

Western Wildlife
Conservancies Association

STRATEGIC PLAN

2025 -2029





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Foreword

The Western Wildlife Conservancies Association (WWCA) was registered in April 2014 as an umbrella organization representing Wildlife Conservancies within the larger Western Landscape. WWCA has grown from a relatively nascent start-up organization to a more effective and established organization that now plays a critical leadership role in the conservation of biodiversity and natural resources in the Western Kenya Landscape.

The association has an established Governing Committee managing its activities. However, the Committee has not achieved much since its formation in 2014. In addition, lack of a fully functional Secretariat and a Strategic plan had hindered progress of the Association

The strategic plan is therefore intended to guide WWCA strengthen its institutional capacity on governance and management structures, grow its membership, build its advocacy capacity, enable effective partnerships, and enhance its visibility and structures to enable self-reliance

Our theory of change posits that we need to transform WWCA into to a high performing Conservation Organization; Sustainably manage our critical landscapes and species; Strengthen Policy and Advocacy capacity of WWCA; and secure durable long-term financing for conservation, then WWCA will be the leading conservation association in Kenya

The development of this strategic plan has been participatory and consultative and involved a wide range of stakeholders. I would like to thank my fellow Committee Members for the dedication and commitment towards achieving this important milestone for WWCA. As the Chair of the Governing



Committee, I promise to provide the requisite support and oversight to ensure the realization of this plan.

Charles Ambunya
C.E.O

Executive Summary

The Western Wildlife Conservancies Association (WWCA) was registered in April 2014 as an umbrella organization representing Wildlife Conservancies within the larger Western Landscape that covers fourteen counties namely;

Uasin Gishu, Elgeyo Marakwet, Nandi, Trans Nzoia, Bungoma, Kisumu, Siaya, Busia, Kakamega, Vihiga, West Pokot, Turkana, Homabay and Kericho

WWCA has grown from a relatively nascent start-up organization to a more effective and established organization that now plays a critical leadership role in the conservation of biodiversity and natural resources in the Western Kenya Landscape.

This Strategic plan is intended to guide WWCA strengthen its institutional capacity on governance and management structures, grow its membership, build its advocacy capacity, enable effective partnerships, and enhance its visibility and structures to enable self-reliance.

We are an organization that is coordinating the efforts in promoting enchanting lands and transforming communities while safeguarding our iconic wildlife in Western landscape.



OUR VISION

To be the leading wildlife Association in Kenya that promotes peaceful co-existence, a secure environment and development for sustainable livelihoods in western landscape



OUR MISSION

Building and promoting wildlife conservation in an efficient, reliable, effective, safe, and environmentally friendly through enhanced conservation mouth piece for socioeconomic development besides, application of innovative best practices in the region.



OUR CORE VALUES

We are guided by the following Core values:

- Commitment to Conservation
- Sustainability
- Community Engagement
- Collaboration
- Education and Awareness
- Innovation
- Advocacy and Policy
- Peace and Security
- Transparency and
- Accountability

We believe that these following four goals will guide the pathway to change:



This will be achieved by various strategies based on the opportunities and strengths we can leverage as well as addressing multiple threats within our context.

The estimated costs to implement this plan over the next five years is

KES 564.5 Million.

SUDAN

ETHIOPIA



UGANDA

SOMALIA

TANZANIA

1.0 Background

The Western Kenya landscape has endless possibilities for conservation, Eco-tourism, and community development. Each area is endowed with its uniqueness in terms of culture, landscapes and climate, even flora and fauna yet with some similar constraints when it comes to conservation. The area can be divided into three distinct regions as summarized below:

The Western Region of Kenya,

bordering Uganda, consists of four counties Vihiga, Busia, Bungoma and Kakamega. It is home to Kenya's second highest Mountain, Mt. Elgon (Bungoma County) and Kakamega Rain Forest (Kakamega County). It has diverse physical features, from the hills of northern Bungoma County to the plains bordering Lake Victoria in Busia County. The highest point in the Western Region of Kenya is the peak of Mount Elgon, while the lowest point is Busia on the water at Lake Victoria.

The climate is mainly tropical, with variations due to altitude. Kakamega County is mainly hot and wet most of the year, while Bungoma County is colder but just as wet. Busia County is the warmest, while the hilly Vihiga County is the coldest. The entire region experiences very heavy rainfall all year round, with the long rains in the earlier months of the year.

North Rift Region

The region covers six counties namely: Elgeyo/ Marakwet, Nandi, Trans Nzoia, Turkana, Uasin Gishu and West Pokot. It is also a frontier region bordering Uganda, South Sudan and Ethiopia.

The topography of the six Counties is significantly varied: Uasin Gishu is located on a plateau and has a cool and temperate climate; Elgeyo Marakwet County has three distinct topographical zones: The Highlands, the Escarpment, and the Valley; Nandi county is geographically, the unique jug-

shaped structure of Nandi County is bound by the Equator to the south ; Transzoia county is Situated in the slopes of the mountain and has a cool and temperate climate; West Pokot County is characterized by a variety of topographic features. On the northern and north eastern parts are the dry plains, with an altitude of less than 900 m above sea level. On the southeastern part are Cherangani Hills with an altitude of 3,370 m above sea level.; Turkana county physiographic features include low lying open plains, mountain ranges and river drainage patterns.

Nyanza region

It is comprised of the 6 counties of the former provincial administration unit. These counties include Siaya, Kisumu, Homa Bay, Migori, Kisii and Nyamira which straddles Lake Victoria. The climatic condition in the region is tropical humid. Apart from its cultural heritage, Nyanza is also known for its natural beauty. The region is home to several nature reserves, including the Ruma National Park and the Kisumu Impala Sanctuary. These reserves are home to a variety of wildlife, including elephants, buffalo, giraffes, and antelopes.

These regions have unique environmental and socio-economic factors which determine development of conservancies. These are characterized by: small parcels of land that are mainly viable for sanctuaries and game farms apart from West Pokot and Turkana, The high population density in most areas and limited knowledge on wildlife conservation by communities is limiting the growth of conservancies. The cultural beliefs and practices are also impacting on conservancy model.

