



Ministry of  
Tourism and  
Wildlife



**State Department for Wildlife**



# Strategic Plan(2023-2027)

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



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## Vision



Healthy and resilient wildlife resources for posterity.

## Mission



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

## Values



- Innovativeness
- Teamwork
- Integrity
- Professionalism
- Equity
- Responsiveness
- Efficiency

## Foreword



**This Strategic Plan reflects our commitment to addressing these challenges through a 3P solution focused on People, Planet and Prosperity.**

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, creating jobs, providing goods and services, and driving economic growth and sustainable development. Wildlife resources form part of our heritage, national capital and contribute to socio-economic development. Additionally, it is the foundation for a thriving tourism subsector, a source of national pride that promotes our national wellbeing due to the aesthetic, cultural, ecological and scientific value it provides.

As we move forward, the challenges we face in safeguarding 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 the 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 the priorities and actions that we will undertake to achieve our goal and mandate over the next five years. The Ministry is also cognizant of the value of a people-centred approach in implementing the programmes, plans and policies. Through this strategic plan, collaborative efforts with partners and enhanced public participation in the management, protection and conservation of 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. Rebecca Miano, EGH**

**Cabinet Secretary**  
Ministry of Tourism and Wildlife

# Preface and Acknowledgements

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The Strategic Plan 2023–2027 provides a solid foundation for the State Department to accomplish its mandate of wildlife conservation and protection.

The Strategic Plan 2023–2027 provides a solid foundation for the State Department to accomplish its mandate of wildlife conservation and protection. The plan details strategies and activities that will enable the Department to achieve its goals. A review of the Strategic Plan 2018–2022 revealed key strategic issues requiring attention, including high rates of declining species populations, drastic and erratic climate change patterns, high levels of pollution, the threat of biodiversity loss due to human activities such as land use changes, poaching, over exploitation, inadequate access to incentives and benefits, and habitat loss and degradation.

In the period 2023–2027, the State Department will focus on pursuing seven Key Result Areas (KRAs), namely Strengthening wildlife governance, coordination and financial sustainability; Improving habitats and species resilience; Promoting human–wildlife co-existence; 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 and 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 these planned activities will require adequate resource allocation. Therefore, there is a 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 provides direction, clarity of purpose and outlines the required resources to enable the Department to effectively deliver on its mandate. Through the implementation of the initiatives in the Plan over the next



five years, the Department is expected to contribute towards a healthier, more 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 were imperative in 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 provided valuable input and invested time and resources towards the development of this Strategic Plan. Their invaluable insight and support were significant in creating a comprehensive and visionary plan.

The implementation of this Strategic 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 this plan by leveraging on partnerships and technology in recognition of the shared values that we hold as a country.

Silvia Museiya, CBS

Principal Secretary  
State Department for Wildlife

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Definition of Concepts and Terminologies

<b>Activities:</b>	Actions taken and work performed.
<b>Baseline:</b>	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.
<b>Commercial state-owned enterprises:</b>	Legal entities created by Government to engage in commercial activities on its behalf.
<b>Core values</b>	The essential values used by an 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.
<b>Goals:</b>	They define an organization's plan to achieve the overall desired outcomes and be successful among competitors.
<b>Impacts:</b>	The long-term consequences of a strategic activity, whether positive or negative.
<b>Indicator:</b>	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's impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.
<b>Inputs:</b>	The financial, human and material resources used in the strategic activity.
<b>Key activities:</b>	Actions taken or work performed, through which inputs are mobilized to produce outputs.
<b>Key Result Areas</b>	They are the broad areas in which you are expected to deliver results.
<b>Objective:</b>	It specifies what an organization is planning to achieve. The objective can either be specific to one function in the organization or for the whole organization.
<b>Outcome:</b>	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation because of an intervention output(s) such as changed practices as a result of a programme or project.
<b>Output:</b>	Products, services or immediate results, tangible or intangible, resulting directly from the implementation of activities or applying inputs.
<b>Strategic goal:</b>	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.
<b>Strategic issues:</b>	These are problems or opportunities emanating from situational analysis that an organization must manage to fulfil its mandate and mission.
<b>Strategic objectives:</b>	These are what an organization commits itself to accomplish 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.
<b>Strategy:</b>	A process or a course of action in the 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.
<b>Target:</b>	A result to be achieved within a given timeframe.
<b>Top leadership:</b>	Individuals or groups of people who carry the vision of an organization and are responsible for achieving its mandate. For ministries, top leadership includes the Cabinet Secretary, Principal Secretary, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.
<b>Value chain:</b>	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 an organization's strategic planning. The vision is the key strategic planning terminology used to explain which direction the company is growing to achieve its goal.



**Acronyms and Abbreviations**

AEWA	African-Eurasian Migratory Waterbird Agreement
AI	Artificial Intelligence
AIA	Appropriations In Aid
ASALs	Arid and Semi-Arid Lands
AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
CB	Capacity Building
CBD	Convention on Biological Diversity
CBOs	Community Based Organizations
CCTV	Closed-circuit television
CPE	Certificate of Primary Education
CPPMD	Central Planning and Project Monitoring Department
CSG	Civil Service Grade
EAC	East African Community
GDP	Gross Domestic Product
GIS	Geographic Information System
GoK	Government of Kenya
HRM	Human Resource Management
HWC	Human–Wildlife Conflict
ICT	Information Communication Technology
IFMIS	Integrated Financial Management System
IUCN	International Union for Conservation of Nature
KEFRI	Kenya Forestry Research Institute
KEMFRI	Kenya Marine and Fisheries Research Institute
KRAs	Key Result Areas
KWCA	Kenya Wildlife Conservancies Association.
KWS	Kenya Wildlife Service
LAN	Local area networks
MDAs	Ministries, Department and Agencies
MEAs	Multi-Lateral Environmental Agreements
NGO	Non-governmental organization
NMK	National Museum of Kenya
PES	Payment for Ecosystem Service.
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PPPs	Public Private Partnerships
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SDW	State Department for Wildlife



VOIP	Voice over internet telephone
WCK	Wildlife Clubs of Kenya
WCMA	Wildlife Conservation and Management Act No. 47 of 2013
WCTF	Wildlife Conservation Trust Fund
WRTI	Wildlife Research and Training Institute



# Executive Summary

The State Department for Wildlife is established by 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), which builds on the achievements of the previous plans, provides a roadmap that the Department will pursue within the five-year period. It takes cognizance of the risks and challenges identified during the implementation of the previous plans, the 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: (a) Innovativeness; (b) Teamwork; (c) Integrity; (d) Professionalism; and (e) Equity. This Strategic Plan identifies seven Key Result

Areas (KRAs) and eleven strategic objectives. The Key Result Areas (KRAs) include: (a) Wildlife governance and coordination; (b) Conservation, protection and management of wildlife biodiversity; (c) Human–wildlife co-existence; (d) Climate change adaptation and mitigation; (e) Capacity, training, research and innovation; (f) Wildlife conservation education, awareness and participation; and (g) Access and sustainable use of wildlife resources.

This plan has eight chapters:

<b>Chapter One</b> 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 the National Development Agenda, the Vision 2030, the Fourth Medium Term Plan (2023–2027), the Bottom-up Economic Transformation Agenda (BETA), the Sustainable Development Goals (SDGs), Agenda 2063 and the EAC vision 2050.	<b>Chapter Five</b> Outlines the strategic objectives and strategic choices which provides the Department's aspirations over the medium term (2023–2027).
<b>Chapter Two</b> Outlines the mandate, vision, mission, strategic goals, core values and quality policy statement.	<b>Chapter Six</b> Highlights the activities to be implemented, their costs, sources of funds and stakeholders' responsibilities over the five-year period. It gives the organization structure, staff establishment, business process re-engineering and risk analysis & mitigation measures.
<b>Chapter Three</b> 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.	<b>Chapter Seven</b> Highlights the financial resource requirements, resource gaps, resource mobilization and management strategies for the Strategic Plan period.
<b>Chapter Four</b> Outlines the strategic issues, strategic goals as well as the Key Result Areas (KRAs), which provide the Department's aspirations over the medium term (2023–2027).  The KRAs are in line with the vision and mission statement of the State Department and are also applicable within the context of the core values.	<b>Chapter Eight</b> Describes how the Department will undertake monitoring, evaluation and reporting of the implementation process of the Strategic Plan.





# CHAPTER

## Introduction



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 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.

