KWCA

Kenya Wildlife Conservancies Association

Living nature, Living people

STRATEGIC PLAN 2019 - 2023



From the Chair, National Conservancies Council



Our wildlife heritage and the natural places they live in is our inheritance and perhaps our most valuable asset as Kenyans. In just a few decades my generation has witnessed a major decline in both wildlife and natural spaces. Intense competition over resources, human-wildlife conflict, and the losses experienced by people living with wildlife requires us to act decisively.

I am proud Kenya is responding while there is still time. With more than 160 conservancies in 28 counties, Kenyans are demonstrating a commitment to reversing wildlife loss and proving that people and wildlife can co-exist in ways that benefit both. Conservancies are the new frontier for maintaining ecosystem health, socio-cultural, and economic resources. They also help ensure our National Parks and Reserves remain connected and large enough to sustain viable populations of wildlife and livestock, both of which are experiencing major threats from land conversion and climate change.

In my new capacity as the KWCA Chair, I recognise and congratulate the former KWCA Council for taking the organisation through its initial steps and helping it grow into what is now a strong, focused, and increasingly impactful organisation. As I and our new board take over the mantle, we begin by launching this ambitious strategy that we are confident will guide the board and the secretariat towards achieving our mission of seeing wildlife conservancies in Kenya thrive. We are fully aware of the challenge ahead.

While we expect the secretariat to help lead the way over the next five years, we urge our partners and friends to double their support to this worthy cause, and we look forward to seeing new and strengthened collaborations.

This strategic plan 2019-2024 was developed with wide consultation, and the invaluable contribution, advice, and feedback has shaped our thinking and decisions about the future. We invite our conservancy leaders and managers to continue innovating and working hard so that we attain a future where conservancies are thriving and sustainable.

On behalf of the KWCA board, we look forward to working with all of you as we implement this Strategic Plan and contribute in making Kenya a conservation thought and practice leader in Africa.

Francis Nkoitoi



Chairperson, National Conservancies Council

From the Chief Executive Officer



I have been fortunate to be part of the KWCA journey right from the beginning. With fond memories I remember our first trip driving from Voi to Isiolo on a bumpy road in a borrowed Suzuki to recruit members for our young organisation.

Years later, the road we travel on remains bumpy, but through the process of developing this new strategy our destination is increasingly clear.

As we embark on our second 5-year journey as an organisation we realise more is expected of us this time around. But with the support and partnerships we have developed - from government to private sector to communities to NGOs - we are more ready than ever to take on the challenges ahead. While our ultimate goal remains the same - to help wildlife conservancies in Kenya thrive - our approach and our role in doing that has shifted. Most critically is that KWCA sees our role as that of a 'catalyst' in the conservancy movement, helping to create an enabling environment that will allow conservancies and those working with them grow stronger and more effective.

This strategic plan will be implemented in close collaboration with Kenya's National Wildlife Strategy 2030 and the Kenya Wildlife Service's Organisational Strategy. The ambition of each of our member conservancies will be our driver, and we will seek to collaborate with partners who share our vision: a future where people and wildlife co-exist and flourish.

We are grateful to the people and partners that helped shape this Strategic Plan. Preparation of this plan was made possible from the support of the US Agency for International Development (USAID) and The Nature Conservancy (TNC) through our Community Conservancies Support Policy (CCSP) program, and technical support from Maliasili made this work possible.

As we look forward, we appreciate the partners who have been with us during the last strategic plan 2015-2018. Our success was largely because of the contribution of other partners including Kenya Wildlife Service (KWS), World Wildlife Fund for Nature (WWF), African Wildlife Foundation (AWF), GEF UNDP Small Grants Programme (SGP) and the Kenya Wildlife Trust. We look forward to continue our partnership during this next planning period as we grow our partnership.

Here's to bumpy roads together!

Dickson Kaelo



Chief Executive Officer



Executive Summary

The Kenyan Wildlife Conservancies Association (KWCA) is the national representative body and voice for conservancies in Kenya. Our role is to help catalyse the conservancy movement by connecting, informing, convening and representing conservancies and other key stakeholders in a shared effort to make wildlife conservancies thrive in Kenya.

25-Year Vision

Across Kenya there are vast and connected landscapes where people and wildlife co-exist.

5-Year Vision

Communities derive benefits from the management of their natural resources and more land is secured through sustainable wildlife conservancies.

Mission

To enable wildlife conservancies to thrive in Kenya.

Photo Credits: KWCA

Goals

To achieve our mission, KWCA has three key goals. Our first goal seeks to keep the policy advocacy momentum we and our partners have generated sustained into the future as this is essential in creating an enabling policy and legal environment that will support conservancy growth and incentives. Our second goal focuses on enhancing conservancy efficacy through two strategies:

1. **Strengthening** the capacity of Regional Associations to support conservancy growth and development; and
2. **Ensuring** conservancies have the management and governance tools, guidance, and information they need for success.

Our final goal is an internal one as we recognise that in order to implement this strategy, we must become an even stronger organisation with a clear path towards self-reliance.



GOAL 1: National and county policies and strategies promote and incentivise growth of conservancies.

Advocate for the development and implementation of critical policies with key policy makers, implementers, decision makers, and regulators.

Inform, educate, and advise conservancies and other stakeholders on the relevant policies, laws, and regulations.



GOAL 2: Expand area under well governed and effectively managed conservancies that deliver benefits to communities and nature.

Facilitate the establishment and development of strong and effective Regional Associations that support conservancy growth.

Inform and equip communities and conservancy stakeholders on the establishment and management of sustainable conservancies.



GOAL 3: A strong, effective, and efficient KWCA with capacity to drive the conservancy movement.

Build an effective KWCA team, efficient management systems and a strong organizational culture.

Maintain a functional and representative governance structure.

Enhance KWCA financial sustainability.

Background:

The Kenyan Conservancy Movement

Conservancies are one of the most promising strategies for successful long-term wildlife conservation in Kenya. The Kenya Wildlife Conservancies Association is the national umbrella body representing these locally formed conservancies, helping catalyse the movement across Kenya to ensure conservancies are effective and thriving, benefiting both people and wildlife.

Over the past 20 years, conservancies have become critical in conserving Kenya's vast and rich landscapes. With two-thirds of national wildlife populations living outside formal state-managed areas on land co-inhabited by people, the persistence of these populations depends on finding ways for people and wildlife to live together. Grounded in the idea that local communities and landowners are effective stewards of wildlife and habitats if provided the right incentives, benefits, and decision-making authority, conservancies have emerged as a management and governance framework that seeks to enable local people as conservation managers.

Today, there are more than 160 conservancies covering 11% of Kenya, spread across various regions and encompassing diverse ecosystems: from rangelands to forests to marine environments.

Conservancy land ownership, governance, and management models integrate livelihood and conservation goals, and have become recognised as a key component of national conservation policy and law. With the formal recognition of conservancies under wildlife legislation passed in 2013 – and in line with Kenya's 2010 constitutional reform promoting decentralization – conservancies are a mechanism for empowering local people to lead conservation and natural resource management efforts. In turn, communities and landowners can prioritize conservation as a land use, which is critical for the survival of wildlife given the country's rapidly growing human population, increasing habitat conversion, and developing infrastructure, all of which pose serious threats to ecosystem health.





Photo Credits: KWCA



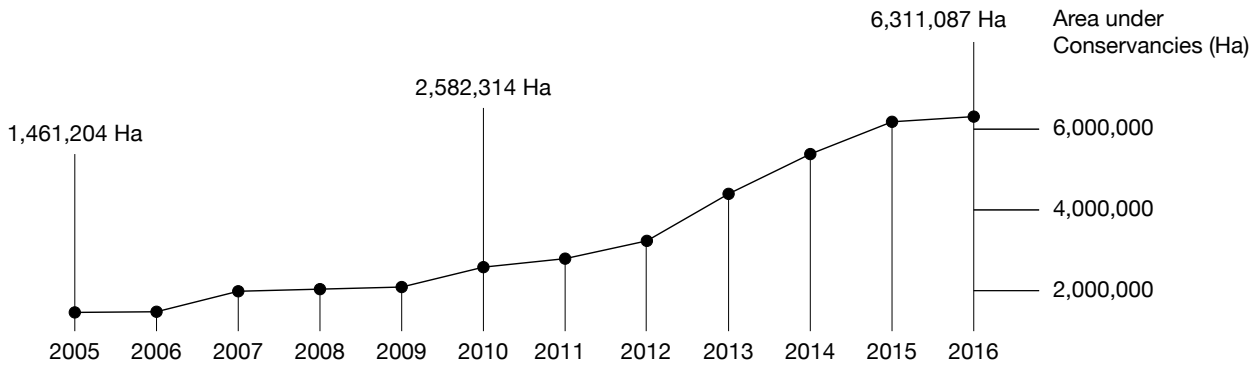


Figure 1: Growth in area under conservancies in Kenya. Source: KWCA.

