



STRATEGIC PLAN

2024 - 2030

Paving the way for locally-led resilient conservation

Acronyms

CBD	Convention on Biological Diversity
UNFCCC	United Nations Framework Convention on Climate Change
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
WCC	World Conservation Congress
APAC	Africa Protected Area Congress
BCC	Business of Conservation Conference
CWMAC	Community Wildlife Management Area Consortium
NACSO	Namibian Association of CBNRM Associations
IRDNC	Integrated Rural Development and Nature Conservation (Namibia)
UWCU	Umoja Wildlife Conservancies of Uganda
IUCN	International Union for Conservation of Nature
ILCN	International Land Conservation Network
ILC	International Land Coalition
IPLC	Indigenous People Local Communities
IPCC	Intergovernmental Panel on Climate Change
KMGBF	Kunming- Montreal Global Biodiversity Framework

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Message from the National Conservancies Council (NCC) Chairperson



KWCA is at the centre of the emergence of a third phase in Kenya's wildlife conservation history. The first phase, pre-and-post independence, involved gazettement of a network of 22 national parks, four national sanctuaries and 28 national reserves under Kenya Wildlife Service and County Governments, respectively, covering 47,399 km² (8% of Kenya's landmass).

The second phase was the emergence of a greater focus on community-based conservation projects implemented by external conservation non-governmental organisations. In this second phase, external actors designed and implemented short-term conservation projects in consultation with the local communities but with local actors as beneficiaries. While they had positive outcomes, such projects failed to cultivate ownership, build local capacity, and recognise the existence of indigenous and customary conservation practices.

Realising the inadequacy of externally driven conservation models, Kenya's stakeholders designed a progressive shift to a *locally-led conservation model*. In this third phase, conservation decision-making is decentralised and placed on locals. We believe that locally-led conservation entrenches ownership, shifts planning from short-term to long-term and recognises Indigenous Peoples and Local Communities as primary stakeholders, not mere beneficiaries.

This exciting development was pioneered through the wildlife conservancy model, initially piloted in privately owned ranches, and now expanding into communally owned land across the country. Over the last four decades, conservation actors, private sector tourism operators, and the government have

established a network of conservancies. KWCA and its network of landscape associations have been assigned the mandate to ensure the over 190 community, private and co-managed conservancies are resilient and endure for the long term. The conservancies are evolving as locally owned and governed structures focused on practical actions that result in better land management, stable wildlife populations and tangible benefits to communities living with wildlife.

This Strategic Plan 2024-2030 is pivotal in this journey. It outlines KWCA's priorities, strategies and targets to guide KWCA programmes for the next six years. Building on a successful decade of achievements since 2013, when the organisation was founded, the priority is shifting from KWCA being a 'catalyst' to a 'driver' and shifting from focusing on the *internal capacity* to the effectiveness and resilience of conservancies and landscape associations.

The National Conservancies Council (NCC) recognises that this mission and the next seven years will require KWCA to focus on delivering highly impactful programmes, growing its partnership, and scaling the conservancy model through targeted capacity building and sustainable funding. We will be working toward a future where conservancies are more beneficial to the conservancy households and where biodiversity thrives.

I welcome all Kenyans and our partners to support KWCA in delivering the ambitious plans and targets set under this strategy.

A handwritten signature in black ink, appearing to read 'Jackson Mwato', written over a circular stamp.

Jackson Mwato
Chairperson,
National Conservancies Council

Message from the CEO

This strategy is our guide, the 'North Star', and a document for which we will hold ourselves and the conservancy network accountable.



On September 17th, 2022, in Kasane, Botswana, KWCA won Best Conservation Supporter award at the prestigious Africa Conservation Awards 2022. This award recognised

KWCA's significant role in elevating community voices in policy processes, growing a robust network of conservancy members and empowering community rangers to manage the interface between people and nature.

The award reflects the impact made over the first decade since KWCA's establishment in 2013. During that period, KWCA implemented its 1st Strategic Plan for 2015-2018 and 2nd Strategy for 2019-2023. A review of these past strategies demonstrates growth in institutional maturity, an increasing number of communities managing their land as conservancies, and diversity in governance models, management capacity and revenue generation - restoring the belief among conservation actors that the wildlife declines recorded over the last three decades can be addressed while meeting the local community development needs.

While progress was made in the preceding period, KWCA is cognisant of emerging global and local contexts, opportunities, and intensifying challenges. This strategy is designed to position KWCA as the driver for growing numbers, coverage, representativeness, effectiveness and sustainability of wildlife conservancies in Kenya. The strategy further takes cognisance of the inadequacy of the rights to land for local communities in unregistered former trust lands and the policy reforms needed to incentivise conservation as a gainful inclusive land use beneficial to local communities, including youth, women, and other marginalised groups.

In December 2022, the Kunming-Montreal Global Biodiversity Framework (GBF) set a new global target for protected and conserved areas. Target 3 aims to ensure that by 2030, *at least 30% of terrestrial, inland water, coastal and marine areas are conserved through well-governed, effectively managed and representative protected and conserved areas*. The GBF calls for a halt to human-induced extinction through well-connected and equitably governed protected and conserved areas that recognise and *respect the rights of Indigenous Peoples and Local Communities*. This strategy has been designed with this vision in mind: it is proven that conservancies can contribute to Kenya's attainment of the CBD and other targets that focus on habitats and species populations and deliver multiple benefits to people.

This strategy, developed through a highly consultative process, incorporates the views of the KWCA team, NCC, landscape associations, conservancies, and various partners and is designed to guide KWCA to contribute effectively to national and global conservation goals.

As we look forward to the next seven years, we welcome you to be part of this journey, a journey not only for us but for the whole of Africa, working to ensure that nature thrives and sustains people. This is our collective gift to future generations.

A handwritten signature in black ink, appearing to read 'Dickson Kaelo'.

Dickson Kaelo,
CEO Kenya Wildlife Conservancies Association



Executive Summary

In 2023, KWCA celebrated ten years since its establishment as the national platform championing the interests and representing the collective desires of Kenyan communities and private landowners in wildlife and natural resources management.

Today, 243 conservancies cover over 18% of Kenya's landmass, securing critical dispersal areas and migratory corridors while providing institutional arrangements that enable local communities to diversify livelihoods through better livestock productivity, immersive tourism activities, carbon credits, and alternative nature-based enterprises. These conservancies' land ownership, governance, and management models support the improvement of livelihood and conservation objectives.

KWCA continues to play a pivotal role in advocating for conservancies and positioning them as the critical land use model to solve the challenge of habitat and biodiversity loss and reduce the effects of climate change in Kenya. Since the start of KWCA, the membership has grown from 52 to 195 members, and the association continues to be a great supporter and influence for regional partners and global stakeholders.

Building upon the foundations and successes from the past 10 years, this third strategy focuses on '**Resilience**' – building the resilience of the conservancies and the association to deliver and increase land under conservation.

To deliver on this ambitious vision and mission, KWCA has identified the following goals to help us achieve our mission and reach our vision:

1.

Effective Landscape Conservancy Associations

coordinating and supporting conservancies' growth

2.

Enabling policies

advanced to incentivise conservancies' growth

3.

Effective, inclusive, and resilient conservancies

delivering sustainable benefits to communities

4.

Durable financing

for locally-led conservation secured

5.

A strong KWCA

leading a vibrant conservancy network

Introduction



Over the past three decades, conservancies have preserved Kenya's expansive and diverse landscapes. As two-thirds of the country's wildlife populations inhabit areas outside formal state-managed territories and coexist with human communities, the continued existence of these populations hinges on the cohabitation of people and wildlife.

KWCA's vision is grounded in the belief that providing local communities and landowners with proper incentives, benefits, and decision-making authority can safeguard wildlife and their habitats effectively. Thus, conservancies have emerged as a comprehensive management and governance framework that empowers local individuals to take on the mantle of conservation management.

Today, there are 195 conservancies in Kenya registered with KWCA, covering 15% of the country's landmass, securing critical dispersal areas and migratory corridors while providing institutional arrangements that enable local communities to diversify livelihoods through better livestock productivity, immersive tourism activities, carbon credits, and alternative nature-based enterprises. These conservancies' land ownership, governance, and management models support livelihood improvement and conservation objectives.

Conservancies have become pivotal to Kenya's national conservation policy and legal framework. The formal recognition of conservancies under wildlife legislation passed in 2013 aligns with Kenya's constitutional reforms in 2010, promoting decentralisation and empowering local communities to spearhead conservation and natural resource management initiatives. Consequently, these communities and landowners can prioritise conservancies as a competitive and sustainable land use model, which is essential

for the survival of wildlife in the face of the country's burgeoning human population, escalating habitat transformation, and expanding infrastructure development, all of which pose significant threats to ecosystem health.

KWCA continues to play a pivotal role in advocating for, speaking on behalf of, and positioning conservancies as the critical land use model to solve the challenge of habitat loss and biodiversity loss and reduce the effects of climate change in Kenya.

