



IMPACT

Indegenous Movement For Peace and Advancement &
Conflict Transformation

Strategic Plan

2023-2027





Table of Contents



4 Letter from the CEO

8 Introduction to IMPACT

- ▶ Background and Context
- ▶ Our Geographical Scope

12 Our Track Record

18 Looking Ahead

- ▶ Opportunities
- ▶ Threats

22 What Guides Us

- ▶ Vision
- ▶ Mission
- ▶ Value Proposition
- ▶ Values

24 Theory of Change

28 Goals and Objectives

- ▶ Goal 1: Secure collective rights of Indigenous Peoples' and Local Communities to communal land
- ▶ Goal 2: Strengthen Indigenous Peoples' influence over the reform and implementation of policies that most impact their lives
- ▶ Goal 3: Strengthen Indigenous Peoples' livelihoods and promote healthy ecosystems
- ▶ Goal 4: Ensure Indigenous Traditional Knowledge is valued and contributes toward governance and management systems on communal lands
- ▶ Goal 4: Facilitate collaborations between communities and relevant stakeholders across shared landscapes

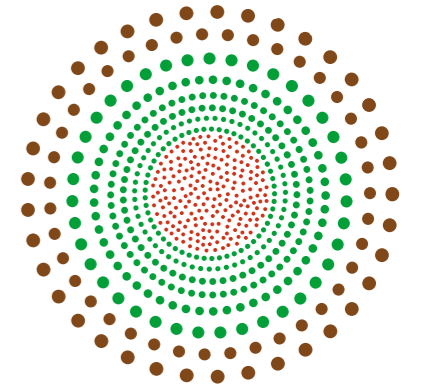
38 Building Organizational Capacity

- ▶ Our priority actions

Letter from the CEO



Secure land tenure and natural resources are fundamental human rights of Indigenous Peoples. These are central to their livelihoods, protecting biodiversity and promoting climate resilience, peace-building, and sustainable development.



national, subregional, and continental action, such as the cross-border initiatives through the Pastoralist Adaptation for Resilience and Adaptation Across Nations (PARAN) Alliance, cohosting the first-ever Community Land Summit in Kenya in 2021 with the Ministry of Lands, the Ewaso Ng'iro annual Camel Caravan that started in 2013, the African Protected Areas Congress (APAC), the Inter-County Peace Summit in 2022, the Indigenous Peoples' Food Festival in 2021, and the subsequent East Africa Indigenous Peoples Summit (EAIPLS) in 2022. The above events brought together Indigenous Peoples for learning, experience sharing, and advocacy around key common issues through dialogue with policymakers. These successes have not only been transformational but have also demonstrated our capacity as a lead organization in advancing the rights of Indigenous Peoples in Kenya, regionally, and globally.

Over the last decade, IMPACT Kenya has stayed true to its mission to advocate for and influence policies and practices on the rights of Indigenous Peoples (IPs), peace-building, addressing inequalities, and building climate resilience for biodiversity conservation and sustainable development. While operating in a legally changing environment—at both the national and international levels—that continues to redefine the rights of IPs, including pastoralists living in Northern Kenya, we have constantly engaged local

Indigenous communities and policymakers to ensure no one is left behind and they remain at the decision-making table in all matters that impact their lives, livelihoods, environment, and ecosystems. Important legal reforms have taken place, such as the adoption of the Kenya Community Land Act 2016, which provides the legal framework for registration of communities and community lands in Kenya.

IMPACT has continued to design and deliver responsive and impactful projects and

programs informed by robust assessments of local contexts, the needs of Indigenous Peoples and their leaders, and the changing political and economic environments; and to center the interests of communities in the decision-making, implementation, and evaluation of key program outcomes.

In addition, we continue to lead and support national and regional efforts that foster networking, coordination, and building alliances with other Indigenous Peoples for common



Over the last decade, we have created a comprehensive set of organizational programs that are designed, developed, implemented, and driven by community-centered leadership. This supports communities in securing resources to deepen and scale up programs that address deep underlying systemic issues that persist and evolve: insecure land and land-based resources, climate-change-induced drought and conflict, and human rights violations, among other issues. We are determined to continue our growth so that we can support more local communities and local organizations in our target areas and potentially beyond.

As our work has grown and expanded, demand for technical, human, and financial capacities has also grown significantly. Thank you to all of our partners for providing us with resources that have enabled us to strengthen our organizational systems, governance, and capacities in

It is with ultimate joy that we present our 2023–2027 strategic plan. It comes at a time of growing opportunity for us as an organization, coincides with urgent demands from the communities we work with in Northern Kenya and beyond, and reflects the need to foster partnerships among different stakeholders for synergy building and learning.

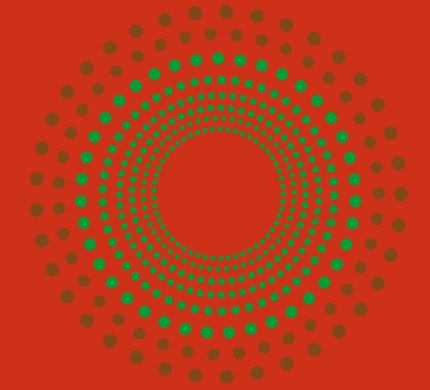
~ Malih Ole Kaunga, Executive Director

order to advance our mission and implement our previous strategic plan. This support will greatly contribute to delivering the goals of our new strategic plan for 2023–2027.

