

MSWC

MANAGEMENT SKILLS FOR
WILDLIFE CONSERVATION



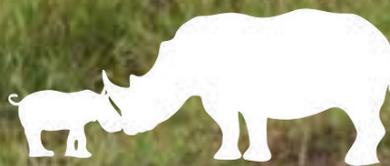
**ANNUAL REPORT
2022**

**A WORLD IN WHICH BIODIVERSITY IS CONSERVED AND
ECOSYSTEMS MANAGED FOR THE PROSPERITY OF ALL WHO
LIVE IN THEM.**

VISION

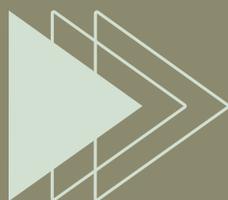
**CHAMPION THE DEVELOPMENT AND SPREAD OF LEADERSHIP
AND MANAGEMENT EDUCATION IN COMMUNITY-LED
WILDLIFE CONSERVANCIES.**

MISSION



MSWC
MANAGEMENT SKILLS FOR
WILDLIFE CONSERVATION

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PRESIDENT'S VISION



As an undergraduate I became passionate about “development economics” – how the peoples of poverty-stricken countries might catch up with the affluent “North”. I was hired by the World Bank when I was 25, and stayed on until the mandatory retirement age, then 65. One of the things that troubled me (and still does) was the lack of attention paid by the “development community” to the quality of management as an essential ingredient of social and economic success. While international development institutions are paying lip service to “capacity building”, this consists more often than not in inviting participants from the developing world to short training programs delivered in Europe, the United States or other “Northern” environments. Such programs do little or nothing to grow training institutions rooted in the developing world itself.

As economic researchers focused more on measuring the quality of management across the world evidence accumulated that this was indeed a key driver of development [1], but still little was being done by aid providers public and private to grow high-quality management schools in lower-income countries. This prompted me and a few World Bank colleagues in 2002 to launch the Global Business School Network (gbsn.org). GBSN’s mission is “to improve access to quality, locally-relevant management and entrepreneurship education for the developing world”. Twenty years later GBSN consists of more than 130 management schools from more than 50 countries.

After stepping down from GBSN in 2017 I became increasingly aware of the leadership and management challenges that confronted wildlife conservancies. Mostly these drew their talent from natural sciences, biology, environmental studies, and much less from managerial backgrounds.

Having listened to many wildlife conservation leaders, managers, community members, and foundations and other organizations that are funding conservancies, I thought that I would have a go at applying GBSN’s philosophy: that enhanced management skills lead to better social and economic outcomes, to wildlife conservation.

This Annual Report describes the initial steps of such an experiment. MSWC views its role as catalyst, helping to promote and demonstrate the impact which leadership and management training can have in community wildlife conservancies. My vision is for attention to leadership and management skills of those who are “closest to the land” to become a routine element of wildlife conservation policy.

GUY PFEFFERMANN

Founder & President



[1] See notably <https://worldmanagementsurvey.org/>

OUR FOCUS

MSWC is a nonprofit organization incorporated in the United States in 2018. Its tenet is that better management is essential to achieving better outcomes. MSWC is one of the few organizations whose sole purpose is to enhance leadership and management skills among people engaged in wildlife conservation. It seeks to work toward that goal by identifying promising, scalable training approaches and, by leveraging its network of relationships, promoting them with funders.

Initially, we looked to business schools of wildlife-rich countries to develop training programs, but we came to realize that the most critical need, and the most neglected, was in training women and men of the wildlife communities. Without their active engagement, little progress will be achieved. By definition, these communities are far from big cities where business schools are located, many residents speak only local languages and some are illiterate.



Kenya enshrined Community Wildlife Conservancies in law. Landowners form such communities, they pay taxes, and they have the authority to negotiate with lodge owners and others. Unlike similar organizations in some other countries, Kenyan community wildlife conservancies function in a reasonably democratic manner. Hence our initial focus on Kenya.



LEADERSHIP AND MANAGEMENT PROGRAM (LAMP)

MSWC went in search of effective training programs geared to wildlife communities and discovered a Leadership and Management Program (LAMP) that was being delivered under the auspices of Kenya's Northern Rangelands Trust (NRT), comprised of 43 wildlife communities. To date over 1,000 individuals living in wildlife communities took the LAMP course, roughly a third of whom are women. The proportion of women being trained is increasing year on year with over 180 women trained in 2022. A significant part of this increase is because of the MSWC funding for women's LAMPs. Data on LAMP trainings during 2022 are included in the following pages.

