



**MINISTRY OF TOURISM AND WILDLIFE**

**STATE DEPARTMENT FOR WILDLIFE**

**STRATEGIC PLAN 2023-2027**

**DRAFT**

**Ikenya (i)**  
**VISION 2030**

**MAY 2024**

## **Vision**

Healthy and resilient wildlife resources for posterity.

## **Mission**

To facilitate good governance for management and sustainable development of wildlife resources in Kenya.

## **Core Values (ITIFE)**

**Innovativeness**  
**Team work**  
**Integrity**  
**Professionalism**  
**Equity**

## Foreword

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It is with great pleasure that I present the Ministry of Tourism and Wildlife, State Department for Wildlife Strategic Plan 2023-2027. The Ministry recognizes the critical role our flora and fauna play in supporting livelihoods, job creation, provision of goods and services, driving economic growth and sustainable development. Wildlife resources form part of our heritage, national capital and contribute to socio-economic development. Additionally, it is a foundation for a thriving tourism subsector, a source of national pride that promotes our national wellbeing due to aesthetic, cultural, ecological and scientific value it provides.

As we move forward, the challenges we face in safeguarding a sustainable wildlife resources, healthy ecosystems and sustained biodiversity have become complex, multi-sectoral and urgent. Climate change, land degradation, biodiversity loss, pollution and overexploitation of natural resources are some of the issues affecting wildlife subsector that need precise and urgent interventions.

This Strategic plan reflects our commitment to addressing these challenges through a 3P solution focused on People, Planet and prosperity. It also outlines our priorities and actions that we will undertake to achieve our goal and mandate over the next 5 years. The Ministry is also cognizant of the value of a people centered approach in implementation of programs, plans and policies. Through this strategic plan, collaborative efforts with partners and enhanced public participation in the management, protection and conservation of the wildlife resources will be achieved.

The incorporation of a Bottom-Up Economic Transformation Agenda (BETA) approach in the sector activities has been highlighted as a game changer towards achieving the Ministry's mandate through enhanced synergies. We are confident that the Strategic Plan will serve as a road map to guide the Ministry, development partners and the citizenry towards realization of our vision.

I am confident that all of us, working together, can achieve the collective hopes and ambitions of our country as articulated in the Vision 2030, which is to be a globally competitive and prosperous nation with a high quality of life by 2030.

**Hon. (DR.) ALFRED MUTUA, EGH**  
**CABINET SECRETARY**  
**MINISTRY OF TOURISM AND WILDLIFE**

## Preface and Acknowledgement

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The Strategic Plan 2023-2027 provides a solid base upon which the State Department will accomplish its mandate of Wildlife Conservation and Protection. The plan details strategies and activities that will enable achievement of the goals of the Department. A review of the Strategic Plan (2018-2022) revealed key strategic issues that require attention, in particular, high rates of declining species populations, drastic and erratic climate change patterns, high levels of pollution, threat of biodiversity loss due to human activities such as land use changes, poaching, overexploitation, access, incentives and benefits, habitat loss and degradation.

In the period 2023 – 2027, the State Department will focus on pursuing seven Key Result Areas (KRA), namely Strengthening wildlife governance, coordination and financial sustainability; Improving habitats and species resilience; promoting Human wildlife coexistence; Climate Change adaptation and mitigation ;enhancing capacity development of individuals , institutions and communities; improving Public awareness and participation in wildlife management and conservation and providing mechanisms for access, incentives, sharing of benefits for sustainable use of wildlife resources.

Associated with each of the KRAs, strategic objectives and strategies have been formulated and related activities to be carried out over the period identified and costed. The achievement of the planned activities will require adequate resource allocation. Therefore, there is need to marshal support from various sources including Development Partners and stakeholders.

This Strategic Plan has been developed through a consultative process involving stakeholders in the Wildlife Sector to provide a sense of ownership. The plan therefore provides direction, clarity of purpose and required resources to enable the Department to effectively deliver on its mandate. Through implementation of the initiatives in the Plan during the next five years, the Department is expected to contribute towards achievement of a healthier, resilient and sustainable wildlife sector for posterity.

We extend our special thanks to the Cabinet Secretary who played a significant role in giving strategic direction and guidance throughout the development process. We wish to appreciate all the Heads of Departments, SAGAs and staff whose input enormously contributed to the development of this plan. The effort and dedication of the technical staff was imperative towards setting objectives, strategic goals and SMART targets based on a desirable future.

Our gratitude is also extended in a special way to development partners and other stakeholders who gave valuable input and invested time and resources towards development of this Plan. Their invaluable insight and support were significant towards the development of a comprehensive and visionary plan.

The implementation of this plan will require focus, dedication and collaboration by all stakeholders and we look forward to walking the journey together. We remain committed to the full realization of our aspirations as outlined in the plan by leveraging on partnerships and technology in recognition of the shared values that we hold as a country.

**Silvia Museiya, CBS**  
**PRINCIPAL SECRETARY**

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## Definition of Concepts and Terminologies

Activities	Actions taken and work performed
Baseline:	A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.
Commercial State-Owned Enterprises:	Legal entities created by Government to engage in commercial activities on its behalf.
Core values	These are the essential values used by the organization to reach its mission. Companies are best known for these values among clients and other stakeholders. Employers and employees are expected to adhere to these values. Core values of an organization highly influence clients in their decision making.
Goals	The goals are very important in strategic planning. Goals define an organization's plan to achieve the overall desired outcomes and be successful among competitions.
Impacts	The long-term consequences of the strategic activity whether positive or negative.
Indicator	A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.
Inputs	The financial, human and material resources used in the strategic activity
Key Activities:	Actions taken or work performed, through which inputs are mobilized to produce outputs.
Key Results Areas	They are the broad areas in which you are expected to deliver results. Example: Food Production
Objective	The objective is the strategic planning terminology used to specify what the organization is planning to achieve. The objective can either be specific to one function in the organization or for the whole organization.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Strategic Goal	General qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process. Example: Improve food Security
Strategic Issues	These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission. Example: Food Security.
Strategic Objectives	These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements. Example: To increase acreage under crop production.
Strategy	A process or a course of action in planning process to achieve organizational objectives is known as strategy. This is not a statement or a document, but processes or action items leading the organization to reach its goals.
Target	A result to be achieved within a given time frame.
Top Leadership	Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Ministries top leadership includes Cabinet Secretary and Principal Secretary, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs
Value Chain	A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.
Vision	The vision statement is considered as the framework of the organization's strategic planning. Vision is the key strategic planning terminology used to explain which direction the company is growing to achieve its goal.



## Acronyms and Abbreviations

<b>AEWA</b>	<b>African-Eurasian Migratory Waterbird Agreement</b>
<b>AI</b>	Artificial Intelligence
<b>AIA</b>	Appropriations In Aid
<b>ASALs</b>	Arid and Semi-Arid Lands
<b>AU</b>	African Union
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>CB</b>	Capacity Building
<b>CBD</b>	Convention on Biological Diversity
<b>CBOs</b>	Community Based Organizations
<b>CCTV</b>	Closed-circuit Television
<b>CPE</b>	Certificate of Primary Education
<b>CPPMD</b>	Central Planning and Project Monitoring Department
<b>CSG</b>	Civil Service Grade
<b>EAC</b>	East African Community
<b>GDP</b>	Gross Domestic Product
<b>GIS</b>	Geographic Information System
<b>GoK</b>	Government of Kenya
<b>HRM</b>	Human Resource Management
<b>HWC</b>	Human Wildlife Conflict
<b>ICT</b>	Information Communication Technology
<b>IFMIS</b>	Integrated Financial Management System
<b>IUCN</b>	International Union for Conservation of Nature
<b>KEFRI</b>	Kenya Forestry Research Institute
<b>KEMFRI</b>	Kenya Marine and Fisheries Research Institute
<b>KRAs</b>	Key Results Areas
<b>KWCA</b>	Kenya Wildlife Community Association
<b>KWS</b>	Kenya Wildlife Service
<b>LANs</b>	Local area networks
<b>MDAs</b>	Ministries, Department and Agencies
<b>MEAs</b>	Multi-Lateral Environmental Agreements
<b>NGO</b>	Non-governmental organization
<b>NMK</b>	National Museum of Kenya
<b>PES</b>	Payment for the Environmental Services
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental, Legal
<b>PPPs</b>	Public Private Partnerships
<b>SAGAs</b>	Semi-Autonomous Government Agencies
<b>SDGs</b>	Sustainable Development Goals
<b>SDW</b>	State Department for Wildlife
<b>VOIP</b>	Voice over Internet Telephone
<b>WCK</b>	Wildlife Clubs of Kenya
<b>WCMA</b>	Wildlife Conservation and Management Act No. 47 of 2013
<b>WCTF</b>	Wildlife Conservation Trust Fund
<b>WRTI</b>	Wildlife Research and Training Institute

## **Executive Summary**

The State Department for Wildlife is established by the Executive Order No. 2 of 2023 under the Ministry of Tourism and Wildlife. The functions of SDW include: Wildlife Conservation and Protection Policy; Protection of Wildlife Heritage; Management of National Parks, Reserves and Marine Parks; Wildlife Biodiversity Management and Protection; Sustainable Wildlife Biodiversity Economy; Collaboration with Wildlife Clubs of Kenya; Management of Wildlife Dispersal Areas in collaboration with Partners; Wildlife Conservation Training and Research; Wildlife Conservation Education and Awareness; Wildlife Biodiversity International Obligations and Multilateral Agreements; Human-Wildlife Conflict Mitigation and Response Policy and Wildlife Sector Governance and Coordination.

The fifth-generation strategic plan (2023-2027) provides a roadmap that the Department will pursue within the five-year period. The plan builds on the achievements of the previous plans. The plan also takes cognizance of the risks and challenges identified during the implementation of the previous plans, country's natural resources development aspirations and commitments regionally and internationally. In pursuit of this agenda the State Department will be guided by the following core values: Innovativeness; Team work; Integrity; Professionalism and Equity. This strategic plan (2023-2027) identifies seven (7) Key Results Areas (KRA's) and eleven (11) strategic objectives. The Key Result Areas (KRAs) include: Wildlife Governance and Coordination; Conservation, protection and management of wildlife biodiversity; Human-Wildlife coexistence; Climate change adaptation and mitigation; Capacity, Training, Research and Innovation; Wildlife conservation education, awareness and participation; and Access and sustainable use of wildlife resource.

This plan has eight chapters;

**Chapter one:** The chapter gives an overview of the Department's background, its mandate as per the Executive Order No. 2 of 2023. It outlines the contributions of the mandate to achievement of: National Development Agenda, - the Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), Sustainable Development Goals (SDGs), Agenda 2063 and EAC vision 2050.

**Chapter two:** The chapter outlines the mandate, vision, mission, strategic goals, core values and quality policy statement.

**Chapter three:** The chapter gives a review of the previous strategic plan (2018-2022). It outlines the key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan. It analyses the environmental scan using the SWOT and PESTEL analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights emerging strategic issues for the 2023-2027 planning period.

**Chapter Four:** This chapter outlines the Strategic Issues, Strategic Goals as well as the key result areas, which provide the Department's aspirations over the medium term (2023-2027).

The key result areas are in line with the vision and mission statement of the State Department and are also applicable within the context of the core values.

**Chapter Five:** The chapter outlines the strategic objectives and strategic choices which provides the Department's aspirations over the medium term (2023-2027).

**Chapter Six:** The Chapter highlights the activities to be implemented, their costs, sources of funds and stake-holders responsibilities over the five-year period. It gives the organization structure, Staff Establishment, Business Process Re-engineering and Risk Analysis & Mitigation Measures.

**Chapter Seven:** The chapter highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization and Management Strategies for the Strategic Plan period.

**Chapter Eight:** The Chapter describes how the Department will undertake monitoring, evaluation and reporting of the implementation process of the plan.

# CHAPTER ONE: INTRODUCTION

## *Overview*

This chapter provides a brief, mandate, setting and context for the State Department for Wildlife. In addition, it describes the key guiding policies that support National Development Agenda, the Vision 2030, the Fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the UN agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, and EAC vision 2050 as well as methodology used to develop the five-year plan.

## **1.1 Strategy as an imperative for Organizational Success**

Strategic planning is crucial for organizations to define their direction, allocate resources and implement priority programmes. It ensures organizations are proactive, goal-oriented and responsive to community needs hence fostering effective wildlife conservation and sustainable management.

It involves setting goals, articulating missions and visions, and engaging stakeholders. It relies on ecosystem-based approaches, stakeholder engagement and evidence-based decision-making. By embracing adaptability, community involvement, and policy advocacy, organizations can address immediate challenges and contribute to long-term biodiversity conservation.

Strategic planning serves as a compass guiding initiative toward conservation, research, and sustainable management. It emphasizes the importance of clear mission and vision statements and collaboration with diverse stakeholders. Utilizing scientific research and technology, organizations can efficiently enforce regulations and monitor ecosystems.

## **1.2 The Context of Strategic Planning**

### **1.2.1 United Nations 2030 Agenda for Sustainable Development**

The Sustainable Development Goals (SDGs) or Global Goals are a collection of seventeen interlinked objectives designed to serve as a shared blueprint for peace and prosperity for people and the planet, now and into the future. The State Department for Wildlife (SDW) functions contribute to the realization of the following SDGs:

- Goal 6:** Clean Water and sanitation
- Goal 12:** Responsible consumption and production
- Goal 13:** Take urgent action to combat climate change and its impacts
- Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems sustainably manage forests, combat desertification, and; halt and reverse land degradation and halt biodiversity loss.
- Goal 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

As a sector, we aspire to achieve the above goals through developing and implementing policies that focus on restoration of habitats, species management including recovery strategies for endangered species, pollution control, strengthening partnerships, community engagement and sustainable practice in wildlife conservation and management.

### **1.2.2 African Union Agenda 2063**

The plan is aligned to the Africa's Agenda 2063 which is a blueprint and a master plan for transforming Africa which aims to accelerate implementation of past and existing continental initiatives for growth and sustainable development. The SDW is committed to the achievement of the AU Agenda 2063 by aspiring for a prosperous Africa based on inclusive growth and sustainable development on promoting environmentally sustainable and climate resilient economies and communities. Aspiration 1 of the AU Agenda 2063 is to have a prosperous Africa based on inclusive growth and sustainable development. Priority area 1.7.2 relates to biodiversity conservation and sustainable natural resources management.

Under the Africa Agenda 2063, Africa is expected to achieve the following:

- a) Show improved standards of living
- b) Transformed, inclusive and sustained economies
- c) Increased levels of regional and continental integration
- d) Population of empowered women and youth and a society in which children are cared for and protected
- e) Societies that are peaceful, demonstrate good democratic values and practice good governance principles and which preserve and enhance Africa's cultural identity

### **1.2.3 East Africa Community Vision 2050**

The East Africa Community Vision 2050 aim to ensure sustainable utilization of natural resources, environment management and conservation for value addition, transformation and sustainability of the economy and the environment to the benefit of EAC. Specifically, the EAC vision seeks to improve wildlife sector in the member States through the following interventions:

- a) Biodiversity Preservation
- b) Promote research and education in the field of wildlife conservation
- c) Ecotourism Promotion
- d) Enhanced Wildlife Law Enforcement

### **1.2.4 Constitution of Kenya**

The Constitution of Kenya is the supreme law of the country, providing the framework for governance, the protection of fundamental rights, and the distribution of powers between the two levels of government. The following articles in the Constitution guide the Wildlife sector: -

- Article 69 of the Constitution requires the State to implement obligations with respect to environment inclusive of sustainable exploitation, utilization, management and conservation of environment and natural resources, and ensure the equitable sharing of the accruing benefits.
- Articles 6, 174, 175 and 176 provides for establishment of National and County Governments with the functions Protection of the environment and natural resources with a view to establishing a durable and sustainable system of development, including, in particular— (a) fishing, hunting and gathering; (b) protection of animals and wildlife
- Article 2(6) of the constitution requires that any treaty or convention ratified by Kenya shall form part of Kenyan law.
- Articles 62,63,64 guide the sector on matters of public, community and private land respectively.

## **1.3 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan (MTP IV)**

### **1.3.1.1 The Kenya Vision 2030**

The vision highlights implementation of interventions anchored on the economic and social pillars. The flagship projects envisaged and critical to biodiversity conservation are:

- Rehabilitation of water towers including Mt. Kenya, Aberdares ranges and Mt. Elgon
- Securing the Wildlife Corridors and Migratory Routes
- Support reduction of protected areas' pollution through implementation of the ban on single use plastics
- Enhance conservation of wildlife to attract nature-based tourists
- Marketing of less visited parks
- Promote research and development for economic and social development

### **1.3.1.2 Fourth Medium Term Plan (MTP IV)**

The targets for the SDW under the MTP IV include:

- Construction and rehabilitation of ablution facilities in the parks/reserve
- Construction and rehabilitation of GoK parks and reserves fences
- Disbursing Human-wildlife conflict claims and operationalize HWC insurance scheme
- Operationalize Human-wildlife conflict insurance scheme
- Restore 1,000 hectares(ha) of Wildlife habitats
- Acquisition of modern anti-poaching security equipment and technology to protect threatened and endangered species
- Construction, rehabilitation and upgrade of Roads/Airstrips in national parks and reserves to Bitumen standards
- Develop Wildlife Research and Training Institute infrastructure
- Construct and equip Wildlife Research Centers (Tsavo, Naivasha, Nyeri and Malindi)

- Digitize Revenue Management Systems in national parks and reserves
- Lease Guest houses, bandas and tented camps in national parks and reserves
- Recruit 2000 additional rangers

### **1.3.1.3 Bottom-Up Economic Transformation Agenda**

The Strategic Plan 2023-2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda (BETA) which outlines the government priority areas for development. The Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth.

