Baringo County. This shift will be implemented in close collaboration with Baringo County Government (CG), conservancies, Community Forest Associations (CFAs), Water Resource Users Associations (WRUAs) Beach Management Units (BMUs) and Geosites, reflecting the ecological interconnectedness of the landscape and the growing policy emphasis on landscape-scale approaches for biodiversity, water security, and climate resilience.

## Rights-Based Stewardship Shift: Focus on indigenous and local community-anchored conservation and development.

BCCA will mainstream Indigenous Peoples and Local Communities (IPLC) and human-rights-based conservation approaches by centering secure land tenure, inclusive governance, equitable benefit sharing, and local stewardship. This shift will be driven through partnerships with community conservancies, community forest associations, traditional institutions, women and youth groups, county land and natural resource departments, the National Land Commission (NLC), civil society organizations, and development partners, aligning BCCA with global frameworks such as the 30-by-30 targets, GEF priorities, and climate finance mechanisms that increasingly prioritize community-led conservation.

## Systems Catalytic Shift: Strategic intermediary link to government, communities, and markets

BCCA will position itself as a trusted intermediary and implementation partner that bridges communities, government, and emerging nature-based markets to deliver integrated conservation, climate, and livelihood outcomes. This role will be anchored in formal collaboration with Baringo County Government, national agencies including KFS, KWS, Water Resources Authority (WRA) /WRUAs, research and technical institutions, private sector actors in carbon, ecotourism, and wildlife economies, financial institutions, and international partners, supporting integrated land-use planning, coordinated service delivery, and alignment with local, regional and global commitments and protocols.



# Chapter 6: Strategic Framework

## 6.1 Goals and Objectives

### Goal 1: Collaboration and Partnership

#### *Strategic overview and what success will look like*

To enhance an enabling environment for Integrated Natural Resource Management (INRM) in Baringo County, BCCA will prioritize building and sustaining strong, multi-sectoral partnerships. Collaboration is essential to effectively implement the natural resource management plan, operationalize relevant legislation, and influence policy development. BCCA's role as a coordinating entity places it at the center of stakeholder engagement, bringing together government agencies, community-led groups natural resource, research institutions, private sector actors, and civil society organizations.

BCCA will facilitate continuous dialogue and joint planning between the National Government and Baringo County Government and community-led natural resource groups fostering mutual trust and shared responsibility. Through partnerships with research institutions, BCCA will support evidence-based decision-making, ensuring adaptive management of natural resources. Furthermore, collaboration with education and media stakeholders will amplify conservation messaging and public awareness, embedding stewardship values across communities.

These will result in Integrated Natural Resource Management Plan fully developed and effectively implemented, with active participation from all relevant stakeholders; operationalization and enforcement of the Baringo County Conservancies Act, with clear roles for government and conservancies, ensuring legal backing for conservation activities; strong, formalized partnerships between BCCA and Baringo County Government resulting in coordinated NRM efforts, joint monitoring, and resource sharing; County-level NRM policies and regulations reviewed and updated collaboratively, reflecting local realities and community needs; robust research and monitoring systems in place, generating timely data to inform management decisions and policy advocacy; a well-coordinated network of stakeholders actively engaged in NRM, participating in forums, information exchange, and joint initiatives; increased public awareness and community participation in conservation driven by effective education campaigns and outreach programs; and BCCA recognized as a trusted convener and leader in NRM partnership platforms, successfully mobilizing resources and support for conservation and NRM outcomes.

## Objectives and Strategic Interventions

### *SO1: To enhance an enabling environment to support integrated management of natural resources*

#### Strategic Interventions

- Coordinate and provide technical support to the County Government and stakeholders to co-develop and implement the Baringo County Natural Resource Management Plan.
- Collaborate with the County Government, conservancies, and relevant institutions to operationalize the Baringo County Conservancies Act

Provide evidence-based technical assistance to review, update, and formulate County-level natural resource management policies and regulations.