2023 marked the 10th anniversary of KWCA's establishment as the national umbrella organisation dedicated to advocating for the interests and aspirations of Kenyan communities and private landowners in managing wildlife and natural resources. In our initial strategy from 2015 to 2018, we focused on enhancing our "Internal Capacity", while the next strategy from 2019 to 2023 adopted the theme of "Catalyst" to ignite interest and create and drive policy to support conservancies. Building upon these foundations and successes, this third strategy focuses on 'Resilience.'

The strategic direction of 'Resilience' seeks to strengthen the core foundation of the conservancy movement, enabling it to effectively navigate a range of challenges, from global pandemics and climate change to evolving local policies. It builds on the tremendous achievements KWCA has made in supporting the growth and impact of conservancies in Kenya and the influence KWCA has had in driving conservancy awareness across the region and internationally.

Why Locally Led Conservation:

Locally led conservation is a land and natural resource management approach implemented on land owned by an individual, group of landowners, or a community. For KWCA, locally led conservation includes two conservation approaches; **Community led Conservation** and **Privately Conserved Areas**. The decision to include conservation as an land management objective is arrived at freely, with the consent of a wide representation of the community and stakeholders. Conservation planning is determined by the decisions of those who own the land and are in line with government spatial and land use plans.

The landowners collectively design the governance structure that best represents their interest, management is engaged through locally recruited professionals who act in the best interest of the landowner(s). Priority setting, decision-making, leadership, and power are in the hands of local communities or local landowners. Benefits generated through locally-led conservation is reinvested in land management and to support local development and improve local community well-being while achieving conservation outcomes.

Locally led conservation is based on the principle that local people make the best decisions for their own communities, are best suited to address local conservation issues and their engagement ensures that progress and conservation benefits is sustained in the future.

External Actors work to support local landowners to identify actions that address the conservation challenges and provide technical support for the local conservation entity to measure their progress and impacts. Programs from external support partners are aligned with community priorities, indigenous ecological knowledge and local land use practices. At all times implementation is by the local community to sustain results over time and to ensure conservancies are self-determined.



Cover more than
9.7 hectares



Directly impact the
lives of more than
1,000,000 households



Share critical habitat with
**65% of the country's
wildlife** that is found
outside national parks
and reserves.

Conservancies Guiding Principles



Definition of a Conservancy

Legal definition: The Wildlife Conservation and Management Act of 2013 defines a conservancy as an area of land set aside by an individual land owner, body corporate, group of owners, or a community for wildlife conservation purposes.

In practice: A land area of ecological value managed by an individual, body corporate, group of landowners or a community through legal or other effective means to achieve long-term wildlife conservation, amongst other integrated compatible land uses. A conservancy is a tool for self-governance, better land management, habitat connectivity, cultural preservation, and livelihood diversification.

Stages of conservancy growth

The journey of a conservancy from inception to maturity is progressive but not distinct. Determinants of growth include; land tenure, community cohesiveness, governance and management structures, and technical and financial support received from external or internal actors. KWCA recognized five stages of growth; Proposed, emerging, early operational and mature. At any of these stages, a conservancy can become dormant.

Mature: A conservancy has a legally established entity, governed by an active board and with management fully established, and programs implemented through a conservancy management plan and professional management team that is mostly self-funded through a diverse set of revenue streams.

Early Operational: A conservancy has a legally established entity, governed by an active board and with management partially established and some programs implemented through a conservancy management plan and a professional team that is partially self-funded.

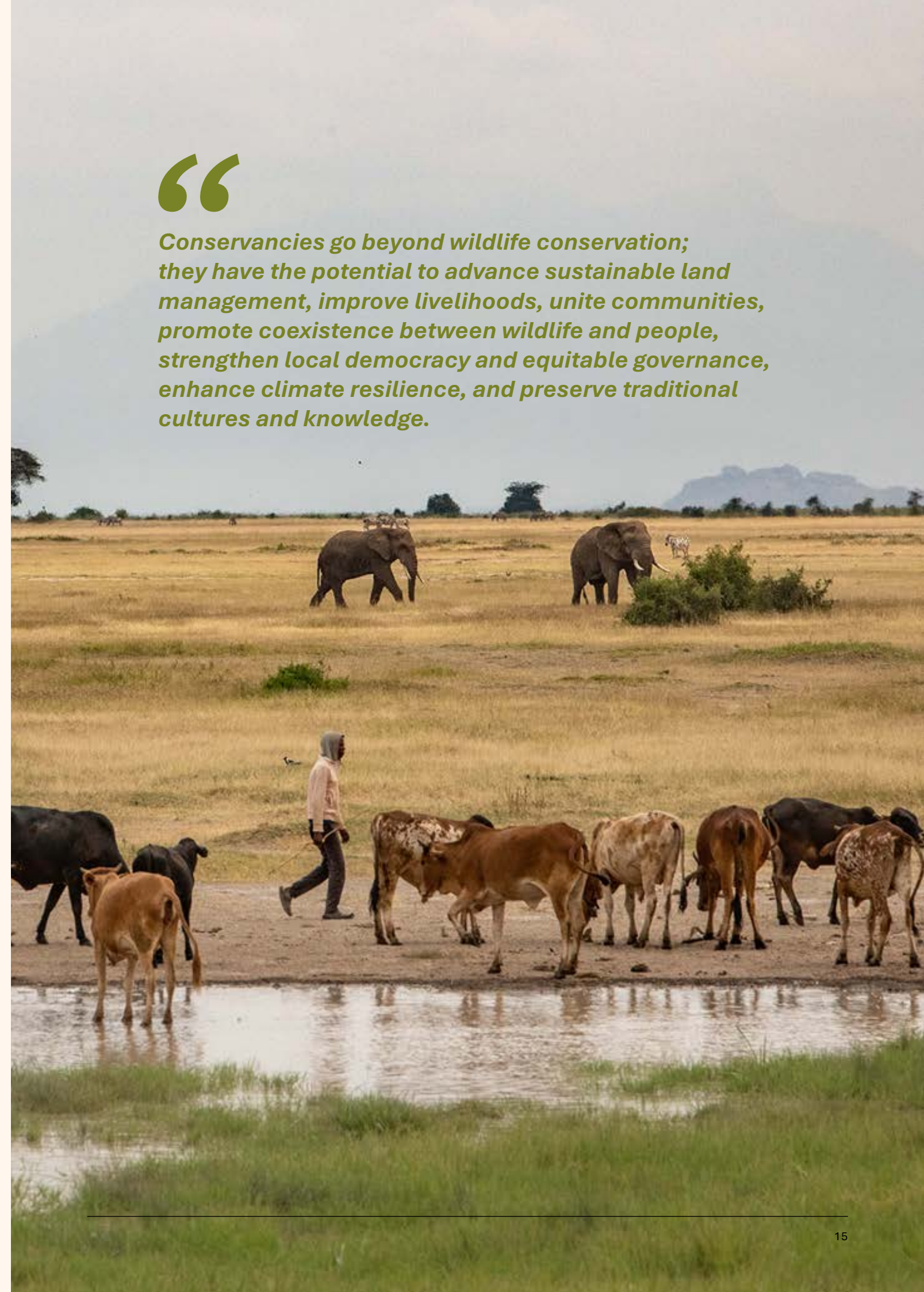
Emerging: A conservancy has established a legal entity, with a nascent governance structure. Management may be partially developed but implementation of management actions remains ad hoc.

Proposed: A conservancy where the community or landowners have resolved to include conservation objectives in the land management but a legal entity, governance and management actions are yet to be established.

Dormant: A conservancy where the governance and/or management structures had earlier been established but current constraints have significantly impacted its ability to manage its resources.

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Conservancies go beyond wildlife conservation; they have the potential to advance sustainable land management, improve livelihoods, unite communities, promote coexistence between wildlife and people, strengthen local democracy and equitable governance, enhance climate resilience, and preserve traditional cultures and knowledge.





KWCA's Journey 2013 - 2023

Over the last 10 years KWCA has grown from a small office with two staff and two conservancy members to a 20-strong team and 195 members overseeing more than 9 million hectares of conservation land. The highlights below signify some of the most important milestones in KWCA's journey.

Advocacy to influence policy change

Prior to 2013, conservancies in Kenya operated in a policy and legal vacuum. The repealed 1976 wildlife law did not recognise the role of communities in wildlife conservation in its spirit and composition. However, this policy gap did not dampen community interest to coexist with wildlife but failed to guide conservation in community and private land. Upon establishment of KWCA, policy change topped the priority list. Over the last 10 years KWCA held over 350 policy meetings at the national and grassroots level to raise awareness on a variety of policies in land, environment and natural resources. Further, KWCA actively participated in 17 government-appointed task forces, committees, and boards to advocate for conservancy inclusion in Government development plans.

