



LOISABA
CONSERVANCY

2021-2025 STRATEGIC PLAN

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....p4

2015-2021 Strategies: Progress

VISION, MISSION AND VALUES.....p8

2015-2020 STRATEGIC PLAN.....p10

Situation Analysis

2021-2025 STRATEGIES..... p11

Theory of Change.....p12

Strategy 1:.....p14

Strengthen a self-sustaining business model

Strategy 2:.....p15

Optimise species diversity, wildlife abundance and ecological connectivity in and around Loisaba Conservancy

Strategy 3:.....p16

Improve the wellbeing of communities that neighbour Loisaba Conservancy

Strategy 4:.....p17

Strengthen local and national support for Loisaba Conservancy and other conservancies as a viable and beneficial form of land use

FOUNDATIONAL PILLARS.....p18

Science

Operations

Relationships (Governments, NGOs and other partnerships)

CONCLUSION.....p20




EXECUTIVE SUMMARY

The past five years have seen positive growth at Loisaba and in the surrounding communities. From a period of drought and conflict that spanned 2015 to 2017, we turned a corner in 2018 and have since enjoyed peace thanks to good rains and an exemplary security team. We are proud to report that since the inception of the first strategic plan, the majority of the goals set out by the Loisaba team have been met. Despite the current climate and extinction crises, we enter the next decade in a strong position.

2015-2020 STRATEGIES: PROGRESS

1. PROTECT CRITICAL WILDLIFE HABITAT WITHIN LOISABA



INVASIVE SPECIES REMOVAL

2015: *Opuntia engelmannii* spreading with no management plan in place

2020: 1,769 acres cleared of *O. engelmannii* and biological control identified, with ongoing work to accurately map invaded areas on the conservancy

WILDLIFE SECURITY


The security team is a model for other properties in the area and continues to be a resource for the region

2017:

- Hundreds of illegal grazing incidents, several minor poaching incidents
- New Piper Super Cub surveillance aircraft facilitated by a donation through TNC
- Boosted security on Loisaba and neighboring properties

Expanded security team from 46 in 2015 to 79 in 2020

2018-2020: 0 poaching incidents and 0 security incidents




WATER RESOURCES

- 17 viable permanent springs present on the Conservancy, with ongoing monitoring of permanent and seasonal water resources


FENCING

- 17km of boundary fence line
- 16km of internal fence line
- 9 game corridors



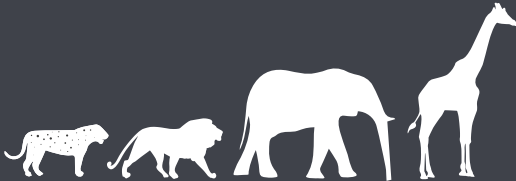
RHINOS AT LOISABA

Application to become a rhino sanctuary conditionally approved by the Kenya Wildlife Service.



WILDLIFE MONITORING


- New digital monitoring system (SMART) deployed for more accurate and accountable data collection with teams generating monthly reports
- Increased monitoring of giraffes, leopards, lions and elephants through joint research partnerships



2. EXPAND THE SCALE OF COMMUNITY CONSERVANCIES

Provided critical support to the establishment of two community conservancies in partnership with Northern Rangelands Trust (NRT) – Ol Donyiro (Nannapa Unit) and Naibunga Community Conservancies – and Kirimon (Laikipia National Reserve)

NEIGHBOURING COMMUNITY BENEFITS:




COMMUNITY HEALTH

- 5,000 patients treated at our clinic
- Numerous workshops and training days held to improve community health awareness

EDUCATION PROGRAMME

- 47 scholarships provided
- Four classrooms built
- 180 desks purchased for six schools
- 18 environmental education days at the Conservation Centre



SAPA

SOCIAL ASSESSMENT FOR PROTECTED AREAS (SAPA)

