

Strategic Plan 2019 – 2021





LETTER FROM THE CO-FOUNDERS

Looking back over the last decade, it is humbling and inspiring to see where the Grevy's Zebra Trust (GZT) has arrived at in 2018.

Co-founded in 2007, with James Munyugi, GZT has grown from a handful of passionate individuals into the organisation it is today. Change has been a constant over the last decade in the landscape where we work, yet our approach, which is rooted in community ownership, continues to be at the forefront of our work.

This year's strategic planning process reinforced the importance of our community partnerships. It also helped bring our priorities and mission for the next three years into laser sharp focus: to conserve and grow Grevy's zebra in northern Kenya. To achieve this, GZT will expand its community rangelands management work to all its areas of operation, something we have not formally done before. Grass is the foundation of life in northern Kenya, and increasing rangeland productivity must therefore be central to everything that GZT does. We will focus on using appropriate governance platforms to lead on rangelands management, and empower our entire field team of Grevy's Zebra Scouts, Ambassadors and Warriors to drive positive change within their own communities to start healing rangelands. Finally, a new strategic focus for GZT is to find ways to participate in and influence discussions and decisions made around infrastructure development in northern Kenya, by working in partnership with other key stakeholders, especially community, county and national leaders.

We are indebted to a number of zoological institutions in the US, spearheaded by the Saint Louis Zoo, which provided the strong foundation of support for the establishment of GZT, and which continue to support us today. These partnerships enabled us to develop innovative community-based conservation initiatives, resulting in GZT being locally and globally recognised as a small but effective conservation organisation. In 2012, we became a formal partner of the Wildlife Conservation Network, benefiting from new fundraising opportunities, increased levels of technical support and belonging to a network of like-minded organisations using pioneering strategies to save wildlife.

Working in partnership with communities, conservancies, county governments and the Kenya Wildlife Service, GZT has implemented effective conservation strategies that directly engage people sharing Grevy's zebra range, to protect and monitor this endangered species and the resources it depends on. Thanks to these collective efforts, Grevy's zebra numbers in northern Kenya appear to have stabilized in recent years; however, significant threats remain, with increasing land degradation and planned mega-infrastructure projects adding new pressures that threaten the integrity of northern Kenya's ecosystem.

As we embark on this new phase of our strategy, we will simultaneously build GZT's capacity to take our vision forward. To all our partners, supporters and friends, thank you for being with us on this journey so far and we hope you will continue to walk alongside us.

In gratitude,

Belinda Low Mackey
Co-Founder & Executive Director

Martha Fischer
Co-Founder & Board Chair

In memory of Rikapo Lentiyo 1976-2018

Rikapo Lentiyo started working in Grevy's zebra conservation over 15 years ago when he was employed as one of the first Grevy's Zebra Scouts in 2003. He pioneered the expansion and success of the Grevy's Zebra Scout Program, which positioned the Grevy's zebra as a flagship species for conservation in northern Kenya.

When the Grevy's Zebra Trust was founded in 2007, Rikapo was one of its foundational pillars. Without his dedication in those early days, the Trust would not be the successful conservation organization that it is today. Rikapo was a steady leader on the Trust team for 11 years, serving in several different roles, most recently as the Regional Coordinator in El Barta, a position that he filled with fearless determination.

Rikapo is a role model for many of his peers. In 2009 he was selected for the prestigious Disney Conservation Hero Award to honour his dedication to Grevy's zebra conservation. Despite not being able to finish secondary school due to his family's financial circumstances, Rikapo learnt to fluently speak, read and write English through his work, and in 2013 graduated with honors from the Southern African Wildlife College. Since 2014, Rikapo led the Trust's peace-building efforts in El Barta to improve the area's stability and protect Grevy's zebra, a cause that he was passionate about, and which saved many human lives.

Rikapo inspired the kind of dedication to communities and to wildlife, and especially Grevy's zebra, that runs throughout our work, and is captured in this strategic plan. We are so grateful for all he taught us, and it is through all of us that Rikapo's loyalty and devotion to Grevy's zebra will continue on; even in his absence, Rikapo will continue to be a role model and guiding light for us all.

EXECUTIVE SUMMARY

For the first time in decades, the Grevy's zebra population has stabilized. This is a significant achievement and points to the success of considerable conservation efforts made to protect this endemic species over the past decade. But its fate as a species remains in jeopardy due to its small population size and an increasing number of threats across its core range. Now more than ever is an important time for the species as we can look back and see what conservation efforts have worked and build upon those, and then also look ahead to better understand what is needed in an ever-changing landscape. As the only organization in the world dedicated entirely to the conservation of Grevy's zebra, Grevy's Zebra Trust (GZT) has an important role to play, and this strategy sets out our plan for continuing to deliver conservation success for Grevy's zebra.

GZT's long-term vision is for a growing Grevy's zebra population to coexist with thriving, peaceful communities across healthy rangelands.

To achieve this vision, GZT will continue to work together with communities to address key threats to Grevy's zebra. Specifically, GZT will strengthen and enhance its community rangelands management work in all areas where it operates, because Grevy's zebra will only survive if it has safe and secure access to enough grass year-round. To do this, GZT will look to increasingly leverage its greatest assets as an organization: its diverse field team (Scouts, Ambassadors, Warriors, Grass Guardians) and its strong community network across northern Kenya. GZT will continue with its monitoring and management work, becoming more systematic and seeking ways to expand its impact across the Grevy's zebra range. Finally, GZT will work with key stakeholders to address infrastructure development, a threat that could be potentially devastating to Grevy's zebra if not well planned.



Over the next several years GZT will focus its efforts on three primary goals:

COMMUNITY RANGELANDS MANAGEMENT: To ensure resilient and effectively managed rangelands support communities and wildlife across northern Kenya.

GREVY'S ZEBRA MONITORING & MANAGEMENT: To actively measure the health of Grevy's zebra populations through monitoring, and support their survival through targeted veterinary and supplementary feeding and water management interventions.