1.1 Conservancy Movement in Kenya

The Conservancy movement in Kenya was influenced by management practices during the colonial era in the 1800s and 1900s. In the 1800s local communities relied on wildlife for subsistence with limited evidence of any monetary benefit influencing trading in wildlife resources.

This however changed with the emergence of British imperial rule in the 1890s, with big game hunting leading to significant wildlife declines. This led to a drive to establish protected areas to preserve wildlife as well as offer recreational sites. In 1896, following the declaration of the British East Africa Protectorate, the colonial government then established wildlife game reserves. This was later followed by the establishment of Parks through the National Parks Ordinance of 1945. This was following the 1933 agreement known as the Convention Relative to the Preservation of Fauna & Flora in their Natural State or the “London Convention” that encouraged colonial powers to conserve nature. It was the first general conservation agreement in Africa and required signatories to establish parks and reserves. The birth of Kenya’s protected areas did not bode well for the local communities who were immediately faced with challenges of displacement and human–wildlife conflict. Following independence in 1963, Kenya’s government continued to expand the areas under protection with more parks and reserves established. It was assumed that this would be adequate to preserve the country’s wildlife. This assumption was however challenged as wildlife continued to move beyond the established boundaries, with over 70% found outside these protected areas. This led to increased interest from individuals and communities in wildlife conservation thus the establishment of “non state protected areas” across the country.

The first private conservancy was Sergoit Farm, established in 1953. Solio, Ol jogi, and Sangare ranches followed in the 1970s established specifically to protect rhinos and other wildlife. In 1972, the Taita Hills Sanctuary was established



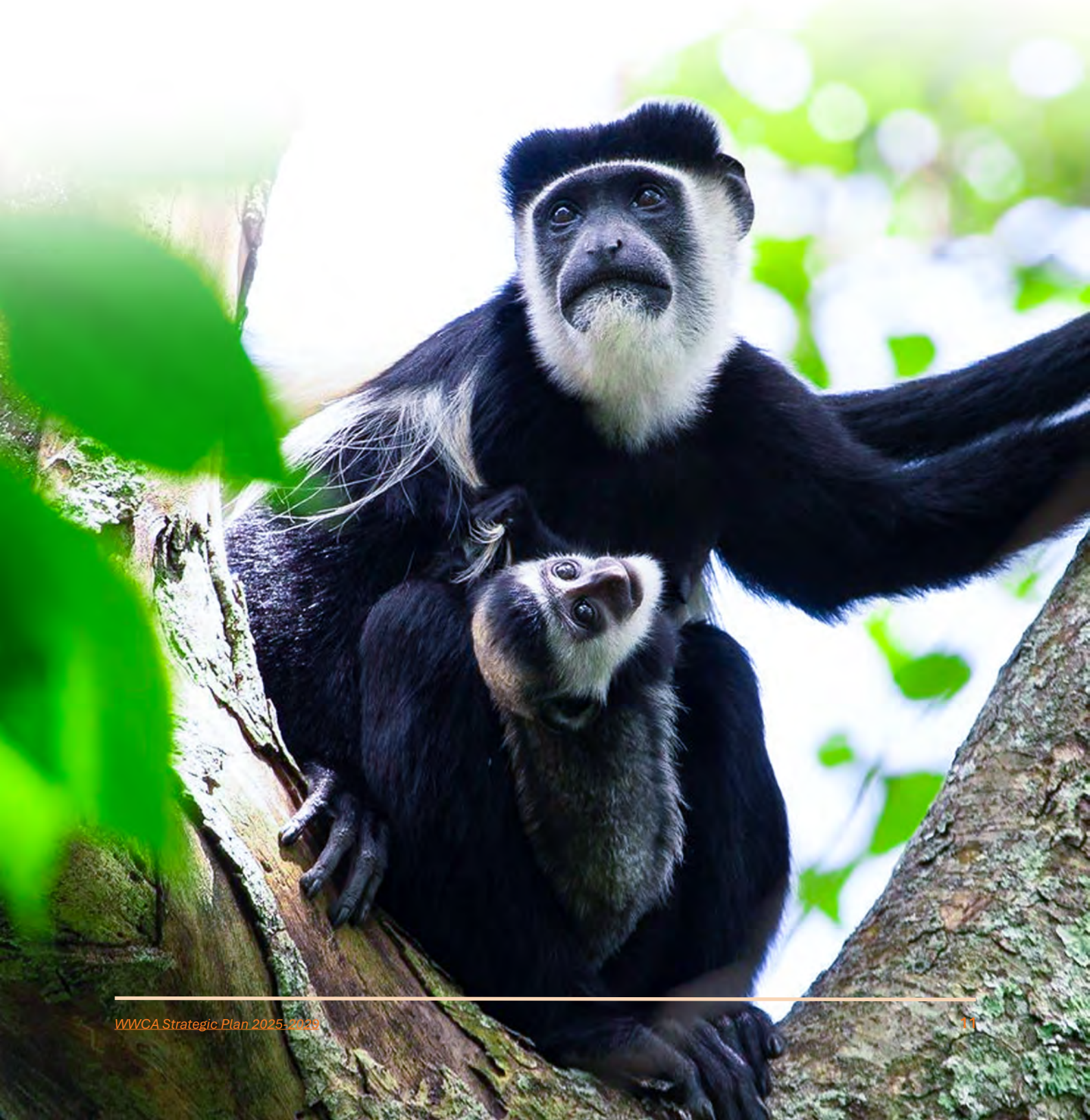
to promote the conservation of elephants. The establishment of these conservancies was mainly to conserve endangered wildlife species and the promotion of wildlife tourism. Various models have since emerged, including conservancies, that have over the past 20 years, become critical in conserving Kenya’s vast and rich landscapes. This is grounded in the idea that local communities and landowners can be 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 empower local communities.

With the enactment of the Wildlife Conservation and Management Act of 2013, conservancies are now formally recognized as land use models that empower local people to lead conservation and natural resource management efforts.