Over the next five years, we will harness our expertise and our gained experience to support the self-organizing, self-sustaining, and self-determination processes of Indigenous Peoples to further strengthen their capacity to amplify their voices within and beyond their spaces. This strategic plan inspires new hope and commitment by the IMPACT Kenya community and its partners to deliver on our core areas of work and respond to the real-time challenges of Indigenous Peoples at the regional, national, and global levels in an inclusive, equitable, and environmentally responsive manner. I welcome all partners to support IMPACT's implementation and successful delivery of this strategic plan.



Introduction to IMPACT



Background and Context

IMPACT Kenya was founded in 2002 in direct response to increasing human rights violations against pastoralist communities throughout Laikipia District of Northern Kenya. We emerged from the vibrant, people-driven Organization for the Survival of the Ilaikipiak Indigenous Group Initiative (OSILIGI), founded in 1995 as one of the earliest Indigenous Peoples' groups focused on advancing human and land rights.

Due to the need to expand our vision and mandate, IMPACT Kenya was registered in 2003 as a community-based organization under the Ministry of Culture and Social Services. In a strategic and deliberate effort to meet communities' growing demands, we became a registered trust in February 2009.

We work with Indigenous Peoples and Local Communities (IPLCs), a majority of whom are pastoralists—as defined in Article 260 of the Kenyan Constitution,¹ the African Commission on Human and Peoples' Rights,² the United Nations Declaration on the Rights of Indigenous Peoples, and the International Labour Organization's Indigenous and Tribal Peoples Convention—to address the major problems faced by minorities and

Indigenous Peoples. In this regard, we have primarily tackled the loss of land rights, historical land injustices, and the exploitation of resources without the participation of or accrual of benefits to Indigenous Peoples.

Over the years, emerging trends in social, economic, and environmental needs, as well as gaps and opportunities, have necessitated the expansion of our efforts in tackling climate change and human-induced challenges, government-based development policies that are hostile to IPLCs, gender and social exclusion, corporate injustices, resource-based conflicts, poverty, non-inclusive conservation practices, and discrimination—issues that continue to undermine the dignity of Indigenous Peoples and Local Communities in Kenya.

¹ According to Article 260 of the Kenyan Constitution:
A traditional community is that, out of a need or desire to preserve its unique culture and identity from assimilation, has remained outside the integrated social and economic life of Kenya as a whole; . . .
An indigenous community is that which has retained and maintained a traditional lifestyle and livelihood based on a hunter or gatherer economy; or pastoral persons and communities, whether they are nomadic; or a settled community that, because of its relative geographic isolation, has experienced only marginal participation in the integrated social and economic life of Kenya as a whole.

² To which IMPACT has been granted observer status.

Our Core Purpose

IMPACT is a nonprofit organization founded and led by Indigenous Peoples to advocate for Indigenous Peoples' rights, collective rights, peace-building, and sustainable development.

IMPACT's core purpose is to build the capacity of communities and their local institutions, especially those of Indigenous Peoples, to understand and defend their individual or group rights as stipulated in the Kenyan Constitution. Our ultimate goal is to build a grassroots social movement in which Indigenous Peoples are able to stand up for and defend their human, land, and natural resource rights.

Our Geographical Scope

Our work targets the counties of Northern Kenya, which includes Isiolo, Laikipia, Marsabit, Samburu, and some parts of Turkana and Baringo Counties, all of which are home to some of Kenya's Indigenous communities—mainly of them pastoralists and hunter-gatherers.

The Northern Kenya region and its Indigenous Peoples have suffered from marginalization for much of Kenya's colonial and independent history. The predominantly communal and customary nature of these communities results in them often being vulnerable to exploitation and displacement as well as denied access to and benefits from a wide variety of natural resources. The competition over resources (primarily water and pasture) and periodic incidences of cattle rustling have often led to violent conflict between communities that inhabit this region. At the same time, these Indigenous Peoples have rich cultural traditions, and throughout their history, they have coexisted with a rich diversity of wildlife and carefully managed an abundance of natural resources. Despite their vulnerability, IPs are not powerless.

Over the last 20 years, Indigenous Peoples in Kenya have demonstrated increasing agency and collective action. They are demanding and enforcing their rights, claiming their space in decision-making forums at all levels, and advancing their right to self-determination.

Our Track Record



Over the last two decades of operation, we have achieved significant milestones.

Key Achievements

“Our work at IMPACT is to build social movement. People must fight for themselves”

Malih Ole Kaunga,
IMPACT

Built and strengthened social movements on land, climate change, and human rights issues.

These partnerships and movements include those with pastoralists nongovernmental organizations (NGOs) and networks that are aligned to our vision and mission.