LOW-IMPACT INFRASTRUCTURE DEVELOPMENT: To mitigate negative impacts on Grevy's zebra populations from infrastructure development in northern Kenya.



BACKGROUND

The Grevy's zebra population has recently stabilized, which is a significant achievement given its history. Today, approximately 3,000 remain in the wild, representing an 83% decline since the 1970s. This is one of the steepest declines of any mammal in Africa. The species once ranged across the Horn of Africa, but is now restricted to Kenya and Ethiopia. More than 90% of the population is found in the rangelands of northern Kenya, with a few isolated remaining individuals or small populations to the north in Ethiopia.

The species' initial decline started in the late 1970s, driven primarily by rampant and unregulated hunting. More recently, other threats and challenges have continued to push the already small population downwards. As outlined in Kenya's "Recovery and Action Plan for Grevy's Zebra" the key ongoing threats to the species include: habitat degradation, competition for resources with livestock, reduction of water sources and restricted access to water, habitat conversion and loss (including large-scale infrastructure development), human conflict, insecurity and migration, small population sizes, hunting, disease and predation. Some threats have been ranked equally. The key limitation on Grevy's zebra recovery in northern Kenya is the availability of water and healthy rangelands that provide the quality of habitat that the species needs.

Despite these challenges, the Grevy's zebra's future is not yet defined and recent positive developments offer hope for the species. Grevy's zebra are recognized by key international biodiversity governing bodies as endangered, which provides the highest level of protection against illegal trading. The last Grevy's zebra census done in 2018 suggests the population has stabilized in recent years, and populations have increased in certain new habitats such as the private ranches of Laikipia. In order for the population to continue to recover, the ecological integrity and health of northern Kenya's rangelands is critical, and since this landscape supports and is home to diverse pastoral communities, the fate of the Grevy's zebra is intimately tied to local human societies.

Recognizing this reality, the Grevy's Zebra Trust (GZT) was founded in 2007 with a mission to conserve the Grevy's zebra, and it is the only organization solely dedicated to the conservation of this species. GZT works to halt the decline of the Grevy's zebra by addressing the most direct threats to its survival. As a result, the majority of GZT's work over its first decade has been oriented towards finding ways for people and wildlife to coexist in the rangelands of northern Kenya, the region where the future of the species will largely be determined.

GZT History & Track Record:

1970s

The start of the rapid decline of Grevy's zebra. The species went from 15,000 in the 1970s to just 3,000 today.

2007

GZT is founded with the majority of its funding support from Association of Zoos and Aquariums (AZA) institutions, the most significant being the Saint Louis Zoo. While focused on Grevy's zebra conservation, the approach began – and continues today – with the notion that working with local pastoralist communities to conserve Grevy's zebra is critical to the fate of the species. GZT started its Grevy's Zebra Scout program (inherited from a project in Lewa started by GZT's Executive Director in 2003), becoming the first program in northern Kenya to use citizen science. GZT also started the Grevy's Zebra Ambassador program in the remote region of El Barta, building a wildlife protection team from both the Turkana and Samburu communities in the area.

2008

GZT worked with Kenya Wildlife Service (KWS) as a lead partner on developing and launching the first ever Conservation & Management Strategy for Grevy's Zebra in Kenya (2007-2011).

2010

GZT's Rangeland Management program started in Westgate Conservancy, and gained community trust quickly thanks to rapid rangeland recovery. During this time, the Trust further expanded its community work, now working with more Scouts and Ambassadors in El Barta, Wamba and Laisamis Regions to monitor and protect Grevy's zebra and to raise awareness about the species within their communities.

2012

GZT was awarded Top Honours for the 2012 AZA International Conservation Award in partnership with 27 AZA institutions. GZT became a Wildlife Conservation Network partner, opening up new funding opportunities in the US, broadening GZT's network and reach, and offering new levels of technical support. Peter Lalampaa became the second GZT staff member to receive a Disney Conservation Hero Award (Rikapo Lentiyo received this award in 2009). A new program for GZT, the Grevy's Zebra Warrior Program, was initiated with Samburu and Rendille warriors in Laisamis region, significantly expanding its conservation footprint in this critical habitat for Grevy's zebra.

2014

GZT established the El Barta Conservation Council that brings the Turkana and Samburu together to address security issues in this northern Kenyan site. This Council – and the broader approach to working through traditional systems – has played an integral role in identifying solutions to land degradation and other challenges affecting Grevy's zebra. Its first outreach meeting in August 2014 was extremely powerful and effective, calming down rising ethnic tension, and addressing recent poaching incidents. GZT also expanded its supplementary emergency feeding program, working with the KWS, benefitting Grevy's zebra and other wildlife in times of extreme drought.

2015

Camp Grevy, GZT's field operations headquarters, was built in Westgate Conservancy. A conservation conflict transformation training course was developed and conducted for the team. A sand dam in the Laisamis River was built to serve both community and wildlife needs. The Grevy's Zebra Scouts were trained on the production of hand sewn reusable sanitary pads to benefit women and girls in the community.

