



# Baringo County Conservancies Associations



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STRATEGIC PLAN  
2020-2024





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# FORWARD

**From The Chair,**  
Baringo Conservancies Management Committee

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## Peter C. Kandagor

Chair, Baringo County  
Conservancies Association

**B**aringo County, located in the Rift Valley Region of Kenya is home to a wide variety of birdlife, wildlife, reptiles, indigenous trees and plant species. The diversity of the landscape as a result of tectonic and volcanic shifts led to the formation of a picturesque landscape and water bodies that offer an unrivalled tourism product for many. Along with wildlife reserves, a forest reserve, wildlife conservancies are among conservation areas recognised by the local communities and the government.

The growth of the conservancy movement over the past two decades has played a critical role in securing these habitats, diversifying the tourism product and contributing to economic growth within the County. Despite this growth, various threats and challenges faced within the County may negate any positive gains.

Baringo County Conservancies Association (BCCA) was established in 2017 to address these challenges as part of a landscape network of community conservation efforts in Kenya. Over the years our membership has grown to

15 conservancies covering diverse landscapes these include; the highlands in the south, the larger eastern and northern wooded rangelands and the Lake System comprising of Lake Baringo and Lake Bogoria National Reserves.

The Association's greatest strength is the engaged and committed Management Committee as well as the continued support of the Kenya Wildlife Service and the County Government of Baringo that has invested its time and effort to lay a strong foundation for the institution. Communities within the County also acknowledge conservancies as the holistic solution that will restore the degraded landscapes, facilitate peaceful co-existence among warring communities and promote equitable benefit sharing of natural resources.

As we reflect inwards, an account of our achievements to date highlights significant growth in establishing governance structures and some critical management tools, however a lot more needs to be done to position BCCA as a high functioning strong institution.

As we work towards this, BCCA celebrates the development of its first Strategic Plan in wide consultation with the local community and various partners. The strategic plan acts as a guide for the Association's activities over the next 4 years (2020-2024) to increase impact on community and privately held land.

It is hoped that with implementation of the plan, the growth and development of conservancies will be catalysed thus acknowledging them as a powerhouse for the people of Baringo.

On behalf of Baringo County Conservancies, I wish to thank UNDP-GEF Small Grants Program for their financial support that has made this first Plan possible. We wish

to acknowledge the invaluable support of the County Government of Baringo, Kenya Wildlife Service and Kenya National Commission for UNESCO. We further appreciate the invaluable capacity building support from USAID Kenya and East Africa and The Nature Conservancy (TNC) through a sub grant to Kenya Wildlife Conservancies Association (KWCA) that has provided BCCA with the foundation to succeed.

We welcome our partners to support BCCA in the implementation of the Strategic Plan as we promise to mobilize every effort to attain our targets.



# Executive Summary

Established in 2017, under the Societies Act, the Baringo County Community Conservancies Association (BCCA), is a landscape level membership organization for community conservancies in the County. Our primary purpose on establishment was to be a collective voice for conservancies in Baringo County working to advocate for favourable policies, build local capacity and providing a platform for collaboration.

Since its 2017, we have consistently worked towards establishing the organization as a fully functional entity with significant efforts towards developing our governance structures and securing financing for programs and core costs. This Strategic Plan charts the next phase in BCCA's development as an organization, including its vision, mission, goals and management objectives.

Our vision is to contribute towards **thriving ecosystems, wildlife and communities**.

We aim to do so by **facilitating the growth and development of community conservancies for effective wildlife conservation and sustainable livelihoods**.

We believe that the following four goals will guide the pathway to change:

This will be achieved by various strategies based on the opportunities and strengths we can leverage as well as addressing multiple threats within our context.

- The estimated costs is Kshs 54,000,000.

## Goal 1

Improve ecosystem planning and management for healthy habitats and stable wildlife populations.



## Goal 2

Secure land rights and ownership for improved management and sustainable development.



## Goal 3

Promote sustainable livelihoods for improved well-being, reduced vulnerability and wise use of the natural resource base.



## Goal 4

Establish BCCA as a high functioning organization for effective service delivery.



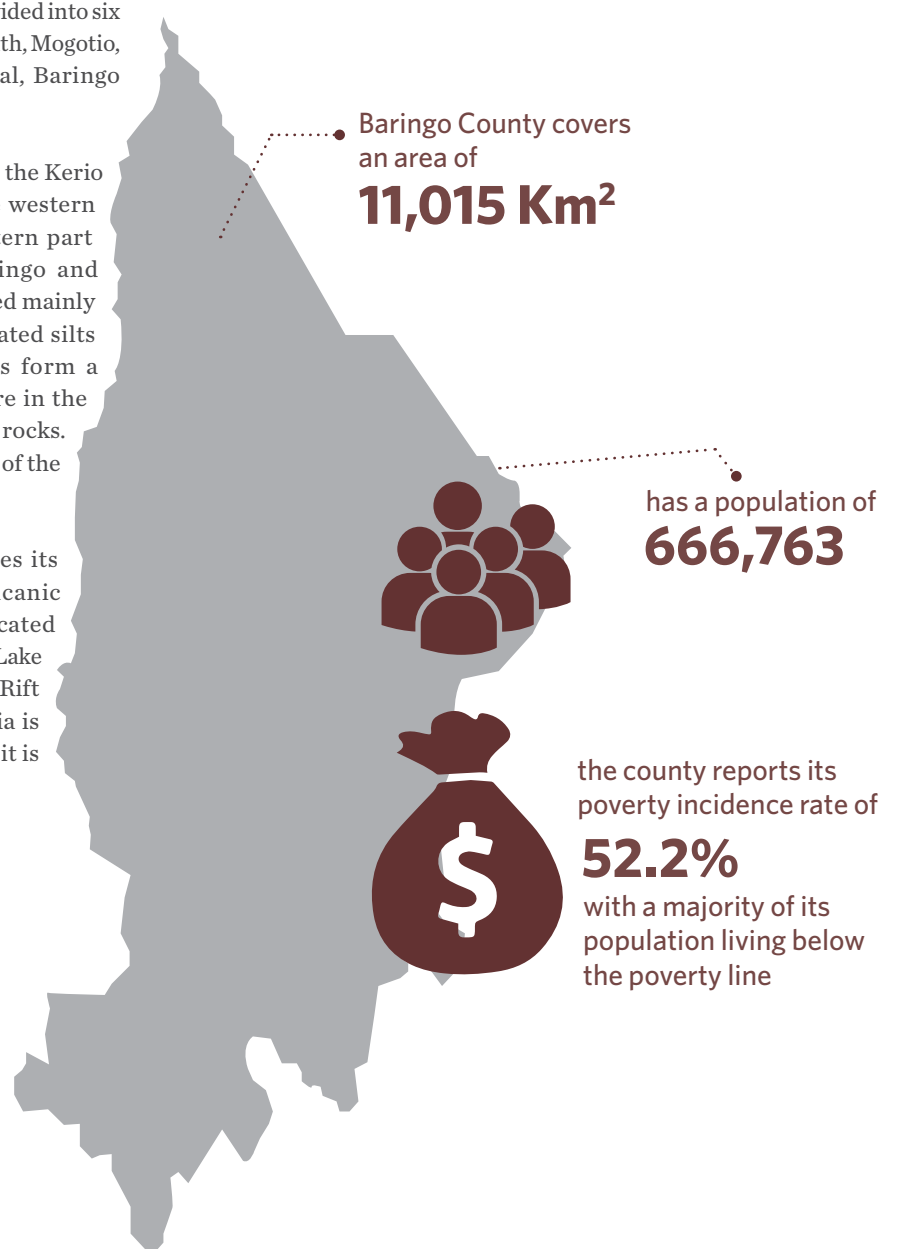
## Background

Baringo County is located in the Rift Valley Region and shares its borders with eight counties namely, West Pokot to the North West, Turkana to the North, Samburu to the North East, Laikipia to the East, Nakuru to the South, Kericho and Uasin-Gishu Counties to the South West, and Elgeyo-Marakwet to the West. The County is further subdivided into six sub-Counties, namely Baringo South, Mogotio, Eldama Ravine, Baringo Central, Baringo North and Tiaty.