KWCA achieved the following policy influence to mainstream conservancies in national policies and plans;

- In 2013 KWCA and other partners successfully advocated for the enactment of the Wildlife Conservation and Management Act of 2013. The new Act recognised conservation in community and private land as a key strategy to mitigate wildlife decline. A key underlying driver to wildlife loss in Kenya is diminishing space and connectivity of habitat required by wildlife to survive climate change impacts. Conservancies, when recognized and incentivized in law represent a pivotal opportunity to expand area under wildlife conservation.
- In 2018 KWCA was a key partner in the development of Kenya's first ever National Wildlife Strategy 2030. Under the leadership of the Ministry of Tourism and Wildlife and Kenya Wildlife Service (KWS), the Wildlife Strategy sets out priorities, targets and a collaboration framework for which Kenya will achieve its conservation aspirations.
- In 2020 KWCA provided technical support in the drafting of a new National Wildlife Policy; Sessional Paper No. 1. The policy, outlines Government intent, guiding principles, measures and actions to be pursued to achieve sustainable wildlife management. Section 4.3 of the policy prescribes commitments for Wildlife on private and community lands and promotes action by individual, communal and corporate landowners to adopt conservation as a form of land use. The Government commits to provide incentives to support individuals, communities and other stakeholders to invest in Wildlife Conservation.
- In 2016 KWCA engaged with other non-state land actors to inform the Government led process to enact the Community Land Act 2016. The Act which repealed the Group Ranch and Trust Land laws to strengthen registration and management of communally owned land where majority of community conservancies occur. The Act is a game changer in many ways; it clarifies procedures for registering community land, sets out the governance structure and decision-making thresholds in the management of land, recognizes women as bona fide land owners and promotes land use planning to integrate sustainable use of natural resources. KWCA created awareness on the provision of the Act, supported registration of 5 community lands, training of community land management committees and facilitated development of 3 community land use plans. In doing this KWCA identified and addressed barriers to the delayed implementation of the Act and positioned itself as a leader in strengthening land rights for local communities and indigenous people.

- KWCA engagement in policy processes has further enhanced the recognition of conservancies as a tool for both community development and conservation. In recognizing this role, the Government of Kenya stepped up support to conservancies in different ways key of which was the support of KES 1 billion (\$10 million) in 2021 to retain 3,500 conservancy rangers during the COVID 19 layoffs. In 2023, an additional KES 475 million (\$ 3,4 million) was allocated by the State Department of Wildlife to improve access roads and expand watering points for domestic use and wildlife in over 20 conservancies across the country.
- At an international level KWCA is recognized as the designated representative of Indigenous Peoples and Local Communities (IPLC’s) living with wildlife voicing their interests in global processes including CBD, CITES, Africa IPLC’s network, ILCN and APAC. KWCA attends global and regional forums to share Kenya’s experiences in elevating local voices and mainstreaming community led conservation efforts through- out Africa and the world.

Growing and strengthening Landscape Conservancy Associations

KWCA has played an essential role in building technical skills, connecting with partners, and strengthening 12 landscape associations nationwide.

“If not for KWCA’s support, TTWCA would not have been able to make the great steps they have made over the last three years since Dec 2020. With their support, TTWCA has gained four to five partners they have been able to work with.” Alfred Mwanake TTWCA CEO

- Supported the establishment of two landscape-level conservancy associations (North Eastern Conservancies Association (NECA) and Pwani Ecosystem Foundation (PECFO) to match evolving conservancy landscapes.
- KWCA supported four landscape associations in developing their landscape conservancy reports and maps, raising their work’s visibility and enhancing county engagement.
- \$675,760 sub granted to 6 landscape conservancy associations to enhance their organisational capacity and operationalise their offices..
- Facilitated partnerships between county governments and landscape-level associations for joint participation in land use planning and financial support towards conservancy efforts.

Increasing the membership network

The conservancy network, comprising 195 conservancies, covers over 15% of the country’s landmass.

- KWCA Membership increased from 95 in 2016 to 195 in 2023.
- While community conservancies represent 51% of the number of conservancies in the country, they contribute 92% of the total land area under conservancies.
- A total of 64 conservancies have been proposed and upon further establishment will be considered to join the KWCA membership network.

KWCA MEMBER CONSERVANCIES 2023

Type	No. Conservancy members	% Conservancy membership	Land Area (Ha)	% land area under Conservancies
Community Conservancy	99	51%	8,927,751.32	92%
Private Conservancy	54	28%	478,461.12	5%
Group Conservancy	38	19%	252,599.07	3%
Co-Managed	4	2%	68,578	1%
Total	195	100%	9,727,389.51	100%

- Improved coordination of conservancies at the grassroots level to national wildlife governance by initiating the building of organisational capacity for five landscape conservancy associations in Baringo, Amboseli, Taita Taveta, North Eastern and Laikipia to coordinate and effectively support conservancies to address their local issues and build strong networks.

Inclusion of women and youth in conservation.

Promoting the participation of women and youth has led to increased representation in conservancies’ leadership at the national and landscape levels, ensuring their leadership structures and management are more representative of their constituents.

- Won the 2022 USAID RISE Challenge Award and expanded the gender component from a cross-cutting activity to a fully-fledged project with a full-time gender officer.

- Built KWCA’s institutional gender capacity and its landscape conservancy associations to promote women’s full participation in conservancy governance and management structures and promote equitable benefit sharing.
- Facilitated the formation of the national and landscape-level conservancy women leaders’ forums and supported them to build their capacity to participate effectively in conservancy leadership .
- Established a national conservancy youth forum to promote youth in conservancy leadership and knowledge-building among the youth.

Strengthening KWCA’s institutional capacity

KWCA continues to build its institutional capacity on governance, organisational policies, systems, and HR capacity to become more effective and efficient in delivering its mandate. Specifically,

- Developed and implemented seven key organisational policies and two management systems.
- Celebrated 10 years advocating for an enabling policy environment for conservancies and increased investments towards community-led conservation.
- The team expanded from seven to 19 and maintained enhanced professional development.
- Put in place efficient management systems and built a strong team culture
- Established and maintained strong partnerships with government institutions and agencies, county governments, conservation NGOs and development partners.

Improved communication for impact

KWCA is a voice of influence for community-led conservation locally and globally. The institution is considered an expert in amplifying the conservancy model and a strong convenor of community-led conservation in Kenya.

- KWCA brand consistency enabled partnership growth and promoted visibility through national and international media, social media outreach, research publications, and articles.
- Harmonised and uplifted conservancy standards through customised guides on governance; Free, Prior and Informed Consent (FPIC); wildlife conservancy establishment guide; community land management committee guide; gender guidelines and ending gender-based violence in conservancies guide; conservancy rangers standard operating procedures and conservancy managers handbook.
- The National State of Conservancies report and the National Map of Conservancies has helped grow KWCA’s reputation as a trusted information hub and repository of conservancy data and information which have informed and benefitted other national reports such as NEMA’s Kenya’s State of Environment Report, KWS Wildlife Status Report, CBD 6th Impact report and IUCN’s State of Protected areas and Conserved Areas in Eastern and Southern Africa.





Understanding our Context

This situational analysis involved interviewing key stakeholders, conducting background research on critical documents, and reviewing previous strategies. The aim is to gain a deeper understanding of KWCA's context.

Organisational Strengths

Strong team and leadership. Our team is led by a CEO who has developed strong relationships with key government partners – well known by different cabinet secretaries and parliamentary pastoralist groups. The KWCA team is growing, hiring key senior staff such as the Chief Operating Officer and other well-qualified team members, and is passionate about conservation.

Connector between communities and the Government. We have adopted an inclusive top-down and bottom-up approach, providing an essential channel through which information flows. Top-down – engaging with the Government and disseminating information to communities. Bottom-up – we convene our members' and communities' voices and share their feedback and ideas with the Government through KWCA. We've achieved some significant milestones through our increased collaboration with the Government. We secured KSH1 billion (USD10 million) in funding through the Economic Stimulus Program, which is vital to ensure ongoing support for our community ranger programs.

Strong relationship with conservancies, landscape associations, the Government, and other stakeholders. These are the main constituents that comprise KWCA, and having a solid relationship with them ensures that we speak and work for our members. KWCA is well respected and has strong relationships and influence with the Government. In 2023, we presented the conservancies' issues to the President, shining a light on the role of the conservancies and opportunities for more positive collaboration. We walked hand in hand with the Cabinet Secretary of Wildlife and Tourism to show and demonstrate how conservancies support communities. We have successfully engaged tourism stakeholders, having conversations around investing in conservancies and growing interest in opportunities that will benefit the communities.

Alternative revenue opportunities. Carbon and biodiversity projects are big local and global opportunities, with increased funding directed this way. KWCA is nurturing dialogue around opportunities and projects that benefit conservancy landscapes. KWCA has also created a platform for landscape associations to input and share comments around these policies to ensure their voices are included.

Alignment with national and international agendas. KWCA contributes to national and international dialogue on climate, community, environmental and wildlife issues such as the Global Biodiversity Framework, Sustainable Development Goals, Kenya's Wildlife Strategy and Vision 2030.

Organisational Weaknesses

Size of the board. KWCA's members and primary beneficiaries are the private and community conservancies that make up our membership. It is their voice we listen to and their interests we serve. Our governance structure is two-tier, comprising the National Conservancies Council (NCC) and the Executive Committee (EC), in order to promote transparency and accountability in management. Our strength in diversity and representation on the board means that, at times, our size affects efficiency with decision-making.