- First round of SAPA surveys completed in 2019 paves the way for more focused outreach and communications in the region
- 55% of survey participants reported improved wellbeing in the last five years and 25% reported no change
- Positive impacts most frequently reported: access to grazing, livestock to market programme and school infrastructure development


3. CREATE A SUSTAINABLE BUSINESS MODEL FOR LOISABA

TOURISM

In partnership with Elewana, tourism infrastructure is now in a much stronger place, with Loisaba Lodo Springs opening in 2019 and bringing the total number of tourism sites on Loisaba to four that attract different income brackets. Until the COVID-19 pandemic in 2020, tourism numbers were steadily growing.

2015: 8 beds (\$106,450 revenue (FY16))

2020: 48 beds (\$1,013,071 forecasted revenue (FY21)) (Forecasted pre-COVID 19 pandemic)



LIVESTOCK

Livestock sales, leased grazing and a community cattle fattening scheme generated revenue:

2015: \$196,300 (FY16)

2020: \$217,683 (FY21) (Forecasted pre-COVID 19 pandemic)

RESEARCH PARTNERS

Eight partner staff based at Loisaba

INVESTOR PARTNERS

Four house sites identified and marketing material circulated

4. ENSURE REGIONAL GRAZING STABILITY THAT STARTS AT LOISABA

- Provided neighbouring communities access to commercial fattening schemes on Loisaba that improve market access
- Provided strategic stress relief grazing for four communities around Loisaba, benefiting more than 300 households



5. ENHANCE REGIONAL PEACE AND SECURITY



- Conducted joint security operations with neighbouring communities / properties: 8 in 2018, 9 in 2019, 16 in 2020
- EarthRanger installed at Loisaba improved monitoring, landscape management and deployment of security resources
- Loisaba security patrols now cover four neighbouring properties

6. BUILD A MODEL FOR COLLABORATIVE RESEARCH AND SCIENCE



GIRAFFE & LEOPARD PROGRAMMES

- Increased wildlife monitoring
- 25 leopards identified
- Black leopards scientifically recorded at Loisaba
- 43 predator-proof bomas installed in communities
- Increased awareness through community outreach meetings



EWASO LANDSCAPE SMART REPORT

- 2017:** Loisaba (57,000 acres)
2020: 14 properties (384,000 acres)



COLLARING FOR COEXISTENCE

- Partnered on community coexistence training carried out at Loisaba
- Human-lion conflict monitored and followed up to reduce retaliatory killings



VISION, MISSION AND VALUES

VISION, MISSION, VALUES

VISION

Loisaba Conservancy is a model for integrated conservation and social impact that catalyses peace and security across the Ewaso Ecosystem for people and nature in perpetuity. We envision a place where land connected results in life protected.