One of the prominent features is the Kerio Valley, which is situated on the western part of the County. In the eastern part of the County near Lake Baringo and Bogoria is the Lobo Plain covered mainly by the lathstring salt-impregnated silts and deposits. The Tugen Hills form a conspicuous topographic feature in the County and consists of volcanic rocks. On the eastern and western parts of the hills are escarpments.

The floor of the Rift Valley owes its origin to the tectonic and volcanic disturbances, which have dislocated surfaces, forming separate ridges. Lake Baringo and Bogoria occupy the Rift and cover 164 Km<sup>2</sup>. Lake Bogoria is particularly spectacular because it is

one of the few hot, saltwater lakes in the world and is the breeding ground for flamingoes. Lake Baringo is a freshwater lake which is the home of crocodiles and hippopotamus. Lake Kamnarok an ox-bow lake covers 1 Km<sup>2</sup> and hosts elephants and crocodiles.







Exotic forests exist in the County, but the known indigenous forests are found in Kabarnet, Kabartonjo, Tenges, Lembus, Saimo, Sacho and Ol' Arabel and Eldama Ravine. Most parts of East Pokot, Baringo Central, Baringo South, Baringo North, Mogotio sub-counties are arid and semi-arid except for Koibatek sub-county, which is in a highland zone. Rainfall ranges between 300 mm and 500 mm, decreasing from south to north.

The County covers an area of 11,015 Km<sup>2</sup> and has a population of 666,763 according to the 2019 National Census. A majority of this

population lives below the poverty line with the County reporting a poverty incidence rate of 52.2% against 45.2% nationally.

Alongside national wildlife reserves and forest reserves, wildlife conservancies are among conservation areas recognized by Baringo County government. This is in recognition of the fact that over 70% of wildlife live outside protected areas in Kenya. Conservancies, therefore, confer an opportunity to improve governance, security, land management, economic growth, food security, employment, and support to community initiatives.

## Under the Wildlife (Conservation and Management) Act 2013, Wildlife Conservancies are defined as ‘An area of land set aside by an individual Landowner, body corporate, group of owners or a Community for wildlife conservation’.

### The Conservancy Movement in Kenya

The Conservancy movement in Kenya was influenced by management practices during the colonial era in the 1800s and 1900s. In the 1800s local communities relied on wildlife for subsistence with limited evidence of any monetary benefit influencing trading in wildlife resources. Their way of life consisted mainly of shifting cultivation and nomadic pastoralism. As the populations were relatively small including the space occupied, impact on wildlife population numbers was limited.

This however changed with the emergence of British imperial rule in the 1890s, with big game hunting leading to significant wildlife declines. This led to a drive to establish protected areas to preserve wildlife as well as offer recreational sites. In 1896, following the declaration of the British East Africa Protectorate, the colonial government then established wildlife game reserves. This was later followed by the establishment of Parks through the National Parks Ordinance of 1945. This was following the 1933 agreement known as the Convention Relative to the Preservation of Fauna & Flora in their Natural State or the “London Convention” that encouraged colonial powers to conserve nature. It was the first general conservation agreement in Africa and required signatories to establish parks and reserves. It was expected to limit human settlement within these areas, domesticate useful animals, protect specific species and to prohibit unsustainable offtake. The birth of Kenya’s protected areas did not bode well for

the local communities who were immediately faced with challenges of displacement and human-wildlife conflict.

Following independence in 1963, Kenya’s government continued to expand the areas under protection with more parks and reserves established. It was assumed that this would be adequate to preserve the country’s wildlife. This assumption was however challenged as wildlife continued to move beyond the established boundaries, with over 70% found outside these protected areas. This led to increased interest from individuals and communities in wildlife conservation thus the establishment of “non state protected areas” across the country. Various models emerged, including conservancies, that have over the past 20 years, become critical in conserving Kenya’s vast and rich landscapes. This is grounded in the idea that local communities and landowners can be effective stewards of wildlife and habitats if provided the right incentives, benefits, and decision-making authority, conservancies have emerged as a management and governance framework that seeks to empower local communities.

With the enactment of the Wildlife Conservation and Management Act of 2013, conservancies are now formally recognized as land use models that empower local people to lead conservation and natural resource management efforts.

This is also aligned with Kenya's Constitution of 2010 that states that Land shall be managed in a manner that is equitable, efficient, productive and sustainable, including protection of ecologically sensitive areas. The Constitution also states that Every person has a duty to cooperate with state organs and other persons to protect and conserve the environment and ensure ecologically sustainable development and use of natural resources. In more recent policy changes, the Community Land Act, No. 27 of 2016, promotes wildlife conservation and natural resource management on community land as well as formalizing stronger democratic decision making on community land. It also offers a safeguard for the development and sustainability of conservancies.

This has in turn incentivised communities and landowners to prioritize conservation as a land use, which is critical for the survival of wildlife given the country's rapidly growing human population, increasing habitat conversion, and developing infrastructure, all of which pose serious threats to ecosystem health. Today, there are more than 160 conservancies covering 11% of Kenya, spread across 28 counties, with 76 of them being community owned and managed. They encompass diverse ecosystems: from rangelands to forests to marine environments.



The Baringo County Conservancies Association (BCCA) was therefore registered under the Societies Act, Cap 108 in 2017 as a landscape-level membership organization for community conservancies in the County. Its primary purpose was to be a collective voice of Baringo conservancies through advocacy, capacity building, networking and collaboration for the social economic and environmental development of people living in Baringo.

BCCA evolved from the Rift Lakes Conservancies Association (RLCA), one of the regional conservancy support associations under the Kenya Wildlife Conservancies Association. RLCA was established to bring together conservancies in two counties, Nakuru and Baringo. There are two separate geographic clusters of conservancies, reflecting the transition from private lands around the southern Rift Valley Lakes- Naivasha, Nakuru and Elementaita- and community lands in the northern part of this landscape around Bogoria and Baringo. The private conservancies around Naivasha and Nakuru are more established with functional management structures and access to resources. The arrangements are, however, as a result of other activities within the private holdings such as commercial farming. A majority of these private landowners leverage these structures to practice wildlife conservation and, in

some cases, tourism. As conservation entities, these properties have been broadly successful over the past 20 years, as wildlife numbers are broadly stable across the private lands between Lakes Nakuru, Elementaita, and Naivasha.

The context in Baringo County is quite different, with a majority of the land, which is held in Trust by the Government, hosting community conservancies that are not fully developed and with limited access to resources. As a result of these varying contexts and needs, conservancies in Baringo identified the need to have an own association that represents community concerns, structures of governance and interests and management that are quite distinct from private conservancies, thus the initiative by to develop the institution.

## BCCA's Growth & Achievements



- **Legal recognition** of the association following registration under the Societies Act (Cap. 108)
- **11 community conservancies** (8 community conservancies and 3 Community Forest Associations- CFA's) registered under BCCA, covering an estimated area of 163,700.35 Ha (1,637km<sup>2</sup>).

- **Priority areas of intervention defined** at the UNDP GEF SGP inception meeting. These priorities included: strengthening of partnerships with county government, increasing conservancy awareness & education, instituting benefit sharing mechanisms, improving BCCA and conservancy governance structures, gender mainstreaming, increasing conservancy sustainability and community livelihoods.



2017

2018

2019  
JAN - MAR



- **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.

- **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.



2020

- **Enhanced management and operations** as a result of Various tools and policies developed: MoU template for BCCA & Conservancies developed; Conservancy Members Code of Conduct developed ; various financial management tools developed ; equipment purchased; and, data collection sheets developed.
- Other achievements include the **establishment of strategic partnerships, further governance improvements and brand recognition** as shown through: the endorsement of the Organizational Structure ; an MoU between Baringo County , BCCA and KWCA; engagement with Kerio Valley Development Authority; two board sub committees established - Ethics & Conduct and Finance & Audit ; and the development of the BCCA logo and website.