Fundraising. While we have met our funding targets, we need to focus on getting larger, less restricted grants from fewer donors to reduce transaction and relationship management costs. It is essential to avoid creating the perception that our activities are donor-led rather than member-led and ultimately avoid becoming donor-led.

Sharing success and positive impact stories. The conservation sphere in Kenya is often clouded by negative publicity. To shift this narrative and reshape perceptions, we need to take the lead in crafting and promoting positive stories that highlight the beneficial impact of conservancies in the country.

Perception of KWCA's role. It's essential to clearly define KWCA's role in contrast to the landscape associations. Communication is key in distinguishing their respective roles and relationships and understanding how they differ from the benefits offered by the landscape associations. While KWCA traditionally served as facilitators supporting conservancies rather than implementers, recent developments have blurred these lines.

Future-proofing the organisation. KWCA is in a good place, but there is a need to consider the future and to implement plans and systems to ensure the organisation's sustainability. Strategies for youth engagement, financial sustainability, and leadership transition should be of priority.

Threats

Changing government priorities. This greatly influences our work as new governments, administrations, and parliaments change the rules and policies to suit their preferences.

Competing land uses. What landowners do is outside KWCA's control. Conservancies are threatened by financial pressures and competing land uses that may address poverty and livelihood improvement faster than income gains from conservation.

Misinformation and mistrust of conservancies. Deep critiques and concerns about conservancies create a strong anti-conservancy narrative, fuelled by misinformation and politics. KWCA can guide conservancies and landscape associations to invest in growing awareness about the benefits of conservancies to protect and increase biodiversity.

Climate change. These global issues are complex and unpredictable and continue to be the biggest threat to global biodiversity conservation. Climate change has increased the frequency and intensity of drought and floods in Kenya. Climate change threatens people's lives and livelihoods, species' survival, and ecosystems' integrity.

Opportunities

Strengthening Landscape Associations (LA). Currently, there are 12 LA - some are relatively mature, e.g., MMWCA and NRT, and some are still nascent, e.g., Baringo/North Eastern Conservancies Association. LAs are all differently resourced and represented. Politics, insecurity, and infrastructure affect how LAs operate and engage with their members. We have an opportunity

Since the 1970s, land use change has had the largest relative negative impact on nature within terrestrial and freshwater ecosystems. Indirect drivers include people's disconnect with nature and the results of lack of value placed on the importance of nature.¹

to support LAs in reaching maturity and independence and strengthening their capacity to represent their member conservancies better. Presently, donor funding focuses on LA and conservancies with structures and systems in place. KWCA should look at fundraising to build the capacity of nascent LAs and provide direct resources to these areas of important biodiversity.

Access to new funding. There is growing interest in funding community conservation initiatives to increase global biodiversity and climate change resilience. KWCA must source more flexible and unrestricted funding and reduce its dependency on projects and restricted funding.

Carbon and biodiversity credits. Misinformation about carbon credits and other Payments for Ecosystem Services is prevalent, and there's a pressing need for greater understanding and to be clear on what 'best practice' is. KWCA should take the initiative to clarify these concepts, spearhead discussions, identify the right partners for the potential opportunities they present, and collaborate with conservancies and like-minded partners to develop equitable partnerships.

Collaboration with the government. The current government is receptive to conservation issues and offers numerous opportunities to build knowledge and connections. We've been actively pushing the conservancy's The Natural Resources (Benefit Sharing) Bill 2022, as it serves as a powerful incentive to drive the growth of the conservancy movement.

A learning hub for community-led conservation. KWCA can be a "centre of excellence" for knowledge development, sharing, learning, training, and multi-stakeholder dialogue on community conservation. Leveraging its experiences, KWCA has become an authority in this space and is nurturing other organisations in East Africa. For example, KWCA has played a significant role in developing the capacity of the Umoja Wildlife Conservancies in Uganda and the Community Wildlife Management Areas Consortium (CWMAC) in Tanzania.

Kenya Conservation Catalyst (KCC). Operationalise a subsidiary of KWCA focused on adopting a private sector approach to KWCA's sustainability.

Kenya Conservancies Fund. Establish and operationalise a conservancies grant facility to make conservation funding more accessible and equitable to nascent conservancies.

Improved communications. Ensure more publications, community engagement and communications on the positive stories coming from conservancies. This is an excellent opportunity to attract more funding for LAs and conservancies - a way to package themselves so that donors see them as the representatives/entities with the technical knowledge.

¹ IPBES 2019, *The Global Assessment report*

[illegible]

1.	AET	Amboseli Ecosystem Trust
2.	AKWCA	Athi Kapiti Wildlife Conservancies Association
3.	BCCA	Baringo County Conservancies Association
4.	LCA	Laikipia Conservancies Association
5.	MMWCA	Maasai Mara Wildlife Conservancies Association
6.	NECA	North Eastern Conservancies Association
7.	NRT	Northern Rangelands Trust
8.	PECFO	Pwani Ecosystem Conservancies Foundation
9.	RLCA	Rift Lakes Conservancies Association
10.	SORALO	Southern Rangelands Association of Land Owners
11.	TTWCA	Taita Taveta Wildlife Conservancies Association
12.	WWCA	Western Wildlife Conservancies Association





Our Strategic Framework

Vision

Connected landscapes, conserve wildlife and benefit local communities in Kenya.

Mission

Accelerate the growth of equitably governed and effectively managed conservancies to positively impact local communities and wildlife.

Value Proposition

As the membership and representation entity for conservancies across Kenya, KWCA is the unifying force created by the conservancies themselves and driven by their own leadership. With unwavering government support propelling the conservancy movement in Kenya, KWCA has a proven track record of shaping conservation policies and cultivating an environment that nurtures conservancies to flourish.

At the heart of KWCA lies its role as the pivotal hub for collecting information and disseminating knowledge about conservancies. This unique position bridges the gap between local conservancies, local and national government, and international stakeholders. This network empowers conservancies with access to funding opportunities, vital technical support, investor engagement, and the influence to drive policy change, ultimately enriching and growing Kenya's conservancy landscape.

Guided by a passionate and expert team, KWCA has a clear vision and the ability to generate a positive impact for all members, their communities, and the nation of Kenya.

Values

- ▶ **Co-existence:** We believe people, wildlife, and nature can live together for mutual benefit.
- ▶ **One Voice:** We provide a platform for a united voice to champion conservancies' interests.
- ▶ **Resilience:** We are focused on ensuring the sustainability of all conservancies in Kenya.
- ▶ **Partnerships:** We recognise the value of long-term solid partnerships in accomplishing our goals.
- ▶ **Teamwork:** We are a robust and passionate team committed to the success of conservancies.

KWCA's Mandate

To stop further population declines and restore ecosystems, more areas for wildlife are needed. Community-based conservation with wildlife-livestock coexistence in the vast rangelands of Africa presents a major opportunity. Ask, Lykke et al 2023 ²

KWCA exists to pave the way for impactful, locally-led conservation. As a catalyst, our mandate is to act as a “think tank”, a ‘one-stop shop’ institution providing oversight for conservancies to thrive. We work to nurture an engagement structure that bridges the gap between conservation policy and practice. In doing so, we aim to create a vibrant network of community and private landowners and managers who prioritise conservation as a land use and deliver impactful actions to secure open, connected and healthy landscapes for people and wildlife. To expand space under conservation, we build on the foundation laid by KWS and the county governments to complement the iconic national parks and reserves.

To achieve this, we rally partners and the community to embrace the change we desire, a future where conservancies are resilient and sustainable and deliver tangible benefits for local communities. Our mandate is drawn from the collective decision made in December 2012 by the Government, conservation stakeholders, and community leaders, that conservancies buffer national parks and reserves, create connecting corridors, and build enterprises among protected areas and adjacent communities. This call to action inspires our work. KWCA has worked to catalyse the conservancy movement in Kenya, and we will continue to use the following approaches to build a resilient conservancies association:



REPRESENT:

Serve as the voice of conservancies and ensure their interests, needs, and stories are heard by key decision-makers and other stakeholders.



CONVENE:

Bring key stakeholders together to ensure inclusive and informed processes, decisions, and actions.



INFORM:

Collect and distribute information about and for conservancies to positively influence decisions, policies, and practices.



CONNECT:

Link critical stakeholders, partners, and supporters together to build stronger, more effective conservancies.

² <https://besjournals.onlinelibrary.wiley.com/doi/epdf/10.1111/1365-2664.14493>



Theory of Change

Loss of habitat is the leading direct cause of biodiversity loss in Africa.³

³ (IPBES 2023 Report)

@Joseph Njogu/ KWCA

The Problem

Climate change, people's disconnection from nature, and the resulting lack of value for the importance of nature are indirect drivers. This concern is particularly severe in Kenya; 8% of the country's landmass designated as protected areas is inadequate to meet the needs of the migrating species; accelerating land conversion has already led to a decline of 68% of the country's wildlife; and human-wildlife conflict has claimed human lives, including crop damage, livestock predation, and human safety. As communities try to protect their resources actions against wildlife, they often worsen the situation.

