

LAMP

Leadership and Management Program

A Decade of Evidence 2014–2024

"Being a sanctuary chairman, I feel wildlife is ours and not the Kenya Wildlife Service's or the Government's, and that is why I commit my time to talk to rangers and communities to take care of this wildlife."

Hussein Leparmai, Chairman, Rhino Committee, Sera Conservancy

"Before I was hot tempered but now, I am able to control my temper, and this has won the heart of my community members. The community elected me to represent them 3 times as a board member."

Nabiki Lesuper, Security Committee Member, Kalama Conservancy

"I have attended 2 LAMP's and now I am the overall chairman of the conservancy. After the 1st LAMP I was promoted to treasurer then after the 2nd LAMP I was elected for the position of Chairman."

John Mamai, Board Chairman, Naibunga Upper Conservancy

"I was chosen as a chairperson to lead 7 conservancies. I was awarded as Mwanamke Bomba (Amazing Woman) in Lamu County, and I am now the chairperson in marine management program by TNC."

Amina Ahmad, Chairlady and Board Member, Pate Marine Community Conservancy

2,098 Community Leaders Trained	94% Improved conservation behaviours	29% → 93% Men Always Proposing Solutions	55% → 99% Women Holding a Leadership Role	Zero Impact Decay at 3–7 Years
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INTRODUCTION

For more than ten years funders have continued to commission the Leadership and Management Programme (LAMP) across East and Southern Africa in the community led conservation sector. Repeatedly participants request more LAMP training for their managers, staff, community board members, women's groups, rangers, youth and herders. A survey of graduates conducted in 2024 dug deep into the reasons for this.

We developed a questionnaire designed to capture both kinds of evidence: hard measures such as leadership positions held, conservation behaviours changed and income streams established, alongside open-text responses that left plenty of space for participants to describe what had happened in their own words. 255 people were surveyed from a pool of around 1,500 graduates available at the time. That sample carries a 95% confidence level with a margin of error of $\pm 5\%$.

Leadership positions had increased for both men and women. Women entered LAMP with 55% already in leadership roles, 30 points behind men at 85%. By the time they finished, 99% of women held a leadership position, compared to 97% of men. The gap had been eliminated.

Behavioural measures (attending meetings, speaking up, participating in decisions, proposing solutions) moved from below 20% to 92–95% across all respondents.

The open text responses revealed more than we expected. A thematic analysis of these responses identified three themes which contribute to the leadership changes we observed and its impact on conservation.

- **Awakening:** 119 participants used metaphors of “waking up” to describe a shift in how they saw themselves, and their role in their communities and in conservation.
- **Economic Decoupling:** 97% of graduates established new income streams that did not depend on extracting resources from the land.
- **Family Harmony:** The survey recorded 295 mentions of improved household peace and reduced domestic conflict. This matters structurally rather than sentimentally. A woman cannot take up leadership roles if her participation causes conflict at home.

A DECADE OF EVIDENCE: THE SURVEY RESULTS IN DETAIL

For years, the feedback from LAMP participants was consistent. We frequently heard that the programme “changed lives.” My own belief has always been that everyone is capable of more than they realize. If you provide a person with the right tools and the space to have an “aha”

moment where they see and feel their own power to make a difference, their whole path changes. When a person's thinking changes, everything else follows.

In 2024 we decided to put numbers to what we had been hearing and seeing. We developed a questionnaire designed to capture both hard measures and open-text responses. Three members of Forward Consulting staff spent eight months working through our lists of past participants. They contacted 255 people. Of those, 132 were women (52%) and 123 were men (48%). Interviews were face-to-face where possible (181, 71%) and by phone where that was more practical (74, 29%). Names came from training attendance records. Everyone reachable was contacted. The sample is not random in the statistical sense, nor is it selected for success. It is a reachability-based sample from a contactable pool.

At a sample size of 255 from a pool of around 1,500 graduates available at the time, the survey carries a 95% confidence level with a margin of error of $\pm 5\%$.

What The Open-Text Responses Show

The survey collected 1,937 open-text responses. The standard way to analyse open-text responses is inductive thematic analysis—a data-driven method where themes emerge from the responses themselves rather than being looked for in advance. Applying this to the survey responses identified three patterns that were independently frequent enough to count as findings in their own right.