The wildlife sector contributes to the following BETA priorities: Natural resource governance by setting environmentally friendly policies, projects and at programme implementation; revenue enhancement through innovative approaches and review of existing levies, fees, lease agreements, easements and revision of the investment policy.

Natural resource conservation, restoration and management is being entrenched through growing of natural forests, development of species recovery plans, breeding centers and dedicated sanctuaries for threatened and endangered species. Livelihoods and job creation are undertaken through recruitment of community scouts, provision of alternative sites, granting of incentives to spur wildlife conservation efforts.

## **1.4 Sector Policies and Laws**

Wildlife sector in Kenya is governed and regulated by several policies, legal instruments and governance. The primary ones are: Sessional paper No. 01 of 2020 on Wildlife Policy, Wildlife Conservation and Management Act of 2013 and National Wildlife Strategy 2030. Other relevant Acts, Policies and Strategies that guide the Wildlife Sector include the following;

- Constitution of Kenya, 2010
- Forest Conservation and Management Act of 2016
- Environment Management and Co-ordination Act, 2015
- Land Act of 2012
- Mining Act 2016 –
- STI Act 2012
- TK&CE Act 2016
- Health Act 2017
- IP Acts (KEPHIS, KIPI, KECOBO)
- County Governments Act 2012
- National Land use Policy
- Climate change Act Amended 2023
- Fisheries Act 2016
- Environment Policy 2013

- National Spatial Plan 2045
- Physical and land use planning Act no 13 of 2019
- Water Act 2016
- Intergovernmental Relations Act 2012
- National Climate Finance Policy 2018

Pursuant to Article 2(6) of the constitution which requires that any treaty or convention ratified by Kenya shall form part of Kenyan law, the following are international obligations related to the wildlife sector: Convention on International Trade in Endangered species of Flora and Fauna( CITES) , Convention on Migratory Species of Wild Animals (CMS), Ramsar Convention, Lusaka Agreement, Article 2(6) of the constitution requires that any treaty or convention ratified by Kenya shall form part of Kenyan law, Convention on Biological Diversity, United Nations Framework Convention on Climate Change (UNFCCC), UN World Heritage Convention among others.

## **1.5 State Department for Wildlife History**

The Government of Kenya enacted a Wildlife Conservation and Management Act of 1989 guided by the Wildlife Policy of 1975. However, the Act did not define the functions of the Ministry responsible for wildlife matters at the National Level and as a result, Kenya Wildlife Service (KWS) was the sole government institution charged with conservation and management of wildlife.

In 2008, the Ministry of Forestry and Wildlife was established to oversee and coordinate protection and management of wildlife resources. However, due to the weak policy and legislative instruments, the wildlife conservation and management continued to face a myriad of challenges. In 2013, a new Wildlife Conservation and Management Act (WCMA) was enacted in line with the provisions of Constitution of Kenya 2010.

The State Department for Wildlife was established under the Ministry of Tourism and Wildlife through Executive Order 1 of 2018 to undertake the following functions:

- Wildlife conservation and protection policy;
- Protection of wildlife heritage;
- Management of national parks, reserves and marine parks;
- Wildlife conservation and protection education and awareness;
- Wildlife biodiversity management and protection;
- Collaboration with wildlife clubs of Kenya; and
- Management of wildlife dispersal areas in collaboration with partners.

The following milestones have been achieved since 2018:

- Establishment of National Wildlife Policy 2020 (Sessional Paper No. 1 of 2020)
- Establishment of the National Wildlife Strategy 2030
- Amendment of the Wildlife Conservation and Management Act (WCMA) in 2018



- Delinking of Wildlife Research and Training Institute from Kenya Wildlife Service
- Establishment of Wildlife Conservation Trust Fund Regulations (draft) 2021
- Coordination and supervision of the first ever National Wildlife Census 2021

The State Department provides policy direction on wildlife conservation and is a strategic link between the two levels of government, development partners, Non-State Actors, Communities and other Stakeholders.

Executive Order No.1 of 2023 established the Ministry of Tourism, Wildlife and Heritage with added mandate while Executive Order No. 2 of 2023 re-constituted it as the Ministry of Tourism and Wildlife.

## **1.6 Methodology of Developing Strategic Plan (2023-2027)**

The development of the strategic plan was participatory and consultative and involved all the key stakeholders of the state department. The process involved 4 distinct phases that included preparatory; strategy development, validation and the adoption phases.

Preparatory phase included initiation of the Strategic Planning Process by the senior management of the State Department which involved:

- The rationale and scope of the review and development of the Strategic Plan;
- Appointment of Technical working Group
- Development of the terms of reference,
- Review of previous plans and strategic documents
- Mapping out of stakeholders

Strategy development phase involved:

- Scanning of internal and external environment,
- Outlining the strategic direction,
- Formulation of goals, objectives and strategic choices,
- Development of the implementation and coordination framework,
- Identification and quantification of resource requirements
- Development of monitoring and evaluation framework.

During the validation phase, the strategic plan was subjected to internal and external stakeholders for their comments and inputs which were incorporated into the Strategic Plan for adoption and launch.

## CHAPTER TWO: STRATEGIC DIRECTION

### *Overview*

This chapter provides the Vision, Mission, Core Values as well as the Strategic Goals for the State Department and aspiration for the medium term 2023-2027. The chapter also establishes the framework and context for the State Department for Wildlife in its efforts to protect, conserve and sustainably manage wildlife resources for prosperity.

### 2.1 Mandate

The State Department for Wildlife is established by the Executive Order No. 2 of 2023 with the following functions:

- Wildlife Conservation and Protection Policy
- Protection of Wildlife Heritage
- Management of National Parks, Reserves and Marine Parks
- Wildlife Biodiversity Management and Protection;
- Sustainable Wildlife Biodiversity Economy
- Collaboration with Wildlife Clubs of Kenya
- Management of Wildlife Dispersal Areas in collaboration with Partners
- Wildlife Conservation Training and Research
- Wildlife Conservation Education and Awareness
- Wildlife Biodiversity International Obligations and Multilateral Agreements
- Human-Wildlife Conflict Mitigation and Response Policy
- Wildlife Sector Governance and Coordination

The State Department for Wildlife oversees and coordinates the following state agencies:

**Kenya Wildlife Service (KWS);** KWS is a state corporation established by an Act of Parliament (Cap 376), now repealed by WCMA (2013), with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations.

**Wildlife Conservation Trust Fund;** Wildlife Conservation Trust Fund was established by the Wildlife Conservation and Management Act (Amended) 2018 and managed by a Governing Board. The objects and purpose of this Fund is to provide a common pool to mobilize sufficient and sustainable financing for efficient and effective wildlife conservation and management through innovative public, private sector and development partner's partnerships.

**Wildlife Clubs of Kenya;** Wildlife Clubs of Kenya (WCK) is a charitable, nonprofit organization formed in 1968 by Kenyan students. It was the first conservation education programme of its kind on the continent of Africa. WCK is actively lobbying for conservation action. This has helped to bring about a hunting and wildlife trophy ban in Kenya; increased

tree planting and soil erosion control activities; and vigorous conservation of natural resources. The clubs' intention is to ensure that this enormous membership and awareness leads to tangible conservation successes.

**Wildlife Research and Training Institute;** Wildlife Research and Training Institute was established by Act of Parliament (Cap 376), now repealed by WCMA (2013). The object and purposes of the Institute are to undertake and co-ordinate wildlife research and training in accordance with the provisions of this Act.

## **2.2 Vision Statement**

Healthy and resilient wildlife resources for posterity.

## **2.3 Mission Statement**

To facilitate good governance for management and sustainable development of wildlife resources in Kenya.

## **2.4 Strategic goals**

- Strengthen wildlife governance, coordination and financial sustainability
- Improve habitats and species resilience
- Promote Human wildlife coexistence
- Climate Change adaptation and mitigation
- Enhance wildlife research and capacity development
- Promote conservation education, awareness and participation in wildlife management
- Provide mechanisms for access, benefit sharing and sustainable use of wildlife resources

## **2.5 Guiding Principles**

- Wildlife is a public resource
- Integrated and ecosystem-based management
- Wildlife management is a form of land-use
- Sustainability and governance
- Access and equitable sharing of benefits
- Intra- and inter-generational equity
- Inclusive and participatory approaches
- Devolution
- Use of scientific and indigenous knowledge and
- Precautionary principle.

## **2.6 Quality Policy Statement**

The State Department for Wildlife is committed to creating an enabling environment for conservation and sustainable management of wildlife for posterity. In pursuant to this commitment, the SDW will:

- Foster good governance
- Maintain high standards in Wildlife Management
- Foster habitat and species protection and restoration
- Uphold ethical wildlife practices
- Enhance and promote community engagement and collaborative gains
- Ensure sustainable management and utilization of wildlife resources
- Establish effective licensing and permitting process in wildlife resource use.
- Promote innovation and technology for effective wildlife management
- Put in place timely and effective compensation mechanisms
- Promote human wildlife coexistence
- Enhance partnerships and collaboration with stakeholders

# CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

## Overview

This chapter provides a review of SDW operating environment. The chapter includes an internal analysis of SDW that includes the analysis of strengths and weaknesses. The external analysis includes identification of opportunities and threats, a review of the external environment (PESTEL) and a stakeholder Analysis. It concludes with an analysis of the performance of SDW over the 2018 – 2022 planning period, challenges encountered as well as lessons learnt during the plan period.

## 3.1 Situational Analysis

### 3.1.1 External Environment

The external environment analyzes the macro, micro environmental factors and the industry issues. The main objective of the analysis is to identify opportunities and threats that may have an impact on the implementation of the strategic plan.

#### 3.1.1.1 Macro-environment

The macro-environment analysis was done using PESTEL Analysis. The results are summarized in table 3.1 below.

**Table 1: PESTEL Analysis**

PESTEL Category	Factors	Implication on Strategy
Political (driven by government actions and policies)	<ul style="list-style-type: none"> <li>- Positive Changes in government policies that support wildlife sector</li> <li>- BETA Agenda, national and county government policies and legislations, intergovernmental relations, and review of wildlife legislations</li> </ul>	<ul style="list-style-type: none"> <li>- Increased number of tourists</li> <li>- Increased revenue collection</li> <li>- Wildlife sector growth</li> <li>- Improved livelihoods</li> </ul>
	<ul style="list-style-type: none"> <li>- Negative changes in government policies may negate the role of wildlife in National development</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced number of tourists</li> <li>- Decreased revenue collection</li> <li>- Wildlife sector retardation</li> </ul>
Economic (related to the broader economic conditions)	<ul style="list-style-type: none"> <li>- Unfavorable economic conditions including inflation and general rise in cost of living and suppressed GDP growth</li> <li>- International instruments</li> <li>- Land use changes</li> <li>- Wildlife crimes</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced revenue collection</li> <li>- Reduced financing</li> <li>- Reduced Foreign Direct Investments (FDIs) in the sector</li> <li>- High responsibility and commitments /obligations</li> <li>- Increased HWC</li> <li>- Competing land use options</li> <li>- Illegal wildlife trade and trafficking</li> </ul>

<b>PESTEL Category</b>	<b>Factors</b>	<b>Implication on Strategy</b>
		- Illegal bush meat
Social (shifts or evolutions in the society)	<ul style="list-style-type: none"> <li>- Increased awareness on civil liberties and other rights</li> <li>- Emerging social and demographic trends coupled with emerging social problems</li> <li>- Rapid Human Population Growth</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate social responsibility</li> <li>- Diversification and inclusion in workforce</li> <li>- Ethical practices</li> <li>- Increased public participation</li> <li>- Promote Equity</li> <li>- Encroachment of wildlife areas</li> <li>- Inadequate financial resources on prioritization of wildlife matters</li> </ul>
Technological (changes and advancements in technology)	<ul style="list-style-type: none"> <li>- Emergence of new technologies in wildlife surveillance</li> <li>- Emerging technology on Digital genetic sequences, synthetic biology, GMOs</li> </ul>	<ul style="list-style-type: none"> <li>- Leverage on modern technology</li> <li>- Automation of services</li> <li>- Review of the laws to include scope on emerging technologies</li> </ul>
Environmental (includes climate change impact and environmental regulations)	<ul style="list-style-type: none"> <li>- Climate change impacts such as floods, drought, biodiversity loss, habitat loss, invasive species, zoonotic diseases, wildfires and HWC</li> <li>- Effects of climate change not adequately documented</li> <li>- Ecosystem degradation and fragmentation</li> </ul>	<ul style="list-style-type: none"> <li>- Ecosystem integrity</li> <li>- Water scarcity and resource competition</li> <li>- Poaching and Illegal bush meat</li> <li>- Human displacement and migration</li> <li>- Increased risk of waterborne diseases</li> <li>- Increase in HWC</li> <li>- Proliferation of invasive species</li> <li>- Competition for resources between wildlife, livestock and human population</li> </ul>
Legal regulatory environment (Legislative and Regulatory changes)	<ul style="list-style-type: none"> <li>- Changes in laws and regulations can affect management of conservation areas</li> <li>- Compliance with international obligations</li> </ul>	<ul style="list-style-type: none"> <li>- Review of the relevant Policies and Acts</li> <li>- Formulation and gazettelement of the Regulations</li> <li>- Keep track of changes to the laws and regulations affecting the State Department</li> <li>- Continued engagement of local communities in decision-making process</li> </ul>

### **3.1.1.2 Micro-environment**

Micro-environment analysis discusses issues within the space that SDW operates which have an impact on functions of the wildlife sector and its effectiveness on conservation initiatives. They include:

- Inadequate staffing level
- Inadequate financial resources
- Inadequate capacity development
- Low assimilation of available technologies
- Ineffective coordination and Institutional framework
- Insufficient information sharing and knowledge management

### **3.1.2 Summary of Opportunities and Threats**

**Table 2: Summary of opportunities and threats**

<b>Environmental Factor</b>	<b>Opportunities</b>	<b>Threats</b>
Political	<ul style="list-style-type: none"> <li>- National and International goodwill for conservation</li> <li>- Political stability</li> </ul>	<ul style="list-style-type: none"> <li>- Wildlife Crimes</li> <li>- Terrorism</li> <li>- Political instability in neighboring countries</li> </ul>

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<b>Environmental Factor</b>	<b>Opportunities</b>	<b>Threats</b>
	<ul style="list-style-type: none"> <li>-Enhanced security</li> <li>-Strengthened regional and global political co-operation and alliances</li> <li>Increased awareness on Human Rights issues</li> <li>-Increased democratization</li> <li>-Implementation of the Constitution 2010</li> <li>-Devolution</li> </ul>	<ul style="list-style-type: none"> <li>-Development versus Conservation</li> <li>-Politicization of wildlife conservation</li> </ul>
Economic	<ul style="list-style-type: none"> <li>- Unique high value wildlife sector-based products for the marketplace</li> <li>-Legal framework for wildlife sector</li> <li>-Increased awareness on wildlife conservation</li> <li>-Wildlife economy</li> <li>-Investment opportunities in Wildlife tourism products/services</li> <li>-Resource base to create world class training, research and education facilities</li> <li>-Stakeholder support</li> </ul>	<ul style="list-style-type: none"> <li>• Negative travel advisories</li> <li>• Increase of human wildlife conflicts</li> <li>• Illegal trafficking</li> <li>• Regional competition</li> <li>• Lack of legal clarity and certainty as an incentive for attracting investment in the subsector.</li> <li>• Pandemics e.g. Corona</li> <li>• Digital/online marketing</li> <li>• Land sub-division and human encroachment</li> </ul>
Social	<ul style="list-style-type: none"> <li>-Youth population - Involvement of youths in conservation and management of environment and natural resources</li> <li>-Diverse culture and indigenous knowledge</li> <li>-Rapid urbanization and proliferation of informal settlements</li> <li>-Opportunities for enhanced collaboration with stakeholders and county governments, departments and agencies</li> <li>-Digital marketing through social media</li> <li>Infrastructural development</li> </ul>	<ul style="list-style-type: none"> <li>-Unemployment and poverty</li> <li>-Rising wildlife crime and insecurity</li> <li>-Human population pressure and encroachment</li> <li>-Cyber Crimes</li> <li>-Disruption/curtail of animal movement/blockage of migratory routes</li> <li>-Road kills and electrocution</li> </ul>
Technological	<ul style="list-style-type: none"> <li>-Artificial Intelligence</li> <li>- Growing use of ICT and e-business</li> <li>- Social Media Marketing</li> <li>-Digitization of Government Services e.g. e-citizen,</li> <li>-Government digital infrastructure</li> <li>-Modern anti-poaching technology e.g. drones, collaring, ear notching, earth ranger (remote sensing)</li> <li>-Global village phenomena</li> <li>-Expansion of air and water connectivity</li> <li>-Automation of services</li> <li>-Enhanced access to information</li> <li>-Centers of excellence for research platforms, conferences, enhanced value addition to wildlife and tourism products</li> <li>-E-waste management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Data breaches, malware, phishing, Denial of services and Hacking</li> <li>• Data Privacy Risks: data loss, integrity, privacy</li> <li>• Infrastructure Risks: hardware failures or outages, software Vulnerabilities, vandalism</li> </ul>

<b>Environmental Factor</b>	<b>Opportunities</b>	<b>Threats</b>
Legal	-Robust policy and legal framework: National policies and laws International treaties, conventions, protocols and agreements	-Conflicting national and county legislations -Noncompliance with international obligations -Noncompliance to site management plans
Ecological	-Rich Endemism -Ecological connectivity which is key to long term survival of healthy Wildlife population -Diverse Ecosystems - Area of jurisdiction is over 12% of Kenya total Land mass	-Habitat loss and degradation -Inadequate forage -Water stress -Pollution -Biopiracy -Zoonosis -Road kills -Natural disasters e.g. wildfires -Invasive species in the parks and conservancies -Most areas are arid and semi-arid- vulnerability to climate change -Wildlife poisoning -Bird Collisions with energy infrastructure i.e power lines and wind turbines

### **3.1.3 Internal Environment**

This section looks at the competitiveness of SDW relative to its mandate. It explores the governance and administrative structures, internal business processes, resources and capability with a view of determining the strengths and weaknesses.

