Guiding NRT's Long-term Direction

JANUARY 2023, KENYA
NRT | A membership organization owned and led by community conservancies in Northern & Coastal Kenya

NRT was established in 2004 as a shared resource to help build and develop local community conservancies.

The institutions are run by indigenous people - they not only give people a voice, but provide a platform for developing sustainable enterprise and livelihoods related to conservation.

NRT helps communities build resilience and businesses (e.g., BeadWorks) and has set up the first large-scale grasslands soil carbon project.
Vision
Thriving communities and ecosystems

Mission
Develop resilient community conservancies that transform lives, secure peace, and conserve natural resources

- NRT operates in a complex ecosystem that has historically underperformed on national development indicators
- Complexity will only increase as long-term trends put more pressure on NRT regions (e.g., climate change, population growth, urbanization, outside-in investments)
- This will negatively impact livelihoods of local communities (e.g., pastoralism become more challenging), protection of natural resources and peace and security if the ecosystem does not adapt
- A successful NRT ecosystem of the future is defined by 20 priority topics clustered in 7 key themes: community-led institutions, peace and security, sustainable local economies, education, natural resources, health, and reliable energy
- To deliver on these priority topics, NRT takes on three complementary roles:
  - Center of Expertise, where NRT drives and advances the topic at HQ/region level
  - Trusted Coalition, where NRT supports CCYs to take the lead on a topic
  - Convening Platform, where NRT is involved in a topic through partners/government
- The long-term delivery model will look different from today: NRT will move from being a Center of Expertise on most topics to enabling others and acting as a Coalition/Platform
D. What are the implications for NRT?

C. How should it be done?

B. What is needed in this ecosystem?

A. How does the ecosystem evolve?
Why we need to define a guiding star

"What we are trying to achieve cannot be done in one year or five years. It is a systematic transformation, and we need a long-term mindset to be able to achieve it."

- Julius Kipng’etich, Chairman of the Board, NRT
What is a vision?
A Guiding Star helps define a direction - but many paths to get there
We have gone through an iterative process to develop our 2050 vision

- Data analysis of historical and forecasted trends that are relevant for Northern and Coastal Kenya

- 25+ interviews with a range of key stakeholders:
  - Council of Elders
  - Board of Directors
  - Senior Mgmt Team
  - Staff members
  - Regional Directors
  - Donors
  - Government
  - CCY members

- Vision workshop with SteerCo members to discuss what NRT should do and how NRT should do it

- Regular iterations with an NRT sub-committee to consolidate all inputs and develop a coherent and accepted story
Four steps for our 2050 vision

A. How will the ecosystem evolve?
   - Fact base on landscape and wider ecosystem developments
   - Likely impacts for Northern and Coastal Kenya

B. What is needed in this ecosystem?
   - Identification of key priority topics for the ecosystem

C. How should it be done?
   - Three distinct roles for NRT - as an expert, coalition and platform
   - Mapping of the priority topics to the roles, incl. a timeline

D. What are the implications for NRT?
   - Implications for the operating model
Contents

Approach

A. How does the ecosystem evolve?
B. What is needed in this ecosystem?
C. How should it be done?
D. What are the implications for NRT?
Current impact | NRT is vital for communities and wildlife

“NRT has built a coherent system for community development and is a great convener of all parties”

“The NRT model is battle-tested. The organization was there when everyone had left during Covid”

“NRT allows communities to speak with one voice and is well-embedded within the landscape”

“NRT is capable of thinking at scale and has clear appetite for growth, with a waiting list of new conservancies”

Source: NRT website (extracted Nov 2022); NRT stakeholder interviews Nov/Dec 2022
Current ecosystem | NRT operates in a complex ecosystem that underperforms on national development indicators

**Nutrition:** Food Security levels 2022

<table>
<thead>
<tr>
<th>Region</th>
<th>NRT regions</th>
<th>National avg.</th>
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<tbody>
<tr>
<td>Samburu</td>
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<td>Nairobi</td>
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**Health:** Proportion of births attended by skilled personnel in 2016

