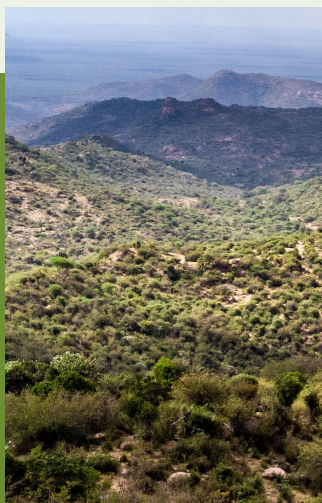
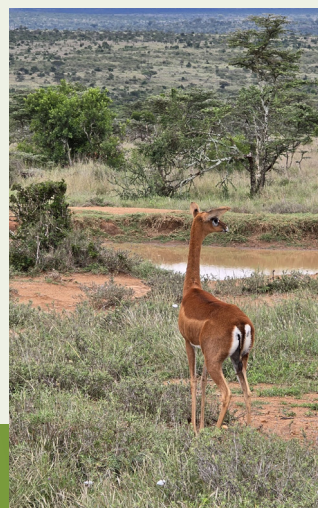
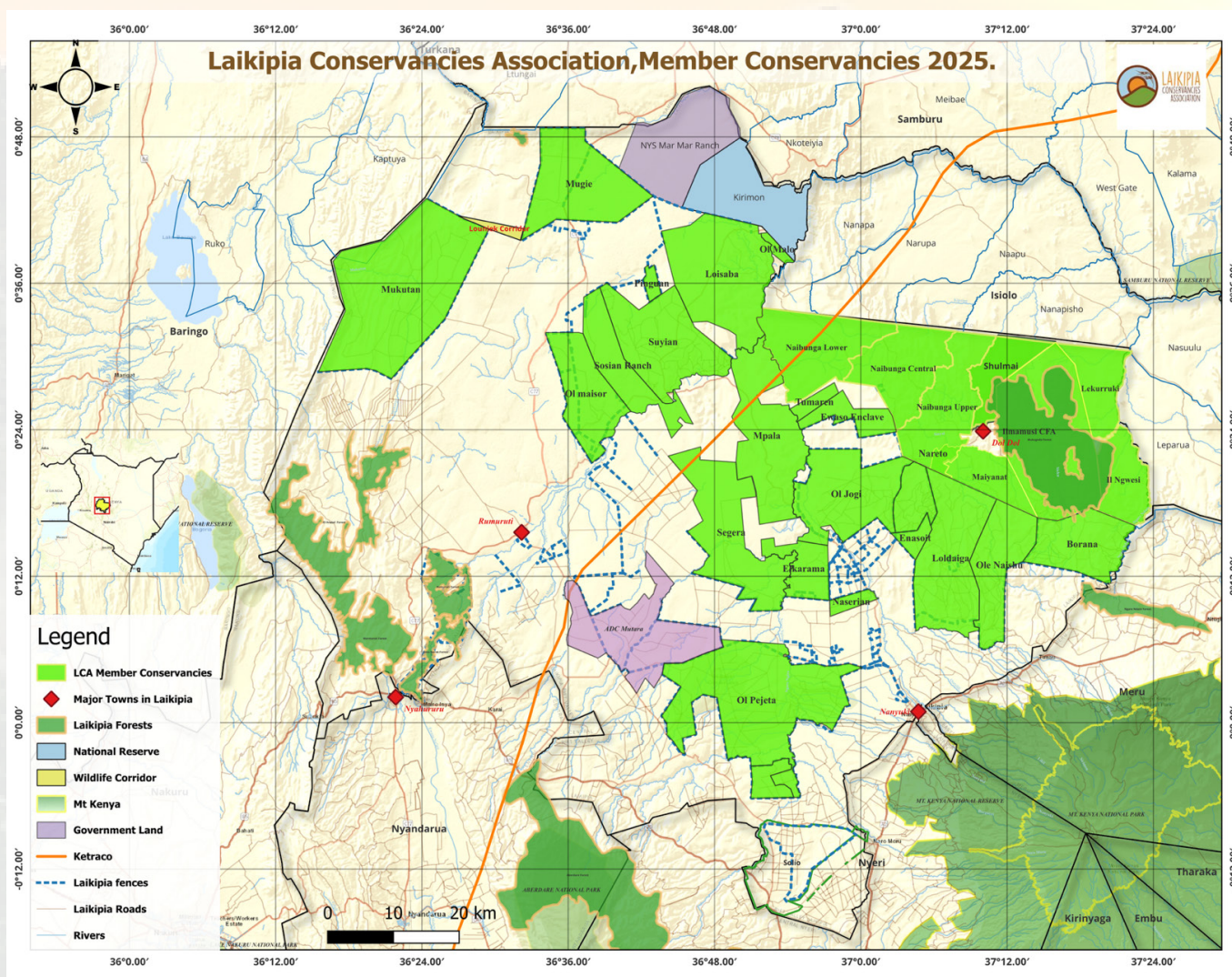




LAIKIPIA
CONSERVANCIES
ASSOCIATION



2026–2030
**Strategic
Plan**



Foreword

Dear Esteemed Members and Valued Stakeholders,

It is with great pleasure and a profound sense of purpose that I present our 2026–2030 Strategic Plan. This document serves as our roadmap, outlining a bold and exciting future for Laikipia Conservancies Association and detailing the deliberate, focused steps we will take to get there.

This plan is the result of a comprehensive, collaborative process involving valuable input from our member conservancies both community and private conservancies. Our collective efforts have allowed us to gain a clear perspective on our current position and to envision a future that is not only aspirational but also achievable. Over the next 5 years, our strategy will be centered on.

1. Strengthened institutional and technical capacities of LCA and its member conservancies.
2. Enhanced conservation landscape level coordination and planning at the County and Regional levels.
3. An enabling policy and regulatory environment that recognizes, supports, and incentivizes the growth, sustainability, and impact of conservancies.
4. Improved ecosystem, planning, management and protection of key species
5. Financially prosperous conservancies that contribute to Laikipia's economy and community well-being.

Guided by our core values, we will focus on our five strategic goals to elevate our performance and continue delivering on our mission.

This plan is more than just a document; it is a declaration of our shared intent and a reflection of our collective commitment. By aligning our efforts and focusing on these critical priorities, we will ensure that every decision we make and every action we take moves us closer to achieving our vision.

I am confident that, with your dedication and collaboration, we will achieve these ambitious goals and create a lasting, positive impact.

Sincerely,

Moipon Maire Sakui

Chairperson,
Laikipia Conservancies Association



Acknowledgement

The development of the Laikipia Conservancies Association (LCA) Strategic Plan 2026–2030 has been a truly collaborative and inclusive process, shaped by the shared vision, insights, and dedication of many individuals and institutions committed to conservation and sustainable development across Laikipia.

First and foremost, we extend our deep appreciation to our member conservancies, for their unwavering commitment to the vision of a connected and resilient Laikipia landscape. Their active engagement, grounded perspectives, and lived experiences formed the foundation of this strategic plan. Special thanks go to the Conservancies Leaders Council (CLC) and the Executive Board for their strategic guidance and stewardship throughout this process.

We are grateful to the Laikipia County Government, national government agencies, and our partners in the civil society, academia, and the private sector who contributed valuable perspectives, data, and policy alignment during consultations. Your participation reaffirmed the importance of multi-stakeholder collaboration in addressing the complex ecological and Socio-Economic challenges facing the region.

We sincerely acknowledge our development partners whose support has sustained LCA's institutional growth and impact over the years. Your continued investment in conservancy-level landscape coordination enables us to pursue innovative and sustainable solutions for people and nature.

A special thank you goes to Southern Policy Hub, the consulting firm that led the strategic planning process with professionalism, technical depth, and inclusive facilitation. Their team provided critical support in stakeholder engagement, research, analysis, and drafting, helping to ensure this strategy is both aspirational and grounded in reality.

Lastly, to all the LCA secretariat, and community members who contributed time, insights, and energy to this process, we say thank you.

This Strategic Plan is a product of collective wisdom, and we are confident that, together, we will deliver on its promise.

Peter Matunge,

Chief Executive Officer (CEO)

Laikipia Conservancies Association (LCA)



Executive Summary

The Laikipia Conservancies Association (LCA) Strategic Plan 2026–2030 provides a five-year roadmap to strengthen conservation, community development, and institutional resilience across 993,360 acres of conservancy-managed land in Laikipia. This landscape, among the most biodiverse in East Africa, safeguards endangered species, critical wildlife corridors, and diverse ecosystems that are central to Kenya’s ecological and socio-economic future.

The strategy was developed through an inclusive, consultative process involving member conservancies, county and national governments, civil society, academia, development partners, and the private sector. It responds to a dynamic context marked by land fragmentation, climate variability, human-wildlife conflict, economic pressures, and evolving policy frameworks. Building on the achievements of the 2020–2024 strategic period including expanded membership, policy influence, institutional growth, resource mobilization, and measurable community impact the new plan positions LCA to deliver coordinated, inclusive, and performance-driven impact.