### *SO2: To strengthen coordinated and inclusive natural resource management in Baringo County*

#### Strategic Interventions

- Establish and formalize structured collaboration mechanisms between the Baringo County Government and BCCA.
- Convene, map, and coordinate public, community, private sector, and civil society stakeholders involved in natural resource management.
- Facilitate and support applied research and participatory monitoring of natural resources by working with communities, government departments, and research institutions in the County.

Design and implement county-wide natural resource management education and public awareness programmes.

**Outcome:** Effective multi-stakeholder collaboration and partnerships.





## Goal 2: Community-led Action

### *Strategic overview and what success will look like*

BCCA's community-led action goal is to place local and indigenous communities, and conservancies, at the center of natural resource governance, conservation, and heritage protection in Baringo County. Through strengthened land tenure security, improved governance systems, enhanced technical and managerial capacity, and culturally grounded conservation practices, communities are empowered to sustainably manage their landscapes and livelihoods. This approach is reinforced by promoting community stewardship of the Baringo Great Rift Valley Aspiring Geopark, ensuring that geological heritage, biodiversity, and indigenous knowledge are conserved through inclusive participation, local leadership, and strategic partnerships at county, national, and global levels.

BCCA envisions conservancies operating under secure land tenure and strong, legally compliant governance structures that reduce conflict and enable long-term conservation investment. Equipped with capable leadership and community-owned management plans, they sustainably manage land and natural resources in line with local development priorities.

Communities lead the restoration of degraded landscapes, protect ecologically sensitive areas, and control invasive species, resulting in healthier and more resilient ecosystems. Sustainable land-use practices balance conservation, livelihoods, and climate resilience across Baringo County.

Indigenous communities preserve and pass on cultural heritage and traditional ecological knowledge that inform conservation practices. This integration of culture into natural resource governance strengthens community identity, ownership, and stewardship.

A coordinated local Geopark committee leads community-driven planning, conservation, and implementation toward UNESCO Global Geopark recognition. Well-documented geo-sites, implemented management actions, and improved infrastructure support conservation, geo-tourism, and local livelihoods.

Communities engage in conservation education while BCCA builds strong partnerships with government, academia, local and international networks, including the UNESCO Global Geopark Programme. Knowledge exchange and collaboration enable adaptive, evidence-based natural resource management aligned with global best practices.



## Objectives and Strategic Interventions

***SO3: To empower Conservancies, Beach Management Units (BMUs), Water Resource Users and Community Forests to effectively govern and manage natural resources***

### Strategic Interventions

- Facilitate and support communities to secure land tenure and rights.
- Build the technical and managerial capacity of conservancies to sustainably manage their land and natural resources.
- Strengthen conservancies' governance and legal compliance.
- Support conservancies to develop, adopt, and implement participatory management plans in collaboration with actors like KFS, KWS, and WRUAs.
- Implement community-led restoration initiatives in degraded landscapes.
- Support the protection, restoration, and monitoring of ecologically sensitive areas and priority species.
- Coordinate and support the removal, control, and rehabilitation of areas affected by invasive species.
- Support indigenous and local communities to document, preserve, and promote cultural heritage, traditional knowledge, and conservation practices.

## ***SO4: To promote the protection and conservation of Baringo Great Rift Valley Aspiring Geopark***

- Coordinate and strengthen the functioning of the local Geopark committee and support the County Government and other stakeholders to develop and submit a compliant Geopark application to UNESCO.
- Support participatory mapping, documentation, and validation of existing and potential geo-sites.
- Coordinate multi-stakeholder implementation of priority actions in the Geopark management plan.
- Support the development and maintenance of appropriate infrastructure and site-level conservation measures.
- Promote Geo-Education by supporting community outreach and school programs.

Build and strengthen partnerships within the UNESCO Global Geopark Programme (UGGP).