#### **3.1.3.1 Governance and Administrative Structures**

The State Department is structured into Technical and Administrative support services. It also has SAGAs which are managed through Boards of Directors with well-defined administrative structures. This is significant for effective implementation of projects and programmes as well as streamlining the reporting structure for the outputs and outcomes for decision making.

##### **A. Technical Services**

The Technical Services constitute of two (2) Directorates namely the Directorate of Wildlife Policy Research & Innovation and Directorate of Partnerships & Human Wildlife Coexistence.

##### **i) Directorate of Wildlife Policy, Research and Innovation**

The Directorate of Wildlife Policy Research & Innovations` overall function is to provide coordination and oversight in the review, formulation and implementation of the wildlife policy, strategies, legislation, international obligations, research, assessment, monitoring of the implementation of the policies as well as promote innovative and strategic investments for the sustainable use of wildlife resources. It also coordinates domestication and implementation of wildlife multilateral agreements in line with national policies, legislation, development plans and programmes. Further, it coordinates preparation of national status reports on the implementation of MEAs and monitoring compliance with the international commitments. It coordinates resource mobilization initiatives for policy, research and



innovations in the wildlife sector as well as coordinating development and regular updating of wildlife management plans/Ecosystems management plans including natural capital valuation.

The Directorate coordinates development of national wildlife research agenda, assessments, and strategies; as well as monitors their implementation including development of red list strategy. Further, it coordinates the preparation of biannual national wildlife conservation status report to the National Assembly. It develops and promotes innovative and strategic investments for the sustainable use of wildlife resources including wildlife economy and knowledge management. Finally, it liaises with the Wildlife Research and Training Institute to enhance wildlife research.

**ii) Directorate Of Partnerships and Human Wildlife Co-Existence**

The overall function of Partnership and Wildlife Co-Existence Directorate is to provide coordination and oversight in the formulation and implementation of policies and strategies necessary for partners, stakeholders and communities to participate in sustainable wildlife conservation, utilization and human wildlife conflict resolutions. This Directorate also mobilizes resources for identified conservation programmes, promote cooperation between institutions engaged in wildlife protection, conservation and management as well as liaise with the relevant Parliamentary Committees.

It provides leadership, guides and articulates wildlife policies, regulations and guidelines outside parks and reserves. It coordinates formulation of policies and strategies for alternative income generating ventures/activities from wildlife resources for communities. In addition, it promotes cooperation between the National and County Governments, Private Sector, NGOs, Conservancies and such other institutions engaged in wildlife protection, conservation and management. It promotes human wildlife coexistence while establishing effective wildlife compensation schemes in consultation with stakeholders. Further, it develops and promotes wildlife conservation education and awareness strategies, coexistence strategies including e-learning platforms. It coordinates development, implementation, monitoring and evaluation of strategies for securing wildlife corridors and dispersal areas; as well as preparation and implementation of MoUs and other agreements with partners and stakeholders.

**B. Administrative Support Service**

The Administrative support service is responsible for coordination of all administrative functions in the State Department. There are nine (9) departments namely general Administration, Human Resource Management and Development, Supply Chain Management services, Legal, Information Communication Technology, Public Communication, Accounts, Finance and Central Planning and Project Monitoring departments.

**i) General Administration**

Administration department's functions involves dissemination of policies, supervision, management and development of national government, coordination and mobilization of resources for effective service delivery, monitoring and evaluating implementation of

policies, programmes and strategic plans and performance contracts for the, coordinating parliamentary policy matters, official functions and litigation matters affecting the State Department, management of security service, mmanagement of transport services and mmanagement of office services.

**ii) Human Resource Management and Development Department**

The Human Resource Management function entails effective organization and administration of the Human Resource Management Services in accordance with existing human resource policies, rules and regulations in the Civil Service with a view of ensuring that civil servants are properly facilitated for effective performance and productivity.

**iii) Supply Chain Management Services**

Supply Chain Management functions involves coordination of various activities in delivering a combination of inputs/outputs/outcomes for specified requirements in accordance with the Public Procurement and Disposal Act 2005 and the Public Procurement and Disposal Regulations 2006 and other laws and policy documents that impact on procurement.

**iv) Legal Department**

Legal department provides legal expertise and support on legal issues relating to the functions, structures and activities of the organization and support management on issues pertaining to legal and regulatory framework and monitor compliance with legal and regulatory corporate governance requirements.

**v) Information Communication Technology (ICT) Department**

The ICT department governs the State Department`s technological systems, ensures that all networks of computers function properly and connects well, coordinates maintenance of the infrastructure and functionality of the systems, spearheads e-government initiatives in the service, carries out research and development on ICT standards, guidelines and approaches and coordinates their consistent and efficient application in the public sector and provides advisory services to staff on all matters related to ICT.

**vi) Public Communication Department**

The Public Communications Function entails managing the image and reputation of the government, prepares and coordinates production of education and publicity materials to promote visibility and conducts research on public opinion on government programs to determine perception and necessary intervention, implements public communication policies, strategies and programmes, co-ordinates and reviews speech writing, conducts media monitoring and evaluation and develops and manages website and social media content.

**vii) Accounts Department**

The Accounting function entails provision of quality accounting and advisory services to the Public Sector, accounting for special funds set up under various statutes, programmes and projects under special negotiated agreements, management of accounting information which includes coordination and rationalization of estimates, annual appropriations and fund accounts, cash flow control, cost analysis, the department also interprets and implements

financial regulations and procedures and Treasury circulars as well as provides advisory services to the Accounting Officer and other stakeholders on all financial and accounting matters.

**viii) Finance Department**

The Finance function entails processing of estimates for the program budget, expenditure monitoring, Prioritisation of programs and activities for results based allocation of resources, issuance of Authority to Incur Expenditure (AIE), expenditure and revenue forecasts; monitoring of revenue and expenditure, prioritisation of projects and activities for the purpose of financial allocations in the budget, oversight of commitment of funds and expenditure trends in line with Treasury Circulars, budget monitoring and reporting, reallocations within budgeted heads and programmes and the overall financial management and control of voted funds. In addition, offering strategic leadership on all matters pertaining to financial management in the State Department.

**ix) Central Planning and Project Monitoring Department (CPPMD)**

The CPPMD function entails providing advice on the planning process, policy formulation and monitoring and evaluation to facilitate effective realization of national development goals as articulated in Kenya Vision 2030, Medium Term Plans, Government-Regime-Specific Priorities, coordinating development, implementation and reporting of the State Department's Strategic Plan, Performance Contract and Annual work plans while ensuring conformity to norms and standards on economic development planning, ensures timely, efficient and effective implementation of programmes and projects, prepares periodic sector-specific reports, uploading, updating information and generating the State Department projects/programme reports in the Electronic National Integrated Monitoring and Evaluation System (e-NIMES), conducting sector-specific economic analysis and research on topical and emerging socio-economic issues to inform policy formulation and planning, coordinating implementation of international commitments, regional integration issues including Sustainable Development Goals(SDGs) and Africa Agenda 2063 and economic partnerships and CPPMD is also a Secretariat to Project Committees and enforces compliance to Public Investment Management (PIM) Guidelines.

**C. Semi-Autonomous Government Agencies (SAGAS) and Institutions**

**i) Kenya Wildlife Service (KWS)**

KWS is established under Section 6(1) of the Wildlife Conservation and Management Act (WCMA 2013) No. 47 of 2013. Under Section 7 of the Act, KWS is mandated among others, to conserve and manage national parks, wildlife conservation areas, and sanctuaries under its jurisdiction and to provide security for wildlife and visitors in the national parks, wildlife conservation areas and sanctuaries.

**ii) Wildlife Research and Training Institute (WRTI)**

Section 50 of the Wildlife Conservation and Management Act (WCMA 2013) provides for the establishment of Wildlife Research and Training Institute, as a corporate body managed

by a Board, to undertake and coordinate national wildlife research and training and to establish a national wildlife data base among other functions.

**iii) Wildlife Conservation Trust Fund**

The Wildlife Conservation and Management Act (WCMA Amendment) 2018 Section 23(2) establishes the Wildlife Conservation Trust Fund. The Trust fund is a public private partnership mandated to provide financial mechanisms for wildlife conservation and support wildlife conservation initiatives in national parks, reserves and conservancies.

**iv) Wildlife Clubs of Kenya (WCK)**

The Wildlife Clubs of Kenya is a charitable organization formed in 1968 registered under the Societies Act. It is a youth conservation education organization supported by the Government of Kenya through the Ministry of Tourism and Wildlife mandated to empower youth and communities to proactively engage in wildlife and environmental conservation.

**3.1.3.2 Internal Business Processes**

Involves an assessment of the Key functions and identifying the key processes, systems and operating procedures with a view of identifying the key strengths and weaknesses. Outcomes from this assessment also informs the business process reengineering. The Strengths and Weaknesses of internal business processes are summarized in table 3.4

**3.1.3.3 Resources and Capabilities**

The Resource based analysis was used to identify the internal strengths and weaknesses. This involved identifying the key resources at SDW and mapping them. The Strengths and Weaknesses therein were identified and are summarized in table 3.2

**3.1.4 Summary of Strengths and Weaknesses**

**Table 3: Summary of strengths and weaknesses**

<b>Factor</b>	<b>Strengths</b>	<b>Weaknesses</b>
Governance and Administrative structure	Policy and legal frameworks Good leadership	<ul style="list-style-type: none"> <li>• Limited human expertise</li> <li>• Lack of career progression and succession plan for Wildlife Conservation Officers</li> <li>• Conflicting legal provisions</li> </ul>
Internal business processes	Productive Staff	<ul style="list-style-type: none"> <li>• Poor coordination and collaboration</li> <li>• Poor information sharing and knowledge management</li> <li>• inadequate office tools and equipment</li> </ul>
Resources and Capabilities	Skilled workforce	<ul style="list-style-type: none"> <li>• Inadequate Financial Allocation, delays in release of funds, Delayed payments by MDAs for Services offered</li> <li>• Low staffing levels</li> <li>• High employee turnover</li> </ul>

## **3.2 Analysis of Past Performance**

### **3.2.1 Key Achievements**

The State Department Strategic plan 2018-2022 had four (4) key result areas and eighteen (18) strategic objectives whose achievements were:

- 214 Km of firebreaks installed in Aberdares, Lake Nakuru and Tsavo West Parks
- Wild animals translocated (Elephants, Buffalos, Giraffes and Rhinos) to decongest and restock Parks and reserves
- Number of visitors to the park increased from 2.18million in 2022 to 2.94 million in 2023 translating to 35% increase
- 21 water pans and 4 boreholes established in parks to mitigate drought in the larger Tsavo conservation area.
- Expanded a breeding sanctuary for the endangered Roan antelope in Ruma National Park
- Four (4) problematic species translocated from community areas involving, elephants, hyenas, lions and hippo.
- Ksh. 908 million disbursed to beneficiaries of Human Wildlife Conflicts compensation claims through the Human wildlife conflicts compensation scheme
- Wildlife Conservation Trust Fund operationalized
- Developed Infrastructures in conservancies.ie water and access roads

### **3.2.2 Challenges**

- Insufficient Funding
- Low staffing level and inadequate human expertise
- Poaching and illegal wildlife trade
- HWC
- Litigations
- Climate change
- Pandemics such as COVID 19
- Infrastructural development
- Land use changes
- Natural calamities
- Low visibility of conservation efforts
- A rapidly expanding human population leading to encroachment of wildlife areas
- Conflicting sectoral policies
- Emerging issues and technologies e.g. DSI synthetic biology GMO, virtual tourism, obsolete technologies, ineffective legal systems, compliance and enforcement challenges etc.

### 3.2.3 Lessons Learnt

- Pandemics such as COVID 19 have a direct negative effect on revenue collection from wildlife enterprises, their management and on wildlife security
- Increasing Human-wildlife Conflicts have direct bearing on compensation claims arising from HWCs
- Multiagency approach in managing poaching incidences has been successful in curbing wildlife crimes
- Technology as a force multiplier is critical to reducing costs in the long run for protection, conservation management of wildlife resources in Kenya.
- Effective legal system is key in attracting investments in wildlife sector economy while contributing to conservation livelihoods and National development goals

### 3.3 Stakeholder Analysis

**Table 4: Stakeholder Analysis**

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Ministry
1.	Ministries, Department and Agencies (MDAs)	<ul style="list-style-type: none"> <li>• Develop and mainstream wildlife conservation in sectoral policies and plans</li> <li>• Protect Wildlife Heritage;</li> <li>• Manage National Parks, Reserves and Marine Parks</li> <li>• Manage and protect Wildlife Biodiversity</li> <li>• Sustainability of Wildlife biodiversity economy</li> <li>• Manage Wildlife Dispersal Areas and collaborate with Partners</li> <li>• Conduct Wildlife Conservation Training and Research</li> <li>• Conduct education and awareness of Wildlife Conservation</li> <li>• Comply with Wildlife Biodiversity International Obligations and Multilateral Agreements</li> <li>• Develop Human-Wildlife Conflict Mitigation and Response Policy</li> <li>• Enhance Wildlife Sector Governance and Coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened coordination, partnership and collaboration</li> <li>• Sensitization on wildlife conservation policies and emerging issues</li> <li>• Develop and maintain infrastructures in wildlife conservation areas</li> </ul>	<ul style="list-style-type: none"> <li>• Promote inter-MDAs coordination and collaboration</li> <li>• Timely reporting</li> <li>• Effective participation during stakeholder engagement fora</li> <li>• Data and information sharing on implementation of wildlife related MEAs</li> </ul>
2.	Kenya Wildlife Community Association (KWCA)	<ul style="list-style-type: none"> <li>• Promote wildlife conservation as a competitive land use option</li> </ul>	<ul style="list-style-type: none"> <li>• To be incorporated in wildlife conservation policy formulation</li> <li>• Provide incentives for wildlife conservation</li> <li>• Capacity build</li> <li>• Provide conducive environment for wildlife conservation</li> <li>• Promote wildlife economy</li> <li>• Promote synergy in the wildlife conservation and protection initiatives</li> <li>• Participation in international decision-making fora</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of information and technical tools related to conservancies</li> <li>• Good wildlife stewardship</li> <li>• Promote philanthropy</li> <li>• Provide data on research conducted</li> <li>• Participation in policy formulation process</li> <li>• Promote wildlife economy</li> <li>• Promote synergy in the wildlife conservation and protection initiatives</li> <li>• Participation in international decision-making fora</li> </ul>
3.	Parliament	<ul style="list-style-type: none"> <li>• Represents the people and protect national interests</li> <li>• Deliberates and resolves issues of concern to the people</li> <li>• Enacts legislation</li> <li>• Determines the allocation of national</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of draft policies and bills for legislation.</li> <li>• Timely response to parliamentary questions</li> <li>• Efficient utilization of</li> </ul>	<ul style="list-style-type: none"> <li>• Timely approval of policies bills</li> <li>• Ensure adequate funding</li> <li>• Sensitize on wildlife matters</li> </ul>