MISSION

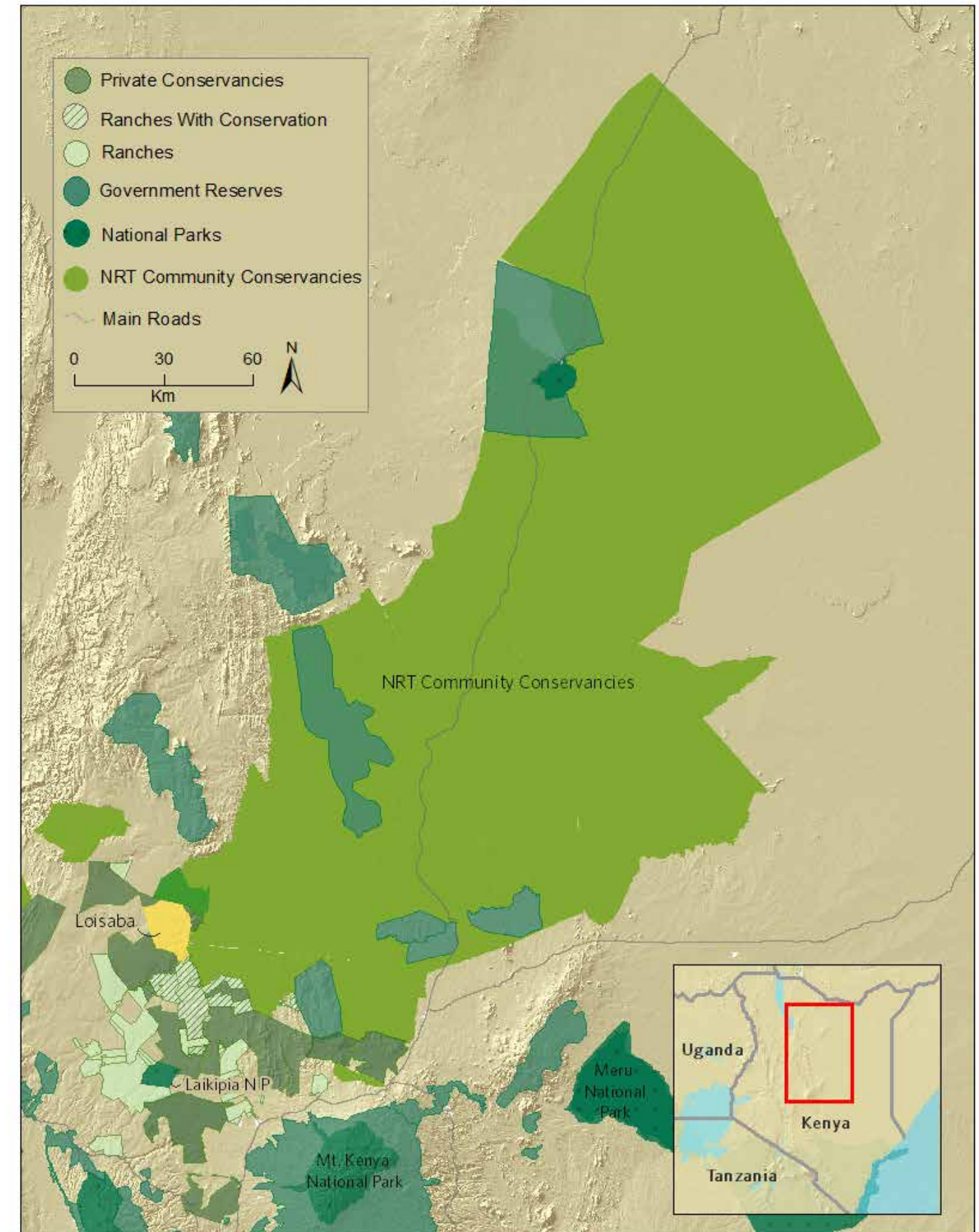
Our mission is to protect and enhance critical wildlife diversity, abundance and habitat in the Loisaba landscape while concurrently supporting sustainable livestock production and improving the lives of the people in neighbouring communities.

VALUES

Loisaba Conservancy's core values are:

- Respect for traditional pastoral values, livelihoods and grazing areas
- Belief that strong local governance in community lands is paramount to success
- Connected and protected lands bring prosperity, health and equity to all life
- Recognition that wildlife and livestock can and need to co-exist
- Belief that conservation is valuable and brings multiple benefits to local communities
- Support of an inclusive workplace that promotes diversity and growth
- Commitment to achieving credible, measurable results

GEOGRAPHIC SCOPE



STRATEGIC PLAN 2021-2025

2021-2025 STRATEGIC PLAN

With significant progress made against the 2015 Strategic Plan, it is now time to reflect on which of the goals set in 2015 remain relevant today and identify new goals within the context of the wider landscape.