2019  
OCT-DEC

2019  
JUL-SEPT

- **Improved institutional capacity on governance , leadership and financial management** as demonstrated by the following achievements : governance structure reviewed and implemented; conservancy clusters revised from the 6 subcounties to 3 landscape level clusters; constitution reviewed & aligned to Societies Act; membership reviewed and streamlined; proposed organizational structure outlined; financial management strengthened; increased legal knowledge on contractual arrangements; and, proposed conservancy model developed and documented.



APR- JUN  
2019

- **Increased conservancy management and governance knowledge following exchange visits in the Masai Mara and northern Kenya by BCCA officials and Baringo County government representatives.**





CONSERVANCY  
RANGERS

CONSERVANCY  
RANGERS

CONSERVANCY  
RANGERS

CONSERVANCY  
RANGERS

# Situation Analysis: Understanding BCCA's Context

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According to a recent report by (Damania, et al., 2019), Kenya's wildlife has contributed immensely to image and economy of the Country in the past decade with tourism taking the spot as the top foreign exchange earner. According to the report, wildlife-based safari tourism is deeply integrated into the Country's development with dynamic effects on poverty and rural growth that may not be fully appreciated yet.

As highlighted earlier, the growth of the conservancy movement over the past two decades contributes to this growth with over 160 conservancies now recognized by law. These conservancies continue to play a critical role in diversifying the tourism product, securing key habitats and contributing to economic growth.

**Conservancies, according to the report, cover an area that is larger than the gazette parks and reserves; and host over 22% of Kenya's ungulate biomass.**

The densities of wildlife in conservancies are significantly higher than in the parks. They also provide dispersal areas and migratory corridors for wildlife, maintaining connectivity across various ecosystems.

Unfortunately, various threats face the sector that could negate any gains made over the years. In this section, we highlight some of these challenges within our landscape that we seek to address over the next four years. We also highlight some of the opportunities that exist for BCCA. We also look within and highlight some of the strengths of the organization that we will leverage, including areas of improvement.



# Our External Environment: Threats within the Baringo Landscape that hinder Conservancy Growth & Development

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Based on internal discussions, stakeholder engagement and literature reviews, the following threats emerged as areas of concern that our strategic interventions address.

## Environmental context

### Drought, Floods & Land Degradation

According to the current Baringo County Integrated Development Plan, loss of biodiversity, drought, and floods rank as some of the leading environmental threats in the County.

Out of these, drought ranks as the most significant threat in the County that has had adverse effects on biodiversity and livelihoods. Drought is attributed to climate change as well as poor land-use practices, natural resource use conflict, poverty, poor communication infrastructure and poorly implemented traditional coping mechanisms. It is based on this that various climate change adaptation options must be considered, and drought risk management strategies adopted.

Floods, also associated with the adverse effects of climate change have had a devastating impact on communities with the loss of lives, displacement of people and livestock as well as land being submerged causing crop and pasture loss. The most affected areas are Eldama Ravine, Lembus/Perkerra, parts of Mogotio, Emining, Kisanana, Koibatek wards and Kerio Valley region if the heavy downpour is experienced in highland zones of Elgeyo Marakwet County. Lakes Bogoria, Baringo and 98 also swell thus affecting communities around these areas. As with the drought phenomenon, adaptation and

mitigation measures need to be put in place to buffer these communities, wildlife and habitats.

Land degradation in the County is evidenced by mainly soil erosion and loss of vegetative cover. This has led to siltation or sedimentation in rivers, lakes and springs, landslides and loss of land productivity in the long term. This has ultimately had a significant effect on wildlife species that depend on the habitat and communities that rely on the land for their livelihoods. Drivers of this are overgrazing, overstocking of livestock, unregulated charcoal burning, deforestation and unsustainable farming practices such as cultivation on steep slopes. Other stressors include the growing local population (20 % increase since the last national census in 2009) and changes in climatic trends.

### Wildlife Population Decline

The County is home to diverse wildlife species such as are kodus, antelopes, zebras, leopards, cheetahs, hyenas, mongoose, monkeys, baboons and jackals. There are more than two million lesser flamingoes and 350 bird species, especially along the shores of the Lake Bogoria, positioning it as an Important Bird Area (IBA).

Lake Baringo has 450 bird species such as pale and dark phase gabar goshawk, paradise flycatcher, African fish eagles, marabou stocks, shikra and white-faced scops owl, hemphrick's hornbill (along the cliffs), the African darter and occasionally the African skimmer. Apart from birds, visitors have the opportunity to view crocodiles, hippopotamus, the imposing Laikipia escarpment as well as the dramatic Tugen Hills.



Lake Baringo Snake Park has snake species such as the black mamba, puff adder and spitting cobra. Other reptiles in the park are monitor lizards, crocodiles, tortoises and harmless stripes bellied sand snakes

The numbers of these wildlife populations have, however, declined significantly over the past few decades due to hunting, poaching, habitat destruction, adverse effects of climate change and land degradation. According to (Joseph O. Ogutu, 2016), wildlife numbers declined on average by 68% between 1977 and 2016 with variations among species and counties. The declines were however widespread and occurred in the 21 rangeland counties. The causes include some of those mentioned earlier, but it was clear that the fundamental reasons were policy, institutional and market failures. It is recommended that these are addressed, thus reducing declines and restoring rangeland health with a particular emphasis on strengthening both private and community conservancies.

#### **Invasive species**

The main species of concern is the *Prosopis juliflora*, which was introduced into the region over 40 years ago as a poverty eradication measure. The species was introduced to promote

energy self-sufficiency and environmental stabilization. Today, this invasive species has invaded most of the County with most areas rendered unproductive. The main concern has been how this species can be managed to slow down or reduce its spread as well as mitigating the adverse effects. Various livelihood diversification options such as charcoal/briquette production and production of construction materials could be explored and enhanced.

## **Political Context**

### **National Level development projects**

Within the County, the following Vision 2030 national development projects that could adversely affect wildlife and their habitats.

- i. Chemususu dam
- ii. Radad Multi-purpose Dam
- iii. Isiolo-Nginyang road project that makes up the LAPSET corridor
- iv. Rural electrification programme



**2 Million**  
There are more than  
lesser flamingoes and  
**350 bird species**

Lake Baringo has  
**450 bird  
species**



The potential impact varies and will need to be managed accordingly. According to the recent World Bank report, the analysis shows that roads are typically accompanied by a change in land-use patterns within 20km of the road which eventually leads to a near collapse of wildlife in those areas. According to the statistical model, it highlights that roads built over the last four decades have led to an 80% decrease in wildlife populations in these core areas. The report, however, states that this risk can be addressed through sustainable infrastructure development and policies that build the case for conservancies. This approach can apply with other development projects, thus reducing the negative impacts.

### **Enabling Policy Environment**

Despite the enactment of various enabling policies (Such as the: Wildlife (Conservation and Management) Act of 2013; Community Land Act of 2016 and the Kenya Forests Act of 2016), implementation remains a challenge at national and County level. Implementing these policies would empower communities to manage resources and derive benefits from the same sustainably.

## **Socioeconomic Context**

### **Land tenure**

Baringo County has a total land area of 11,015 Km<sup>2</sup>, with 4,435 being arable, 5,700 being non- arable and the overall urban area totalling 715 Km<sup>2</sup>. A majority (55%) of the land within the County is Community Land which is held in Trust by the County Government. This was protected under Article 63 of the Constitution but will now shift under the Community Land Act of 2016. The recently enacted Act provides for the recognition, protection and registration of community land rights, as well as the management and administration of community land through community land boards, management committees and outlining the role of county governments concerning unregistered community land.

