KWCA
Kenya Wildlife Conservancies Association
Living nature, Living people



KENYA WILDLIFE CONSERVANCIES ASSOCIATION

Strategic Plan 2015-2018
Overview/Summary

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Background

- Approximately 65% of Kenya's wildlife is found outside parks, on private and community lands
- Wildlife is central to Kenya's tourism industry, accounting for 90% of safari tourism and 75% of total national tourism earnings.
- During the past 20 years or more, a range of private, group and community conservancies have been formed for purposes of wildlife conservation, tourism, and wider natural resource management
- Today there are approximately 140 Conservancies covering 5% of Kenya's land area, more than 3 million hectares
- The new Wildlife Conservation Act of 2013 legally recognizes conservancies for the first time
- Kenya Wildlife Conservancies Association (KWCA) was formed in 2013 in order to provide a national, landholder-driven organization to coordinate, represent, support, and champion the growing assortment of conservancies and to strengthen their role in conservation and economic development.

External Context: Opportunities & Threats

Key Opportunities:

- 2010 Constitutional reform bringing about devolution and an increased role of local government institutions.
- Opportunity for major land reforms strengthening community land tenure
- Wildlife legislative reforms giving legal recognition and definition to conservancies for the first time.
- As defined in Kenya's Vision 2030, the national economic importance of tourism to Kenya, and the centrality of community and private lands to wildlife conservation and tourism
- Diverse conservancy models, and more than 20 years of regional experimentation, evolution and adaptation in some areas

Major Challenges:

- Need for greater coordination
- Limited investment in conservation and incentives for local landholders; threats to economic viability of conservancies
- Policy challenges - regulations, land reform etc.
- Major land use, population growth, infrastructure development challenges facing conservancies and landholders

KWCA Vision & Mission

Vision:

A Kenya in which people and wildlife co-exist in mutual benefit.

Mission:

To work with landowners and communities to sustainably conserve and manage wildlife and their habitat outside formal protected areas for the benefit of the people of Kenya.

Key Focal Areas

KWCA exists to support the development of strong conservancies for people and wildlife. It does this by:

1. Establishing a diverse network of private, group and community conservancies,
2. Developing and promoting tools and standards for conservancies, and
3. Working for a favourable policy environment which is supportive of conservancies and their objectives.

Role & Functions

1. Provide a united voice for the wildlife industry in Kenya, by creating a forum for conservancy members to exchange information, ideas and experiences;
2. Lobby for enabling policy and legal framework for the development of sustainable wildlife conservation, enterprises and incentives to land-owners who have chosen wildlife conservation and management as a land use option.
3. Foster the spirit of strategic partnerships and cooperation between members through networking and collaboration, and between members and the Government of Kenya in promoting and supporting wildlife conservation initiatives.
4. Raise the national and international profile of wildlife conservation as a recognized economic activity by maintaining links and fostering exchange with other wildlife conservation organs and initiatives in the region and beyond.
5. Work to support and enable the sustainable financing of conservancies.

Strategic Objectives

1. To advocate for and support the development and implementation of enabling policy and legal environment for wildlife conservation.
2. To promote the expansion of space for wildlife conservation.
3. To promote effective wildlife management through improved governance and institutional capacity development.
4. To ensure effective communication and networking among conservancies and relevant stakeholders.
5. To secure financial sustainability of KWCA and leverage funding for regional wildlife associations and conservancies.

Key Outcomes

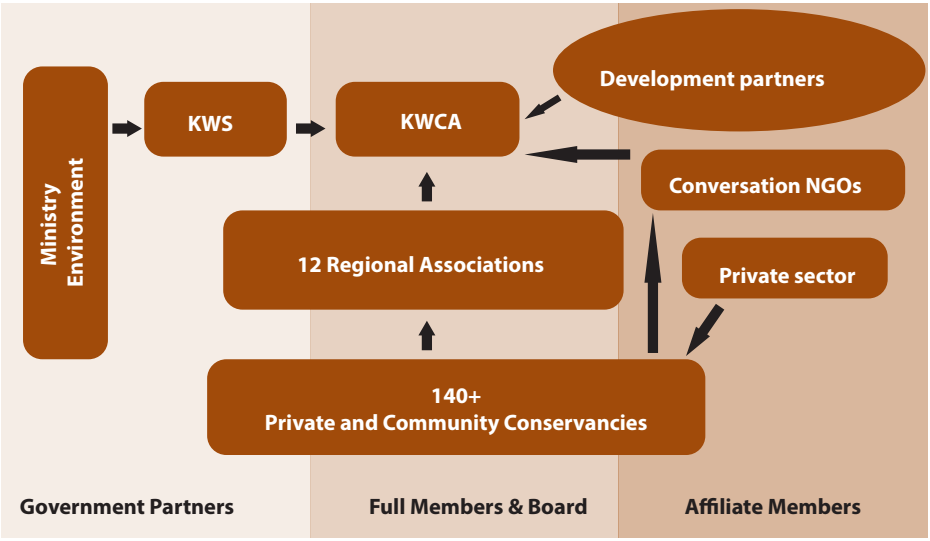
KWCA's work aims to:

- Improve the governance of the wildlife and tourism industry in Kenya;
- Contribute to safety and security of people and wildlife;
- Enhance the ecological integrity of natural ecosystems;
- Maintain traditional culture and cultural pastoralist practices and
- Provide benefits to landowners who have chosen wildlife conservation as a form of land-use.

Distinguishing Features

- KWCA is a community-owned and land-owner driven initiative
- Umbrella organization representing all diverse conservancies as the core constituency
- Focal point for engaging with government and other stakeholders on behalf of membership
- Technical leadership and coordination role
    - ❑ Development and adherence to standards
    - ❑ Coordinating resource mobilization
    - ❑ Promoting best practices, learning and information sharing
- Envisioned as a 'one-stop-shop' for Kenya's growing conservancies movement

Organizational Structure



2016 Priorities

1. Strengthen legal framework that supports conservancies
2. Grow and strengthen KWCA membership
3. Improve capacity to effectively communicate with Conservancy members and stakeholders
4. Build institutional capacity of KWCA

Strengthen legal framework that supports conservancies

KWCA will support national and county policies, laws and programs that support the establishment and management of conservancies

- Carry out cross-sectoral policy analysis in the natural resource, land and institutional laws, resulting in identification of necessary areas in which policies need to be developed, reviewed and implemented in order to strengthen Conservancies
- Advocate for operationalisation of institutional (KWTRI, CWCCC), planning (national strategy, ecosystem plans, management plans) and financial (endowment fund and compensation scheme) provisions within the Wildlife Act 2013
- Solicit recommendations, review and support implementation of Regulations to the Wildlife Act, with a focus on six regulations that directly impact on Conservancies, resulting in clear and supportive guidelines for implementation of the Act
- Present and solicit recommendations from conservancy members, and advocate for inclusion of conservancy interests in Community Land Bill and Land Laws (Amendment) Bill, resulting in improved security of land tenure for conservancy land owners.
- Carry out policy analysis about how land laws in Kenya influence conservancies, resulting in enhanced ability to influence ongoing inclusion of conservancies' interests in developing land-related legislation and wildlife regulations, and better decision making by conservancies and conservancy stakeholders

Grow and strengthen KWCA membership

Build membership through developing clear membership standards and benefits, and strengthen members through capacity development

- Consolidate and document in an accessible manner categorization of membership, conservancy status and standards for different conservancy types and conservation options
- Define membership benefits and application procedures, rules and code of conduct, resulting in an increased interest in KWCA membership
- Carry out campaign to renew existing members and recruit all remaining conservancies in Kenya who are not yet members of KWCA
- Develop an illustrated institutional framework defining roles, responsibilities and relationships between KWCA, Regional Associations and Conservancies, and their linkages with government institutions
- Conduct needs assessment to understand capacity needs of Regional Associations and develop Capacity Development Strategy

Improve capacity to effectively communicate with Conservancy members and stakeholders

Strengthen KWCA communications capacity, develop clear communications strategy and prepare and share communications products

- Recruit Communications Manager to provide leadership in documenting and sharing information to members, partners and externally, resulting in enhanced capacity to meet KWCA's communication needs
- Develop KWCA Communications Strategy to identify communications goals, guidelines and principles, target audiences, messages and channels of communication, resulting in wider visibility and recognition
- Create Conservancies Information Management System as a means of capturing, collating, storing and presenting data and information on key attributes of conservancies
- Develop State of the Conservancies Report, including GIS mapping and conservancy profiles

Build Institutional Capacity of KWCA

Strengthen KWCA management and governance capacity, develop internal management systems and improve financial sustainability

- Recruit Monitoring and Evaluation Officer and Program Officer to oversee management of projects, monitoring, evaluation, reporting and fundraising
- Review KWCA board structures and clarify roles, responsibilities and composition, resulting in clear ToRs and functions
- Develop set of KWCA Human Resource policies (HR Manual, Staff Benefits Guideline, Internship Policy), resulting in clear processes and transparency and accountability for recruitment and staff management
- Develop Procurement and Asset Management Policy, resulting in transparency and accountability
- Carry out an analysis of potential entrepreneurship projects for inclusion in KWCA financial sustainability plan, resulting in a framework for growth and financial independ





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