



Ministry of
Tourism and
Wildlife



State Department for Wildlife



Strategic Plan(2023-207)

Abridged Version

Transforming Tourism and Wildlife Sector for Sustainability, Resilience and Inclusivity.

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1

This section provides a brief, mandate, setting and context for the State Department for Wildlife. In addition, it describes the key guiding policies that support the 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), the AU Agenda 2063, and the EAC vision 2050 as well as the 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. The planning ensures organizations are proactive, goal-oriented and responsive to community needs hence fostering effective wildlife conservation and sustainable management.

The plan 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 a resilient and sustainable sector.

The Strategic Plan 2023–2027 has identified various development challenges affecting the wildlife sector and identified strategic objectives towards the achievement of healthy and resilient wildlife resources for posterity. The SDW is committed to achieving the objectives outlined in this Strategic Plan and will endeavour to allocate adequate resources to implement targeted activities for the achievement of its mandate.

1.2 The Context of Strategic Planning

This section clearly demonstrates the SDW's contribution towards realizing the aspirations of several frameworks and their linkage with national development priorities. These frameworks include the UN 2030 Agenda for Sustainable Development,

African Union's Agenda 2063, East Africa Community's Vision 2050, the Constitution of Kenya 2010, Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV) and the Bottom-Up Economic Transformation Agenda 2022–2027.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a set of seventeen global goals adopted by the United Nations in 2015 to address the world's most pressing social, economic, and environmental challenges. The SDGs provide a framework for

governments, organizations, and individuals to collaborate and work towards a more equitable, resilient and sustainable future for all. The State Department for Wildlife contributes towards the achievement of the following specific SDGs.



2

This section provides the vision, mission, core values and strategic goals for the State Department for Wildlife (SDW) and aspiration for the Medium Term 2023–2027. The section also establishes the framework and context for the SDW 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)

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

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 (WCK)

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 (WRTI)

Established by an Act of Parliament (Cap 376), now repealed by the WCMA (2013). The object and purposes of the Institute are to undertake and coordinate wildlife research and training in accordance with the provisions of this Act.

2.2 Vision Statement

The State Department for Wildlife oversights and coordinates the following state agencies

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 co-existence.
- 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 Core Values

The core values are

- Innovativeness, Teamwork, Integrity, Professionalism and Equity.

2.5.1 Innovativeness

The State Departments commits to deliver state-of-the-art, customer-centric quality services aligned to its mandate.

2.5.2 Teamwork

In delivering its mandate, the State Department will embrace teamwork and synergy amongst staff, across departments internally within the organization, across the wider public service and internal and external stakeholders and development partners to realize optimal results is service delivery.

2.5.3 Integrity

Integrity is an important virtue anchored in the Constitution under Chapter 6 on Leadership and Integrity. The Constitution under Article 10(1)(c) stipulates that integrity, transparency and accountability are part of national values and principles of governance which should be adhered to by all state organs, state officers, public officers and serving persons. The State Department commits to embrace and adhere to these national values.

2.5.4 Professionalism

The State Department will discharge its mandate with competence, skill and expertise to meet and surpass the expectations of its internal and external customers, stakeholders and development partners.

2.5.5 Equity

In its delivery of services, the State Department will adhere to the principle of fairness in access, representation and share of available opportunities and resources. In adherence to the above core values, the State Department recognizes that:

- Wildlife is a public resource,
- An integrated and ecosystem-based management is crucial,
- Wildlife management is a form of land use,
- Sustainability and governance of natural resources should be integrated,

- Access and equitable sharing of benefits should foster inclusivity,
- Intra- and inter-generational equity needs to be mainstreamed,
- Inclusive and participatory approaches are important,
- Devolution is anchored in the Constitution,
- Use of scientific and indigenous knowledge is critical, and
- Precautionary principles should be exercised.

2.5.6 Responsiveness

The State Department will lender customer-centric services. The needs of customers will be analyzed and addressed reasonably, quickly and within the available capacity.

2.5.7 Efficiency

In pursuit of its functions, the State Department commits to deliver quality services utilizing the resources at its disposal prudently to realize the intended objectives.

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 of this commitment, the Stade Department for Wildlife 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 co-existence, and
- Enhance partnerships and collaboration with stakeholders.



3

This section outlines the strategic issues, strategic goals as well as the Key Result Areas (KRAs), which provide the State Department for Wildlife aspirations over the medium-term FY 2023–2027. The Strategic Plan has seven KRAs and thirteen strategic objectives which are in line with the vision and mission statement of the State Department.

3.1 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.

3.2 Strategic Goals



1. Strengthen wildlife governance, coordination and financial sustainability.
2. Improve habitats and species resilience.
3. Promote human–wildlife co-existence.
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.

