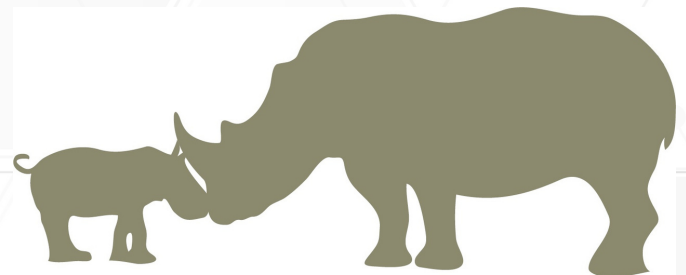


Going BEYOND Awards

LEADERSHIP AND MANAGEMENT PROGRAM (LAMP)

The Leadership And Management Program (LAMP) for Indigenous People and Local Communities (IPLCs) is a transformational process that enlightens, equips and empowers IPLCs to manage their landscape, conserve natural resources and wildlife, secure their livelihoods, and thus have high resilience in difficult economic and ecological times.

LAMP is delivered in Kenya by Forward Consulting in partnership with Northern Rangelands Trust (NRT), the Nature Conservancy, USAID and Management Skills for Wildlife Conservation (MSWC).



— MSWC —
MANAGEMENT SKILLS FOR
WILDLIFE CONSERVATION

ABOUT MANAGEMENT SKILLS FOR WILDLIFE CONSERVATION (MSWC)

501C3 Non-profit based in Washington D.C. with a mission to champion the development and spread of leadership and management education in community-led wildlife conservancies and a vision of a world in which biodiversity is conserved and ecosystems managed for the prosperity of all who live in them. MSWC's aim is to combine global expertise with local knowledge to develop leadership and management training at the community level.

- Promote the development and implementation of localized curricula
- Bring conservancy management education to desktop and mobile phone users
- Create local language learning material
- Develop an international management center for research and teaching in rural Kenya

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It is delivered through community conservancies. These are community-based organization created to support the management of community-owned land for the benefit of livelihoods. They are legally registered entities, governed by a representative Board of Directors, and run by a locally staffed management team. Conservancies work to improve governance and representation for their members by building on traditional, indigenous cultural structures, and empowering women and youth to become change agents.

Conservancies give indigenous communities a framework and the right incentives to protect wildlife diversity, manage rangelands and fisheries more sustainably, and improve regional peace and security. Conservancies in Kenya cover over 6.35 million hectares, directly impact 930,000 households and secure the 65% of the country's wildlife found outside national parks and reserves.

Globally, IPLC territories have 18% of global land, over 24% of the world's forest carbon, and up to 80% of global biodiversity. This makes them among Earth's most important stewards. LAMP is delivered (to 30-35 trainees) in 4 modules over 4 months as shown: LAMP started in the corporate world of the UK as a tool for improving organizational performance and developing high impact leaders through changing mind-sets and behaviors. In 2014, LAMP was first applied in the world of community conservation with Northern Rangelands Trust (NRT) senior management team.

Following the success of this training NRT asked the following question:

"Could mainstream leadership and management concepts be adapted to work with community elders with little or no education and where literacy of conservancy boards ranges from degree qualified individuals to illiterate pastoralists... and such that everyone is engaged together throughout the learning?"

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"Because of Forward Consulting's unique approach to adult learning, the answer was "Yes". LAMP training is almost entirely experiential, and these experiences are always contextually relevant.

LAMP's adult learning experiences are characterized by:

- We deliver training in the trainees' local language either directly or through interpreters
- Minimum instruction and maximum autonomy. We achieve this using activities, mini case studies, and visuals which illustrate the learning points, and which relate directly to the pastoralist, hunter gatherer or coastal fishing way of life
- LAMP training is towards practical application with current plans/issues/problems and not only towards understanding theory
- Adults are self-directed; therefore, LAMP training allows learners to discover things and knowledge through group and peer-to-peer learning
- Trainers reinforce and/or add after each of the experiential training elements as opposed to the usual didactic style of training
- Precisely because of this unique experiential approach, LAMP is a bespoke, highly successful training program for community conservancy boards, where literacy ranges from degree qualified individuals to illiterate pastoralists.

To date, over 850 people have gone through LAMP.