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<th>Region</th>
<th>NRT regions</th>
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<td>Nairobi</td>
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**Water:** Access to safe water 2019

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**Energy:** Reliable access 2018

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<td>North Kenya</td>
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**Education:** Net Enrolment Secondary education 2019

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<tr>
<td>Samburu</td>
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</tr>
<tr>
<td>Nairobi</td>
<td>30%</td>
<td>42%</td>
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1. Population is food secure when it is below “Phase 3” (crisis, emergency or famine); 2. Baringo, Garissa, Isiolo, Laikipia, Lamu, Marsabit, Meru, Samburu, Tana River, West Pokot.

### Outlook | Complexity will only increase as long-term trends put more pressure on NRT regions

<table>
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<tr>
<th>Climate change</th>
<th>Population dynamics</th>
<th>Outside-in investments</th>
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<tbody>
<tr>
<td>Consecutive dry season forecasted for MAM2023¹ in the Horn of Africa</td>
<td>People projected to live in NRT regions in 2050 compared to 5.5M in 2022</td>
<td>Kenya Vision 2030 project to improve connectivity of Northern/Coastal Kenya with the construction of Lamu Port, pipelines, airports and resort cities</td>
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<tr>
<td>Increase in hot days (&gt;35C) in Northern/Coastal Kenya between 2022-2050</td>
<td>Population per sqm in 2019 Northern Kenya: dispersed across a large area</td>
<td>Multiple investors are looking into Northern &amp; Coastal Kenya according to interviewees; e.g., cement factories, solar and wind energy, extractives</td>
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<td>Rainfall projected to decrease in the arid zones in Kenya</td>
<td>Of Kenyan population projected to live in urban areas by 2050</td>
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**Drought and population growth is ranked as #1 trend impacting the region until 2050²**

1. MAM = March April May season. 2. Please see backup for detailed overview of interviewees and ranking

Sources: Forecast Update: East Africa Likely to Experience Six Droughts in a Row, 2022; World Bank Kenya Climate Risk Country Report 2022; World Bank NEDI report; UN Habitat Program, Kenya, 2022; Oxford Data Bank, 2022; LAPSSET website November 2022; NRT Stakeholder interviews November 2022
Effect | This will negatively impact income, natural resources and peace if the ecosystem does not adapt

**Poverty and GDP losses**

-8% Kenyan GDP

Loss every 5 years because of droughts. (As droughts are becoming more regular, this will increase especially in arid areas)

**Pressure on natural resources**

1,000 Cubic meter

Water available per year per Kenyan on average which is likely to decrease, while everything below 1700 is defined as water critical

**Peace and security at risk**

750k Illegal guns

In Kenya (according to estimates), of which most in the North, likely to increase with more outside-in interests and food insecurity

- **High levels of poverty and unemployment combined with the large youth population might render communities vulnerable to armed conflict, both because they fuel grievances and produce large numbers of idle and frustrated youth who can be more easily recruited into armed or criminal groups**

Approach
A. How does the ecosystem evolve?
B. What is needed in this ecosystem?
C. How should it be done?
D. What are the implications for NRT?
A successful NRT ecosystem is defined by 20 priority topics

1. Strong CCY governance setup and guidelines
2. Legal community land ownership & land use
3. CCY awareness at household level
4. Women empowerment (participation, education)
5. Youth empowerment and enablement

What is needed in this ecosystem?