SITUATION ANALYSIS

The Ewaso Ecosystem covers approximately 40,000 km² (9.8M acres), contains some of the highest densities of large mammals in Kenya and supports one of the country's most significant livestock production systems. As human and livestock numbers increase, weather becomes increasingly unpredictable and land tenure shifts towards private ownership, the land available to support traditional pastoralism is shrinking and becoming overcrowded, causing accelerated degradation of rangelands. Within this context, access to grazing and water resources for pastoralists is the leading source of conflict both between pastoralist communities and between pastoralists and private landowners.

Loisaba Conservancy, covering an area of approximately 57,000 acres, is located within the Ewaso Ecosystem and holds permanent water sources and well managed grasslands. Due to its location, Loisaba provides a critical wildlife movement corridor between Laikipia, Samburu and Isiolo counties across a contiguous landscape made up of public, private and communal lands. The important pasture in and around Loisaba has been contested by different ethnic groups in recent decades, and illegal grazing on Loisaba Conservancy and neighbouring private ranches has been an issue in the recent past. Due to our location and mission, Loisaba Conservancy has the opportunity to continue to ensure livelihood security for our neighbouring communities through the provision of employment, access to dry season grazing, livestock husbandry expertise and the proactive promotion of peace and security.

Roughly 65-70% of East Africa's wildlife lives outside of protected areas on lands shared with people. Critical movement corridors are threatened by rising human populations, poor resource management, infrastructure development projects (such as dams, rail and pipeline corridors), land sub-division, poaching and poverty. Rural communities often lack rights to own and benefit from their land and wildlife, a situation that exacerbates unsustainable resource use. Many of these communities historically fail to benefit from public and private protected areas. For conservation to endure across large landscapes, it must integrate the needs of local people and involve them in shaping holistic solutions.

We have learned many lessons since 2015. We have, through a consultative process with our stakeholders, identified thematic areas that need additional attention moving forward. These are:

ADVOCACY

Need identified: Proactively engage key stakeholders to support policies that create an enabling environment for conservancies to thrive. This includes improving communications and awareness with policy makers and the larger public through relevant bodies, such as the Kenya Wildlife Conservancies Association (KWCA) and its regional chapters, as well as directly through our own communication channels.

COMMUNITY RELATIONS

Need identified: Build additional capacity for community relations to enhance the successful work in education, health care, security, wildlife conservation and sustainable livestock husbandry.

SUSTAINABLE OPERATIONS

Need identified: Diversify fundraising and business lines to create a financially robust and sustainable income base.

LEADERSHIP, RESEARCH AND PROGRAMME DESIGN

Need identified: Build our conservation science and management capacity, both internally and through strategic partnerships, so that we are better positioned to achieve our mission.

ORGANISATIONAL CULTURE

Need identified: Improve work/life balance and expand professional growth opportunities and recognition programmes for staff. This includes talent acquisition and retention as well as building leadership / management capacity among women, youth, conservancy managers and rangers.

TOURISM

Need identified: Improve national and international marketing of Loisaba tourism products whilst developing packages that attract visitors all year round. Support the development of community-based tourism in neighbouring conservancies.

2021-2025 STRATEGIES

1. Strengthen a self-sustaining business model
2. Optimise species diversity, wildlife abundance and ecological connectivity in and around Loisaba Conservancy
3. Improve the wellbeing of communities that neighbour Loisaba Conservancy
4. Strengthen local and national support for Loisaba Conservancy and other conservancies as a viable and beneficial form of land use