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PROGRAM IMPACT AND SUCCESS

Northern Rangelands Trust makes the following comments in their 2020 annual report and their 2021 half yearly report.

"For nearly seven years, the Leadership and Management Program (LAMP) has been tailor made for community conservancy leaders, with the goal of equipping them to lead and manage their conservancies more effectively. LAMP is one of NRT's most effective projects, contributing to independent governance and proactive conservancy management on behalf of the board of directors and conservancy management teams on the ground.

- 850 people (conservancy managers, board members, community committee members) have taken part in LAMP since 2016, 166 of them women
- 175 people from 11 conservancies completed LAMP training in 2020 LAMP will continue to form a pivotal component of the governance pillar for NRT and member conservancies - that is why we began rolling out a 'Training of Trainers' program (ToT) for LAMP in August 2020."

The impact of LAMP is partly measured by changes in conservancy governance scores. NRT measure governance scores yearly. Two modules now make up the governance score for each conservancy:

A self-reporting management effectiveness score

a survey filled out separately by each conservancy manager, a representative of the conservancy board, and the relevant NRT County Director. It measures aspects of accountability, performance, legitimacy, voice, fairness, rights, and direction to understand trends in operational efficiencies, strategic planning, inclusivity and fairness in decision making, and, benefit sharing.

A community voice component

Measured through Social CoMMS (NRT's socio-economic monitoring tool). As we develop an efficient way to implement Social CoMMS across conservancies (to capture community perceptions and feedback on their programs and operations), current governance scores reflect the management effectiveness component only.

Going BEYOND Awards

PROGRAM IMPACT AND SUCCESS

The average overall governance score in 2020 was 70% and reflects an average in each category across all conservancies. This is up from a 53% average governance score in 2019 and reflects an increased investment by NRT in building conservancy capacity in governance and management.

"I have attended a lot of courses, including Kenya Tourism courses among many more. I must say NONE of them is as EDUCATIONAL and PRACTICAL as the LAMP training... looking at my board since the training started, they are like someone who was born blind and suddenly can see. My board now thinks and plans to carry out their duties systematically. In my opinion, LAMP training is the best way to engage people into wildlife conservation in Africa."

- Kip Ole Polos, Chair, Il Ngwesi Community Conservancy, Kenya

LAMP is principally about changing mindsets and behaviors which can be difficult to measure quantitatively.

"The impact of the LAMP training and new curriculum is being seen quickly in terms of the recognition of key issues and the levels of maturity in Board process - this is difficult to capture in units and numbers but for those interacting with the newly trained Boards it is transformational in its impact."

- Ian Craig, Director, Conservation, NRT



Going BEYOND Awards

SDG IMPACT

GOAL 5: Gender equality

Achieve gender equality and empower all women and girls

GOAL 8: Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

GOAL 10: Reduced inequalities

Reduce inequality within and among countries

GOAL 13: Climate action

Take urgent action to combat climate change and its impacts*

GOAL 14: Life below water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

GOAL 15: Life on land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

GOAL 16: Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

GOAL 2: Zero Hunger

End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Going **BEYOND** Awards

LOOKING FORWARD

The demand for LAMP training is increasing within NRT and beyond. There are 10 plus new conservancies about to join NRT, each having a newly elected board that requires LAMP training. Plus, each existing conservancy elects a new board every 3 years.

Discussions are ongoing with Kenya Wildlife Conservancies Association (KWCA) who represent over 120 conservancies across Kenya about training conservancies in the Maasai Mara and Tsavo regions of Kenya.

NRT is exporting its expertise to Uganda to help establish community conservancies—who will require training. We will continue to deliver LAMP to newly elected conservancy boards plus expand the training capacity to deliver LAMP.

- **By continuing to develop training capacity within NRT and other organizations.**
- **By expanding the training capacity of Forward Consulting through the recruitment of community-based trainers from past LAMP graduates.**

They will undergo a Training of Trainers program, followed by in-field coaching and mentoring by Forward Consulting senior trainers.

The community-based trainers will further develop their skills by running smaller community level LAMPs with the long-term aim for them to become senior trainers capable of training at board level.

- **By developing online training resources for LAMP and Training of Trainers.**

www.mswconline.org