This is also aligned with Kenya’s Constitution of 2010 on Land management that includes the protection and conservation of the environment. In more recent policy changes, the Community Land Act, No. 27 of 2016, promotes wildlife conservation

and natural resource management on community land as well as formalizing stronger democratic decision making on community conservancies. land. This has in turn incentivized communities and landowners to 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. Today, there are more than **200 conservancies** covering **19% of Kenya**, spread across **28 counties**, with 76 of them being community owned and managed. They encompass diverse ecosystems: from range lands to forests to marine environments



1.2 History of WWCA

Since its establishment in 2014 as a regional umbrella body, WWCA has worked to build an enabling policy environment that advances and incentivizes conservancies. WWCA works through fourteen counties to create a network of local communities enabled to manage land and natural resources.

In 2016, the Association had 12 member conservancies covering 31,164 Ha at various stages of development. Currently the network has a total of 44 wildlife conservancies, 9 sanctuaries and 8 game farms as potential members of the Association (see annex 1 for details) that are critical in securing critical dispersal areas and migratory corridors. WWCA thus provides the institutional arrangements that enable local communities to benefit and diversify livelihoods through sustainable management of the natural resources.

To enhance effectiveness, WWCA supports the growth of community and private conservancies working at a landscape level to coordinate the development and coverage of conservancies. The

associations play a critical role in landscape-level planning, advocacy at the county level, capacity building for conservancies, sharing of knowledge and best practices, and efforts to include women and youths in conservancy management. However, most conservancies need more capacity to provide strategic leadership at the grassroots level.

1.3 Context of Strategic Planning

As part of the plan development consultations were held with WWCA to agree on how to facilitate and document a consultative process with different stakeholders- WWCA governing committee, members, and partners to seek feedback on the 2025-2029 strategic plan; establish the existing organizational capacity of WWCA that will inform the prioritization of strategies within the strategic plan; and develop a common and shared vision, mission, goals, and strategies that guide the growth and development of WWCA over the next 5 years.

For the strategic plan development, the 5-step strategic planning process that involves a structured methodology to guide WWCA from vision to implementation was used.



2.0 Strategic Direction

2.1 Mandate

WWCA draws its mandate from its current Constitution – It is registered as an association under the Societies Act CAP 108 of the laws of Kenya. Under Clause 4 of the Constitutions -the Association shall be non-political and shall not be a trade union and its main objectives shall be:

- a) To provide a ‘platform’ for open discussions; policy formulation; sharing of resources and ideas; knowledge and ‘best practices’ base; and to provide lobbying mechanisms within national and county governments in the areas of wildlife management, conservation and utilization within the wider Republic of Kenya;
- b) To increase knowledge and understanding the wildlife and natural resources educational programs;
- c) To promote interest in and concern for the preservation and conservation of wildlife and habitat by assisting in the establishment of individual voluntary support groups, or ‘friends’ groups and to generally promote the preservation and conservation of designated wildlife;
- d) To provide a platform for the promotion, advertising, marketing and public relations for its members respect of tourism related activities.
- e) To engage various other ‘natural resource users’ as well as liaise with county and national governments with regards to effective lobbying on taxes, training, financial and security among other issues that affect conservancies.
- f) To promote mechanisms of user rights for sustainable wildlife management and utilization in County’s and neighboring areas;
- g) To coordinate members’ views as well as creating and promoting awareness on conservation matters;
- h) To promote mechanisms for ‘benefits sharing’ with members whose land contiguous to member conservancies;
- i) To assist with creation and sustainability of conservancies and the replication of the best practices pertaining to wildlife monitoring and habitat sustainable use across the country; and
- j) To implement the general objectives of the Association by promoting sound environmental values and sustainable living and coexistence with wildlife and their habitat; encouraging individual and community action in wildlife conservation; wildlife monitoring and securing the protection of wildlife habitat.



VISION STATEMENT

is to be the leading wildlife Association in Kenya that promotes peaceful co-existence, a secure environment and development for sustainable livelihoods in western landscape



MISSION STATEMENT

To Build and promote wildlife conservation in an efficient, reliable, effective, safe, and environmentally friendly through enhanced conservation mouth piece for socioeconomic development besides, application of innovative best practices in the Western Landscape.



Strategic Goals

During the Strategic plan period, the association will work with its membership towards achieving the following strategic goals;

- WWCA transformed to a high performing Conservation Organization
- Sustainable management of critical landscapes and species improved
- Policy and Advocacy capacity of WWCA strengthened
- Durable long-term financing for conservation secured



Core Values

The following core values shall guide the Association in the natural habitats. Implementing best practices in wildlife m

Community Engagement- Involving local communities in conservation efforts and decision-making processes. Enhancing livelihoods through education, training, and sustainable development programs.



Sustainability- Promoting sustainable land and resource use to ensure long-term ecological balance. Supporting alternative nature-based livelihoods that benefit both communities and ecosystems.



Collaboration- Building strong partnerships with government agencies, NGOs, local communities, and the private sector. Creating a platform for sharing ideas, resources, and best practices.

the delivery of its mandate. Conservation Commitment- Dedication to the preservation and protection of wildlife and management and habitat restoration.

Education and Awareness

-Raising public awareness about the importance of wildlife conservation and sustainable living. Providing educational programs and outreach initiatives to foster a conservation ethic.



Transparency and Accountability

Maintaining transparency in operations, decision-making, and resource management. Upholding accountability to stakeholders, including community members, donors, and partners.



Peace and Security

-Ensuring the safety and security of wildlife and human communities. Preventing and managing conflicts through effective security measures and community collaboration.



Innovation

-Applying innovative solutions and technologies in wildlife monitoring, habitat management, and conservation strategies. Continuously improving conservation practices through research and data analysis.



Advocacy and Policy

-Advocating for policies that support wildlife conservation and sustainable development. Engaging in policy formulation and lobbying at national and county levels.



Environmental Stewardship

Promoting sound environmental values and practices. Encouraging sustainable coexistence with wildlife and the natural environment.





3.0 Situational and Stakeholder Analysis

3.1 Situational Analysis

Situational analysis assesses the internal and external factors that are likely to influence WWCA performance during the planning period. It involves analyzing information about the current situation, both internally and externally.

A) External Environment

The external environment assessment looks at the environmental factors, as well as other specific issues that can affect WWCA operations and decision making. This analysis helps WWCA to identify opportunities and potential threats that may have an impact on the implementation of the strategic plan.