S/No	SDG description		Strategic response by the Ministry
1		<b>SDG 6:</b> Clean water and sanitation	The SDW will collaborate with relevant stakeholders to ensure provision of clean water for wildlife. It will also work with stakeholders to protect and restore water ecosystems
2		<b>SDG 12:</b> Ensure sustainable consumption and production (SCP) patterns	The SDW will develop tools to monitor sustainable development impacts for wildlife that creates jobs and promotes local culture and products. It will ensure responsible consumption and production.
			The SDW will also educate people on conservation-related issues by disseminating relevant information and create awareness for sustainable development.
3		<b>SDG 13:</b> Climate action	The SDW will take urgent action to combat climate change and its impacts. It will promote and encourage green wildlife investments. This will include supporting and promoting initiatives related to energy efficiency, sustainable transportation, waste management, smart buildings and innovative climate solutions.
4		<b>SDG 14:</b> Conserve and sustainably use oceans, seas and marine resources for sustainable development	The SDW will collaborate with the Kenya Maritime Authority towards the conservation and sustainable use of marine resources. This will contribute to the reduction of marine pollution from land-based activities such as marine debris and single use plastic bags.
5		<b>SDG 15:</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, compact desertification, halt and reverse land degradation, and halt biodiversity loss	The SDW will continue to exercise ecosystem integrity for sustainable wildlife resources. This will include implementation of measures for restoration of ecosystems, increasing afforestation through growing of trees, and increasing space and corridors for wildlife.
6		<b>SDG 17:</b> Partnerships for the goals	The SDW will strengthen the means of implementation and revitalize the global partnership for sustainable development. It will create and facilitate collaboration platforms that bring together all wildlife stakeholders towards healthy and resilient wildlife resources for posterity.

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 African Union Agenda 2063 is founded on the AU vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena”. The Agenda asserts that Africa has still not reaped the benefits that accrue from trading with itself or with the rest of the world, resulting in a share of global trade that is not commensurate with its population or resource endowments.

The SDW is cognizant of the aspirations of this Agenda and commits to support its course in perpetuating the efforts made by Kenya in implementing its commitments. Specifically, to

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) is a regional inter-governmental organization of eight partner states, comprising of the Republic of Burundi, Kenya, the Republic of Rwanda, Uganda, Tanzania, the Democratic Republic of Congo, the Federal Republic of Somalia and the Republic of South Sudan. The EAC aims at widening and deepening cooperation among the partner states and other regional economic blocs in, among others, political, economic and social fields for mutual benefits.

The East Africa Community Vision 2050 aims to ensure sustainable utilization of natural resources, environmental management and conservation. Its goal is to enhance value addition, transformation and sustainability of both the economy and the environment for the benefit of the EAC. To support the vision, the SDW plans to ensure:

- a. Biodiversity preservation
- b. Promotion of research and education in the field of wildlife conservation
- c. Ecotourism promotion
- d. Enhanced wildlife law enforcement
- e. Sustainable use of natural resources through coordination and regular monitoring
- f. Promotion of green economy
- g. Reduction of greenhouse gas emissions
- h. Promotion of the use of renewable energy.

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 wildlife sector is aligned to the Constitution through the provisions in the following Articles:

Article 69 of the Constitution requires the State to implement obligations with respect to the environment, including the sustainable exploitation, utilization, management and conservation of environment and natural resources, and ensuring the equitable sharing of the accruing benefits. The Department will work towards the Constitutional requirement under Article 69(1)(b) to achieve and maintain tree cover of at least 10% of the land area of Kenya. Article 69(2) of the Constitution also states that every person has a duty to cooperate with state organs and other persons to protect and conserve the environment and ensure the sustainable development and use of natural resources. Articles 6, 174, 175 and 176 provide for the establishment of national and county governments with functions that include protection of the environment and natural resources to establish a durable and sustainable system of development. This includes, in particular (a) fishing, hunting and gathering; and (b) protection of animals and wildlife.

attaining the aspiration 1 and 5 of Africa's Agenda 2063 on ‘A prosperous Africa based on inclusive growth and sustainable development’ and ‘An Africa with a strong cultural identity, common heritage, shared values and ethics’, respectively. Priority area 1.7.2 relates to biodiversity conservation and sustainable natural resources management. The SDW will play a vital role in facilitating inclusive partnerships and collaborations between various wildlife stakeholders to drive sustainable sector development.

Article 2(6) of the Constitution requires that any treaty or convention ratified by Kenya shall form part of Kenyan law. Articles 62, 63 and 64 guide the sector on matters of public, community and private land, respectively.

In this regard, the SDW involved the public in the development of this Strategic Plan and will ensure the same is done while implementing the plan. The State Department will also enhance transparency, accountability, and integrity in all operations and decision-making processes and implement a robust system for monitoring and reporting on activities ensuring that information regarding projects, investments, and policies is easily accessible to the public. In addition, it will endeavour to promote a culture of integrity within the organization.

The SDW will work towards ensuring climate resilience and preparedness for natural disasters, focusing on prevention, adaptation and mitigation. The SDW will foster education on the conservation of Kenya's wildlife heritage towards the attainment of Africa's Agenda 2063, which focuses on cultural values, heritage, creative arts and businesses.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

1.2.5.1 The Kenya Vision 2030

The Kenya Vision 2030 guides Kenya's long-term development agenda. The Vision aims at transforming Kenya into a newly industrialized, middle-income country, providing a high quality of life to all citizens in a clean and secure environment. The Vision 2030 is anchored on three pillars, the economic, social and political pillars. It identifies tourism and wildlife as a key sector under the economic and social pillars that envisages Kenya to be among the “*top ten long haul and leading tourist destinations offering a high end, diverse and distinctive visitor experience*”.

To realize the Vision's aspiration, the SDW will implement the following flagship projects critical to biodiversity conservation:

- Rehabilitating the water towers including Mt. Kenya, the Aberdare ranges and Mt. Elgon
- Securing the wildlife corridors and migratory routes
- Supporting the reduction of protected areas pollution through implementation of the ban on single use plastics
- Enhancing the conservation of wildlife to attract nature-based tourists
- Marketing of less visited parks
- Promoting research and development for economic and social development

1.2.5.2 Fourth Medium Term Plan (MTP IV)

The Kenya Vision 2030 is implemented through successive five-year Medium-Term Plans. Currently, the country is implementing the Fourth Medium Term Plan (2023–2027), where the SDW falls under the environment and natural resources sector. The targets for the SDW under the MTP IV include:

- Construction and rehabilitation of ablution facilities in the parks/reserves
- Construction and rehabilitation of fences in the GoK parks and reserves
- Disbursing human-wildlife conflict (HWC) compensation claims
- Operationalizing the human-wildlife conflict insurance scheme
- Restoring 1,000 hectares of wildlife habitats
- Acquiring modern anti-poaching security equipment and technology to protect threatened and endangered species
- Constructing, rehabilitating and upgrading roads/airstrips in national parks and reserves to bitumen standards
- Developing the Wildlife Research and Training Institute infrastructure

- Constructing and equipping the wildlife research centres (Tsavo, Naivasha, Nyeri and Malindi)
- Digitizing revenue management systems in national parks and reserves
- Leasing guest houses, bandas and tented camps in national parks and reserves
- Recruiting 2,000 additional rangers
- Promoting tree growing mainly on private and community lands by leveraging on complementarity between forestry and agriculture for environmental conservation
- Enforcing the plastic ban in parks.

In recognition of the key role played by wildlife in tourism, the sector will create an environment to: (a) reduce human-wildlife conflict by 45% by 2027; (b) expand wildlife space through increasing the number of wildlife conservancies from 167 in 2022 to 172 in 2027; (c) increasing the secured migratory corridors and dispersal areas from 1 in 2021 to 5 in 2027; and (d) increasing the populations of critically endangered species by 2% for elephants and 8% for rhinos.

The attainment of these targets is anchored on the implementation strategies and activities in this Strategic Plan.

1.2.5.3 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: (a) natural resource governance by setting environmentally friendly policies, projects and implementing programmes; and (b) revenue enhancement through innovative approaches and review of existing levies, fees, lease agreements, easements and revision of the investment policy. The State Department will also promote and enhance the domestication and commercialization of underutilized marine and freshwater aquaculture resources

products.

Natural resource conservation, restoration and management are being entrenched through the growth of natural forests, development of species recovery plans, breeding centres and dedicated sanctuaries for threatened and endangered species. Livelihoods and job creation are supported through the recruitment of community scouts, provision of alternative sites, and granting of incentives to spur wildlife conservation efforts. The Department also aims to enhance tree-growing campaigns, rangeland restoration, and the development of the green zone support project to rehabilitate forests and increase forest cover.

1.2.6 Sector Policies and Laws

The 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 the National Wildlife Strategy 2030. Other relevant Acts, Policies and Strategies that guide the Wildlife Sector include the following.

Constitution of Kenya, 2010

The Fourth Schedule provides for the distribution of functions between the national and county governments. The Schedule provides for national government functions including “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; (c) water protection, securing sufficient residual water, hydraulic engineering and safety of dams; and (d) energy policy.”

Forest Conservation and Management Act of 2016

Article 42 of the Act provides for the management of indigenous forests. In particular, Article 42(1) provides that all indigenous forests and woodlands shall be managed on a sustainable basis for the purposes of: (a) conservation of water, soil and biodiversity; (b) protection of riparian land and the shoreline; (c) cultural use and heritage; (d) recreation and tourism; (e) sustainable production of wood and non-wood products; (f) carbon sequestration and other environmental services; (g) education and research purposes; and (h) habitat for wildlife in terrestrial forests and fisheries in mangrove forests.

Environment Management and Coordination Act, 2015:

The Land Act of 2012 provides for conservation of land based on natural resources. The Act provides for the development of rules and regulations that may include: (a) measures to protect critical ecosystems and habitats; (b) incentives for

communities and individuals to invest in income-generating natural resource conservation programmes; (c) measures to facilitate the access, use and co-management of forests, water and other resources by communities with customary rights to these resources; (d) procedures for the registration of natural resources in an appropriate register; (e) procedures for involving stakeholders in the management and utilization of land-based natural resources; and (f) measures to ensure benefit sharing with affected communities.