2016

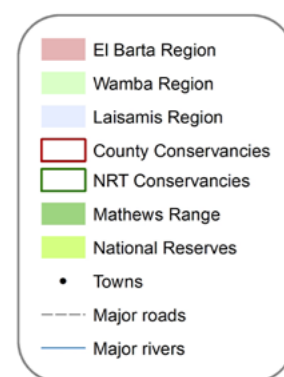
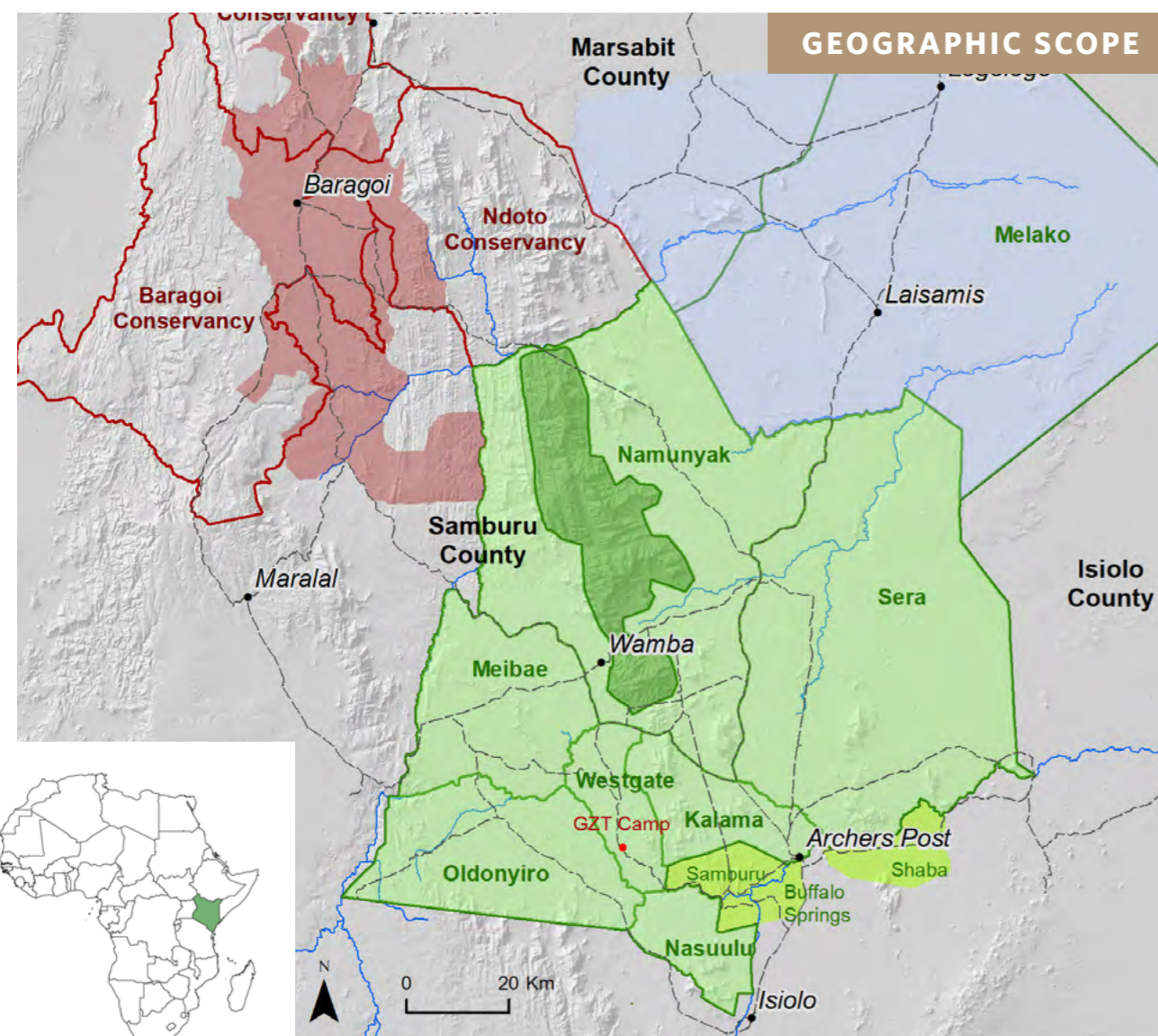
In collaboration with other partners, GZT organized and held the first Great Grevy's Rally to collect data on Grevy's zebra population numbers and health across northern Kenya. Results were officially announced at the Great Grevy's Ball a few months later. A revised partnership with Northern Rangelands Trust was developed to include GZT in a USAID project, supporting holistic rangelands management in Westgate Conservancy. The 'Lkirammat Nkujit' or Grass Guardians Club with herder and school-going children was started in Westgate Conservancy.

2017

GZT undertakes its biggest supplementary feeding effort due to prolonged and severe drought, enabling the survival of significant numbers of Grevy's zebra. Andrew Letura wins the Houston Wildlife Warrior Award and Ngeeti Lempate, GZT's longest-serving scout, is the only woman in Africa to win the 2017 Disney Conservation Hero Award. GZT holds its first ever "We Are One" peace festival bringing together Turkana and Samburu communities in El Barta. This was hailed as a unique and effective approach to peace-building by county government and communities.

2018

GZT facilitated the second Great Grevy's Rally and Ball, where it shared 2018 census figures showing the population is currently stable at 2,812 in Kenya. Kenya's "Recovery and Action Plan for Grevy's Zebra (2017-2026)" was launched, with GZT playing a prominent role on the national strategic planning committee. The Trust co-employed a Landscape Infrastructure Advisor with Ewaso Lions to lead advocacy and mitigation efforts on new major threats to Grevy's zebra from infrastructure development in northern Kenya. In another valuable collaboration, GZT partners with Save The Elephants and Ewaso Lions to establish the Northern Kenya Wildlife Vet Unit.



Grevy's Zebra Trust Area of Operation

GZT's focal area is the rangelands of northern Kenya, a large expanse of arid and semi-arid savannah interspersed with forested hills. This largely intact landscape supports wildlife and human pastoral populations, both depending on the ability to move across the landscape in order to access food and water during seasonal shifts. Indeed, the ecological needs of Grevy's zebra and local pastoral populations largely overlap, and GZT has focused its work on the communities and pastoral lands where Grevy's zebra are found. Specifically, it orients its work around three focal regions: El Barta, Wamba, and Laisamis, which are located in Isiolo, Marsabit, and Samburu counties. With its headquarters based at the field camp in Samburu, GZT has a strong foothold and deep relationships there, and it works outward to effectively engage communities in the conservation of Grevy's zebra.