The Awakening: The Psychological Shift

"I was a board member, but I understood nothing about the conservancy. I am confident now about my leadership position because I am informed. LAMP opened my mind and now I feel I can even proudly go and speak about the conservancy in front of everyone, I know what to say."

— **Wote Lepina, Board Member, Nkoteiya Conservancy**

"Elders never supported me much when I asked them to talk to the young people to stop killing wildlife, but after LAMP I got full support... I am now confident. People used to oppose the conservancy, even some board members, but after LAMP everything changed."

— **James Lekalaile, Conservancy Chairman, Naapu Conservancy**

These are not isolated responses. In our 2024 survey, 119 participants used variations of the "waking up" or "opening eyes" metaphor without being prompted. Over 15% of all comments mentioned phrases like "I was blind, but now I see" or "I was in darkness". The perceived ceiling on what participants believe is possible for themselves was removed or at least raised.

This Awakening turns a passive recipient of donor projects and programmes into an active custodian of their own conservation and economic future.

Digging deeper into the open-text responses gives further insights into the behaviour changes behind the Awakening.

WHY WOMEN CHANGE: FOUR THEMES FROM 132 SURVEY RESPONSES

The open-text survey responses from the 132 women in the 2024 cohort reveal four specific insights into why the women are changing in the manner in which they are.

The Erosion of “Shyness” and Fear — 71 of 132 women

Many women described an internal barrier that prevented them from participating in public life. The training appears to have removed this “shyness,” allowing them to express themselves without fear. *“Before LAMP I was very shy and I could not even stand before people, but now I can speak and express myself without fear.”*

Identity Beyond Domesticity — 82 of 132 women

There is a clear shift in how women define their place in society. They moved from seeing themselves purely through household chores to seeing themselves as formal members of community institutions. *“I thought that as a woman I cannot do what a man can do but now I know I can. Even the chairperson of the conservancy is now a woman!”*

Time Management as Freedom — 98 of 132 women

While this sounds like a basic management skill, for women with heavy domestic burdens, planning is expressed as a way to gain the freedom to pursue business or leadership. *“I now set realistic goals and know how to achieve them.”*

Mentorship and the “Multiplier Effect” — 54 of 132 women

More women than men expressed a sense of duty to pass their knowledge on to others who did not attend. They frame their individual growth as a communal asset. *“When I meet women who are feeling low, just as I was, now I take time to educate them. I have become a teacher to my fellow women.”*

Economic Decoupling: The Stewardship Engine

Economic Decoupling refers to moving a family's income away from the land it is trying to protect. Our data shows that 97% of LAMP graduates built new income streams after the program. These are incomes that do not depend on cutting trees, killing wildlife or taking more from the land than it can sustain.

“Before LAMP I was dormant and now I run an M-Pesa business, a shop and I keep goats plus sheep for sale. I was a very quiet person and could not talk to people. Now I can empower women and help change their thinking. ... I am also teaching women to stop cutting down trees for charcoal. I helped a lady start chicken farming so that she can stop cutting down trees for charcoal burning.”

— **Gilliant Rotich, Finance Officer, Isiolo Voice of Women, Leparua Conservancy**

“My village are leading in grass reseeding, and we are selling seeds to other conservancies. This is because I mobilized them to plant grass which they did because they no longer doubt me. ... We stopped as villagers to cut down trees. They stopped killing of wild animals. Burning charcoals has also stopped.”

— **Ajuk Lendire, Board Member, Sera Conservancy**

Family Harmony: The Social Enabler

The survey recorded 295 mentions of improved household peace and reduced domestic conflict. And every participant reported an increase in status and confidence within their family unit.

The data shows that both men and women identify the household as a site for change. For women, harmony opens up economic independence and the right to speak. The reason this matters is practical rather than sentimental. In the cultures where we work a woman cannot lead a conservancy if her participation causes conflict at home. She cannot attend meetings or hold leadership roles if her household does not support her. Therefore, domestic instability acts as a structural barrier to conservation that is rarely addressed. For men, it provides tools for social mediation.

"My family is staying in harmony unlike before where I fight them most of the time. I involve all my family in decision making process for example when I want to sell a goat I also give my wives a chance to select which goat is to be sold. My wives are now free and also my elder boys tell me I have become a good father... LAMP has helped me to set my family vision and understand conservancy vision which is to advocate conservation."