Anchored in a Theory of Change, the strategy pursues five interlinked goals:

1. Strengthened institutional and technical capacities of LCA and member conservancies.
2. Enhanced landscape-level coordination and planning at county and regional levels.
3. An enabling policy and regulatory environment that recognizes, supports, and incentivizes conservancies.
4. Improved ecosystem management and protection of key species.
5. Financially prosperous conservancies that contribute to Laikipia’s economy and community well-being.

Two strategic shifts define this phase:

- **Institutional Consolidation and Growth** – strengthening LCA’s governance, systems, and financial resilience while building the capacities of member conservancies.
- **Strategic Communication and Visibility** – proactively shaping conservation narratives beyond human-wildlife conflict to highlight contributions to biodiversity, climate resilience, and livelihoods.

By 2030, LCA envisions a connected, resilient, and thriving Laikipia landscape, where empowered conservancies conserve biodiversity, enhance community well-being, and influence county, national, and global conservation agendas. The Association will be recognized for its credible leadership, financial sustainability, and measurable impact, grounded in a united, member-driven platform committed to the long-term stewardship of people and nature.

Table of Contents

Foreword	i
Acknowledgement	ii
Executive Summary	iii
List of Acronyms	vi
Introduction and Background	1
About Us	5
2.1. Our Mandate	5
2.3. LCA Journey	6
2.4. Our track record of success	7
Strategic Plan Context	11
3.1. Legal Framework	11
3.2. Threats and Opportunities	13
3.3. Strategic Stakeholder Landscape	15
Strategic Framework	17
4.1. The Pathway to Change	17
4.2. The goals, objectives and strategies.....	20
The Strategic Objectives and Key Performance Indicators	23
4.3. The 2 Big Strategic Shifts	25
4.4. What Success Will Look Like	26
Implementation and Coordination Framework	29
5.1. Implementing the strategy.....	29
5.2. Governance Structure	29
5.3. Financing The Strategy	31
5.4. Performance Monitoring, Evaluation and Reporting	31

List of Tables and Figures

List of Figures

Figure 1: LCA Vision, Mission and Core Values 6

Figure 2: Pathway to Change 19

Figure 3: The Organization Structure30

List of Tables

Table 1: LCA Institutional Growth and Strategic Shifts (2019–2024)7

Table 2: Laws and policies supporting conservation. 12

Table 3: Stakeholder Landscape. 15

Table 4: The Strategic Objectives, Strategies and KPIs.23




List of Acronyms

AGM	Annual General Meeting
ASALs	Arid and Semi-Arid Lands
CAMAK	Carbon Markets Association of Kenya
CBD	Convention on Biological Diversity
CIDP	County Integrated Development Plan
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CFA	Community Forest Association
CLC	Conservancy Leaders Council
CLMC	Community Land Management Committees
CSO	Civil Society Organization
EIA	Environmental Impact Assessment
EMCA	Environmental Management and Coordination Act
FOLAREP	Forest and Landscape Restoration Plan
GIS	Geographic Information System
HR	Human Resources
IPCC	Intergovernmental Panel on Climate Change
KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
KWCA	Kenya Wildlife Conservancies Association
LCA	Laikipia Conservancies Association
MEAL	Monitoring, Evaluation, Accountability and Learning
MIS	Management Information System
MOUs	Memoranda of Understanding
NbS	Nature-based Solutions
NCCAP	National Climate Change Action Plan
NGEC	National Gender and Equality Commission
NGO	Non-Governmental Organization
OPV	Organizational Performance Value
PES	Payment for Ecosystem Services
PFMP	Participatory Forest Management Plan
RBM	Results-Based Management
REDD+	Reducing Emissions from Deforestation and Forest Degradation (Plus)
SDGs	Sustainable Development Goals
SPV	Special Purpose Vehicle
ToC	Theory of Change
UNFCCC	United Nations Framework Convention on Climate Change



Introduction and Background



Laikipia is globally recognized for its conservation value, its people and Livestock. Laikipia County covers a total area of approximately 2,355,457.9 acres, while the area under LCA member conservancies is over 993,360 acres. The County contains one of the largest contiguous areas of conservation-compatible land use in East Africa. This unique landscape hosts viable populations of iconic mega-fauna and provides a critical refuge for endangered species, making Laikipia a national and global conservation priority.

The future of Laikipia's biodiversity and ecological integrity depends heavily on the vitality and resilience of its conservancies. These conservancies not only safeguard ecosystems but also drive socio-economic development. In 2024 alone, Laikipia's conservancies contributed over KES 6.8 billion to the economy, paid over KES 571,158,713 million in taxes to county and national governments, and employed 3,256 people (LCA Data Hub, 2024). Their impact extends beyond conservation to community empowerment, tourism, security, education, and climate resilience.

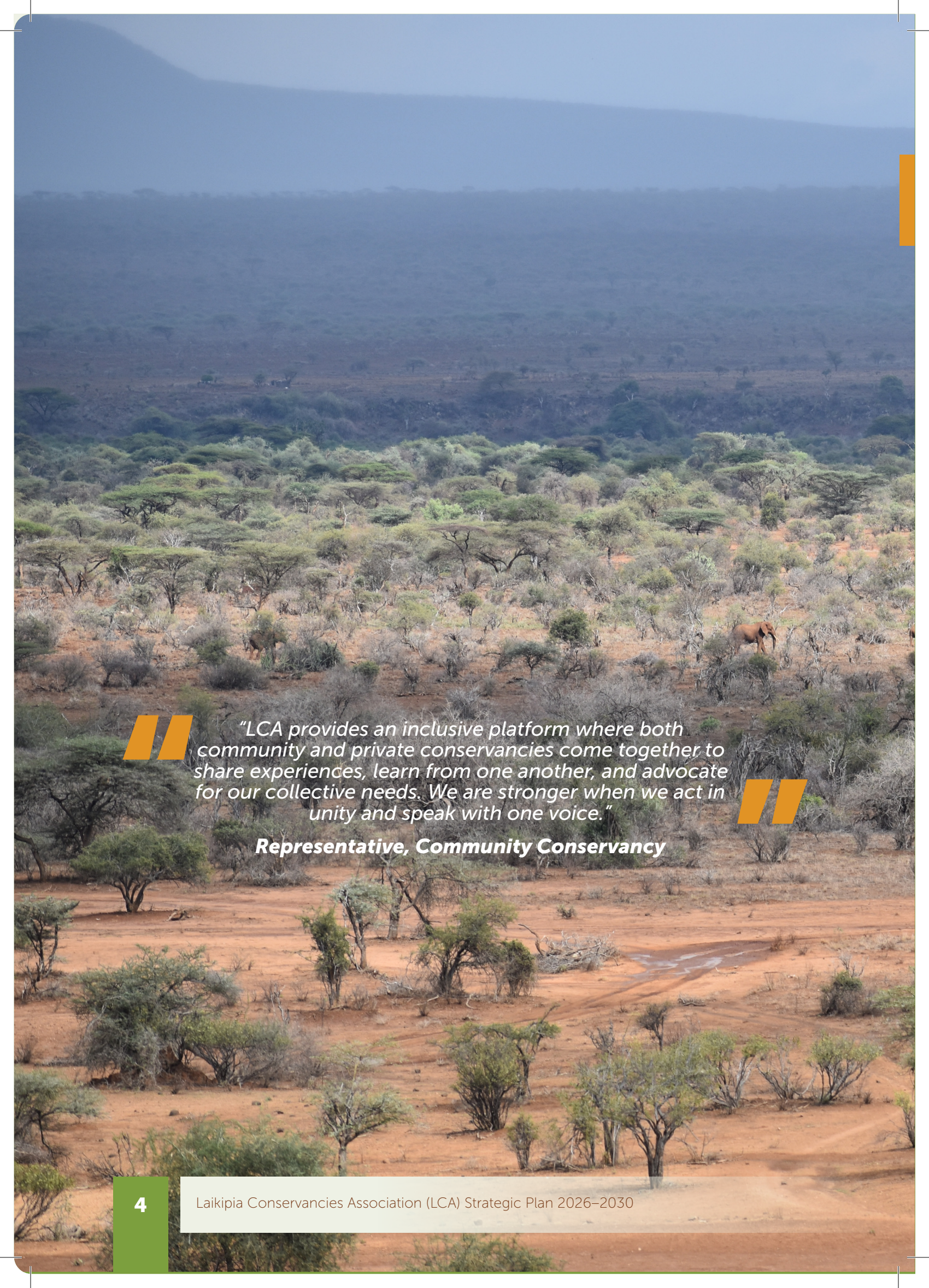
However, this progress is threatened by intersecting challenges. Land fragmentation, human-wildlife conflict, climate variability, and rising socio-economic inequalities continue to reshape the landscape. Climate change in particular, evidenced by erratic rainfall, prolonged droughts, and temperature extremes, poses a systemic risk. While Kenya has enacted progressive legislation such as the Wildlife Conservation and Management Act (2013), Climate Change Act (2016), and Community Land Act (2016), implementation remains constrained by institutional gaps, limited financing, and fragmented mandates. Within Laikipia, rapid population growth, infrastructure expansion, and competition over scarce natural resources further exacerbate ecosystem pressures and local vulnerabilities. These evolving dynamics demand inclusive, multi-stakeholder responses grounded in ecosystem-based management, adaptive governance, and resilience thinking.