A neighboring area, Laikipia County, has more recently become a stronghold for Grevy's zebra as a result of conservation measures adopted on private ranches over the past several decades. With improved habitat and protection for wildlife on these ranches, Grevy's zebra have progressively shifted their range southward to take advantage of these conditions. The most recent census (the 2018 Great Grevy's Rally) records more than 30% of the total population of Grevy's zebra in Laikipia; Lewa Wildlife Conservancy alone is home to about 14% of all the Grevy's in the wild. Unlike the communal regions where GZT currently focuses its work, Laikipia's conservation landscape consists chiefly of private lands, which form more than 150,000 hectares of contiguous conserved lands. Supporting Grevy's zebra conservation efforts on these private conservancies is a potential opportunity but requires GZT to better understand the needs there and how it can best add value.



SITUATIONAL ANALYSIS: UNDERSTANDING GZT'S CONTEXT

Because of its track record and achievements, including the stabilization of the Grevy's zebra population in Kenya, GZT has reached a new point in its organizational evolution. Today, GZT is a more mature organization, but to remain effective it must find ways that it can continue to protect Grevy's zebra despite the ever-growing challenges and threats emerging across the landscape. Thus, GZT needs to ensure it has the right priorities and strategies, team, and systems in place.

The following provides an overview of the context in which GZT works as this helps the organization identify what key issues it needs to focus on, what it is already good at doing, and what it needs to strengthen in order to be more effective.

Challenges

There are a number of issues threatening the vitality of the Grevy's zebra; however, GZT identified the following as posing the most significant threats to the species' survival.

LAND DEGRADATION

The single greatest threat facing the Grevy's zebra is habitat degradation combined with competition for resources with people and their livestock. While people, livestock and wildlife have coexisted in northern Kenya for centuries, growing human populations, climate change, and complex political and economic factors are putting pressures on the land and resources, resulting in severe land degradation and resource depletion. At the same time, land that was once communal is becoming privatized, fragmenting the landscape and pushing wildlife out of areas where it once roamed. In turn, heavy, sustained grazing by relatively high densities of domestic livestock is eroding rangeland quality, and conflict between people and wildlife is increasing. Essentially, there is increasingly not enough grass and water available to meet the needs of both wildlife and livestock.

Climate change is exacerbating these challenges, making weather and rainfall patterns less predictable and drought increasingly common. Now more than ever, rangeland planning and management – and, specifically, setting aside grasslands for dry season grazing and ensuring year-round access to water sources – is essential for the survival of both livestock and wildlife.



INFRASTRUCTURE DEVELOPMENT

Kenya has one of the fastest growing economies in sub-Saharan Africa. In turn, the country is pursuing a number of large infrastructure projects, from new roads and railways to port developments to urban settlements and energy and power projects. These development opportunities are important for a growing nation, however many of the mega-projects are planned in northern Kenya and will directly affect the Grevy's zebra's range and migratory corridors, potentially causing further habitat loss, degradation, and fragmentation. While these risks to Grevy's zebra and wildlife more generally are acknowledged, there has been little collaboration and dialogue between key stakeholders, such as NGOs, development agencies, scientists and government. Sustainable development and planning that takes wildlife into account will be critical for the future survival of Grevy's zebra in northern Kenya.

INSECURITY

With historic inter-ethnic tensions, political instability, poverty, and increasing pressure placed on natural resources due to competition, growing demands and scarcity, northern Kenya faces a range of security threats that affect both people and wildlife in the region. As more people seek pasture and water, especially during times of drought, there is increased risk of conflict between migrants and existing communities, and the rise of illegal weapons only heightens the problem. Conflict and resource scarcity often results in increased levels of poaching and a general displacement of wildlife, and this poses a great threat to Grevy's zebra.

CULTURAL EROSION

Cultural and social change is prevalent in modern Kenya, and this is especially true with pastoralist communities. While cultural changes can bring benefits, such as increasing minority rights, it can also bring challenges. For example, traditionally, pastoralists in northern Kenya coexisted with wildlife in part because of the cultural value they placed on it. However, as cultures and local values change, there is less willingness or interest to live with wildlife, and important decisions are made without considering the needs of wildlife.

Other threats, such as disease, predation, and hybridization are challenges GZT must also consider in their plans and efforts to conserve Grevy's zebra; however, the threats outlined above are ultimately underlying drivers of these other challenges and thus GZT sees them as the most critical threats to Grevy's zebra.

Opportunities

Despite the many challenges facing the Grevy's zebra, there are a number of opportunities that can help mitigate these risks.

COMMUNITY RANGELAND MANAGEMENT

Having done so for centuries, communities in northern Kenya are best placed to effectively and sustainably manage their grasslands, which is essential for the survival of Grevy's zebra. With increasing pressures on the rangelands themselves, land use planning and the implementation of those plans is critical. Traditional leadership continues to play a strong role in natural resource governance in northern Kenya, and thus engaging and strengthening these traditional institutions offers an important opportunity to support the management and enforcement of rangelands for people, livestock, and wildlife. GZT already has strong relationships with traditional leadership structures in Laisamis and El Barta, in particular, as part of its efforts to monitor and manage Grevy's zebra. As rangelands management is critical to both communities and Grevy's zebra, GZT can utilize these same relationships to engage more deliberately in this field.

At the same time, community conservancies in Kenya are a new and expanding framework aimed at helping communities facilitate rangeland management for the benefit of both people and wildlife.

Community conservancies are set up on community land, and although wildlife conservation is a key objective, they also create a structure to promote improved grazing and pastoral practices, support livelihood development, facilitate peace and security, and foster good governance. Samburu and Marsabit counties alone have over two million hectares of land under community conservancies, providing another structure GZT can engage and support to rehabilitate and sustainably manage rangelands on which Grevy’s zebra also depend.

Whether working with a conservancy, a traditional leadership group, or a combination of the two, what is essential is the development and implementation of year-round land use and grazing plans that are effectively monitored and enforced, ensuring rangelands remain healthy for people and wildlife.

DEVOLUTION

The August 2010 Kenyan Constitution ushered in a new governance system in the country, devolving more power to local government, and in particular shifting environmental management functions from national to county governments and local communities. Such devolution has the potential to offer new opportunities for local management and governance of natural resources, and to strengthen accountability and public service delivery at local levels. It is, for instance, increasing influence by county governments on wildlife management, including initiatives to establish conservancies, and allocating county-level funds towards supporting conservancies and natural resource management. Devolution offers a significant opportunity for GZT to work in partnership with county governments to promote policies and practices that prioritize and support Grevy’s zebra conservation. Specifically, county level planning processes (such as the development of County Integrated Development Plans) could help to ensure there is increased support for Grevy’s zebra conservation.