The Mining Act 2016

This act tipulates that the Mineral Rights Board, prior to recommending the grant of a mineral right to the Cabinet Secretary, must require the applicant to seek approval from: (a) the Cabinet Secretary responsible for wildlife conservation and management, if the land is situated within a marine park, national park or local sanctuary under the Wildlife (Conservation and Management) Act No. 47 of 2013; (b) the Cabinet Secretary responsible for environmental matters, if the land is situated within a protected area, protected natural environment, or protected coastal zone under the Environmental Management and Coordination Act No.8 of 1999.

Science, Technology and Innovation (STI) Act 2012

The STI Act of 2012 promotes research and innovation, which are crucial for developing new methods and technologies for wildlife conservation and management. Through STI initiatives, there can be advancements in the monitoring, restoration, and management of wildlife and its habitat, as well as the development of sustainable solutions to dynamic threats facing wildlife conservation. In this regard, PART IV of the STI ACT, entitled LICENSING OF RESEARCH, requires that importing and exporting wildlife and related products for research and innovation, should be declared under the Wildlife Conservation and Management Act of 2013.

Protection of Traditional Knowledge and Cultural Expressions (TK&CE) Act 2016

The Protection of Traditional Knowledge and Cultural Expressions Act 2016 links to wildlife conservation by recognizing and protecting traditional knowledge, including agricultural, environmental, medical knowledge, and practices related to genetic resources and biological diversity. It prevents the misuse of this knowledge, ensuring communities control its use, aiding in effective and culturally sensitive wildlife conservation strategies. The Act also safeguards cultural heritage, which includes natural sites and crucial wildlife habitats, promoting biodiversity preservation. Additionally, it emphasizes equitable benefit sharing from the use of traditional knowledge, encouraging community involvement in conservation through profits from ecotourism, bioprospecting, and other wildlife-related activities.

Health Act 2017

The Health Act 2017 links to wildlife conservation and management, particularly regarding public health and zoonotic diseases. Disease surveillance and management provisions help detect and control zoonotic diseases, benefiting both human health and wildlife conservation. Health and safety standards influence wildlife conservation practices, preventing disease transmission between humans and animals. Environmental health aspects address the impacts of wildlife conservation activities, emphasizing the protection of ecosystems and wildlife habitats. This is essential for maintaining the health of the environment, which in turn supports human health. The Act also includes provisions for community health services which enhance health outcomes for people near wildlife habitats, thus reducing human–wildlife conflicts.

Industrial Property (IP) Acts {Kenya Plant Health Inspectorate Service (KEPHIS), Kenya Industrial Property Institute (KIPI), Kenya Copyrights Board (KECOBO)}

The Industrial Property Acts link to Wildlife Conservation and Management in the context of biodiversity and traditional knowledge. The Acts may impact the intellectual property rights and benefits derived from traditional knowledge related to medicinal plants, agricultural practices, and biodiversity conservation. They can also influence the legal framework around bioprospecting and biopiracy, which involves the commercial use of biological resources and traditional knowledge without proper authorization or benefit-sharing arrangements with local communities. The Acts may provide mechanisms to protect traditional knowledge and ensure fair benefit-sharing agreements, as well as govern the granting of patents on inventions related to biodiversity. This offers protection for the conservation of species and ecosystems. Provisions for Intellectual Property and Conservation Technologies can support the development and protection of technologies used in wildlife conservation and management, such as wildlife research, monitoring systems, habitat restoration methods, or sustainable agriculture practices that benefit biodiversity.

County Governments Act 2012

The County Governments Act 2012 empowers county governments to manage natural resources, including wildlife, within their jurisdictions. Decentralized governance allows for more localized and effective wildlife conservation strategies tailored to the specific needs and challenges of each region. Section 5(a)of the Act emphasizes the functions and powers of county governments in protecting and managing the environment and natural resources, which includes wildlife conservation and management. By engaging local communities and stakeholders, county governments can implement conservation initiatives that address region-specific conservation challenges and leverage local knowledge.

National Land Use Policy

This policy helps in outlining and identifying areas under environmental conservation zones such as parks, reserves and wetlands, which are critical for the survival of wildlife. It addresses issues of biodiversity conservation, climate change and unsustainable natural resource management. This policy enables the development of a mechanism for conservation of critical wildlife habitats and also wildlife corridors. This policy also helps solve matters in relation to overlapping institutional management and administration of land use management authority and roles.

Climate Change Act Amended 2023

The Climate Change Act Amended 2023 addresses the impacts of climate change, which significantly affect wildlife and their habitats. By implementing climate adaptation and mitigation strategies, the Act helps to safeguard ecosystems and species vulnerable to changing climate conditions. The Act mandates the inclusion of climate change considerations in environmental conservation plans, ensuring that wildlife conservation initiatives are resilient to the impacts of climate change. This helps protect biodiversity and maintain ecosystem services that are critical for wildlife.

Fisheries Act 2016

The Fisheries Act 2016 protects and governs the management and protection of marine protected areas which are crucial as they host critical habitats which are homes to various endangered species such as sea turtles. Conservation and management of these critical habitats is mandated by this Act which also shields against bycatch. The Act prohibits fishing for, catching, possessing, transporting, processing, buying or selling of any species of fish declared endangered or threatened with extinction. The Act gives a mandate for sustainable fishing and gives authorization to fish for marine mammals in a limited manner for research purposes. Prohibition of plastic pollution is also highlighted in the Act in ensuring conservation and management of the beaches.



**National Environment Policy 2013**

The National Environment Policy 2013 acknowledges the significance of wildlife resources in driving the economic development of the nation. Wildlife resources contribute directly and indirectly to the local and national economy through employment, revenue generation and wealth creation. The increasing population, growing numbers of refugees, human-wildlife conflicts, widespread pollution, climate change and the conversion of vast wildlife areas into other land uses threaten the continued existence of wildlife in the country. Human-wildlife conflict is a growing concern and presents a major challenge to wildlife conservation in Kenya. Conflicts are prevalent as human population increases, development expands, global climate change and other human and environmental factors put people and wildlife in greater direct competition for a shrinking resource base, especially living space and food. The policy also appreciates the importance of marine and coastal ecosystems and their biodiversity resources, proposing measures for their management and conservation. The government recognizes the value of our priceless wildlife resources and has put in place measures to achieve sustainability in their conservation practices.

**National Spatial Plan 2015–2045**

The National Spatial Plan 2015–2045 provides an overview, in percentages, of environmental conservation areas in Kenya, including forests, wetlands and water bodies. It highlights the constitution of each conservation area as follows: (a) forests cover about 5.9% of Kenya's land area; (b) wetlands cover about 3–4% of the land and include deltas, creeks, lake shores, rivers, marshes, ponds, dams, and mountain bogs; and (c) surface waters cover about 2% of Kenya's land surface, including both saline and freshwater bodies such as ocean, lakes, rivers and dams. Additionally, according to the framework, wildlife is represented in over 70% of the country's national parks, national and game reserves, most of which are in the Arid and Semi-Arid Lands (ASALs) that also hold two-thirds of the livestock population. Only 8% of the land area is gazetted for wildlife conservation, which includes some of the gazetted forests and marine parks. The framework highlights the diversity of Kenya's abundant wildlife resources, which include national parks, reserves and other protected areas. It also addresses the categories of conflicts that arise from this, specifically human-wildlife conflicts due to competition for water and forage.

**Physical and Land Use Planning Act No. 13 of 2019**

The Physical and Land Use Planning Act No. 13 of 2019 provides the basis of environment conservation and protection, promoting conservation as a form of land use to keep these critical ecosystems supporting wildlife. This Act allows

communities neighbouring the protected areas to use their land for conservation purposes, which is legally recognized as a form of land use. It also helps in creating buffer zones between communities and wildlife to help tackle human-wildlife conflicts as well managing the wildlife corridors and avoid human encroachment to these protected areas.

**Water Act 2016**

The Water Act 2016 houses and regulates different water catchment areas in conservation sites, that is the major water towers in Kenya. The main water towers in Kenya are Mau Forest Complex, Cherang'any Hills, Mt Elgon, Aberdare Ranges, and Mt. Kenya. There is a need to ensure the continued protection and management of these sites given that most of these water towers are established as conservation areas under the WMCA. Additionally, the management of these sites ensures the preservation, conservation and management of wildlife. There is a need to gazette some of the water catchment areas that haven't been highlighted under the Water Act 2016 for efficiency in the management and protection of wildlife.

**Intergovernmental Relations Act 2012**

The Intergovernmental Relations Act 2012 facilitates cooperation between national and county governments in managing natural resources, including wildlife. Effective intergovernmental collaboration enhances the implementation of conservation policies and the management of protected areas. Particular focus on Section 7 and 8 which provides for the establishment of frameworks for consultation and cooperation between the different levels of government, which is essential for coordinated wildlife conservation efforts. This ensures that conservation initiatives are harmonized across jurisdictions, leading to more effective and sustainable outcomes for wildlife protection as well as habitat connectivity.