The Laikipia Conservancies Association (LCA) was established in 2019 to serve as a unifying platform for conservancies in Laikipia and adjacent ecosystems. Formed through a participatory process involving both private and community conservancies, LCA has grown into a credible convener, technical support hub, and strategic policy voice. Since its inception, LCA has strengthened member engagement, enhanced conservancies institutional capacity around governance and management and championed policy reforms aligned with ground-level realities.





This 2026–2030 Strategic Plan builds on the foundational gains achieved in LCA's first strategic period (2020–2024), which focused on internal consolidation, governance strengthening, and building platforms for collective action. The new strategy marks a shift toward performance-driven delivery, placing greater emphasis on operational sustainability, integrated landscape planning, economic empowerment, and enhanced visibility and influence at county and national levels. Grounded in rigorous analysis, stakeholder consultations, and alignment with national and county priorities, this strategic plan sets a clear direction for LCA to catalyze sustainable impact. By harnessing policy windows, deepening collaboration, and unlocking new financing pathways, LCA aims to advance a thriving, inclusive, and resilient Laikipia—where biodiversity is conserved, communities prosper, and conservancies voices shape the stewardship of land and nature.



"LCA provides an inclusive platform where both community and private conservancies come together to share experiences, learn from one another, and advocate for our collective needs. We are stronger when we act in unity and speak with one voice."

Representative, Community Conservancy

About Us

LCA was established in 2019 through a collaborative, member-driven process. Its formation was catalyzed by extensive consultations across the region's conservancies, both community and privately owned-reflecting a shared recognition of the need for a unified platform to coordinate efforts, strengthen governance systems, and amplify collective impact. Since then, its membership has steadily increased from 20 founding conservancies in 2019 to 32 members as of 2024, collectively stewarding over 993,360.65 acres of land. This membership base reflects a diversity of ownership models and governance systems, including:

- Community conservancy - Established on community land, the conservancy is collectively owned under a community absolute title;
- Privately managed conservancy - It is a conservancy that is individually owned - either by a person, Trust or company;
- A group of conservancies owned by individuals - It is a conservancy established by a group of individuals who each own their land privately;
- Co-managed Conservancies - These are conservancies jointly managed by the government, communities, or individuals;
- Community Forest Associations (CFAs).

This diverse membership composition is not only a strategic strength but also a reflection of the association's inclusivity practices.

2.1. Our Mandate

LCA draw its mandate from its constitution, ratified by the membership, which stipulates that the Laikipia Conservancies Association (LCA) is a non-political, non-union entity established to serve as a unifying body and strategic voice for conservancies in Laikipia. Its mandate includes providing a shared vision and strategy; convening and coordinating members and stakeholders; facilitating joint planning; amplifying the collective voice and impact of conservancies; and driving landscape-level resource mobilization, communication, and representation. LCA promotes collaboration, fosters supportive policy and regulatory environment, and supports ecosystem planning and conservation management. It also focuses on building conservation capacity, monitoring and sharing impacts, enhancing sustainability, securing long-term conservation tenure, and promoting the recognition of Laikipia's conservation work. Additionally, LCA is committed to growing the positive social impacts of conservancies across the region.

2.2. Our Vision, Mission, and Values



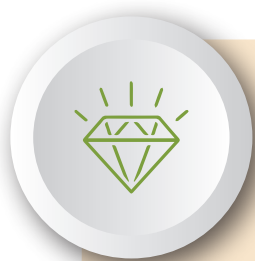
VISION

A connected and well-managed Laikipia landscape that conserves nature and improves people's lives.



MISSION

To strengthen Laikipia conservancies to fulfil their mandates by providing strategic support and coordination, while championing unified action for conservation, inclusive leadership, empowered communities and improved livelihoods.



CORE VALUE

- 1. Member-owned and governed** -The association reflects the ideas and vision of its members, and decisions are made in a collective and inclusive manner.
- 2. Diversity**- values diversity among members as a strength and foundation.
- 3. Collaborative** - Promotes collaboration and builds trust among members and with partners.
- 4. Pro-active** - Forward-looking and is an active voice for its members.
- 5. Holistic** - People and nature are connected

Figure 1: LCA Vision, Mission and Core Values.

2.3. LCA Journey

Since its establishment, LCA has progressed beyond its foundational phase and is now positioned within the performing and strategic consolidating phase of organizational growth curve. During this period, the Association has developed robust institutional systems, strengthened its Secretariat with a competent and multidisciplinary team, and secured multi-year funding from a range of strategic partners. It has also established itself as a credible and neutral platform for coordinating landscape-level initiatives, enhancing member engagement, and shaping policy discourse. Looking ahead, LCA's trajectory is focused on deepening service delivery to members, scaling collaborative programs, and institutionalizing mechanisms that enhance operational sustainability and long-term resilience.

Table 1: LCA Institutional Growth and Strategic Shifts (2019–2024)

Year	Key milestones
2019	<ul style="list-style-type: none"> 20 conservancies signed a resolution to form LCA. LCA area under conservation is over 988,421.5 acres.
2020	<ul style="list-style-type: none"> Strategic Plan 2019–2024 adopted. Implementation of strengthening of Laikipia Conservancies project and Corridor project supported by USWFS. Engagement of Latern of commitas for branding and communication strategy
2022	<ul style="list-style-type: none"> LCA Secretariat established LCA Carbon scope study conducted Landscape Rhino Range Expansion (LRRE) feasibility conducted
2023	<ul style="list-style-type: none"> LCA increase membership to 29 conservancies. LCA area under conservation increase to 984,591 acres. KES 58m funds mobilized to deliver programs. LCA data hub established to bring together ecological, social, and economic data sets in order to monitor impacts and trends at the landscape scale for improved decision-making and forecasting Facilitate a complete transition of five group ranches in Laikipia into Community Lands Successfully managed to meet with the economic advisors to the president. Contributed to the presidential policy pronouncement on ecosystem-based approach to conservation. Achieving of 100% transition of Community group ranches to community land.
2024	<ul style="list-style-type: none"> LCA increased membership to 32 conservancies. LCA increased its development partners to 17. Mobilized more KES. 93m for program and operational delivery. Land under conservancy- 993,360 acres

2.4. Our track record of success

The Laikipia Conservancies Association has made significant strides in strengthening landscape-level conservation, governance, and community empowerment in the just-ended strategic period. Key achievements include:

- Policy influences and Government recognition:** The Association has gained formal recognition from both county and national governments through its active participation in key policies and legislative processes. At the county level, LCA has played an instrumental role in shaping the Laikipia County Spatial Plan, contributed to the development of the Environmental Action Plan, 2024 and Rangeland Bill 2025, the Association also contributed to the drafting and review of the Laikipia County Finance Bill, and provided technical input into County-level Frameworks on Grazing Management, Climate Action Planning, Community Land Registration and the Laikipia County Wildlife Conservation Bill 2025. Nationally, the Association has influenced discourse around the Wildlife Conservation and Management Act (2013), Community Land Act (2016), contributed in the drafting of the Wildlife Conservancy Act 2025- submitted a memorandum towards the bill and the operationalization of Carbon Finance Mechanisms under Kenya's evolving climate policy agenda. It has also engaged with the National Climate Change Action Plan (NCCAP) and conservancy registration protocols under the Kenya Wildlife Service (KWS). Through this

multi-level engagement, LCA has successfully championed the recognition of conservancies as legitimate actors in land-use governance, environmental protection, and rural development.

- **Recognition of the conservation movement impact:** Over time, LCA has assumed a strategic leadership role in advancing conservation awareness and fostering a cohesive, landscape-wide movement that integrates both private and community conservancies. This coordinated approach has not only strengthened collective action but has also elevated LCA's institutional credibility, positioning it as the principal authority and advocate for conservation in the Laikipia region.

Previously, we had to travel long distances to Nanyuki to engage with government officials on conservancy matters. The establishment of LCA has been a game-changer—it has united both community and private conservancies, providing a strong and unified voice for advocacy. Thanks to LCA's effective engagement with policymakers, I no longer need to make frequent trips to Nanyuki, as our advocacy needs are being well represented.

Representative, private conservancy

- **Strengthening member conservancies collaboration:** By promoting a shared vision, facilitating inclusive platforms, and enabling joint advocacy, the Association has enhanced unity and collective action across its membership which include community and private conservancies. This cohesion has positioned LCA as a credible umbrella body capable of advancing common interests in land-use governance, policy engagement, and resource mobilization.
- **Successful transition of group ranches to community land:** LCA has been instrumental in supporting the transitioning of group ranches into registered community lands. By offering legal, technical, and institutional support, the Association has facilitated secure community land tenure, thus enabling long-term conservation planning, access to financing, and statutory recognition of conservation governance frameworks.
- **Governance and institutional strengthening:** Through targeted capacity building, the Association has supported the development of robust governance systems within member conservancies. This includes the co-establishment of a Technical Working Group with the Laikipia County Government, facilitation of inclusive and transparent Annual General Meetings (AGMs), and provision of technical support toward the formation of conservation boards. These initiatives have strengthened internal accountability, enhanced legitimacy, and fostered member-led decision-making. LCA also supported three conservancies to undertake the Social Assessment of Protected Areas (SAPA) process. The SAPA aims to evaluate and enhance the social impacts of conservation by identifying how benefits and costs are shared and by strengthening dialogue between conservancies and local communities. This approach has improved community engagement by private conservancies, deepened trust, and fostered more inclusive and equitable conservation outcomes.
- **Community development and climate resilience:** LCA has implemented key community-prioritized infrastructure projects- most notably water infrastructure such as dams and water access points. These interventions have strengthened local resilience to climate variability, improved natural resource access, and reinforced the value of conservation as a driver of sustainable development.