- **Established three community stakeholder forums:** We spearheaded the establishment of the Pastoralists Alliance for Resilience and Adaptation Across African Nations (PARAN), a collective social movement that seeks to strengthen and promote sustainable pastoralism and secure pastoral lands. It does so by developing the leadership and expertise of its members to facilitate their engagement with relevant stakeholders, from governments to the private sector. PARAN mainly engages in advocacy and capacity-building initiatives. We are also a founding member of Community Land Action Now (CLAN), a Kenyan network of more than 130 Indigenous community groups that empowers rural communities and CBOs to legally own their ancestral lands under the formal title as provided for by the Community Land Act. We also founded the Community Landowners Association of Kenya (CLOAK), which is a national alliance that brings together community land management committees, women champions, and vocal community leaders to effectively address the common overarching challenges affecting the pastoralist communities in the country.
- **Strengthened institutional capacity:** Together with our partners, we have set the standard for high-quality learning and exchange visits. For example, in mid-2020, IMPACT and PARAN delegates visited and learned from the works of the Ujamaa Community Resource Team and the Pastoral Women's Council in Tanzania, and met with the East African Legislative Assembly through an appointment organized by Kenyan members of Parliament ³.

³ IMPACT (2020). "Impact learning exchange and networking visit to Tanzania-Arusha." <https://www.impactkenya.org/post/impact-learning-exchange-networking-visit-to-tanzania-arusha>.

Supported the registration of community lands under the Community Land Act 2016.

Core to our work is supporting communities to secure their rights to their customary lands. Kenya's Community Land Act, passed in 2016 as a key land reform following the 2010 Constitution, provides important measures for potentially improving tenure security and community governance of collective lands. We have been at the forefront of working with communities to put these legal provisions into practice through facilitating the legally mandated conversion of group ranches to community lands, as well as registering community lands in what were formerly trust lands.

- **In Laikipia, 13 community lands have successfully transitioned from group ranches to community lands, with the Il'Ngwesi and Musul communities among the first communities** in the country to attain this status. In Samburu, 10 communities have successfully transitioned to community lands as of 2022.
- As of 2022, **we have supported 20 communities in the four counties of Laikipia, Samburu, Isiolo, and Marsabit to register their community lands.**
- **We convened the first-ever Community Land Summit in 2021** to take stock of progress made over the previous five years of the enactment of the Community Land Act 2016.

“The most outstanding of IMPACT's achievements is to advocate for and lead communities to register their community lands and for this they have managed to have the first group ranches register their land as community land. This is a big impact at the community level”

Dr. Tim Bunke, World Civil Peace Service, a German NGO working with IMPACT



“IMPACT is very strong in building collective action. They have a good combination of staff. They have lawyers and community development experts the combinations that complement each other”

Eileen Wakesho

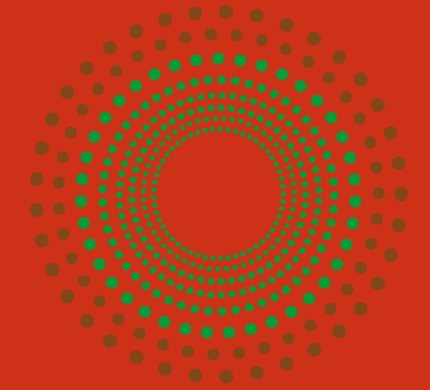
Built communities' agency and fostered strong collective action.

- **IMPACT is a trusted ally and reliable partner** to individuals, communities, and human rights organizations in Northern Kenya. We provide access to justice for people whose rights are infringed: for example, local communities in Northern Kenya seek justice and fair compensation for rights violated and personal injuries sustained by unexploded ordnance and land mines left behind by training soldiers in communal grazing areas. This work has been part of the overall goal to seek redress for the historical injustices, abuse, and rape cases by colonial and current British Army soldiers stationed in the area.
- **Organized the annual Camel Caravan, a social movement bringing communities together** and raising their concerns about downstream, midstream and upstream water usage along the Ewaso Ng'iro North River. This campaign has improved our visibility locally, nationally, and internationally, and our policy demands are gaining attention within the county and national governments.
- **Initiated consultation between community members and the National Environmental Management Authority (NEMA) on the proposed construction of the Crocodile Jaw Dam in Ewaso River.** IMPACT assisted concerned communities in engaging with NEMA to discuss the dam's benefits and challenges. The result was that the dam's construction was put on hold until a more comprehensive environmental and social impact assessment (ESIA) report was published.
- **Engaged in policy and advocacy initiatives for the restoration of the Ewaso Ng'iro River.** We facilitated discussions between communities and Water Resources User's Associations to ensure water management is regulated between upper, middle, and downstream communities.

“IMPACT's strategy is always to empower communities to stand up for their rights local and national government even within central government recruitment. Today people are standing up protecting their natural resources, for example, in Laikipia where working people are very active not just around other conservancies but throughout their communal lands.”

Peter Lalampa, GZT Rangelands Manager





Improved relationships with county and national governments.

- IMPACT is an active member of the County Steering Groups (CSGs) in Isiolo, Samburu, Marsabit and Laikipia Counties.
- On 4 May 2021, we signed a memorandum of understanding (MoU) with the National Land Commission, the top land body in Kenya, to strengthen our partnership.⁴ This is a testimony to our significance in Kenya's land-related politics and governance.