According to records, community land ownership is predominant in Tiaty, North and South Baringo sub-counties. There are no community land/ group ranches in Baringo Central, Eldama Ravine and Mogotio. Most of these areas have private land ownership. Group ranches are mostly found in Marigat, Kimalel, Bartun, Salabani, Kokwa Island, Eldume, Sabor, and Ngaratuko. The rest of the land is public land, covering the lakes, forested Areas and those within town centres.



The community land in Baringo South has been a source of conflict with issues arising over access, rights and power. This land is managed by group representatives, thus presenting some challenges in terms of rights and control.

It is hoped that with the alignment of ownership based on the Act, communities will have the opportunity to register their rights and interests in communal land, and to prepare their plans for development, management and use of that community land. With the recognition of conservancies as a legal land use, this presents an opportunity for the communities within the County. This will also help in diversifying livelihood options that are made complex as a result of the majority of the land being non-arable.

### Poverty

As highlighted earlier, Baringo County reports a high poverty incidence of 52.2% compared to the national average of 45.2%. It contributes to national poverty at 1.7%. This means that over 50% of the population is unable to meet its basic needs and enjoy fundamental freedoms, thus limiting the ability to contribute to the economy. This is compounded by the lack of adequate infrastructure and access to social services such as education and health. The County is therefore perceived as one of the most marginalized in the Country.

### Gender Empowerment

According to statistics in the County Integrated Development Plan of 2018 – 2022,



the Gender Development Index (GDI) for the County is 0.50% - which signifies underdevelopment.

The GDI is a measure of how gender inequalities in knowledge acquisition, longevity and health, and standard of living affect human development. This, therefore, means that the Gender Empowerment Measure (GEM) is low, thus pointing to gaps in representation and earned incomes. GEM measures gender equity in political and economic power by assessing the level of female representation.

Based on discussions with communities and other relevant stakeholders, it is clear that gender inequality is a crucial concern and threat that should be addressed to support local development. From the GDI it is evident that more work needs to be done to ensure that females are represented in various social and political structures and that they have access to economic resources as well as decision making power within the community.



Baringo County reports a high poverty incidence of **52.2%** compared to the national average of **45.2%**





### **Conflict & Insecurities**

Conflict and insecurity continue to be significant threats facing the County. The North and East of the County have reported frequent incidents of insecurity and conflict related to cattle rustling. Neighboring counties such as West Pokot and Laikipia that have security concerns ultimately affect the areas near these borders. The increased proliferation of firearms within the three Counties further exacerbates the problem. This has led to the loss of livestock, lives, livelihoods and social structures - leaving these households in vulnerable positions.

Other reported conflicts are related to the competition of scarce natural resources within the areas in particular among the pastoralist communities. Conservancies have long been viewed as a way to address these threats and developmental challenges as is evidenced in Ruko Conservancy. The conservancy highlights the benefits of the model in brokering peace between the two warring communities of the Ilchamus and Pokot. These communities are now working towards a common goal, conserving the endangered Rothschild giraffe. Today the communities are united by this objective while also securing their livelihoods through various initiatives, including tourism earnings that fund conservancy operations and are split between the two to support education and healthcare. This model proves that promoting various peacebuilding initiatives and developmental activities would be of benefit to the broader communities of Baringo County. This would align with the County Government's objective of addressing conflict and insecurity to transform Baringo as a destination of choice for living, trade and investment, and tourism

# Our External Environment: Opportunities that exist for BCCA

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Given the scope of our work and our institutional capacity, the following opportunities could be leveraged in achieving our vision.

## A growing interest in the Conservancy Model

One of the key opportunities that we could leverage to catalyze the conservancy movement is the growing interest in the model among the communities of Baringo County. With evidence of working models such as the Ruko Conservancy, a growing interest has been noted that could support the growth and development of the model.

With this increasing level of interest and goodwill, expansion and strengthening of the conservancy model are expected to be relatively more straightforward and effective. Opportunities that lie with the adoption of the model such as: securing land tenure rights; expanding livelihood options; promoting peace and security; and, securing habitats for wildlife population are expected to incentivize local communities.

Interest from other stakeholders such as development partners (such as donors, more influential conservancy support organizations and research institutions) and investors (in particular those in tourism) could also be explored to finance conservancy operations, diversify livelihood options and the strengthening of the Association. Opportunities such as shared office space and technical support have been offered to the Association and will be considered.

There has also been significant interest and support from the County Government with board representation within BCCA and benefit-sharing mechanisms adopted to support some of the conservancies within the region. This partnership could be strengthened further to support the growing movement.

## Alignment with Government Development Priorities

The conservancy model presents opportunities for alignment with various government development priorities such as the Vision 2030, the Big Four Agenda and other country-specific priorities. Under the Vision 2030, the model will build on initiatives that focus on promoting a clean and healthy environment; poverty reduction; and, sustainable development.

Under the Big Four Agenda, the conservancy model could promote the expansion of the manufacturing sector through the blue economy (fisheries and employment), leather production, textile production and agro-processing. It could also improve food security and nutrition by opening up of vast idle land for agriculture through irrigation and providing better extension services and market access to small scale farmers.

## Youth & Productive Labour workforce

A large proportion of the County population is the youth (15 – 35) who also make up a percentage of the labour workforce. Opportunities, therefore, lie in harnessing this workforce to advance the movement by contributing to the County's youth and women empowerment programmes that will include affirmative action schemes, training, and business enablers' schemes with microfinance institutions, and special projects with development partners.

# Reflecting Inwards: BCCA's Organizational Strengths and Challenges

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As we reflect inwards, an account of our achievements to date highlight significant growth in establishing governance structures and some management tools

a lot more needs to be done to position BCCA as a high functioning strong institution. Overall the Association's greatest strength is the engaged, supportive and

committed management committee that has invested its time and effort to lay a strong foundation for the institution.

Areas that require some investment of resources and effort over the next four years include the following:

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- **Human Capacity:** At present, the Association lacks the required management team to function as a highly effective organization. The Management Committee that provides oversight has over the past few years managed some operational functions. This presents as a risk as there is no separation of function. This also highlights the technical capacity gaps within the organization that need to be filled.

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- **Management Systems and Structures:** BCCA lacks the required systems and structures that will ensure it serves the needs of its members. Despite great strides being made with the financial management systems, other management functions have not been addressed. Some of the systems and structures required include monitoring & evaluation; communications; human resource management; Customer Relationship Management/ member relationship management; procurement, and information technology.

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- **Financial Stability:** Another primary concern for the Association is its financial stability. The organization is currently heavily dependent on one donor, thus exposing its sustainability risks. We will need to expand and diversify our funding base to strengthen our financial stability over the next four years.

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- Other internal organizational issues that will need to be addressed include **gender empowerment and strategic partnerships.**

## Vision, Mission, Value proposition, Values

### Vision

The Baringo County Conservancies Association's long-term vision is to: Promote thriving ecosystems, wildlife and communities.

### Mission

The mission of BCCA is: To facilitate the growth and development of community conservancies for effective wildlife conservation and sustainable livelihoods.

### Value proposition

Our value proposition is that we are the only grassroots led and established Association that seeks to represent the needs of community conservancies within Baringo County. We have the endorsement and support of the local community members. We are impartial and independent in our work, seeking only to serve the needs of these communities.

### Value

The following values guide our decisions, actions and how we approach our work.

1. **Unity of Purpose** - We strive to partner, collaborate, network and build synergies with stakeholders with a common goal.
2. **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.
3. **Value for Nature** - We value and endeavor to protect our fauna and flora.
4. **Integrity in Service** - We aspire to provide efficient, transparent and accountable leadership to our members.







## Theory of change

Ultimately, we envision a future where we have healthy ecosystems, increasing wildlife population and context specific livelihood options.

Pathway to Success: BCCA believes that the establishment and strengthening of conservancies is a pathway for addressing biodiversity loss and poverty within Baringo County and the broader Lake Bogoria ecosystem.

Over the past 20 years, conservancies have been critical in conserving Kenya's vast and rich landscapes inhabited by people; the persistence of these populations depends on finding ways for people and wildlife to coexist.