3.3 Key Result Areas



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

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





4

This section outlines the strategic objectives and strategic choices, which provide the State Department for Wildlife aspirations over the medium term (2023–2027). The Strategic Plan has eleven strategic objectives. The strategic objectives and strategies align with the State Department’s vision, mission and core values.

4.1 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 1: Outcome annual projection

| Strategic objective (SO) | Outcome | Outcome Indicator |
|---|---|---|
| KRA 1: Wildlife governance and coordination | | |
| SO 1: Strengthen wildlife sector coordination and governance | Improved coordination and governance in wildlife sector | No. of legal instruments reviewed |
| | | No. of MEAs domesticated and implemented |
| | | No. of implementation action plans developed |
| | | No. of M&E reports implemented |
| | | No. of quarterly and annual financial and non-financial reports implemented |
| | | No. of performance management reports implemented |
| SO 2: Promote partnerships and collaborations | Enhanced collaboration and partnerships | No. of fora/partnerships established |
| SO 3: Mobilize financial resources for the wildlife subsector | Financial sustainability | 24 billion |

| Strategic objective (SO) | Outcome | Outcome Indicator |
|--|--|---|
| KRA 2: Conservation, protection and management of wildlife biodiversity | | |
| SO 4: Secure, protect and restore wildlife habitats and ecosystems | Healthy habitats and species resilience restored | No. of ecosystems restored |
| | | No. of trees grown (Millions) |
| | | No. of management plans and guidelines developed |
| | | No. of key migratory corridors secured and protected per ecosystem |
| | Secure, protect and conserve key biodiversity areas (KBA) and important birds' areas (IBA) | KBAs and IBAs secured, protected and conserved |
| SO 5: Enhance conservation of endangered and threatened species | Healthy and resilient species | Percentage reduction in number of poaching incidences |
| | | No. of personnel trained on wildlife security |
| KRA 3: Human-wildlife co-existence | | |
| SO 6: Promote human-wildlife co-existence | Wildlife living in harmony with humans | Human-wildlife conflict database established |
| | | Compensation co-existence scheme in place |
| | | Wildlife co-existence strategy developed |
| | | No. of new security equipment purchased for the security team |
| | | No. of wildlife officers and community representatives trained |
| | | No. of anti-venom centres |
| KRA 4: Climate change adaptation and mitigation | | |
| SO 7: Develop wildlife climate change adaptation strategies and actions | Climate-proofed wildlife sector | No. of water pans constructed and boreholes drilled and equipped |
| | | No. of kilometres of firebreaks installed |
| KRA 5: Capacity, training, research and innovations | | |
| SO 8: Promote research and innovation on sustainable wildlife development | Enhanced information base and data for conservation efforts | National wildlife population census report |
| | | Natural resources capital valuation reports |
| SO 9: Build institutional capacity for sustainable wildlife management | Enhanced institutional, individual and community capacities | Competency assessment report and interventions on capacity building |
| | | No. of institutions strengthened and local communities' capacity enhanced |
| KRA 6: Wildlife conservation education, awareness and participation | | |
| SO 10: Promote conservation education, awareness and participation in wildlife conservation and management | Increased awareness and positive impacts on livelihoods | Biennial wildlife scientific conference |
| | | Triennial wildlife conservation summit |
| | | Communication strategy |
| | | Percentage compliance with single use plastic ban in wildlife protected areas |

| Strategic objective (SO) | Outcome | Outcome Indicator |
|---|--|---|
| KRA 7: Access and sustainable use of wildlife resources | | |
| SO 11: 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 |

4.2 Strategic Choices

The Key Results Areas (KRAs), strategic objectives and strategies that will deliver the 2023–2027 Strategic Plan are outlined in Table 2.

Table 2: Strategic objectives and strategies

| KRA | Strategic objectives | Strategies |
|--------------------------------------|---|---|
| Wildlife governance and coordination | Strengthen wildlife sector coordination and governance | <ul style="list-style-type: none"> Review the Wildlife Conservation and Management Act, 2013 Develop regulations and guidelines to operationalize the WCMA, 2013 Develop an Action Plan II 2023–2027 for the National Wildlife Strategy 2030 Develop national coordination framework for the wildlife sector Enhance sector compliance with policies, legislation and strategies Develop an engagement framework with county governments Coordinate and effectively implement wildlife policies, treaties and MEAs Monitor and report compliance to MEAs obligations Establish synergies, cooperation and partnerships among conventions Develop wildlife-related MEAs coordination framework Human resources (support services) Monitoring, evaluation and reporting of policies, projects programmes Carry out feasibility studies Performance management |
| | Promote partnerships and collaborations | <ul style="list-style-type: none"> Foster partnerships and collaborations with non-state actors Develop frameworks for collaboration and partnerships on blue and green credits in conservation areas |
| | Mobilize financial resources for the wildlife subsector | <ul style="list-style-type: none"> Develop financial sustainability mechanisms for the wildlife sector (WCTF, PPP, PES, debt for nature swaps) Prudent utilization of financial resources |