Threats within Western Kenya Landscapes

The landscapes face a number of threats to preservation and good resource management. These include;

a) Poaching and Illegal Wildlife Trade: Persistent threats from poaching and illegal wildlife trade jeopardize efforts to protect endangered species in Western Kenya.

b) Human-Wildlife Conflict: Increasing conflicts between wildlife and local communities threaten conservation efforts and livelihoods.

c) Policy and Regulatory Changes: Changes in government policies or regulations may impact conservation strategies and funding allocations.

d) Climate Change Impacts: The region is vulnerable to climate change, affecting habitats and wildlife populations.

e) Public Perception and Awareness: Misinformation or lack of public awareness about conservation issues could undermine support for WWCA's initiatives.

f) Habitat degradation and loss-due to land fragmentation and change of use .

g) Tourism market volatility: There is no product in place it needs to be developed. There is inadequate hotels for accommodation to support conferencing, Pollution in the Lake and Water hyacinth choking the lake in most cases interfering with fish breeding sites, Lack of landing sites and Cross Border interference/conflicts.

h) Small land parcels coupled with a high population density and competing land uses is putting a lot of pressure on Conservancy development especially in the Nyanza and Western Regions.

Opportunities in the Western Kenya Landscapes

The landscape has unique environmental, sociolect-economic and cultural attributes that provide varied opportunities for the development of conservancies.

a) Growing Eco-tourism Interest: Increasing interest in eco-tourism presents opportunities to promote Western Kenya's unique biodiversity, attracting visitors and generating revenue for conservation.

b) Climate Resilience Projects: Funding opportunities for climate change adaptation projects can support habitat restoration and community resilience efforts.

c) Educational Programs: Developing educational programs in local schools and communities can raise awareness about conservation and foster future conservationists.

d) Collaboration with NGOs and International Organizations: Partnering with global conservation organizations can leverage resources and expertise for larger-scale conservation projects in the region.

e) Devolution and the County Economic Blocks that cover the western landscape - Lake Region Economic Block (LREB) and North Rift Economic Block (NOREB) provide massive investment opportunities in the Wildlife industry.

B) Internal Environment

The internal environment involves a broad examination of a WWCA's internal factors in respect to governance, resources and capability to identify its strengths and weaknesses

Strengths:

a) Expertise in Local Ecosystems: WWCA possesses deep knowledge of the unique ecosystems in Western Kenya, including biodiversity hot spots like Kakamega Forest and

Lake Victoria Basin.

b) Strong Partnerships with Local Communities: The association has established effective partnerships with local communities, fostering support for conservation initiatives and sustainable livelihoods.

c) Research Collaboration with Local Universities: Collaborations with universities in Western Kenya enhance scientific research capabilities and provide valuable data for conservation planning.

d) Diverse Wildlife Population: The region boasts diverse wildlife species, including endemic species like the Sitatunga antelope, providing a unique conservation focus.

e) Government Support and Policy Influence: - WWCA influences local and regional conservation policies, promoting sustainable practices and wildlife protection.

Weaknesses

a) Limited Funding Diversity: Dependency on international grants and donor funding makes WWCA vulnerable to fluctuations in funding availability.

b) Infrastructure and Technology Gaps: Challenges in infrastructure and access to technology hinder efficient data collection and monitoring of wildlife populations.

c) Community Engagement Consistency: Inconsistent engagement with local communities may affect long-term support for conservation efforts.

d) Capacity Building Needs: Training and capacity building among staff and member conservancies are essential for effective conservation management.

e) The Geographical focus of WWCA is so wide - 14 Counties spread over the Western part of Kenya from Turkana to Migori poses a challenge in terms of NRM Governance.

By leveraging its strengths, addressing weaknesses, seizing opportunities, and mitigating threats, WWCA can enhance conservation efforts in Western Kenya. Continuous adaptation and collaboration with stakeholders will be key to achieving sustainable wildlife conservation and community development goals in the region.

3.2 Analysis of Past Performance

Since its establishment in 2014 as a regional umbrella body, WWCA has worked to build an enabling policy environment that advances and incentivizes conservancies. WWCA works through fourteen counties to create a network of local communities enabled to manage land and natural resources.

The network comprises nearly 40+ conservancies and, securing critical dispersal areas and migratory corridors while providing institutional arrangements that enable local communities to benefit and diversify livelihoods through sustainable management of the natural resources.

WWCA is still a nascent organization but they have been able to bring together land owners, community groups and conservancies with the current membership consisting of **17 registered member conservancies** covering an area of **35,441.7 Ha**. It has remained faithful to its goal despite a little/ no resources since formation. It has also provided a common platform for airing members views, grievances and seek support towards promoting conservation agenda and investments in the Western Landscape.

WWCA has continued to attract the confidence of other partners supporting it from **Kenya Wildlife Conservancies Association (KWCA)** and **The Nature Conservancy (TNC)**. WWCA now has a physical functioning office space with two staff members.





3.3 Stakeholder Analysis

The Power (Influence) -Interest Grid was used for Stakeholder analysis and results summarized below;

Low-influence & Low-interest

WRTI WARMA, NMK, KEFRI, National Treasury, ILRI and Total Kenya.

Low- Interest & High-Influence

WWF, Bird life, Kanfoc, Nature Kenya, KALRO, GDC, Crane Foundation, Mpesa Foundation, Safaricom, NEMA and the Local communities

Low-influence & High-interest

KenGen and Local Banks

High-Interest & High-Influence

Conservancies, KWS, Provincial Admin -Chiefs, TNC, KWCA, County Governments - Relevant CECs, KFS, Mount Elgon Ecosystem Trust and Wildlife Committees