- **Employment creation and livelihood enhancement:** LCA member conservancies have directly contributed to the creation of over 3,256 employment opportunities, injecting more than KES 6.8 billion into the local economy. These achievements demonstrate the tangible socio-economic benefits of landscape conservation. While these impacts are driven by individual conservancies, LCA plays a key role in documenting, communicating, and amplifying their collective contribution to local development.
- **Strengthened partnerships and resource mobilization:** LCA has strengthened partnerships across county, national, and global levels, fostering collaboration with government institutions, non-state actors (including other conservation NGOs), and development partners. These partnerships have been instrumental in enhancing coordination, policy influence, and resource mobilization within the Laikipia landscape. Since its inception in 2019, the Association has attracted funding and technical support from key partners such as The Nature Conservancy, Fauna & Flora International, the Teresa Foundation, the U.S. Fish and Wildlife Service, and the Wyss Academy for Nature. Through these alliances, LCA continues to leverage shared expertise and resources to advance inclusive, sustainable, and well-coordinated conservation across Laikipia.
- **Carbon market engagement and climate finance:** LCA has completed a scoping and feasibility study on potential carbon credit projects within the Laikipia landscape. The study assessed the viability of rangeland restoration and carbon financing as mechanisms to support both climate change mitigation and community livelihoods. These findings lay the groundwork for future participation in carbon markets and for developing equitable governance and benefit-sharing models. LCA is also an active member of the Carbon Markets Association of Kenya (CAMAK), through which it continues to engage in national dialogues on carbon policy, market readiness, and sustainable financing for conservancies.
- **Collaborative forest management:** In partnership with four community conservancies¹ and relevant public agencies, LCA supported the development of a Participatory Forest Management Plan (PFMP) for the Mukogodo Forest and facilitated the negotiation process for the Forest Management Agreement (FMA) between the Community Forest Association (CFA) and the Kenya Forest Service (KFS). These efforts have strengthened collaborative forest governance, integrated indigenous knowledge systems, and promoted inclusive stewardship of forest ecosystems within the Laikipia landscape.
- **Knowledge exchange and peer learning:** The Association has established a dynamic platform for capacity sharing, collective learning, and peer-to-peer support among member conservancies. This mechanism enables the dissemination of good practices, institutional learning, and collaborative problem-solving-ranging from governance and conservation management to community engagement and conflict resolution.
- **Harmonization of rangeland and grazing management:** LCA has led a landscape-wide process to develop and align rangeland and grazing management plans among its members and key stakeholders. This harmonized framework will improve ecological planning, strengthened community stewardship in land governance.
- **Infrastructure development:** Installed 2.5km of water reticulation system and dug a water pan for Naibunga Upper. In Shulmai Conservancy, we constructed a community library and supported Rangers with equipment.

¹ Il Ngwesi, Lekuruki, Shulmai, and Maiyanat

Strategic Plan Context

3.1. Legal Framework

The Laikipia Conservancies Association (LCA) Strategic Plan is anchored in Kenya's constitutional, statutory, and international legal architecture that supports environmental governance, sustainable land management, and community-based conservation. The Constitution of Kenya (2010) establishes a foundational right to environmental protection. Article 42 guarantees every individual the right to a clean and healthy environment, while Articles 60 and 69 mandate both the State and citizens to uphold principles of equitable, efficient, and sustainable use of land and natural resources. These provisions explicitly recognize the role of communities in environmental governance and reinforce the participatory ethos of the Association's work.

Table 2: Laws and policies supporting conservation.

Sectoral Laws Supporting Conservation
<p>Wildlife Conservation and Management Act (2013)</p> <p>This Act provides legal recognition to conservancies as distinct entities and devolves wildlife conservation responsibilities to community and private stakeholders. It institutionalizes benefit-sharing mechanisms and establishes legal protections for endangered species and critical habitats. The Act aligns directly with LCA's goals around locally led governance, biodiversity integrity, and equitable resource distribution.</p>
<p>Forest Conservation and Management Act (2016)</p> <p>The Act promotes community involvement in forest stewardship through the formation of Community Forest Associations (CFAs). It provides a framework for collaborative forest protection, afforestation, and restoration, thereby reinforcing the ecological dimensions of LCA's mandate in forest-adjacent landscapes.</p>
<p>Environmental Management and Coordination Act (EMCA) (1999, revised 2015)</p> <p>EMCA is the overarching statute for environmental regulation in Kenya. It governs environmental impact assessments (EIAs), ecosystem management, pollution control, and environmental audits. The law supports integrated approaches to environmental planning and aligns with LCA's role in coordinating land-use and natural resource governance at the landscape level.</p>
<p>Community Land Act (2016) and Land Act (2012)</p> <p>These statutes address historical land injustices and secure collective tenure for communities managing customary land. They provide legal clarity on land access, ownership, and dispute resolution, thus underpinning the viability and legitimacy of community conservancies. Secure land tenure is essential for long-term conservation investment, accountability, and member trust.</p>
<p>Climate Change (Amendment) Act (2023)</p> <p>This Act aligns with the Paris Agreement's Article 6 and establish a framework for Kenya's carbon markets, including provisions for a national carbon registry, a Designated National Authority, community development agreements, social contribution thresholds for projects, and penalties for offenses related to carbon trading</p>
National and County strategies and policies
<p>Kenya Wildlife Service Strategic Plan (2023–2027)</p> <p>Supports participatory wildlife management, habitat connectivity, landscape coordination, conflict mitigation, and education.</p>
<p>Climate Change Amendment Act (2023) & National Climate Change Action Plan (NCCAP)</p> <p>Advances reforestation, climate-smart livelihoods, and grassroots climate adaptation, including access to carbon finance.</p>
<p>National Strategy for Achieving and Maintaining 10% Tree Cover (2019)</p> <p>Promotes reforestation and indigenous vegetation restoration within conservation-managed landscapes.</p>
<p>Ministry of Tourism and Wildlife Sector Plan</p> <p>Aligns with efforts to diversify eco-tourism products, strengthen tourism infrastructure, and build capacity in rural tourism.</p>
<p>Ministry of Lands and Physical Planning</p> <p>Supports conservancies land tenure systems, spatial planning, and legal recognition of conservancies and group ranches.</p>
<p>National Gender and Equality Commission (NGEC) Strategy</p> <p>Integrates gender-responsive governance, representation quotas, inclusive benefit-sharing, and responsive grievance mechanisms.</p>

Laikipia County Integrated Development Plan (CIDP)
The Laikipia CIDP (2023–2027) prioritizes sustainable land use, environmental restoration, climate resilience, and inclusive Socio-Economic transformation.

Laikipia County Spatial Plan (2023 -2033)
This is a strategic blueprint for land use and development, aiming for sustainable, integrated growth across the county's diverse landscape by balancing economic activities like tourism and agriculture with environmental preservation.

International Treaties and Conventions

Sustainable Development Goals (1, 5, 6, 8, 12, 13, 15, and 17)
Convention on Biological Diversity (CBD) – promoting biodiversity conservation and equitable benefit sharing.
United Nations Framework Convention on Climate Change (UNFCCC) – guiding national climate action and carbon finance.
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) – regulating transboundary trade in endangered species.

3.2. Threats and Opportunities

3.2.1. Threats

Despite significant institutional and programmatic progress, LCA operates within a complex and dynamic environment marked by multiple interrelated threats. These challenges spanning ecological, socio-political, legal, and security dimensions, if not well mitigated, may undermine the sustainability of conservation efforts and the stability of member conservancies. The following outlines the most pressing threats facing LCA and its membership across the Laikipia landscape.

- **Population Pressure and land fragmentation:** Rapid population growth, expanding settlements, and increasing demand for land and natural resources are fragmenting Laikipia's conservation landscape. Land speculation, subdivision, and agricultural encroachment, exacerbated by the absence of robust land-use or ecosystem planning, threatening habitat integrity and escalate human-wildlife conflict. Infrastructure expansion without ecological considerations further compounds the threat.
- **Climate change and ecological degradation:** Climate variability and extreme weather events are increasing the vulnerability of ecosystems across Laikipia. Challenges such as habitat degradation, invasive species, water scarcity, and declining landscape connectivity threaten biodiversity and reduce the adaptive capacity of both wildlife and communities.
- **Land subdivision and ecosystem fragmentation:** The subdivision of land for settlement or agriculture disrupts wildlife corridors and conservation continuity. Fragmentation contributes to soil erosion, overgrazing, deforestation, and biodiversity loss, severely undermining LCA's core conservation objectives.
- **Policy and regulatory gaps:** Weak or unsupportive conservation policies, limited regulatory incentives, and an inadequate legal framework for private and community conservancies diminish the strategic value and protection of conservation land. These gaps make it harder to secure government support and resources.