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S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Ministry
		<p>revenue between the levels of government</p> <ul style="list-style-type: none"> <li>• Appropriates funds for expenditure by the national and county governments</li> <li>• Exercises oversight over national revenue and its expenditure</li> <li>• Exercises oversight over State agencies.</li> </ul>	<p>allocated resources</p> <ul style="list-style-type: none"> <li>• Effective implementation of legislations and regulations</li> </ul>	
4.	County Governments	<ul style="list-style-type: none"> <li>• Facilitate public participation on matter of Wildlife conservation</li> <li>• Provide communication and access to information on importance of Wildlife conservation</li> <li>• Conduct civic education on implication on natural resources management at county level</li> <li>• Policy formulation and implementation on Wildlife</li> <li>• Participate in county wildlife compensation committee (CWCC)</li> <li>• Mainstream wildlife conservation with county integrated development plans (CIDP)</li> <li>• Allocate funds for wildlife conservation</li> <li>• Conservation and management of reserves</li> <li>• Facilitate peer learning between counties</li> <li>• Facilitate consultation amongst county governments</li> <li>• Sharing information on performance of county governments</li> </ul>	<ul style="list-style-type: none"> <li>• Policy guidance on environment, and natural resources sub-sector</li> <li>• Partnership in implementation of devolved and decentralized functions in wildlife management.</li> <li>• Technical advisory and support</li> <li>• Information sharing</li> <li>• Education awareness and advocacy on wildlife matters</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of policies, legislation and regulations for both levels of Government</li> <li>• Foster partnership and collaboration in implementation of national programmes and projects</li> <li>• Information sharing</li> <li>• Education awareness and advocacy on wildlife matters</li> </ul>
5.	Private sector	<ul style="list-style-type: none"> <li>• Conduct research, Wildlife protection and conservation</li> <li>• Sensitization of the public on Wildlife conservation</li> <li>• Support community-based Wildlife initiatives programs</li> <li>• Job creation</li> <li>• Undertake Public Private Partnerships (PPPs) on projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Increased involvement of Public Private Partnership (PPPs) for wildlife management.</li> <li>• Provide enabling environment and incentives for business</li> <li>• Involvement in policy formulation in the sector</li> <li>• Education awareness and advocacy on wildlife matters</li> <li>• Information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding for prioritized PPPs projects in wildlife management activities.</li> <li>• Play their rightful role in wildlife management.</li> <li>• Compliance with laws, regulations and best business practices</li> <li>• Education awareness and advocacy on wildlife matters</li> <li>• Information sharing</li> </ul>
6.	Public	<ul style="list-style-type: none"> <li>• Embrace Wildlife conservation and creating cultural responsibility and sustainable behavior on Wildlife conservation</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation</li> <li>• Enhanced awareness in the sector</li> <li>• Efficient and effective services</li> <li>• Transparency and accountability in the service delivery</li> <li>• Information sharing</li> <li>• Education awareness and advocacy on wildlife matters</li> </ul>	<ul style="list-style-type: none"> <li>• Regular feedback on our services</li> <li>• Responsive citizenry</li> <li>• Compliance with laws and regulations.</li> <li>• Ownership and sustainability of projects</li> <li>• Information sharing</li> <li>• Education awareness and advocacy on wildlife matters</li> </ul>
7.	Researchers and academic institutions	<ul style="list-style-type: none"> <li>• Conduct wildlife research including sustainable utilization</li> <li>• Develop innovations to enhance wildlife conservation</li> <li>• Develop solutions for reducing/eliminating invasive species</li> <li>• Avail research data and information for policy and decision-making processes</li> <li>• Dissemination of research findings</li> <li>• Build capacity</li> <li>• Develop tailor made courses for wildlife conservation</li> <li>• Develop integrated database on wildlife species population and dynamics</li> <li>• Carry out non detrimental findings on wildlife trade</li> </ul>	<ul style="list-style-type: none"> <li>• Provide internship to students;</li> <li>• Share the generated data and information</li> <li>• Promote partnership and collaboration in research and policy formulation</li> <li>• Provide training and capacity building</li> <li>• Disseminate research findings</li> </ul>	<ul style="list-style-type: none"> <li>• Training of Staff who are competent enough to deliver on the Ministry's mandate.</li> <li>• Sharing of research findings to inform policy decisions</li> <li>• Effective implementation of recommendations from research findings</li> </ul>

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S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Ministry
8.	Non-State Actors such as NGOs, civil societies, CBOs and Other	<ul style="list-style-type: none"> <li>Influence Policy making and decision-making processes</li> <li>Promote protection and management of wildlife conservation</li> <li>Resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>Effective implementation of wildlife sector policies and legislation and strategies</li> <li>Information sharing</li> <li>Enhance public participation</li> <li>Education awareness and advocacy on wildlife matters</li> <li>Foster synergies, collaborations and partnerships</li> <li>Promote Human Wildlife Coexistence</li> </ul>	<ul style="list-style-type: none"> <li>Active participation and collaboration.</li> <li>Positive engagement</li> <li>Education awareness and advocacy on wildlife matters</li> <li>Information sharing</li> <li>Decipher public policy formulation and implementation framework</li> <li>Corporate social responsibility</li> </ul>
9.	Development partners and international organizations	<ul style="list-style-type: none"> <li>Partnerships with locals and landowners to build capacities</li> <li>Policy interventions</li> <li>Conservation monitoring</li> <li>Promotion of conservation standards and funding</li> <li>Provide support towards implementation of government programmes and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Efficient use of Resources</li> <li>Achievement of planned outcomes of projects implemented</li> <li>Involvement in planning for the sub-sector</li> </ul>	<ul style="list-style-type: none"> <li>Partnership and collaboration in programmes implementation</li> <li>Timely disbursement of committed resources;</li> <li>Provide Technical Assistance</li> </ul>
10.	Staff	<ul style="list-style-type: none"> <li>Formulate and implement policies and regulations on wildlife conservation</li> <li>Undertake research, protection and conservation of wildlife.</li> <li>Sensitization of the public on wildlife conservation and wildlife policies</li> <li>Support community -based wildlife initiatives programs.</li> <li>Encourage private bequeaths of land and property for purposes of wildlife conservation.</li> <li>Establish a strategy for mitigating human wildlife conflict.</li> <li>Adhere to the law and the constitution</li> <li>Implement projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to staff welfare</li> <li>Reward of excellent performance</li> <li>Favorable terms &amp; conditions of service</li> <li>Conducive work environment</li> <li>Skills development and Career progression</li> <li>Efficient and effective Human Resource services</li> <li>Participatory and fair performance appraisal</li> <li>Capacity development through the required training</li> </ul>	<ul style="list-style-type: none"> <li>Improved productivity</li> <li>Provide necessary skills and manpower</li> <li>Exhibit good image of the Ministry</li> <li>Efficient and timely services to the citizens and stakeholders</li> <li>Adherence to policies, rules, &amp; regulations of the ministry;</li> <li>Efficient utilization of resources allocated</li> </ul>
11.	Contractors, Suppliers and Merchants	<ul style="list-style-type: none"> <li>Adhere to State and General Administration policies regarding safeguard of the public trust.</li> <li>Adhere to the spirit as well as the letter of all applicable laws and regulations.</li> <li>Avoid conflicts of interest and unprofessional conduct in interactions with contractors and suppliers.</li> <li>Supply quality and standard goods and services</li> <li>Timely delivery of goods and services</li> </ul>	<ul style="list-style-type: none"> <li>Timely payments for goods and services supplied</li> <li>Procurement process which is transparent and accountable as well as Fair competition</li> </ul>	<ul style="list-style-type: none"> <li>Efficient, effective and timely delivery of goods and services.</li> <li>High standards of technical works undertaken, goods and services supplied that meet contractual obligations</li> <li>Competitive pricing</li> </ul>
12.	Media	<ul style="list-style-type: none"> <li>Disseminating information to the public</li> <li>Establish mutual relations geared towards positioning Kenya as a favorable Wildlife and Tourist destination</li> <li>Provide balanced coverage of Wildlife activities</li> <li>Educate the public on wildlife conservation</li> </ul>	<ul style="list-style-type: none"> <li>Provision of timely, accurate and reliable information</li> <li>Enhance awareness on Wildlife programmes</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing awareness and information documentation and communication including feedback</li> <li>Fair and responsible coverage and reporting on wildlife</li> </ul>
13.	Professional bodies	<ul style="list-style-type: none"> <li>Provide continuous professional development courses for career progression</li> </ul>	<ul style="list-style-type: none"> <li>Compliance by staff through registration and renewal of membership</li> </ul>	<ul style="list-style-type: none"> <li>Improved standards of technical expertise and professional management in the sector</li> </ul>
14.	Women, Youth, PWDs, Marginalized communities	<ul style="list-style-type: none"> <li>Active involvement in public participation</li> <li>Leadership in Wildlife Conservation</li> <li>Establish programmes that promote alternative livelihoods</li> <li>Participation in research and development</li> </ul>	<ul style="list-style-type: none"> <li>Active participation in wildlife conservation and management</li> <li>Enhanced awareness of the Wildlife sector</li> <li>Job and wealth creation through wildlife conservation related enterprises</li> <li>Adhere to the affirmative</li> </ul>	<ul style="list-style-type: none"> <li>Planting and growing of trees</li> <li>Responsive citizenry</li> <li>Compliance with the Constitution and statutory laws</li> <li>Ownership and sustainability of projects</li> <li>Establish projects that promote wildlife</li> </ul>



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S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Ministry
			action requirements • Access to fund for their conservation efforts • Representation • Well-structured and coordinated platforms • Access to information • Access to technical Support and tools for better conservation management	conservation • Create awareness on wildlife conservation • Utilize opportunities provided through affirmative action • Convene, accredit, and certify national stakeholder platforms. • National recognition of conservation heroes Career opportunities • Training programs
15.	Judiciary	• Interpret the law and make decisions on litigations	• Abide by the law. • Awareness creation on environmental justice • Sensitization on Wildlife policy and legislation including international obligations • Avail credible information	• Timely dispensation of justice. • Fair in their judgement
16.	Local communities	• Managing and protecting wildlife including endangered species	• Facilitative environment	• Increased awareness on wildlife conservation • Compliance with laws and the constitution • More space for wildlife • Well managed and protected wildlife including endangered species

## CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

### *Overview*

This chapter outlines the Strategic Issues, Strategic Goals as well as the key result areas, which provide the State Department for Wildlife aspirations over the medium-term FY 2023-2027. The Plan has seven (7) Key Results Areas (KRAs) and thirteen (13) strategic objectives which are in line with the vision and mission statement of the State Department.

### **4.1 Strategic Issues**

1. Wildlife governance and coordination
2. Ecosystem integrity and resilience
3. Human wildlife conflict
4. Climate change
5. Capacity and training
6. Conservation education, awareness and participation
7. Access, incentives, benefits and sustainable use

### **4.2 Strategic Goals**

1. Strengthen wildlife governance, coordination and financial sustainability
2. Improve habitats and species resilience
3. Promote human wildlife coexistence
4. Climate change adaptation and mitigation
5. Enhance wildlife research and capacity development
6. Promote conservation education, awareness and participation in wildlife management
7. Provide mechanisms for access, benefit sharing and sustainable use of wildlife resources

### **4.3 Key Result Areas**

The State Department for Wildlife will implement seven (7) Key Result Areas namely:

1. Wildlife governance and coordination
2. Conservation, protection and management of wildlife biodiversity
3. Human-wildlife coexistence
4. Climate change adaptation and mitigation
5. Capacity, training, research and innovations
6. Wildlife conservation education, awareness and participation
7. Access and sustainable use of wildlife resources

**Table 5: Strategic issues, Goals and Key result Areas**

	<b>Strategic Issue</b>	<b>Goal</b>	<b>Key Result Areas (KRAs)</b>
1	Wildlife governance and coordination	Strengthen wildlife governance, coordination and financial sustainability	Wildlife governance and coordination
2	Ecosystem integrity and resilience	Improve habitats and species resilience	Conservation, protection and management of wildlife biodiversity
3	Human wildlife conflict	Promote human wildlife coexistence	Human-wildlife coexistence
4	Climate change	Climate change adaptation and mitigation	Climate change adaptation and mitigation
5	Capacity and training	Enhance wildlife research and capacity development	Capacity, training, research and innovations
6	Conservation education, awareness and Participation	Promote conservation education, awareness and participation in wildlife management	Wildlife conservation education, awareness and participation
7	Access, incentives, benefits and sustainable use	Provide mechanisms for access, benefit sharing and sustainable use of wildlife resources	Access and sustainable use of wildlife resources

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

### Overview

This chapter outlines the strategic objectives and strategic choices, which provide the State Department for Wildlife aspirations over the medium term (2023-2027). The Plan has strategic 12 objectives and strategies. The strategic objectives and strategies align with the State Department’s Vision, mission and core values.

### 5.1 Strategic Objectives

The Strategic Objectives serve as a roadmap to achieve the State Department’s mission and vision. The State Department for Wildlife will focus on the following strategic objectives:

1. Strengthen wildlife sector coordination and governance
2. Promote partnerships and collaborations
3. Mobilize financial resources for the wildlife subsector
4. Secure, protect and restore wildlife habitats and ecosystems
5. Enhance the conservation of endangered and threatened species
6. Promote human wildlife co-existence
7. Develop wildlife climate change adaptation strategies and actions
8. Promote research and innovation on sustainable wildlife development
9. Build institutional capacity for sustainable wildlife management
10. Promote conservation education, awareness and participation in wildlife conservation and management
11. Develop frameworks for access, equitable benefits sharing and sustainable use of wildlife resources

**Table 6: Outcome Annual projection**

Strategic Objective (SO)	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA 1: Wildlife Governance and Coordination</b>							
SO1: Strengthen wildlife sector coordination and governance	Improved coordination and governance in wildlife sector	No. of legal instruments reviewed	-	-	1	7	8
		No. of MEAs domesticated and implemented	12	12	12	12	12
		No. of implementation Action plans developed	-	2	1	2	1
		No. M&E reports implemented	1	3	3	4	4
		No. of quarterly and annual financial and non-financial reports implemented	14	14	14	14	14
		No. Performance management reports implemented	7	7	7	7	7
SO2: Promote	Enhanced collaboration	No. of fora/partnerships established	2	2	2	2	2

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Strategic Objective (SO)	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
partnerships and collaborations	and partnerships						
SO3: Mobilize financial resources for the wildlife subsector	financial sustainability	24 billion	5	7	4	4	4
<b>KRA 2: Conservation, protection and management of wildlife biodiversity</b>							
SO4: Secure, protect and restore wildlife habitats and ecosystems	Healthy habitats and species resilience restored	No. of ecosystems restored	5	5	5	5	5
		No. of trees grown (Millions)	20	20	20	20	20
		No. of Management plans and guidelines developed	3	3	3	3	3
	Secure, protect and conserve key biodiversity areas (KBA) and important birds areas (IBA)	No. of key migratory corridors secured and protected per ecosystem	1	1	2	2	3
KBAs and IBAs secured, protected and conserved							
SO5: Enhance conservation of endangered and threatened species	Healthy and resilient species	Percentage reduction in number of poaching incidences	5	5	5	5	5
		No. of personnel trained on wildlife security	2,000	2,000	2,000	2,000	2,000
<b>KRA 3: Human-Wildlife Co-existence</b>							
SO6: Promote human wildlife co-existence	wildlife living in harmony with humans	Human Wildlife Conflict Database established	-	1	-	-	-
		Compensation Co-existence scheme in place	-	1	-	-	-
		Wildlife Coexistence Strategy developed	-	1	-	-	-
		No. of new security equipment purchased for the security team	10	10	10	10	10
		No. of wildlife officers and community representatives trained	200	200	200	200	200
		No. Anti-venom Centers	-	-	-	1	-
<b>KRA 4: Climate change adaptation and mitigation</b>							
SO7: Develop wildlife climate change adaptation strategies and actions	Climate proofed wildlife sector	No. of water pans constructed and boreholes drilled and equipped	25	25	25	25	25
		No. of Kilometres of firebreaks installed	-	150	150	150	150
<b>KRA 5: Capacity, Training, research and innovations</b>							
SO8: Promote research and innovation on sustainable wildlife development	Enhanced information base and data for conservation efforts	National Wildlife Population Census report	-	-	1	-	-
		Natural resources capital valuation reports	-	1	2	2	3
SO9: Build institutional capacity for sustainable wildlife management	enhanced institutional, individual and community capacities	Competency Assessment report and interventions on capacity building	3	3	3	3	3
		No. of institutions strengthened and local communities capacity enhanced.	5	5	5	5	5

Strategic Objective (SO)	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA 6: Wildlife conservation education, awareness and participation</b>							
SO10: Promote conservation education, awareness and participation in wildlife conservation and management	Increased awareness and positive impacts on livelihoods	Biennial wildlife scientific conference	1	-	1	-	1
		Triennial wildlife conservation summit	-	-	1	-	-
		Communication strategy	-	-	1	-	-
		Percentage compliance with single use plastic ban in wildlife protected areas	20	40	60	80	100
<b>KRA 7: Access and sustainable use of wildlife resources</b>							
SO11: Develop frameworks for access, equitable benefits sharing and sustainable use of wildlife resources	Enhanced access and benefit sharing from utilization of wildlife resources	No. of regulations and guidelines developed	1	1	1	1	1

## 5.2 Strategic Choices

The Key Results Areas (KRAs), strategic objectives and strategies that will deliver the 2023-2027 strategic plan are outlined in table 5.1