Promoted peace building and conflict transformation.

- Due to resourced-based conflicts in the landscape, we have engaged communities in the intra- and intercommunity peace dialogues processes to reduce hatred and look for home-based solutions, community frameworks, and peace accords. This has also been enhanced by the collaboration between government agencies and other partners in the region.

⁴ Mutura, J. (2021). "Lands Commission signs MoU to ratify community land in the country." The Standard, 4 May. https://www.standardmedia.co.ke/national/article/2001411758/nlc-signs-deal-on-groups-land?fbclid=IwAR2mBeleDPyQEnF9dpifDyBar8FHNg3_5r3YG4UcnAIDT-gR37sSYI7hQKE.

Looking Ahead



Opportunities

IMPACT will capitalize on several opportunities to advance our mission and vision.

At the global level:

IMPACT has participated in the negotiations at the international frameworks, such as the United Nations Convention on Biological Diversity, United Nations Framework Convention on Climate Change, and United Nations Declaration on the Rights of Indigenous Peoples, to ensure the inclusion of the IPs and LCs in the international agenda. A key outcome is the ICI-GEF7 IP, a dedicated fund that promotes a shift to center the conservation narrative on IPLCs knowledge systems and values.

At the national level:

IMPACT has supported the amendment of the Climate Change Act 2016 (Amendment Bill 2023) to incorporate carbon market regulations.

Ongoing implementation of the Community Land Act 2016:⁵

The fast-moving implementation of this act has provided opportunities for Indigenous Peoples and Local Communities in Kenya who own land either individually or as group ranches to register such lands as community land. With our earned experience and

trust among many communities in Northern Kenya, we have important opportunities to scale up support and initiatives to register more community lands and secure tenure rights

Collaboration with relevant actors and partners to increase uptake of community-focused conservation:

The Ewaso ecosystem has the second-largest wildlife population in Kenya, after the Maasai Mara ecosystem. We are a key actor with the capacity to integrate traditional skills and knowledge in conservation and tourism initiatives. This



will ensure not only that such initiatives are compatible with local cultures and traditions, but also that they use such cultures to enhance tourism so that it is community-driven and carried out in a way that earns communities' tangible benefits. We therefore have an opportunity to mobilize different actors to collaborate in implementing such conservation and tourism models on the ground. IMPACT is already involved in this kind of work in the Il'Ngwesi Community Conservancy and its related tourism enterprises.

Strong networks and movements to work through:

The PARAN, CLOAK, and CLAN networks provide significant leverage for us to successfully implement our mission and vision of securing community land and natural resources while defending human rights and building peace and harmony among the local communities in Northern Kenya.

Growing donor interest in IMPACT's thematic areas:

Over the past few years, there has been a growing interest and investment in efforts to secure the land rights of Indigenous Peoples in East Africa and globally. This growing support for community and Indigenous land rights is related to efforts to support

adaptation to climate change and conservation of biodiversity and healthy ecosystems (also relevant for climate change, as well as greater movements toward protecting the livelihoods and culture of Indigenous Peoples). Through its past work and reputation, IMPACT is well positioned to attract greater support for this work in Kenya.

Policy and influence:

Our work around community land in Northern Kenya has heavily influenced community land management in the country. IMPACT is now well known and has become a go-to organization on such matters both nationally and regionally.

⁵ Indigenous Peoples and Local Communities often already own their collective lands; what they lack is registered community land titles to legally confirm this ownership. Community title registers the entire community as the owner. As the owner, the community makes its own rules about use and access to its property by its members and by outsiders. Community land title is superior to other forms of collective titles, such as group ranch titles, in which representatives are the registered owners of the land. This can lead to disenfranchisement of many members of the community. Community title registration is a priority for Indigenous Peoples and Local Communities mainly due to national and county governments administering community lands as if they are public lands. This means they can reallocate some community lands for private and state purposes without the owners' consent. Sometimes lands are claimed to be public land without adjudication with communities. (Jarso Mokku and Liz Alden Wily, June 2019. "Policy brief: Critical issues on community land legislation in Kenya." <https://www.dlci-hoa.org/assets/upload/briefs-and-leaflets/20200803055551917.pdf>.)

Threats

IMPACT must also confront key threats and risks that have the potential to undermine our efforts.

Insecure land and natural resource rights:

Among Indigenous Peoples and Local Communities, a lack of secure rights results in threats of conversion of communally owned lands with insecure titles to more secure private ownership. This favors land use change to wildlife conservancies, real estate development, and privately owned large-scale farms and ranches. Along with the general policy direction that views pastoralism as a less important economic activity, the results of these changes are that Indigenous Peoples and Local Communities are being gradually displaced from their lands and losing access to critical grazing areas for their livestock.

Marginalization and exclusion of Indigenous Peoples:

Indigenous Peoples and Local Communities are often excluded from decision-making processes. And there is a lack of representation of Indigenous Peoples in local and national government decision-making bodies.

Conflicts between different groups:

There are many conflicts among land and natural resources users in Northern Kenya. These conflicts are likely to exacerbate because the pastoralist land in Northern Kenya is rich in oil and gas; therefore, further

exploration and exploitation are likely to happen.