**Outcome:** Empowered Community-led Institutions

## **Goal 3: Livelihoods**

### ***Strategic overview and what success will look like***

BCCA's livelihood's goal is to improve household incomes, resilience, and overall well-being of indigenous and local communities in Baringo County by strengthening nature-positive, community-led enterprises that are directly linked to natural resource management outcomes. Through entrepreneurship development, value chain strengthening, and the growth of nature-positive economies, BCCA will support communities to transition from subsistence and extractive practices toward sustainable livelihoods that protect ecosystems while delivering tangible economic benefits. The goal integrates small-scale community enterprises (such as beadwork, honey, aloe vera, medicinal plants, and livestock products) with landscape-level opportunities, including carbon finance, ecotourism, geo-tourism, and wildlife-based enterprises. By anchoring livelihoods in conservation, BCCA ensures that economic incentives reinforce sustainable natural resource management and long-term stewardship of land, wildlife, and cultural heritage.

Success will be demonstrated when communities possess the skills, confidence, and organizational capacity to start, grow, and sustain viable nature-based enterprises. Community members, especially women and youth, actively participate in entrepreneurship training, mentorship, and learning exchanges, leading to diversified income sources and reduced vulnerability to climate and economic shocks. Local producer groups and cooperatives operate along strengthened value chains, with improved product quality, market access, and fair pricing.

At the landscape level, success is evident when community-led carbon credit projects, ecotourism, geo-tourism, and wildlife enterprises generate predictable and fairly shared revenues. Equitable benefit-sharing mechanisms are functional and trusted, ensuring that financial returns reach households, support conservancy operations, and fund local development priorities. As a result, conservation delivers visible economic value, community support for conservation increases, and BCCA is recognized as a credible convener and catalyst for inclusive, nature-based economic transformation in Baringo County.



## Objectives and Strategic Interventions

### ***SO5: To empower local communities & co-design nature positive enterprises***

#### **Strategic Interventions**

- Build an entrepreneurship culture within communities by delivering structured training, mentorship, and peer learning exchanges.

Support the initiation, value addition, and commercialization of nature-based products such as beadwork, honey, medicinal plants, gums, aloe vera, livestock and cultural artifacts.

### ***SO6: To co-design and Support community-led nature-based economies in Baringo County***

- Catalyze the co-design and phased implementation of a landscape-level carbon credit initiative.
- Establish and operationalize equitable, transparent, and community-led benefit-sharing mechanisms.
- Promote the development and sustainable operation of ecotourism and geo-tourism facilities and activities.
- Unlock wildlife economy opportunities by strengthening community conservancies' capacity to generate income from wildlife.
- Promote the development and commercialization of livestock and livestock products by supporting value addition and market access.

Establish and operationalize equitable, transparent, and community-led benefit-sharing mechanisms.

**Outcome:** Improved incomes and well-being of indigenous and local communities.

## Goal 4: Strong Landscape Association

### *Strategic overview and what success will look like*

A strong landscape association like BCCA is built on a foundation of effective institutional capacity, enabling it to deliver its mandate with credibility and impact. Success in this area means that BCCA maintains a vibrant, engaged membership base that actively participates in decision-making and conservation efforts. Governance structures are transparent, accountable, and inclusive, with a well-functioning Secretariat that provides efficient leadership, coordination, and administrative support to the association and its members.

Institutional resilience and sustainability are critical to BCCA's long-term success. This is achieved by establishing robust policies, clear strategies, and adaptive organizational structures that support responsive and agile management. Effective communication channels ensure consistent and coherent messaging both internally and externally, promoting visibility and stakeholder engagement. A strong monitoring and evaluation framework allows BCCA to track progress, learn from experience, and demonstrate impact, strengthening accountability to members and partners.

Financial sustainability is secured through diversified and reliable resource mobilization efforts that reduce dependency on single funding sources. This ensures that BCCA can plan confidently for the future, invest in capacity building, and scale up natural resource management and community initiatives across Baringo County. Overall, a strong landscape association is one that is institutionally sound, financially stable, and capable of fostering collaboration, driving innovation, and leading natural resource management across the landscape for lasting ecological and social benefits.