11% Tourism's contribution to national GDP

65% of wildlife live outside national parks

68% decline in Wildlife numbers across Kenya since 1977

Photo Credits: BaseCamp Explorer



Why Local Communities Matter

The war to stem wildlife loss globally will not be won without local communities. People living alongside wildlife hold the power to determine whether wildlife flourish or perish because they have the ability and capacity to change land use in ways that can positively or negatively influence wildlife conservation. Communities host wildlife on their land while bearing the costs of living with it.

High poverty levels are directly linked to illegal wildlife crime. Communities that are the frontline of defence have the capacity to protect natural resources and combat illegal wildlife crime when fully involved in the design and implementation of conservation projects. Conservancies are the best legal structure available to local communities and landowners to empower their ability to manage and benefit from natural resources.

Today, conservancies in Kenya

Cover more than 6.3 million hectares

Directly impact the lives of more than 700,000 households

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

Photo Credits: KWCA

The future of wildlife and by extension tourism in Kenya is largely dependent on a healthy environment comprised of well managed national parks and reserves connected through a network of community and privately conserved areas. State protected areas (national parks and reserves, including forests), which cover 11.7%[1] of Kenya's landmass, are unlikely to expand and do not fully cover critical habitats, which are vital for healthy wildlife populations and a thriving tourism industry. Conservancies are important because:

- **Kenyans depend on a healthy environment.** Air, water, food, and other natural resources are vital for sustaining human life.
- **Wildlife in Kenya has seen serious declines.** Wildlife across Kenya declined by on average 68% since 1977[2], with many of the main drivers, such as habitat loss, human wildlife conflict, and poaching mainly occurring outside of parks and reserves.
- **Wildlife tourism is the backbone of Kenya's economy.** Kenya's tourism industry is facing increasing regional competition. The government 2030 target to attain 5 million[3] tourists may not be attained without diversification of the tourist products and facilities. If wildlife continues to decline at the current rate, tourism and its contribution to the national economy will also surely decline.
- **Conservancies host a significant proportion of Kenya's wildlife.** Nearly a quarter of all wildlife in Kenya reside in conservancies. Endangered species rely on conservancies: 90% of the country's Grevy's Zebra and Hirola, 45% of black rhino, and 72% of Southern White Rhino populations depend on conservancies.
- **Emerging threat from human-wildlife conflict.** Kenya is currently celebrating a significant reduction in poaching levels. Unfortunately, this celebration will be short-lived should current levels of bushmeat poaching and human-wildlife conflict increase.

Across Kenya's semi-arid rangelands, community and individual landowners are increasingly recognizing conservancies as a management framework to access new economic opportunities from wildlife. Conservancies today benefit over 700,000 households across over six million hectares of land, mainly in rural parts of Kenya.

Conservancies deliver important conservation outcomes for Kenya. Today, 45% of Kenya's black rhino population, and around 90% of the range of the hirola and Grevy's zebra - two highly endangered species that are found almost entirely in Kenya - are on conservancy lands. In some areas, such as across Laikipia's private conservancies, wildlife has recovered over long periods of time. In northern Kenya's community conservancies, improved wildlife protection and security has played an important role in the decline of poaching and a 12% increase of elephant populations over the past five years. In conservancies in the Maasai Mara, wildlife densities are comparable to those inside the Maasai Mara National Reserve and lion densities are growing.

As conservancy coverage expands and their conservation impact grows, conservancies are also seeing increased financial benefits. For example, in northern Kenya, conservancies have provided the basis for tourism's growth in the region and serve as an important source of investment and employment in remote areas. With tourism in many parks facing increasing congestion, conservancies offer an increasingly attractive product that can help support the diversification of the country's overall tourism sector and underpin further growth. In the Mara, over 14,000 landowners annually derive Ksh. 400 million in lease fees for land invested in the 15 conservancies.

It is with this in mind, that over the next five years we will focus on our role as a catalyser of the conservancy movement in Kenya by convening, connecting, informing, and representing the relevant stakeholders.

1 Ministry of Tourism and Wildlife (2018), National Wildlife Strategy 2030. Blueprint to transform wildlife conservation in Kenya. Nairobi, Kenya
2 Ogutu JO, Piepho H-P, Said MY, Ojwang GO, Njino LW, Kifugo SC, et al. (2016) Extreme Wildlife Declines and Concurrent Increase in Livestock Numbers in Kenya: What Are the Causes? PLoS ONE 11(9): e0163249. https://doi.org/10.1371/journal.pone.0163249
3 GOK (2018), National Tourism Blueprint 2030



Defining 'Conservancy"

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 the purposes of wildlife conservation.

The types of conservancies in Kenya vary and are recognised based on the land tenure arrangements. These include the following:

1. **Private conservancy** – set up on private land by a private individual or corporate body for the purpose of wildlife conservation.
2. **Group conservancy** – a single conservancy set up by the pooling of land by contiguous land owners for the purpose of wildlife conservation.
3. **Community conservancy** – a conservancy set up by a community on community land.
4. **Sanctuary** – an area of land and water managed by government, community, individual or private entity for conservation of one or more species of wildlife.
5. **Game ranch** – keeping of wildlife under natural extensive conditions with the intention of engaging in wildlife conservation, recreation and trade.
6. **Game farm** – rearing of wildlife in an enclosed and controlled environment for wildlife conservation, trade and recreation.

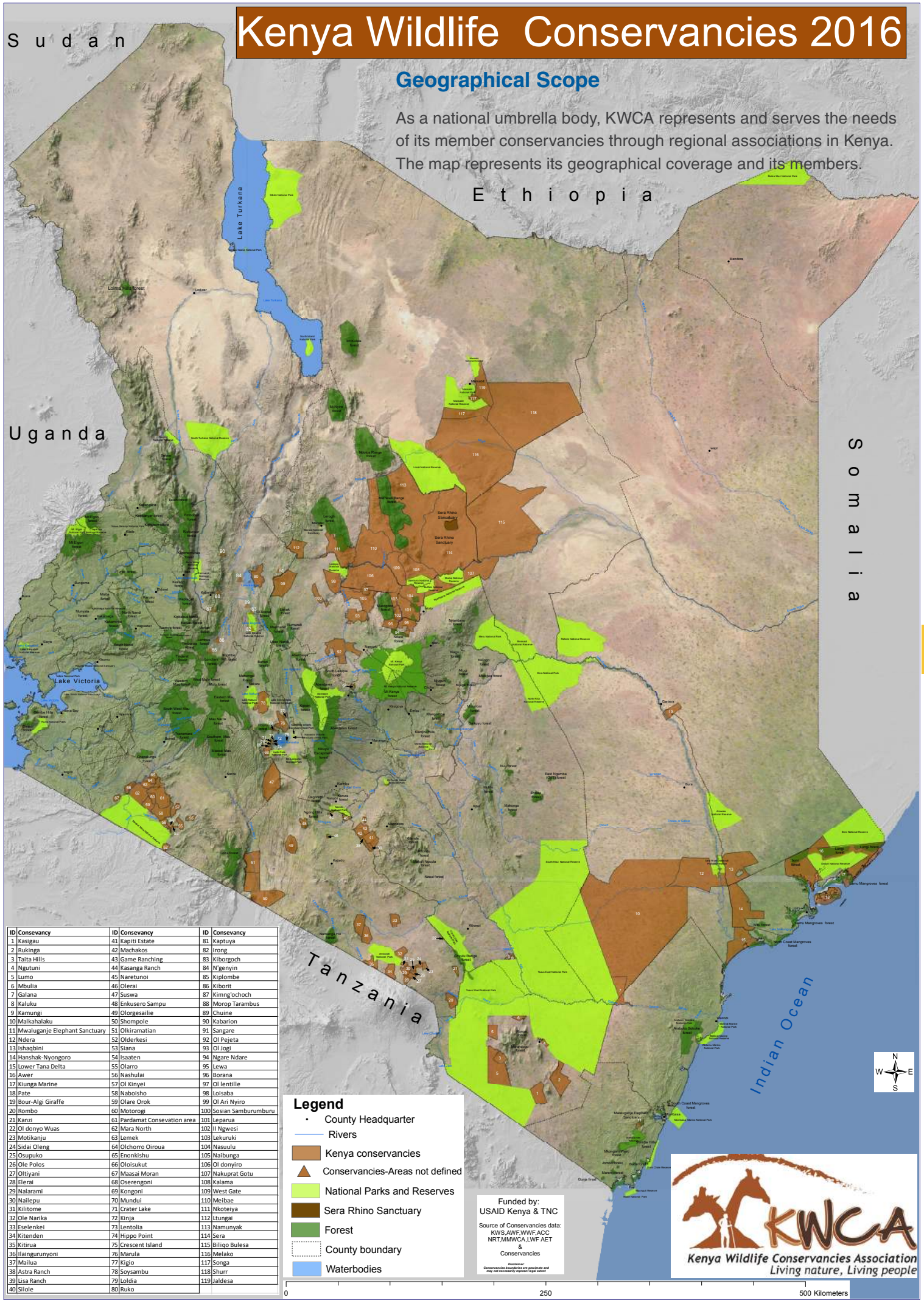
For the purposes of this strategy, KWCA will consider these as its primary members. We however recognise that a conservancy is not a fixed model with one definition or mode of operation, we acknowledge and recognise various models that adhere to a set of key underlying principles, guided by legislation and the standards agreed upon by the regional associations and KWCA.