S/ No	Stakeholder	Role	Expectation of the Stakeholder from WWCA	Expectation of the WWCA from Stakeholder
1.	National Government	<ul style="list-style-type: none"> • Conservation Policy Formulation and implementation • Facilitate public participation on wildlife conservation 	<ul style="list-style-type: none"> • Strong Conservation Institutions governed by rule of law • Accountability • Conservancies support 	<ul style="list-style-type: none"> • Enabling policies that support conservation • Information/data sharing • Leadership
2.	14 County Governments	<ul style="list-style-type: none"> • Funding • Public participation in Conservation • Development of County Spatial Plans 	<ul style="list-style-type: none"> • Good will and support from Conservancies • Equity and fairness in Projects design and implementation • Accountability 	<ul style="list-style-type: none"> • Financial and other Resources to support Conservancies • Enabling conservation policies • Accountability • Co-management of Reserves • Equity in benefit sharing from NR/ Conservation
3.	Wildlife Conservancies (Private and Community)	<ul style="list-style-type: none"> • Promote land use that supports wildlife conservation • Resource mobilization • Participation in Conservation policy processes. 	<ul style="list-style-type: none"> • Economic Empowerment • Education and Awareness • Promotion of Tourism investments 	<ul style="list-style-type: none"> • Wildlife and visitor security • Support to wildlife economy • Managing Resource and Human Wildlife Conflicts
4.	Local Communities	<ul style="list-style-type: none"> • Pride in conserving Wildlife as a National heritage 	<ul style="list-style-type: none"> • Equity and Transparency in benefit sharing 	<ul style="list-style-type: none"> • Compliance with conservation laws and regulations

S/ No	Stakeholder	Role	Expectation of the Stakeholder from WWCA	Expectation of the WWCA from Stakeholder
		<ul style="list-style-type: none"> • Support Community-led and managed conservation 		
5.	Ministries, Departments and Agencies	<ul style="list-style-type: none"> • Policy development /review and implementation • Wildlife security and protection • Data and information sharing • Resources/ Funding for Conservation 	<ul style="list-style-type: none"> • Strong governance in NRM sectors • Coordination and partnerships in Wildlife conservation • Education and awareness on policies 	<ul style="list-style-type: none"> • Implementation of policies • Collaboration and partnership • Information and Data sharing • Co-funding of Wildlife Conservation projects
6.	NGOs/Civil Society	<ul style="list-style-type: none"> • Financial and Technical support to Conservation • Policy Advocacy • Resource Mobilization 	<ul style="list-style-type: none"> • Collaboration and partnerships • Accountability • Community Mobilization 	<ul style="list-style-type: none"> • Capacity building of local conservancies • Co-funding of conservation projects • Education and awareness
7.	Private Sector	<ul style="list-style-type: none"> • Resource/ Financial support • Tourism investments • CSR Projects 	<ul style="list-style-type: none"> • Marketing and promotion of tourism in Conservancies • Investment forums for conservancies • Collaboration and partnerships 	<ul style="list-style-type: none"> • Employment opportunities to local communities • Investment in Tourism Facilities/Products • Technical support

S/ No	Stakeholder	Role	Expectation of the Stakeholder from WWCA	Expectation of the WWCA from Stakeholder
8.	Development Partners	<ul style="list-style-type: none"> • Funding opportunities • Financial and Technical support to Conservation 	<ul style="list-style-type: none"> • Collaboration and partnerships • Accountability • Community Mobilization 	<ul style="list-style-type: none"> • Financial and Technical support • Promote accountability in Conservancies
9.	Research Institutions	<ul style="list-style-type: none"> • Undertake research on wildlife conservation • Support policy implementation • Data repository and information sharing 	<ul style="list-style-type: none"> • Support collaborative research on wildlife • Share information and data- ITK • Applied research 	<ul style="list-style-type: none"> • Conduct research • Information and Data sharing • Influence Policy through Practice • Education and awareness • Capacity building
10.	Learning Institutions	<ul style="list-style-type: none"> • Conservation education and awareness • Support wildlife conservation 	<ul style="list-style-type: none"> • Collaboration and partnerships • Information sharing • Capacity building 	<ul style="list-style-type: none"> • Training on wildlife conservation • Collaboration • Mentor ship



4.0 Strategic Issues, Goals and Key Result Areas

4.1 Strategic Issues

A number of issues affecting development of conservancies in the Western Landscape are institutional based, trans-ecosystems in nature and require a coordinated ecosystem approach. The strategic issues to be addressed by WWCA are from the different analysis of WWCA as an organization, its mandate, past performance, strengths, weaknesses, opportunities, threats, and stakeholder analysis. These issues must be addressed for WWCA to achieve its vision and mission.

The issues identified are:



1 Capacity needs: WWCA was registered in 2014 but has stagnated in terms of growth. There is an organizational capacity gap that needs to be addressed if WWCA is to be empowered to deliver on its mandate as a Regional representative body for conservancies in Western landscapes.

3 Habitat degradation and loss: Most of the landscapes in Western Kenya have been affected by degradation and fragmentation while others have been affected by land use changes. There is need to restore and maintain thriving habitats and ecosystems for wildlife to thrive. The region is also vulnerable to climate change, affecting habitats and wildlife populations

2 Policy and regulatory changes: poor governance and failing policy environment are partly to be blamed for the negative perception of conservancies in the region - WWCA has to be fully engaged in policy process

4 Funding: The full dependency on international grants and donor funding has made WWCA vulnerable and the association is not as vibrant at the moment to initiate development programs. It needs to explore different funding options. Durable financing not only supports organizational sustainability but also allows for improvement and scale up of programs, service, and products.

4.2 Strategic Goals

The strategic goals were identified from the strategic issues that emanated from situation analysis. For the 2025 – 2029 Strategic Planning Period the WWCA will pursue the following strategic goals