## Objectives and Strategic Interventions

### *SO7: To strengthen the institutional capacity of BCCA to deliver on its mandate.*

#### **Strategic Interventions.**

- Strengthen and expand BCCA's membership
- Deepen engagement with existing conservancies,
- Onboard new community, private conservancies and other community-led natural resource groups as affiliates across the county, and promote active participation, accountability, and shared value within the association.
- Strengthen governance and leadership systems and structures.
- Enhance Board and Council effectiveness,
- Clarify roles and decision-making processes,
- Ensure legal and policy compliance, and
- Promote transparency, inclusivity, and strategic oversight.
- Build a capable, well-resourced, and high-performing team

Strengthen the Secretariat's technical skills, operational systems, and coordination capacity to effectively deliver BCCA's mandate at a county-wide landscape scale.

### ***SO8: To strengthen BCCA's institutional resilience and long-term sustainability through robust systems and structures***

#### **Strategic Interventions**

- Strengthen institutional systems, policies, strategies, and structures.
- Review and update operational systems, strategies and structures to support clear decision-making, and accountability in line with BCCA's county-wide mandate.
- Strengthen strategic communication and visibility
- Develop coherent messaging, internal and external communication systems, and platforms that enhance stakeholder engagement, advocacy, and BCCA's profile with communities, government, and donors.
- Institutionalize robust monitoring, evaluation, and learning (MEL) systems
- Develop a comprehensive M&E system that will track performance, measure impact, support adaptive management, and strengthen evidence-based decision-making across all programs.
- Strengthen resource mobilization and financial sustainability

Review the resource mobilization function by building staff capacity, operationalizing the resource mobilization strategy and diversifying funding sources, developing long-term financing mechanisms, strengthening financial management systems, and reducing dependency on short-term donor funding.

Outcome: Credible, resilient, and well-governed county-wide landscape association.



# Chapter 7: Implementation of the Strategic Plan

## 7.1 Governance and Management

### 7.1.1 Governance Structure

BCCA operates through a multi-tiered governance system designed to promote transparency, representation, and accountability across all member levels. This structure ensures strong alignment between strategic leadership and day-to-day operations:

#### ***Association Members***

These are the core units of the Association, consisting of community, group and private conservancies and other community led natural resource groups. Each member conservancy manages its own affairs, contributes to BCCA's strategic direction, and serves as the primary hub for landscape stewardship, innovation, and local decision-making. Their collective priorities guide the overall agenda of the Association. Member Conservancies meet annually in an Annual General Meeting (AGM).

The Council is the Association's main decision-making body and is made up of representatives elected from every association member. It sets and approves strategic priorities, policy positions, annual work plans and provides leadership on key institutional matters.