Photo Credits: BaseCamp Explorer

Kenya Wildlife Conservancies 2016

Geographical Scope

As a national umbrella body, KWCA represents and serves the needs of its member conservancies through regional associations in Kenya. The map represents its geographical coverage and its members.



ID	Consevancy	ID	Consevancy	ID	Consevancy
1	Kasigau	41	Kapiti Estate	81	Kaptuya
2	Rukinga	42	Machakos	82	Irong
3	Taita Hills	43	Game Ranching	83	Kiborgoch
4	Ngutuni	44	Kasanga Ranch	84	N'genyin
5	Lumo	45	Naretunoi	85	Kiplombe
6	Mbulia	46	Olerai	86	Kiborit
7	Galana	47	Suswa	87	Kimng'ochoch
8	Kaluku	48	Enkusero Sampu	88	Morop Tarambus
9	Kamungi	49	Olorgesailie	89	Chuine
10	Malkahalaku	50	Shompole	90	Kabarion
11	Mwaluganje Elephant Sanctuary	51	Olkiramatian	91	Sangare
12	Ndera	52	Olderkesi	92	Ol Pejeta
13	Ishaqbini	53	Siana	93	Ol Jogi
14	Hanshak-Nyongoro	54	Isaaten	94	Ngare Ndare
15	Lower Tana Delta	55	Olarro	95	Lewa
16	Awer	56	Nashulai	96	Borana
17	Kiunga Marine	57	Ol Kinyei	97	Ol Ientille
18	Pate	58	Naboisho	98	Loisaba
19	Bour-Algi Giraffe	59	Olare Orok	99	Ol Ari Nyiro
20	Rombo	60	Motorogi	100	Sosian Samburumburu
21	Kanzi	61	Pardamat Consevation area	101	Leparua
22	Ol donyo Wuas	62	Mara North	102	Il Ngwesi
23	Motikanju	63	Lemek	103	Lekuruki
24	Sidai Oleng	64	Olchorro Oiroua	104	Nasuulu
25	Osupuko	65	Enonkishu	105	Naibunga
26	Ole Polos	66	Oloisukut	106	Ol donyiro
27	Oltiyani	67	Maasai Moran	107	Nakuprat Gotu
28	Elerai	68	Oserengoni	108	Kalama
29	Nalarami	69	Kongoni	109	West Gate
30	Nailepu	70	Mundui	110	Meibae
31	Kilitome	71	Crater Lake	111	Nkoteiya
32	Ole Narika	72	Kinja	112	Ltungai
33	Eselenkei	73	Lentolia	113	Namunyak
34	Kitenden	74	Hippo Point	114	Sera
35	Kitirua	75	Crescent Island	115	Biliqo Bulesa
36	Ilaingurunyoni	76	Marula	116	Melako
37	Mailua	77	Kigio	117	Songa
38	Astra Ranch	78	Soysambu	118	Shurr
39	Lisa Ranch	79	Loldia	119	Jaldesa
40	Silole	80	Ruko		



KWCA: Our History & Achievements

KWCA was founded by conservancy stakeholders in April 2013 to help Kenya's conservancies succeed. Consultative meetings and a learning tour to Namibia by a Kenyan delegation eventually led to the establishment of KWCA. Since then KWCA has been at the forefront, working with the government and conservation actors to mainstream conservancies in national policies and galvanising Kenyans to participate in conservation.

Late 90s - early 2000s

KWS led efforts aimed at conserving wildlife by increasing socioeconomic benefits under USAID-funded COBRA and CORE projects

Attempts to establish a national representative body led to the National Wildlife Forum (2002) and the Kenya Wildlife Working Group (2002)

2010

Promulgation of the new Constitution that devolved the governance of wildlife and natural resources.

2011

Consultative meetings and a study tour by a Kenyan delegation to learn from the Namibian model. Key learning objectives include: legal recognition of conservancies, streamlining coordination within the sector, and building a national constituency for non-state actors in conservation.

2012

A national consultative conference approves the establishment of a national organ for non-state actors and an interim leadership elected, community and private conservancies recognised as primary stakeholders.

2013

The Kenya Wildlife Conservancies Association (KWCA) is registered and staffed.

2014

The Wildlife Conservation and Management Act 2013 becomes effective, with KWCA playing a central role in its drafting and advocacy for enactment. The Act recognises conservancies and conservation on community and private land as a land use.

2015

Increased recognition of our value helps KWCA membership grow from 2 in 2013 to 87, helping KWCA represent more conservancies.

KWCA holds its inaugural annual conservancies leaders and managers conference to enhance networking for the key conservancy decision makers.

2016

KWCA participates in the CITES CoP 17 to advocate for the inclusion of community voices in the CITES processes.

2017

KWCA launches the first ever Kenya National State of Conservancies 2016 report, showcasing the critical importance of conservancies in Kenya.

KWCA and KWS sign a memorandum of understanding to jointly engage in strengthening community conservation in Kenya.

2018

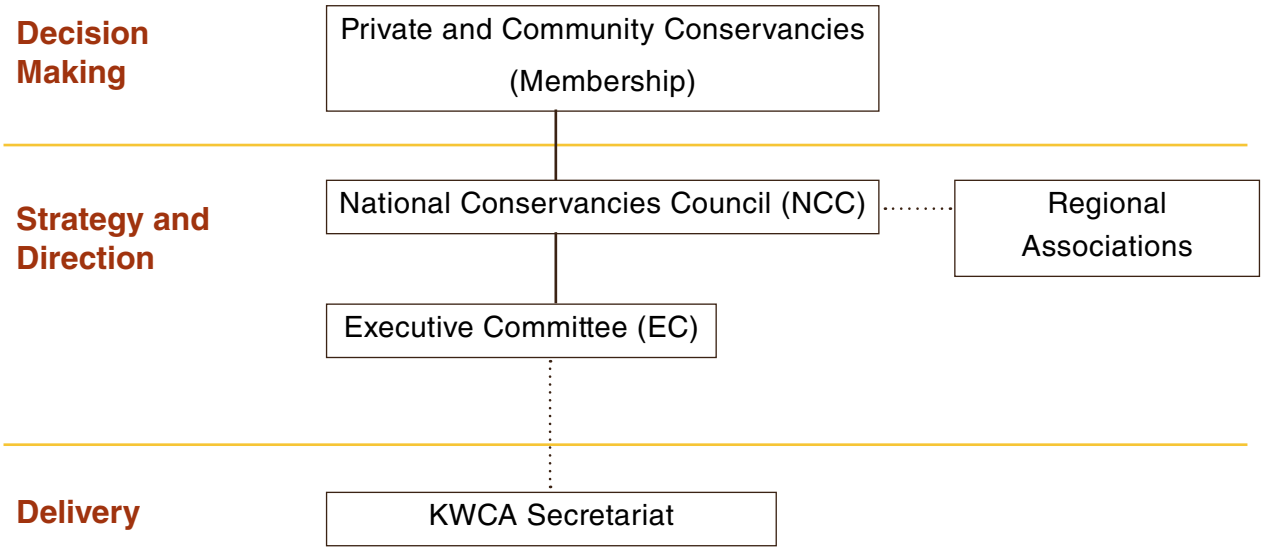
KWCA participates in the development of Kenya's National Wildlife Strategy – 2030 and the National Wildlife Policy to enhance policy support to conservancies.

Area covered by KWCA member conservancies.

Years	Members	Total Area Covered (in Ha)
2013	2	35,200
2014	74	4,262,218
2015	87	4,341,354
2016	95	4,513,602
2017	111	4,614,708
2018	121	4,652,892

Photo Credits: KWCA

OUR STRUCTURE



KWCA's members and primary beneficiaries are the private and community conservancies that make up our membership. It is their voice and interests who we listen to and 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. The NCC is the assembly of elected representatives from all the regions, making decisions on substantive matters related to KWCA membership and acts as the link between KWCA and conservancies. The EC makes decisions on management, program supervision, and fundraising and is made up of the officials of the NCC (Chair, Vice Chair, Secretary and Treasurer) and three independent individuals (technical experts).Regional Associations are non-governing actors in KWCA's structure (unless Regional Association representatives are selected to either the NCC or EC boards), but they play a critical role in the conservancy movement and serve as a necessary link between KWCA and the conservancies in the regions where they operate.





Photo Credits: KWCA

Situational Analysis:

Understanding the Context

To help define our strategic direction and interventions over the next five years, we engaged a number of different stakeholders and sought out many opinions and ideas through a consultative process. This engagement helped us identify opportunities and challenges that could have a major impact on our work, which we summarize below.