**National Climate Finance Policy 2018**

The National Climate Finance Policy 2018 provides funding mechanisms for climate-related initiatives, including wildlife and habitat. Access to climate finance supports projects aimed at habitat restoration, species protection and building resilience for ecosystems adversely impacted by climate change. Section 4.2 of the policy outlines the allocation of financial resources to projects that mitigate climate impacts on biodiversity and ecosystems, thereby supporting wildlife conservation initiatives. This funding is crucial for implementing comprehensive conservation programmes that address the long-term sustainability of wildlife populations and their habitats.

The SDW is cognizant of the stated wildlife sector policies and laws and is committed to aligning and implementing them.

**1.3 History of the State Department for Wildlife**

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, the 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 the protection and management

of wildlife resources. However, due to the weak policy and legislative instruments, 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 the 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:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Wildlife conservation and protection policy;</li><li>• Protection of wildlife heritage;</li><li>• Management of national parks, reserves and marine parks;</li><li>• Wildlife conservation and protection education and awareness;</li></ul> | <ul style="list-style-type: none"><li>• Wildlife biodiversity management and protection;</li><li>• Collaboration with wildlife clubs of Kenya; and</li><li>• Management of wildlife dispersal areas in collaboration with partners.</li></ul> |
|--|---|

The following milestones have been achieved since 2018:

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Establishment of a National Wildlife Policy 2020 (Sessional Paper No. 1 of 2020);</li><li>• Establishment of the National Wildlife Strategy 2030;</li><li>• Amendment of the Wildlife Conservation and Management Act (WCMA) in 2018;</li><li>• Delinking of the Wildlife Research and Training Institute</li></ul> | <ul style="list-style-type: none"><li>from the Kenya Wildlife Service;</li><li>• Establishment of the Wildlife Conservation Trust Fund Regulations (draft) 2021; and</li><li>• Coordination and supervision of the first ever National Wildlife Census 2021.</li></ul> |
|---|--|

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.



# 1.4 Methodology of Developing the Strategic Plan

The rationale for developing this Strategic Plan is anchored on expiry of the previous Strategic Plan for the period 2018–2022 and anchored on the need to develop and implement policies, programmes, and projects during the Fourth Medium Term Plan (MTP IV) 2023–2027 period which incorporates the Bottom-Up Economic Transformation Agenda (BETA). The MTP IV will guide resource allocation towards implementation of BETA programmes and projects during the last phase of Kenya Vision 2030 planning period. The Strategic Plan for the State Department is aligned to the BETA and Kenya Vision 2030 aspirations.

The development of the strategic plan was participatory and consultative and involved all the key stakeholders of the State Department. The process involved four distinct phases – preparatory, strategy development, validation and adoption phases.

The preparatory phase included initiation of the strategic planning process by the senior management of the State Department which involved:

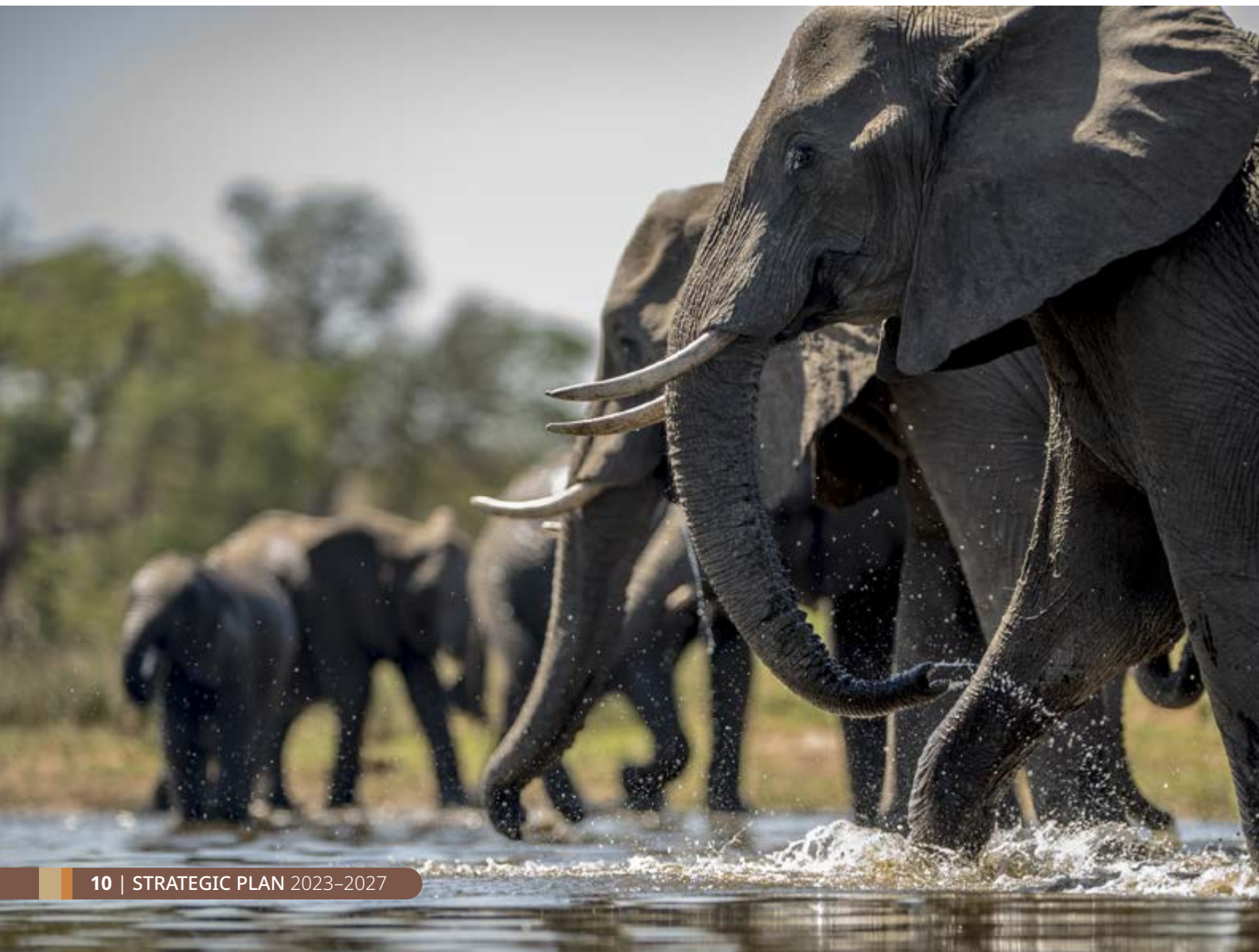
- The rationale and scope of the review and development of the Strategic Plan;
- Appointment of a Technical Working Group;

- Development of the terms of reference;
- Review of previous plans and strategic documents; and
- Mapping out of stakeholders.

The strategy development phase involved:

- Scanning of the internal and external environment;
- Outlining the strategic direction;
- Identification of strategic issues, goals and key result areas;
- Formulation of strategic objectives and strategies;
- Development of the implementation and coordination framework;
- Identification and quantification of resource requirements; and
- 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 before the adoption phase and final launch.



## Strategic Direction



This chapter 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 chapter 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 oversights 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.

Situational And Stakeholder Analysis



This chapter provides a review of the State Department for Wildlife’s 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- and 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 3.1: 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, 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>

PESTEL category	Factors	Implication on strategy
Economic (related to the broader economic conditions)	<ul style="list-style-type: none"><li>Unfavourable economic conditions including inflation and general rise in the 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><li>Illegal bush meat</li></ul>
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 SDW</li><li>Continued engagement of local communities in the 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, and
  - Insufficient information sharing and knowledge management.

3.1.2 Summary of Opportunities and Threats

Table 3.2: Summary of opportunities and threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"><li>• National and international goodwill for conservation</li><li>• Political stability</li><li>• Enhanced security</li><li>• Strengthened regional and global political cooperation 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>• Wildlife crimes</li><li>• Terrorism</li><li>• Political instability in neighbouring countries</li><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. Covid-19</li><li>• Digital/online marketing</li><li>• Land sub-division and human encroachment</li></ul>
Social	<ul style="list-style-type: none"><li>• Involvement of youth in conservation and management of the 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>

Environmental factor	Opportunities	Threats
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>• Centres 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>
Legal	<ul style="list-style-type: none"><li>• Robust policy and legal framework</li><li>• National policies and laws</li><li>• International treaties, conventions, protocols and agreements</li></ul>	<ul style="list-style-type: none"><li>• Conflicting national and county legislations</li><li>• Noncompliance with international obligations</li><li>• Noncompliance to site management plans</li></ul>
Ecological	<ul style="list-style-type: none"><li>• Rich endemism</li><li>• Ecological connectivity which is key to long-term survival of healthy wildlife population</li><li>• Diverse ecosystems</li><li>• Area of jurisdiction is over 12% of Kenya's total land mass</li></ul>	<ul style="list-style-type: none"><li>• Habitat loss and degradation</li><li>• Inadequate forage</li><li>• Water stress</li><li>• Pollution</li><li>• Biopiracy</li><li>• Zoonosis</li><li>• Road kills</li><li>• Natural disasters, e.g. wildfires</li><li>• Invasive species in the parks and conservancies</li><li>• Most areas are arid and semi-arid thus vulnerability to climate change</li><li>• Wildlife poisoning</li><li>• Bird collisions with energy infrastructure, i.e. power lines and wind turbines</li></ul>



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 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 & Innovation's 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 the 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 Coexistence

The overall function of the Directorate of Partnership and Wildlife Coexistence 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, promotes cooperation between institutions engaged in wildlife protection, conservation and management as well as liaises with the relevant Parliamentary Committees.