Large-scale infrastructure projects:

Development that will have significant impacts on Indigenous Peoples and their lands is moving forward without the adequate engagement of local communities in project design, implementation, and benefit sharing.

Personal and institutional security:

Land is a highly contentious resource in Kenyan politics and power struggles. At times, our staff have been arrested by police, especially when there are conflicts between pastoralists and farmers—for the claim that by defending pastoralists, we are inciting further conflict.

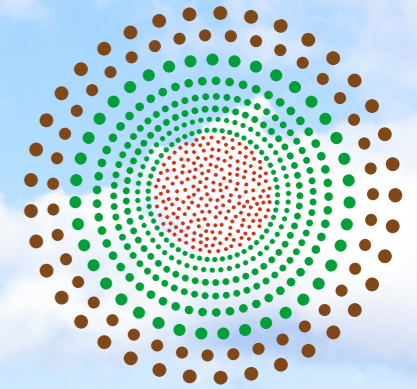
Climate change:

The adverse effects of climate change destabilize the livelihoods of our local communities and at sometimes affect the participation of communities in our interventions.

Global pandemics and events:

COVID-19, the desert locust plague in the Horn of Africa, and other global events, such as wars in major food- and oil-exporting countries like Russia and Ukraine, have resulted in destabilizing livelihoods.

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“ We are facing lots of challenges and there is no goodwill for the institution. Some government officials view us in a negative way because we are talking about land.”

Malih Ole Kaunga, IMPACT



What Guides Us



Vision

A secure, just, and inclusive society for Indigenous Peoples in Kenya.

Mission

To support Indigenous Peoples in Kenya to secure their well-being, safety, and identity.



Value Proposition

IMPACT was founded to address the injustices and marginalization inflicted on the Indigenous Peoples of Kenya.

Our passionate leadership uses its shared lived experience of marginalization, expertise in Indigenous Peoples' issues, and powerful voice to pioneer and advance community-led efforts to address Indigenous Peoples' issues in Kenya.

We thrive in working directly with marginalized Indigenous Peoples and Local Communities in advocating for their rights, recognition, and inclusion. This involves designing and facilitating community-driven processes and using information and insights generated at the community level to inform interventions and actions.



Values

1. ACCOUNTABILITY

We accept liability for our statements, actions, and outcomes based on our thematic areas, and we are open to constructive criticism as well as meaningful consultations in the interest of achieving our goals.

2. DIVERSITY

We strive to bring on board diverse groups of people irrespective of their race, gender, ethnicity, and sociocultural background in all our operations to achieve our mission.

3. INTEGRITY

We conduct our operations with openness, honesty, and transparency while demonstrating high moral standards derived from community values.

4. RESPECT

We recognize and appreciate the dignity and worth of all individuals involved in our undertakings by treating them with consideration and courtesy in delivering and fulfilling our goals.

5. COLLABORATION

We are inspired by the uniqueness of our collective action and leverage the abilities, expertise, and experience of others to achieve our mission and move our agenda forward.

Theory of Change



To address the problems that Indigenous Peoples face in Kenya, IMPACT organizes its work through the following core programmatic areas:

- 1. Securing collective rights of Indigenous Peoples and Local Communities to communal land.**
- 2. Strengthening Indigenous Peoples' influence over the reform and implementation of policies that most impact their lives.**
- 3. Strengthening Indigenous Peoples' livelihoods and promoting healthy ecosystems.**
- 4. Generating knowledge documentation and learning**
- 5. Supporting collaborations and peaceful coexistence across shared landscapes.**

Our theory of change in this strategic plan for 2023–2027 is thus premised on these assumptions:

If we

- generate knowledge and document Indigenous Traditional Knowledge;
- secure collective rights of IPLCs to communal land;
- are equipped to strengthen the capacity of communities and local institutions;
- build agency and advocacy power of Indigenous communities to influence reforms and implementation of policies that most impact their lives; and
- engage all rights holders, duty-bearers, and other key stakeholders in meaningful dialogues to facilitate peaceful co-existence and collaborations across shared landscapes . .

Then we can achieve

- a legal and political framework that supports the collective rights of Indigenous Peoples;
- transformation of conflicts into the advancement of peace in shared landscapes;
- recognition and respect for Indigenous Peoples and knowledge to contribute toward systems functions;
- inclusive and responsive systems, policies, and decision-making bodies; and
- a societal ecosystem that supports sustainable livelihood for pastoralists while contributing to national and global environmental benefits.

Which will result in our ultimate vision:

A secure, just, and inclusive society for Indigenous Peoples in Kenya.

The core of our work is to protect and advance the rights and freedoms for Indigenous communities to continue their ways of life. We ground all our work in ensuring that Indigenous knowledge contributes to and influences decisions that impact Indigenous communities. By generating, documenting, and sharing knowledge, we help increase in local pride and the value of Indigenous practices to external actors. This leads to the use of Indigenous Traditional Knowledge in collaboration with

scientific knowledge in contemporary governance and management practices.