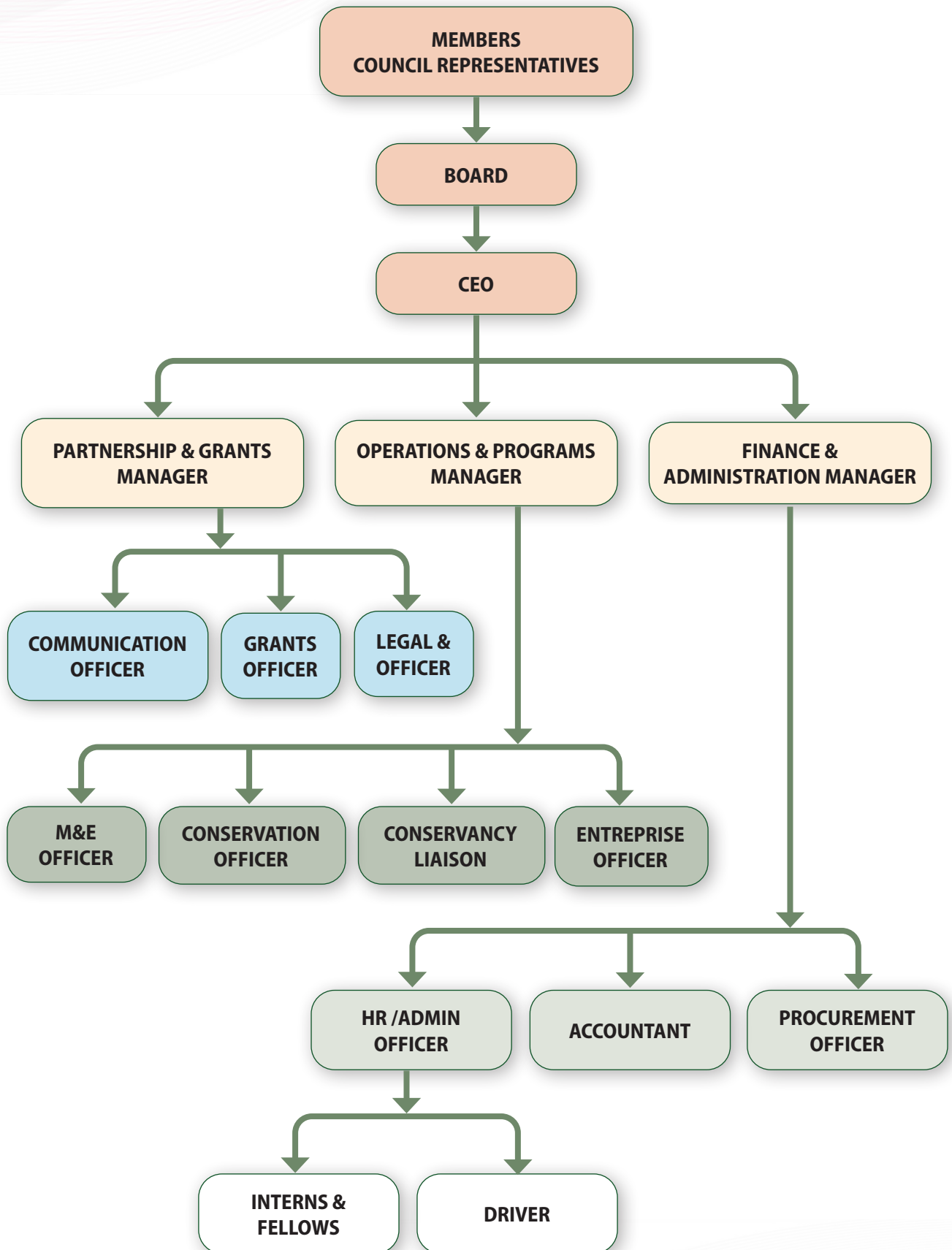
#### ***Board***

Elected by the Council, the Board provides high-level oversight, institutional leadership, and fiduciary responsibility. It also drives resource mobilization, engages strategic partners, and oversees risk management.

#### ***Secretariat***

Led by the Chief Executive Officer (CEO), the Secretariat manages the day-to-day operations and implementation, member support, financial administration, and stakeholder engagement. It comprises a growing team of professional staff organized across thematic and operational functions.

**BCCA Organizational structure**



## 7.2 Financing the Strategy

Successful implementation of a strategic plan requires that strategies and activities be linked and supported with financial and non-financial resources. BCCA will undertake broad financial projections per objective to inform the total amount that will be required to fund this strategic plan. This projection will provide a guideline to the resource mobilization strategy and, given the amount, will require a prioritization of focus areas. Specific and actual expenditures will be captured under a detailed annual financial/business plan for actualizing the strategy.