The cost of compensating for escalating conflict incidents has become a serious burden to households and the government compensation scheme. Competition for the remaining space has contributed to land degradation in the country; in some areas, the recovery capacity is at the tipping point. Further, climate change introduces more stressors, affecting how wildlife behaves and where they live. This creates a cycle that intensifies habitat degradation and makes certain areas more vulnerable to climate change impacts like extreme weather events. To make a living from diminishing resources, local communities adopt unsustainable bushmeat, burn charcoal, and sell land to feed and educate families. As a result, counties with wildlife, which already have more than half the population in poverty, face new stressors.

Our Impact Delivery

While an evolving model, conservancies represent a promising solution to biodiversity loss and poverty. Conservancies promote community involvement and sustainable land management. Engaging local communities in conservation efforts fosters coexistence between humans and wildlife, creating a shared responsibility for environmental conservation. This inclusive approach eases conflicts but also contributes to restoring degraded lands. Moreover, conservancies enhance climate change resilience by preserving biodiversity and stabilising ecosystems. Healthy ecosystems are better equipped to withstand the impacts of climate change, acting as buffers against extreme weather events and supporting sustainable resource management. Ensuring the needs and perspectives of both men and women are considered conservancies provides a sustainable model for biodiversity conservation, ecological resilience, and harmonious coexistence between communities and wildlife.

KWCA believes that supporting conservancies through policy interventions, strengthening governance and management, and increasing opportunities for women, youth and men to generate revenue will foster the growth and impact of conservancies. Each step is interconnected, and each goal contributes to conservancies' overall effectiveness and sustainability and will help us achieve our vision of well-connected landscapes where people and wildlife coexist.

When conservancies receive substantial support from KWCA and Landscape Associations (LAs), government, and other stakeholders, their operational capacity and effectiveness increase. Favourable policies at the national and county levels incentivise the growth of conservancies, encouraging broader participation for both men and women. With improved governance and with management considering gender perspectives, conservancies are better equipped to support improved revenue generation models within conservancies, contributing to financial sustainability and equitable benefit-sharing; this can only happen by strengthening KWCA's internal processes to enhance its ability to support conservancies effectively, including by addressing gender disparities.

INTERVENTIONS

CAPACITY
DELIVERY

INTERVENTIONS

ENABLING
CONDITIONS

OUTCOMES

VISION

Connected landscapes,
conserve wildlife
and benefit local
communities in Kenya

IMPACT

HEALTHY HABITATS,
STABLE WILDLIFE
POPULATIONS
AND IMPROVED
LIVELIHOODS

MISSION

Accelerate the growth
of equitably governed
and effectively managed
conservancies to
positively impact local
communities and wildlife

EFFECTIVE LANDSCAPE
ASSOCIATIONS

A STRONG KWCA

POLICIES TO
INCENTIVIZE
CONSERVANCIES'
GROWTH

DURABLE
FINANCING FOR
CONSERVANCIES

EFFECTIVE RESILIENT AND INCLUSIVE CONSERVANCIES

Conservancies
Equitable
Governance
Advanced

Mainstream
Women and
Youth Inclusion in
Conservancies

Conservation
Benefit Generation
Optimized

Conservancies
Management
Effectiveness
Improved

Conservancies'
Adaptive Capacity
to Climate Change
Built

Equitable
Benefit Sharing
in Conservancies
Enhanced

Build the institutional
capacity of LAs

Strengthen
LAs Program Delivery

Formalize county
government partnership

Increase and retain
members

Nurture an
efficient team

Build a mindful Culture of
Excellence

Improved
decision making

Improve internal
control systems

Grow
institutional funding

Build a data-driven
programming, communication
and adaptive learning

Strong land tenure
for community land

Address barriers to leasing
land for conservation

Incentives in place to encourage
the growth of conservancies

International policies influenced
to recognise indigeneous people
and local communities

Conservancies' compliance
to laws and regulations enhanced

Build the case for increased
conservancy funding

A platform to receive and funnel
funds to conservancies established

Increased private sector
investment in conservancies

Goals and Objectives

To achieve this theory of change, we will use the following five interdependent goals and 18 interlinked objectives to realise our Mission and work towards our Vision:



Effective Landscape Associations coordinating and supporting conservancy growth



Enabling policies advanced to incentivise conservancies' growth



Effective, inclusive, and resilient conservancies deliver sustainable benefits to communities



Durable financing for locally-led conservation secured



A strong KWCA leading a vibrant conservancy network

“

Conservancies provide the solution for increasing Kenya's land under conservation to achieve the 30x30 targets. What needs to be done is to build their capacity and increase their benefits for conservation to be regarded as a valued land use.

Goal 1: Effective Landscape Associations

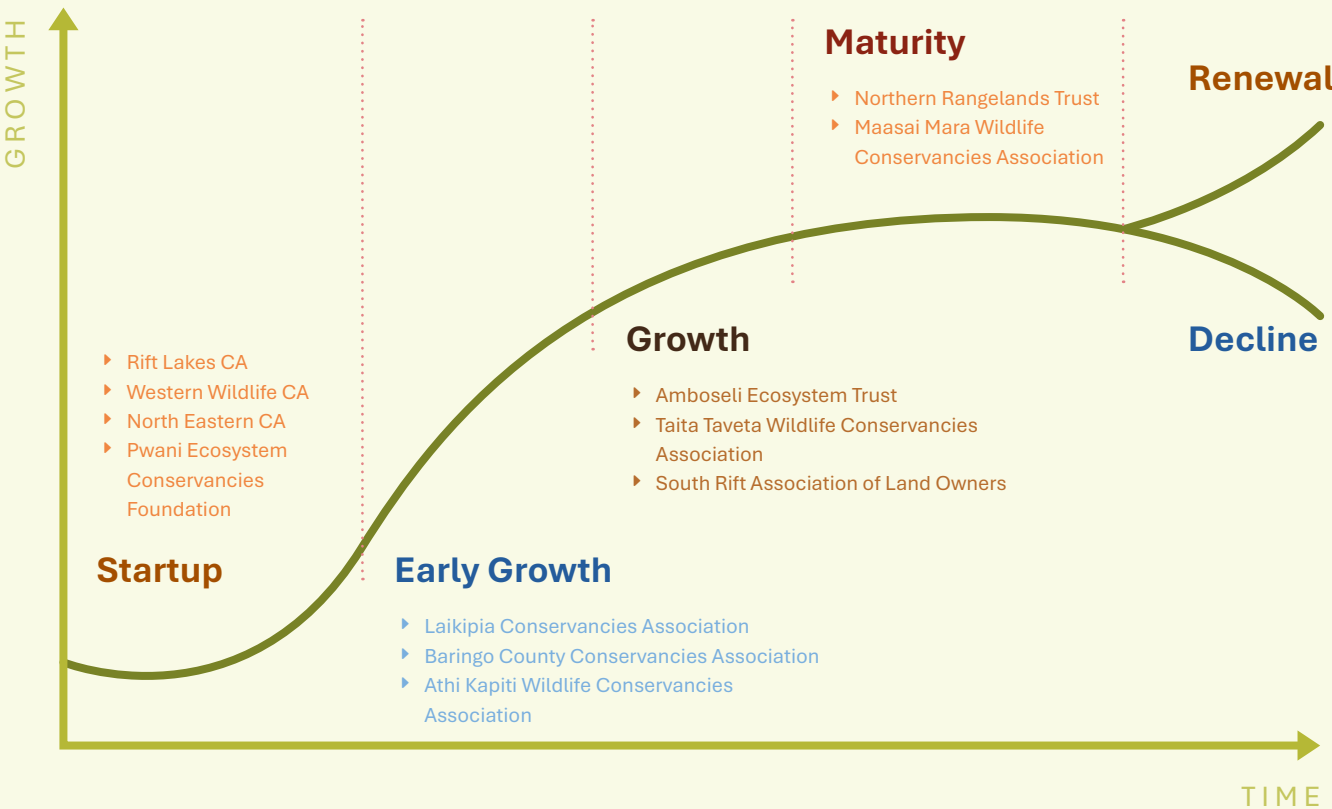
Coordinate and Support Conservancies' Growth

Problem: Most Landscape Associations (LAs) are nascent or early growth and lack the capacity to support conservancies and deliver programmes.

What success looks like

By strengthening the capacity of the LAs, KWCA seeks to create effective and mature associations to coordinate the growth and coverage of conservancies within their respective landscapes. The LAs will have the right capacity and partnerships to support landscape-level planning, advocacy, capacity building, knowledge sharing, and involving women and youths in conservancy management.

Strengthened Capacity for Landscape Associations



Strategic Objective 1: Build LA's capacity to coordinate conservation planning and implementation

Strategy: Build the capacity of Landscape Associations

Interventions

1. Promote adopting the ecosystem/landscape approach as guided by the country's ecosystem approach.
2. Conduct organisational capacity assessments to establish institutional capacity gaps.
3. Facilitate LAs to implement Institutional Strengthening Plans (ISP).
4. Train LAs in developing and implementing ecosystem plans and best practices based on community ecosystem guidelines.
5. Facilitate LA CEOs to share experiences, best practice and carry out joint planning and problem-solving among critical landscapes.
6. Restructure partnership agreements between KWCA and LAs to strengthen differentiated roles
7. Support LAs to promote compliance on national conservancy standards and principles and relevant laws within their respective landscapes.
8. Support LAs in strengthening engagement with other conservancy support NGOs in respective landscapes.