Using a rights-based approach is critical to our work. Whether it is promoting ownership of land, influencing policies, strengthening institutions, or fostering collaborations, it is vital that our efforts advance the rights of Indigenous Peoples and their capacities for self-determination.

Land is the essential element for sustaining Indigenous ways of life. Thus, the center of our efforts is securing legal rights and governance over land. For communities to secure their communal rights and ownership, we believe three things are necessary:

- 1. Supportive legal and political systems**
- 2. The support and collaboration of external stakeholders**
- 3. Strong collective action from the Indigenous community**

With more favorable policies, external stakeholders' support, and a united community, Indigenous peoples can secure their communal land ownership.

Alongside working toward land ownership, we also support communities in strengthening their governance and management over resources. Strong governance and management of land and natural resources are essential to securing and improving the livelihoods of Indigenous Peoples. They are also essential to building local community resilience to mitigate the ever-changing, exacerbating effects of climate change and other external impacts.

Equitable gender mainstreaming is a priority across all our core programmatic areas. We recognize the

weaknesses of traditional cultural practices, and both customary and modern institutions, when it comes to the involvement of women and youths. We seek to address this across all aspects of our work.

When communities can peacefully and effectively manage their land, we can achieve our mission and advance the well-being, safety, and identity of IPLCs in Kenya, promoting a more secure, just, and inclusive society for all.

Goals and Objectives



Goal 1: Secure collective rights of Indigenous Peoples' and Local Communities to communal land

The majority of Indigenous Peoples continue to live on communal lands with insecure titles. Building on the provisions of the Community Land Act 2016, these communities can now apply to register their lands as community lands and receive formal, secure community land titles. We will help build Indigenous Peoples' awareness of their land rights and their capacity to register communal titles, guaranteeing them ownership and control of these lands.

Objective 1: Support communities in the registration of their community lands.

Target:

1. Successfully register community land titles for 51 communities.

County	Already Started	To Start and Complete
Laikipia (13)	13	-
Samburu (20)	12	8
Isiolo (5)	1	4
Marsabit (8)	3	5
Turkana (5)	0	5

Objective 2: Ensure other stakeholders create an enabling environment for community land registration.

Targets:

1. Establish stakeholders' forums to help communities secure their community land titles.
2. Train all duty-bearers in the counties on the Community Land Act (chiefs, land registrars, members of county assemblies, county commissioners, etc.).

Objective 3: Strengthen land-governance structures.

Targets:

3. In areas where IMPACT operates, train the community land management committees on their roles and responsibilities, especially on representative and inclusive governance.
4. In areas where IMPACT operates, train community land management committees and relevant subcommittees on natural resource management, alternate dispute resolution, and reciprocal relationships within communities in their landscapes.
5. Assist community land management committees to come up with land use plans.

Goal 2: Strengthen Indigenous Peoples' influence over the reform and implementation of policies that most impact their lives



To address the decades of marginalization and exclusion, we will support Indigenous Peoples to influence policies that affect them. This will increase the visibility of Indigenous Peoples in Kenya and give them a legal framework for recognition. Importantly, this work will create opportunities and avenues for Indigenous Peoples to directly participate in key policy development and implementation that will have a direct bearing on their way of life and livelihoods.

Objective 1: Engage communities in relevant current policies impacting their lives.

Target:

1. Train those in community lands in Laikipia and Samburu on land use planning policy, rangeland policy, climate change policy, and disaster risk management, and increase their knowledge of these issues.

Objective 2: Create strategy campaigns for new policy formation or reform.

Targets:

1. Facilitate the relevant ministries at the national and county levels to disseminate knowledge and education on the use and exploitation of natural resources in pastoralist communities in Baringo, Isiolo, Laikipia, Marsabit, Samburu, and Turkana Counties.
2. Identify gaps and shortcomings in priority policies and legislation on natural resources with respect to Indigenous Peoples in order to advocate for relevant policy and legislative reform.
3. Facilitate media coverage of specific issues on Indigenous Peoples and natural resource management that links directly to the relevant ministries.

Objective 3: Influence policy implementation at the county level.

Targets:

1. Ensure that Isiolo and Marsabit Counties adopt the Disaster Risk Management Policy and the Disaster Risk Management Act.
2. Develop a rangelands and restoration policy in Baringo, Isiolo, Laikipia, Marsabit, Samburu, and Turkana Counties.

Objective 4: Provide legal and public interest litigation support on a case-by-case basis.

Target:

1. Provide Indigenous Peoples' communities with support for legal action to protect their land, rights, and livelihoods. This includes legal actions to seek redress from historical injustices.

Goal 3: Strengthen Indigenous Peoples' livelihoods and promote healthy ecosystems



The weakening of community institutions over time has created a critical barrier for Indigenous Peoples to manage the natural resources central to their way of life. We will support Indigenous Peoples in developing strong community institutions and strengthening their livelihood systems to enhance their resilience. This is critical to Indigenous Peoples' continued cultural practices and livelihoods.

Objective 1: Facilitate the relevant natural resource management institutions to develop an inventory of natural resources in select counties.