It provides leadership, guides and articulates wildlife policies, regulations and guidelines outside national parks and reserves. It coordinates the 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 other institutions engaged in wildlife protection, conservation and management. It promotes human-wildlife co-existence while establishing effective wildlife compensation schemes in consultation with stakeholders. Further, it develops and promotes wildlife conservation education and awareness strategies, and co-existence 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 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

The function of the General Administration involves: (a) dissemination of policies; (b)supervision, management and development of national government; (c) coordination and mobilization of resources for effective service delivery; (d) monitoring and evaluating implementation of policies, programmes and strategic plans and performance contracts; (e) coordinating parliamentary policy matters, official functions and litigation matters affecting the State Department; (f) management of security service; (g) management of transport services; and (h) management 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 involve 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

The 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 Department manages 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 programmes to determine perception and necessary intervention, implements public communication policies, strategies and programmes, coordinates and reviews speech writing, conducts media monitoring and evaluation and develops and manages website and social media content.

vii) Accounts Department

The Accounts Department provides 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, manages accounting information which includes coordination and rationalization of estimates, annual appropriations and fund accounts, cash flow control, and 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 Department processes estimates for the programme budget, monitors expenditure, prioritizes programmes and activities for results-based allocation of resources, issues the Authority to Incur Expenditure (AIE), forecasts expenditure and revenue, monitors revenue and expenditure, prioritizes projects and activities for the purpose of financial allocations in the budget, oversees commitment of funds and expenditure trends in line with Treasury circulars, monitors and reports on the budget, reallocates within budgeted heads and programmes and the overall financial management and control of voted funds. In addition, the Finance Department offers strategic leadership on all matters pertaining to financial management in the State Department.

ix) Central Planning and Project Monitoring Department (CPPMD)

The CPPMD provides 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, coordinates 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), conducts sector-specific economic analysis and research on topical and emerging socio-economic issues to inform policy formulation and planning, coordinates implementation of international commitments, regional integration issues including Sustainable Development Goals (SDGs) and Africa Agenda 2063 and economic partnerships. The CPPMD is also a Secretariat to the 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 the 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 database 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

It 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. The outcomes from this assessment also inform the business process reengineering. The strengths and weaknesses of internal business processes are summarized in Table 3.3.

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.

3.1.4 Summary of Strengths and Weaknesses

Table 3.3: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
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 Key Result Areas and eighteen strategic objectives whose achievements were:
- 214 km of firebreaks installed in the Aberdare Ranges, 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 parks increased from 2.18 million in 2022 to 2.94 million in 2023 translating to a 35% increase
  - 21 water pans and 4 boreholes were 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 problematic species translocated from community areas involving elephants, hyenas, lions and hippos.
  - 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 such as water and access roads in conservancies.

3.2.2 Challenges

- Insufficient funding.
  - Low staffing level and inadequate human expertise.
  - Poaching and illegal wildlife trade.
  - Human–wildlife conflict 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.
- 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, and conservation management of wildlife resources in Kenya.
- Effective legal system is key in attracting investments in the wildlife sector economy while contributing to conservation livelihoods and national development goals.

## 3.3 Stakeholder Analysis

Table 3.4: Stakeholder analysis

S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
1.	<b>Ministries, Department and Agencies (MDAs)</b>	<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>• Sustain 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>• Development and maintenance of 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>

S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
2.	<b>Kenya Wildlife Community Association (KWCA)</b>	<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>• Build capacity</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>• Participate 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>• Promotion of philanthropy</li> <li>• Provision of data on research conducted</li> <li>• Participation in policy formulation process</li> <li>• Promotion of wildlife economy</li> <li>• Promotion of synergy in the wildlife conservation and protection initiatives</li> <li>• Participation in international decision-making fora</li> </ul>
3.	<b>Parliament</b>	<ul style="list-style-type: none"> <li>• Represents the people and protects national interests</li> <li>• Deliberates and resolves issues of concern to the people</li> <li>• Enacts legislation</li> <li>• Determines the allocation of national revenue between the levels of government</li> <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>	<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 allocated resources</li> <li>• Effective implementation of legislations and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Timely approval of policies and bills</li> <li>• Ensure adequate funding</li> <li>• Sensitize on wildlife matters</li> </ul>
4.	<b>County governments</b>	<ul style="list-style-type: none"> <li>• Facilitate public participation on matters of wildlife conservation</li> <li>• Provide communication and access to information on the 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> </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> </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>

S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
		<ul style="list-style-type: none"> <li>Participate in the 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>Conserve and manage reserves</li> <li>Facilitate peer learning between counties</li> <li>Facilitate consultation among county governments</li> <li>Share information on performance of county governments</li> </ul>	<ul style="list-style-type: none"> <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>Sensitize the public on wildlife conservation</li> <li>Support community-based wildlife initiative programmes</li> <li>Create jobs</li> <li>Undertake Public Private Partnerships (PPPs) on projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Increased involvement of 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 behaviour 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>

S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
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>
8.	Non-state actors such as NGOs, civil societies, CBOs and others	<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, 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 co-existence</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>



S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
9.	<b>Development partners and international organizations</b>	<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.	<b>Staff</b>	<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>Sensitize the public on wildlife conservation and wildlife policies</li> <li>Support community-based wildlife initiative programmes</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 excellent performance</li> <li>Favourable terms and 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, and regulations of the ministry</li> <li>Efficient utilization of resources allocated</li> </ul>
11.	<b>Contractors, suppliers and merchants</b>	<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>

S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
12.	<b>Media</b>	<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.	<b>Professional bodies</b>	<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.	<b>Women, youth, PWDs, marginalized communities</b>	<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>Participate 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 action requirements</li> <li>Access to funds for their conservation efforts</li> <li>Representation</li> <li>Well-structured and coordinated platforms</li> <li>Access to information</li> <li>Access to technical support and tools for better conservation management</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 conservation</li> <li>Create awareness on wildlife conservation</li> <li>Utilize opportunities provided through affirmative action</li> <li>Convene, accredit, and certify national stakeholder platforms</li> <li>National recognition of conservation heroes</li> <li>Career opportunities</li> <li>Training programmes</li> </ul>
15.	<b>Judiciary</b>	<ul style="list-style-type: none"> <li>Interpret the law and make decisions on litigations</li> </ul>	<ul style="list-style-type: none"> <li>Abide by the law</li> <li>Awareness creation on environmental justice</li> <li>Sensitization on wildlife policy and legislation including international obligations</li> <li>Avail credible information</li> </ul>	<ul style="list-style-type: none"> <li>Timely dispensation of justice</li> <li>Fair in their judgement</li> </ul>



S/No	Stakeholder	Role	Expectation of the stakeholder	Expectation of the ministry
16.	Local communities	<ul style="list-style-type: none"><li>Managing and protecting wildlife including endangered species</li></ul>	<ul style="list-style-type: none"><li>Facilitative environment</li></ul>	<ul style="list-style-type: none"><li>Increased awareness on wildlife conservation</li><li>Compliance with laws and the constitution</li><li>More space for wildlife</li><li>Well managed and protected wildlife including endangered species</li></ul>



# Strategic Issues, Goals and Key Result Areas





This chapter 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.

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 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.

4.3 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.

Table 4.1: Strategic issues, strategic goals and Key Result Areas

Strategic issue		Strategic goal	Key Result Areas (KRAs)
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 co-existence	Human–wildlife co-existence
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







# 05 **Strategic Objectives and Strategies**



This chapter 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.

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 5.1: Outcome annual projection

Strategic objective (SO)	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
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	-	-	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. of 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. of performance management reports implemented	7	7	7	7	7

Strategic objective (SO)	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 2: Promote partnerships and collaborations	Enhanced collaboration and partnerships	No. of fora/partnerships established	2	2	2	2	2
SO 3: Mobilize financial resources for the wildlife subsector	Financial sustainability	24 billion	5	7	4	4	4
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	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
		No. of key migratory corridors secured and protected per ecosystem	1	1	2	2	3
	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	5	5	5	5	5
		No. of personnel trained on wildlife security	2,000	2,000	2,000	2,000	2,000
KRA 3: Human–wildlife co-existence							
SO 6: 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 co-existence 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. of anti-venom centres	-	-	-	1	-
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	25	25	25	25	25
		No. of kilometres of firebreaks installed	-	150	150	150	150
KRA 5: Capacity, training, research and innovations							

Strategic objective (SO)	Outcome	Outcome indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 8: 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
SO 9: 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
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	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
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	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 5.2.