The program uses state-of-the-art experiential pedagogy to address real-life issues of wildlife communities. LAMP started life in the corporate world of the UK and Europe as a tool for improving organisational performance and developing high impact leaders through changing mindsets and behaviours. LAMP follows a modular approach to support individuals, teams or organizations to change over an agreed period of time and to deliver tangible outcomes. The measured short-term outcomes are highly positive, especially among women participants.

In 2014, LAMP was, for the first time, applied in the world of community conservation. Following the success of an initial senior managers training, LAMP was rolled out to conservancy managers, again with positive tangible outcomes.

The following questions were then raised: "Could this corporate training be adapted to work with community elders with little or no education and where literacy of conservancy boards range from retired English teachers to completely illiterate pastoralists? Is it possible to teach mainstream management and leadership concepts to these conservancy boards?"

The answer was "yes" and over the past several years, LAMP has been tailored into a unique, one-of-a-kind successful training program for rural community leaders. Working with these community leaders confirmed the following basic tenets:

- Education, literacy, and gender are not determining factors for effectively leading and managing a community conservancy.
- Board members are leaders already, having been elected by their communities to the board.
- Board members are capable, with direction and appropriate tools, to do what is required for their conservancy to be successful.

You cannot protect the environment unless you empower people, you inform them, and you help them understand that these resources are their own, and that they must protect them.

— Wangari Maathai, Nobel Peace Prize laureate



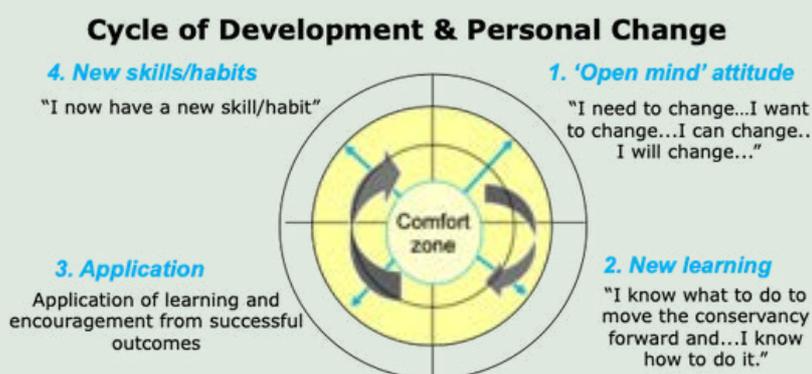
The LAMP training approach is influenced by the work of Prof. John Kotter (Harvard Business School), who concludes that:

“Changing behaviour is less a matter of giving people analysis and information to influence their thoughts... it is more about helping them to see a truth to influence their feelings.”
“Both thinking and feeling are essential, but the heart of successful change is in the emotions”.

The two diagrams below visualise this understanding:



LAMP is designed so that learners move systematically through the triangle and around the **Cycle of Development & Personal Change**, so that their comfort zone expands incrementally, developing new beliefs/habits/ways of working.



Allan Ward has over thirty years of history with Kenya, and since 2014 a large proportion of Allan's work has been in the community conservation field, mainly in northern and coastal Kenya. He has worked with the senior teams of conservation organisations, and elders and leaders from rural community conservancies. The transformational impact of the community conservation work results from the one-of-a-kind methodology and content such as LAMP that Allan has created, drawing on decades of experience in leadership, management, adult learning, and behavioural change.

A REVOLUTIONARY DEVELOPMENT: Consequent to new Kenyan environmental legislation, several community conservancies are earning revenue by sequestering carbon. As per NRT, *The Northern Kenya Rangelands Carbon Project (NKRCP)* "carbon credits have generated \$14.6 million for local conservancies (after 10 years). In February 2022, each of the 14 NRT member community conservancies participating in the Project's activities received \$324,000, their first of three payments from this sale" of carbon credit on global markets.

The addition of carbon credits to traditional sources of revenue such as tourism confronts community conservancy manager with unprecedented challenges. Leadership and management training will be even more essential to using these considerable revenues wisely.