— **Lenantoyie, Board Member, Sera Conservancy**

"I started leading my family first before I started looking for community leadership position. I started listening to my husband and children before making critical decisions. ... I reported baby elephant which was found lost by herders. I called the rangers and they came to help the baby elephant and re-united it with its mother."

— **Namusungu Leodip, Board Member, Sera Conservancy**

What The Hard Measures Show

Changes in Leadership Positions

Had a leadership position

	Before LAMP	After LAMP
Female	55%	99%
Male	85%	97%
Total	69%	98%

Chair positions held by graduates rose from 24 to 64 — across conservancy boards, women's groups and committees on tourism, finance, grazing, forestry and beach management. More than two-thirds of the increase came from women moving into chair roles for the first time. Of graduates now holding these positions, 45 moved from never participating in decision-making to

always doing so, and 38 from never proposing solutions to always proposing them. Several have since been repeatedly re-elected to those positions.

Conservation-related leadership role

	Before LAMP	After LAMP
Female	47%	84%
Male	84%	93%
Total	64%	88%

Entering LAMP with no leadership role (N=66)

	Before LAMP	After LAMP
Leadership position	0%	97%
Conservation position	15%	70%

Note: The figures exclude respondents who already worked at conservation organisations such as Grevy's Zebra Trust, Northern Rangelands Trust and Ewaso Lions. For those respondents, a conservation role before LAMP was a feature of their employment rather than a position LAMP created.

Across all graduates, leadership positions rose from 69% to 98% and conservation-related roles from 64% to 88%, with men moving from an already-strong 85% to near-universal participation at 97%.

Women entered LAMP with 55% already in leadership positions, 30 points behind men at 85%. At the time of the survey 99% of women held a leadership position compared to 97% of men. A gap that mirrors the broader inequality across the sector had been eliminated.

Changes in Leadership Behaviour

The survey asked graduates about four specific behaviours before LAMP and after LAMP. Did they: attend meetings, speak up in meetings, participate in decisions, and propose solutions. Each was scored on a frequency scale from never to always. The tables below show the percentage who answered "always".

Female respondents

Leadership behaviour	Before LAMP	After LAMP
Always Attend meetings	10%	93%
Always Speak up in meetings	11%	92%
Always Participate in decisions	9%	92%
Always Propose solutions	7%	92%

Male respondents

Leadership behaviour	Before LAMP	After LAMP
Always Attend meetings	24%	95%
Always Speak up in meetings	29%	92%
Always Participate in decisions	30%	92%
Always Propose solutions	29%	93%

These data points reflect more than isolated changes in behaviour; they track a sequential shift in community leadership. In many of the communities where we work, this journey is a profound psychological and cultural progression.

Stage 1: Always Attend Meetings.

Before a participant can speak, they must first believe they have the right and the standing to be in the room. Governance in these communities has traditionally been restricted by gender and age-set hierarchies. Moving this statistic signifies a two-way breakthrough. Women and youth build the self-worth to step into these male-dominated spaces. Elders (having experienced their own transformation through the training) consciously challenge rigid cultural norms to welcome women and youth to attend and to speak up. The elders realise that everyone has value to add, mirroring the survey findings on family harmony where men voluntarily opened up household decision-making.

- *Always Attend Meetings*: Moved from 17% before to 95% after. (Before LAMP, only 10% of women and 24% of men always attended).
- Stage 2: Always Speak Up in Meetings

Once a person knows they belong in the room, they must build the confidence to break their silence. Because LAMP trained elders actively create a supportive environment rather than enforcing traditional deference, women and youth can overcome internal barriers of fear and social friction. They speak up because the room has been made safe for them to do so.

 - *Always Speak Up in Meetings*: Moved from 19% before to 93% after. (Female baseline rose from 11% to 92%).
- Stage 3: Always Actively Participate in Decision Making

Participants shift from merely expressing an opinion to actively negotiating, collaborating, and finalising decisions alongside their peers. This represents a levelling of the traditional playing field, where elders, women, and youth begin to co-manage community assets as equal partners.

 - *Always Actively Participate in Decision Making*: Moved from 19% before to 92% after.

- **Stage 4: Always Propose Solutions**

The final step requires the highest hurdle. Proposing a solution requires a person to risk being wrong, face public rejection or appearing to overstep cultural boundaries. Equipped with knowledge, recognition and mutual respect, graduates step up to take ultimate responsibility for their conservation and economic future.