Table 5.2: Strategic objectives and strategies

KRA	Strategic objectives	Strategies
Wildlife governance and coordination	Strengthen wildlife sector coordination and governance	<ul style="list-style-type: none"> <li>Review the 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 for collaboration and partnerships on 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> <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> </ul>



KRA	Strategic objectives	Strategies
		<ul style="list-style-type: none"> <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 co-existence	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 co-existence 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 using modern technology</li> <li>Increase more space for wildlife including creating more buffer zones to reduce HWC</li> <li>Set-up anti-venom centres in specific hotspot 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 nature-based tourism options for greater conservation value</li> <li>Promote collaborative research on bioprospecting</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>

KRA	Strategic objectives	Strategies
	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 programmes</li> <li>Initiate a conservation leadership programme 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 co-exist 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 programmes and courses in wildlife conservation and management and other related disciplines</li> <li>Establish a national integrated wildlife database</li> <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 conferences</li> <li>Hold triennial wildlife conservation summits 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 programmes</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 centres.</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 benefits-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> </ul>



KRA	Strategic objectives	Strategies
		<ul style="list-style-type: none"><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 bioprospecting policy</li></ul>



# Implementation, Coordination and Risk Management Framework



The implementation of this Strategic Plan will be spearheaded by the State Department. This 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 workplan with the annual budget. The costed annual workplan for the financial year 2023/24 has been extracted from the action plan.

### 6.1.3 Performance Contracting

The State Department will align the performance contract to the annual workplan. Performance targets set will be monitored quarterly and reports submitted to the 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 Directorates: Directorate of Wildlife Research Policy and Innovation, and Directorate of Partnerships and Wildlife Human Coexistence. The administrative support services constitute of ten 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 6.1: 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	21	29
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	9	16
Economists/statisticians cadre	2	11	4	7
Supply chain management cadre	5	20	8	12
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
TOTAL	116	239	112	127

Table 6.2: Skills set and competence development

Cadre	Skills 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/ environmental audit (ESIA/ SEA) skills</li> <li>Results-based management (RBM) skills</li> <li>Carbon credit certification skills</li> <li>Wildlife security management skills</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 the National Defence College (NDC)</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 and 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 customer care/public relations</li> </ul>

Cadre	Skills set	Skills gap	Competence development
<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 and programming skills, support and maintenance skills</li> <li>Data analytics and 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 and 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 skills</li> <li>Standards of accounting skills</li> <li>Programme-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>Economists/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>



Cadre	Skills set	Skills gap	Competence development
<b>HRM&amp;D officers</b>	<ul style="list-style-type: none"> <li>Leadership skills</li> <li>Counselling, mentoring and coaching skills</li> <li>Occupational health and safety 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>Leadership skills</li> <li>Human relations skills</li> <li>Occupational health and safety regulations</li> <li>Advanced HR analytics skills</li> <li>Knowledge of labour laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Capacity build on leadership and human relations skills,</li> <li>Training on occupational health and safety</li> <li>HR analytics training</li> <li>Labour 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 user skills</li> </ul>	<ul style="list-style-type: none"> <li>Asset management and disposal skills</li> <li>IFMIS user skills</li> <li>Public procurement and contract management</li> </ul>	<ul style="list-style-type: none"> <li>Public procurement and 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>

Cadre	Skills set	Skills gap	Competence development
<b>Legal</b>	<ul style="list-style-type: none"> <li>Policy development and implementation skills</li> <li>Development of MoU 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 KRA

will be appointed with clear Terms of Reference. In addition, in the implementation matrix, there is clear responsibility for the identified targets or 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 efficient 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:

- 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.

- Knowledge management:** The ministry will establish a knowledge management system to collect, organize, store and share data. It will include sharing the best practices.
- International Organization for Standardization (ISO) certification:** The SDW will develop a detailed Standard Operation Procedure 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 6.3.

Table 6.3: 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	Compliance with treaties, agreements and conventions
					Combating illegal wildlife trafficking
					Enhance wildlife surveillance and security
					Collaboration with other law enforcement agencies
2	Environmental: disposal of obsolete equipment and materials, pollution – plastic, diseases and epidemics, fires, climate change and natural disasters	M	H	M	Prompt disposal of obsolete equipment
					Digitize and dispose documentation materials
					E-waste management
					Plastic ban in parks
					Fire drills
					Awareness on climate change
					Screening
					Fumigation
					Surveillance and routine check ups
3	Cybersecurity risks: data breaches, malware, phishing, denial of services and hacking	H	H	H	Implement robust cybersecurity measures, including firewalls, intrusion detection systems, and encryption.
					Conduct regular security audits and vulnerability assessments
					Regularly training the users on cybersecurity
					Installation of antivirus and regular updating of the software
4	Data privacy risks: data loss, integrity, privacy	M	H	H	Compliance with data protection regulations and review data governance policies, laws, regulations
					Encrypting sensitive data and restrict access to authorized personnel
					Regularly audit data access and usage
5	Infrastructure risks: hardware failures or outages, software vulnerabilities, vandalism	M	M	M	Implement redundant systems and backup solutions to ensure high availability
					Conduct routine maintenance and upgrade critical infrastructure components
					Develop a comprehensive business continuity and disaster recovery plan
					Securitization of ICT infrastructure

S/No.	Risks	Likelihood (L/H/M)	Severity (L/H/M)	Overall risk level (L/H/M)	Mitigation measures(s)
6	Vendor and supply chain risks: dependency on vendors, supply chain attacks	M	M	M	Assess and vet vendors for security and reliability
					Include security requirements in vendor contracts
					Regularly review and audit vendor security practices
					Compliance to green procurement procedures
7	Human resource risks: skills shortages, employee turnover and inadequate training	H	H	H	Recruitment and succession management
					Invest in ongoing training and skill development
					Cross-train staff to reduce dependencies on specific individuals
8	Financial: inadequate financial allocation, financial resource leakages, delays in release of funds, delayed payments by MDAs for services offered	H	H	H	Engage national treasury and development partners
					Enhancement of AIA generation
					Constitute a budget implementation committee
					Ensure pending bills are less or equal to 1%
					Ensure the internal control systems work
9	Legal: litigation	M	M	M	Ensure adherence to the rule of law and procedures
					Use of alternative dispute resolutions
					Creating legal awareness
10	Political risk	M	H	M	Excellent negotiation skills
					Adherence to the rule of law
11	Reputation risk	H	H	H	Enhance marketing strategy and branding
					Timely compensation of HWC claims
					Proactive information sharing
					Corporate social responsibility (CSR)





# Resource Requirements and Mobilization Strategies

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

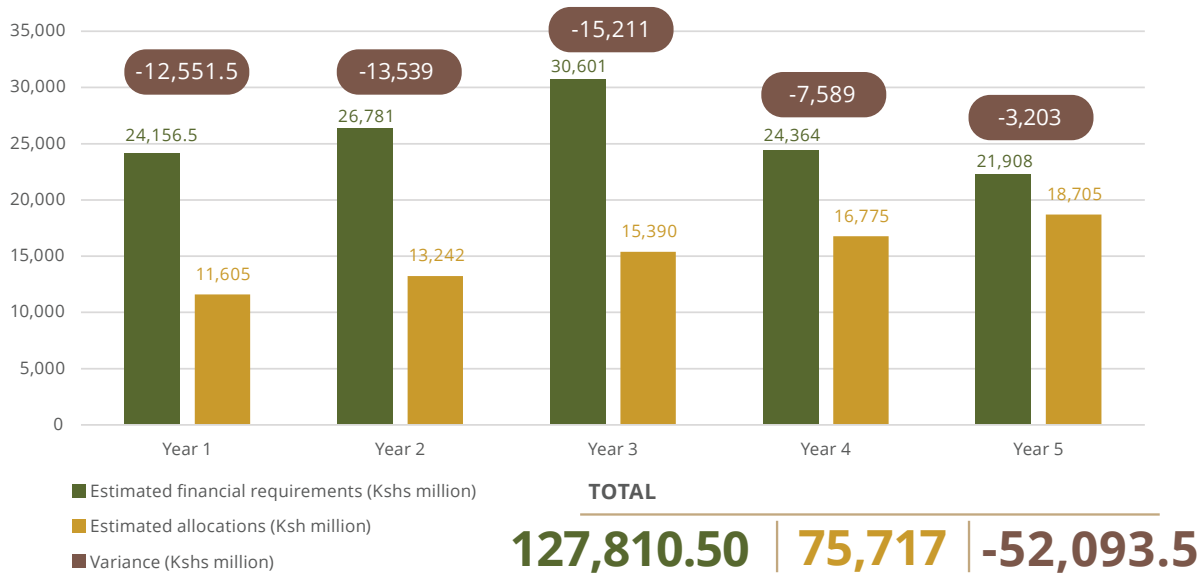
Table 7.1 below indicates the total projected resource requirements of **Kshs 127,810.5 million** that will be used from Year 1 to Year 5 based on the seven Key Result Areas (KRAs) as highlighted below.

Table 7.1: 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 7.1: Resource gaps



## 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 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.



### 7.3 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:

- i. Prioritizing of programmes and projects
- ii. Improving costing of programmes and activities to curb wastage and ensure effectiveness and efficiency in the use of funds
- iii. Allocating 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 ICT such as emails and SMS to reduce costs associated with printing and use of landline telephones
- vi. Use of fuel cards and centralized advertising of tenders
- 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 benefits-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 benefits-sharing to the communities living outside the conservation areas.