**Table 7: Strategic Objectives and Strategies**

KRA	Strategic Objectives	Strategies
Wildlife governance and coordination	Strengthen wildlife sector coordination and governance	<ul style="list-style-type: none"> <li>Review Wildlife Conservation and Management Act, 2013</li> <li>Develop Regulations and guidelines to operationalize the WCMA, 2013</li> <li>Develop an Action Plan II 2023 -2027 for the National Wildlife Strategy 2030</li> <li>Develop national coordination framework for the wildlife sector</li> <li>Enhance sector compliance with policies, legislation and strategies</li> <li>Develop an engagement framework with County Governments</li> <li>Coordinate and effectively implement wildlife policies, treaties and MEAs</li> <li>Monitor and report compliance to MEAs obligations</li> <li>Establish synergies, cooperation and partnerships among conventions</li> <li>Develop Wildlife Related MEAS coordination framework</li> <li>Human Resources (Support services)</li> <li>Monitoring, evaluation and reporting of policies, projects programmes</li> <li>Carry out feasibility studies</li> <li>Performance management</li> </ul>
	Promote partnerships and collaborations	<ul style="list-style-type: none"> <li>Foster partnerships and collaborations with non-state actors</li> <li>Develop frameworks blue and green credits in conservation areas</li> </ul>
	Mobilize financial resources for the wildlife subsector	<ul style="list-style-type: none"> <li>Develop financial sustainability mechanisms for the wildlife sector (WCTF, PPP, PES, Debt for nature swaps)</li> <li>Prudent utilization of financial resources</li> </ul>
Conservation, protection and management of wildlife biodiversity	Secure, protect and restore wildlife habitats and ecosystems	<ul style="list-style-type: none"> <li>Plant 50 million trees in protected and conservation areas</li> <li>Identify priority habitats and ecosystems for conservation action</li> <li>Control and management of invasive species</li> <li>Develop spatial plans for wildlife habitats and ecosystems in collaboration with County Governments</li> <li>Strengthen collaboration in management of marine and trans-boundary landscapes and ecosystems</li> </ul>

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KRA	Strategic Objectives	Strategies
		<ul style="list-style-type: none"> <li>• Secure and manage key wildlife migratory corridors and dispersal areas</li> <li>• Undertake adaptive research on invasive species</li> <li>• Document best practices on management of invasive species including keeping an inventory</li> <li>• Establishment of ex-situ conservation facilities (captive wildlife facilities)</li> <li>• Develop and implement policy guidelines on species conservation interventions</li> <li>• Update the national Red List of endangered species.</li> <li>• Protection and management of water towers in collaboration with KFS</li> </ul>
	Enhance the conservation of endangered and threatened species	<ul style="list-style-type: none"> <li>• Develop Species recovery action plans</li> <li>• Reduce poaching, unsustainable utilization and illegal wildlife trafficking</li> <li>• Enhance capacity of law enforcement frameworks for wildlife security.</li> <li>• Strengthen regional cooperation in sustainable wildlife management</li> </ul>
Human-wildlife coexistence	Promote human wildlife co-existence	<ul style="list-style-type: none"> <li>• Educate local communities on wildlife compatible land use options, nature-based solutions and alternative sources of livelihoods</li> <li>• Modernize wildlife security units for coordination and effectiveness</li> <li>• Develop and implement innovative mitigation initiatives to address human wildlife conflict</li> <li>• Implement management approaches that promote coexistence including use of traditional Indigenous knowledge</li> <li>• Train and equip wildlife officers and communities in rapid response skills for human wildlife conflict mitigation and management</li> <li>• Enhance wildlife surveillance through the use of modern technology</li> <li>• Increase more space for wildlife including creation of more buffer zones to reduce HWC</li> <li>• Set-up anti-venom centers in specific hot spot priority areas</li> <li>• Compensate HWC victims for loss and damages</li> </ul>
Climate change adaptation and mitigation	Develop wildlife climate change adaptation strategies and actions	<ul style="list-style-type: none"> <li>• Develop and implement wildlife climate change mitigation and adaptation strategy</li> <li>• Undertake assessment on ecosystem carrying capacity</li> <li>• Strengthen early warning and action responses</li> <li>• Develop disaster reduction Strategy for wildlife-preparedness, response and rescue</li> </ul>
Capacity, Training, research and innovations	Promote research and innovation on sustainable wildlife development	<ul style="list-style-type: none"> <li>• Undertake a natural capital assessment and valuation of wildlife resources</li> <li>• Promote alternative and diversify</li> <li>• nature-based tourism options for greater conservation value</li> <li>• Promote collaborative research on bio prospecting</li> <li>• Promote collaborative research on wildlife species, habitat, health and wildlife economy</li> <li>• Promote innovative approaches including research for increasing investment in marine and coastal ecosystems.</li> <li>• Undertake a National Wildlife Census to establish wildlife population.</li> </ul>
	Build institutional capacity for sustainable wildlife management	<ul style="list-style-type: none"> <li>• Strengthen the Wildlife Research and Training Institute (WRTI)</li> <li>• Coordinate outreach, awareness and participation programs</li> <li>• Initiate a conservation leadership program in collaboration with universities and other learning institutions</li> <li>• Promote peer-to-peer learning and Knowledge management</li> <li>• Promote capacity-building initiatives for communities to coexist with wildlife while benefiting from their sustainable utilization</li> <li>• Carry out a training needs assessment for capacity building for the State Department for Wildlife and relevant agencies</li> <li>• Promote training and capacity development programme and courses in wildlife conservation and management and other related disciplines</li> <li>• Establish a national Integrated wildlife database</li> </ul>

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KRA	Strategic Objectives	Strategies
		<ul style="list-style-type: none"> <li>• Build ICT infrastructure needs capacity.</li> <li>• Improved service delivery</li> </ul>
Wildlife conservation education, awareness and participation	Promote conservation education, awareness and participation in wildlife conservation and management	<ul style="list-style-type: none"> <li>• Hold biennial wildlife scientific conference</li> <li>• Hold triennial wildlife conservation summit to show case best practices</li> <li>• Make research information available to sectors with direct and indirect impacts on wildlife</li> <li>• Develop a communication strategy and Plan</li> <li>• Develop an engagement framework with learning institutions on conservation programme.</li> <li>• Pollution control measures and enforcing the ban on single-use plastics in conservation areas (CAs).</li> <li>• Commemoration of International conservation days and events</li> <li>• Strengthen the Wildlife Clubs of Kenya (WCK)</li> <li>• Mainstream conservation education curriculum in learning institutions</li> <li>• Promote outreach programme for wildlife conservation.</li> <li>• Establish and equip wildlife resource centers.</li> </ul>
Access and sustainable use of wildlife resources	Develop frameworks for access, equitable benefits sharing and sustainable use of wildlife resources	<ul style="list-style-type: none"> <li>• Develop a framework to regulate access and sustainable utilization of wildlife and wildlife products</li> <li>• Develop a framework for sharing benefits accrued from wildlife utilization</li> <li>• Develop and implement clear sector frameworks for access and benefit sharing from wildlife resources</li> <li>• Develop and promote innovative and strategic investment for sustainable use of wildlife resources</li> <li>• Develop land-based incentives to encourage voluntary wildlife conservation</li> <li>• Create opportunities for investments and employment of youth and local communities in wildlife conservation</li> <li>• Develop and promote the cross sectoral coordination of marine and coastal natural resource management for sustainable utilization</li> <li>• Develop bio prospecting policy</li> </ul>



# CHAPTER SIX: IMPLEMENTATION, COORDINATION AND RISK MANAGEMENT FRAMEWORK

## *Overview*

The implementation of this strategic plan will be spearheaded by the State Department. The chapter provides the implementation plan which includes an action plan, annual workplan, budget and performance contract. Further, it outlines the coordination framework, encompassing the institutional framework, staff establishment, competence development and capital management and strategies. The chapter also addresses the risk management framework, highlighting the need to identify and mitigate potential risk as well as monitoring and reporting those risks.

## **6.1 Implementation Plan**

The implementation plan describes how the Strategic Plan will be operationalized. It includes an action plan, Annual work plan and Budget and performance contracting as part of result-based management instruments.

### **6.1.1 Action Plan**

The Action Plan is presented as an Implementation Matrix, which includes output indicators that allow for the monitoring of progress and the evaluation of the planned activities as shown in Annex I.

### **6.1.2 Annual Workplan and Budget**

The State Department will develop costed annual work plans based on the yearly targets in the implementation matrix. The State Department will align the Annual work plan with the annual budget. The costed Annual work plan for the Financial Year 2023/24 has been extracted from the action plan and attached as **Annex 3**

### **6.1.3 Performance contracting**

The State Department will align the Performance Contract to the annual Work plan. Performance targets set will be monitored quarterly and reports submitted to Public Service Performance Management Unit for evaluation and appraisal.

## **6.2 Coordination framework**

This section provides the coordination framework including the institutional framework, staff establishment, skillset and competence development, leadership, systems and procedures

## 6.2.1 Institutional Framework

The State Department is organized into technical services and administrative support services. The technical services constitute of two (2) Directorates: Directorate of Wildlife Research Policy & Innovation and Directorate of Partnerships & Wildlife Human Co-existence whereas the administrative support services constitute of ten (10) units: General Administration Unit, Human Resource Management and Development unit, Supply Chain Management services Unit, Legal Unit, Information Communication Technology Unit, Public Communication Unit, Accounts Unit, Finance Unit and Central Planning and Project Monitoring Unit and Records Management Unit

## 6.2.2 Staff Establishment, Skill Set and Competence Development

**Table 8: Staff Establishment**

Cadre	Approved Establishment (A)	Optimal Staffing Level (B)	In-post (C)	Variance D=(B-C)
Principal Secretary	1	1	1	0
Administrative Cadre	3	7	4	3
Wildlife Conservation Cadre	50	50	13	37
ICT Cadre	3	8	5	3
HRM&D Cadre	6	10	7	3
Public Communication Cadre	3	6	4	2
Accounts Cadre	5	16	11	5
Office Administrative Cadre	8	25	8	17
Economists/Statisticians Cadre	2	11	5	6
Supply Chain Management Cadre	5	20	6	14
Finance Cadre	3	8	5	3
Records Cadre	3	4	1	3
Drivers Cadre	8	20	10	10
Cleaning Supervisors/Support Staff Cadre	7	24	9	15
Legal Cadre	1	3	1	2
Clerical Cadre	4	16	9	7
Librarian Cadre	2	2	0	2
Counselling Cadre	0	2	0	2
Audit Cadre	0	4	3	1
Security Cadre	2	2	0	2
<b>TOTAL</b>	<b>116</b>	<b>239</b>	<b>102</b>	<b>135</b>

**Table 9: Skills set and competence development**

Cadre	Skill Set	Skills Gap	Competence Development
<b>Wildlife Conservation Professionals</b>	<ul style="list-style-type: none"> <li>• Wildlife Conservation Management skills</li> <li>• Policy Development and Implementation skills</li> <li>• Pedagogical skills</li> <li>• Curriculum development skills</li> <li>• Leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiation Skills</li> <li>• Report Writing skills</li> <li>• Resource mobilization strategies skills</li> <li>• Project proposal writing skills</li> <li>• Paralegal knowledge and skills</li> <li>• Monitoring and evaluation skills</li> <li>• Events management and protocol skills</li> <li>• Mapping skills</li> <li>• Financial Management skills</li> <li>• ICT skills</li> <li>• Risk Management skills</li> <li>• ISO certification skills</li> <li>• Environmental and Social Impact Assessment/</li> </ul>	<ul style="list-style-type: none"> <li>• Training on negotiation skills, report writing and proposal writing</li> <li>• Training on legal procedures</li> <li>• Monitoring and evaluation</li> <li>• Training on Mapping (GIS)</li> <li>• Financial Management skills</li> <li>• Risk Management training</li> <li>• ISO training</li> <li>• ESIA/SEA training</li> <li>• RBM training</li> <li>• Leadership courses (SLDP/SMC)</li> <li>• Events management and protocol training</li> <li>• Carbon credit certification</li> <li>• Wildlife security management at National Defence College (NDC)</li> </ul>

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<b>Cadre</b>	<b>Skill Set</b>	<b>Skills Gap</b>	<b>Competence Development</b>
		<ul style="list-style-type: none"> <li>Environmental Audit skills (ESIA/SEA skills)</li> <li>Results Based Management (RBM) skills</li> <li>Carbon credit certification skills</li> <li>Wildlife security management skills</li> </ul>	
<b>Administrative Officers</b>	<ul style="list-style-type: none"> <li>Leadership skills</li> <li>Report and Speech writing skills</li> <li>Disaster Management skills</li> <li>Paralegal skills</li> <li>Leadership/Managerial skills</li> <li>Interpretation of Presidential Directives</li> <li>Asset Management skills</li> </ul>	<ul style="list-style-type: none"> <li>Negotiation skills</li> <li>Speech and Report writing skills</li> <li>Customer Care Protocol skills</li> <li>Records management skills</li> <li>Emerging issues on Disaster management skills</li> <li>Fleet management</li> </ul>	<ul style="list-style-type: none"> <li>Training on negotiation skills, report writing and speech writing</li> <li>Training on Protocol and good Governance skills</li> <li>Training on legal procedures</li> <li>Refresher courses on Leadership skills and disaster management skills</li> <li>Fleet management training</li> </ul>
<b>Public Communication Officers</b>	<ul style="list-style-type: none"> <li>Speech, press releases &amp; Report writing communication skills</li> <li>Public relations skills</li> <li>Concept writing</li> </ul>	<ul style="list-style-type: none"> <li>Public speaking</li> <li>Customer care skills</li> <li>Protocol and event management skills</li> </ul>	<ul style="list-style-type: none"> <li>Refresher courses on speech and report writing, protocol and event management and also customer care/Public relations</li> </ul>
<b>ICT Officers</b>	<ul style="list-style-type: none"> <li>Computer Maintenance and Security skills</li> <li>Information Security Management System skills</li> <li>Troubleshooting hardware and software</li> <li>Knowledge of operating systems</li> <li>Basic network troubleshooting</li> <li>Cyber security expertise</li> <li>Networking &amp; programming skills, support and maintenance skills</li> <li>Data analytics, Big data skills</li> <li>AI technological skills</li> </ul>	<ul style="list-style-type: none"> <li>advanced networking</li> <li>cybersecurity best practices</li> <li>Limited exposure to emerging technologies</li> <li>Networking &amp; programming skills, support and maintenance</li> <li>Leverage on the growth of ICT sector</li> </ul>	<ul style="list-style-type: none"> <li>Training in Computer Maintenance and Security</li> <li>Training in Information Security Management System</li> <li>Training in advanced networking concepts</li> <li>Certifications</li> <li>On-the-Job Training and cross-training opportunities</li> <li>Advanced training in threat intelligence and ethical hacking</li> <li>Continuous training on emerging technology-oriented courses</li> </ul>
<b>Finance/Accounts Officers</b>	<ul style="list-style-type: none"> <li>Financial analysis and reporting skills</li> <li>Budgeting and financial planning</li> <li>IFMIS user's skill</li> <li>Standards of accounting skills</li> <li>Program Based Budgeting skills</li> <li>Public Finance Management knowledge</li> <li>International Public Sector Accounting Standards skills</li> <li>Financial Accounting, Reporting and Analysis skills</li> <li>Cash and Treasury Management skills</li> <li>Financial Management skills for Project Accountants</li> </ul>	<ul style="list-style-type: none"> <li>knowledge of financial planning</li> <li>Understanding of financial regulations</li> </ul>	<ul style="list-style-type: none"> <li>Public Finance Management Course</li> <li>Advanced financial planning/budgeting courses</li> <li>Regulatory compliance training</li> <li>Data analysis training</li> <li>Risk management seminars</li> <li>Financial reporting</li> <li>Budgeting and forecasting</li> <li>Cash and Treasury Management Training</li> <li>Financial Management for Project Accountants Implementing Donor Funded projects</li> <li>Carbon credit financing and accounting</li> </ul>
<b>Economist/ Statisticians</b>	<ul style="list-style-type: none"> <li>Data collection, Statistical analysis skills</li> <li>Database management skills</li> <li>Performance management, monitoring and progress reporting skills</li> <li>Project Planning and Management skills</li> </ul>	<ul style="list-style-type: none"> <li>big data technologies</li> <li>Advanced statistical analysis skills</li> <li>Project Planning and Management</li> </ul>	<ul style="list-style-type: none"> <li>Training on Project Planning and Management</li> <li>Report writing</li> <li>Professional Certifications</li> <li>On-the-Job Projects and cross-functional collaboration</li> <li>Data analysis packages</li> <li>Monitoring and evaluation</li> </ul>
<b>HRM&amp;D Officers</b>	<ul style="list-style-type: none"> <li>Leadership skills</li> <li>Counselling, Mentoring &amp; Coaching skills</li> <li>Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Leadership skills</li> <li>Human Relation Skills</li> <li>Occupational Health and Safety regulations</li> </ul>	<ul style="list-style-type: none"> <li>Capacity build on Leadership, Human Relation Skills,</li> <li>Training on occupational health and safety</li> </ul>