INCREASED AWARENESS AND INTEREST IN GREVY’S ZEBRA CONSERVATION

Thanks to the charismatic nature of the species as well as a heightened local, national and global awareness about its decline, the past several years have seen increased interest and support for Grevy’s zebra conservation, which presents an opportunity to further intensify conservation efforts. With the recently launched national Grevy’s zebra recovery and action plan, there are more stakeholders, including national and county governments, ready to engage and invest in the species’ recovery. Further, private conservancies in Laikipia, which have a strong tourism presence, have expressed interest in partnering with GZT, especially around Grevy’s zebra monitoring and management, which could potentially provide an opportunity for increased protection, and perhaps new avenues of funding.

Organizational Strengths

GZT’S COMMUNITY NETWORK AND ENGAGEMENT

One of GZT’s greatest assets as an organization is its diverse field team – from its female scouts to its ambassadors and warriors and grass guardians – which gives it strong connections to the places where it works; out of GZT’s 85 staff members, 94% come from the communities where they work. Using citizen science, these teams have contributed not only to monitoring and data collection but also to fostering positive relationships between communities and Grevy’s zebra, which is critical to enhancing conservation efforts. Beyond its field team, GZT has established strong relationships with traditional institutions and leaders throughout northern Kenya through its community workshops and action planning. This has resulted in a network of what are called ‘Core Groups’ which work to address key challenges they face as a community – from natural resource management to peace and security.

INNOVATIVE AND COLLABORATIVE GREVY’S ZEBRA MONITORING

From its community monitoring programs to spearheading the Great Grevy’s Rally with a number of other key stakeholders, GZT is known for the key role it plays in monitoring the species to better understand distribution and population trends and, in turn, using this data to identify conservation problems early and develop new solutions for them.

TECHNICAL EXPERTISE IN GREVY’S ZEBRA MANAGEMENT

GZT is known for its technical expertise in Grevy’s zebra management. From understanding distribution trends and behavioral patterns to disease management and veterinary care, GZT’s knowledge of the species is established and globally recognized.

CREDIBILITY WITH GOVERNMENT

Thanks to its collaborative approach, as well as its technical expertise, GZT is known as a reputable organization and has worked well with government for years. GZT sits on a national Grevy’s Zebra Technical Committee and the organization works closely with the KWS on monitoring, disease surveillance, and supplementary feeding programs.

PASSIONATE AND RESULTS-ORIENTED TEAM

The GZT team is passionate about what they do and work towards achieving results. They believe fully in working with communities and, in times of crisis, they work tirelessly to avoid disastrous outcomes.

Organizational Challenges

MEASURING IMPACT (M&E)

In its first decade, GZT focused on building its programs, training its field team, and honing its population monitoring techniques, while simultaneously enhancing its community relationships. Now, with these foundational building blocks in place, the Trust is able to more closely monitor the success and impact of its work. In particular, GZT will strive to better understand the impact of its rangelands management work and community engagement programs.

COMMUNICATIONS

With GZT focused on the significant conservation challenges Grevy’s zebra face, external communication has often fallen as a lower priority for GZT. This has unfortunately resulted in some stakeholders being less aware than they could be of the work the Trust is doing and the impact it is having.

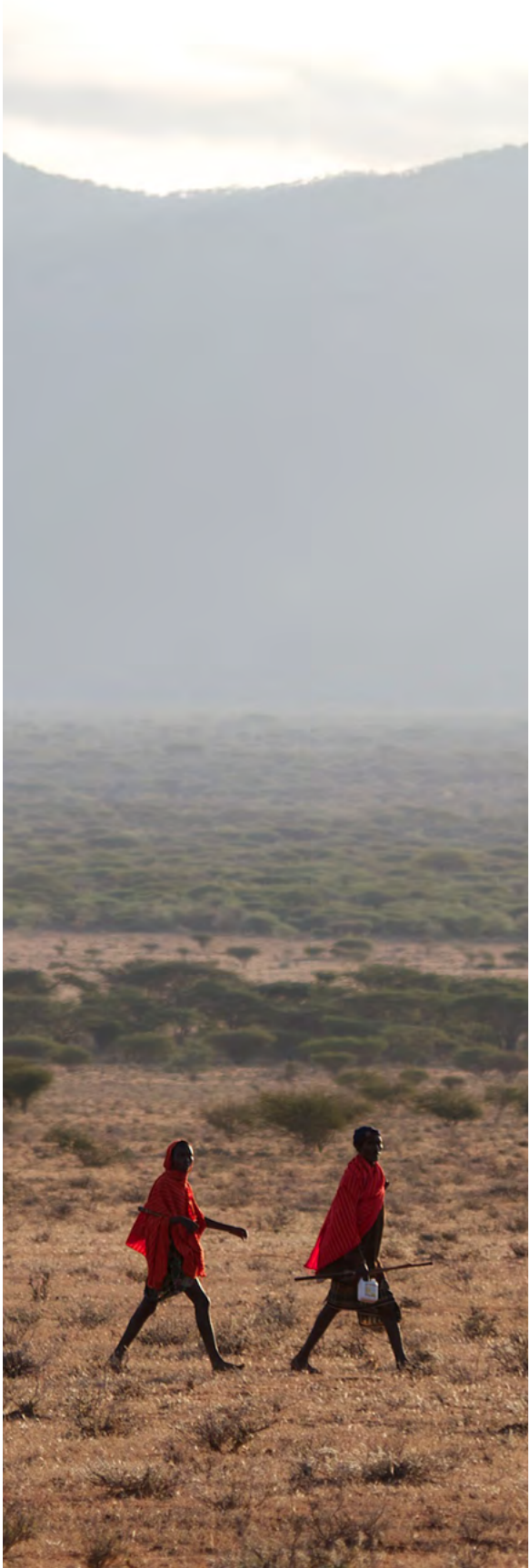
LIMITED ENGAGEMENT WITH COUNTY GOVERNMENT AND PRIVATE SECTOR

GZT works well with national government and has some relationships at the county level; investing additional time and resources to build even stronger relationships would positively influence Grevy’s zebra conservation outcomes.