# Monitoring, Evaluation and Reporting Framework



Monitoring, evaluation and reporting of this Strategic 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 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 and monitoring of this Strategic Plan.

### 8.2 Performance Standards

In determining specific areas for monitoring and evaluation, the 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 do the activities help to achieve the strategic objectives? What are the supportive factors and obstacles encountered during implementation?
  - **Impact** – What has happened because 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 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:
    - Continuously collect and collate data, and analyze the progress
    - Monitor performance of the strategic activities in their respective areas
    - Submit 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 heads of department meetings
  - Semi-annual and annual staff appraisal and self-evaluation reviews
  - Corporate evaluation reports
  - 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 the decision-making process

Table 8.1: 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	200 million	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	1,500	2023/24	-	2025/26	1,500	2027/28
Human-wildlife co-existence	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	4,792	2023/24	7,188	2025/26	9,584	2027/28
Access and sustainable use of wildlife resources	Enhanced access and benefits-sharing from sustainable utilization of wildlife resources	Regulations for access and benefits-sharing in place	-	2023/24	-	2025/26	1	2027/28



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:** Outlining 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 and 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 programme improvement.

8.3.2 End-Term Evaluation

The evaluation process will be conducted at the mid-term and at the end of the project level to assess the impact of the Strategic Plan. A programme/project evaluation plan will be developed for programme-specific assessments during the period of Strategic Plan implementation. This will be based on the 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.

Mid-term 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 the 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 team. The submitted reports will be compiled, analyzed and disseminated.

Table 8.2: 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 8.3: 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 8.4: Evaluating reporting template

Key Result Area	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									





# Annexes



## Annex 1: Implementation Matrix

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility		
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support	
Strategic issue: Wildlife governance and coordination																	
Strategic goal: Enhanced wildlife coordination and governance.																	
KRA 1: Wildlife governance and coordination																	
Outcome: Improved coordination and governance in the 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, other 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	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 Plan II 2023–2027 for the National Wildlife Strategy 2030	2nd National Wildlife Action plan 2023–2027 developed	No. of action plans developed	1		1	-	-	-	20	50	50	50	50	SDW	KWS, WRTI	

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support
	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 and 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	No. of budget implementation reports	20	4	4	4	4	4	1	1	1	1	1	SDW	
		Ensure value for money in the sourcing of goods and services	Annual procurement plan and asset register	35	7	7	7	7	7	1	1	1	1	1	SDW	

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility		
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support	
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, PPPs, PES, carbon credits, biodiversity offsets, debt for nature swaps, lease agreements, etc.)	Financial sustainability frameworks developed	No. of mechanisms developed	5	1	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 actors
		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/ WRTI	
		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 subsector reports	10	2	2	2	2	2	2	10	10	10	10	10	SDW	
			Printed estimate	5	1	1	1	1	1	1	2	2	2	2	2	SDW	
			Supplementary estimate	10	2	2	2	2	2	2	3	3	3	3	3	SDW	

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility			
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
Strategic issue: Ecosystem resilience and integrity																		
Strategic goal: Improved habitats and species resilience.																		
KRA 2: 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 and mapped for conservation	Acreage of habitats and ecosystems identified and mapped for restoration	1000	200	200	200	200	200	200	20	20	25	40	45	55	SDW	WRTI, counties, 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	20	100	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	4	-	15	20	20	20	20	SDW	County governments, KWS, WRTI, NLC, Ministry of Lands, Housing & Physical Planning, other 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	1	-	9	9	9	9	9	SDW	County governments, KWS, WRTI, other stakeholders



Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support
	Coordinate development and gazettement of ecosystem management plans	Ecosystem management plans developed and implemented	No. of ecosystem management plans developed and implemented	8	0	2	2	2	2	0	14	14	14	14	SDW	
	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, other 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	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, other 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, other 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, other stakeholders, county governments

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support
Secure and manage wildlife migratory routes and dispersal areas	Review and update of the 2016 Wildlife Migratory Routes and Dispersal Areas Report	The 2016 Wildlife Migratory Routes and Dispersal Areas Report reviewed and updated	Stakeholder engagement report	1	-	1	-	-	-	-	50		-	-	SDW	KWS, WRTI, other stakeholders, county governments
			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, other stakeholders
	Develop and rehabilitate conservancies infrastructure	Rehabilitated roads in conservancies	No. of km of access roads and airstrips rehabilitated and maintained	1,000	200	200	200	200	200	300	300	300	300	300	SDW	
		Rehabilitated roads in national parks and reserves	No. of km of access roads and airstrips rehabilitated and maintained	10,000						150	2,681	2,709	2,737	3,000	SDW	
	Operationalization of dormant or paper parks	Dormant parks operationalized	No. of dormant parks operationalized	5	-	1	1	1	2	4	7	11	13	15	SDW	KWS, WRTI
	Protection and management of water towers in collaboration with KFS	Collaboration frameworks with KFS for key water towers	No. of collaboration frameworks developed	6	-	1	1	2	2	-	5	5	10	10	SDW	KWS, WRTI, KFS, KEFRI, CoG

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility			
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
Strategic objective 3: Enhance the conservation of endangered and threatened species.																		
Enhance the conservation of endangered and threatened species	Finalize the regulations on the establishment and management of captive wildlife facilities	Regulations for captive wildlife facilities finalized	Regulations finalized	1	-	1	1	-	-	-	6	4	-	-	SDW	WRTI, KWS		
	Develop Species recovery action 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, other 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	Reduction (%) in no. of poaching incidences	25%	5	5	5	5	5	5	20	20	40	40	40	SDW	KWS, WRTI, other stakeholders	
		Illegal wildlife trafficking reduced	% reduction in illegal wildlife trafficking													KWS		
		Enhance wildlife forensic crime centre	Wildlife forensic crime centre enhanced	1	-	-	1	-	-							KWS		
		Enhance capacity of KWS	Grants transfer to KWS for capacity building	Amount transferred	5,720						7,195	7,122	7,902	8,792	9,056	KWS	KWS, other stakeholders	
		KWS rangers recruited and trained	No. of newly recruited KWS rangers trained	3,000	-	1500	-	1500	-	-	1,457	-	1,457	-	KWS	KWS, other stakeholders		
		Ranger housing programme (MTP)													KWS			
		County commissioner security																
		Strengthen local and regional cooperation in sustainable wildlife management	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 5 years	Target					Budget in (millions)					Responsibility		
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support	
	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, other 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, other stakeholders	
	Coordinate the surveillance and monitoring of wildlife diseases including zoonotic diseases	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			





Strategy	Key activity	Expected output	Output indicator	Target for 5 years		Target		Budget in (millions)					Responsibility	
				FY 1	years	FY 1	Target	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support
	Establish a sustainable financing scheme for compensating wildlife-related damages	Compensation scheme in place	Scheme developed	1		1		1,000	1,000	1,000	1,000	1,000	SDW	KWS, other stakeholders
Strategic goal: Climate change adaptation and mitigation.														
KRA 4: Climate change adaptation and mitigation														
Outcome: Climate-resilient wildlife sector:														
Strategic objective 1: 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 Ranges, Chyulu and Tsavo	Firebreaks installed	No. of kilometres	600		-		200	50	50	200	-	SDW	KWS, WRTI, KWCA
	Drought mitigation in protected areas	Acreage of reseeded grasslands	No. of acres of grassland re-seeded	100		20		20	25	30	20	25	SDW	KWS, WRTI, KWCA, WCA, MDAs
		Construction of water pans	No. of water pans established	21		4		4	250	250	4	5	SDW	KWS
	Strengthen early warning and early action or responses	Disaster preparedness and response strategies developed	No. of strategies developed	5		-		1	10	15	1	2	SDW	WRTI, KWS
	Pollution management in wildlife conservation areas	Clean and healthy environment in conservation areas	Strategies, regulations and guidelines	4				1	10	10	1	1	SDW	KWS
														WRTI

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target					Budget in (millions)					Responsibility		
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support	
Strategic issue: Capacity and training																	
Strategic goal: Enhance capacity development of individuals, institutions and communities.																	
KRA 5: Capacity, training, research and innovations																	
Outcome: Enhanced institutional, individual and community capacity.																	
Strategic objective 1: 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	No. of frameworks developed	1		-		-		1		0		0	SDW	-	
		developed															
	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							4,000	5,000	6,000	2,000		SDW	WRTI	
	Develop bioprospecting guidelines	Enhanced bioprospecting of wildlife resources	Bioprospecting 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	Species-specific report	1		-		-		0		1		0		-	
		Ecosystem report	Ecosystem report	1		-		-		0		1		0		-	



Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target		Budget in (millions)										Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
	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		
		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/ LMMAAs supported	1		-		-		0		1		0			-	
Strategic objective 2: Build institutional capacity for sustainable wildlife management.																		
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 centres	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 database	National integrated wildlife database	1	-	-	1	1	1	0	62	60	0	0	SDW	KWS, WRTI		