THEORY OF CHANGE

ISSUE	RISK IF MISSING	STRATEGY	OBJECTIVES	GOAL
PEACE AND SECURITY Long history of inequitable land ownership and resource equity, drought, need to provide for growing population	<ul style="list-style-type: none"> Unsupported number of cattle in communities Uneven distribution of grass, water, grazing resources Community unease Human / wildlife conflict 	Community relations and programmes for grass sharing / equitable leasing	Community relations and programmes for grass sharing / equitable leasing	<ul style="list-style-type: none"> Training resources Training capacity Grazing management plan that includes community cattle
COMMUNITY Long history of inequitable land ownership and resource equity, growing population, wildlife seen as competition for livelihoods	<ul style="list-style-type: none"> Limited funding and resources for livelihood improvement Focus on health and welfare, conservation lower priority 	Empower communities with education, professional development, health care	Wildlife programmes that benefit communities (education, conservation value, resources back to the communities)	<ul style="list-style-type: none"> Children in school Women trained / gender equity Women provided reproductive resources Economic improvement Wildlife value
BUSINESS DEVELOPMENT Focus on tourism and cattle leaves Loisaba and surrounding community less resilient to change	<ul style="list-style-type: none"> Business income suffers without enough diversity in income sources Ability to be creative and try new strings of income diminishes 	Additional business created (e.g. shop at Conservation Center, online business)	Cattle business maximised in times of rain and for the entire Laikipia region. Reserves available for dry/ difficult years	<ul style="list-style-type: none"> Income Reserves Programmes in place
LANDSCAPE HEALTH Fragmented landscape from development, invasive species and land ownership creates challenges for wide ranging animals	Wildlife numbers diminish, conservation business decreases and conflict increases	Mapping and monitoring of wildlife to establish corridors and focus on habitat enhancement	Holistic grazing management plan in place	<ul style="list-style-type: none"> Wildlife numbers stable Acres protected Wildlife value to communities Tourism consistent and stable
RHINOS Fragmented landscapes and poaching rhinos close to extinction	Wildlife numbers diminish, conservation business decreases and conflict increases	Community and government support for introduction of rhinos	Rhino infrastructure in place and rhinos re-introduced	<ul style="list-style-type: none"> Rhino populations increase and become more stable Increased awareness and appreciation of rhino
COMMUNICATIONS Investments in Laikipia are not recognised because no one knows about successes/importance of conservation	Loisaba and Laikipia not recognised for years of investment and leadership	Increase story-telling and information sharing online	Campaign around rhinos and conservation successes	<ul style="list-style-type: none"> Increased awareness for conservation in Northern Kenya Increased tourism Community businesses flourish

1

Strategy One: Strengthen a self sustaining business model

In the past year, the global COVID-19 pandemic provided the opportunity to observe first-hand what happens when tourism stops. We now recognize that leaning too heavily on tourism is a weakness that we need to mitigate through a more diverse business model. If business is sustainable and operational capacity is increased (through the diversification of revenue streams), then Loisaba will rely less on tourism and donor funding to cover operational expenses. This would free donor support for use on conservation and development priorities within Loisaba and for neighbouring communities.

OBJECTIVES:

1. Create an endowment fund to support annual operating costs

- Sell two investor houses by 2025, creating US\$6 million in capital that generates at least US\$240,000 in endowment income per annum.

2. Tourism revenue stable and increasing

- Continue partnering with a strong tourism operator.
- Secure at least two new donor house site owners to increase Loisaba's tourism beds to 68 and achieve an average of 30% year on year occupancy across all beds and a minimum of US\$ 1.1M in annual tourism-related revenue (conservation fees, bed night fees and tourism activities) by 2025.
- Develop and enhance tourism activity offerings (e.g. horse safaris, walking safaris, fly camping, etc).
- Secure a campsite booking agency agreement to increase occupancy and revenue for our existing Galago Campsite.

3. Livestock revenue stable or increasing

- Grow our livestock breeding herd from 300 to 500 head, with a view to sell 400 head per annum.
- Explore innovative initiatives to expand and strengthen revenue streams that boost conservation and resilience (e.g. Lion Friendly Beef).
- Continue to engage in strategic grazing agreements with neighbouring communities and other livestock producers to maintain US\$ 100,000 in annual grazing revenue per annum.