It is based on this premise that we derive our theory of change as summarized below:

**IF** Communities of Baringo County are **empowered and represented**, by a **robust, functional and effective regional association**,



**THAT** Commits to enhancing **wildlife conservation planning and management**; strengthening **conservancy management and governance**; strengthening **community land rights and ownership**; and, promoting **sustainable livelihood options**,



**THEN** These communities will have the **capacity** to tailor their programs and internal systems to develop strategic interventions that are sensitive to the context.



**THUS** Contributing to the ultimate vision of **thriving ecosystems, wildlife and communities within the region**



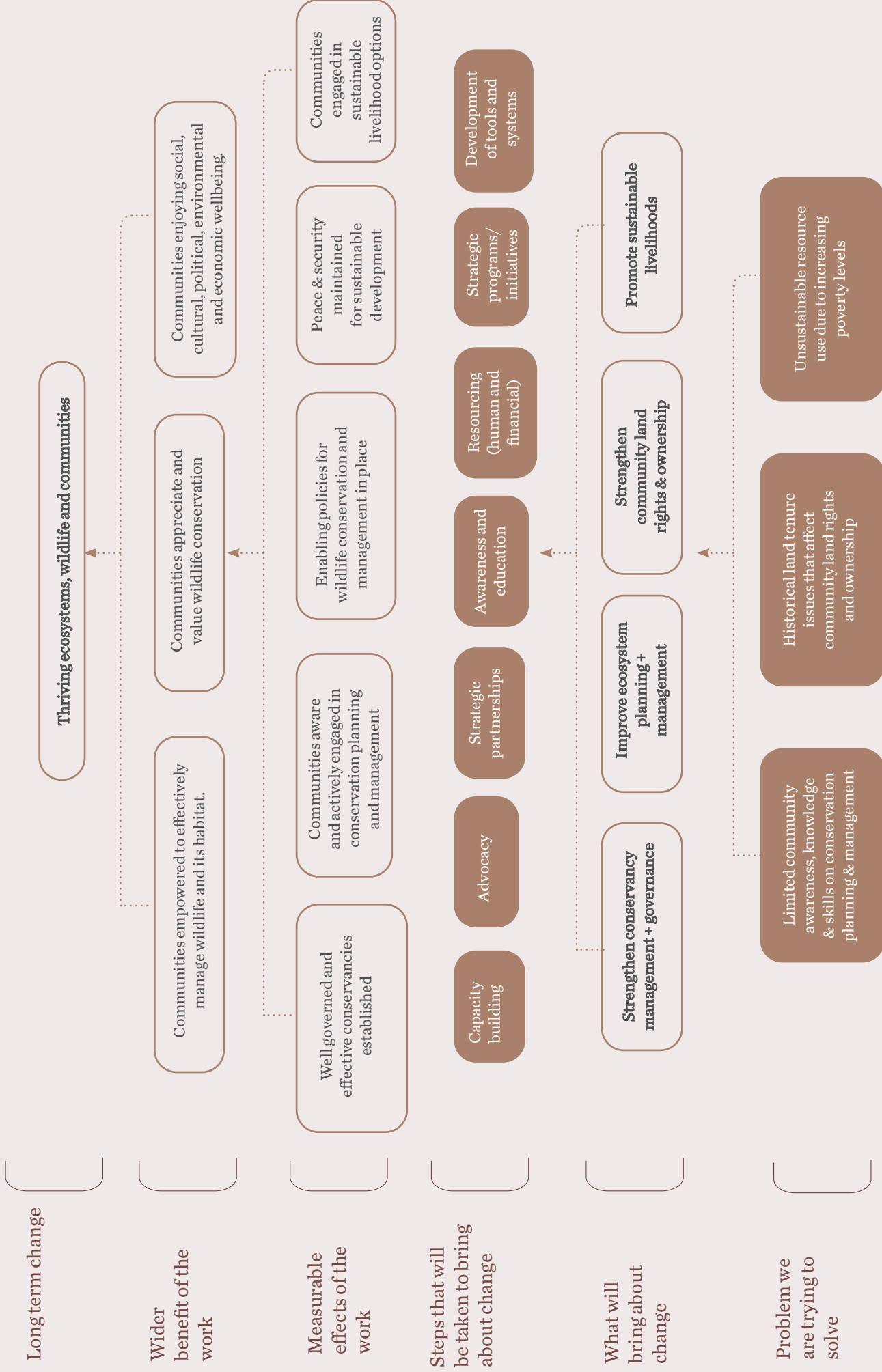
## THEORY OF CHANGE TABLE

Problem Or Issue Statement	Organizational Strategies	Anticipated Changes
<ul style="list-style-type: none"> <li>Limited community awareness, knowledge &amp; skills on conservation planning &amp; management</li> <li>Historical land tenure issues that affect community land rights and ownership</li> <li>Unsustainable resource use due to increasing poverty levels</li> </ul>	<ul style="list-style-type: none"> <li>Improve ecosystem planning and management for healthy habitats and stable wildlife populations.</li> <li>Secure land rights and ownership for improved management and sustainable development.</li> <li>Promote sustainable livelihoods for improved well-being, reduced vulnerability and wise use of the natural resource base.</li> <li>Establish BCCA as a high functioning organization for effective service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Well governed and effective conservancies established</li> <li>Communities aware and actively engaged in conservation planning and management</li> <li>Enabling policies for wildlife conservation and management in place</li> <li>Peace &amp; security maintained for sustainable development</li> <li>Communities engaged in sustainable livelihood options</li> </ul>
Focus Of Change		
<ul style="list-style-type: none"> <li>Communities of Baringo County</li> <li>County &amp; National Government</li> <li>BCCA</li> </ul>		
Values & Guiding Principles		
<ul style="list-style-type: none"> <li><b>Unity of Purpose</b> - We strive to partner, collaborate, network and build synergies with stakeholders with a common goal.</li> <li><b>Voice for Communities</b> - We adopt a bottom up approach in decision making. We provide a platform for participation and involvement of local communities in the conservancy movement.</li> <li><b>Value for Nature</b> - We value and endeavor to protect our fauna and flora.</li> <li><b>Integrity in Service</b> - We aspire to provide efficient, transparent and accountable leadership to our members.</li> </ul>		

Underpinning this work is the assumption that strengthening BCCA, will lead to the above. Other assumptions include the following:

- Communities acknowledge their limitations and are willing to engage in the process.
- Government, civil society, private sector and donor good will and support.
- Resources are available to support the implementation of the Plan.
- Political stability in the upcoming general elections in 2022
- Economic stability following the effects of the global pandemic.

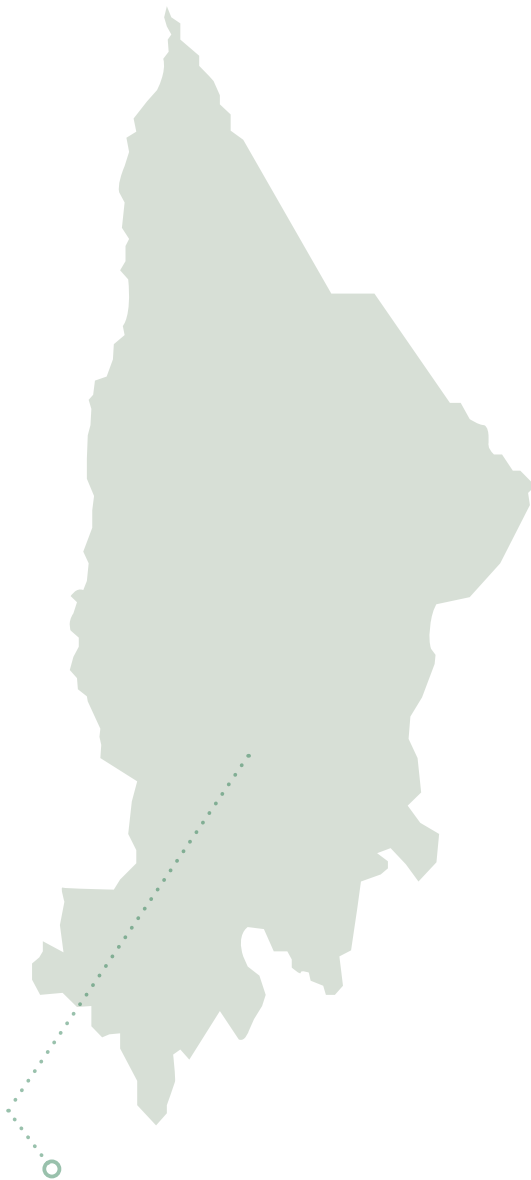
# THEORY OF CHANGE



## Geographical focus

Our area of focus is within the 163,700.35 hectares covered by conservancies within Baringo County. This is a critical catchment area and habitat for the dispersing wildlife and home of the indigenous communities of the Tugen, Endorois and the Ilchamus.