Strategic Objective 2: Strengthen the capacity of LAs to support conservancies

Strategy: Unlock support for conservancies

Interventions

1. Facilitate LAs to design a fit-for-purpose conservancy model for their landscapes.
2. Partner with LAs to identify priority areas for conservancy establishment to expand the number of conservancies within a landscape.
3. Partner with LAs to address governance and management gaps among nascent and emerging conservancies.
4. Partner with LAs to grow nature-based enterprises in conservancies.
5. Establish partnerships between LAs and ranger associations to improve rangers' welfare and capacity in respective landscapes.
6. Partner with LAs to regularly update spatial data to generate maps to support conservation management and decision-making.
7. Support LAs to hold landscape-level conservancy leaders' and managers' forums to address/improve governance and management.

Strategic Objective 3: Strengthen partnerships between LAs and county governments

Strategy: Formalise partnerships between LAs and county governments

Interventions

- 1. Facilitate the signing and implementation of MOUs between relevant county governments and LAs.
- 2. Train relevant LA staff to engage effectively in county planning and budget processes, e.g. Annual Development Plans (ADPs) and County Integrated Development Plans (CIDPs).
- 3. Support LAs and conservancy leaders to participate in CIDPs’ budgeting processes to make a case of conservancy funding allocation.
- 4. Provide technical support to LAs in advocating for relevant county bills that affect conservancies.
- 5. Support LAs in county collaboration to advance ecosystem and landscape approaches to conservation.
- 6. Facilitate coordination forums between LAs, county governments and Regional Economic Blocs to harmonise conservation plans and priorities.



Goal 2: Enabling Policies Advanced to Incentivise Conservancies’ Growth

Problem: Kenya’s conservation policy is evolving, however community land remains unregistered, lacks incentives to encourage conservation, and high transaction costs of running conservancies hinders conservation efforts.

What success looks like

We successfully enable policies by influencing their development and implementation at the international, national and community levels. As a result, progressive, well-informed, and pragmatic policies and laws are enacted and implemented, facilitating the growth of conservancies.

Strategic Objective 1: Land tenure rights for conservancies secured

Strategy 1: Facilitate community land registration and titling for community conservancies

Interventions

- 1. Facilitate registration processes of community lands transitioning from former group ranches and trust lands in priority landscapes
- 2. Develop capacity of community land management committees on effective administration and management of registered community lands
- 3. Support National and target county governments to address institutional barriers to community land registration
- 4. Support registered communities in developing land use plans to promote conservation as a land use
- 5. Advocate for review of legislation and regulations on community land informed by implementation lessons
- 6. Advocate and inform development of comprehensive guidelines on land use planning on community land with National Land Commission and State Department for Lands and Physical Planning

Strategy 2: Address barriers to conservation land lease registration

Interventions

1. Facilitate the renewal of leases for conservancies under leasehold tenure.
 2. Engage national and county governments to ensure cost-effective land lease registration.
 3. Provide technical support to private conservancies on land-related matters.
-

Strategic Objective 2: Policy and Legal frameworks strengthened to incentivise community and private land conservation

Strategy: Advocate for incentives to encourage the growth of conservancies

Interventions

1. Implement the KWCA policy advocacy strategy to prioritise policy actions relevant to conservancies.
2. Identify and formalise partnerships with like-minded policy actors, such as county governments, to forge alliances in the delivery of policy advocacy efforts.
3. Convene landscape and national policy forums to elevate the voice of local communities and conservancies in policy processes.
4. Participate in a national process to design and implement an integrated, holistic and ecosystem-based approach to managing natural resources.
5. Participate in national and county environment and natural resource policy, laws and regulations review processes to address existing gaps.
6. Participate in reviewing and implementing the Wildlife Conservation and Management Act, regulations and guidelines.
7. Introduce a new biodiversity tax incentive into Kenya's Tax Law to promote the application of conservation easements and participation of private sector actors in conservation.
8. Participate in the review of national and county land policies to recognise conservation as a land use.
9. Participate in reviewing and implementing tourism laws to promote the development of tourism activities in the community and private land to diversify Kenya's tourism destinations.
10. Participate in the review of climate change-related policies, strategies, and plans for mainstreaming conservancies as climate-smart innovations.
11. Participate in developing carbon regulations to unlock carbon credit as an income diversification strategy for conservancies.
12. Engage relevant national government agencies to mainstream conservancies in government priorities and development plans and recognise conservation as a tax-exempt sector.

Strategic Objective 3: Influence regional and international policies to recognise further Indigenous Peoples & Local Community-led conservation

Strategy: Advocate for recognition of the role of Indigenous Peoples and Local Communities

Interventions

1. Effectively participate in regional and international networks (IUCN, ILCN, ILC, ABCG, IPLC Forum, IPCC, among others) to leverage like-minded voices in international forums.
 2. Secure accreditation and participate in global and regional conventions and conferences (CBD, UNFCCC, CITES, WCC, APAC, BCC, among others) to represent the voice of local communities in Kenya.
 3. Engage and forge partnerships with Africa-based national umbrella networks and like-minded organisations (CWMAC, NACSO, IRDNC, Honeyguide, UWCU) to foster knowledge sharing and increase policy influence.
 4. Promote scaling and adoption of principles and standards that facilitate community led conservation model in Africa
-

Strategic Objective 4: Enhance conservancies' legal compliance

Strategy: Guide conservancies to adhere to local laws and regulations

Interventions

1. Formalise partnerships between relevant state agencies responsible for environmental and natural resources and KWCA to clarify working modalities.
 2. Engage KWS to fast-track the registration of conservancies in compliance with the Wildlife Act.
 3. Build awareness among conservancies of the procedures, requirements, and benefits for registration with KWS.
 4. Build operational capacities of conservancies to comply with the constitution and laws, including labour and tax laws.
 5. Train conservancy stakeholders to comply with sectoral standards governing tourism, conservation and other related activities conducted in conservancies.
 6. Build conservancies' capacity to institutionalise social and environmental safeguards and respect human rights, including applying Free and Prior Informed Consent in community engagement.
-

Goal 3: Effective, Inclusive and Resilient Conservancies Deliver Sustainable Benefits to Communities

Problem: Most of Kenya’s nascent conservancies have weak governance structures and lack the management capacity to deliver tangible benefits to local households. This capacity challenge has resulted in many community conservancies not realising positive biodiversity outcomes. Due to land laws that fail to include women and due to patriarchal social norms, women and youth inclusion is a work in progress, as is the ability of communities to adapt to the severe impacts of climate change.

What success looks like

Building conservancies’ governance and management effectiveness will involve designing and rolling out relevant tools. Further, it will ensure the principles, policies, and legal frameworks of conservation initiatives are gender responsive and inclusive to support sustainable wildlife management that secures the rights of local and indigenous communities while ensuring the preservation of biodiversity. Supporting communities in building the capacity to decide how to manage their wildlife and natural resources sustainably will result in the optimisation and equitable sharing of both monetary and non-monetary benefits of conservation. This will consequently enhance resilience and adaptation of local and indigenous communities to climate change not only through preventing further loss and damage, but underpinning economic development while safeguarding lives, livelihoods and social development

Strategic Objective 1: Conservancy governance and management capacity enhanced

Strategy: Build capacity of conservancies

Interventions

1. Baseline assessment of current governance and management effectiveness tools.
2. Design and roll out an integrated governance and management tool for conservancies.
3. Build the capacity of conservancies and Landscape Associations to address existing governance and management gaps and implement solutions to address them.
4. Develop and disseminate tools and guidelines to improve conservancy governance and management.
5. Hold National Conservancy Managers’ Forums to facilitate networking, learning and sharing of best management practices.
6. Promote implementation of governance and management assessment tools (SAGE, IMET among others).
7. Support conservancies in developing and implementing management plans.
8. Partner with learning institutions to develop short courses relevant to conservancy management.
9. Support conservancies to register with KWS, World Database for Protected Areas (WPA) and attain IUCN greenlisting.
10. Document the status and potential of conservancies in Kenya to inform evidence based needs and strategies for conservancy financing and investments to achieve target 3 of 30x30

Strategic Objective 2: Sustainable monetary and non-monetary benefits from conservancies are equitably shared

Strategy: Optimise and equitably share conservancy benefits

Interventions

1. Assess current levels and perceptions of benefits and benefit-sharing in conservancies.
2. Map out potential monetary and non-monetary benefit sources.
3. Support conservancies in attaining baseline requirements for investment.
4. Connect conservancies and landscape associations to potential investors and investment opportunities.
5. Develop and promote equitable benefit-sharing framework and mechanisms.
6. Build capacities of conservancies on business development to enable them to generate revenue.

Strategic Objective 3: Conservancies’ resilience to climate change impacts enhanced

Strategy: Climate change adaptation, mitigation and disaster risk reduction.