| KRA | Strategic objectives | Strategies |
|--|---|--|
| Conservation, protection and management of wildlife biodiversity | Secure, protect and restore wildlife habitats and ecosystems | <ul style="list-style-type: none"> Plant 50 million trees in protected and conservation areas Identify priority habitats and ecosystems for conservation action Control and management of invasive species Develop spatial plans for wildlife habitats and ecosystems in collaboration with county governments Strengthen collaboration in management of marine and trans-boundary landscapes and ecosystems Secure and manage key wildlife migratory corridors and dispersal areas Undertake adaptive research on invasive species Document best practices on management of invasive species including keeping an inventory |
| | | <ul style="list-style-type: none"> Establishment of ex-situ conservation facilities (captive wildlife facilities) Develop and implement policy guidelines on species conservation interventions Update the national red list of endangered species Protection and management of water towers in collaboration with KFS |
| | Enhance the conservation of endangered and threatened species | <ul style="list-style-type: none"> Develop species recovery action plans Reduce poaching, unsustainable utilization and illegal wildlife trafficking Enhance capacity of law enforcement frameworks for wildlife security Strengthen regional cooperation in sustainable wildlife management |
| Human-wildlife co-existence | Promote human-wildlife co-existence | <ul style="list-style-type: none"> Educate local communities on wildlife compatible land use options, nature-based solutions and alternative sources of livelihoods Modernize wildlife security units for coordination and effectiveness Develop and implement innovative mitigation initiatives to address human-wildlife conflict Implement management approaches that promote co-existence including use of traditional indigenous knowledge Train and equip wildlife officers and communities in rapid response skills for human-wildlife conflict mitigation and management Enhance wildlife surveillance using modern technology Increase more space for wildlife including creating more buffer zones to reduce HWC Set-up anti-venom centres in specific hotspot priority areas Compensate HWC victims for loss and damages |

| KRA | Strategic objectives | Strategies |
|--|---|---|
| Climate change adaptation and mitigation | Develop wildlife climate change adaptation strategies and actions | <ul style="list-style-type: none"> Develop and implement wildlife climate change mitigation and adaptation strategy Undertake assessment on ecosystem carrying capacity Strengthen early warning and action responses Develop disaster reduction strategy for wildlife preparedness, response and rescue |
| Capacity, training, research and innovations | Promote research and innovation on sustainable wildlife development | <ul style="list-style-type: none"> Undertake a natural capital assessment and valuation of wildlife resources Promote alternative and diversify nature-based tourism options for greater conservation value Promote collaborative research on bioprospecting Promote collaborative research on wildlife species, habitat, health and wildlife economy Promote innovative approaches including research for increasing investment in marine and coastal ecosystems Undertake a national wildlife census to establish wildlife population |
| | Build institutional capacity for sustainable wildlife management | <ul style="list-style-type: none"> Strengthen the Wildlife Research and Training Institute (WRTI) Coordinate outreach, awareness and participation programmes Initiate a conservation leadership programme in collaboration with universities and other learning institutions Promote peer-to-peer learning and knowledge management Promote capacity-building initiatives for communities to co-exist with wildlife while benefiting from their sustainable utilization Carry out a training needs assessment for capacity building for the State Department for Wildlife and relevant agencies Promote training and capacity development programmes and courses in wildlife conservation and management and other related disciplines Establish a national integrated wildlife database Build ICT infrastructure needs capacity Improved service delivery |



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

5

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.

5.1 Financial Requirements

Table 3 below indicates the total projected resource requirements of **Kshs 127,810.5 million** that will be used from Year 1 to Year 5 based on the seven Key Result Areas (KRAs) as highlighted below.