## 7.3 Monitoring, Evaluation, Reporting and Learning

For BCCA, knowledge development, knowledge sharing, and evidence-based multi-stakeholder dialogue are integral to achieving impact. A well-functioning monitoring, evaluation and learning system (MERL) that includes robust data collection tools, clearly defined measurement approaches, and a comprehensive framework, serves as the foundation for continuous learning and growth. Through its MERL framework, BCCA will:

1. Ensure effective tracking and measure progress: BCCA's MERL system will facilitate accurate and reliable monitoring of the growth and development of conservancies in Baringo County. By employing clearly defined tools and metrics, BCCA can evaluate the effectiveness of conservancies in Baringo County as an approach to community wildlife management and its viability as a land use option.
2. Promote knowledge development: BCCA's MERL system will facilitate the creation and refinement of knowledge by systematically documenting and analyzing data related to community conservation and conservancies. This knowledge will inform decision making, strategy formulation, and adaptive management

### 7.3.1 Monitoring

Monitoring the conservancies and evaluating the proposed changes is a key aspect of ensuring the action proposed addresses the gaps identified. The framework for each conservancy is unique. In the development phase, it should be developed and structured, identifying the milestones of each phase of implementation, analyze if the action is meeting the indicators of success, and if the actor/community is well equipped to implement the proposed action.

BCCA will collaborate with KWCA, KWS, and the BCG to lay down a firm monitoring framework that will guide the future evolution and development challenges. The monitoring activities will serve to identify gaps or deficiencies to be addressed by management. Daily, weekly, monthly and quarterly reporting will be critical for the monitoring function. To ensure effective participation in plan implementation, there will be need to:

- Establish standard formats for data collection and reporting with periods covered, and details of information to be supplied;
- Implement a performance management system making every officer accountable to the use of resources and attainment of set objectives; and
- Effectively use available resources to ensure smooth implementation of the strategic plan.

### 7.3.2 Evaluation

BCCA will lead the Monitoring, Evaluation, Reporting, and Learning (MERL) function for the Strategic Plan by establishing and operationalizing a results-based evaluation framework to track performance against agreed targets. BCCA will be responsible for assessing variances between planned and actual results, analyzing underlying causal factors, and coordinating the identification and implementation of corrective actions, including adjustments to strategies and objectives where necessary. Through periodic reviews and reporting, BCCA will ensure that evidence generated informs adaptive management and decision-making. A mid-term evaluation, commissioned and overseen by BCCA, will assess the relevance, effectiveness, and efficiency of the Strategic Plan and provide actionable recommendations to strengthen implementation and keep the strategy on course.

### 7.3.3 Performance Measurement

Linking strategies to a robust performance framework is critical for effective implementation of the Strategic Plan. BCCA will operationalize a results-based performance framework that systematically links activities and resource inputs to intended outputs, outcomes, and long-term impact. Organizational performance will be measured through a set of clearly defined Key Performance Indicators (KPIs) aligned to the Strategic Objectives and Strategies, as presented in Appendix I. These KPIs will serve as the primary basis for tracking progress, informing management decisions, and reporting performance to key stakeholder groups, including member conservancies, partners, donors, and government institutions.



# Chapter 8: The Strategic Objectives and Key Performance Indicators

Goals and Outcomes	Strategic Objectives	Key Interventions	Key Performance Indicators
<p><b>Goal 1: Collaboration and Partnership.</b></p> <p><b>Outcome:</b> Effective multi-stakeholder collaboration and partnerships.</p>	<p>SO1: To enhance an enabling environment to support integrated management of natural resources.</p>	<ul style="list-style-type: none"> <li>• Coordinate and provide technical support to the County Government and stakeholders to co-develop and implement the Baringo County Natural Resource Management Plan.</li> <li>• Collaborate with the County Government, conservancies, and relevant institutions to operationalize the Baringo County Conservancies Act</li> <li>• Provide evidence-based technical assistance to review, update, and formulate County-level natural resource management policies and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of planned activities in the Natural Resource Management Plan co-developed and implemented</li> <li>• Number of key operational provisions of the Baringo County Conservancies Act effectively implemented.</li> <li>• Number of County-level natural resource management policies and regulations reviewed, updated, or newly formulated.</li> </ul>
	<p>SO2: To strengthen coordinated and inclusive natural resource management in Baringo County.</p>	<ul style="list-style-type: none"> <li>• Establish and formalize structured collaboration mechanisms between Baringo County Government and BCCA.</li> <li>• Convene, map, and coordinate public, community, private sector, and civil society stakeholders involved in natural resource management.</li> <li>• Facilitate and support applied research and participatory monitoring of natural resources by working with communities, government departments, and research institutions in the County.</li> <li>• Design and implement county-wide natural resource management education and public awareness programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of formal collaboration agreements or MoUs signed and operationalized between Baringo County Government and BCCA.</li> <li>• Number of stakeholder coordination meetings held and percentage of identified stakeholders actively participating in natural resource management initiatives.</li> <li>• Number of applied research projects and participatory monitoring activities facilitated</li> <li>• Number of natural resource management education and awareness programmes conducted and percentage increase in community awareness.</li> </ul>