Build well-governed community-led institutions #1 theme according to interviewees’

- Reliable and green energy access
- Facilities for primary schools (e.g., water, dormitories)
- Youth empowerment and enablement

Continuously improve peace and security #3 theme according to interviewees’

- Peace-building between communities
- Wildlife protection

Develop sustainable local economies that are resilient in the face of climate change and droughts

- Skills development for new jobs and enterprises
- Diversified and stable income generation for CCYs

Spearhead education at primary school and beyond

- Facilities for primary schools (e.g., water, dormitories)
- Merit-based scholarships
- Environment education at schools

Manage natural resources adequately and efficient, incl. a move towards more sustainable pastoralism and livestock management #2 theme according to interviewees’

- Rangeland management
- Water management and accessibility
- Forest and marine management

Increase life expectancy by improving health indicators

- Community health (e.g. maternal health, outbreaks)

Provide reliable access to clean energy everywhere

- Reliable and green energy access

Note: Topics are not listed in order of priority, all topics are of similar priority to improve development indicators and build resilience for communities.

1. Please see backup for a detailed overview of the interviewees and ranking.
Other players operate in the landscape
National government, counties, wards, NGOs and local associations are key stakeholders who play their part

All regions are different
Regional offices are in the best position to identify needs and provide support close to CCYs

No single institution can be good at everything
It is impossible to have the required depth of knowledge and reach on all priority topics in a landscape this large

Sharing responsibility de-risks for everyone
Collaboration decreases fundraising needs at NRT HQ level and ensures continuity in all scenarios

Source: NRT stakeholder interviews, November 2022

What is needed in this ecosystem?
Approach

A. How does the ecosystem evolve?
B. What is needed in this ecosystem?
C. How should it be done?
D. What are the implications for NRT?
**Delivery model | Three complementary roles for NRT in order to deliver on the priority topics**

1. **NRT as a center of expertise**
   - NRT has deep technical expertise on key priority topics and supports CCYs and other stakeholders on these topics.
   - In this role, NRT drives and advances the priority topic (e.g., awareness, advice, research, execution).

2. **NRT as a trusted coalition**
   - NRT helps build capabilities and enables a unique peer process for CCYs to support each other as friends for life.
   - In this role, NRT supports all CCYs as they to take the lead and ownership on a priority topic.

3. **NRT as a convening platform**
   - NRT unifies and manages the network that enables CCYs to speak with one voice, attract donor pools and solve disputes.
   - In this role, NRT is involved in a priority topic through partnerships and acts a multiplier to the government.
The long-term delivery model looks different from today

Priority topic

1. Strong CCY governance setup and guidelines
2. Legal community land ownership & land use
3. CCY awareness at household level
4. Women empowerment (participation, education)
5. Youth empowerment and enablement
6. Peace-building between communities
7. Wildlife protection
8. Skills development for new jobs and enterprises
9. Diversified and stable income generation CCYs
10. Carbon program
11. Facilities for primary schools
12. Merit-based scholarships
13. Environment education at schools
14. Rangeland management
15. Water management and accessibility
16. Forest and marine management
17. Species conservation
18. Spatial planning and wildlife connectivity
19. Community health
20. Reliable and green energy access

In the lead: NRT CCY Stakeholders
Three steps to evolve in each role over time

**Center of expertise**

- **2023**: Advance all priority topics with enough capacity from NRT HQ
- **2050**: Build strong capabilities (e.g., technical skills, lobbying, communication) where NRT should drive the priority topic in the long run
- **Be known as the best expert on the selected priority topics**

**Trusted coalition**

- **Co-create a development plan with CCYs from starting point to their respective full potential**
- **Work together with CCYs through their trajectory and encourage them to take ownership early on, with guidance and support from both NRT as well as other CCYs in the coalition**
- **Enable communities to be the true owners of conservancy land and advancers of livelihoods**

**Convening platform**

- **Support regions to grow and foster relationships with partners and local governments**
- **Orchestrate collaboration between different stakeholders in the landscape (e.g., counties, wards, NGOs, investors) - this incl. coalition-building, standards, quality assurance, etc.)**
- **Facilitate a platform for exchange of ideas, best practice sharing, networking**

How should it be done?
More detail | Illustration what this means for three selected priority topics