LAMP IS UNDERPINNED BY THE FOLLOWING FOUNDATIONAL ADULT LEARNING PRINCIPLES:

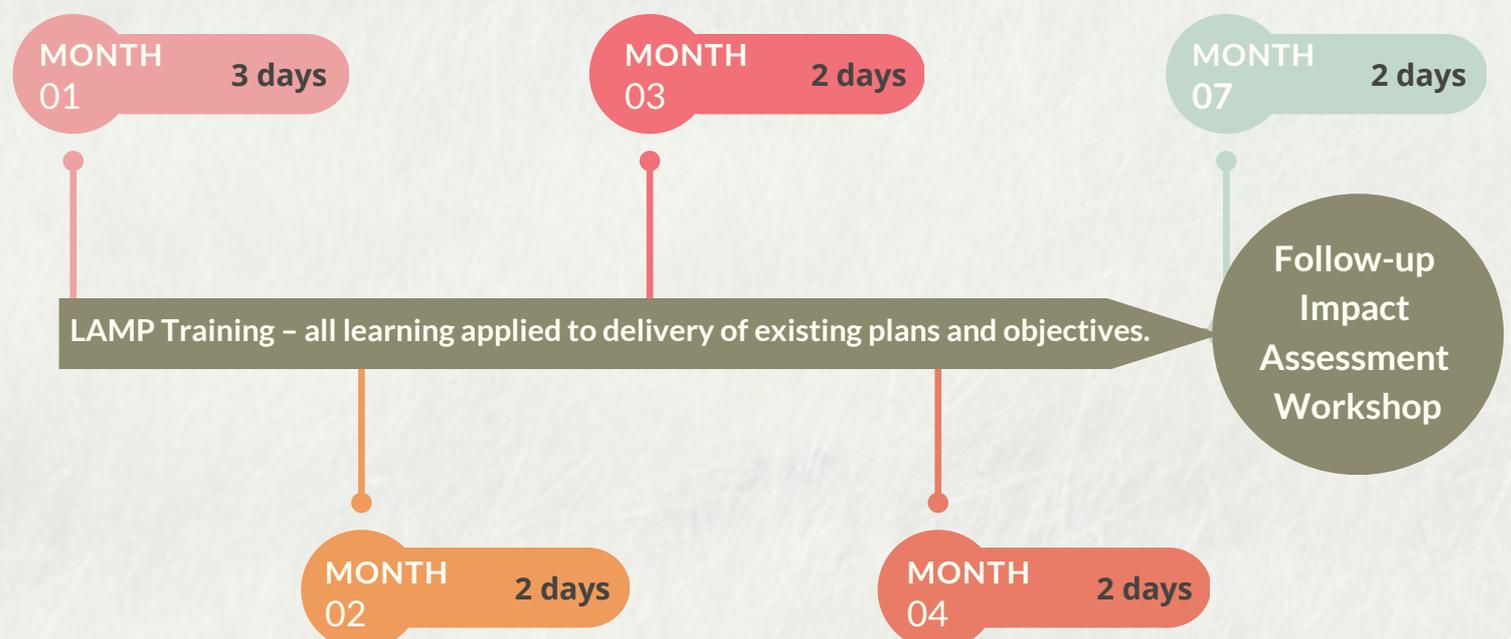
- **Adults are self-directed**; therefore, training should allow learners to discover things and gain knowledge for themselves. Minimum instruction and maximum autonomy characterise learning experiences. We achieve this using activities, scenarios and visuals, which illustrate the learning points to both literate and illiterate participants.
- Training is towards practical application with current plans/issues/problems and not towards understanding theory. **Learning is problem-centred rather than content-oriented.** Experience (including mistakes) provide the basis for the learning.

It is the mix of principles, methodologies, and content that has allowed LAMP training to work so effectively with rural conservancy boards, community women leaders, and also youth, all with a wide range of education and literacy levels.

The LAMP curriculum covers:

- Leadership and management skills for conservancy growth.
- Team leadership and building a positive attitude.
- Personality styles.
- Problem solving, creativity and innovation.
- Communication.
- Conservancy values and effective staff structure.
- Goal setting, motivation and inspirational leadership.
- Time and priority management.

LAMP is typically delivered in 4 or 5 modules over a period of 4 to 7 months as shown below:



MSWC signed a memorandum of understanding with atingi, a pan-African online learning platform of the German Development Agency (GIZ). Initially MSWC intends to use the platform to invite potential “trainers of trainers” who would help scale up the impact on wildlife communities.

We are also working on the initial stages of producing a movie highlighting the challenges faced by leaders of Kenya’s community wildlife conservancies and how leadership and management training improves the prospects of the communities and the wildlife.