CONTEXTUAL TRENDS



Economic and Infrastructure Development

Kenya is rapidly seeking development, as seen with national plans such as "Vision 2030" and the "Big Four Agenda."[5] Such development plans include an emphasis on infrastructure development and food security or agricultural expansion. While economic growth and development is positive, it does pose potential threats to the country's wildlife and its natural habitats if not carefully planned. The Lamu Port South Sudan Ethiopia Transport (LAPSSET) corridor is an example of one such planned mega-infrastructure project. LAPSSET is eastern Africa's largest and most ambitious infrastructure project with the potential to bring about significant economic benefits to the country; however, LAPSSET could potentially cause serious damage to key wildlife corridors and biodiversity hotspots if not well-planned. The same goes for Kenya's agricultural object ives, which if not well-planned could cause serious land use changes and fragmentation across important wildlife ecosystems, all of which could undermine the efforts of Kenya's conservancies.



Population Growth Pressure & a Youth Boom

Kenya's population grew by approximately 20 million over the past two decades, from 31 to 51 million people. The country's accelerated population and economic growth are together driving increased demand for resources, which in turn can drive biodiversity loss. At the same time, Kenya is experiencing a 'youth bulge' in its population structure. According to a report[6], in 2015 young people in Kenya within the 15 – 24 age group represented 20% of the total population. This population is slowly phasing into a productive age, which could potentially increase pressure and demands on resources as this age group seeks economic opportunities. However, this could also present an opportunity to harness this new generation's potential and focus it in a way that could sustainably benefit the future of the country and the future shape and efficacy of conservancies.

5 Vision 2030 : The Country's long term development footprint that seeks to create a globally competitive and prosperous nation with a high quality of life by 2030
The Big Four Agenda: This refers to the current government's development priorities - Affordable housing ; Universal healthcare ; Enhancing manufacturing ; and, Food security and nutrition.
6 British Council 2017, Youth Employment in Kenya

Devolution

Kenya's 2010 Constitution created a decentralized system of government, with 47 political and administrative units. The main objective was to devolve power, function, resource management, and representation to the local level. The goal was to increase efficiency, participation, equity, and environmental sustainability by enabling local communities to identify and prioritize their environmental problems; ensure efficient resource allocation; promote greater respect for decisions made with local inputs; allow for easier monitoring of resource use; and give marginalized groups greater influence on local policy. Unfortunately, there are potential risks associated with devolution, elite capture, corruption and political interference, which may lead to unfavourable policies or actions that affect natural resource use and management. On the other hand, devolved governance presents an opportunity to increase financial and technical support, which could benefit conservancies if well harnessed.

Climate Change

Climate change is one of the greatest and most pervasive threats to biodiversity globally, and Kenya is no exception. In recent years, the increase in the frequency of droughts in Kenya has created challenges for food security and water access especially in the Arid and Semi-Arid Lands in the north and east that are host to a majority of the country's wildlife conservancies. The impact of such droughts and floods have been felt by wildlife populations and local communities through competition over resources. Maintaining critical landscapes at scale and expanding dispersal areas will mitigate some of these threats, and will allow for continued mobility across the landscape. Conservancies present an opportunity for increasing climate change adaptation and resilience among communities and wildlife.

Perceptions of Conservation in Kenya

There has been an emerging negative perception of conservation and the conservancy model in Kenya, attributable to unresolved historical land injustices, boundary disputes, inequitable benefit sharing, political interference, misconceptions of conservancies and weak governance structures. Public opinion directly influences support and acceptance of conservancies both at the community level and also by decision-makers. This presents both an opportunity and threat to the conservancy movement. These conservancies however empower communities with rights and decision making power over their land which will ultimately have a positive impact on their overall well being and wildlife populations.

Policy Environment

Over the last five years, we have worked with various stakeholders to cultivate an enabling policy environment to catalyse the conservancy movement. The enactment of the Wildlife Conservation and Management Act 2013, The Community Land Act 2016, and The National Wildlife Strategy 2018 are key milestones. However, the absence of regulations to implement the Wildlife Act and other laws remains a challenge. A lack of incentives to promote conservation as a land use also threatens to undermine conservancy benefits and viability.







Wildlife Based Tourism

Kenya's tourism industry is the leading foreign exchange earner and it contributes 11% of the country's Gross Domestic Product. According to the Ministry of Tourism and Wildlife in Kenya, tourism income in 2018 was approximately USD 2 billion, representing a 31% increase compared to 2017. Of this, approximately 70% is attributed to wildlife-based tourism.

This growth is positive and offers huge possibilities to support wildlife conservation in the country; however, a disproportionate percentage of the money actually makes it into local hands, with income usually held by a small minority. Incentives - and those who receive them – will play a big role in whether or not local communities continue to support and buy-in to the conservancy model.

Gender Representation

Although cultural and social barriers remain, there are a number of supporting initiatives and efforts to promote gender equality in Kenya, such as the two-thirds gender rule and other considerations within the Constitution of Kenya as well as international conventions and treaties[7]. Conservancies offer a unique governing space where women, who play a key role in both the use and management of natural resources at a local level, can have a voice in decision making and protection. We can use this model to showcase best practice in mainstreaming gender in community conservation with examples of some conservancies in the north with female leadership.

7 CBD Convention on Biological Diversity 2015 – 2020 Gender Plan of Action

Photo Credits: KWCA

ORGANISATIONAL STRENGTHS



Clear Role

KWCA is the only representative and independent body in Kenya that is mandated to advocate for favourable policies and incentives at national and regional levels to advance the conservancy movement. As it is a membership-based organisation, driven by the grassroots, it is uniquely positioned as the collective voice of the movement.



Technical Expertise

KWCA has been commended for its expertise in conservancy development, governance, and management as well as policy advocacy. This is attributed to a passionate team that has the relevant technical expertise and is highly experienced within the sector. The organisation continues to consistently prove itself as is demonstrated by its successes within the policy sphere.



Committed & Dedicated Team

Although relatively small, our team has achieved great impact within the sector thanks largely to our commitment and dedication of the team and focus on serving KWCA's members. Due to the organisation's scale, bureaucracy is limited, which enhances the decision-making processes that benefits our constituents.



Recognised Brand & Respected Authority

Over the years, KWCA has become a recognised brand both locally and internationally as a result of our impact in the conservancy movement. Our membership has subsequently grown from 2 (2013) to 127 (2018). We have evolved into a respected and trusted authority in conservancy development and management as is evidenced by the growth in our membership and strategic partnerships.



Strategic Partnerships

As a result of impact and trust gained, we continue to establish relevant strategic partnerships that will catalyse the movement, such as with donors, government, and other key stakeholders. These partnerships have been critical in policy advocacy and in strengthening the capacity of conservancies in Kenya. Grant support from key conservation development partners continues to aid our vision.

ORGANISATIONAL CHALLENGES



Sustainability

Despite our success in securing funding to achieve our objectives, the over-reliance on a single donor and a small core leadership team of the organisation limits our sustainability. Going forward, we will need to diversify our revenue streams as well strengthen internal capacity so as to enhance the overall stability of the organisation.



Measuring Impact

As the authority in wildlife conservancies establishment and management, it is critical for us to have adequate systems and structures that provide timely, relevant, and accurate information on the status of conservancies in Kenya as well as their overall impact. This will inform decision making processes at both regional and national level. This however continues to be a challenge within the organisation that will need to be resolved by securing the right expertise, systems, and structures for knowledge management and collaboration with at national and regional entities.



Regional Outreach & Engagement

Due to our lean structure as well as staff attrition, we have struggled recently with adequately engaging members at regional level. As we define our priorities over the next few years it will be useful to review our regional outreach and engagement strategy to ensure that it is effective and addresses specific regional needs.



Technical Capacity Gaps

Despite the organisation's technical expertise in policy, advocacy and community conservation, there are some internal capacity gaps that may limit our ability to deliver on our mission. The identified gaps are monitoring & evaluation; operations; finance; fundraising and, program management, with a focus on regional support.



Governance Structure

KWCA has a two-tier governance structure comprising the National Conservancies Council (NCC) and the Executive Committee (EC), in order to promote transparency and accountability in management. The NCC is the assembly of elected representatives from all the regions, making decisions on substantive matters related to KWCA membership and acts as the link between KWCA and conservancies. The EC on the other hand is meant to make decisions on management, program supervision and fundraising. The capacity of our Council and Executive Committee require further growth in order to ensure the organisation's decision making and resource allocation is optimal.

Our sister company, the Kenya Wildlife Conservancies Foundation (KWCF), which holds our assets and liabilities, serves as KWCA's financial sustainability arm, will also need to be fully operationalised so as to manage our risks.



Representation

KWCA has often been associated with community conservation in Kenya, thus it therefore assumed that its representation is restricted to community conservancies. Stakeholder consultations highlighted the need for a review of our engagement strategy to ensure that it is inclusive and representative of the varying conservancy models (see page 8), in particular privately held land holdings that may have different needs.

CONSULTATIONS: HELPING SHAPE OUR FUTURE

A comprehensive and highly participatory approach was deployed in the development of this Strategic Plan, which we highlight below. We are grateful for all the participation and input into the process.

Regional Association Assessment

An analysis of Kenya's Regional Associations was carried out in 2018. The purpose was to gain a better understanding of the capacity and role of the associations and the support needed to strengthen the conservancy landscape as a whole. A total of 10 regional associations were interviewed as well as some representatives from the respective regions. Maliasili, with funding from the BAND Foundation, supported this process.