- **Persistent human-wildlife conflict:** Frequent human-wildlife conflict, especially in conservancies adjacent to settlements, continues to strain community relations and threaten public support for conservation. These incidents often result in crop damage, livestock loss, and occasional human injury, increasing tension and undermining conservation outcomes.
- **Absentee landowners:** A notable share of conservation land is owned by individuals or entities not physically present, leading to delayed decision-making, limited oversight, and weakened collaboration with local stakeholders. In ecologically critical corridors, insecure or complex tenure arrangements further hinder strategic planning and effective land stewardship.
- **Insecurity and banditry:** These have been persistent challenges, particularly affecting pastoralist communities. Laikipia County has experienced recurrent incidents of cattle rustling, leading to loss of lives, displacement of residents, and disruption of livelihoods.

3.2.2. Opportunities

- **Expansive conservation landscape:** Laikipia hosts one of the largest contiguous areas of conservation-compatible land use in East Africa, spanning approximately 988,421.5 acres.
- **Strengthening conservation approach:** The legal recognition and national momentum behind conservancies presents an opportunity for LCA to play an influential role. As a regional association and a member of the Kenya Wildlife Conservancies Association (KWCA), LCA can shape County and National conservation policy, strengthen advocacy, and amplify the collective voice of Laikipia's conservancies.
- **Devolved governance and County engagement:** Kenya's devolution framework provides LCA with increased access to county-level planning and development processes. Collaborating with the Laikipia County Government can unlock public resources, strengthen policy influence, and align conservation priorities with county development goals.
- **Tourism expansion potential:** Laikipia's conservancies offer unique, high-quality tourism experiences that complement national parks. Investment in ecotourism infrastructure, product diversification, and marketing can drive increased visitation, create jobs, and generate sustainable revenue for member conservancies.
- **Sustainable livestock production:** Integrated livestock and wildlife management presents an opportunity to develop a branded "conservation beef" product (high end meat processing and packaging). This can enhance food security, create employment, and position LCA as a leader in sustainable rangeland management, with added potential for accessing premium markets. Other opportunities include production of hides and skins, hay and fodder. Emerging livestock value chains like abattoirs
- **Kenya Rhino Range Expansion Program:** The potential to participate in national rhino conservation initiatives offers LCA a platform to raise its conservation profile, attract targeted funding, and increase ecotourism appeal. Strategic partnerships with national wildlife agencies and NGOs can support species recovery efforts and reinforce LCA's reputation in endangered species protection.

- **Carbon credit and climate finance:** Engaging in carbon credit markets can generate new, performance-based revenue streams by monetizing ecosystem restoration and climate mitigation practices. Projects focused on carbon sequestration through reforestation, rangeland regeneration, or avoided deforestation can attract climate-conscious investors and support global sustainability goals.
- **Land use planning and grazing management:** Developing and implementing structured land use and grazing plans across conservancies can reduce land degradation, mitigate conflict, and improve ecosystem resilience. Rotational grazing and proper zoning also enhance livestock productivity and align community livelihoods with conservation outcomes.
- **Capacity and institutional strengthening:** LCA has significant opportunities to scale up training, mentorship, and organizational development initiatives. Investing in leadership, governance, and technical skills across member conservancies will enhance institutional resilience, improve program delivery, and expand LCA's influence in regional and national conservation spheres.
- **Laikipia's strategic geographic location as a getaway to northern Kenya:** This positions LCA conservancies as a must-stop experience on the way north (eco-lodges, cultural heritage, wildlife corridors). LCA can also champion wildlife corridor protection, making Laikipia a strategic ecological bridge, and build a Laikipia Landscape Brand that emphasizes its unique biodiversity and its role as a bridge between Kenya's settled highlands and wild northern rangelands.

3.3. Strategic Stakeholder Landscape

As a coordinating body operating within a complex environment, LCA recognizes the importance of cultivating strategic partnerships and stakeholder engagement mechanisms. The association's stakeholder ecosystem for the 2026–2030 period is mapped as follows:

Table 3: Stakeholder Landscape.

Stakeholder Category	Strategic Function
Member Conservancies	Policy and advocacy, governance participation, peer learning, operational delivery and resource mobilization.
County Government	Land-use coordination, policy dialogue, co-development of relevant county level frameworks and policies.
National Regulatory Bodies	Compliance assurance, technical collaboration, regulatory oversight
Sector Umbrella Bodies	National advocacy, capacity strengthening, and policy alignment
Donors, Development & Technical Partners	Project financing, technical advisory, and innovation incubation
Private Sector Stakeholders	Market linkages, value chain development, and investment partnerships
Academic and Research Institutions	Evidence generation, policy-oriented research, and innovation scaling



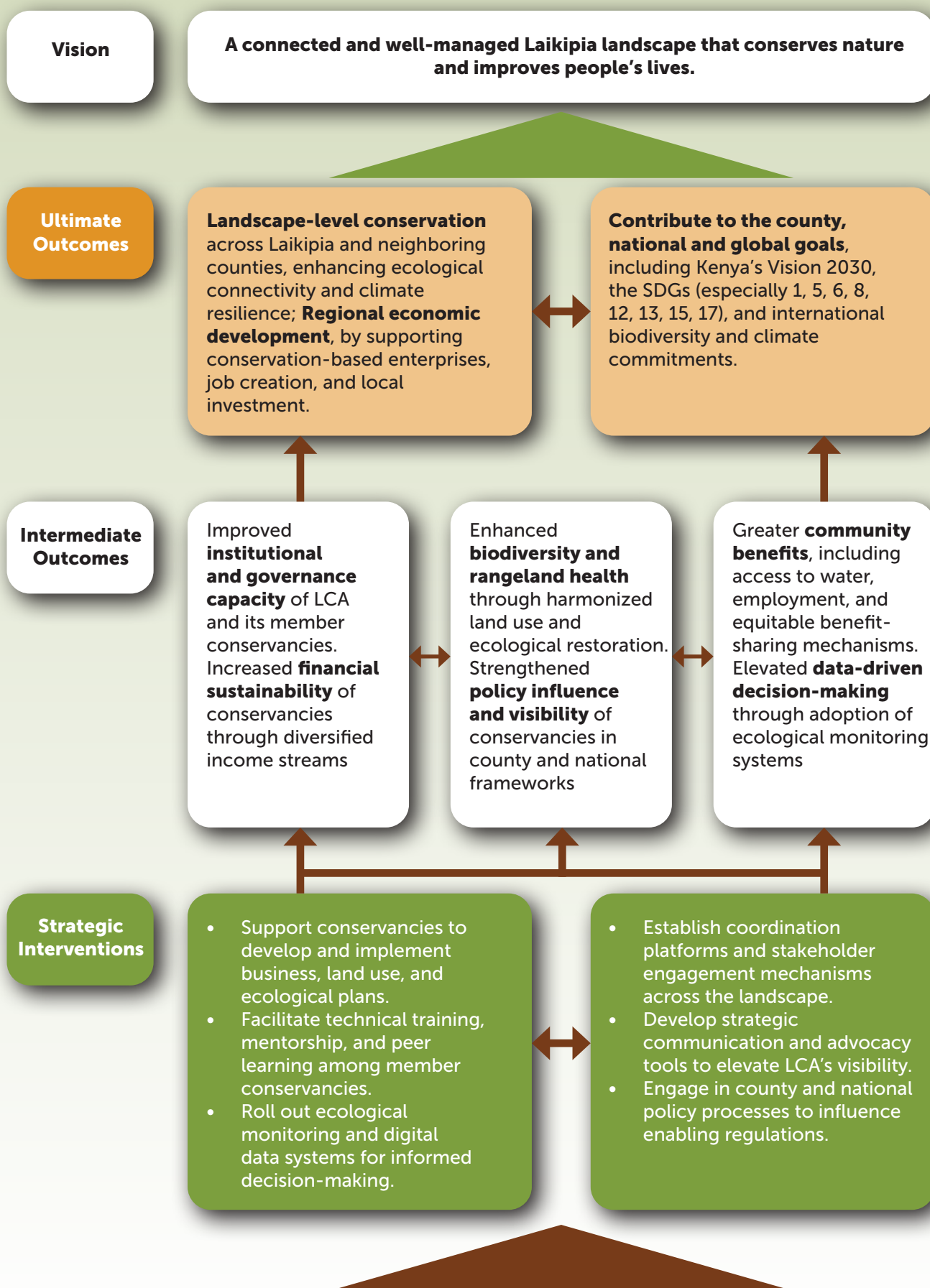


Strategic Framework

4.1. The Pathway to Change

Our Theory of Change is grounded in the belief that transformational conservation outcomes can only be achieved through collaborative, inclusive, and strategic landscape-level action. It stipulates that:

- **If** LCA positions itself as a landscape-level convener, providing strategic leadership, coordination, and technical assistance to its member conservancies; practices inclusive and accountable governance; achieves financial sustainability; and delivers social and economic benefits to the community- in an enabling environment characterized by peace and security, continued political goodwill, and functional devolved governance,
- **While** collaborating with other stakeholders to advocate for and amplify the unified conservation voice across Laikipia and beyond, assuming strong member commitment, strategic partnerships, legal recognition of conservancies, and meaningful community participation are maintained,
- **Then** LCA members will be empowered to fulfill their individual and collective mandates. Conservation will be recognized, valued, and embedded in local and national development priorities, enhancing biodiversity,
- **Resulting** in improved livelihoods, strengthened peace and security, functional ecosystems, and sustainable development, provided that adequate financial resources are mobilized, ecological conditions remain manageable, and equity and trust are reinforced at community level.