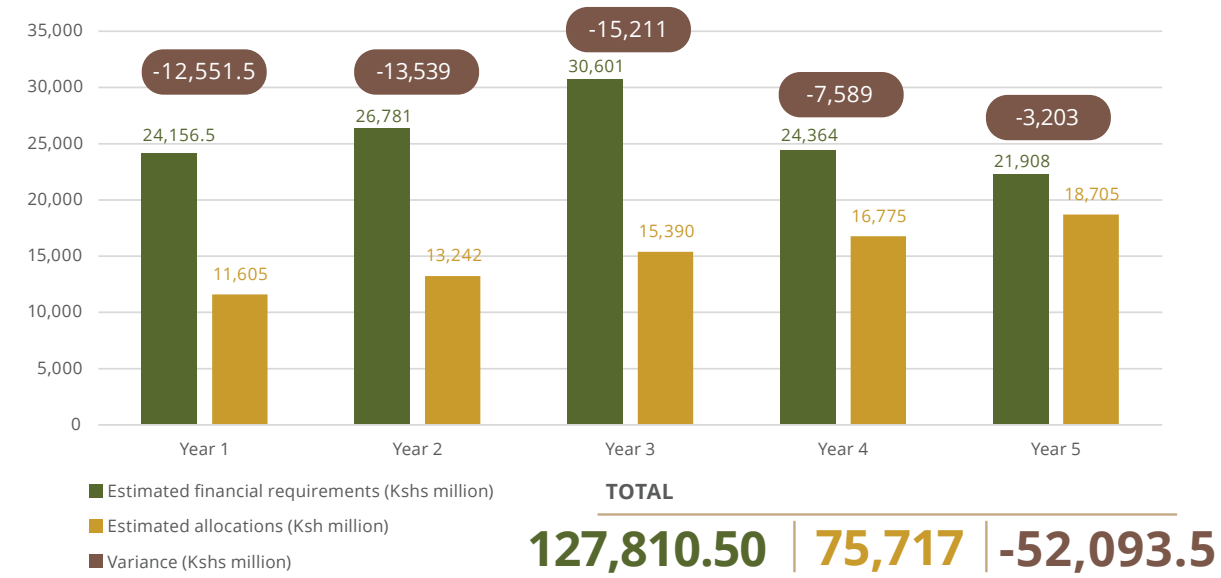
Table 3: Financial requirements for implementing the Strategic Plan

| Cost item | Projected resources requirements (Ksh millions) | | | | | |
|--|---|------------------|------------------|------------------|------------------|-------------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| KRA 1: Wildlife governance and coordination | 339.5 | 464 | 753 | 457 | 793 | 2,806.50 |
| KRA 2: Conservation, protection and management of wildlife biodiversity | 8,439 | 12,493 | 11,927 | 12,767 | 13,307 | 58,933.00 |
| KRA 3: Human–wildlife co-existence | 9,347 | 4,502 | 5,035 | 4,752 | 4,759 | 28,395.00 |
| KRA 4: Climate change adaptation and mitigation | 275 | 360 | 355 | 357 | 360 | 1,707.00 |
| KRA 5: Capacity, training, research and innovations | 5,467 | 8,537 | 11,821 | 5,443 | 2,072 | 33,340.00 |
| KRA 6: Wildlife conservation education, awareness and participation | 208 | 225 | 356 | 240 | 266 | 1,295.00 |
| KRA 7: Access and sustainable use of wildlife resources | 81 | 200 | 354 | 348 | 351 | 1,334.00 |
| Total | 24,156.50 | 26,781.00 | 30,601.00 | 24,364.00 | 21,908.00 | 127,810.50 |



The estimated variance between the estimated requirements and estimated allocations is **Kshs 45,933 million**, the State Department will endeavour to bridge this gap with the various proposed resource mobilization strategies.

Figure 1: Resource gaps



5.2 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 the implementation of key programmes and projects. It is expected that the development partners' 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 sector to ensure more resources are mobilized to implement projects in wildlife conservation areas.

Wildlife Conservation Trust Fund

The 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 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.

5.3 Optimizing Efficiency in the Use of Resources

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

- Prioritizing of programmes and projects
- Improving costing of programmes and activities to curb wastage and ensure effectiveness and efficiency in the use of funds
- Allocating funds to complete one-off projects
- Preventive maintenance – this is by ensuring the proper operations and maintenance of the State Department facilities, equipment and vehicles

- Paperless communication, through the leveraging of ICT such as emails and SMS to reduce costs associated with printing and use of landline telephones
- Use of fuel cards and centralized advertising of tenders
- Use of pooled transport to cater for staff travelling outside their duty stations.

5.4 Resource Management

- Engage the public, youth and communities through targeted awareness, outreach efforts and stewardship opportunities to enhance participation in conservation.
- Develop, gazette and implement wildlife regulations to facilitate equitable and effective benefits-sharing for sustainable livelihoods.
- Develop tax incentives to promote investments in wildlife conservation and management.
- Undertake comprehensive assessment for wildlife utilization opportunities.

- Develop land-based incentives to encourage voluntary conservation.
- Provide extension services to promote opportunities for wildlife-based enterprises.
- Create opportunities for investment and employment of local communities in biodiversity conservation.
- Ensure access and benefits-sharing to the communities living outside the conservation areas.







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