4. Create new sources of revenue

- Develop four new income sources by 2025:
 1. Paying volunteer programme
 2. Honey business
 3. Tourist shop
 4. Fly camping/horse safaris

2

Strategy Two: Optimise species diversity, wildlife abundance and ecological connectivity in and around Loisaba Conservancy

Loisaba Conservancy is home to significant wildlife populations that include endangered and vulnerable species such as Grevy's zebra, African wild dog, elephant, cheetah, lion, Beisa oryx and reticulated giraffe. Whilst the 2015 – 2020 Strategic Plan focused on protecting what exists within the conservancy, over the next five years, we aim to optimise endemic species diversity and wildlife abundance across the landscape. To this end, a major milestone for the conservancy will be the reintroduction of black rhinos (*Diceros bicornis michaeli*), last seen here in the 1970s. This reintroduction will take place as part of a broader habitat management strategy that includes controlling the invasive *O. engelmannii*.

OBJECTIVES:

1. Support and increase (with the addition of the eastern black rhino) wildlife diversity at Loisaba, with all endangered wildlife species populations either stable or increasing.

- Maintain a well-trained security presence at Loisaba and a strong intelligence network.
- Maintain and improve systematic patrols and wildlife monitoring, including a bi-annual total count.
- Establish strategic partnerships to identify and address key threats to endangered wildlife species.

2. Establish a healthy breeding black rhino population by 2025

- Successfully fundraise with our partners to cover the cost of translocating rhinos to Loisaba, including all security, infrastructure and annual management costs.
- Put in place adequate fencing, security and associated monitoring to ensure the rhino population is well protected.
- Maintain excellent channels of communication with the Kenya Wildlife Service.

3. Removal of *O. engelmannii* from at least 75% of its existing footprint

- Use rigorous science to assess the most cost-effective approach for the mechanical removal of *O. engelmannii* and mobilise resources to implement a plan based on the outcome of this assessment.
- Release the *O. Engelmannii*-eating cochineal beetle onto Loisaba and systematically monitor its performance in controlling the cactus.
- Continue to accurately map the location of *O. engelmannii* within the Conservancy.
- Strengthen relationships with neighbouring conservancies to ensure landscape-scale targeted removal.

4. Expand connectivity of protected habitat

- Support collaborative regional conservation initiatives such as the Laikipia Conservancies Association.
- Foster human-wildlife coexistence in neighbouring communities, including via human-wildlife conflict mitigation support.
- Support security patrols and response efforts within and outside Loisaba.
- Engage with county government on surrounding public lands to improve conservation.
- Invest in the identification and creation of new Payment for Ecosystem Services enterprises that generate revenue while improving rangeland condition and human wellbeing.

3

Strategy Three: Improve the wellbeing of communities that neighbour Loisaba Conservancy

Communities neighbouring Loisaba face many challenges, including: climate change and its impact on rains and vegetation growth; poverty and insecurity; population growth (human and livestock); human-wildlife conflict; lack of access to education, healthcare, and clean water; and poor governance. Perhaps one of the greatest challenges in the Ewaso Ecosystem is the degradation of rangelands. Pastoralist livelihoods are integral to the diverse communities of this landscape and competition over grass and water is a major driver of conflict.

OBJECTIVES:

1. Assist with the reduction of security incidents among neighbouring communities by 2025 (compared to 2020 baseline)

- Maintain a strong intelligence network within neighbouring communities linked to Loisaba.
- Establish effective communication channels that enable communities to rapidly report threats or incidents to Loisaba.
- Support the national and county government to respond quickly and effectively to security incidents at Loisaba and neighbouring properties.
- Track the follow up on any security incidents that take place at Loisaba and neighbouring properties so that cases can be effectively prosecuted.

2. Draw at least 60% of Loisaba employees from neighbouring conservancies by 2025

- Have an equitable and diverse hiring policy with targeted advertising in the neighbouring environs.

3. Number of secondary and tertiary education bursaries available to students from neighbouring communities stable or increasing

- Continue to partner with individuals and philanthropic organisations to provide scholarships to students in secondary schools neighbouring Loisaba as well as tertiary institutions.