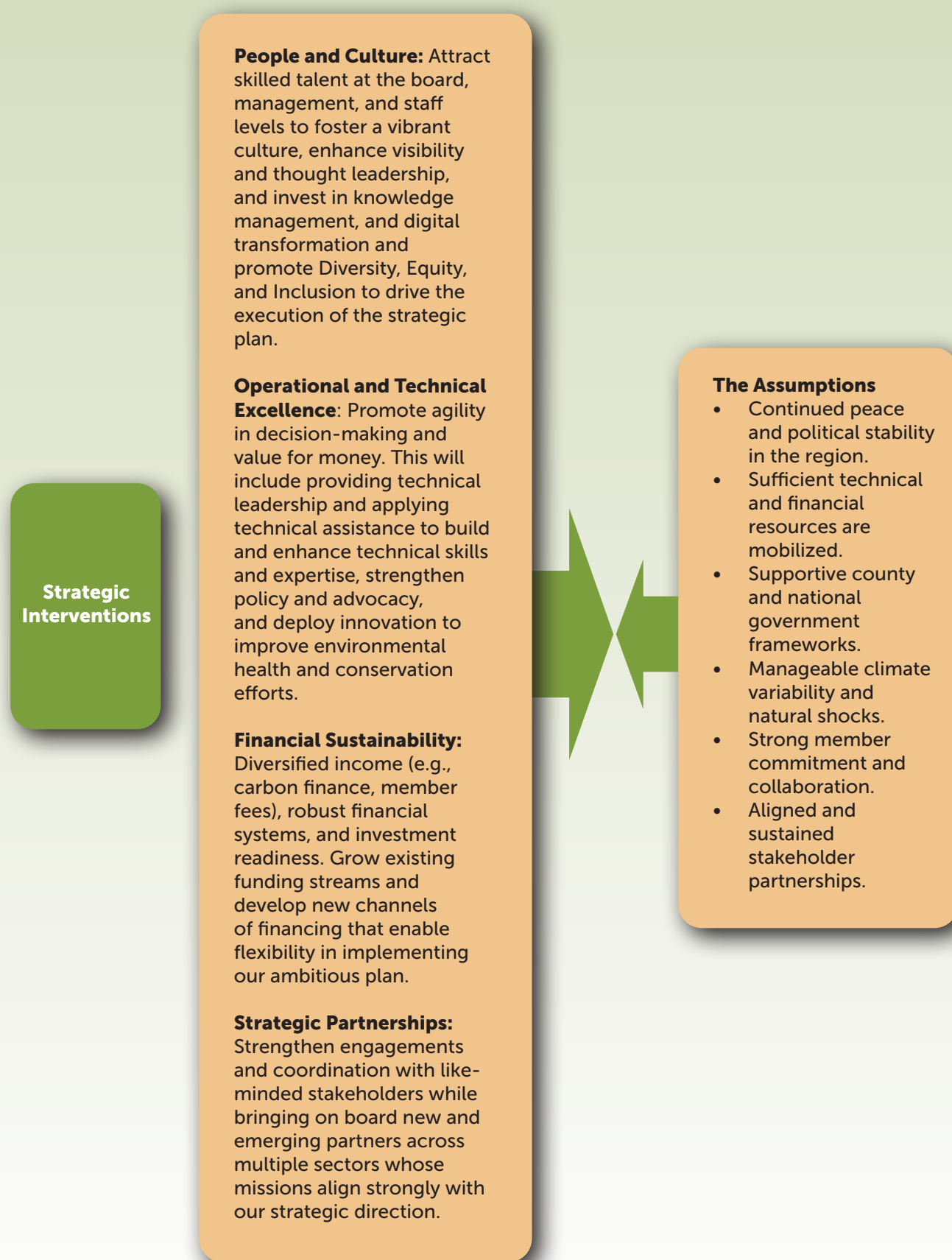


Figure 2: Pathway to Change

4.2. The goals, objectives and strategies

Goal 1: Strengthened institutional and technical capacities of LCA and its member conservancies to achieve their mandate.

To effectively implement this strategic plan, LCA must reinforce its organizational foundation, which serves as the primary enabler for all other goals. This will involve a comprehensive review and formulation of operational policies and procedures for both the secretariat and member conservancies to enhance governance, accountability, and service delivery. LCA will undertake a business optimization process to align its structure and operations with the evolving needs of its members and the dynamic external environment. This includes strengthening operational efficiency and cultivating a conducive working environment that supports high performance. To further build institutional and technical capacities, LCA will adopt secondment and deployment models aimed at promoting peer learning, skills transfer, and targeted technical support across the secretariat and member conservancies. These approaches will foster a culture of shared expertise, continuous learning, and collaborative growth within the conservation network.

Strategic objectives

- 1.1. To enhance LCA's technical, governance, and operational systems to drive institutional performance and sustainability.
- 1.2. To strengthen the institutional and technical capacities of member conservancies to improve governance, service delivery, and local impact.
- 1.3. Strengthen LCA's strategic communication to shape the conservation narrative and demonstrate the collective impact of conservancies.

Goal 2: Enhanced conservation landscape level coordination and planning at the County and Regional levels.

Through this strategy, LCA aims to strengthen the collaboration among conservation stakeholders across Laikipia and neighboring regions. The association will align planning efforts across conservancies, relevant county-line ministries, and regional conservation associations for more integrated conservation outcomes. LCA will promote ecological connectivity and landscape integrity beyond individual conservation boundaries. LCA will achieve these by facilitating regular multi-stakeholder platforms for joint planning, information sharing, and decision-making; developing and implementing a landscape-level coordination strategy that aligns conservation and land-use priorities. LCA will support cross-boundary initiatives such as wildlife corridors, security protocols, shared resource use agreements, and management of invasive species. The association will also improve data sharing, joint monitoring, and coordinated responses to environmental and conservation threats, and produce annual status of conservancy reports.

Strategic objectives

- 1.1. Promote multi-stakeholder coordination mechanisms to foster collaborative conservation planning and action.
- 1.2. Facilitate development and integration of participatory landscape-level conservation plans and natural resource governance into Government spatial planning frameworks

Goal 3: An enabling policy and regulatory environment that recognizes, supports, and incentivizes the growth, sustainability, and impact of conservancies.

A favorable legal and policy environment that recognizes, protects, and promotes the work of conservancies is a priority for LCA because it promotes a conducive operating environment, enabling the association to meet its mandate. In this strategic period, LCA will scale up and sustain the policy and advocacy work by influencing and strengthening the capacity of the secretariat and members to develop and revise county and national policies that support conservation operations; Advocate for incentive mechanisms that reward conservation efforts; Strengthen conservancies' capacity to comply with legal frameworks and engage effectively in policy-making processes; Develop and implement an annual advocacy agenda based on member priorities; and Ensure conservancies are included in county planning and budgeting processes that affect land use, wildlife, and natural resource management.

Strategic objectives

- 1.1. To advocate for the recognition of conservancies within County Government policies, legal, planning frameworks and resource allocation at the county level.
- 1.2. Collaborate with other actors to advocate the National Government to develop and implement laws, policies and budgets that recognizes, supports, and incentivizes the growth, sustainability, and impact of conservancies.

Goal 4: To focus on Ecosystem management, planning, functioning and connectivity

To enhance the health, functionality, and resilience of ecosystems within and across conservancies, LCA will support the development and implementation of a landscape ecosystem and management plan for conservancies that integrate biodiversity, rangeland, water, and climate resilience strategies, protection of key species, promote the adoption of sustainable land use and restoration practices (e.g. holistic grazing, erosion control, reforestation). LCA will support the development and implementation of a land use and management plan for conservancies to enable them to register with the KWS. Establish and maintain systems for ecological monitoring and data-driven decision-making, and facilitate knowledge exchange and technical support to improve planning and implementation of ecosystem interventions.

Strategic objectives

- 1.1. To strengthen the technical capacity of conservancies and stakeholders in ecosystem-based planning, management and protection of key species.
- 1.2. To promote integrated and participatory ecosystem management approaches at landscape level.
- 1.3. To strengthen community conservancies to adopt and operationalize clear engagement protocols that uphold Free, Prior and Informed Consent (FPIC), respect human rights, and promote accountable, inclusive stakeholder engagement and align LCA's work with Indigenous Peoples and Local Communities (IP & LCs)-led conservation. The private conservancies ought to be mentioned here because they are reaching out to LCA to undertake FPIC for them.

- 1.4. To strengthen LCA's contribution to national biodiversity priorities, National Determined Contributions and global commitments under the Post-2020 Global Biodiversity Framework by enhancing the conservation and protection of key species, including endangered wildlife within the Laikipia landscape.

Goal 5: Conservancies are financially prosperous and economic contributors to Laikipia.