In the lead: NRT 🌟 CCY 🌟 Stakeholders

2023 2050

1. Women empowerment

- Advocate gender balance by e.g., giving the right example, incentivizing quotas, training women in management skills
- Support CCYs, and specifically women, to move towards gender balance in the board and critical functions; Organize women-focused sessions between CCYs to enable best practice sharing and exchange of ideas/experiences

2. Wildlife protection

- Oversee training and coordination of CCY and NRT rangers; Improve infrastructure, communications and aircrafts continuously
- Engage with partners/counties, show them NRT protection method
- Lead wildlife & tourism protection but gradually hand over responsibility
- Support counties and partners (e.g., KWS) in their task and enable communication between parties

3. Skills development for new jobs and enterprises

- Assess the potential of different enterprises in and identify which skills are needed; Develop vocational training program for required skills
- Engage with partners (e.g., investors, businesses) to ensure new enterprises benefit local communities
- Work together with CCYs to create skills and new jobs as part of the CCY

In the lead: NRT 🌟 CCY 🌟 Stakeholders
In 2050, CCYs will create strong, unified community-led institutions and improved development outcomes

What the CCY does...

- Drives collaboration and unison of the NRT & CCY coalition, where it asks for help when needed and supports others where it can
- Engage with the local government on as many topics as possible and foster strong relationships with partners
- Ensure the community is aware they live in a CCY, understand the benefits and feel like they can participate
- Help people attain the right skills for jobs and provides jobs within the community
- Manage biodiversity and health of the natural ecosystem proactively

What outcomes the CCY creates...

Strong community-led institutions
- Gender balance and youth participation across all levels of decision making
- Consistent high scores on governance index, audits and manager rating
- Legal ownership of the land and proactive management of land use planning

Improved development indicators
- Everyone receives 12+ years of education
- Everyone has a life expectancy of 75+
- All households have an income of 2000USD+ annually

Note: different CCYs have different starting points, challenges, and their own unique strategic purpose. They work together towards achieving the joint long-term vision, although this might have different outcomes per CCY by 2050.
Contents

Approach
A. How does the ecosystem evolve?
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Implications | Entire operating model contributes to achievement of vision

Source: BCG framework
Implications | Suggested actions to work towards the vision

**Purpose, Strategy, & Priorities**

- **Develop a strategic plan for 2023-2028 in line with the 2050 vision**
  - Integrate the overall vision and lay out the first next steps to move towards the vision in the long run
- **Create a deliberate strategy to expand NRT geographic footprint within and beyond Kenya**
  - Design a clear process to handle conservancy applications within Kenya
  - Develop a strategic plan for expansion within Kenya (e.g., for peace-building or wildlife corridors)
  - Document all steps in the conservancy application process to create a solid evidence base
  - Support Uganda in setting up their community conservancy model as a proof of concept
  - Develop an approach to showcase how the NRT model works beyond Kenya (e.g., exchange visits and secondments, standard documentation, overview of key stakeholders and SOPs) and act as advisor when asked

**Funding**

- **Implement the revamped financial sustainability strategy for NRT**
  - Diversify the donation base (e.g., unrestricted funding, Lewa partnership, endowment fund)
  - Professionalize the fundraising capability (e.g., clarify responsibilities, develop fundraising toolkit)
  - Design a tiered finance model that matches staff contracts to donor grants
  - Support CCYs in their income generation (e.g., direct link with donor, coordinated fundraising, alternative recipients)

**Structure**

- **Ensure consistent alignment between organizational structure and strategy ("form follows function")**
  - Increase organizational focus on CCY capability development, partnerships, and advocacy
  - Review structure every five years
- **Improve organizational structure in the regions and CCYs**
  - Decentralize capabilities with a specific regional focus to the regional offices or CCYs
  - Assess current pain points / differences in structure of CCYs and develop a model structure for CCYs