PARTNERSHIPS

GZT recognizes that success in achieving its mission and vision will only be possible through strong partnerships. While it has some great partnerships already established, it wants to ensure it has clarity around roles and complementarity with its partners for greatest impact, and to identify new partners that can add value to its work.





WHAT GUIDES US

VISION & MISSION, VALUES, & VALUE PROPOSITION

Vision

A growing Grevy’s zebra population coexists with thriving, peaceful communities across healthy rangelands.

Mission

To conserve and grow the Grevy’s zebra population in northern Kenya.

Values

- INTEGRITY:** Honesty, transparency and respect are the basis for our relationships as a team and with our stakeholders. We live up to the highest ethical standards in all we do.
- CREATIVITY:** We encourage innovation and ingenuity because the challenges we face are complex and there isn’t one simple solution. We provide an environment where there is freedom to create.
- PASSION:** We love the Grevy’s zebra and we believe in the work we do. We’re willing to take on the many challenges that come at us because we know our work is important for both Grevy’s zebra and for the communities that live with and protect them.
- TEAMWORK:** We believe we are best when we are together, when working collaboratively towards shared goals, and when drawing from our diverse set of skills, backgrounds and experiences.
- RESULTS ORIENTED:** We get things done, and we deliver impact.

Value Proposition

GZT is the only organization in the world with a mission focused solely on conserving the Grevy’s zebra. Recognizing that the survival of the Grevy’s zebra depends on its ability to coexist with people living in northern Kenya, GZT believes these communities must be at the center of designing and driving conservation efforts. GZT therefore works in partnership with communities from monitoring Grevy’s zebra through citizen science, to co-designing site-specific and tailored solutions to threats facing the species. In all of its work, GZT seeks ways to use data and information to inform decisions and solutions for positive conservation outcomes.

Theory Of Change

GZT believes that the fate of the Grevy’s zebra is ultimately in the hands of the people with which it shares land and resources. They need to be willing and able to share the land and its resources with Grevy’s zebra as the species will only survive if it has safe and secure access to enough grass and water in all seasons to ensure it can breed across northern Kenya. For this to happen, there must be:

- 1) Healthy rangelands that sufficiently provide for both communities and wildlife
- 2) A Grevy’s zebra population that is monitored, protected, and cared for
- 3) Infrastructure development that causes little damage to the ecosystem



Our Approach

The following beliefs guide all of our work:

HUMAN-WILDLIFE SYSTEMS: Solutions for Grevy’s zebra must be solutions that benefit people too. Both social and environmental perspectives must be taken into account;

TRADITIONAL KNOWLEDGE, SYSTEMS AND COMMUNITY ENGAGEMENT: Communities in northern Kenya have the institutions, knowledge, and traditional systems in place already and we should work through them in a participatory way.



STRATEGIC FRAMEWORK

This strategic framework sets out a clear path for GZT to work towards its ultimate goal of conserving and growing the Grevy’s zebra population in northern Kenya.

The Grevy’s zebra’s range spans a diverse landscape that comprises different cultures, ecosystems, political context and economic factors, all of which require GZT to tailor its work and programs to the different areas where it operates.

GOALS

PRIMARY GOALS

In service of its mission, all of GZT’s work is organized around achieving three primary goals:

- 1) **COMMUNITY RANGELANDS MANAGEMENT:** To ensure resilient and effectively managed rangelands support communities and wildlife across northern Kenya.
- 2) **GREVY’S ZEBRA MONITORING & MANAGEMENT:** To actively measure the health of Grevy’s zebra populations through monitoring, and support their survival through targeted veterinary and supplementary feeding and water management interventions.
- 3) **LOW-IMPACT INFRASTRUCTURE DEVELOPMENT:** To mitigate negative impacts on Grevy’s zebra populations from infrastructure development in northern Kenya.

SUPPORT GOAL

In addition to the above primary goals, GZT has a secondary goal focusing on community support. The work under this goal ultimately seeks to support GZT to advance its community rangelands management and Grevy’s zebra management and monitoring efforts:

- 4) **COMMUNITY SUPPORT:** To ensure people see direct benefits from conservation and thus are willing to share resources and coexist with Grevy’s zebra.

1. Healthy Rangelands

In recognizing that access to healthy grasslands is the most critical need for the survival of Grevy's zebra, a key strategic decision for GZT going forward is to expand our rangelands management support across all areas where we work. To do this we will train and support our Field Team (Scouts, Ambassadors, Warriors and Grassland Champions) and volunteers (Grass Guardians and Elbarta Conservation Council) to engage in rangelands management work (land use planning, monitoring, and enforcement) within their communities. We will also identify the appropriate platforms within communities to ensure there is adequate leadership and support to plan, implement, and manage their rangelands sustainably. GZT will implement its rangelands work in partnership with communities and other stakeholders both in and outside of conservancies, working in El Barta, Laisamis and Wamba.