Financial sustainability is critical to ensuring continued service delivery and ongoing activity implementation within LCA. In this strategic plan, LCA will ensure the financial sustainability of conservancies through diversified and resilient income streams and position conservancies as drivers of local economic development, benefiting communities and the wider Laikipia economy. This will be achieved through the following objectives: Support conservancies to develop and implement sustainable business and enterprise models (e.g., eco-tourism, livestock, carbon credits); Strengthen conservancies' capacity in financial planning, resource mobilization, and income diversification; and track and promote the economic impact of conservancies (e.g., job creation, household income, county revenue contribution).

Strategic objectives

- 5.1. To facilitate access to investment, funding, and market linkages for conservancies.
- 5.2. Support member conservancies to develop and implement sustainable business and enterprise models (e.g., eco-tourism, livestock, carbon credits);
- 5.3. Strengthen conservancies' capacity in financial planning, resource mobilization, and income diversification; and Track and promote the economic impact of conservancies (e.g., job creation, household income, county revenue contribution).



The Strategic Objectives and Key Performance Indicators

Table 4: The Strategic Objectives, Strategies and KPIs.

Goal	Strategic Objectives	Strategies	Key Performance Indicators (KPIs)
Goal 1: Strengthen Institutional and technical capacities of LCA and its member conservancies to achieve their mandate.	1.1. To enhance LCA's technical, governance, and operational systems to drive institutional performance and sustainability.	<ul style="list-style-type: none"> Establish a technical assistance mechanism or helpdesk to provide on-demand advisory services to conservancies on institutional and technical capacity development. Position LCA as an intermediary to receive, manage and channel grants to member conservancies and other actors where feasible 	<ul style="list-style-type: none"> % increase in LCA's institutional performance score based on annual assessments.
	1.2. To strengthen the institutional and technical capacities of member conservancies to improve governance, service delivery, and local impact.	<ul style="list-style-type: none"> Establish the LCA data Hub to document, curate, and disseminate best practices, case studies, and guidelines. Leverage Member expertise through knowledge sharing platforms like staff deployments and Secondments, Communities of Practice, etc. 	<ul style="list-style-type: none"> % of member conservancies with improved technical and institutional capacities (based on capacity assessments)
	1.3. Strengthen LCA's strategic communication to shape the conservation narrative and demonstrate the collective impact of conservancies.	<ul style="list-style-type: none"> Promote adoption of digital tools and systems for data management, financial reporting, and internal communication and integrate business processes like HR, Management Information System (MIS), Geographical Information System (GIS), and Monitoring and Evaluation Framework etc. Develop and implement a structured communications and visibility plan that showcases conservation impact and member contributions. Document and disseminate success stories, case studies, and conservancies voices Facilitate and disseminate social impact assessment of member conservancies 	<ul style="list-style-type: none"> % increase in public awareness of conservation impact (as measured through surveys or digital analytics) Number of policy or public discourse references citing LCA data or advocacy products

Goal	Strategic Objectives	Strategies	Key Performance Indicators (KPIs)
Goal 2: Enhanced conservation landscape level coordination and planning at the County and Regional levels.	1.1. Promote multi-stakeholder coordination mechanisms to foster collaborative conservation planning and action.	<ul style="list-style-type: none"> Develop and maintain a roster of technical experts to support conservation sector with specialized advisory, capacity building, and on-demand mentorship services. Support the integration of conservation priorities into county development frameworks, including CIDPs, spatial plans, and climate action strategies. Establish and operationalize multi-stakeholder landscape coordination forums involving conservancies, government agencies, and civil society. 	<ul style="list-style-type: none"> Number of bordering counties with formalized engagement frameworks and joint planning initiatives involving LCA. Participatory landscape conservation plan developed and validated
	1.2. Facilitate development and integration of participatory landscape-level conservation plans and natural resource governance into Government spatial planning frameworks	<ul style="list-style-type: none"> Develop protocols for collaborative grazing, security coordination, and cross-boundary ecosystem management. Community engagement Co-develop landscape-level conservation plans that integrate land use, biodiversity protection, water catchment management, and community needs. 	<ul style="list-style-type: none"> % of multi-stakeholder landscape coordination structures operationalized and actively contributing to ecosystem-level planning. % increase in cross-conservation collaboration on resource use and conflict resolution
Goal 3: An enabling policy and regulatory environment that recognizes, supports, and incentivizes the growth, sustainability, and impact of conservancies.	1.1. Advocate for the recognition of conservancies within county government policies, legal, and planning frameworks.	<ul style="list-style-type: none"> Engage policy makers and legislators at national and county levels to advocate for the formal recognition of conservancies within relevant laws and development plans. 	<ul style="list-style-type: none"> Number of policy or legislative frameworks influenced by LCA that incorporate conservation priorities.
	1.2. Collaborate with other actors to advocate the National Government develop and implement laws, policies and budgets that recognises, supports, and incentivises the growth, sustainability, and impact of conservancies.	<ul style="list-style-type: none"> Generate, package, and disseminate credible evidence and data to inform and influence policy, legal, and planning decisions on conservancies and conservation. Coalition for change and networking with other conservation networks. 	

Goal	Strategic Objectives	Strategies	Key Performance Indicators (KPIs)
Goal 4: To focus on Ecosystem management, planning, functioning and connectivity	1.1. Strengthen the technical capacity of conservancies and stakeholders in ecosystem management, planning, and restoration to enhance ecological functioning and landscape connectivity.	<ul style="list-style-type: none"> Support the development and harmonization of ecosystem management plans across conservation boundaries. Facilitate multi-stakeholder planning processes involving communities, conservancies, county authorities, and state agencies to co-create landscape-level management plans. 	<ul style="list-style-type: none"> % of conservancies applying ecosystem-based management practices in their operations. % of key species population maintained
	1.2. Promote integrated and participatory ecosystem management approaches at landscape level.	<ul style="list-style-type: none"> Development of management plans for the conservancies. Conservancy management and land use plans. 	<ul style="list-style-type: none"> No. of management and land use plans developed
Goal 5: Conservancies are financially prosperous and economic contributors to Laikipia.	1.1. To support member conservancies to design and implement sustainable enterprise and business models.	<ul style="list-style-type: none"> Provide technical assistance and mentorship for the development and roll-out of business and enterprise plans. Facilitate access to markets, investment partners, and capacity-building in entrepreneurship and enterprise management. 	<ul style="list-style-type: none"> % of member conservancies demonstrating year-on-year growth in own-source revenue.
	1.2. Facilitate access to investment, funding, and market linkages for conservancies	<ul style="list-style-type: none"> Establish Laikipia Conservation Endowment Fund Promote diversification of conservation revenue sources including ecotourism, carbon finance, and donor partnerships. 	<ul style="list-style-type: none"> % year-on-year fund growth in Laikipia Conservation Endowment Fund Amount of revenue generated from the diversified funding sources (in KES)

4.3. The 2 Big Strategic Shifts

4.3.1. Institutional Capacity Strengthening

LCA's first strategic plan laid a strong foundation by establishing and operationalizing its secretariat, uniting member conservancies and key stakeholders around a shared vision. This foundational phase catalyzed notable progress across governance, coordination, and collective action, positioning LCA as a key player in landscape-level conservation efforts.

Looking ahead, there is a clear and urgent imperative for LCA to transition from foundational establishment to institutional consolidation and growth. To meet the rising expectations of its members, partners, and stakeholders, LCA must significantly enhance its institutional effectiveness, resourcing, resilience, and influence. This requires deliberate and sustained investment in strengthening core organizational systems, leadership, staffing, knowledge management, resource mobilization, and operational capacities.

As a member-led association, LCA also recognizes that its strength lies in the vitality of its conservancies. Therefore, a parallel focus will be placed on strengthening the institutional and technical capacities of member conservancies, ensuring they are well-equipped to lead, manage, and sustain conservation and community initiatives across Laikipia.

4.3.2. Strategic Communication and Visibility

Effective external communication is essential for amplifying the voice, impact, and relevance of LCA and its member conservancies. Historically, media coverage of Laikipia's conservation landscape has tended to focus narrowly on human-wildlife conflict, with limited attention given to the broader positive impacts that conservancies generate, ranging from biodiversity protection and climate resilience to community livelihoods and peacebuilding. This imbalance has contributed to public misperceptions and underrepresentation of the conservancies' value at the county and national levels.

In this strategic period, LCA will prioritize the development and execution of a robust communication and visibility strategy to raise its profile and shape public discourse more proactively. The goal is to ensure that the right messages about conservation work reach the right audiences—policymakers, communities, partners, media, and the general public, at the right time, using the most effective channels.

Key actions will include:

- Building strategic relationships with media and content creators to increase balanced, accurate, and consistent coverage.
- Enhancing LCA's digital presence through timely, engaging, and data-driven storytelling.
- Translating technical reports and research into accessible, action-oriented content for varied audiences.
- Strengthening brand identity and positioning LCA as a credible and influential voice in conservation.
- Supporting conservancies to develop their own communication capacities and visibility.
- Sustaining stakeholder engagement as key LCA brand ambassadors.

Ultimately, this shift will support advocacy, attract investment, build public support, and reinforce the legitimacy of LCA's work across Laikipia and beyond.