Targets:

1. Facilitate the mapping of key natural resources important for Indigenous Peoples in four select counties: Marsabit, Isiolo, Laikipia, and Samburu.
2. Support community-based conservation initiatives (e.g., rehabilitation of degraded land, planting of trees, and protection/management of natural resources).

Objective 2: Support relevant natural resource management institutions to create land use and development plans.

Targets:

1. Organize community-based workshops to develop land use plans and integrated resource management plans for all community lands in Baringo, Isiolo, Laikipia, Marsabit, Samburu, and Turkana Counties.
2. Digitize all land use plans developed.

Objective 3: Support the capacity development of natural resource management institutions in select counties.

We will specifically aim to establish water resource management committees, community forest associations, and community land management committees in Baringo, Isiolo, Laikipia, Marsabit, Samburu, and Turkana Counties. This will complement existing natural resource management institutions such as the council of elders.

Targets:

1. Conduct training on leadership, good governance, public participation, and financial management.
2. Organize exchange and learning visits.
3. Conduct training on negotiation skills.
4. Conduct training on advocacy skills.
5. Strengthen the use of alternative dispute resolution and alternative justice systems.

Objective 4: Strengthen Indigenous communities' resilience to climate change risks and reduce the prevalence and depth of poverty in select counties.

Targets:

1. Use drilling, equipping, and rehabilitation of water resources to increase access to safe, affordable, and reliable water for people and their animals, especially during dry seasons.
2. Support the transition of pastoralists to keeping adaptive breeds of livestock in the face of increasing cyclic droughts.
3. Promote livestock value chain and animal health in select counties.
4. Promote Indigenous Peoples' livelihood diversification to increase income in the face of climate shocks and stresses.
5. Facilitate literacy by promoting integration of formal and informal learning and enhancing life skills.

Goal 4: Ensure Indigenous Traditional Knowledge is valued and contributes toward governance and management systems on communal lands



Indigenous Traditional Knowledge (ITK) of the communities of Northern Kenya is being lost. By working with local communities to support the documentation and sharing of ITK, we endeavor to strengthen the value of Indigenous cultures and knowledge that underpins Indigenous ways of life. This will sustain and deepen cultural pride across generations. It will also create respect and equality in engagements with other knowledge systems, cultures, and development pathways.

Objective 1: Map, identify, and document Indigenous Traditional Knowledge.

Targets:

1. Map, identify, and document Indigenous Traditional Knowledge in Baringo, Isiolo, Laikipia, Marsabit, Samburu, and Turkana Counties.
 - a. Focus on the communities of Illaikipiak Maasai, Yaaku, Samburu, Il Kunono, Turkana, and Rendile.
2. Produce six documentaries on the six target communities and their languages.
3. Produce six publications on the six target communities (e.g., newsletters, storybooks, and pictorials).

Objective 2: Establish Indigenous Traditional Knowledge resource learning centers within each of the Indigenous Peoples' community areas.

Targets:

1. Establish and support four ITK resource learning centers.
 - a. Laikipia County—for the Illaikipiak Maa and Yaaku communities
 - b. Isiolo County—for the Samburu and Turkana communities
 - c. Samburu County—for the Samburu, Rendile, and Turkana communities
 - d. Marsabit County—for the Rendile, El Molo, and Turkana communities
2. Recruit a coordinator for each of the four centers.

Objective 3: Influence the integration of Indigenous Traditional Knowledge into mainstream knowledge systems.

Targets:

1. Create a website on Indigenous Traditional Knowledge from the six communities.
2. Use opportunities presented by local school curricula and institutions to disseminate Indigenous Traditional Knowledge.
3. Create a social media presence to promote Indigenous Traditional Knowledge.
4. Disseminate Indigenous Traditional Knowledge through local TV and radio stations.

Objective 4: Promote the intergenerational and intercommunity transfer and sharing of Indigenous Traditional Knowledge.

Targets:

1. Facilitate exchange visits to the different resource centers established.
2. Organize annual events that promote and celebrate Indigenous Traditional Knowledge (integrate with the Camel Caravan and food festivals).
3. Facilitate kids' learning programs, such as at resource centers, to learn and share Indigenous Traditional Knowledge.

Goal 4: Facilitate collaborations between communities and relevant stakeholders across shared landscapes



We invest in our people, processes, tools, and resources to create an inspired and motivated organization to meet the evolving needs of Indigenous communities and other stakeholders across the shared landscapes. We empower, enable, and collaborate with others to unlock opportunities to innovatively solve problems.

Objective 1: Cultivate and catalyze a culture of collaboration, dialogue, and negotiation with existing and emerging stakeholders in the shared spaces and landscapes.

Target:

1. Create a legitimate and credible mechanism between civil society organizations and the government to learn, share, and jointly work to address issues affecting Indigenous Peoples.

Objective 2: Foster enduring and healthy relationships with Indigenous communities and their allies globally.

Targets:

1. Identify and support networks in the landscape for collective action (including relevant youth and women's groups).
2. Build a forum for the voices of Indigenous Peoples landowners.
3. Build platforms for intercommunity dialogue in transboundary areas as the main mechanism toward peace.

Objective 3: Facilitate and support Indigenous Peoples to play an active role in decision-making at the local, national, regional, and international levels.