For ease of management, the area is split into 3 clusters, comprised of:



**Our area of focus is within the  
163,700.35 hectares**

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- **Lake Bogoria Landscape:** Conservancies within the Lake Bogoria ecosystem and neighbouring areas comprising of conservancies within the lower part of Baringo South and Mogotio sub-counties. Conservancies will include Chuine, Kiborgoch, Irong and any conservancies established within this landscape

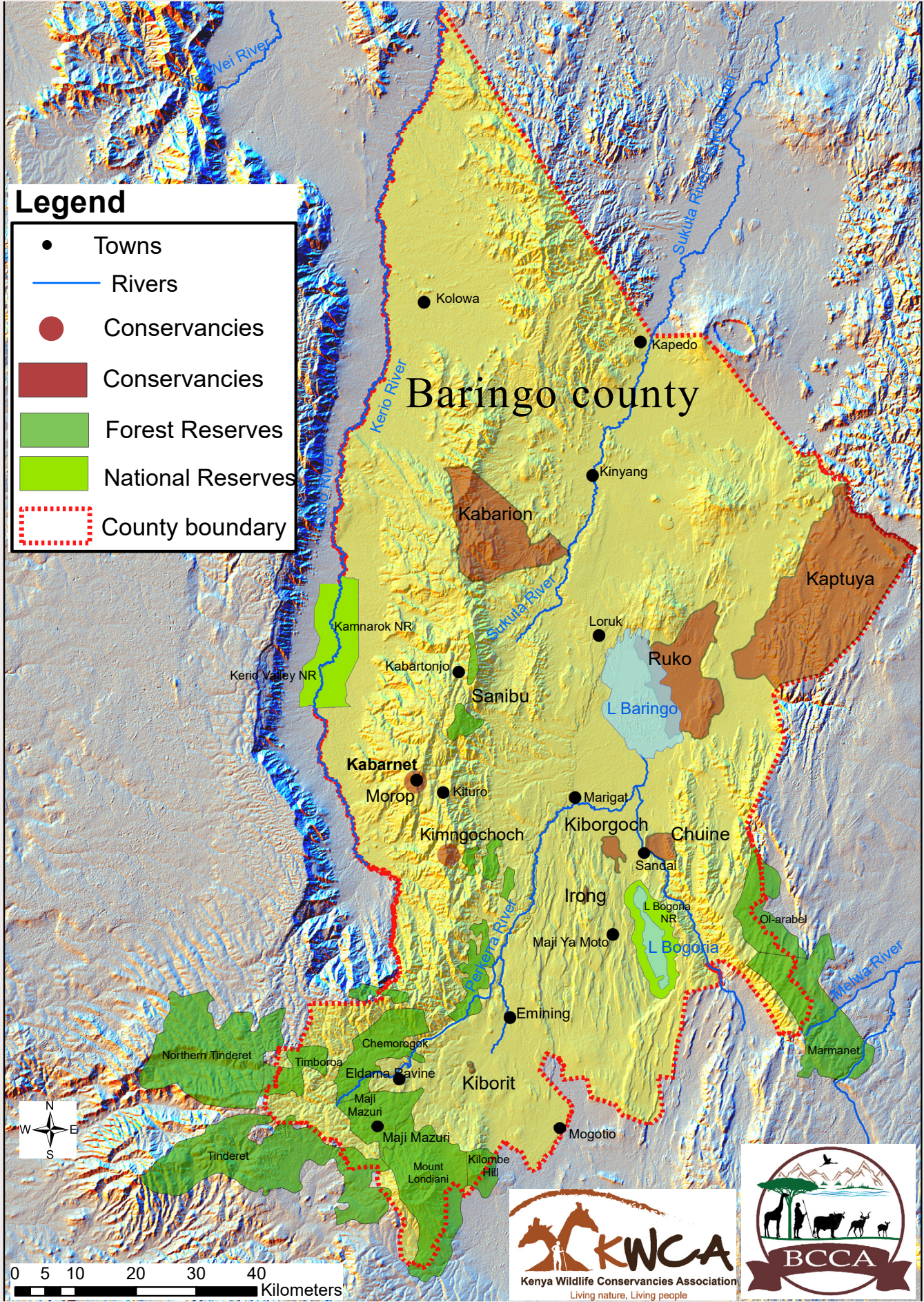
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- **Lake Baringo-Kamnarok Landscape:** Conservancies within areas adjacent to Lake Bogoria and its catchment extending from upper Baringo South, Tiaty and Baringo North Sub Counties. Conservancies include Ruko, Kaptuya and Kabarion and any other conservancy established in the landscape extending North to L. Kamnarok

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- **Baringo Highlands Plateau:** Conservancies on the western of Baringo County extending along the plateau covering the forested areas of Eldama Ravine and Baringo central sub-counties; Conservancies include Kiplombe, Kiborit, Morop-Tarambach

These areas are as shown:



# Strategic Approach: Realizing BCCA's Theory of Change

The following strategic framework will guide BCCA's work and efforts over the next four years in service of its mission. The pathway to change will be guided by the following goals:

- **Goal 1:** Improve ecosystem planning and management for healthy habitats and stable wildlife populations.
- **Goal 2:** Secure land rights and ownership for improved management and sustainable development.
- **Goal 3:** Promote sustainable livelihoods for improved well-being, reduced vulnerability and wise use of the natural resource base.
- **Goal 4:** Establish BCCA as a high functioning organization for effective service delivery.



## Goal 1: Improve ecosystem planning and management for healthy habitats and stable wildlife populations

With statistics highlighting significant declines in wildlife populations and increased biodiversity loss, concerted efforts will be required to reverse this. We endeavor to accomplish this by empowering communities and other key stakeholders in Baringo County to effectively manage wildlife and the ecosystem it depends on.

One of the pathways to do so is through the conservancy model as an effective management tool. A robust community conservancy is independent, sustainable, well-governed and well managed by a local institution, with ethical community-led decision-making, widely understood and approved by the community at large. Community conservancies should also have clear rights,

benefits and responsibilities for achieving livelihoods, development, sustainable natural resource management on community land and maintain peace and security. Conservancies work to improve governance and representation for their members by building traditional cultural structures and empowering women, people with disabilities and youth in particular to become agents of change. Good governance enables livelihoods and development projects to be owned, driven and maintained by local people, as well as providing a link for potential partners. It is based on these principles that we will seek to promote strong, effective, representative and sustainable conservancies within Baringo County.

Strategy 1.1: Increase AWARENESS, knowledge and skills in ecosystem planning and management

**Management Objective 1.1.1: To strengthen ecosystem planning and management at the community level.**

- Facilitate awareness and education sessions with target communities on conservation planning and management.
- Facilitate opportunities for lessons learning and sharing for target conservancies.
- Support the development of detailed conservancy maps.
- Facilitate processes for the finalization of conservancy management plans.
- Prevent or mitigate against threats posed to native wildlife by invasive species

**Management objective 1.1.2: To strengthen ecosystem planning and management at the county level.**

- Establish and maintain relationships with the County and national government land use planning representatives for continuous engagement in processes.
- Contribute to the development of the next (2023 – 2027) Baringo County Integrated Development Plan (CIDP).
- Support forest, rangeland and wetland ecosystems planning and management through the relevant county level government processes.
- Advocate for the inclusion of communities in relevant government-led management committees.
- Support the establishment of an ecosystem multi-stakeholder platform that includes forest associations, water resource user associations, CBO's, NGO's, youth, women groups, among others.