TRAINING OF TRAINERS

Many conservancy communities are asking for LAMP, even outside of Kenya. A lack of enough trainers is the biggest constraint limiting the expansion of the program.

Consequently, MSWC is focusing on training additional local trainers, co-funding a two-year “Training of Trainers” (TOT) program initiated in 2022. Six Kenyan “apprentice trainers” – half of them female, half male – are being trained.

MSWC is funding the apprentice trainers' salaries. The expectation is that after graduating the new trainers will be able to earn a living training others, hence the expected continuous financial sustainability of our TOT endeavour.

In November 2022 two MSWC Board members and a MSWC adviser observed the opening day of a LAMP program for Board members of two NRT member wildlife communities in Isiolo, Kenya. That day the six TOT trainees (*pictured right*) led several of the sessions. They in turn will eventually train other trainers, setting in motion a steady scaling up of capacity.



Kenya, November 2022.

A team-building session involving an activity with getting entangled in ropes and extricating oneself. The women were generally a lot more skilful at figuring out how to do this – and instructed the men accordingly. This proved to be a game changer. Before the “spaghetti ropes” session the women were silent. After that several of them spoke up. Participants were Board members of two wildlife communities.

WOMEN'S LAMP TRAINING

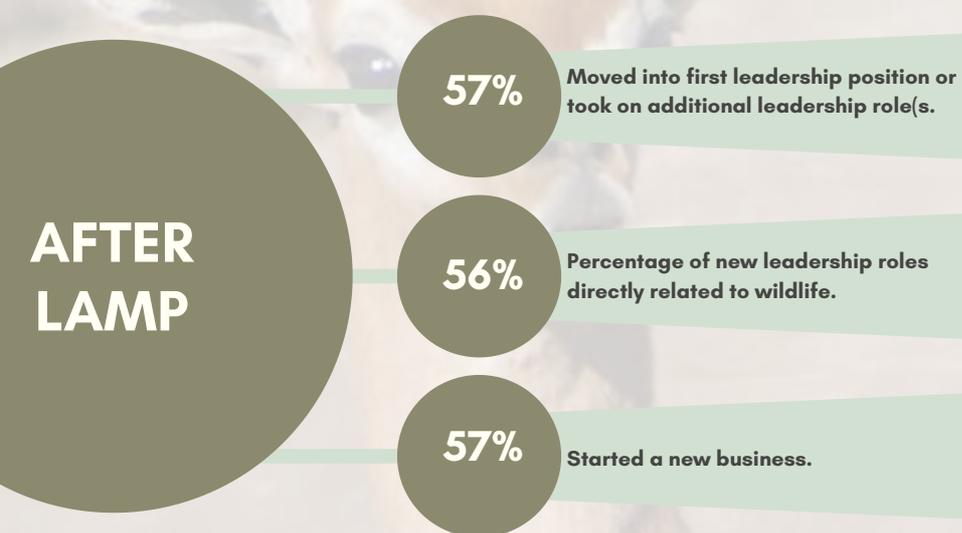
In-field Impact Evaluation



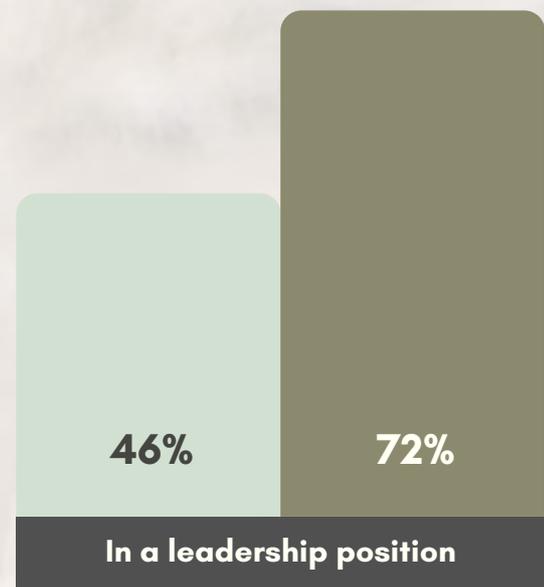
MSWC has funded ex-post interviews of graduating LAMP women participants in order to grow a data base which, it is hoped, will further encourage conservation organizations and their funders to offer similar management education programs.