ULTIMATE OUTCOME: COMMUNITIES ARE EFFECTIVELY MANAGING THEIR RANGELANDS, BENEFITING PEOPLE, LIVESTOCK AND WILDLIFE. To achieve this, we will deploy the following strategies and seek near-term targets:

- **STRATEGY 1.1 : Incorporate community rangelands support into the work of the GZT Field Team (Scouts, Warriors, Ambassadors, Grassland Champions) and volunteers (Grass Guardians and Elbarta Conservation Council).**
 - » Develop training tools and materials to integrate rangelands into all of GZT's work (2019)
 - » Through a 'training of trainers' model, improve the internal capacity of the entire GZT team so it can deliver community rangelands trainings (2019)
 - » Develop clear and standardized messaging on rangelands management and ensure GZT's team has the capacity and ability to be consistently delivering those messages to the communities it works with (2020)
- **STRATEGY 1.2 : Establish appropriate community governance platforms to lead on rangelands management**
 - » In Laisamis, create a hybrid leadership model that brings together the existing Core Groups, Grassland Champions, local leaders, and Melako Conservancy to create a unified governing body leading on rangelands management (2019)
 - » In Wamba, bring together key stakeholders from Kalama Conservancy to determine whether GZT can continue to engage and work there (2019)
 - » In Wamba, pilot new hybrid leadership model, bringing together village-based committees with Westgate Conservancy (2019)
 - » Begin working in Meibae, focusing on zones that will be affected by the pipeline in the future, and use hybrid leadership model to bring conservancy and traditional institutions together to manage their rangelands (2019)
 - » In El Barta, bring key leaders together to engage with the El Barta Conservation Council (ECC) to ensure community cohesion around rangelands management (2019)
- **STRATEGY 1.3 : Support communities to develop, implement and monitor grasslands management strategies**
 - » In Laisamis, develop a rangeland monitoring system using LandPKS (2019)
 - » In El Barta, Laisamis and Wamba, support leadership groups to develop M&E systems to monitor and report on their efforts towards a shared vision (2019)
 - » In El Barta, develop and implement grazing and action plans (2021)
 - » In Laisamis, support all Core Groups to develop and implement grazing plans and by-laws (2021)
 - » In Laisamis, conduct a pilot of providing intensive rangelands support using holistic rangelands management principles in Naimarei, seeking to scale this effort based on experience (2021)
 - » In Wamba, support Westgate and Meibae Conservancies to develop and implement sustainable grazing plans and by laws (2021)

2. Grevy's Zebra Monitoring and Management

As an endangered species, the Grevy's zebra is highly susceptible to threats, such as drought, disease, and conflict, amongst others. To mitigate risk to the species and reduce mortalities, it is essential to have a robust monitoring system to track its population size and structure, distribution trends and behavioral patterns, and to also directly support its health and wellbeing to avoid further population declines. GZT's Field Team supports its monitoring efforts, providing education to communities on Grevy's zebra conservation and benefits, and also providing assistance – from supplementary feeding and access to water sources, to veterinary care – with emergency care given to the zebras. By continuing to build up its capacity to collect, analyze and distribute information on Grevy's zebra, GZT seeks to ensure that decisions affecting Grevy's zebra conservation efforts are informed and evidence-based.

ULTIMATE OUTCOME: PEOPLE ARE ACTIVELY AND EFFECTIVELY HELPING GREVY'S ZEBRA SURVIVE. To achieve this, we will deploy the following strategies and seek near-term targets:

- **STRATEGY 2.1 : Strengthen GZT's existing monitoring and management systems and capacity**
 - » Develop a comprehensive research strategy for GZT (2019)
 - » Review the sensitivity of current monitoring indicators and population health thresholds to ensure they are appropriate to detect change and under what time scale (2019)
 - » Identify and engage with key partners to build the capacity of the GZT team and enhance data management and analysis efforts (2020)
 - » Identify and engage with key research institutions that can support GZT's current research program by addressing research gaps with strong science to inform management and ensure GZT remains at the forefront of knowledge in Grevy's zebra conservation (2020)
- **STRATEGY 2.2 : Establish a system for effective communications and information sharing about Grevy's zebra**
 - » Develop a communications strategy that allows for timely and relevant internal and external communications on Grevy's zebra (2020)
 - » Develop standardized and targeted messaging on Grevy's zebra conservation, health, and needs for different audiences (2020)
- **STRATEGY 2.3 : Understand monitoring and management gaps and needs beyond where GZT currently works**
 - » Conduct research to better understand poaching and other threats to Grevy's zebra in Laikipia and Isiolo Counties (2019)
 - » Identify monitoring and management gaps and needs within Laikipia community-owned land (2019)



3. Low-Impact Infrastructure Development

One of the greatest threats facing the Grevy’s zebra is the potential for infrastructure development projects to negatively impact the Grevy’s zebra, its movements, and its range in northern Kenya. The planning and implementation of such projects, at both the county and national levels, will have a major influence on the overall outcome of these projects. Thus, a new strategic focus for GZT is to find ways to participate in and influence discussions and decisions made around infrastructure development in northern Kenya. To do this, GZT will work in partnership with other like-minded organizations, will ensure communities are informed and have a voice, and will seek opportunities to bring key stakeholders together, especially county and national leaders, to raise awareness about the potential impacts infrastructure development can have on Grevy’s zebra.

ULTIMATE OUTCOME: NATIONAL AND COUNTY GOVERNMENTS PLAN AND IMPLEMENT LOW-IMPACT ECOLOGICALLY-FRIENDLY INFRASTRUCTURE PROJECTS. To achieve this, we will deploy the following strategies and seek near-term targets:

- **STRATEGY 3.1 : Ensure communities and other key actors are informed about infrastructure developments and are able to engage in decision-making processes**
 - » A planned infrastructure and mitigation strategy is developed for Isiolo, Samburu, and Marsabit counties based on an analysis of their County Infrastructure Development Plans (2019)
 - » GZT team is trained about infrastructure and its potential impacts on Grevy’s zebra and is able to engage with communities on this topic (2019)
 - » Community and county governments are informed about infrastructure plans and are able to engage in the development process (2019)
 - » Develop and maintain an information sharing system for effective information exchange between different stakeholders and actors (2019)
 - » Communities and counties have increased capacity and understanding of the issues around infrastructure development and ways they can be involved in decision-making (2020)
 - » Counties are investing in their own capacity building to better understand and influence sustainable development (2020)
- **STRATEGY 3.2 : Establish a multi-stakeholder platform focused on infrastructure development and wildlife**
 - » Wildlife NGOs in northern Kenya are collaborating and sharing information and data that will help promote wildlife-friendly infrastructure development (2020)
 - » An engaged and active consortium has been established and has a shared vision around infrastructure development, bringing together Isiolo, Marsabit, and Samburu county representatives, NGOs, community representatives (2020)
- **STRATEGY 3.3 : Apply GZT data and expertise to help influence infrastructure developments directly**
 - » GZT has effectively negotiated a biodiversity offset for Grevy’s zebra as part of LLCOP (2019)
 - » GZT is engaging with infrastructure proponents (LAPSSSET, national infrastructure agencies, international corporates) at national and landscape levels (2021)