Goals and Outcomes	Strategic Objectives	Key Interventions	Key Performance Indicators
<p><b>Goal 2: Community-led Action.</b></p> <p><b>Outcome:</b> Empowered Communities and Conservancies</p>	<p><b>SO3:</b> To empower conservancies and community forests to effectively govern and manage natural resources.</p>	<ul style="list-style-type: none"> <li>Facilitate and support communities to secure land tenure and rights.</li> <li>Build the technical and managerial capacity of conservancies to sustainably manage their land and natural resources.</li> <li>Strengthen conservancies' governance and legal compliance.</li> <li>Support conservancies to develop, adopt, and implement participatory management plans in collaboration with actors like KFS, KWS, and WRUAs.</li> <li>Implement community-led restoration initiatives in degraded landscapes.</li> <li>Support the protection, restoration, and monitoring of ecologically sensitive areas and priority species.</li> <li>Coordinate and support the removal, control, and rehabilitation of areas affected by invasive species.</li> <li>Support indigenous and local communities to document, preserve, and promote cultural heritage, traditional knowledge, and conservation practices.</li> </ul>	<ul style="list-style-type: none"> <li>Number of community land tenure processes supported resulting to legally recognized land rights (e.g registration, gazettelement, or lease)</li> <li>Number of conservancy staff and community members trained in technical and managerial skills related to sustainable natural resource management.</li> <li>Percentage of conservancies meeting governance and legal compliance standards based on periodic assessments and agreed assessment criteria.</li> <li>Number of participatory management plans developed, formally adopted, and implemented with multi-stakeholder involvement.</li> <li>Total area (hectares) of degraded land restored through community-led initiatives.</li> <li>Number of ecologically sensitive areas monitored and protected, with documented status reports on priority species.</li> <li>Area (hectares) cleared of invasive species and rehabilitated within the reporting period.</li> <li>Number of cultural heritage and traditional knowledge documentation projects completed.</li> </ul>
	<p><b>SO4:</b> To promote the protection and conservation of the Baringo Great Rift Valley Aspiring Geopark</p>	<ul style="list-style-type: none"> <li>Coordinate and strengthen the functioning of the local Geopark committee and support the County Government and other stakeholders to develop and submit a compliant Geopark application to UNESCO.</li> <li>Support participatory mapping, documentation, and validation of existing and potential geo-sites.</li> <li>Coordinate multi-stakeholder implementation of priority actions in the Geopark management plan.</li> <li>Support the development and maintenance of appropriate infrastructure and site-level conservation measures.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Geopark committee meetings held with documented minutes and agreed action points</li> <li>Completion and timely submission of a UNESCO-compliant Geopark application supported by a fully functional local Geopark committee.</li> <li>Number of geo-sites mapped, documented, and validated through participatory processes involving local stakeholders.</li> <li>Percentage of priority actions from the Geopark management plan implemented within the set timeframe with active multi-stakeholder engagement.</li> </ul>