- *Always Propose Solutions*: Moved from 17% before to 92% after. (Women shifted from a baseline of just 7% to 92%).

“I contribute a lot in meetings, something I never used to do... My husband passed away but I can stand out strong even in meetings where men are present. I was so fearful, not any more, I am more courageous.”

— Elizabeth Keneo, Community Group Member & Health Promoter, Ilingwesi Conservancy

Results over time

The table below shows the four behaviours from the previous section broken down by year of training, with the oldest cohorts at the top and the most recent at the bottom. This is showing that there is no decay in these behaviours over the entire period surveyed.

Training cohort comparison

The following figures show the percentage of respondents answering ‘Always’ after LAMP, by year of attendance

Cohort	Years since training	Attend meetings	Speak up	Participate	Propose solutions
2017–18 (n=11)	7–8 yrs	100%	100%	100%	100%
2019 (n=20)	6 yrs	100%	100%	100%	100%
2020–21 (n=27)	3–5 yrs	100%	96%	100%	100%
2022 (n=101)	2–3 yrs	96%	95%	94%	94%
2023 (n=50)	1–2 yrs	92%	90%	90%	90%
2024 (n=46)	<1 yr	87%	85%	78%	80%

Across cohorts trained between one and eight years ago, scores remain in the same high band.

Note that there has been no follow-up training in the intervening years.

A note on the before/after measures

The before and after scores were both given at the time of the survey, rather than collected separately at the start and end of the programme. This approach was established by Howard's 1980 research on response-shift bias and is a recognised method in evaluation research, particularly for training and behaviour-change programmes.

Howard found that people entering training don't yet have a clear sense of what good performance looks like in the area being taught. When asked to rate themselves at the start,

they score themselves higher than they should, because their reference point for what counts as good is still forming. By the end of the training, their reference point has shifted, and a pre-rating taken at the start is no longer comparable to a post-rating taken at the end. Asking participants to rate both their before and after state from the same post-training viewpoint removes this problem and gives a more honest comparison.

Overall Satisfaction and Perceived Impact

Alongside the behavioural and leadership measures, the survey asked graduates to rate their overall experience of LAMP.

Measure	Result
Benefited from LAMP	99% “a lot”
Would recommend LAMP to others	100%
Enabled to improve conservation	94% “a lot”
Report more income opportunities	97%
More confidence and status in your family	100%
More confidence, status in the community	93%