Stakeholder Survey

An online survey was shared using KWCA's mailing list as well as via our website and social media pages. This survey captured the views of 60 respondents, with 43% identifying as conservancy members, 25% as partners, 15% friends, and 11% Regional Associations representatives. The remaining proportion was covered by donors, government and other stakeholders.

Stakeholder Interviews

Twenty-five people in total participated in in-depth interviews, representing government, donors, NGOs, Regional Associations, private sector, and conservancies. The purpose of the interviews was to assess the impact of KWCA and evaluate opportunities for impact in the future.

National Conservancies Council Workshop

A session was held with the National Conservancies Council to share and validate initial findings from the situational analysis as well as to identify priorities over the next few years.

National Conservancies Leaders Workshop

A session was held during the Annual National Conservancies Leaders Meeting with the objective of defining conservancy needs per region. The session also was used to share and validate the findings from prior engagement with stakeholders. Over 100 conservancy leaders were in attendance, representing the 11 regions.

From all of these consultations, it was clear that **Regional Associations are critical** for the success of KWCA, and that they all need to be strong and have the capacity to support conservancies while also serving as a link to KWCA. There was a clear emphasis on the need for KWCA to transition into an **"enabler"** as opposed to an **"implementer"** thus working through the Regional Association model.

Other key recommendations that arose during the stakeholder engagements, included:

- **Continue promoting favourable policies and incentives** for conservancy growth and development.
- **Further strengthen KWCA's role as a convener and collective voice** for the conservancy movement in Kenya.
- **Strengthen the financial capacity and revenue generating opportunities of conservancies** with support from the Regional Associations.
- **Facilitate strong linkages** between Regional Associations and other support organizations for conservancy growth and development.
- **Promote strong linkages between the Regional Associations and the county governments** for sustainability.
- **Establish KWCA as the repository of knowledge on *conservancy growth and development*.**
- **Facilitate cross learning and information sharing** to catalyze the conservancy movement.
- **Leverage existing stakeholder goodwill** to obtain support for conservancy growth and development.
- **Identify and explore opportunities that align with national government priorities** that would catalyse the conservancy movement.
- **Leverage the devolved government** for conservancy support and development.
- **Improve KWCA's institutional capacity and financial stability** to better support the conservancy movement.





Photo Credits: KWCA

Working Towards Something Even Greater

KWCA's contribution and alignment to National and international development goals & commitments

KWCA's work will not only support and strengthen Kenya's conservancy landscape, but what we do will also help to advance implementation and enforcement of national and international development strategies and goals as highlighted below:

The Constitution of Kenya, 2010

- Chapter 5 Land & Environment, Article 60 (1) … **land in Kenya** is held, used and managed in a manner that is **equitable, efficient, productive and sustainable**
- Chapter 5 Land & Environment, Article 69 (1), … **sustainable, exploitation, utilisation, management and conservation of the environment and natural resources** as well as equitable sharing of the accruing benefits.
- Chapter 11, County Governments, Part 1 (c) to give **powers of self-governance** to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them;
- Chapter 11, County Governments, Part 1 (d) to **recognize the right of communities** to manage their own affairs and to further their development

Kenya's vision 2030

- Maintain a **sustained economic growth** of 10% per annum – recognizing and promoting the role of conservation and tourism in economic development

- Promote a **just and cohesive society** enjoying equitable social development in a clean and secure environment – contributing towards a clean, secure and sustainable environment by 2030 through the conservancy models.

The current implementation plan, the Medium-Term Plan 3, will be driven by the President's Big Four Agenda (food security, affordable housing, manufacturing and affordable healthcare for all). It is expected that the conservancy movement will contribute towards the attainment of these goals.

Convention on Biological Diversity – Aichi Targets and Post 2020 Global Biodiversity framework

Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society

Target 2: Biodiversity values have been integrated into national and local development planning.

Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use

Target 5: … the rate of loss of all-natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.

Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity

Target 11: … at least 17 percent of terrestrial and inland water, and 10 percent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved.

Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services

Target 15: Ecosystem resilience and the contribution of biodiversity to carbon stocks have been enhanced.

Beyond contributing towards achieving the national targets, we will work collaboratively with national government towards the preparation of the Post-2020 Global Biodiversity Framework. KWCA will work towards influencing the development of biodiversity targets that will promote positive action on the ground and that align with other global targets, including the Sustainable Development Goals

The Sustainable Development Goals

Conservancies will contribute towards achieving the following goals:



Contribution to community well-being through interventions that reduce poverty. Ensuring there is increased local capacity, income and other livelihood opportunities.



Promoting conservancy governance structures that ensure women have the right information, capacity and supportive environment to participate in conservancy leadership, decision making and management.



Improving awareness, institutional capacity and community resilience to climate change mitigation and adaptation.



Promoting the expansion of marine areas under protection



Promoting the expansion of terrestrial and wetland areas under protection.



Effective, transparent and accountable conservancies





Photo Credit: Angela Scott

Strategic Framework

WHAT GUIDES US

25-Year Vision

Across Kenya there are vast and connected landscapes where people and wildlife co-exist.

5-Year Vision

Communities derive benefits from the management of their natural resources and more land is secured through sustainable wildlife conservancies.

Mission

To enable wildlife conservancies to thrive in Kenya.

Values

- **Co-existence:** We believe people, wildlife, and nature can live together in mutual benefit.
- **Voice:** We provide a platform for a united voice to champion conservancies' interests.
- **Commitment:** We are committed to the success of conservancies.
- **Partnerships:** We recognise the value of strong long-term partnerships to accomplish our goals.

Value Proposition

With the majority of Kenya's conservancies as our members, KWCA is a national representative body and voice for conservancies in the country. We are the central hub for information gathering and sharing on conservancies. Because of this, we hold the unique position to connect national and international actors to local-level conservancies and vice versa. These connections – from funding opportunities to technical support to investor interests to policy demands – are making the conservancy landscape much richer and stronger as a whole.

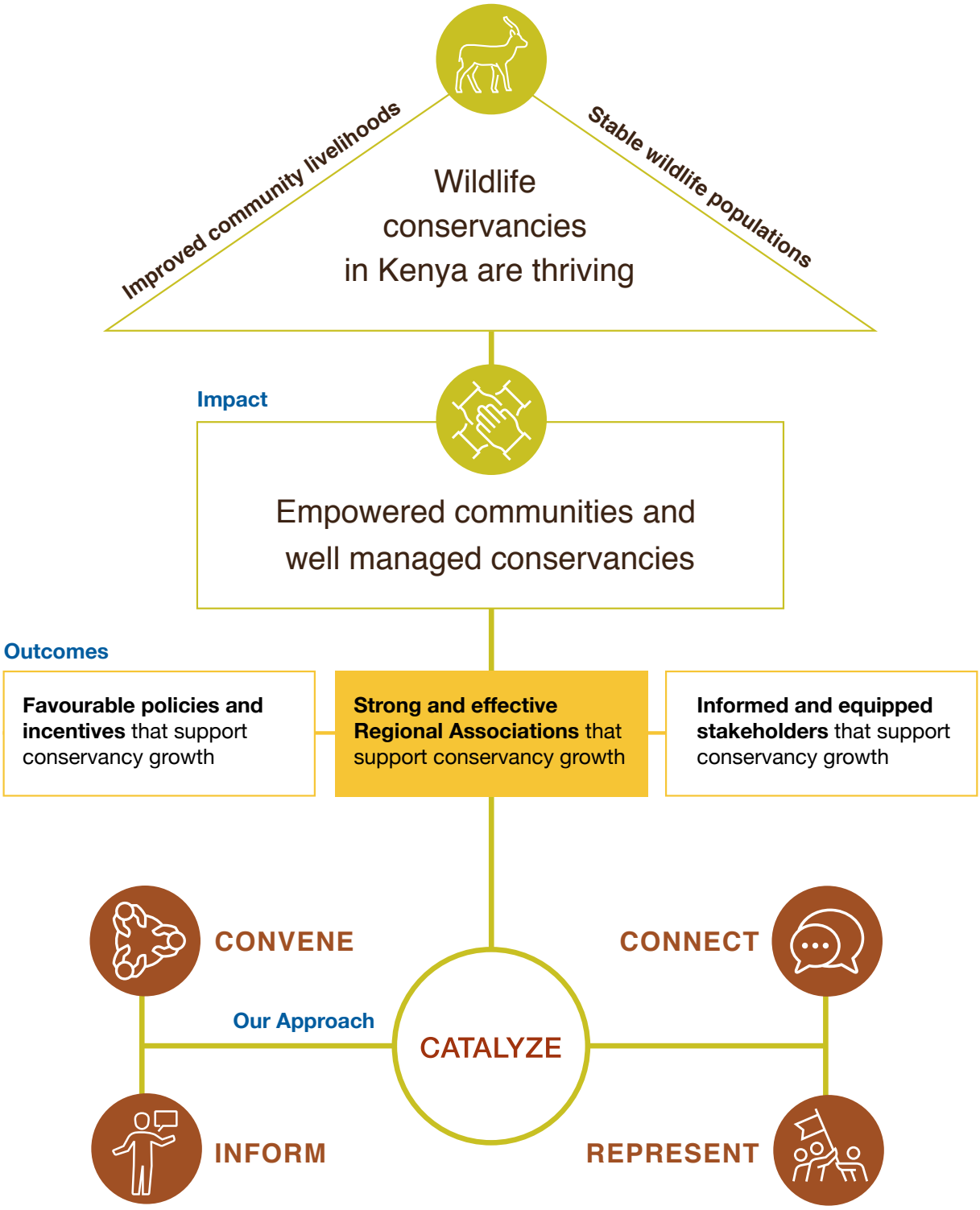






Photo Credits: top: KWCA; right: Angela Scott; left: KWCA

Our Impact Model



Our Expected Outcomes

We believe that for wildlife and people to co-exist and flourish in Kenya there must be strong benefits, policies, and practices in place. Thus, we have made the following key strategic choices:

1. **Promote an enabling environment** – The expected outcome is that government policies, incentives, and actions are favourable to conservancy growth and development.