Interventions

1. Sensitise conservancies on climate change, carbon projects and social safeguards.
 2. Build the capacity of conservancies to develop and implement climate change adaptation plans.
 3. Strengthen the capacity of conservancies to advocate for increased investment for resilience building and access climate financing.
 4. Facilitate development of effective grazing plans for conservancies to improve rangeland health and reduce human wildlife conflict.
 5. Develop a training curriculum for conservancy herders to implement rangeland restoration activities.
 6. Develop and implement KWCA carbon strategy.
 7. Design and train landscape associations and conservancies on carbon project guidelines.
 8. Support LAs in developing and implementing climate change adaptation, mitigation strategies, and action plans.
 9. Document and promote conservancy adaptation plans/ best practices as a learning tool.
 10. Support conservancies in showcasing their national, regional, and international climate, sustainable land management and ecosystem restoration initiatives.
 11. Enhance uptake and use of climate and weather information in decision making and planning to avert and minimise loss and damage.
-

Strategic Objective 4: Inclusive and gender-responsive practices mainstreamed in conservancies

Strategy: Gender and inclusion

Interventions

1. Equip conservancies with knowledge and skills on gender-responsive governance and management using gender guidelines and other gender transformative tools.
 2. Support conservancies in developing and implementing inclusive and gender-responsive policies and strategies, including social safeguards.
 3. Support establishing conservancy women and youth forums as inclusive and safe spaces at landscape and national levels.
 4. Build the capacity of women and youth to engage in conservancy leadership and management effectively.
 5. Facilitate women and youth to engage meaningfully in national and international forums.
 6. Support nature-based enterprises to empower women, youth and other marginalised groups economically.
-

Goal 4: Durable Financing For Locally-Led Conservation Secured

Problem: Conservation has a high cost, currently unmet by existing funding flows. The Kenyan conservancy network has largely relied on donor support and tourism revenue to finance core conservancy operations and other conservation activities and deliver benefits to landowners. However, most conservancies still face revenue shortfalls due to inequitable and marginal tourism investments across the conservancy landscape and the project-specific and time-bound nature of donor funding.

Expanding locally-led conservation financing by exploring and tapping existing and potential sustainable conservation funding opportunities is key to increasing conservation benefits to landowners and securing land under locally-led conservation.

What success looks like

Unlocking durable financing for locally-led conservation has numerous advantages, including fostering sustainable conservancies and infrastructure development that benefit communities, investors, tourists, and wildlife conservation. This also leads to reduced human-wildlife conflicts, creating more employment opportunities for communities and promoting conservancies as a viable land use for people and nature.

Strategic Objective 1: Build the case for increased funding for locally-led conservation

Strategy: Document conservancies' financing gap

Interventions

1. Assess current conservation funding flows from various sources.
 2. Document a baseline on available funds and funding gaps for LAs and conservancies.
 3. Document case studies and impacts achieved through the funding of conservancies and LAs.
 4. Assess barriers and constraints that limit access to funds by conservancies and LAs.
 5. Publish policy briefs and fact sheets demonstrating the case for increased funding.
 6. Carry out an assessment of the cost of establishing and operationalising a conservancy.
 7. Undertake a cost-benefit analysis of conservancy as a land-use option.
-

Strategic Objective 2: Platforms to expand funding from government, conservation and development partners designed and implemented

Strategy: Finance locally-led conservation

Interventions

1. Maintain and regularly update a database for conservation funders.
2. Support the design and implementation of Sustainable finance mechanisms such as Project Finance for Permanence (PFP), debt swaps for conservation etc.
3. Design secure funds and on-grant conservancies and LAs through the Kenya Conservancies Fund to support capacity building.
4. Build a consortium with LAs to secure multi-year grants to implement landscape-level projects.
5. Organise donor round tables for conservation and development partners to unlock funding.
6. Design and implement a strategy for crowdfunding to support conservancies and rangers.
7. Organise resource mobilisation events to raise awareness of the funding needs.
8. Support the implementation of the Kenya Government-led Wildlife Conservation Trust Fund to ensure ease of access and equitable sharing for conservancies.

Strategic Objective 3: Private sector investment unlocked

Strategy 1: Link conservancies with tourism investors

Interventions

1. Document investment opportunities in all the landscapes to produce a nationwide investment prospectus.
2. Identify and formulate partnerships with relevant private sector actors to support locally-led conservation.
3. Organise conservancy investors forums to link investors with conservancy investment opportunities.
4. Provide technical support in executing mutually beneficial investment agreements and contracts between conservancies and private investors.
5. Train conservancies on investment enabling conditions and readiness requirements.
6. Catalyse market linkages for conservancy nature-based products and services.
7. Facilitate participation of conservancies in national and international marketing and promotional expos to enhance conservancy visibility.
8. Explore and tap into payment for ecosystem services schemes.

Strategy 2: Catalyse private sector linkages to enhance livestock productivity and markets value chains.

Interventions

1. Facilitate expansion of the of livestock extension services to enhance best practices in the livestock sector in conservancies
 2. Promote adoption of one health to advance healthy and disease free livestock
 3. Promote production, processing and storage of quality livestock feeds for supplemental feeding of livestock
 4. Strengthen livestock value chains for chains for milk, meat, hides and skins
 5. Facilitate access to high quality breeding animals to improve genetics of livestock
 6. Promote adoption of livestock rearing systems and innovation for fattening and finishing livestock destined to the markets
-

Goal 5: A Strong KWCA Leading a Vibrant Conservancy Network

Problem: The exponential growth of the conservancy network and the growing need to ensure conservancies are effective require the increased capacity of KWCA. In past strategies, KWCA had a strategic objective of enhancing its capacity, leading to growth from a team of two to 20 members. This dedicated and skilled team effectively carries out the organisation's missions. However, growth brings forth new challenges and prospects.

What success looks like

The primary aim will now be to bolster the organisation's overall capacity. This involves pinpointing areas where additional human resources are required and ensuring that these resources are adequately prepared to fulfil their roles, reviewing and updating systems and processes to be fit for purpose, and targeting variable income sources to foster sustainability and alleviate donor dependency.

Strategic Objective 1: A representative governance structure for the conservancy network streamlined

Strategy 1: Increase support to grow membership

Interventions

1. Map and recruit potential conservancies to grow KWCA membership.
2. Carry out a needs assessment to establish members' needs and interests.
3. Design and implement a membership engagement strategy.
4. Activate the recruitment and engagement of affiliate members.
5. Roll out membership services to inculcate a sense of belonging and value add.
6. Engage a membership officer to coordinate the effective delivery of membership services.

Strategy 2: Improve KWCA's governance

Interventions

1. Revise and clearly outline the structure for the nomination of landscape representatives to the National Conservancy Council (NCC).
2. Review the KWCA constitution to mainstream the inclusion of women, youth, and different conservancies.
3. Conduct effective KWCA Annual General Meetings (AGMs) to facilitate networking, cross learning and sharing of best practices in decision-making among all members.
4. Review AGM election guidelines to ensure credible, transparent, and inclusive elections.
5. Train the National Conservation Council (NCC) and its committees on good governance, leadership and decision-making, reporting back to their respective landscapes, and compliance with the board charter.
6. Hold effective quarterly NCC meetings and evaluate board performance.

KWCA governance structure

The KWCA governance structure is three-tiered and comprises the Annual General Meeting (AGM), the National Conservancies Council (NCC), and the Executive Committee (EC).

Decision Making

Annual General Meeting: This represents conservancy members of the National Conservancies Council (NCC), an assembly of elected representatives from the 12 KWCA regions and links KWCA and conservancies in their respective regions.

Strategy and Direction

Executive Committee: Comprises four office bearers of the NCC and three independent expert members and makes decisions on management, programme supervision and fundraising.

Delivery

Secretariat: Headed by the CEO and is responsible for the management of the programs and affairs of the association.

Strategic Objective 2: Strengthen KWCA’s secretariat capacity to deliver its mandate effectively

Strategy 1 : Effective internal policies and strategies

Interventions

1. Conduct an Organisational Capacity Assessment (OCA) and implement an Institutional Strengthening Plan (ISP).
2. Develop new strategies and policies to improve internal control systems further.
3. Regularly review and support the internalisation of existing policies and strategies.
4. Conduct a mid-term and end-term review of the strategic plan.

Strategy 2: Robust institutional systems

Interventions

1. Upgrade systems (HR, Finance, M&E, ICT, Program, GIS) to improve efficiency.
2. Develop and implement systems (grants management, membership systems).
3. Install an organisational server to ensure data security.
4. Recruit ICT and grants officers to maintain the systems and manage grants.
5. Install and manage a centralised data hub for rangers reporting, including EarthRanger.

Strategy 3: Retain talent and inculcate a mindful culture of excellence

Interventions

1. Develop and institutionalise an organisational culture book.
2. Put in place mental well-being and self-care support systems/initiatives.
3. Recruit and engage new talent to address capacity gaps, including human resources, procurement, and administrative officers.
4. Retain and upskill existing talent.
5. Carry out annual performance evaluations and implement a reward mechanism.
6. Design and implement an internship programme to mentor emerging conservation leaders.