Targets:

1. Facilitate and support direct partnerships between local communities and external actors in order to promote the use of free, prior, and informed consent (FPIC) processes in all development initiatives.
1. Facilitate and support the attendance and participation of Indigenous Peoples in policymaking forums at local, national, regional, and international levels (e.g., Conference of the Parties of the United Nations Framework Convention on Climate Change and Convention on Biological Diversity, the United Nations Forum on Indigenous Peoples, meetings and conferences hosted by the African Union, East Africa Community, Intergovernmental Authority on Development, etc.).

Objective 4: Facilitate inter- and intra-community dialogues on peaceful coexistence in the shared landscapes.

Targets:

1. Facilitate dialogue forums between conflicting communities in the shared landscapes.
2. Facilitate development of community frameworks of cooperation within shared landscapes.
3. Strengthen peace ambassadors', women's, youth, and elders' dialogue forums.
4. Enhance peace dividends at the community border lines.
5. Facilitate peace regional summits among stakeholders in the shared landscapes.
6. Document peace success stories in the shared landscapes.
7. Promote learning and linking through integrating crosscutting issues such as natural resource-based conflict, transboundary mobility, exchange visits for modeling, and scalability in policy and diversity of investments.

Building Organizational Capacity



To achieve the goals of this strategy, it is essential that we build our internal capacity across a range of dimensions.

Our priority actions

1. Improve IMPACT's governance to be more relevant and responsive to present and future needs and emerging changes.
2. Strengthen organizational management functions to ensure sufficient capacity to design and implement organizational programs.
3. Develop an organizational monitoring, evaluation, and learning system and relevant staffing capacities.
4. Increase resourcing to support programmatic growth and staffing requirements.



1. Improve governance

Our board is primarily composed of Indigenous Peoples' representatives. This gives us credibility and legitimacy and ensures the representation of the communities we work with. However, our current board lacks key skills in organizational strategy and development, financial oversight, fundraising, and networking. Therefore, it is critical that we create a board that has those skills while creating a different structure that helps us maintain community oversight of the organization.

Ultimate goal: Restructure IMPACT's governance to make it a more representative organization while addressing its growth and development needs.

Objective 1: Strengthen the board.

- Reconstitute the board to include individuals who have skills in organizational growth and development, resource mobilization, and organizational oversight.
- Ensure regular engagement and communication between the staff and board.

Objective 2: Create a more representative governance structure.

- Create a new governance structure for the organization, such as an advisory council, on which Indigenous Peoples' representatives are members and can guide IMPACT's programmatic work and relationships with various Indigenous communities.
- Define and clarify the roles of the board and this new governance structure.

2. Strengthen organizational management

The needs of Indigenous Peoples and the work of addressing their issues can be overwhelming. Even with strategic focus, the demands of the work can stretch our team. It is therefore necessary to ensure that all our work is well coordinated, that our team's skills and capacities are utilized optimally, and that there is strong collaboration across the team. This will allow us to be as effective as possible.

Ultimate goal: Cultivate an organizational excellence that delivers exceptional value, enhanced collaborations across the team, and impact to Indigenous communities and partners.

- a. Spark an engaged and high-performing workforce
- b. Develop, promote, and optimize relevant organizational skills and talent.

Objective 1: Recruit a program coordinator to oversee implementation of this strategy and to ensure coordination and synergy across programs.

Objective 2: Improve staffing across fundraising, monitoring, evaluation, and learning functions.

Objective 3: Establish a human resource office and employ an HR manager.

Objective 4: Build systems for increased staff engagement and team spirit on program development, work planning, and operational matters.

Objective 5: Develop avenues to promote and enhance professional development of staff members.

3. Strengthen the ability to measure, evaluate, and document the impacts and outcomes of our work

We have an impressive track record, and we continue to implement impactful programs. Much of these impacts need improved documentation to attain maximum opportunities and insights about our work. Thus, developing and implementing a robust monitoring program is necessary going forward.

Ultimate goal: Keep promoting organizational improvement, performance, and learning for efficiency and effectiveness

Objective 1: Develop an organizational monitoring, evaluation and learning (MEL) system.

Objective 2: Recruit MEL staff to help implement the MEL system.

4. Enhance resource mobilization for a sound financial future

As an organization, the work that we do is constantly growing. Adequate resources to meet these growth demands are vital. However, resource mobilization must be done in a strategic way if we are to meet our objectives.

Ultimate goal: Grow and diversify resources to meet organizational funding needs.

Objective 1: Develop a resource mobilization strategy to secure more diversified core funding to provide stability and invest in core capacities for the organization.

Objective 2: Develop a communications strategy that leverages the organization's strategic plan and more effectively promotes and communicates our impacts and achievements to support fundraising.

Objective 3: Ensure sound financial stewardship of organizational resources.





IMPACT

Indegenous Movement For Peace and Advancement &
Conflict Transformation

Karionga Village, Jua Kali Centre, Nanyuki

P.O BOX 499-10400, Nanyuki, Kenya

Tel: +254 (0) 724 540 669. +254 (0) 722 663 090

Email: impactkenya2002@gmail.com