   To ensure that these conservancies thrive, we will continue to prioritise our core function of promoting an enabling environment by advocating for favourable policies and incentives at both national and regional level.

2. **Strengthen Regional Associations** – The expected outcome is that strong and effective Regional Associations are adequately supporting the growth and development of conservancies.

   KWCA will impact more conservancies by working through Regional Associations: With over 160 conservancies in Kenya spanning more than 11% of the country – and growing – KWCA as a single organisation cannot feasibly provide hands-on support at the conservancy level. Instead, we're making a strategic choice to invest in the Regional Associations – the regional support bodies for conservancies – and build up their ability and capacity as organisations to effectively support conservancies' needs, which may range from conservancy governance and management support to conflict mitigation to social enterprise development.

3. **Increase knowledge and awareness** - The expected outcome is that conservancy stakeholders are informed and equipped to catalyse the movement.

   To ensure that stakeholders are equipped to catalyse the conservancy movement, KWCA will continue to educate and inform. We will do so by catalysing strategic partnerships; being the authority and information hub on conservancy establishment and management; promoting cross learning and collaboration; and, being the voice for conservancy stakeholders.

Our Approach

To bring about these changes, KWCA will serve as a catalyst using the following approaches to guide its work:



Convene

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



Connect

Link key stakeholders, partners, and supporters together in an effort to build stronger, more effective conservancies.



Inform

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



Represent

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

Goals, Strategies and Objectives

This strategic framework sets out a clear path for KWCA to work towards its ultimate goal of enabling wildlife conservancies in Kenya to thrive. This will be demonstrated by well governed and effective conservancies.







Photo Credits: KWCA

GOAL 1: National and county policies and strategies promote and incentivise growth of conservancies.

We believe:

- Favourable policies and incentives will catalyse the establishment and development of conservancies
- Government needs support in Implementation and enforcement of policies.

STRATEGY 1.1: advocate for the development and implementation of critical policies with key policy makers, implementers, decision makers and regulators.

Rationale

A lot has already been done to ensure Kenya has favourable policies, laws, regulations, guidelines, and strategies to support and catalyse the conservancy movement. Unfortunately, the implementation of these policies and laws is lagging behind, and in some cases, there is a threat of rollback or a lack of implementation of certain key provisions. We will work towards the gazettement of existing regulations and development of other relevant regulations and incentives; and, ensuring enforcement through implementing and regulating bodies. We also appreciate the need to identify and understand critical policy gaps, opportunities, and needs within the sector that will inform our advocacy strategies to better serve our members.

OBJECTIVE 1.1.1: To provide evidence to inform decision making in policy

- Continuously explore the policy environment to establish critical policy gaps, opportunities and needs to catalyse the conservancy movement.

OBJECTIVE 1.1.2: To develop and implement relevant and effective advocacy strategies for county and national level government.

- Regularly review and implement an effective and targeted advocacy strategy aimed at addressing policy gaps identified in line with current trends.

OBJECTIVE 1.1.3: To establish robust and strategic partnerships at the county, national, and international levels to support conservancy centered advocacy.

- Undertake a strategic partner mapping process and develop an engagement strategy to further strengthen policy advocacy.

OBJECTIVE 1.1.4: To act as an advisor to the local and national government on the development and implementation of key policies and regulations.

- Explore policy options to encourage conservation land banking and conservation easements as additional tools to secure conservation space.
- With relevant actors co-design policy advocacy engagements, focusing on land, wildlife, and environmental laws, regulations, guidelines
- Co-design conservation actions needed to stabilise the country's wildlife populations working with the Kenya Wildlife Service (KWS) through our joint MOU.

OBJECTIVE 1.1.5: To promote the development and access of incentives that encourage wildlife conservation and management.

- Support the development of incentive packages that will promote conservancy growth and development.

STRATEGY 1.2: inform, educate, and advise conservancies and other stakeholders on the relevant policies, laws and regulations.

Rationale

Besides advocating for favourable policies and incentives, a key strategic focus over the next several years will be to work towards education and awareness; developing relevant tools and monitoring the impact of various policy initiatives. This will ensure we have an informed, educated and aware populace that works towards catalyzing the movement.

OBJECTIVE 1.2.1: To develop and disseminate relevant tools on key policies and regulations.

- Develop the conservancy gender guidelines, Conservancy management plan toolkit, investor contracting agreements guidelines, among others to guide conservancy stakeholders.

OBJECTIVE 1.2.2: To increase knowledge and awareness on critical policies and regulations by convening knowledge sharing and lessons learning platforms.

- Convene and facilitate the annual National Conservancy Leaders Forum, annual Conservancy Managers Conference, Conservation Communications Forum and the National Conservancy Rangers Forum.

OBJECTIVE 1.2.3: To monitor progress and impact of conservancy related policies and incentives.

- Partner with relevant Parliamentary and Senate committees, multi stakeholder tasks forces to influence policy formulation and integrating the local community voices policies, laws and regulations.



Photo Credits: KWCA

GOAL 2: Expand area under well governed and effectively managed conservancies that deliver benefits to communities and nature

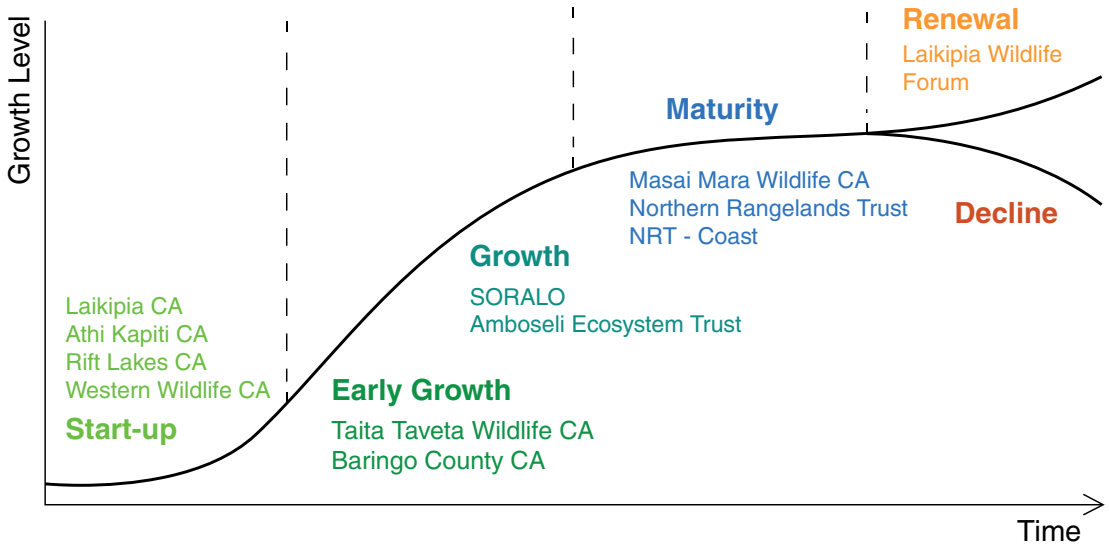
STRATEGY 2.1: facilitate the establishment and development of strong and effective regional associations that support conservancy growth.

Rationale

There are 11 established and emerging Regional Associations across Kenya, that are meant to serve as the link between KWCA and its conservancy members. Having a more local presence to the conservancies in their regions, these associations can provide hands-on, technical, and capacity-building support to the conservancies themselves, freeing up KWCA to focus on pressing national level efforts, such as advocacy and information sharing, that can benefit all of our members. The regions and associations are as follows:

Region	Association
Maasai Mara	Maasai Mara Wildlife Conservancies Association (MMWCA)
South Rift	South Rift Association of Land Owners (SOLARO)
Athi-Kapiti	Athi-Kapiti Wildlife Conservancies Association (AWCA)
Tsavo	Taita-Taveta Conservancies Association (TTWCA)
Amboseli	Amboseli Ecosystem Trust (AET)
Rift Lakes	Rift Lakes Conservancies Association (RLCA) Baringo County Conservancies Association (BCCA)
Laikipia	Laikipia Conservancies Association (LCA)
Northern Kenya	Northern Rangelands Trust (NRT)
Western Kenya	Western Wildlife Conservancies Association (WWCA)
Coast	Northern Rangelands Trust-Coast

A recent assessment revealed that the institutional capacity, leadership, and sustainability of the different associations was quite varied, and these were categorized as shown below:



In recognising that Regional Associations play a key role in the success of conservancies in Kenya, we will work towards the establishment and development of strong and effective organisations. The approach will be to ensure that these associations have a clear understanding of their role as enablers and to help build their capacity depending on their needs so they can adequately support conservancies within the region.