Goals and Outcomes	Strategic Objectives	Key Interventions	Key Performance Indicators
		<ul style="list-style-type: none"> <li>Promote geo-education by supporting community outreach and school programs.</li> <li>Build and strengthen partnerships within the UNESCO Global Geopark Programme (UGGP).</li> </ul>	<ul style="list-style-type: none"> <li>Number of infrastructure projects developed and maintained, alongside implemented site-level conservation measures.</li> <li>Number of geo-education outreach events and school programs conducted, with participant attendance recorded.</li> <li>Number of active partnerships established or strengthened within the UGGP.</li> </ul>
<p><b>Goal 3: Livelihoods</b></p> <p><b>Outcome:</b> Improved incomes and wellbeing of indigenous and local communities.</p>	<p>S05: To improve livelihoods and wellbeing of local communities through nature-positive enterprises. Empower local communities &amp; co-design nature positive enterprises.</p>	<ul style="list-style-type: none"> <li>Build an entrepreneurship culture within communities by delivering structured training, mentorship, and peer learning exchanges.</li> <li>Support the initiation, value addition, and commercialization of nature-based products such as beadwork, honey, medicinal plants, gums, aloe vera, and cultural artifacts.</li> </ul>	<ul style="list-style-type: none"> <li>Number of community members trained and mentored in entrepreneurship skills through structured programs.</li> <li>Number of nature-based product enterprises initiated or expanded</li> <li>Number of supported enterprises applying value addition practices and accessing local or regional markets</li> </ul>
	<p>S06: To strengthen community-led nature-based economies in Baringo County</p>	<ul style="list-style-type: none"> <li>Catalyze the co-design and phased implementation of a landscape-level carbon credit initiative.</li> <li>Establish and operationalize equitable, transparent, and community-led benefit-sharing mechanisms.</li> <li>Promote the development and sustainable operation of ecotourism and geo-tourism facilities and activities.</li> <li>Unlock wildlife economy opportunities by strengthening community conservancies' capacity to generate income from wildlife.</li> <li>Promote the development and commercialization of livestock and livestock products by supporting value addition and market access.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of key milestones in the co-design and phased rollout of the carbon credit initiative within the planned timeline.</li> <li>Number of benefit-sharing mechanisms established and operational.</li> <li>Number of ecotourism and geo-tourism facilities developed and sustainably operated.</li> <li>Increase in income generated by community from wildlife-related enterprises.</li> <li>Increase (%) in sales revenue or market access for livestock and livestock products supported through value addition initiatives</li> </ul>

Goals and Outcomes	Strategic Objectives	Key Interventions	Key Performance Indicators
<p><b>Goal 4: Strong landscape Association</b></p> <p><b>Outcome:</b> Credible, resilient, and well-governed county-wide landscape association.</p>	<p>S07: To strengthen the institutional capacity of BCCA to deliver on its mandate.</p>	<ul style="list-style-type: none"> <li>• Strengthen and expand BCCA's membership</li> <li>• Strengthen governance and leadership systems and structures.</li> <li>• Build a capable, well-resourced, and high-performing team</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage increase in active BCCA membership.</li> <li>• Number of governance and leadership policies or frameworks reviewed, updated, and effectively implemented.</li> <li>• Percentage of staff meeting or exceeding performance targets combined with adequate resource availability.</li> </ul>
	<p>S08: To strengthen BCCA's institutional resilience and long-term sustainability through robust systems and structures</p>	<ul style="list-style-type: none"> <li>• Strengthen institutional systems, policies, strategies, and structures.</li> <li>• Strengthen strategic communication and visibility.</li> <li>• Institutionalize robust monitoring, evaluation, and learning (MEL) systems</li> <li>• Strengthen resource mobilization and financial sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of institutional systems, policies, and strategies developed, reviewed, or updated and effectively implemented.</li> <li>• Increase (%) in reach and engagement metrics across communication channels like the BCCA website visits, social media interactions, and media mentions.</li> <li>• Percentage of projects and programs covered by functional MEL systems with timely data reporting and learning documentation.</li> <li>• Increase (%) in funds mobilized from diversified sources compared to the previous reporting period.</li> </ul>





**Baringo County Conservancies Association  
(BCCA)**