**Management objective 1.1.3: To understand the distribution and movement of target wildlife species across the Baringo landscape.**

- Design and develop a mechanism for mapping and monitoring migratory wildlife routes and main conflict zones
- Build the capacity of conservancies to monitor and document wildlife movements, distribution and numbers.
- Support government-led wildlife surveys or census within the strategic planning period.

Strategy 1.2: Promote the conservancy model as an effective ecosystem and wildlife management option

**Management Objective 1.2.1: To increase community awareness, knowledge and capacity in conservancy management and governance.**

- Understand governance and management needs for existing and emerging conservancies.
- Design and implement awareness and education programs with target communities on conservancy governance and management.
- Facilitate opportunities for lessons learning and sharing for target conservancies.
- Build the capacity conservancy leaders to govern and manage conservancies effectively.

**Management objective 1.2.2: To advocate for enabling policies for conservancy growth and development.**

- Formalize and operationalize strategic partnerships with relevant stakeholders for conservancy growth and development.
- Facilitate a process for the implementation of identified governance structures (such as representative and functional boards and subcommittees) in target conservancies based on priorities.
- Facilitate a process for the implementation of identified management structures (such as management teams including managers and community rangers) in target conservancies based on priorities.
- Support the development of relevant conservancy management tools and policies.
- Establish BCCA as an information hub for conservancy management and governance within the County.

**Management Objective 1.2.2: To advocate for enabling policies for conservancy growth and development.**

- Formalize and operationalize strategic partnerships with the relevant county government departments to catalyze the conservancy movement in Baringo.
- Design and roll out a county-level advocacy strategy to access more support for conservancy growth and development.





## Goal 2: Secure land rights and ownership for improved management and sustainable development.

For a majority of poor and vulnerable people around the world, secure land rights, including land tenure, are rarely accessible. In Baringo County, this is the current status, with most of the land held in Trust by the County Government, thus limiting access, rights and power. It is strongly believed that if these tenure arrangements are secure, the users will have an incentive not just to implement best land-use practices but allocate more resources to it. It will also boost growth, reduce poverty, promote economic equity and support social progress. Moreover, it will build climate resilience and reduce risks associated with disasters.

BCCA will work towards securing community land rights by advocating for the alignment of current tenure arrangements with the Community Land Act of 2016 and empowering our members on land rights and ownership.

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Strategy 2.1: Empower local communities to address land rights and tenure issues.

### Management Objective 2.1.1: To increase community awareness, knowledge and capacity in land tenure and rights

- Synthesize and distil legal frameworks for land tenure for community benefit. Translate target documents into the local dialect.
- Facilitate awareness and education programs with the target communities on land tenure and the Community Land Act, 2016.
- Build the capacity of community land management committees to implement required actions.

### Management Objective 2.1.2: To build local capacity in conflict resolution related to land tenure issues.

- Design and implement awareness and education programs with target communities in conflict resolution related to land tenure issues.
- Facilitate opportunities for lessons learning and sharing for target communities.
- Facilitate processes to establish and document conservancy land boundaries.
- Co-create and implement programs to address peace and security in target hotspots.

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Strategy 2.2: Support the alignment of land tenure with the community land act

### Management Objective 2.2.1: To advocate for the implementation of the Community Land Act, 2016 for conservancy growth and development.

- Establish and maintain relationships with the county and national Government to address land tenure arrangements.
- Design and roll out a county-level advocacy strategy to facilitate the transition from Trust Land and Group Ranches to Community Land.

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## Goal 3: Promote sustainable livelihoods for improved well-being, reduced vulnerability and wise use of the natural resource base.

Based on current statistics, Baringo County is among the marginalized counties in Kenya with a poverty incidence of 52.2% against 45.2% nationally.

This, therefore, grounds us to the fact that half of the population, is living below the poverty, and is thus unable to meet basic needs and enjoy fundamental rights and has limited access to opportunities to participate in the economy fully. This is further exacerbated by inadequate access to infrastructure and social services. This ultimately leads to intensified pressures on wildlife and natural habitats in the region.

As an association, we will seek to bridge this gap by exploring and facilitating the implementation of viable, sustainable livelihood options that range from tourism products, benefit-sharing from Government managed reserves to more innovative revenue options from bioprospecting.

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Strategy 3.1: Empower local communities to adopt sustainable livelihood options.

**Management Objective 3.1.1: To increase community awareness, skills and capacity in sustainable livelihood options.**

- Design and implement awareness and education programs for target beneficiaries, including women and youth.
- Continuously promote opportunities for lessons learning and sharing on various sustainable livelihood options.

**Management Objective 3.1.1: To promote the implementation of sustainable livelihood options.**

- Explore and promote the development of viable wildlife tourism products and other nature-based enterprises within and around conservancies.
- Facilitate the development of business plans for target conservancies.
- Facilitate linkages to relevant information, finance, skills and markets.
- Explore and design a framework for benefit-sharing from livelihood options that are unique to the region.

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Strategy 3.2.1: Advocate for county level support for sustainable development

**Management Objective 3.2.1: To promote a framework for benefit sharing at County level.**

- Research and identify opportunities for revenue sharing through the County Government. (Such as access to benefits from the reserves)
- Design and deliver an advocacy strategy at County level for benefit sharing based on findings from the research.





## Goal 4: Establish BCCA as a high functioning organization for effective service delivery

An analysis of our internal organizational challenges revealed areas of focus that we will endeavor to work on over the next four years. We believe that to achieve significant impact within the ecosystem, institutional strengthening, and financial sustainability will have to be prioritized.

### Strategy 4.1: Build BCCA's institutional CAPACITY & brand value

**Management Objective 4.1.1: To establish a fully operational base for BCCA for ease of access by members and service delivery.**

- Identify and secure an office space for BCCA operations.
- Equip and operationalize the office space.

### Management Objective 4.1.2: To establish BCCA's human resource pool

- Identify and recruit talent based on institutional priorities and approved organizational structure.
- Train and implement strategies to retain talent within BCCA.

### Management Objective 4.1.3: To enhance transparency and accountability through a functional and effective governance structure

- Operationalize BCCA's new governance structure
- Build board capacity on governance and accountability.

### Management Objective 4.1.4: To improve operational excellence by instituting the relevant systems, tools and policies.

- Establish and implement key systems for operational excellence. (Examples of this include prioritized

include monitoring and evaluation system for impact reporting; HR management system, financial management system; etc.)

- Develop and implement relevant organizational strategies and policies. (Examples include internal & external communications strategy; a gender policy; procurement policy; HR manuals; etc.)

### Management Objective 4.1.5: To increase BCCA's brand equity and value

- Design and develop BCCA's communications and marketing strategy.
- Implement initiatives to increase BCCA's visibility and presence.

### Strategy 4.2: Strengthen BCCA's long term financial stability

### Management Objective 4.2.1: To improve financial stability planning and management

- Establish BCCA's value proposition and define a sustainability roadmap.
- Implement priority initiatives based on the sustainability road map
- Review and streamline membership model for long-term sustainability
- Explore and advocate for county and/or national level support for the operations and programs of the Association and its members.
- Optimize the use of resources through budget rationalization and cost reduction, thus providing value for money.

## Implementation Framework

This plan provides some directions on the high-level areas of focus over the next years. This will need to be broken down into specific activities that will be outlined in annual work plans with clear targets that will be tracked over time. A monitoring and evaluation system will be developed alongside the plan to track this progress and for adaptive management.