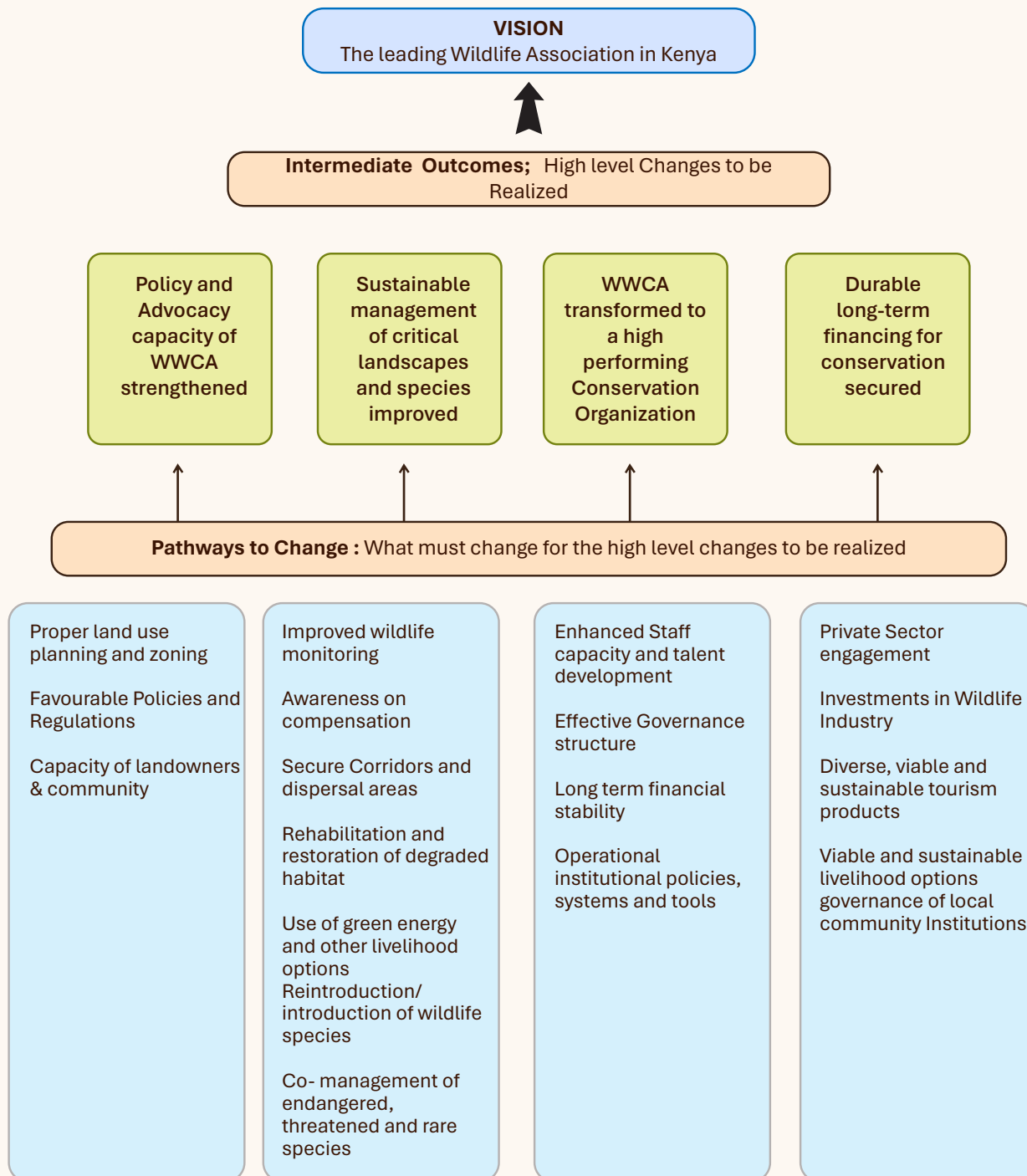


4.3 Key Result Areas

Key Result Areas (KRAs) are specific areas in which WWCA will focus its efforts to achieve strategic goals and deliver measurable results. These are summarized in table 4.3 below

Strategic Issue	Goal	Key Result Area (KRA)
Policy and Regulatory Changes	Policy and Advocacy capacity of WWCA strengthened	1. Community participation in wildlife conservation 2. Access and benefit sharing
Habitat degradation and loss	Sustainable management of critical landscapes and species improved	3. Reduced Human Wildlife Conflict (HWC) 4. Resilient ecosystems rich in biodiversity
Capacity needs	WWCA transformed to a high performing Conservation Organization	5. High performance organization
Funding	Durable long-term financing for conservation secured	6. Wildlife Economy 7. Sustainable livelihoods

WWCA Theory of Change



5.0 Strategic Objectives and Strategies

5.1 Strategic Objectives

Each key result area has several strategic objectives that identify which immediate outcome is to be delivered. These pathways to change are summarized in the table below

No.	Key Result Area	Strategic Objective
1	Community participation in wildlife conservation	Conservancies as a land use option
		Increase community and stakeholder participation in wildlife conservation
2	Access and benefit sharing	Increase access to benefits from wildlife conservation
		Equity in access and benefits sharing
3	Reduced Human Wildlife Conflict	Prevention, mitigation and compensation of HWC victims
		Secure more space for wildlife in Conservancies
4	Resilient ecosystems rich in biodiversity	Reduce habitat degradation
		Climate change mitigation and adaptation
		Species reintroduction
5	High performance organization	Recruit competent Secretariat staff
		Ensure Sustainable financing
6	Wildlife Economy	Increase investments in wildlife enterprises
		Promote non-consumptive utilization of wildlife
6	Sustainable livelihoods	Diversify income streams from wildlife based enterprises
		Equity in access to natural resources

5.2 Strategic Choices

These are deliberate decisions made by WWCA and they show the pathways to realizing the strategic objectives and desired outcomes. These are represented as strategies and are summarized in table 5.2

No.	Key Result Area	Strategic Objective	Strategies
1	Community participation in wildlife conservation	Conservancies as a land use option	Advocate for proper land use planning and zoning to secure critical wildlife spaces Advocate for favorable policies and regulations at both national and county levels that support conservancy growth.
		Increase community and stakeholder participation in wildlife conservation	Build the capacity of landowners and community on wildlife conservation
2	Access and benefit sharing	Increase access to benefits from wildlife conservation	Policies and regulations that support access and benefits for communities
		Equity in access and benefits sharing	Strengthen governance of local community institutions through regulations.
3	Reduced Human Wildlife Conflict	Prevention, mitigation, and compensation of HWC victims	Improved wildlife monitoring Sensitization and awareness on compensation processes
		Secure more space for wildlife	Secure wildlife corridors and dispersal areas
4	Resilient ecosystems rich in biodiversity	Reduce habitat degradation	Rehabilitation and restoration of degraded wildlife habitats Promote other livelihood options Promote alternate energy sources to wood fuel
		Climate change mitigation and adaptation	Promote use of green energy Support the implementation of wildlife climate change strategy