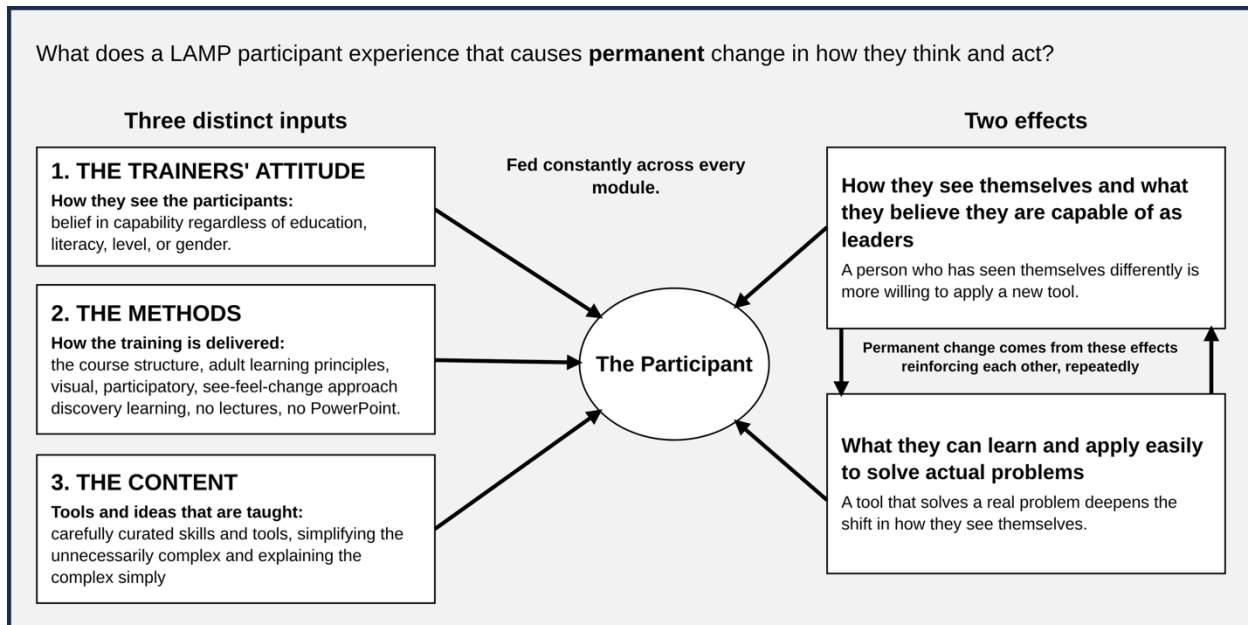
THE LAMP APPROACH

The methodology behind LAMP was originally developed in 2003 as a Change Leadership program. Over the following eleven years it ran across corporate organisations including government bodies and international agencies in the UK, Europe and Africa. In 2014, it was adapted for conservation organisations and pastoralist communities which is where the LAMP survey data comes from.

LAMP is built around one question: what does a person need to experience to permanently change how they think and act? The answer shapes the whole program. LAMP uses a See-Feel-Change methodology and a discovery learning approach, both grounded in adult learning principles. LAMP trainers create the conditions for participants to discover things for themselves, in a setting they trust and at a pace that sticks. The methodology is visual, participatory and hands-on. No lectures, no PowerPoint. This was true of LAMP in the corporate arena, then became particularly beneficial when transitioning into the pastoralist community arena.

The course structure is also a key element of LAMP’s unique methodology. Nine days of training are delivered across four modules, with three to four weeks between each module, enabling participants to go back to their organisations, roles and communities, test what they've

learned and return with real evidence of what works. Learning happens in both the training room and the organisation or community: each feeding each other by design.



There are four Community Conservation LAMP variants...

LAMP is always one methodology but can be tailored to different audiences. Every variant shares the same foundational carefully curated leadership and management skills and tools. What changes by variant is the audience, additional specific topics and the pacing.

The Variants:

Community LAMP

For Community members across pastoralist and coastal/marine contexts.

Managers LAMP

For the senior staff of conservation organisations.

Board LAMP

For conservancy board members and governance committees.

Rangeland LAMP

For rangers and herders from pastoralist communities

Training of Trainers Programme (ToT)

Forward Consulting developed and now runs a ToT programme that produces LAMP trainers from the communities where LAMP is delivered. The ToT programme blends structured classroom training with live LAMP delivery sessions, where trainees progressively develop their skills in the field. This experiential learning is supported by continuous coaching and mentoring from senior trainers—a proven pathway that our six current Kenyan trainers followed.

Lavias Lekuuk attended LAMP in 2021 as a participant while serving as youth representative on the Westgate Community Conservancy Board. He is now a fully qualified LAMP trainer working with wildlife rangers, Moran and community leaders across Kenya. His story is described in the second half of *Light for Wildlife*, the LAMP documentary.

CONCLUSION

The 2024 survey establishes a strong evidence base for LAMP after ten years of implementation. The data shows that participants experience a fundamental shift in identity, confidence and ownership. This shift produces sustained leadership ability and behaviours and conservation outcomes. 99% of graduates report benefiting from LAMP “a lot”, and 100% would recommend it to others.

LAMP delivers zero impact decay, with strong results holding even 7–8 years after training. It eliminates the gender gap in leadership positions and transforms participants from passive recipients into proactive custodians of their conservation and economic future.

These outcomes directly address the core challenges facing the conservation sector: low genuine community ownership, persistent gender gaps in leadership, and the common failure of programmes to sustain behaviour change after external support ends.

While the conservation sector invests with genuine commitment and substantial funding to protect Africa’s natural heritage, many initiatives have fallen short of their potential because a vital piece has been missing: deep internal leadership and ownership within communities themselves.

Imagine if community members, board members, managers, rangers and herders completed LAMP at the start of every conservation initiative. Whether single-species protection, rangeland restoration, water infrastructure, or livelihood programmes. The projects would be far more effective and sustainable.

LAMP supplies the foundational leadership capacity that allows technical conservation interventions to take root and endure. It equips both communities and conservation organisations with the deep leadership skills and shared ownership needed to achieve and sustain results together.

Our recently established not-for-profit, **Lead Manage Conserve** (a 501(c)(3) organisation), now makes it easier for US-based and international funders to support the expansion of LAMP across Kenya and the rest of Africa