Strategic Objective 3: Strengthen evidence-based programming and adaptive knowledge management for institutional sustainability

Strategy 1: Monitor progress and evaluate impact

Interventions

1. Review and institutionalise the MEL policy.
2. Carry out programme monitoring and evaluations to improve the quality of implementation and adaptive knowledge management.
3. Conduct regular data quality assessments for programs to improve integrity, credibility and reliability.
4. Develop and share a standardised conservancy indicator framework with conservancies and landscape associations to monitor and improve conservancy reporting at the national and landscape levels.
5. Co-design a data collection and management system to support the preparation of the State of Conservancies (SOC) report at the landscape and national levels.
6. Participate and inform national biodiversity and environment planning and reporting processes such as NEMA’s State of Environment , KWS Wildlife Status Report, Kenya’s CBD Impact Report, National Biodiversity Strategic Plan and Action Plans (NBSAPs) and IUCN State of Protected and Conserved Areas in Eastern and Southern Africa Report).
7. Institutionalise continuous learning and knowledge management to inform the design of interventions across the conservancy network.
8. Recruit an M&E Officer.

Strategy 2: Influence through impactful communication

Interventions

1. Equip the KWCA team and board with the right communication information, tools and knowledge to tell KWCA’s story better and work more effectively.
2. Build communication capacity for landscape associations and conservancies to tell their success stories.
3. Amplify the collective voice of conservancy stakeholders to make a case for locally-led conservation effectively.
4. Establish and convene a Community of Practice (COP) to nurture innovations in the development of conservancies in pursuit of the KWCA learning hub.

Strategy 3: Secure funding from diverse sources

Interventions

1. Establish KWCA capital reserve/endowment Fund to cover core operational costs.
2. Operationalise Kenya Conservation Catalyst as a subsidiary of KWCA that employs a private sector approach
3. Secure funds and provide grants to conservancies through the Kenya Conservancies Fund
4. Secure funds to implement the Community Conservation Hub to host KWCA Secretariat as well as inspire and tell the story of wildlife conservancies in Kenya.
5. Set up a fundraising department that recruits a fundraising officer.
6. Establish a crowdfunding website to secure unrestricted funds.



ACCOMMODATION
10 bedrooms to host
guests, visitors of
the hub

BIODIVERSE LANDSCAPE
Regenerate the
biodiversity and
demonstration/test the
ecology

SOLAR PV
Primary source of
energy for the
operation of the hub

ROOF CANOPY
Extends out and create
informal gathering spaces

**NATURAL DAYLIGHT +
VENTILATION**
Maximize natural daylight
thus saving energy

LOW-CARBON + LO-FAB
Materials that have the
lowest carbon footprint

Community Conservation Hub

By 2030, KWCA plans to build a model hub that inspires, champions, and tells the story of community-led conservation in Kenya.

The Innovative Community Conservation Hub will comprise a knowledge-sharing centre to share information about local conservation efforts, a workspace for KWCA and Kenya Wildlife Conservation Foundation staff and a multipurpose space that encourages engagement and collaboration between KWCA and partners.

The KWCA team will dedicate time and effort to secure a piece of land and raise \$5.7m to secure the land to accommodate the new hub in Nairobi adjacent to existing conservation areas.

Global and National Biodiversity and Development Goals 2030

KWCA strategic goals contributes to the United Nations Sustainable Development Goals (SDGs) 2030, the United Nations Convention on Biological Diversity (CBD) Kunming-Montreal Global Biodiversity Framework (GBF) 2030 and the National Wildlife Strategy 2030.

INDICATORS	NATIONAL WILDLIFE STRATEGY	KMGBF	SDG
Goal 1: Effective Landscape Association Coordinating and Supporting Conservancy Growth			
<ul style="list-style-type: none">No. of county spatial plans utilizing information on conservanciesNo. of ecosystem plans and implemented by Counties in partnership with LAsNo. of Conservancy management plans developed and implementedNo. of LAs with capacity to effectively to plan for biodiversity	<ul style="list-style-type: none">Goal 1: Maintain and improve habitat and ecosystem integrityGoal 6: Capacity and training	<ul style="list-style-type: none">Target 1: Plan and effectively manage all areas to reduce Biodiversity loss	<div>SDG 14: Life below water</div> <div>SDG 15: Life on land</div>
Goal 2: Enabling Policies Advanced to Incentivise conservancies growth			
<ul style="list-style-type: none">No of conservancies on community land with secure land ownership	<ul style="list-style-type: none">Goal 3: Participation and awareness	<ul style="list-style-type: none">Target 22: Participation in Biodiversity decision making	<div>SDG 1: No Poverty,</div> <div>SDG 15: Life on land</div> <div>SDG 16: Peace, Justice and Strong Institutions</div>

<ul style="list-style-type: none">No. of Policies, regulations which integrate conservation by local communities and indigenous people	<ul style="list-style-type: none">Goal 3: Participation and awareness	<ul style="list-style-type: none">Target 14: Biodiversity integration in decision making	<div>SDG 1: No Poverty,</div> <div>SDG 15: Life on land</div> <div>SDG 16: Peace, Justice and Strong Institutions</div>
<ul style="list-style-type: none">Number of policy and administrative frameworks that require fair and equitable sharing of benefits	<ul style="list-style-type: none">Goal 4: Access, Incentives and sustainable use	<ul style="list-style-type: none">Target 13: Fair and Equitable sharing of benefits	<div>SDG 1: No Poverty,</div> <div>SDG 15: Life on land</div> <div>SDG 16: Peace, Justice and Strong Institutions</div>

Goal 3: Effective, Inclusive and Resilient Conservancies Deliver Sustainable Benefits to Communities

<ul style="list-style-type: none">No. of conservancies by governance type% of country land area under conservation by conservanciesNo. of conservancies that have completed governance, equity and management effectivenessNo of conservancies under IUCN green listNo. of grazing plans and other rangeland restoration of activities developed to improve rangeland health	<ul style="list-style-type: none">Goal 7: Effective governance and sustainable financing	<ul style="list-style-type: none">Target 2: Ecosystem RestorationTarget 3: Area Based Conservation	<div>SDG 15: Life on land</div> <div>SDG 16: Peace, Justice and Strong Institutions</div>
<ul style="list-style-type: none">Amount of monetary and non-monetary benefits generated by conservancies to support conservation and community livelihoods.	<ul style="list-style-type: none">Goal 4: Access, Incentives and sustainable use	<ul style="list-style-type: none">Target 13: Fair and equitable benefit sharing	<div>SDG 8: Decent Work and Economic Growth</div>
<ul style="list-style-type: none">% of women and youth in conservancy decision making% of women and youth landowners in conservanciesNo of women and youth programs and initiatives in conservanciesNo of women and youth trained in conservancy leadership roles	<ul style="list-style-type: none">Goal 3: Participation and awarenessGoal 6: Capacity and training	<ul style="list-style-type: none">Target 23: Gender Equality	<div>SDG 5: Gender Equality</div>

<ul style="list-style-type: none"> No of conservancies participating and benefiting from county government disaster risk reduction strategies No. of conservancies implementing Nature Based Solutions (NBS) in relation to climate change. 	<ul style="list-style-type: none"> Goal 3: Participation and awareness Goal 6: Capacity and training 	<ul style="list-style-type: none"> Target 8: Increasing climate change resilience 	SDG 13: Climate action
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Goal 4: Durable Financing for Locally led Conservation Secured

<ul style="list-style-type: none"> Total amount of approved funding allocated to conservancies by national and county government Total amount of funding received by conservancies from development partners and philanthropic sources No. of conservancies participating in payment for ecosystem services Estimated total value of wildlife conservancies No. of private sector partnerships established in conservancies to support tourism and livestock enterprises 	<ul style="list-style-type: none"> Goal 7: Governance and sustainable financing 	<ul style="list-style-type: none"> Target 19: Mobilising financial resources 	SDG 16: Peace, Justice and Strong Institutions
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Goal 5: A Strong KWCA Leading a Vibrant conservancy Network

<ul style="list-style-type: none"> No. of Conservancies established and joining KWCA membership 	<ul style="list-style-type: none"> Goal 4: Access, Incentives and Sustainable use 	<ul style="list-style-type: none"> Target 3: Area based conservation 	SDG 14: Life below water SDG 15: Life on land SDG 16: Peace, Justice and Strong Institutions
<ul style="list-style-type: none"> No. of Internal policies, strategies, systems established and talent recruited 	<ul style="list-style-type: none"> Goal 6: Capacity and training 	<ul style="list-style-type: none"> Target 22: participation in biodiversity decision making 	SDG 16: Peace, justice and Strong Institutions
<ul style="list-style-type: none"> No of Knowledge management and communication tools produced 	<ul style="list-style-type: none"> Goal 5: Evidence based decision making and adaptive decision making 	<ul style="list-style-type: none"> Target 21: Knowledge and Information Access 	SDG 10: Reduced inequalities
<ul style="list-style-type: none"> No of patnerships established % of funding secured 	<ul style="list-style-type: none"> Goal 7: Effective governance and sustaible financing 	<ul style="list-style-type: none"> Target 19: Mobilizing financial resources 	SDG 17: Partnerships for the Goals





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