## Resourcing

BCCA's current funding is comprised of annual conservancy membership fees, development partner grants and some government co-financing. The current funding levels are unsustainable in the long term, in particular once a secretariat is in place and for the implementation of this Plan.

A situational analysis highlighted strategic opportunities that we, as BCCA, could explore with the intention of improving our long-term sustainability. The most immediate action would be to undertake a review of our membership model, services and fees charged for optimization.

We will also explore and prioritize government support for the conservancy movement within the Baringo with a particular focus on the County Level. More recently, in May 2020, His Excellency the President Uhuru Kenyatta unveiled a KES 53.7 Billion eight-point economic stimulus package to alleviate the effects of coronavirus pandemic on the economy. The tourism and wildlife sector received a total of KES 5 Billion to provide soft loans for refurbishment of the tourism facilities through the Tourism Finance Corporation (TFC), KES 1 Billion for 5,500 wildlife scouts under Kenya Wildlife Service (KWS) and KES 1 Billion for the 160 wildlife conservancies in Kenya. This highlights the value placed on conservancy movement in Kenya, which we will continue to leverage and support.

In the medium to long term, we will also explore various revenue generating strategies by undertaking a comprehensive analysis of the opportunities and develop a sustainability roadmap. We will also leverage the good will and support received from development partners for multi-year grants to cover core costs and the implementation of this Plan. Other strategic partnerships will also be established and maintained to provide both in-kind and financial support.

The estimate cost of for the implementation of this plan is KES 60 million (USD 540,000) over the four-year period.



tourism and wildlife  
sector received

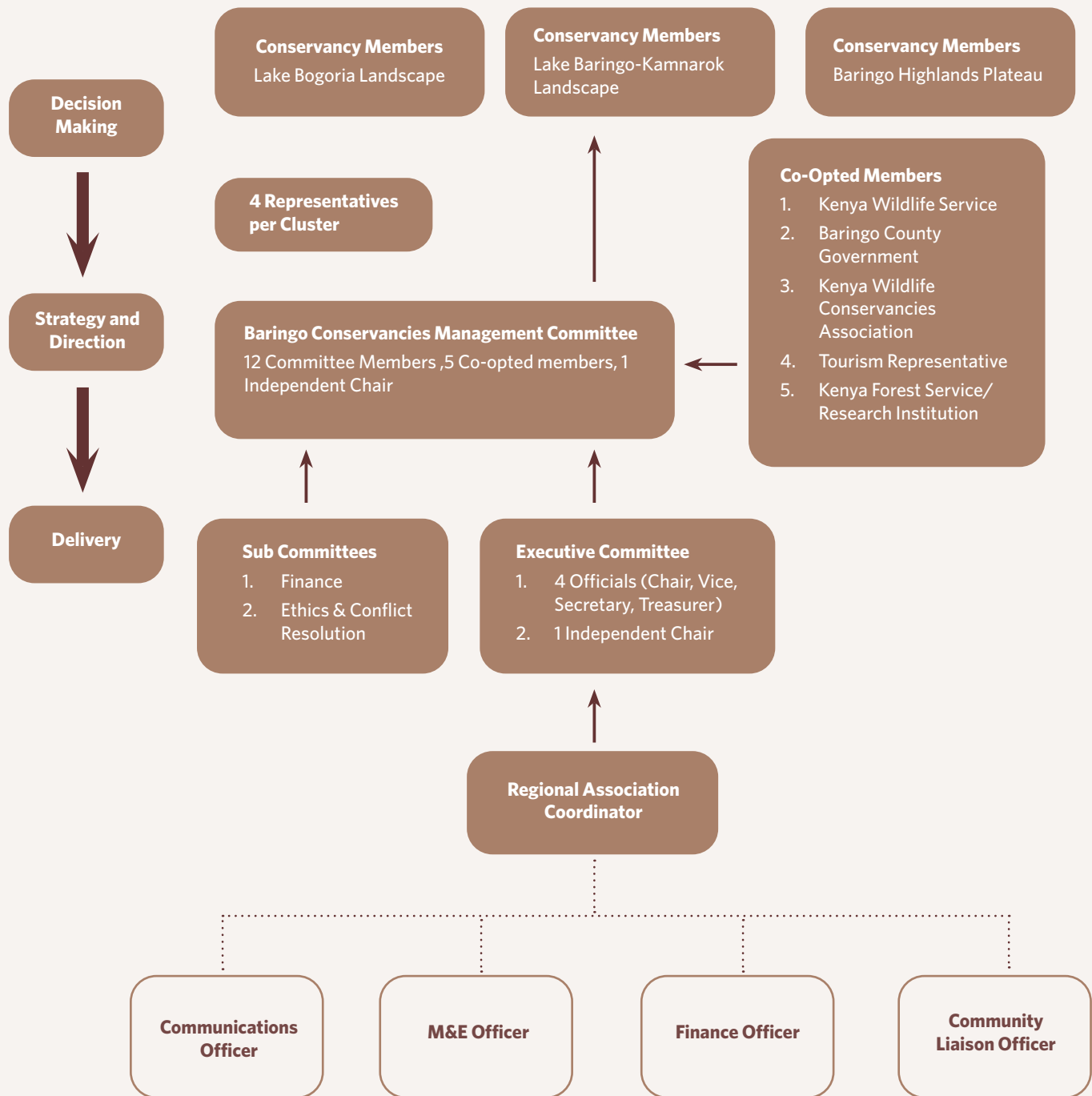
**KES 5 Billion**

for refurbishment of the  
tourism facilities



# Organizational Structure

As highlighted in our internal challenges, BCCA will be required to strengthen its organizational structure based on the need and our strategic direction. The following structure was proposed during the development of this plan in aid of our mandate.



The highest level of decision-making organ within BCCA is the Baringo Conservancies Management Committee that is composed of four representatives from each of the 3 landscapes or clusters. These are the Lake Bogoria, Lake Baringo Kamnarok and the Baringo Highlands Plateau. It is also composed of five co-opted members drawn from key stakeholders within the conservancy movement. Within the Management Committee, relevant subcommittees will be established.

Below this organ is the Executive Committee, composed of the four officials from the Management Committee and an Independent Chair. The Regional Association Coordinator then reports to this Committee on various operational and management issues.

The critical secretariat staff as identified by the members are the following: Communications Officer, M & E Officer, Finance Officer and a Community Liaison Officer. Within the first year of the operationalization of the plan, the Coordinator and the Finance Officer roles have been identified as the priority hires. As resources are secured within the period of the plan, other roles will be secured based on need.

## Partnerships

One of the main strengths of BCCA is its ability to establish and maintain key strategic partnerships. This is demonstrated by the continued support and good will shown over time with organizational growth. A willingness and openness from the Government, communities, development partners, civil society and the private sector to engage in the process is evident. It is however upon us to leverage on the opportunities presented forge and maintain long term partnerships for the benefit of the communities we serve.

## Communications

Communications (both internal and external) and marketing has been identified as a critical area of focus within this strategic period. Initial steps to establish BCCA's brand equity and value have been taken with the development of essential communications tools and products. These include a distinct logo, a functional website and some content. We will work towards improving the website and our overall communications systems to ensure that we have robust and effective modes of delivery.

To guide this process, we will develop a clear and actionable branding and communications strategy as well as work on its subsequent implementation. All our efforts will be guided by this strategy, ensuring that it aligns with our overall organizational goals.

## Monitoring, Evaluation and Learning

In our efforts to improve development outcomes and ensure accountability for the resources utilized, we will work towards building our capacity to apply knowledge gained from evidence for adaptive management.

Establishing the current status (baselines); what we are trying to do and what we need to learn is vital in determining the kind of data we need to collect. As we strive towards increasing our capacity to do so, we will also empower local communities through the conservancy structures to do the same. Over this strategic period, we will work towards establishing and implementing a robust monitoring and evaluation system that will ultimately help us in demonstrating impact. We are after all working towards impacting communities, wildlife and the ecosystem.