Lekurruki and Il Ngwesi Conservancies

(12 month follow up of 28 women)

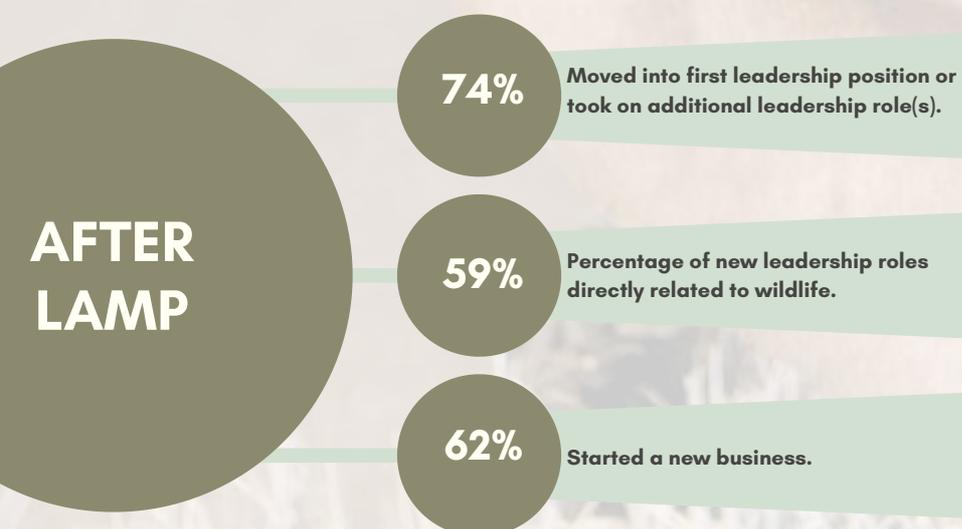


■ Before LAMP ■ One year later

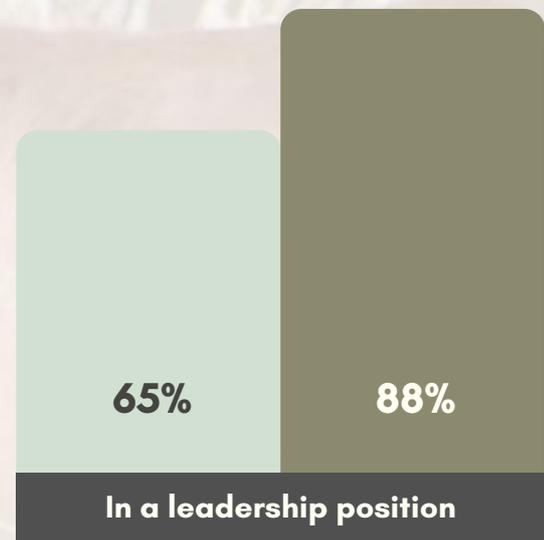


Pate & Kiunga Conservancies

(24 month follow up of 34 women)



■ Before LAMP ■ One year later



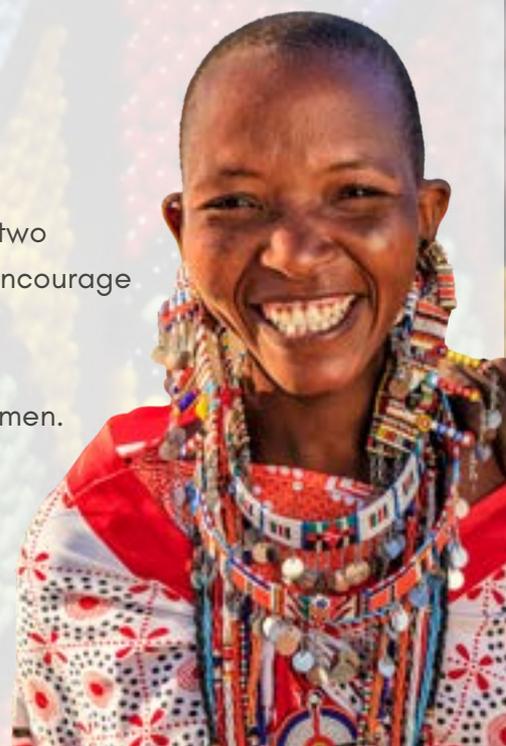
TESTIMONIALS

MSWC crowdfunded a LAMP program for women on the GlobalGiving (globalgiving.org) platform and helped leverage foundation funding for two additional programs. The goal was to showcase these trainings and so encourage larger organizations such as The Nature Conservancy to embrace LAMP.

This LAMP training was the first in northern Kenya dedicated solely to women. The 30 women trainees—many with little or no formal schooling—were recruited from traditional communities. The training program is a unique program developed specifically to equip these communities with mainstream leadership and management skills.