**Processes**

- **Professionalize internal NRT processes**
  - Streamline and simplify financial reporting, budgeting, procurement, etc.
  - Clarify processes around roles, decision rights, ways of working
- **Harmonize and clarify the governance setup for CCYs**
  - Develop a handbook for all CCYs that covers rules, guidelines, suspension, engagement with NRT, etc. and ensure this handbook is understood and internalized by all key stakeholders
  - Stimulate CCYs to take ownership early on (e.g., on financial mgmt.) with guardrails and mitigation plans in place
  - Consider revised board tenure rules (e.g., at least 1 experienced board member, aligned to comm. land act, max. 2 terms)
### Implications | Suggested actions to work towards the vision

**Culture & Behavior**
- Create a culture where everyone is proud to be part of the NRT coalition of community conservancies
  - Communicate, stimulate and embody a supportive, unified culture between NRT, regions and CCYs
  - Provide trainings for CCYs, regions and HQ to train and embed this behavior

**Leadership & Talent**
- Attract and reward the best talent at NRT HQ, regions and conservancies
  - Improve staff welfare (e.g., compensation package, performance management, career paths)
  - Invest in scholarships for communities
  - Enable exchange of knowledge and ideas between the different units (e.g., exchange between CCY and NRT HQ employees which will also improve awareness in the communities)

**Measurement framework**
- Create and publish a strong evidence base of the impact of the community conservancy model
  - Improve documentation, monitoring and evaluation at both NRT and in CCYs
  - Create and publish scientific and popular research on impact and success stories (e.g., carbon project, improved living standards, wildlife protection)

**Technological enablers**
- Digitize the organization
  - Assess status of current software/hardware applications at NRT and explore more advanced options, specifically regarding environmental and wildlife connectivity (e.g., WildTracks, EarthRanger)
  - Conduct research into new technologies as tools to achieve objectives (e.g., faster and easier data collection, analysis, new avenues for sharing information, gaming elements and incentives)

**External environment**
- Build a partnership model
  - Map the conservancy landscape (e.g., government actors, conservancy associations, KWCA)
  - Identify opportunities to strengthen or professionalize relationships and create coalitions
  - Create a partnerships function within NRT regions with key account managers to manage relationships
- Intensify relationship with the local and federal government
  - Strengthen advocacy capabilities at NRT HQ and in the region
  - Inspire best practice sharing between regions (e.g., what can be learned from Samburu)
  - Ensure continuous engagement with and support from counties and wards
Appendix
## Interviews

**Input gathered from 25+ key stakeholders in Nov/Dec 2022**

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<th>#</th>
<th>Name</th>
<th>Organisation</th>
<th>Role</th>
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<td>Joanna Elliott</td>
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<td>EU</td>
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Interview output | Ranking exercise

Which trends will impact NRT regions most until 2050?

1. Human wildlife conflict
2. Biodiversity destruction
3. Deteriorating security
4. Lack of economic growth
5. Gender inequality
6. Conflict prevention /resolution
7. Develop a robust organization
8. Flagship species protection
9. Population growth
10. Drought & water scarcity

What topics should NRT focus its efforts on?

1. Lobbying
2. Enterprise building
3. Comms/Media
4. Diversified income generation
5. Support competent conservancies
6. Techn. Expertise NRM
7. People business skills training
8. Technical Expertise Water
9. Developing the youth
10. Conflict prevention /resolution
11. NRM

In which capabilities should NRT invest?

1. Well-governed conservancies
2. NRM
3. Diversified income generation
4. Enterprise building
5. Lobbying
6. Comms/Media
7. Support competent conservancies
8. Techn. Expertise NRM
9. People business skills training
10. Technical Expertise Water

What should NRT be known for in 2050?

1. Community development
2. Governance
3. Carbon program
4. Expertise on Wildlife
5. Geographic footprint
6. Lean NRT
7. Gold Standard Community Conservation
8. Sustainable rangelands
9. Expert Hub
10. Expertise on NRM
11. Ownership & dignity for communities
12. NRT convening power
13. Expertise on Community Engagement