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Cadre	Skill Set	Skills Gap	Competence Development
	<ul style="list-style-type: none"> <li>procedures skills</li> <li>• Recruitment and talent management skills</li> <li>• Employee relations and conflict resolution skills</li> <li>• Performance appraisal and feedback skills</li> <li>• Professional Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced HR analytics skills</li> <li>• Knowledge of labor laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• HR analytics training</li> <li>• Labor law and compliance courses</li> <li>• Feedback and performance management workshops</li> <li>• Payroll Administration Management</li> <li>• Continuous Professional Development (CPD) courses</li> </ul>
<b>Clerical Officers</b>	<ul style="list-style-type: none"> <li>• Computer application skills</li> <li>• Customer care</li> <li>• Records management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Computer skills, numerical skills</li> <li>• Advance Ms., Excel Skills</li> <li>• Customer care skills</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings on Advance computer applications skills</li> <li>• Customer care training.</li> <li>• Training on supervisory skills</li> </ul>
<b>Auditors</b>	<ul style="list-style-type: none"> <li>• Fraud Investigation and Prevention procedures skills</li> <li>• Risk Assessment Management skills</li> <li>• Audit and Risk Assurance skills</li> <li>• Audit Committee requirements and skills</li> <li>• Management Audit reporting skills</li> </ul>	<ul style="list-style-type: none"> <li>• Fraud Investigation and Prevention</li> <li>• Risk Assessment Management</li> </ul>	<ul style="list-style-type: none"> <li>• Audit related courses</li> <li>• International audit standards</li> </ul>
<b>Office Administrative Personnel</b>	<ul style="list-style-type: none"> <li>• Office management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Customer care relations</li> <li>• Secretarial management skills</li> <li>• Supervisory skills</li> </ul>	<ul style="list-style-type: none"> <li>• Training on customer relations, Secretarial management and Supervisory courses</li> </ul>
<b>Supply Chain Management Personnel</b>	<ul style="list-style-type: none"> <li>• Asset Management and disposal procedures requirements</li> <li>• IFMIS users' skills</li> </ul>	<ul style="list-style-type: none"> <li>• Asset Management and disposal skills</li> <li>• IFMIS user skills</li> <li>• Public Procurement &amp; Contract Management</li> </ul>	<ul style="list-style-type: none"> <li>• Public Procurement &amp; Contract Management training</li> <li>• Training on IFMIS users</li> <li>• Asset Management and disposal skills</li> </ul>
<b>Records Management personnel</b>	<ul style="list-style-type: none"> <li>• Records and Information Management Skills</li> <li>• Computer application skills</li> <li>• Indexing and referencing skills</li> </ul>	<ul style="list-style-type: none"> <li>• Computerized record management skills</li> <li>• Information archiving skills</li> </ul>	<ul style="list-style-type: none"> <li>• Computerized record management training</li> <li>• Information archiving training</li> </ul>
<b>Drivers</b>	<ul style="list-style-type: none"> <li>• Basic Automobile Mechanics skills</li> <li>• First Aid Course</li> <li>• Driving refresher courses</li> </ul>	<ul style="list-style-type: none"> <li>• Defensive driving</li> <li>• First Aid Course</li> </ul>	<ul style="list-style-type: none"> <li>• Refresher course in Defensive driving</li> <li>• First Aid</li> <li>• Basic Automobile Mechanics</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Policy Development and Implementation skills</li> <li>• Development of MOUs requirements</li> <li>• Arbitration of disputes skills</li> <li>• Preparation and management of contractual documents skills</li> <li>• Development of Multi-Lateral Agreements skills</li> <li>• Interpretation and advise on Presidential Directives</li> <li>• Skills on Development and preparation of management plans</li> <li>• Skills on Preparation of Advisory Opinion</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiation skills</li> <li>• Report writing skills</li> <li>• Legal profession skills</li> <li>• Paralegal training</li> <li>• Monitoring and evaluation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Training on negotiation skills</li> <li>• Legal professional training (CPD)</li> <li>• Training on leadership/Management skills</li> <li>• Training on legal procedures</li> <li>• Concept writing skills</li> </ul>

### 6.2.3 Leadership

The Cabinet Secretary and the principal secretaries will provide the requisite leadership throughout the implementation period of the strategic plan where Strategic Theme Teams per KRAs will be appointed with clear Terms of Reference. In addition, in the implementation matrix, there is clear responsibility for the identified targets/ key activities.

### 6.2.4 Systems and procedures

The Ministry will improve service delivery through adoption of ICT solutions for ease of access; fast; cost effective; convenient and efficiency in service delivery. In addition, it will digitize and digitalize the department’s operations for the efficiency and effectiveness in service delivery. This will be undertaken through the following:

- i. **Digitalization of Government Services:** This will be done through re-engineering of business processes and the application of digital technologies to enhance Government service delivery. In addition, it will involve aligning institutional structures, functions, policies and strategies that will facilitate progressive digitalization. The SDW will onboard citizen-facing services to the e-citizen platform and adopt paperless office for government operations.
- ii. **Knowledge Management:** The Ministry will establish a knowledge management system to collect, organize, store and share data. It will include sharing the best practices.
- iii. **International Organization for Standardization (ISO) Certification:** The SDW will develop a detailed Standard Operation Procedures for key processes.

### 6.3 Risk Management Framework

The State Department has identified the risks and the proposed possible mitigation measures as shown in table 6.4.

**Table 10: Risk Management Framework**

S/No.	Risks	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures(s)
1.	Wildlife Crime Risk	H	H	H	<ul style="list-style-type: none"> <li>•Compliance with treaties, agreement &amp; conventions</li> <li>•Combating Illegal Wildlife trafficking</li> <li>•Enhance Wildlife surveillance and security</li> <li>•Collaboration with other law enforcement agencies</li> </ul>
2.	Environmental: Disposal of obsolete equipment and materials, Pollution-plastic, diseases and epidemics, fires, climate change and natural disasters.	M	H	M	<ul style="list-style-type: none"> <li>•Prompt disposal of obsolete equipment</li> <li>•Digitize and dispose documentation materials</li> <li>•E-Waste management</li> <li>•Plastic ban in parks</li> <li>•Fire drills</li> <li>•Awareness on climate change</li> <li>•SCREENING</li> <li>•Fumigation</li> <li>•Surveillance and routine check ups</li> <li>•Inter-sectoral collaborations</li> </ul>
3.	Cybersecurity Risks: data breaches, malware, phishing, Denial of services and Hacking	H	H	H	<ul style="list-style-type: none"> <li>•Implement robust cybersecurity measures, including firewalls, intrusion detection systems, and encryption.</li> <li>•Conduct regular security audits and vulnerability assessments</li> <li>•Regularly training the users on Cybersecurity</li> <li>•Installation of Antivirus and regular updating of the Software</li> </ul>
4.	Data Privacy Risks: data loss, integrity, privacy	M	H	H	<ul style="list-style-type: none"> <li>•Compliance with data protection regulations and review data governance policies, laws, regulations.</li> <li>•Encrypting sensitive data and restrict access to authorized personnel</li> </ul>

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S/No.	Risks	Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures(s)
					<ul style="list-style-type: none"> <li>•Regularly audit data access and usage.</li> </ul>
5.	Infrastructure Risks: hardware failures or outages, software Vulnerabilities, vandalism	M	M	M	<ul style="list-style-type: none"> <li>•Implement redundant systems and backup solutions to ensure high availability.</li> <li>•Conduct routine maintenance and upgrade critical infrastructure components</li> <li>•Develop a comprehensive business continuity and disaster recovery plan.</li> <li>•Securitization of ICT infrastructure</li> </ul>
6.	Vendor and Supply Chain Risks: Dependency on Vendors, Supply Chain attacks	M	M	M	<ul style="list-style-type: none"> <li>•Assess and vet vendors for security and reliability.</li> <li>•Include security requirements in vendor contracts.</li> <li>•Regularly review and audit vendor security practices</li> <li>•Compliance to green procurement procedures</li> </ul>
7.	Human Resource Risks: Skills shortages, employee turnover and inadequate training	H	H	H	<ul style="list-style-type: none"> <li>•Recruitment and Succession Management</li> <li>•Invest in ongoing training and skill development</li> <li>•Cross-train staff to reduce dependencies on specific individuals.</li> </ul>
8.	Financial: Inadequate Financial Allocation, Financial Resource Leakages, delays in release of funds, Delayed payments by MDAs for Services offered	H	H	H	<ul style="list-style-type: none"> <li>•Engage National Treasury and Development Partners</li> <li>•Enhancement of AIA generation</li> <li>•Constitute a budget implementation committee</li> <li>•Ensure pending bills are less or equal to 1%</li> <li>•Ensure the Internal control systems work</li> </ul>
9.	Legal: Litigation	M	M	M	<ul style="list-style-type: none"> <li>•Ensure Adherence to the rule of law and procedures</li> <li>•Use of Alternative Dispute Resolutions</li> <li>•Creating Legal Awareness</li> </ul>
10.	Political risk	M	H	M	<ul style="list-style-type: none"> <li>•Excellent negotiation skills</li> <li>•Adherence to the rule of law</li> </ul>
11.	Reputation risk	H	H	H	<ul style="list-style-type: none"> <li>•Enhance marketing strategy and Branding</li> <li>•Timely compensation of HWC claims</li> <li>•Proactive information sharing</li> <li>•Corporate Social Responsibility (CSR)</li> </ul>

# CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

## Overview

This chapter will analyze the projected resources required to implement the Strategic Plan. It will also establish the strategies to be used to mobilize resources to fund the key activities that will be used to steer the realization of the State Department's core mandate. The financial resources will be prudently utilized to fund the priority programmes and projects within the State Department.

## 7.1 Financial Requirements

The table below indicates the total projected resource requirements of **Kshs. 121,650** million that will be used from Year 1 to Year 5 based on the Seven (7) Key Result Areas (KRA). The personnel requirements to implement the KRAs will be Kshs 911 million as highlighted below.

**Table 11: Financial Requirements for Implementing the Strategic Plan**

Cost Item	Projected Resources Requirements (Ksh Millions)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1: Wildlife Governance and Coordination	324	431	723	427	763	2,668
KRA 2: Conservation, Protection and Management of Wildlife Biodiversity	8,439	12,493	11,927	12,767	13,307	58,933
KRA 3: Human Wildlife coexistence	9,347	4,502	5,035	4,752	4,759	28,395
KRA 4: Climate Change adaptation and Mitigation	-	85	75	77	30	267
KRA 5: Capacity, Training, research and innovations	4,684	7,762	10,926	4,556	1,160	29,088
KRA 6: Wildlife Conservation Education, Awareness and Participation	208	225	286	240	266	1,225
KRA 7: Access and Sustainable Use of Wildlife Resources	71	140	294	288	281	1,074
<b>Total</b>	<b>23,073</b>	<b>25,638</b>	<b>29,266</b>	<b>23,107</b>	<b>20,566</b>	<b>121,650</b>

The estimated variance between the Estimated Requirements and Estimated Allocations is **Kshs. 45,933 Million**, the State Department will endeavor to bridge this gap with the various proposed resource mobilization strategies.

**Table 12: Resource Gaps**

Financial Year	Estimated Financial Requirements (Kshs. Million)	Estimated Allocations (Ksh. Million)	Variance (Kshs. Million)
Year 1	23,073	11,605	11,468
Year 2	25,638	13,242	12,396
Year 3	29,266	15,390	13,876
Year 4	23,107	16,775	6,332
Year 5	20,566	18,705	1,861
<b>Total</b>	<b>121,650</b>	<b>75,717</b>	<b>45,933</b>

## **7.2 Resources Mobilization Strategies**

### **Government Exchequer Funding**

The State Department for Wildlife will continue to lobby for increased funding from the Exchequer through the established Sector Working Group and the Parliamentary Committees.

### **Development Partners**

The State Department for Wildlife has been getting support from Development Partners who have been providing funding to support implementation of key programmes and projects. It is expected that development partner's support will continue during the implementation of this Strategic Plan. The State Department will also develop other proposals to increase funding for priority projects through development partners in cases where the exchequer funding falls short of the financial requirements.

### **Public Private Partnerships (PPPs)**

Implementation of flagship projects in the Kenya Vision 2030 requires partnership between the Government and the Private Sector. The State Department will engage with the Private Partners to ensure more resources are mobilized to implement projects in wildlife conservation areas.

### **Wildlife Conservation Trust Fund**

Wildlife Conservation Trust Fund (WCTF) is a SAGA established under Section 23(2) (e) of the Wildlife Conservation Management Act 2013 and its Board gazetted in July,2023 under gazette notice No. 9774. WCTF seeks to create financial stability in the wildlife sector by mobilizing funds through innovative public and private partnerships (PPPs) with development partners thereby initiating and strengthening cross-sectoral collaborations. The State Department will collaborate with WCTF to ensure that the key activities relating to Wildlife Conservation are supplemented through the Fund.

## **7.3 Optimizing Efficiency in the Use of Resources**

The State Department will put in place the following measures to optimize use of available resources by improving efficiency and reducing wastage:

- i) Prioritizing of Programmes and Projects
- ii) Improved costing of programmes and activities, in order to curb wastage and ensure effectiveness & efficiency in the use of funds;
- iii) Allocating of funds to complete one-off projects
- iv) Preventive maintenance- this is by ensuring the proper operations and maintenance of the State Department facilities, equipment and vehicles;
- v) Paperless communication, through the leveraging of ICTs such as emails and SMS in order to reduce costs associated with printing and use of landline telephones;
- vi) Use of fuel cards and centralized advertising of tenders. And
- vii) Use of pooled transport to cater for staff travelling outside their duty stations.



## **7.4 Resource Management**

- i) Engage the public, youth and communities through targeted awareness, outreach efforts and stewardship opportunities to enhance participation in conservation
- ii) Develop, gazette and implement wildlife regulations to facilitate equitable and effective benefit sharing for sustainable livelihoods
- iii) Develop tax-incentives to promote investments in wildlife conservation and management
- iv) Undertake comprehensive assessment for wildlife utilization opportunities
- v) Develop land-based incentives to encourage voluntary conservation
- vi) Provide extension services to promote opportunities for wildlife-based enterprises
- vii) Create opportunities for investment and employment of local communities in biodiversity conservation
- viii) Ensure access and benefit sharing to the communities living outside the conservation areas

## CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

### *Overview*

Monitoring, evaluation and reporting of this plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. Two types of indicators will be tracked and used to measure performance. These include output and outcome indicators. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform plans.

### 8.1 Monitoring Framework

Monitoring will involve collecting and analyzing information relating to the various indicators and using the information to inform day-to-day operations. The Directorate of Planning will monitor the implementation of the Strategic Plan through regular meetings and reports. The Directorate will coordinate the implementation, monitoring, of this Strategic Plan.

### 8.2 Performance Standards

In determining specific areas for monitoring and evaluation, SDW will be guided by the following questions:

- **Relevance**-Are the activities linked to the strategic objectives and key result areas and do they address the specific opportunities, challenges and threats
- **Efficiency**-Are the activities being conducted in a timely and cost-effective manner?
- **Effectiveness**-To what extent to the activities help to achieve the strategic objectives? What are the supportive factors and obstacles encountered during implementation?
- **Impact**: What has happened as a result of the activities (both positive and negative)
- **Sustainability**- are there lasting benefits after the activity has been completed?

#### 8.2.1 Monitoring and evaluation process

In carrying out the monitoring and evaluation and evaluation framework the SDW will comply with the State Department for Public Service performance delivery management standards; this will be realized through the following;

- Management -will receive and review departmental and institutional reports; prepare organizational reports and provide feedback.
- State corporations/Departments/Directorates/Divisions will:
  - ❖ Continuous data collection, collation and analysis of the progress
  - ❖ Monitor performance of the strategic activities in their respective areas
  - ❖ Submission of quarterly reports

## 8.2.2 Monitoring and evaluation tools

In carrying out the monitoring and evaluation, the following tools will be used:

- Quarterly implementation matrix review
- Annual performance contracts and workplans
- Annual budget and quarterly expenditure review
- Departmental and Head of Departments meetings
- Semi-annual and annual staff appraisal and self-evaluation reviews
- Corporate evaluation reports; and
- Directorate and SAGAs reports

## 8.3 Evaluation Framework

Evaluation will consist of a systematic and objective assessment of ongoing or completed strategic activities in terms of implementation and results. The aim will be to determine the relevance and fulfillment of objectives, development efficiency, effectiveness and sustainability. The evaluation process will seek to provide the State Department for wildlife with information that is credible and useful, thus enabling the SDW to incorporate lessons learned into decision making process

**Table 1.1: Outcome Performance Matrix**

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-term Period		End term Period	
			Value	Year	Value	Year	Value	Year
Wildlife Governance and Coordination	Improved coordination and governance in wildlife sector.	Reviewed legal frameworks.	0	2023/24	2	2024/25	4	2027/28
		Financial sustainability.	200M	2023/24	5 billion	2024/25	10 billion	2027/28
Conservation, protection and management of wildlife biodiversity	Healthy habitats and resilient species.	Space for wildlife/ No. of conservancies registered	177	2023/24	180	2025/26	183	2027/28
		No. of species recovery plans.	15	2023/24	18	2025/26	18	2027/28
		No of KWS rangers recruited	1500	2023/24	-	2025/26	1500	2027/28
Human-Wildlife coexistence.	Reduced Human wildlife conflicts.	% Reduction in HWC cases.	-	2023/24	20	2026/27	30	2027/28
Climate change adaptation and mitigation.	Climate resilient wildlife sector.	No. of water pans constructed.	18	2023/24	6	2025/26	6	2027/28
Capacity, Training, research and innovations	Enhanced institutional, individual and community capacity.	No. of people trained.	4	2023/24	27	2025/26	30	2027/28
Wildlife conservation education, awareness and participation	Increased awareness and improved livelihoods.	No. of learners educated.						
		No. of livelihoods supported.	4792	2023/24	7188	2025/26	9584	2027/28
Access and sustainable	Enhanced access and	Regulations for access and	-	2023/2024	-	2025/26	1	2027/28

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-term Period		End term Period	
			Value	Year	Value	Year	Value	Year
use of wildlife resources	benefit sharing from sustainable utilization of wildlife resources.	benefit sharing in place.						