The following are extracts from trainee feedback.

These translated responses are presented below as received.



"In my leadership position, I always encourage them that women are leaders just like men and be bold to take leadership position."

RIZIKI REUZI MUREYIANI

"I discovered that conservation is my obligation. It gives us benefits. I also learnt that wildlife are ours not for government."

ELIZABETH KENEES

"Through LAMP training, I gained skills to unite people and I always advocate for transparency to win trust among one another.

LAMP training has enabled me to understand the benefits that comes to us from wildlife. Also advocating their conservation will lead to better lives and healthy coexistence.

Following LAMP training, I understood the importance of wildlife to us as livelihood."

WINFRED SIPINAI GILISHO

"LAMP training has given me good understanding of conservancy structures and benefits that comes through conservation.

Following LAMP training, I became confident and am able to contribute in meetings. Also I plan my work well unlike before LAMP training.

To other women, LAMP training help one to discover their potential and to see opportunity, and take chance to utilize. LAMP training accommodate all - illiterate and literate all ages."

MARGARET NAIKU KORTOL

"The LAMP training has taught me the importance of our forest, as it is home for wild animals and provide food to them. Both forest, wild animals, are useful to human being.

I also understood my role to offer protection. LAMP training opens one's mind to think broadly and enables problems / conflict resolution at a personal level."

NONTERITO KARUJA

"LAMP training made me understand conservancy structure and difference between leadership and management."

PENINA RIPAS JOHN

"LAMP training enlightens people to have open minds and equip one with business skills. Also the training makes one more motivated and never to lose hope. LAMP training assists women to be independent."

JOYCE NAPEI

"LAMP has taught me that wildlife are a source of livelihood just like livestock. Through wildlife we get security and tourism who bring finances and development. Also, I know through LAMP that the cutting down trees brings poverty to us. Following LAMP, I own wildlife as my source of livelihood. Hence I protect them and teach people on their benefits."

AGNES KARUJA

LAMP TRAINING 2022

WHO	NUMBER	FUNDING	Description
Community Women Leaders	30	MSWC Crowdfunding - Global Giving Campaign	15 women from each of Lekurruki and Il Ngwesi Conservancies
Grevy Zebra/Ewaso Lions	30	Pettus-Crowe Foundation	Senior Managers from each organisation
Samburu Women Caucus	35	MSWC	Following LAMP, the women formed a community based organisation which allows them to lobby for support from county and national government
Pate Marine Conservancy	60	MSWC	This training for 3 groups of 20 women was part of the field training for the ToTs
Coast Women Leaders	50	MSWC	This was part funded by MSWC as part of the ToT field training
Westgate Rangers	20	MSWC	This was part of the field training for the northern ToTs

**Community Leaders Exposed to LAMP via
MSWC & Affiliated Funding in 2022**

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FINANCIAL OVERVIEW

MSWC operates on a frugal basis. It has no staff but benefits from the outstanding experience and rich relationships networks of its Directors and Advisers. We fund "model projects" with the aim of drawing the attention of larger funders to the benefits of these projects.

The initial two programs funded by MSWC were designed to measure impact - for the first time - in a meaningful way and designed to test the method.

The fact that we funded these programs, helped to promote the value of this training with other conservancies.

BOARD OF DIRECTORS

Guy Pfeffermann
H. Landis Gabel
Javed Hamid
Charles Senkondo
Rebecca Stromeyer

ADVISORY BOARD

Mike Cawood
Irene Crowe
Jagi Gakunju
Alan Gelb
Frank Lysy
Rob Vember
Richard Vigne

MSWC is a registered 501(c)(3) public charity under the United States Internal Revenue Code.



January - December 2021	
	Total
Support and Revenue	
Contributions	82 597,01
In-kind contribution	2 400,00
Total Support and Revenue	\$ 84 997,01
Expenses	
Project funding	46 400,00
Contracted services	13 904,00
Overhead	5 385,00
Total Expenses	\$ 65 688,99
CHANGE IN NET ASSETS	\$ 19 308,02

January - December 2022	
	Total
Support and Revenue	
Contributions	126 139,00
In-kind contribution	2 400,00
Total Support and Revenue	\$ 128 539,00
Expenses	
Project funding	109 370,00
Contracted services	11 662,00
Overhead	3 896,00
Total Expenses	\$ 124 928,00
CHANGE IN NET ASSETS	\$ 3 611,00



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