We will also work towards influencing the conservancy dialogue to enhance public support and understanding of the conservancy landscape.

We believe:

- Strong Regional Associations that provide tailored services will lead to well governed and effective conservancies.
- Conservancies within each region must recognise and appreciate the role and the services of the Regional Association.
- Conservancy growth and development is linked to the presence and capacity of the Regional Associations operating there.
- For conservancies to grow; they must address the following;
  - Resilience to climate change and other environemntal shocks
  - Inclusion of women and youth in governance and decision making
  - Recognition and involvement of Indigenous People and Local Communities (IPLC)
  - Implementation of conservancy programmes respecting human rights.

OBJECTIVE 2.1.1: To tailor engagement and support to Regional Associations based on their capacity needs.

- Map out and establish working partnerships with key support organizations that could provide capacity building services to Regional Associations based on needs identified from the Regional Associations Capacity Assessment (RACA).
- Catalyse partnerships to implement targeted capacity actions to strengthen the governance and management of "early growth" Regional Associations, including Baringo Community Conservancies Association (BCCA), Taita Taveta Wildlife Conservancies Association (TTWCA) and Amboseli Ecosystem Trust (AET).
- Co-design a strategy to strengthen membership engagement between Northern Rangelands Trust (NRT) and Masai Mara Wildlife Conservancies Association (MMWCA) and its members and stakeholders in an effort for them to learn from each other as "mature' organisations.
- Provide program advisory support to Regional Associations, including helping them to strengthen linkages with respective County governments.
- Support and advise on the establishment and formalisation of Regional Associations in select landscapes including the Laikipia and Coast region.
- Support the formalisation of "start up" phase Regional Associations, advising on governance and management structures for Western, Athi Kapiti and Rift Lakes regions.

OBJECTIVE 2.1.2: To participate in joint efforts with Regional Associations to improve the monitoring and evaluation of conservancies.

- Develop a program and framework to monitor conservancy governance and management effectiveness.
- Produce the National State of Conservancies Report every two years to inform and strengthen the conservancy movement.
- Support Regional Associations in the development of their specific State of Conservancies Reports.



Photo Credits: BaseCamp Explorer

STRATEGY 2.2: inform and equip communities and conservancy stakeholders on the establishment and management of conservancies

Rationale

As the only national body representing conservancies in Kenya, KWCA is positioned to link conservancies and other actors together as a way of enhancing learning, information exchange, and ultimately, conservancy practices and impact. Our role is to convene, connect, and inform.

OBJECTIVE 2.2.1: To increase knowledge and public awareness on the role, value, and benefits of conservancies.

- Deploy a multi-media approach to increase public awareness and knowledge on conservancies including showcasing in public events such as World Wildlife Day, World Rangers Day, National Tourism Week, among others.

OBJECTIVE 2.2.2: To develop and disseminate relevant tools on the establishment and management of conservancies.

- Develop and package relevant information through development of tools and handbooks to inform and catalyse conservancy growth

OBJECTIVE 2.2.3: To support the establishment and operationalization of forums or networks that will inform and equip conservancy stakeholders.

- Facilitate a conservation communications practitioner's fora for conservancy, Regional Associations and conservancy support organizations.
- Partner with Regional associations to convene quarterly meetings to strengthen participation of conservancy stakeholders in conservation and community owned developed.
- Support the establishment and operationalization of the Conservancy Ranger's Network.
- Facilitate KWCA women council meetings to increase female participation in conservancy leadership and management and equitable benefit sharing.

OBJECTIVE 2.2.4: To gather and disseminate information and evidence to inform conservancy development and growth.

- Gather relevant conservancy-based data and information based on robust indicator-based data management systems, analyze and disseminate relevant research and evidence to inform conservancy development and growth.
- Support research related to the conservancy movement through partnerships with relevant individuals and organizations.





Photo Credits: KWCA

GOAL 3: A strong, effective, and efficient KWCA with capacity to drive the conservancy movement

STRATEGY 3.1: Build an effective KWCA team, efficient management systems and a strong organisational culture

Rationale

To achieve our ultimate outcome of well governed and effective conservancies, KWCA will have to strengthen our own institutional capacity. We will do so by acquiring the relevant skills, systems, and structures as identified through an internal assessment process and stakeholder engagement.

The following functions were identified as areas that could be optimized: operations, finance, regional support, M&E, and fundraising. It is expected that these skills will be acquired and developed within the strategic period. Besides acquiring these skills, the necessary systems will be operationalised to support operations.

OBJECTIVE 3.1.1: To identify, recruit, and retain talent based on existing capacity gaps.

- Recruit a Chief Operations Officer , Programs Manager, Officers (projects, advocacy, M&E and communications) , Accountant and drivers.
- Promote a favorable and conducive organizational culture.

OBJECTIVE 3.1.2: To continuously review and implement organisational management policies and systems that increase organisational efficiency.

- Procure a robust financial accounting and management system.
- Develop and implement additional organizational policies (internet policy; anti- fraud and corruption policy and gender policy)
- Develop a risk registrar/matrix framework to aid in the identification of potential risks for program delivery and mechanisms to mitigate against the risks at the organizational level.
- Develop an internal controls framework.

OBJECTIVE 3.1.3: To develop and implement a knowledge-management system.

- Establish a robust M&E system for programs and conservancy data with relevant indicators, baselines and targets.

STRATEGY 3.2: Maintain a functional and representative governance structure

Rationale

For KWCA to operate in a transparent , accountable and representative manner,it is critical that the governance structures are fully operational. In particular the Executive Committee that will provide technical oversight and assistance as well as the Kenya Wildlife Conservancies Foundation , that is expected to support strategic growth and development. The capacity of the National Conservancies Council will also be empowered to adequately and effectively represent its members.

OBJECTIVE 3.2.1: To strengthen decision making through a transparent, accountable and representative National Conservancies Council and the Executive Committee.

- Train and build the capacity of the National Conservancies Council (NCC) and Executive committee on governance and leadership and hold quarterly board meetings.
- Hold Annual General Meetings for the conservancy leaders and meetings for relevant conservancy groups to encourage networking, cross learning and sharing of best practices in governance.

OBJECTIVE 3.2.2: To operationalize the Kenya Wildlife Conservancies Foundation to support strategic growth & development.

- Establish and operationalize the Kenya Wildlife Conservancies Foundation (KWCF) board.

STRATEGY 3.3: Enhance KWCA'S FINANCIAL sustainability

Rationale

In order to finance this strategy, we will work towards increasing and diversifying our funding base. This will involve reviewing the existing fundraising strategy and realigning this to the current organisational strategy. The drive over the next few years will be towards sustainability with various options being explored such as the Conservation Hub and relevant Funds. We will also establish and maintain strategic partnerships that will support our work, in particular within the private sector.. Strategic and efficient use of resources will also be encouraged through budget optimization processes and planning.

OBJECTIVE 3.3.1: To grow and diversify KWCA's funding and income to sustainably cover its operational and programmatic priorities.

- Explore and secure funding for other key staff positions. (Chief Operations Officer, policy coordinator, accountant and programs officer)
- Implement phase 2, 3 and 4 of the KWCA sustainability plan to unlock membership potential, access long term government financial support and develop revenue generating activities respectively through private sector engagement.
- Participate in developing, fundraising and disbursement of funds through the National Conservation Trust Fund and Conservancy Grant Facility including participation in decision making at the board level
- On request, offer a fee for service to support the review of contractual agreements between conservancies and external partners such as tourism investors or conservation non-governmental organizations.
- Design and implement a platform for marketing conservancies as a tourism destination and promote investment in conservancies.

OBJECTIVE 3.3.2: To explore and implement options for efficient use of resources and cost reduction.

- Review and optimize financial management procedures for efficiency and cost reduction.