No.	Key Result Area	Strategic Objective	Strategies
5	High performance organization	Establish a functional operational base for WWCA	Enhance Staff capacity and talent development
			Enhance transparency and accountability through an effective governance structure
		Ensure Sustainable financing	Strengthen WWCA long term financial stability
			Promote operational excellence by instituting the relevant financial systems, tools, and policies
6	Wildlife Economy	Increase investments in wildlife enterprises	Undertake Private Sector landscape analysis
			Co-facilitate Wildlife Investment Forums
		Promote non-consumptive utilization of wildlife	Promote diverse, viable and sustainable tourism products
7	Sustainable livelihoods	Diversify income streams from wildlife-based enterprises	Increase awareness on viable and sustainable livelihood options
		Equity in access to natural resources	Strengthen governance of local community institutions



6.0 Implementation and Coordination Framework

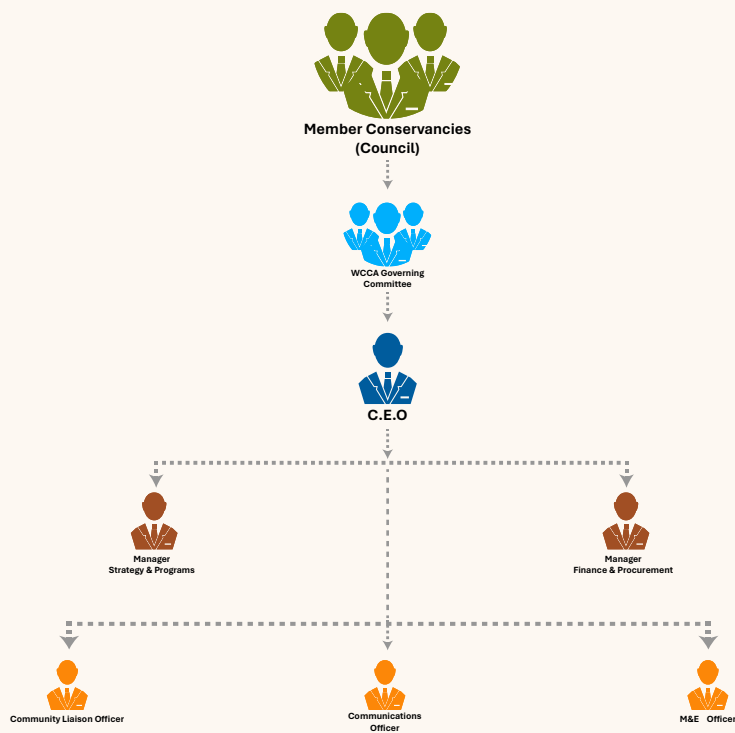
6.1 Implementation Plan

WWCA will work with the various stakeholders identified during the analysis, to implement this plan. The implementation will be through the development of annual operations work plans and budgets. Annual targets will be set as part of monitoring.

6.2 Coordination Framework

The highest level decision-making organ within WCCA is the Membership Council where decisions are made during the AGM. Below this organ is the Governing Committee that consists of 9 members drawn from the various Conservancies. The CEO then reports to this Committee on various operational and management issues. The critical Secretariat staff as identified by the members are the following: CEO, Manager-Strategy and Programs; Manager- Finance and Procurement; Communications Officer, Community Liaison Officer and an M&E Officer.

WWCA believes that the current governance and management structure will support them in delivering on this plan over the next five years. In the initial year of operation, we prioritize to recruit all the Secretariat staff as shown in the organogram below.



6.3 Assumptions

Underpinning this work is the assumption that a high performing WCCA, will lead to the attainment of all the goals above. Other assumptions include the following:

- ▶ Communities acknowledge their limitations and are willing to engage in the process.
- ▶ Government, civil society, private sector and donor good will and support.
- ▶ Resources are available to support the implementation of the Plan.
- ▶ Political stability in the Country after the recent demonstrations



7.0 Resource Requirement

The implementation of this plan is expected to cost approximately KES_564.5 Million over the next five (5) years. The overall resource requirements per year are shown in table 7.1 below.

Costs /KRA	Projected Costs in KES in (000)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Community participation in wildlife conservation	20,000	25,000	30,000	25,000	20,000	120,000
Access and benefit sharing	10,000	12,500	15,000	10,000	10,000	57,500
Reduced Human Wildlife Conflict	15,000	12,500	10,000	7,500	5,000	50,000
Resilient ecosystems rich in biodiversity	15,000	17,000	19,000	21,500	23,000	95,000
High performance organization	25,000	23,500	22,000	21,500	20,000	112,000
Wildlife Economy	10,000	8,500	7,000	5,500	4,000	35,000
Sustainable livelihoods	15,000	20,000	25,000	20,000	15,000	95,000
Total	110,000	119,000	128,000	110,500	97,000	564,500

WWCA will explore various funding opportunities besides grant funding such as partnerships with our members in securing resources through recreational activities (bird watching, hiking, photographic tourism, camping,cultural tourism etc), carbon projects, among others.

8.0 Monitoring Evaluation and Learning

This Strategic Plan will be subjected to a continuous monitoring of performance on the various deliverables. There shall be annual reviews of the plan with a focus on challenges, issues and key lessons learnt. WWCA will work towards building its capacity to apply knowledge gained from evidence for adaptive management. WWCA will develop and implement an M&E framework to monitor and evaluate the implementation of this Strategic Plan based on the set performance standards.

For Monitoring WWCA will;

- ▶ **Determine the Key Performance Indicators to be tracked**

- ▶ **Establish the requisite baselines. Where there are no baselines, they shall be established within the first year.**

- ▶ **Establish standard formats for data collection and reporting;**

For Evaluation WWCA will undertake mid-term evaluation to determine if the plan is on the right track and provide information for any correction or , revision of objectives, strategies or activities. The mid-term review will be conducted mid-2027.

WWCA will also undertake an end-term evaluation at the end of the plan period, which is 2029. This evaluation will establish the extent to which the strategic objectives have been met, assess overall performance and document lessons learnt and recommendations. The lessons learnt and recommendations will inform the next strategic planning cycle.