4. Community Support

Ensuring there are healthy rangelands that provide enough grass for both people and wildlife is one of GZT’s primary goals. In addition, beyond the employment opportunities GZT offers, GZT also has community development projects (bursaries, mock-exams, and a reusable sanitary towel program) aimed at addressing critical needs in communities and fostering their goodwill in support of conservation. This work is designed to support and drive GZT’s primary three goals. The key to GZT’s approach is to ensure people recognize the link between Grevy’s zebra conservation and the benefits they are receiving. GZT does not have plans to take on additional community development work or expand its current programs until it first understands the value and impact of this existing work in helping to deliver its primary conservation goals.

ULTIMATE OUTCOME: PEOPLE RECOGNIZE THERE ARE DIRECT BENEFITS TO THEM FROM CONSERVING GREVY’S ZEBRA AND ARE THEREFORE WILLING TO SHARE RESOURCES AND COEXIST. Achieving this outcome will support GZT to advance its primary goals of ‘community rangelands management’ and ‘Grevy’s zebra monitoring and management.’ To achieve this, we will deploy the following strategies and seek near-term targets:

- **STRATEGY 4.1 : Evaluate community perceptions about the links between conservation and GZT’s direct community development support**
 - » Carry out a review of all of GZT’s community development programs to identify how and if GZT is messaging the link between the benefits being received and conservation (2019)
 - » Engage an external consultant to develop an evaluation tool to understand incentive programs and pilot the tool (2020)
 - » Identify relevant location-based incentives that would enhance attitudes and interest in Grevy’s zebra conservation (2020)
 - » Adapt GZT’s community development work depending on the outcomes of surveys and research (2021)
- **STRATEGY 4.2 : Strengthen efforts to link GZT’s community development support to Grevy’s zebra conservation**
 - » Create standardized and effective messaging around the links between community development support and Grevy’s zebra conservation efforts (2019)
 - » Engage Samburu County on the sanitary towel program, seeking additional support and awareness about the initiative (2019)
 - » Pilot new ways to engage bursary students in Grevy’s zebra conservation efforts, community awareness, and support, e.g. through an alumni group, community outreach, etc. (2020)



STRATEGY IMPLEMENTATION

This strategic plan gives GZT a clear path over the next several years towards advancing its goals and mission. However, to implement this strategy, GZT will need the right skills, systems, team, and resources in place, and the immediate priorities include:

- **ORGANIZATIONAL ANNUAL WORK PLAN:** To operationalize this strategic plan, GZT will need to achieve a number of near-term targets and milestones, all of which should be clearly identified, tracked, and assessed using annual work plans.
- **MONITORING, EVALUATION & LEARNING:** GZT is great at monitoring Grevy's zebra as a species, and it will now invest in monitoring its own work and impact as an organization. By developing clear indicators of success, GZT will be able to track its own progress, learn from what is working and what is not, and communicate its impact to key stakeholders. GZT's M&E system should be robust, monitoring all aspects of its work.
- **COMMUNICATIONS:** From its infrastructure work to its rangelands program to its monitoring and management work, GZT has recognized the need to enhance its communications capacity and efforts, and to streamline its messaging around a number of important topics. A communications lead is planned to join the GZT team in 2019 and a first step will be to develop a communications strategy that meets the needs of each programmatic area, along with a core set of messages to help the GZT team clearly articulate what it does and why.
- **CAPACITY BUILDING:** A key strategic decision coming out of this plan is that GZT needs to utilize its Field Team more in achieving all of its organizational goals. In turn, there is additional capacity building and training that needs to be done, specifically in ensuring the entire GZT team understands rangelands management, GZT's approach, and each individual's role in supporting this work. Similarly, GZT's team needs to better understand its community development programs and the infrastructure challenges confronting the region. Lastly, GZT's research team wants to continue to build the organization's capacity to effectively monitor Grevy's zebra, analyze data, and share and use it effectively.

In addition to the above priorities, there are other areas where GZT wants to grow and develop. GZT may need to add new staff members depending on the results of some of their scoping work in Laikipia as well as GZT's new interest in working in Meibae Conservancy. As GZT expands its efforts, vehicles and other equipment always become additional needs and costs.

RESOURCING:

GZT is fortunate to have a number of donors that provide core funding, but it will need to continue to seek out more funding opportunities to implement this strategy and grow as a team. Unique opportunities, such as 'offset' funding from the Africa Oil project, offer new and creative ways to fund GZT's work, and the organization may also find opportunities in collaborating more with other partners, including county governments, to support its work. Furthermore, GZT intends to explore potential partnerships with Kenya corporates, a source of funding that has not previously been tapped into. A fundraising strategy can outline various options and identify clear targets to help GZT achieve its strategic goals.

PARTNERSHIPS:

GZT recognizes that a key enabler for success is partnerships, and it has demonstrated its ability to effectively use partnerships, as with its work coordinating the Great Grevy's Rally and through its strong relationship with Ewaso Lions. In both cases, these partnerships have allowed GZT to leverage the expertise, skills and resources of others, increasing GZT's own capacity and ability to deliver impact. However, GZT has also experienced partnerships that have limited its ability to thrive as an organization. To address and counter some of these challenges, GZT would like to be more proactive and deliberate about its partnerships, and as a first step will carry out a partnership assessment to evaluate its current partnerships and potential opportunities. From there, GZT will identify ways to increase, build and strengthen new or existing partnerships, by developing partnership agreements, shared visions and plans, and having clear structures and open communications.



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