Photo Credits: KWCA

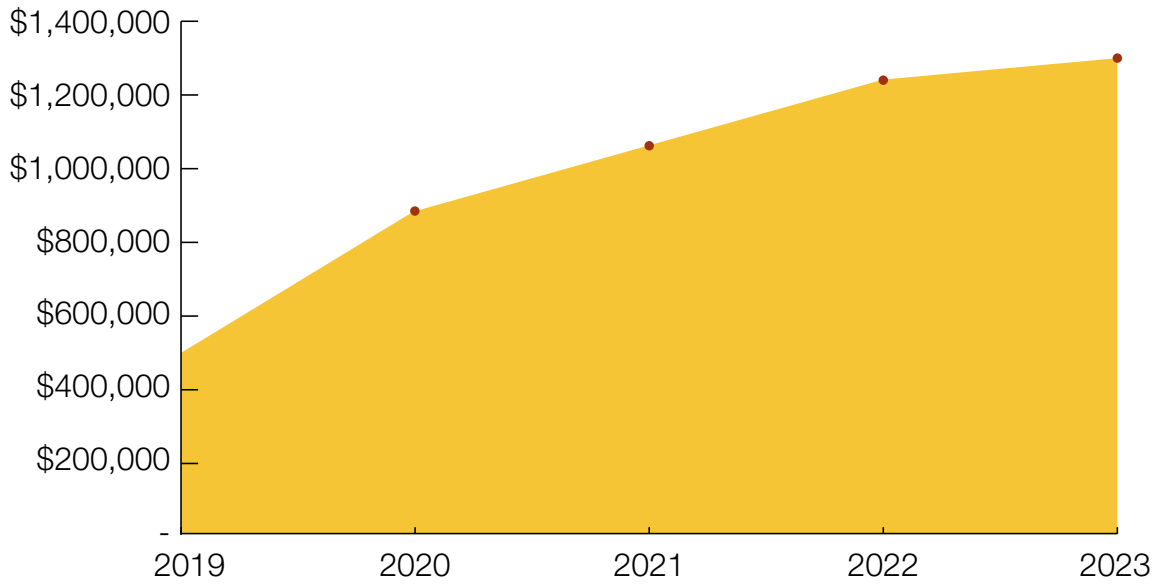
Implementation framework

Financing

KWCA's current funding is comprised of annual conservancy membership fees and project-based grants from a handful of partners. This places the organization at risk due to limited financial stability.

We will seek to diversify our revenue streams in the medium term through multi-year grants to cover core costs, earned income opportunities, optimize membership fees and philanthropic contributions. Other opportunities include the government-led National Conservation Trust Fund and the Conservancies Grant facility. KWCA's sustainability plan will be reviewed regularly to ensure targets around these and other mechanisms that could deliver resources to achieve our strategic goals while also contributing to the needs of Regional Associations and conservancies are defined.

In the long term, for both KWCA and the conservancies we will work towards stimulating transformational partnerships with the government, private sector and other stakeholders for sustainable financing as we move towards self-reliance. Joint fundraising will be undertaken in partnership with the Regional Associations to promote conservancy growth and development. We will also explore innovative financing strategies such as government debt swaps, carbon credit schemes, green bonds, among others. We will closely monitor climate finance trends and leverage opportunities that will grow local capacity to achieve self-reliance.

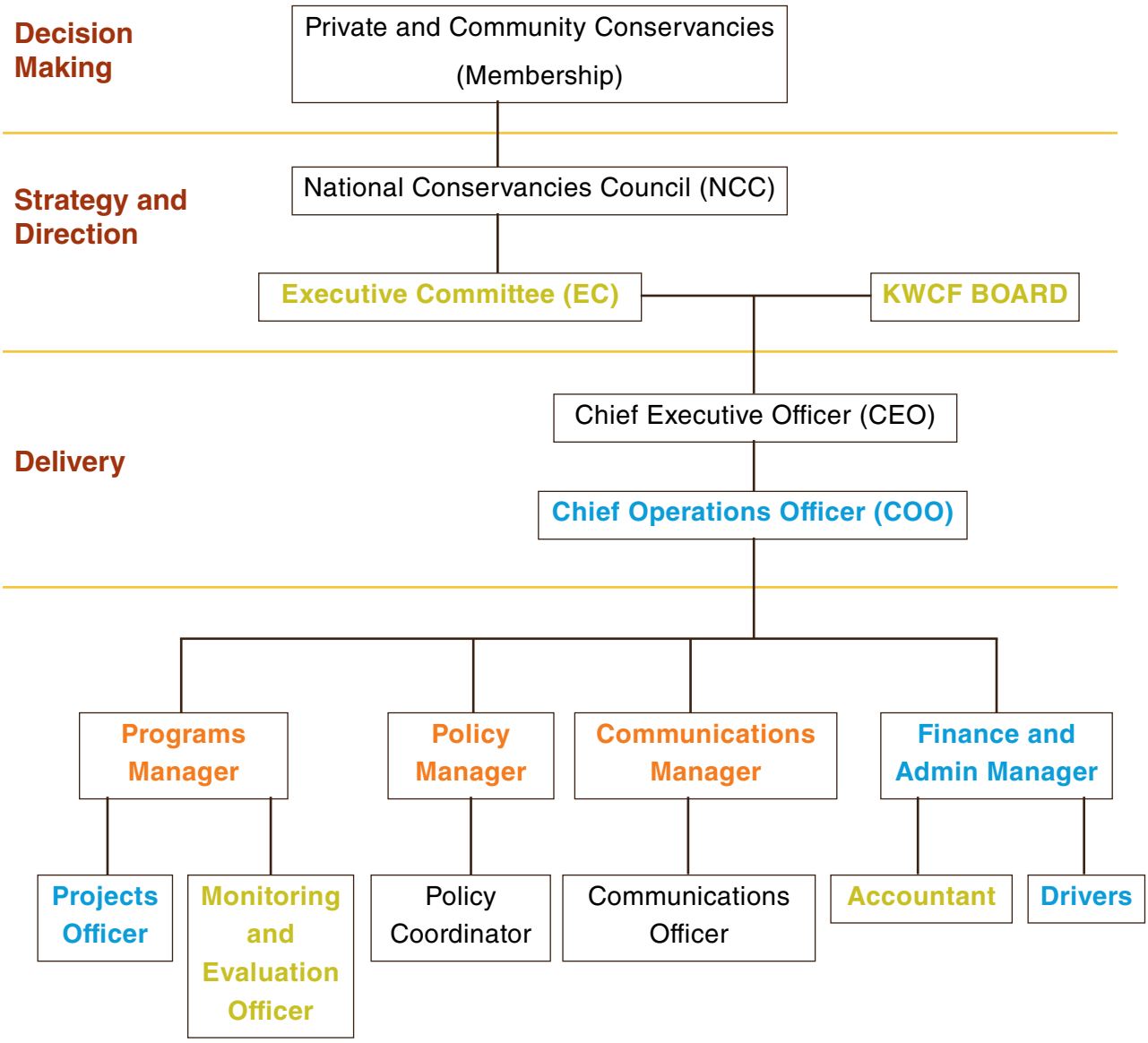


The budget represents projected income and donor funding throughout the five-year period. This will support core costs and direct program implementation.

Organisational Structure

KWCA is keen to attract and retain talent. While our current team's commitment, passion and professionalism has been commended, we recognise the challenge ahead and the need to continue to grow our team in order to effectively implement this strategy. This includes, bolstering our monitoring and evaluation, human resource management, operations and programme management, all duties currently undertaken by existing staff.

The proposed organisational structure that will ensure we achieve the objectives under this strategy is as shown below:



Color code:

Near Term Priority	Medium Term Priority	Long Term Priority

Partnerships

By design, conservancies and the conservancy movement are a partnership. Local community conservation organisations, development partners, the private sector, and the government each have roles to play if we want to see a greater impact achieved and sustained.

KWCA recognises that to succeed in its mission, maintaining existing partnerships and developing new partnerships is essential. We value our partners and want to continue to strive in being proactive and deliberate in establishing partnerships that capture our collective abilities and resources and leverage on our expertise, skills, and connections

We encourage partnerships built on trust and mutual respect, between us and national and international partners, as well as among the Regional Associations and conservancies. We will continuously evaluate existing partnerships while also seeking out opportunities to create new partnerships. Our commitment to our partners is that we will always endeavour to be a better partner.

Communications

KWCA aims to use communications as a way to promote our brand, raise awareness about the successes and potential of conservancies, share best practices, and influence policies to benefit communities and conservancies. We will leverage our local and international partners to amplify the collective voice of our community conservancies. We will strive to positively influence the conservation narrative thus garnering support for the movement.

KWCA identifies conservancies, Regional Associations, policy makers, conservation partners and the general public as its primary target audience. To function as a network, communication is a central pillar in ensuring information flow is current, relevant, evidence-based, community and conservancy focused. KWCA adopts a strategic approach in ensuring information gets to the right audiences, using a variety of tools to do so: policy briefs, factsheets, video clips, press site visits, advocacy brochures, website, social media and newsletters. Measuring the success of our communication effort will be built into our monitoring and evaluation framework.

Monitoring, Evaluation & Learning

An effective M&E team, data collection protocols, clearly defined indicators, an M&E plan and a management information system are central components for knowledge management and learning. We acknowledge that our systems need to be improved to provide consistent, timely, and accurate data.

In order to achieve this, we will establish and maintain a robust and effective monitoring, evaluation and learning system that will ensure that information and knowledge is managed at both regional and national level. We shall consistently strengthen M&E capacity at the regional level, undertake learning activities to ensure the right evidence exists to highlight progress and inform policy processes. One of our key dissemination tools will be the National Status of Conservancies Report that will be shared widely.







Photo Credits: KWCA

Kenya Wildlife Conservancies Association
Living nature, Living people

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Photo Credit: Angela Scott