### 8.3.1 Mid-Term Evaluation

The Ministry will undertake its Mid-Term Evaluation of the Strategic Plan as follows:

- i. Review Evaluation Guidelines and Norms: Familiarizing with the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards of Monitoring and Evaluation.
- ii. Define Evaluation Objectives: Defining the objectives and scope of the mid-term evaluation and which aspects of the Ministry’s strategic plan will be assessed.
- iii. Develop an Evaluation Framework: Develop an evaluation framework that outlines the evaluation questions, indicators, data sources, and methods aligning with the evaluation guidelines and norms.
- iv. Data Collection: Collect relevant data on indicators to assess the progress and performance of the strategic plan. This will involve various methods, such as surveys, interviews, questionnaires. Consider both quantitative and qualitative data to provide a comprehensive evaluation.
- v. Data Analysis: Analyze the collected data to assess the extent to which the strategic plan is achieving its objectives. Appropriate analytical techniques to interpret the data and identify trends, patterns, and areas of success or challenges will be used.
- vi. Evaluate Implementation: Assess the implementation of the strategic plan against the planned activities, timelines and allocated resources through Identifying any bottlenecks, gaps, or factors contributing to success.
- vii. Assess Outcomes and Impact: Evaluate the outcomes and impact of the strategic plan and determine the extent to which it has achieved its intended results and made a positive difference in the Wildlife sector.
- viii. Reporting and Recommendations: Prepare an evaluation report that includes findings, conclusions, and recommendations.
- ix. Dissemination and Utilization: Share the evaluation findings and recommendations with relevant stakeholders.
- x. Use of Evaluation results: Encourage the utilization of the evaluation results for decision-making, policy formulation, and program improvement.

### 8.3.2 End-Term Evaluation

The Evaluation process will be conducted on Mid- term, End-term and at the end of the project level to assess impact of the plan. Programme/ Project evaluations plan will be developed to come up with programme-specific assessments during the period of strategic plan implementation. This will be based on Evaluation guidelines developed by the State Department for Economic Planning.

A Results Scorecard (RS) will be presented on an annual basis to the Principal Secretary representing a cumulative progress towards the achievement of the annual targets. The Results Scorecard will comprise mainly of quantitative and qualitative indicators.

Midterm review will be undertaken in FY 2025/26 to ascertain the achievements against what was planned. End term review will be conducted and will focus on the extent to which the impact and outcome results have been achieved over the implementation period. This evaluation is scheduled for FY 2027/28, and the findings will be expected to inform the development of the next strategic plan.

### **8.4 Reporting Framework and Feedback Mechanism**

All Directorates will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The Directorates will be expected to generate reports on quarterly, bi-annual and annual basis which will be submitted to the Programmes Management. The submitted reports will be compiled, analyzed and disseminated.

**Table 2: Quarterly Progress Reporting Template**

Expected Output	Outcome Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Target (C-B)	Target (E)	Actual (F)	Variance (F-E)		

**Table 3: Annual Progress Reporting Template**

Expected Output	Outcome Indicator	Achievement for Year			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

**Table 4: Evaluating Reporting Template**

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										

## ANNEX 1: IMPLEMENTATION MATRIX

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Issue: Wildlife governance and coordination																	
Strategic Goal: Enhanced wildlife coordination and governance																	
KRA1: Wildlife Governance and Coordination																	
Outcome: Improved coordination and governance in wildlife sector																	
Strategic Objective 1: To strengthen wildlife coordination and governance																	
Strengthen legal and institutional framework for sustainable wildlife conservation and management	Review Wildlife Conservation and Management Act 2013	Revised Act in place	Reviewed Act	1	-	-	-	1	-	10	30	30	5	5	SDW	KWS, WRTI	
	Develop regulation to operationalize the WCM act	Regulations developed	No. of regulations developed	15	2	4	3	3	3	10	20	15	15	15	SDW		
	Establish synergies collaboration and partnerships among conventions	Engagement frameworks in place	No. of fora/partnerships established	15	3	3	3	3	3	15	15	20	25	30	SDW	KWS, WRTI Others stakeholders	
		Membership Subscriptions	No. of subscriptions	70	14	14	14	14	14	33	33	33	33	33	SDW	SDW/ National Treasury	
	Hosting of International and Regional Meetings	International and Regional Meetings hosted	No. of meetings hosted	2			1		1				300		300	SDW	SDW/MFA/National treasury
	Monitor implementation and compliance of MEAs and treaties obligations (National and International meetings)	National reports	No. of reports	70	14	14	14	14	14	37	40	43	45	45	SDW	KWS, WRTI	
	Develop an Action	2nd National	No of Action	1		1	-	-	-	20	50	50	50	50	SDW	KWS, WRTI	

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Plan II 2023 -2027 for the National Wildlife Strategy 2030	wildlife Action plan 2023-2027 developed	Pan													
	Develop National Coordination frameworks for the wildlife sector	Coordination frameworks developed	No of frameworks developed	6	1	1	1	2	1	10	10	10	10	15	SDW	relevant stakeholders
	Develop an engagement framework with County Governments	County engagement framework in place	No of meetings	50	10	10	10	10	10	20	20	20	20	20	SDW	CoG/IGRTC
	Human Resources (Support services)	Optimal staffing level	No. of staff							114	103	107	111	116		
	Monitoring, evaluation and reporting of policies, projects programmes	M&E Reports	No. of reports		1	3	3	4	4	5	15	15	20	20	SDW	
	Carry out feasibility studies for projects	Feasibility study reports	No. of feasibility study reports	9	1	2	2	2	2	10	20	20	20	20	SDW	
	Performance management	Performance management reports	No. of reports	35	7	7	7	7	7	1	1	1	1	1	SDW	
	Prudent utilization of financial resources	Budget implementation reports, Financial reports, audit reports	No. of quarterly and annual financial and non-financial reports	70	14	14	14	14	14	4	4	4	4	4	SDW	
		Functional Budget implementation committee	Budget Implementation Reports	20	4	4	4	4	4	1	1	1	1	1	SDW	
		Ensure value for	Annual	35	7	7	7	7	7	1	1	1	1	1	SDW	

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		money in the sourcing of goods and services	procurement plan and asset register														
Strategic Objective 2 To mobilize financial resources for the wildlife subsector																	
Resource mobilization, partnerships and financial sustainability	Develop financial sustainability mechanisms for the Wildlife Sector (WCTF, PPP, PES, Carbon credits, Biodiversity offsets, Debt for nature swaps, lease agreements etc.)	Financial sustainability frameworks developed	No. of Mechanism developed	5	1	1	1	1	1	20	35	45	55	65	SDW	Sector stakeholders	
	Develop and implement resource mobilization strategy	Investment policy developed	Investment Policy	1	-	1	-	-	-	4	10	1	1	1	SDW	Sector stakeholders Non state	
		Resource mobilization strategy	Strategy	1		1	-	-	-	0.5	25	1	1	1	SDW	Gok Development Partners	
		Revenue management systems digitized in all parks	Operational system	1	1	-	-	-	-	8	15	20	23	34	KWS/W RTI		
		Guest houses, bandas and tented camps leased	No of guest houses, bandas and private camps leased								1	1	1	1	1	KWS	
	Participation and engagement in MTEF process	Budget estimates and reports	Sector and Sub-sector reports	10	2	2	2	2	2	10	10	10	10	10	SDW		
			Printed estimate	5	1	1	1	1	1	2	2	2	2	2	SDW		
			Supplementary estimate	10	2	2	2	2	2	3	3	3	3	3	SDW		
	Strategic Issue: Ecosystem resilience & integrity																
	Strategic Goal: Improved habitats and species resilience																



Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
KRA2: Conservation, protection and management of wildlife biodiversity																
Outcome: Healthy habitats and resilient species																
Strategic objective 1: To Secure, protect and restore wildlife habitats and ecosystems																
Protect, rehabilitate and restore wildlife habitats and ecosystems	Identify priority habitats and ecosystems for conservation action.	Degraded habitats and ecosystems identified, mapped for conservation	Acreage of habitats and ecosystems identified and mapped for restoration	1000	200	200	200	200	200	20	25	40	45	55	SDW	WRTI, Counties and other stakeholders
	Plant 100 million trees in protected and conservation areas	Trees grown in protected and conservation areas	No. of trees grown (Millions)	100	20	20	20	20	20	100	100	100	100	100	SDW	KWS, WRTI,
	Partner with County Governments to develop spatial plans integrating wildlife habitats and ecosystems	Spatial plans prepared for specific ecosystems	No. of spatial plans developed and launched	15	0	3	4	4	4	-	15	20	20	20	SDW	County Governments, KWS, WRTI, NLC, Ministry of Lands, Housing & physical planning, stakeholders
	Strengthen collaboration in management of marine and trans-boundary landscapes and ecosystems	Marine and trans boundary landscapes and ecosystems identified and collaborative management in place	No. of collaborative frameworks for specific landscapes and ecosystems	4	-	1	1	1	1	-	9	9	9	9	SDW	County Governments, KWS, WRTI, stakeholders
	Coordinate development and gazettelement of ecosystem management plans	Ecosystem management plans developed and implemented	No. of ecosystem management plans developed and	8	0	2	2	2	2	0	14	14	14	14	SDW	

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			implemented													
	Secure, protect and conserve key biodiversity areas (KBA) and important birds areas (IBA)	KBAs and IBAs secured, protected and conserved	No. of KBAs and IBAs secured, protected and conserved												SDW	Nature Kenya
			KBAs and IBAs status and trend reports													
Enhance management and control of invasive species	Developing mechanisms for control and management of invasive species	Mechanisms for control and management of invasive species in place	No. of control mechanisms in place	5	1	1	1	1	1	5	5	5	5	5	SDW	WRTI, KWS, Stakeholders, County Governments
	Developing mechanisms to regulate introduction and management of exotic wildlife species	Develop guidelines to regulate introduction and management of exotic wildlife species in place	No. of guidelines to regulate introduction and management of exotic wildlife species.	5	1	1	1	1	1	5	5	5	5	5	SDW	WRTI, KWS, Stakeholders, County Governments
	Undertake adaptive research on invasive species	Proposals developed and Adaptive research on management of invasive species undertaken	No. of research proposals prepared	10	2	2	2	2	2	5	5	5	5	5	SDW	WRTI, KWS, Stakeholders, County Governments
	Document best practices on management of invasive species including keeping an inventory	Create inventories for best practices on management of invasive species	No. of inventories created for best practices	10	2	2	2	2	2	5	5	5	5	5	SDW	WRTI, KWS, Stakeholders, County Governments
Secure and manage	Review and update of the 2016 Wildlife	The 2016 Wildlife Migratory Routes	Stakeholder engagement	1	-	1	-	-	-	-	50		-	-	SDW	KWS, WRTI,

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
wildlife migratory routes and dispersal areas	Migratory Routes and Dispersal Areas Report	and Dispersal Areas Report	report													Stakeholders, Counties
		reviewed and updated	Reviewed Report	1	-	-	1	-	-	-	-	100	-	-	SDW	
	Secure, protect and manage key wildlife migratory corridors and dispersal areas to enhance connectivity	Key wildlife migratory corridors and dispersal areas prioritized, secured and protected	No. of key migratory corridors secured and protected per ecosystem	5	1	1	1	1	1	500	500	500	500	500	SDW	KWS, WRTI, Stakeholders
		Rehabilitated roads in conservancies	No. of KM of access roads and airstrips rehabilitated and maintained	1000	200	200	200	200	200	300	300	300	300	300	SDW	
	Develop and rehabilitate conservancies infrastructure	Rehabilitated roads and in National Parks and Reserves	No. of KM of access roads and airstrips rehabilitated and maintained	10000						150	2,681	2709	2737	3000	SDW	
		Operationalization of dormant / paper parks	Dormant parks operationalized	No. of dormant parks operationalized	5	-	1	1	1	2	4	7	11	13	15	SDW
	Protection and management of water towers in collaboration with KFS	Collaboration frameworks with KFS for key water towers	No. of collaboration framework developed	6	-	1	1	2	2	-	5	5	10	10	SDW	KWS,WRTI,KFS,KEFRI, CoG
<b>Strategic Objective 3: Enhance the conservation of endangered and threatened species</b>																
Enhance the conservation of endangered and threatened	Finalize the regulations on establishment and management of	Regulations for captive wildlife facilities finalized	Regulation finalized	1	-	1	1	-	-	-	6	4	-	-	SDW	WRTI, KWS

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
species	captive wildlife facilities																
	Develop Species recovery plans	Species recovery action plans developed	No. of species recovery action plans	6	1	1	1	1	2	5	5	5	5	10	SDW	KWS, WRTI, stakeholders	
	Undertake biennial wildlife status report	Biennial wildlife status reports	No. of biennial wildlife status report	2		1		1			5		5		SDW	KWS WRTI	
	Reduce poaching and illegal wildlife trafficking	Poaching reduced	Poaching reduced	Reduction (%) in no. of poaching Incidences	25%	5	5	5	5	5	20	20	40	40	40	SDW	KWS, WRTI, Stakeholders
		illegal wildlife trafficking reduced	illegal wildlife trafficking reduced	% reduction in Illegal wildlife trafficking												KWS	
		Enhance wildlife forensic crime center	Wildlife forensic crime center Enhanced	Wildlife forensic crime Centre Enhanced	1	-	-	1	-	-						KWS	
	Enhance capacity of KWS	Grants transfer to KWS for capacity building.	Grants transfer to KWS for capacity building.	Amount transferred	5,720						7,195	7,122	7,902	8,792	9,056	KWS	KWS, Stakeholders
		KWS Rangers recruited and trained	KWS Rangers recruited and trained	No. of newly recruited KWS rangers trained	3000	-	1500	-	1500	-	-	1,457	-	1,457	-	KWS	KWS, Stakeholders
		Ranger housing programme (MTP)														KWS	
		County commissioner security															
	Strengthen local and regional cooperation in sustainable wildlife	Cooperation Agreement signed	No. of MoUs	50	10	10	10	10	10	50	50	50	50	50	SDW	KWS, WRTI,	

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	management															
	Update the National (Red List) Endangered Species list	Updated list of endangered species.	National Red List of endangered species.	1	1	1	1	1	1	5	5	5	5	5	SDW	WRTI, KWS. Stakeholders
	Develop and implement guidelines for species conservation interventions	Guidelines for species conservation interventions developed	No. of species guidelines developed.	5	1	1	1	1	1	5	5	5	5	5	SDW	WRTI, KWS. Stakeholders
	Coordinate the surveillance and monitoring of wildlife diseases including zoonotic	Zoonotic disease spillovers controlled	Enhanced monitoring and surveillance system in place.	1	-	1	1	1	1	5	10	5	5	5	WRTI	MoH, KWS, WRTI, Livestock & Agriculture. Component 2 of GEF 8
		Wildlife diseases surveillance	Enhanced monitoring and surveillance system in place.	1	-	1	1	1	1	10	10	10	10	10	WRTI	SDW
	Human Resources (Technical services)	Optimal staffing level	No. of staff	50						50	72	73	82	83		
Strategic Issue: Human Wildlife Conflicts																
Strategic Goal: Promote human wildlife coexistence																
KRA3: Human Wildlife coexistence																
Outcome: Reduced human wildlife conflicts																
Strategic Objective1: promote Human Wildlife coexistence																
Promote human wildlife co-existence	Establish and maintain a human wildlife conflict base.	Established Human-Wildlife Conflict Database	Human Wildlife Conflict Database established	1	-	1	1	1	1	0	50	5	5	5	SDW	KWS, WRTI
	Develop and implement a national Human	Human Wildlife Coexistence Strategy	No. of dissemination and	37	1	9	9	9	9	10	30	40	40	50	SDW	Communities

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Wildlife Coexistence Strategy	developed	sensitization fora.													
	To win more space for wildlife to reduce HWC	Compatible land use practices.	No. of Hectares of land converted to wildlife compatible land use practices.	1000	200	200	200	200	200	50	50	50	50	50	SDW	KWS
No. of community conservancies established and registered.			50	10	10	10	10	10	10	10	10	10	10	10	SDW	KWS
No. of education and sensitization fora on community / land owners.			50	10	10	10	10	10	5	5	5	5	5	5	SDW	KWS
Establishment of wildlife security hubs			5	1	1	1	1	1	52	52	55	58	60	SDW	KWS	
	Modernize wildlife security units for coordination and effectiveness	Modernized security units	Number of new security equipment purchased for the security team	1000	50	50	250	400	250	45	30	645	359	354	SDW	KWS
	Develop and implement innovative mitigation initiatives to address human wildlife	New innovative HWC mitigation initiatives	Number of new HWC mitigation initiatives developed	50	10	10	10	10	10	5	5	5	5	5	SDW	KWS

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	conflict															
	Implement management approaches that promote coexistence including traditional Indigenous knowledge.	Enhanced coexistence	No. of management approaches implemented	10	2	2	2	2	2	5	5	5	5	5	SDW	KWS
	Train and equip wildlife officers and communities in rapid response skills for human wildlife conflict mitigation and management	Well trained wildlife officers and communities on enhancing rapid response and mitigation	No. of wildlife officers and community representatives trained	500	10	10	10	10	10	50	50	50	50	50	SDW	KWS
	Enhance wildlife surveillance through the use of modern technology	Enhanced wildlife surveillance	No. of problematic animals translocated	100	20	20	20	20	20	15	15	15	15	15	SDW	KWS
	Setting-up anti-venom centers in specific hot spot priority areas	anti-venom centers established	No. Anti-venom Centers	5		2	1	1	1		100	50	50	50	SDW	WRTI KWS MOH
	Review and verification of HWC compensation claims	HWC claims review	Annual verification report	5	1	1	1	1	1	7000	2000	2000	2000	2000	SDW	KWS
		Administrative support for CWCC	No. of CWCC meetings	940	188	188	188	188	188	80	80	80	80	80	SDW	KWS
		Administrative support for CWCC	No. of MWCC meetings	2030	4	4	4	4	4	20	20	20	20	20	SDW	KWS
	Payment of HWC compensation claims	HWC claims paid	No of claims settled							1,000	1,000	1,000	1,000	1,000	SDW	KWS, CWCC