4

Strategy Four: Strengthen local and national support for Loisaba Conservancy and other conservancies as a viable and beneficial form of land use

The growth of human and livestock populations and related competition over scarce resources has increased the perceived opportunity cost of conservation, putting it in competition with development priorities. Consequently, there is increasing political pressure on Loisaba and other conservancies – both private and community – to generate social, environmental and financial benefits for local people and to effectively communicate those values. Loisaba must not only continue to generate value, it must also enhance this value and support other conservancies to do the same.

OBJECTIVES:

1. Increase awareness (local and national) of the importance of conservation, connectivity and ecological stability across the landscape and its relevance to the priorities of local communities and county/ national government

- Host strategically designed conservation education days for members of neighbouring conservancies and key stakeholder groups.
- Strengthen relationships with key members of county and national government.
- Broaden social media reach and track metrics.

2. Build an enabling environment for land conservation in Laikipia

- Support the Kenya Wildlife Conservancies Association and its regional chapters, as well as other relevant membership organisations, to lobby for incentives and security for investments into private and community conservancies and associated enterprises.





SCIENCE

Loisaba Conservancy partners with The Nature Conservancy, Space for Giants, San Diego Zoo Wildlife Alliance and Lion Landscapes to provide support and resources for their elephant, reticulated giraffe, leopard and lion research and conservation projects. Loisaba has strong infrastructure for conservation research.

Goal: Provide a secure base for research organisations working in the landscape and strengthen collaboration with Mpala Research Centre.



OPERATIONS

Loisaba will maintain the highest standards of human resources and be known as a diverse and supportive place to work. Currently, there are additional capacity needs in conservation, community, and communications.

Goal: Invest in internal staff development and hire strategic positions to improve efficient operation of the conservancy.



RELATIONSHIPS (Government, NGOs, other partnerships)

Loisaba will facilitate the highest standards of cooperation between partner organisations working at the conservancy in order for each to complement the other's activities in areas of common interest and to ultimately deliver on individual and collective goals. We seek to foster mutually beneficial working arrangements that support conservation, livelihoods, security and improved land management in and around Laikipia County through MOUs or similar means. We will also work closely with the Laikipia Conservancies Association and Kenya Wildlife Conservancies Association to influence government towards policies and actions that catalyse the ability of conservancies to protect land and wildlife.

Goal: Expand partnerships around Loisaba with strategically selected private, public and community landowners.



CONCLUSION

Large tracts of land in the Laikipia region of Kenya provide an amazing opportunity for wildlife protection. Historically, cattle production and tourism have gone hand-in-hand here. Herders move cattle to areas where the grazing is good and the wildlife adjust or co-exist. There are years when tourism is down substantially in Africa due to fears of terrorism, disease, political instability, etc. There are years when drought affects cattle herds and wildlife. There are years when both are affected, and the conservancy brings in less revenue overall. So, the puzzle in this part of Kenya is – how do we create a sustainable business model that is flexible enough to withstand market fluctuations that are beyond our control and consistent enough to support the conservancy's primary purposes of conserving wildlife and giving back to the local community?

Over the next five years, Loisaba aims to find a balanced approach. If we create a healthy economic engine fuelled by multiple income streams – diverse tourism that targets different income brackets, cattle and possibly innovative income like Payment for Ecosystem Services and impact investing – then we can manage the property sustainably and in a way that contributes tangibly to ecological, economic, and human wellbeing across the broader landscape.

CREDITS

Ami Vitale - Cover
Silverless - Pages 2/3
Maurice Schutgens - Page 7
Silverless - Pages 10/11
Maurice Schutgens - Pages 16/17
Taro Croze - Page 19
Ami Vitale - Pages 20/21



LOISABA
CONSERVANCY

WWW.LOISABA.COM

LAND CONNECTED. LIFE PROTECTED.