NO.	COUNTY	CONSERVANCY NAME	CATEGORY	CONSERVANCY TYPE	AREA(HA)	YEAR ESTABLISHED
1	Uasin Gishu	Chebororwa Conservancy	Conservancy	Private Conservancy	680	
		Kesses Dam Conservancy and Ecotourism Project	Conservancy	Group Conservancy	240	
		Eldoret Nature Centre	Game Farm	Private Conservancy	2	
		Kruger Farm Conservancy	Conservancy	Private Conservancy	1,214	1953
		Olmoimoi Conservancy	Conservancy	Private Conservancy	320	
		Koromoso Conservancy	Conservancy	Private Conservancy	320	
2	Elgeyo Marakwet	Kabiyego Conservancy	Conservancy	Community Conservancy	25	
		Kapkurmoi Cultural and Conservation / Rimoi	Conservancy	Community Conservancy	40	2008
		Kibargoi Wildlife Conservancy	Conservancy	Community Conservancy	4,000	2014
		Koisingur Community Conservancy	Conservancy	Community Conservancy		
		Kuresoi Conservancy	Conservancy	Community Conservancy		
		Kuncha Conservancy	Conservancy	Community Conservancy		
		Sangutan Conservancy	Conservancy	Community Conservancy		
		Tot Conservancy (WV)	Conservancy	Group Conservancy	1,000	
3	Nandi	Cheruiyot Ecosystem	Conservancy	Private Conservancy	150	
		Lisa Park	Game Farm	Private Conservancy	1	
		Chemase Conservancy	Sanctuary	Private Conservancy	4	
		Lapkaiyet Wildlife Sanctuary	Sanctuary	Private Conservancy	2	
		Kamarigi Wildlife Conservancy	Sanctuary	Group Conservancy	4	
		Kabirong Conservancy	Conservancy	Community Conservancy	1,000	
		Kingwal Wildlife Conservancy Trust	Conservancy	Community Conservancy	1,750	
		Kaptumek Wildlife Conservancy	Conservancy	Private Conservancy		

NO.	COUNTY	CONSERVANCY NAME	CATEGORY	CONSERVANCY TYPE	AREA(HA)	YEAR ESTABLISHED
		Kingwal Community Conservancy Trust	Conservancy	Group Conservancy	2,000	2013
4	Trans Nzoia	Kitale Nature Conservancy	Conservancy	Private Conservancy	120	
5	Bungoma	Amakoro Farm Conservancy	Game Farm	Private Conservancy	8	
		Buteyo Miti Park Conservancy	Sanctuary	Community Conservancy	14	
		Chepkitale Conservancy	Sanctuary	Private Conservancy	15	
		Luucho Hills Farm Conservancy	Game Farm	Private Conservancy	10	
		Wekelekha Rock Farm	Game Farm	Private Conservancy	8	
		Wekeya Conservancy	Game Farm	Private Conservancy	12	
6	Kisumu	Korumba Conservancy/Wigot Gardens	Game Farm	Private Conservancy	8	
7	Siaya	Lake Kanyaboli community conservancy	Conservancy	Community Conservancy	100	
		Yassco Conservancy	Conservancy	Community Conservancy	20	
		Korumba Conservancy	Sanctuary	Private Conservancy	8	
		Uloma Conservancy	Game Farm	Private Conservancy	10.8	
8	Siaya	Mukhondo Sanctuary	Sanctuary	Private Conservancy	43.5	
		Mukhondo Conservancy	Conservancy	Private Conservancy	17	2009
9	Kakamega	Bishop Horace Etemesi	Sanctuary	Private Conservancy	3.2	
		Lugari Wildlife Conservancy	Conservancy	Private Conservancy	24	
10	Vihiga	Kaimosi Mission Wildlife Conservancy	Conservancy	Private Conservancy	486	2011
11	West Pokot	Cheptulel Wildlife Conservancy	Conservancy	Community Conservancy	15,000	
		Cheptumot Wildlife Conservancy	Conservancy	Community Conservancy	5,000	
		Kasei Wildlife Conservancy	Conservancy	Community Conservancy	20,000	

NO.	COUNTY	CONSERVANCY NAME	CATEGORY	CONSERVANCY TYPE	AREA(HA)	YEAR ESTABLISHED
		Kadam Wildlife Conservancy	Conservancy	Community Conservancy	10,000	
		Kositei Wildlife Conservancy	Conservancy	Community Conservancy	8,498	2014
		Marich Nature Conservancy	Conservancy	Community Conservancy	15,000	
		Konyao Wildlife Conservancy	Conservancy	Community Conservancy	10,000	
		Masol Community Wildlife Conservancy	Conservancy	Community Conservancy	191,795	
		Masol Wildlife Conservancy	Conservancy			
		Mtelo Wildlife Conservancy	Conservancy	Community Conservancy	10,000	
		Morpus Nature Conservancy	Conservancy	Community Conservancy	10,000	
		Orwa Conservancy (Sigor)	Conservancy	Community Conservancy	13,000	
		Orwa	Conservancy		9,413	2013
		Lelan Conservancy	Conservancy	Community Conservancy	11,000	
		Sawa Wildlife Conservancy	Conservancy	Community Conservancy	5,000	
		Kongelai Wildlife Conservancy	Conservancy	Community Conservancy	10,000	
		Pellow Conservancy	Conservancy	Community Conservancy	191,795	
12	Turkana	Kainuk Conservancy	Conservancy	Community Conservancy	19	
		Lokorio Conservancy	Conservancy	Community Conservancy		
10	Vihiga	Lokichar Conservancy	Conservancy	Community Conservancy	30	
11	West Pokot	Longolon Conservancy	Conservancy	Community Conservancy		
		Krakater Conservancy	Conservancy	Community Conservancy		
		Katilu Conservancy	Conservancy	Community Conservancy	20	
		Lochakula Conservancy	Conservancy	Community Conservancy	18	
12	Homa Bay	Gwasi Hills (Birds & Snakes)	Conservancy	Community Conservancy	4,835	2009

NO.	COUNTY	CONSERVANCY NAME	CATEGORY	CONSERVANCY TYPE	AREA(HA)	YEAR ESTABLISHED
13	Kericho	Chebulu Conservancy	Conservancy	Sanctuary		
		Kibirong		Community Conservancy	267	2010