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Establish a sustainable financing scheme for compensating wildlife related damages	Compensation scheme in place	Scheme developed	1		1					1000	1000	1000	1000	1000	SDW	KWS, Stakeholders
Strategic Goal: Climate Change adaptation and Mitigation																	
KRA4: Climate Change adaptation and Mitigation																	
Outcome: Climate resilient wildlife sector																	
Strategic Objective1: Develop wildlife climate change adaptation and mitigation strategies and actions																	
Develop wildlife climate change adaptation and mitigation strategy and action plans	Develop and implement wildlife climate change mitigation and adaptation strategy	Wildlife sector climate change strategy developed	No of strategy developed	1	-	1	-	-	-	-	15	-	-	-	SDW	KWS, WRTI, KWCA, WCA, MDAs, NGOs	
	Installation of firebreaks in 4 ecosystems (Mt Kenya, Aberdare, Chyullu and Tsavo)	Firebreaks installed	No of kilometres	600	-	200	200	200	-	0	50	50	50	10	SDW	KWS, WRTI, KWCA	
	Drought mitigation in Protected areas	Acreage of reseeded grasslands	No. of Acres of grassland re-seeded	100	20	20	20	20	20	25	25	30	30	30	SDW	KWS, WRTI, KWCA, WCA, MDAs	
		Construction of water pans	No. of water pans established	21	4	4	4	4	5	250	250	250	250	300	SDW	KWS	
	Strengthen early warning and early action/ responses	Disaster preparedness and response strategies developed	No. of strategies developed	5	-	1	1	1	2	-	10	15	15	20	SDW	WRTI, KWS	
	Pollution management in wildlife conservation areas	Clean and healthy Environment in conservation areas	Strategies, regulations and guidelines	4		1	1	1	1		10	10	12		SDW	KWS WRTI	
Strategic Issue: Capacity and training																	



Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Goal: Enhance Capacity development of individuals, institutions and communities																
KRA5: Capacity, Training, research and innovations																
Outcome: Enhanced institutional, individual and community capacity																
Strategic Objective1: To promote research and innovation for sustainable wildlife development																
promote research and innovation on sustainable wildlife development	Develop mechanisms to regulate and coordinate wildlife research in Kenya	Wildlife research Framework Developed	No. of frameworks developed	1		-		-		1		0		0	SDW	-
	Develop frameworks on engagements with Academic and Research Institutions	Framework on engagements with Academic and Research Institutions developed	No. of Frameworks developed	1		-		-		1		0		0	SDW	-
	Establish a Research and innovation hub	Research and Innovation hub established	1							4000	5000	6000	2000		SDW	WRTI
	Develop a bio prospecting guidelines.	Enhanced bio prospecting of wildlife resources	Bio prospecting guidelines in place.	1		-		-		5		3		0	SDW	-WRTI KWS
	Undertake a natural capital assessment and valuation on ecosystems services	Natural Capital valuation report	Natural capital report in place.	1		-		-		1		0		0	SDW	-
	Undertake a National Wildlife Census to establish wildlife populations.	National Wildlife Census Report	Census report	1		-		-		0		4		0		-
			Species Specific Report	1		-		-		0		1		0		-
			Ecosystem report	1		-		-		0		1		0		-
Nature-based tourism options for greater conservation value.	Nature based tourism options enhanced	No. of sensitization and awareness fora undertaken.	47		7		10		10		10		10	KWS	SDW	

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Infrastructural support to community conservancies provided.	No. of community conservancies supported.	75		10		15		15		25		10		30
	Promote innovative approaches to improve livelihoods for local communities in marine and coastal ecosystems	Public awareness in marine and coastal ecosystem Conducted	No. of sensitization and awareness fora undertaken.	25		2		5		7		7		4		6
		Determine the infrastructural needs for the Marine based community conservancies.	Needs assessment report	1		-		-		1		0		0	KWS	-
		Provide targeted support.	No. of initiatives/ LMMAs supported.	1		-		-		0		1		0		-
<b>Strategic objective 2: Build institutional capacity for sustainable wildlife management</b>																
Build institutional capacity for sustainable wildlife management	Strengthen the Wildlife Research and Training Institute (WRTI)	Enhance the capacity of WRTI	No. of constructed and equipped research centers	4	-	1	1	2	-	0	100	626	376	-	SDW	WRTI
		Rehabilitation of research and training facilities.	No. of facilities rehabilitated.	13	9	2	2	-	-	106	40	49	0	0	SDW	WRTI
		Research training and Conference complex developed	Research training and Conference complex developed	1	-	-	1	1	1	0	0	540	556	544	SDW	KWS, WRTI
		Establish an Integrated wildlife data base	National integrated wildlife data	1	-	-	1	1	1	0	62	60	0	0	SDW	KWS, WRTI



Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Mid Term Review of implementation of the national wildlife research agenda	Reviewed research Agenda	Reviewed research Agenda	1	-	-	1	-	-	-	-	-	10	-	-	WRTI
	Establish revolving loan for students	Supported students database	No. beneficiaries	1000	-	250	250	250	250	-	10	10	10	10		
	Establish wildlife breeding and demonstration centres	Breeding and demonstration centres established	Established breeding and demonstration centres	1	-	-	1	1	-	-	-	25	25	-	WRTI	
	Build ICT infrastructure needs capacity.	Hardware, software, security infrastructure acquired.	No. acquired and installed.	500	20	80	100	200	100	12	15	14	19	20	SDW	
	Improved service delivery	Improved administrative services	% of administrative services improved	100	100	100	100	100	100	500	500	500	500	500	SDW	
	Capacity Building for communities, Institutions, law enforcement agencies, individuals	Institutionalize conservation awareness	No. of capacity building programs undertaken	25	3	5	5	7	5	5	7	9	10	10	SDW	KWS
Conduct competency assessment and HR capacity and undertake intervention measures	Conduct a training needs assessment	Identify the skills gap through training needs assessment of and training requirements	Training needs assessment (TNA) Report, Training Projections	5	1	1	1	1	1	5	5	5	5	5	SDW	
	Prepare a Skills Inventory	Consolidate all the available skills in the State Department	Skills Inventory in place	5	1	1	1	1	1	5	5	5	5	5	SDW	

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue 6: Awareness and Participation																
Strategic Goal: Improve Public awareness and participation in wildlife management and conservation																
KRA 6: Wildlife conservation education, awareness and participation																
Outcome: Increased awareness and improved livelihoods.																
Strategic Objective 1: Promote conservation education and public awareness (CEPA)																
Build institutional capacity for conservation awareness education	Strengthen the Wildlife Clubs of Kenya (WCK)	Enhance the capacity of WCK	Amount Transferred to WCK	5	1	1	1	1	1	29	29	29	29	29	SDW	WCK KWS
	Educate students on wildlife conservation	Students educated on wildlife conservation	Number of learners educated on wildlife conservation							20	21	24	24	26	SDW	WCK KWS
Awareness and participation	Convene biennial wildlife scientific conference.	Information and knowledge on wildlife populations and health trends availed	Biennial wildlife scientific conference.	3	1		1		1	15	0	20	0	22	SDW	WRTI, Other stakeholders
	Hold triennial wildlife conservation forum to show case best practices	Triennial Wildlife conservation summit held	Triennial Wildlife conservation summit report	1	-	-	1	-	-	-	-	100	-	-	SDW	Partners
	Participate in international scientific conferences	Knowledge sharing and best practices acquired	No. of conferences	25	5	5	5	5	5	75	75	80	85	85	SDW	SDW
	Undertake sensitization and engagement activities in wildlife areas and HWC hotspots (E.g.	Public educated on coexistence.	No. of sensitization activities undertaken	50		10	10	10	10	0	2	2	2	2	SDW	KWS, WRTI, WCK, other stakeholders

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	public meetings and road shows, media engagements)															
	Develop a communication, awareness and outreach strategy on wildlife issues.	Increased awareness on wildlife and opportunities in wildlife sector	One communication and outreach strategy developed	1	-	-	1			0	0	3	0	0	SDW	KWS, WCK, other stakeholders
		Increased visibility of protected areas														
	Revamp and develop the SDW website.	Increased visibility of SDW	Website developed	1	-	1	-	-	-	0	2	0	0	0	SDW	ICTA
	Avail research data and information to Sectors with direct and indirect impacts on wildlife.	Evidence based decision making on development projects.	No. of scientific articles and publications.	10	2	2	2	2	2	3	3	3	3	3	SDW	WRTI, KWS
	Develop an engagement framework with institutions and universities on conservation programme.	Increased wildlife conservation programmes and symposia on wildlife conservation.	No. of engagement framework with academic institutions developed.	5		1	1	1	2	0	2	2	2	4	SDW	Academic institutions
	Pollution control measures and enforcing the ban on single-use plastics in PAs.	Reduced pollution in protected areas.	Annual % reduction in wastes	20% reduction of wastes (particularly solid waste)		5%	5%	5%	5%	0	25	25	25	25	SDW	KWS, WRTI, WCK, other stakeholders
	Commemoration of	Awareness	No. of days	55	11	11	11	11	11	66	66	68	70	70	SDW	

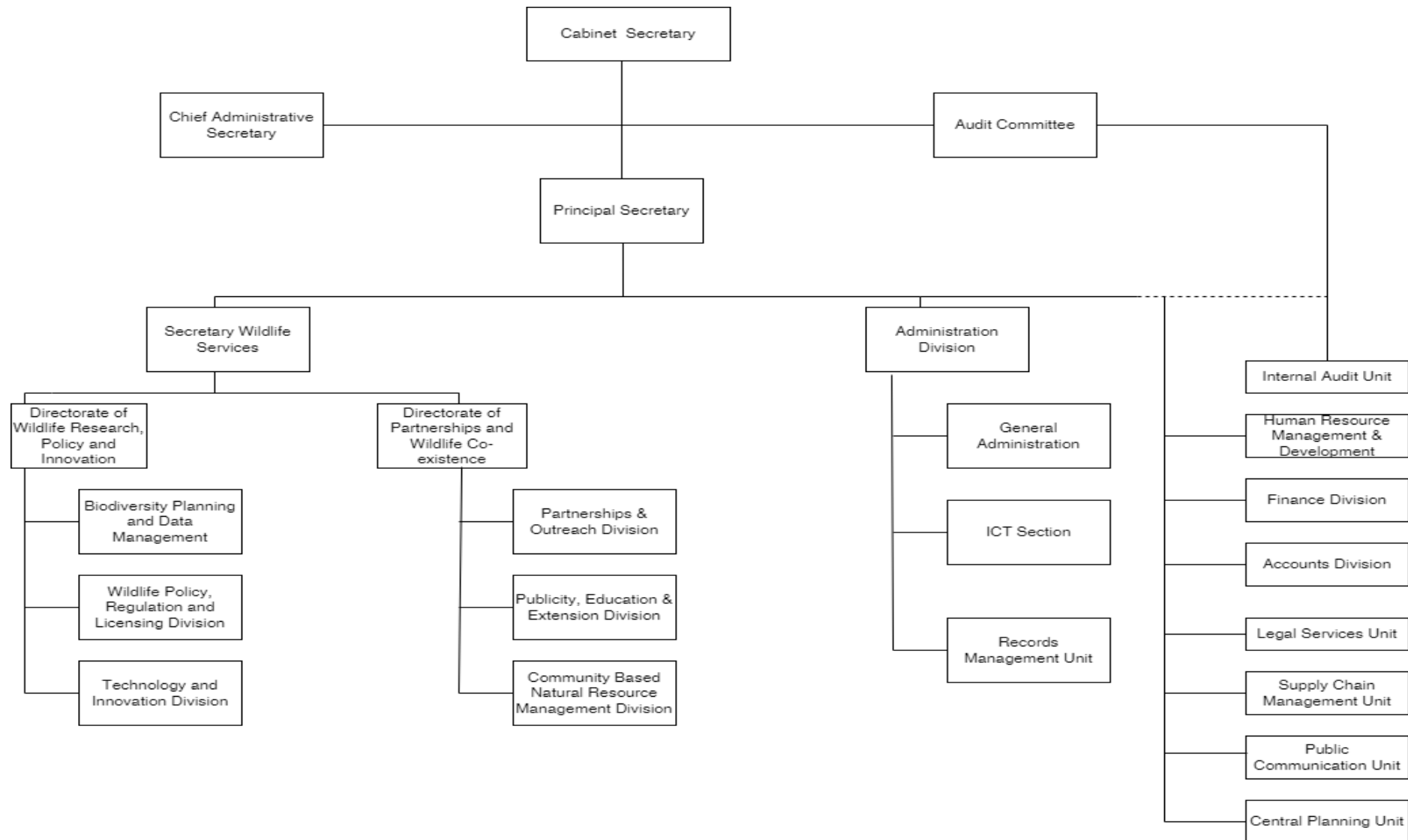
Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	International conservation days and events	creation on conservation														
Strategic Issue: Access, incentives and sustainable use																
Strategic Goal: Provide incentives for access and sustainable use of wildlife resource																
KRA7:Access ,Incentives ,Benefits and sustainable use of wildlife resources																
Outcome: Enhanced access and benefit sharing from utilization of wildlife resources																
Strategic Objective1: Develop frameworks for access, and equitable benefits sharing and sustainable use of wildlife resources																
Develop regulations for access and benefit sharing and sustainable use of wildlife resources	Develop regulations to regulate access and sustainable utilization of wildlife and wildlife products	Regulations to access and sustainable utilization of wildlife and wildlife products developed	No. of Regulations	8	1	1	2	2	3	10	10	20	20	30	SDW	KWS, WRTI
	Develop and implement guidelines for benefit sharing from wildlife resources	Guidelines for benefit sharing from wildlife resources developed	No. of benefit sharing guidelines	1	-	1	-	-	-	-	10	-	-	-	SDW	KWS, WRTI
	Develop and promote innovative and strategic investment for sustainable use of wildlife resources	Innovative and strategic investments for sustainable use of wildlife resources developed	No of Strategic investments for wildlife resources (Sanctuary and infrastructure development)	2	-	1	1	-	-	-	2	5	5	5	SDW	KWS, WRTI, WCK, other stakeholders
	Develop data and information management systems as part of a Bio-Informatics Platform, to ensure data quality, enhance sharing,	Bio-Informatics Platform developed	Bio-Informatics Platform developed	1							30	40	30	20	5	WRTI

Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	and promote access and use.															
	Develop bio prospecting policy	Bioprospecting policy	No. policy	1	-	-	-	1	-	1	2	2	10	8	SDW	KWS, WRTI, other stakeholders
	Improve livelihoods and creation of job opportunities for youths.	Job opportunities created	No. of job opportunities created	1500	-	-	500	500	500			180	180	180	SDW	KWS, WRTI, other stakeholders
	Promote wildlife economy	Diverse wildlife-based tourism experiences, including ecotourism, cultural tourism, and adventure tourism	% Increase no. of visitors	20%		20%	20%	20%	20%		10	10	10	10	SDW	KWS
		Facilitate access to markets and value chains for locally produced wildlife products, promoting sustainable sourcing and fair-trade practices	% increase wildlife products traded	30%		30%	30%	30%	30%	5	5	5	5	5	SDW	KWS/WRTI
		Develop a wildlife biodiversity Economy strategy	1			1				10	5				SDW	KWS WRTI
	Enhance Tourism Experience in National Parks	Ablution facilities in the parks/reserve constructed and rehabilitated	No. parks where ablution facilities rehabilitated or constructed	10	-	3	3	2	2		15	15	10	10	SDW	



Strategy	Key Activity	Expected output	Output indicator	Target for 5yrs	Target					Budget in (millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Signature parks revamped	No. of signature parks revamped	5	-	2	1	1	1	-	6	2	3	3	KWS	
		Marine parks ecosystem and infrastructure rehabilitated	No of marine parks rehabilitated	4	-	1	1	1	1	-	4	2	2	2	KWS	
		Parks repositioned and themed	No of parks repositioned and themed	5	-	2	1	1	1	-	16	8	8	8	KWS	
		Implement community-based wildlife resource management initiatives that empower youths and local communities to sustainably manage wildlife resources while generating income and improving livelihoods	No. of community-based enterprises	50		10	10	10	10	10	10	10	10	10	SDW	KWS/WRTI
	Develop guidelines and standards for service provision and infrastructure development in and around wildlife conservation areas	Guidelines and standards developed	No of guidelines and standards developed	5	1	1	1	1	1	5	5	5	5	5	SDW	KWS, WRTI, other stakeholders

## ANNEX 2: ORGANIZATIONAL STRUCTURE





## **ANNEX 3: ANNUAL WORK PLAN FOR YEAR 1 (2023/2024)**