4.4. What Success Will Look Like

By 2030, LCA will be recognized as a credible, member-driven platform delivering tangible value to its members and the broader landscape. The Association will demonstrate:

- A **resilient and ecologically functional landscape**, characterized by improved rangeland health, restored Mukogodo forest ecosystem, operationalized and connected wildlife corridors, and harmonized grazing and land use plans;
- **Visible social and economic benefits** for member communities, including increased conservation-linked employment, access to water and rangeland resources, and equitable benefit-sharing mechanisms that reinforce local ownership;

- LCA positioned as a **regional and national thought leader**, actively contributing to conservation policy, knowledge generation, and inter-county collaboration, while serving as a model for other landscape-level associations.
- **Strong and inclusive governance**, with clear member representation, effective decision-making structures, and accountable leadership spanning community and private conservancies;
- A **financially sustainable institution**, with diversified revenue sources including member contributions, consultancy services, and climate finance supporting operational independence and long-term viability;
- A **technically competent Secretariat**, effectively coordinating programs, mobilizing resources, managing data systems, and supporting members across priority thematic areas;

Additionally, LCA considers, a successful Conservation is one; with a strong and effective institutional structures with clear management plans that links to the larger landscape, with a healthy and intact land that supports biodiversity and reinforces landscape connectivity, with a secure land tenure that is committed to long-term conservation, financially sustainable and finally the conservation that generates social and economic impact and contributes to the local livelihoods.







Implementation and Coordination Framework

5.1. Implementing the strategy

The successful delivery of this strategic plan will depend on robust institutional capacity, adequate resources, and a deliberate communication framework. LCA will adopt a phased, adaptive, and learning-oriented implementation approach, anchored in strong leadership, stakeholder engagement, and performance accountability.

5.2. Governance Structure

LCA operates under a multi-tiered governance model designed to uphold transparency, representation, and member accountability. This model ensures alignment between strategic oversight and operational delivery:

- **Laikipia Members:** These are the foundational units of the Association, comprising of community, private, group conservancies and co-managed Community Forest Associations (CFAs). Each member conservancy governs its own operations, contributes to the strategic direction of LCA, and serves as the primary locus of landscape stewardship, innovation, and local decision-making. Their collective experiences and priorities shape the agenda of the Association.
- **Conservancy Leaders Council (CLC):** This is the principal decision-making organ comprising one elected representative from each member conservation. The CLC formulates and approves the Association's strategic direction, policy positions, and work plans, and guides on key institutional matters.
- **Executive Committee:** Elected by the CLC, this body provides strategic oversight, institutional stewardship, and fiduciary accountability. It is also responsible for high-level stakeholder engagement, resource mobilization, and risk governance.
- **Secretariat:** Headed by the Chief Executive Officer (CEO), the Secretariat is responsible for the day-to-day implementation of programs, member coordination, financial management, and stakeholder engagement. The Secretariat has grown into a dynamic team of staff and technical consultants working across thematic areas including operational and thematic clusters.

This governance structure ensures LCA remains member-led while fostering strategic responsiveness, operational professionalism, and stakeholder credibility.

The Organization Structure and staffing

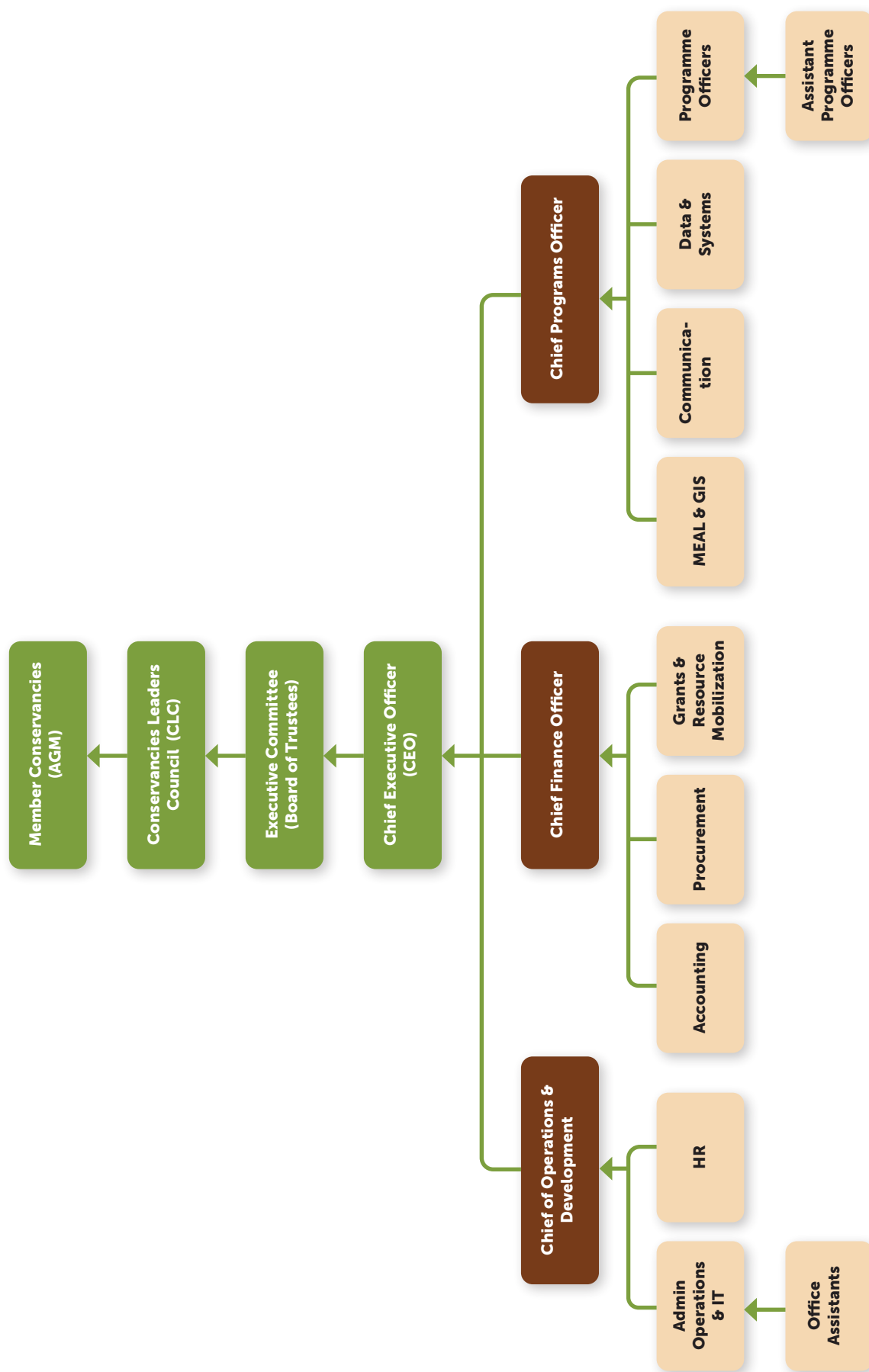


Figure 3: The Organization Structure

5.3. Financing The Strategy

Successful implementation of a strategic plan requires that strategies and activities be linked and supported with financial and non-financial resources.

Implementing this strategic plan successfully will require a sustainable and diversified financing model, underpinned by the following approaches:

- Core funding from membership contributions, complemented by grants and service income.
- Strategic partner engagement(s), targeting multi-year, flexible funding aligned to thematic priorities (e.g., climate finance, biodiversity, livelihoods).
- Innovative financing solutions, including carbon credits, conservation-based enterprises, and landscape-level investment vehicles.
- Public Private Partnership initiatives collaborating with Government and other private sectors
- Annual resource mobilization planning and pipeline tracking to align funding with priority interventions.
- Sound financial management systems to ensure accountability, compliance, and timely reporting.
- Friends of LCA: A dedicated resource mobilization mechanism that engages individuals, institutions, and philanthropic partners who share LCA's vision. This platform will cultivate a community of committed supporters contributing financially, in-kind, and through advocacy to sustain LCA's conservation, livelihood, and policy initiatives.

A detailed financing strategy and costed implementation plan will accompany this strategic plan to guide budgeting, resource mobilization, and investment partnerships.

5.4. Performance Monitoring, Evaluation and Reporting

5.4.1. Monitoring, Evaluation, Accountability and Learning (MEAL)

LCA will operationalize a MEAL framework to track progress, ensure accountability, and foster adaptive learning. The system will integrate monitoring of activities and outputs, periodic evaluations, accountability mechanisms for members and partners, and structured learning to inform decision-making and advocacy.

5.4.2. Performance Measurement

A Results-Based Management (RBM) approach will guide measurement, linking activities and resources to outputs, outcomes, and impact. Key Performance Indicators (KPIs), aligned to strategic goals and objectives, will be tracked and used to inform management and stakeholder engagement.

5.4.3. Reporting

LCA will institute a structured reporting system with:

- Quarterly internal updates for the Secretariat, CLC, and Board.
- Semi-annual reports to members, donors, and partners.
- An Annual State of Conservancies Report highlighting ecological, socio-economic, and institutional outcomes.

All reporting will draw on the LCA Data Hub to ensure credible, evidence-based communication of results and impact.







LAIKIPIA
CONSERVANCIES
ASSOCIATION



Laikipia Conservancies Association (LCA)
©2025. All rights reserved.
www.laikipiaconservancies.org