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target		Budget in (millions)										Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
		Establish an integrated ex-situ and bioprospecting facility	Enhanced conservation of wildlife resource	2			1	1				2000	1000		SDW	WRTI		
			Value addition of wildlife resources for enhanced benefits															
	Provide support for targeted research interventions for evidence-based decision-making to inform policy and management	Information and data for evidence-based decision-making to inform policy and management	Research reports/publications/peer reviewed journals	20	1	1	1	1	1	50	50	50	50	50	SDW	WRTI		
		Grants transfer to WRTI	No. of transfers done	5	1	1	1	1	1	733	725	845	837	862	SDW	WRTI		
	Coordinate public outreach, awareness and participation programmes to engage all Kenyans	Public awareness on sustainable wildlife management	No. of public awareness fora	47	3	10	10	12	12	10	18	18	25	25	SDW	WCK, KWS, WRTI, county governments		
	Initiate a conservation leadership programme in collaboration with universities	Conservation leadership fora held	No. of universities engaged	15	-	-	5	5	5	0	0	10	10	10	SDW	Ministry of Education, WRTI, KWS		
	Carry out a training needs assessment	Skills gap analysis report	TNA report	115	-	-	20	40	55	0	0	3	5	7	SDW	WRTI, KWS		
		Curricula reviewed	No. of curricula reviewed															
		New curricula developed	No. of new curricula developed															
	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 student database	No. of beneficiaries	1,000	-	250	250	250	250	-	10	10	10	10				

Strategy	Key activity	Expected output	Output indicator	Target for 5 years		Target					Budget in (millions)					Responsibility	
				FY 1	FY 2	FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support
	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, law enforcement agencies, individuals	Institutionalize conservation awareness	No. of capacity building programmes undertaken	25		3	5	5	7	5	5	7	9	10	10	SDW	KWS
Conduct competency assessment and HR capacity and 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 5 years	Target					Budget in (millions)					Responsibility		
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	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	1	29	29	29	29	29	SDW	WCK, KWS
	Educate students on wildlife conservation	Students educated on wildlife conservation	No. of students 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 showcase 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	5	75	75	80	85	85	SDW	SDW
	Undertake sensitization and engagement activities in wildlife areas and HWC hotspots (e.g. public meetings and road shows, media engagements)	Public educated on co-existence	No of sensitization activities undertaken	50		10	10	10	10	10	0	2	2	2	2	SDW	KWS, WRTI, WCK, other stakeholders



Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target		Budget in (millions)										Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
	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 international conservation days and events	Awareness creation on conservation	No. of days	55	11	11	11	11	11	66	66	68	70	70	SDW			

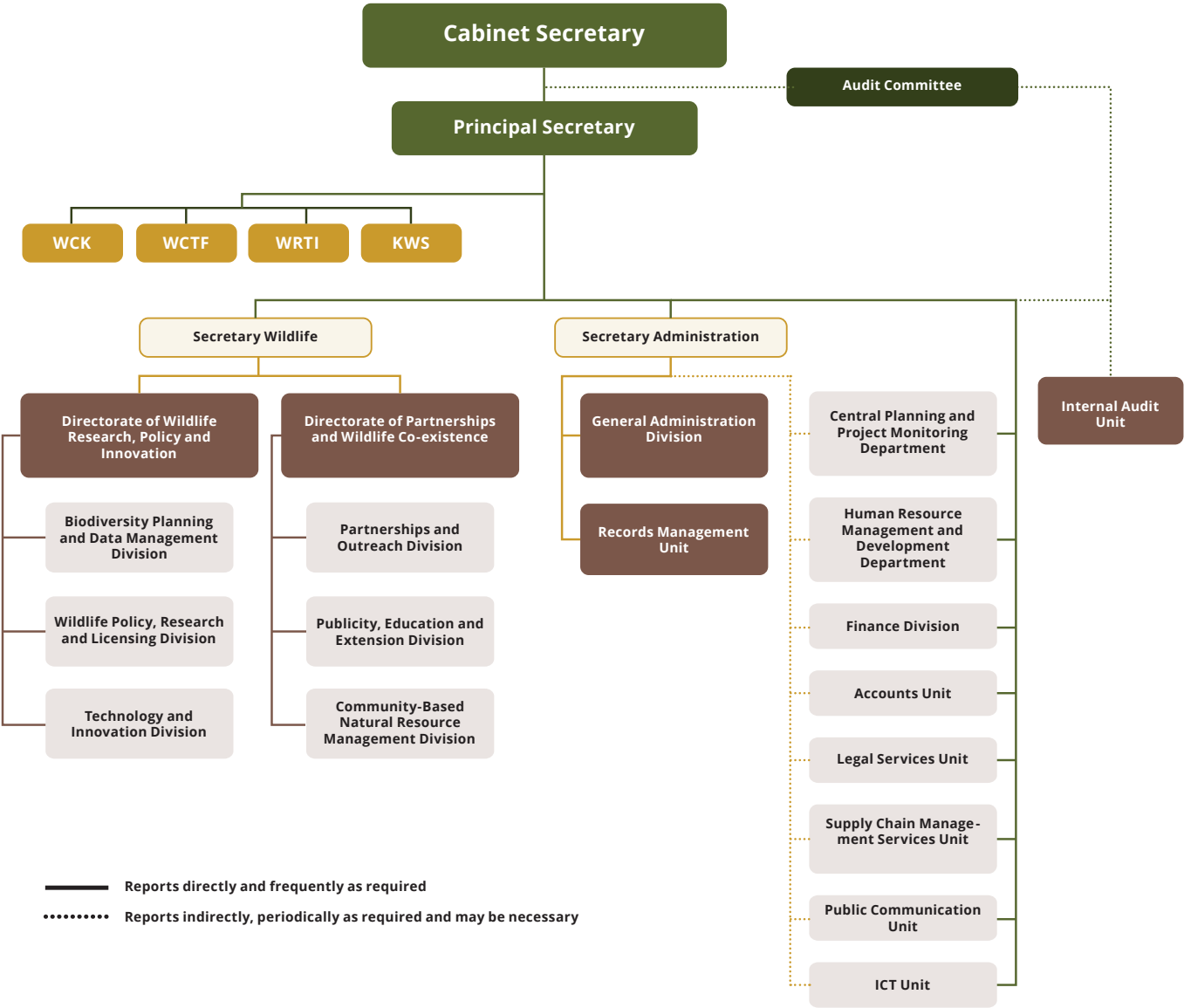
Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target		Budget in (millions)					Responsibility				
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support
Strategic issue: Access, incentives and sustainable use																
Strategic goal: Provide incentives for access and sustainable use of wildlife resource.																
KRA 7: Access incentives, benefits and sustainable use of wildlife resources.																
Outcome: Enhanced access and benefits-sharing from utilization of wildlife resources.																
Strategic objective 1: Develop frameworks for access, and equitable benefit- sharing and sustainable use of wildlife resources.																
Develop regulations for access and benefits-sharing and sustainable use of wildlife resources	Develop regulations, guidelines, monitoring framework to regulate access and sustainable utilization of wildlife and wildlife products and share of derived benefits with counties, communities and stakeholders	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
	Build capacity of stakeholders, Counties and local communities on access, incentives and benefits	Capacities of stakeholders on effective and timely decision making enhanced	No. of stakeholders, counties and local communities trained	7	10	10	10	10	15	10	60	60	60	70	SDW	
	Develop and implement guidelines for benefits-sharing from wildlife resources	Guidelines for benefits-sharing from wildlife resources developed	No. of benefits-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

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target		Budget in (millions)										Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
	Develop data and information management systems as part of a bio-informatics platform to ensure data quality, enhance sharing, and promote access and utilization, and benefit sharing on wildlife resources	Bio-informatics platform developed	Bio-informatics platform developed Contracts and benefits realized in terms of royalties.	1						30	40	30	20	5	WRTI			
	Develop a bioprospecting policy	Bioprospecting policy	Policy created	1	-	-	-	1	-	1	2	2	10	8	SDW	KWS, WRTI, other stakeholders		
	Improve livelihoods and creation of job opportunities for youth	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 of 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 in 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		

Strategy	Key activity	Expected output	Output indicator	Target for 5 years	Target		Budget in (millions)										Responsibility	
					FY 1	FY 2	FY 3	FY 4	FY 5	FY 1	FY 2	FY 3	FY 4	FY 5	Lead	Support		
	Enhance tourism experience in national parks	Abtution facilities in the parks/reserves constructed and rehabilitated	No. of parks where abltion facilities rehabilitated or constructed	10	-	3	3	2	2		15	15	10	10	SDW			
		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 youth 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: Stakeholder Consultations

List of stakeholders/institutions consulted during the development of the Strategic Plan (2023-2027) for the State Department for Wildlife

- |  |  |
|--|--|
| 1. Parliamentary Committee on Tourism and Wildlife | 16. UAF Foundation                               |
| 2. All state departments                           | 17. ECODEV Consultants                           |
| 3. County governments                              | 18. Amara Conservation                           |
| 4. Council of Governors (CoG)                      | 19. Nature Kenya                                 |
| 5. Kenya Wildlife Service (KWS)                    | 20. Tsavo Heritage Foundation                    |
| 6. Wildlife Research and Training Institute (WRTI) | 21. Save the Elephants                           |
| 7. Wildlife Clubs of Kenya (WCK)                   | 22. Born Free Foundation (BFF)                   |
| 8. Conservation Alliance of Kenya (CAK)            | 23. The Nature Conservancy (TNC)                 |
| 9. Kenya Wildlife Conservancies Association (KWCA) | 24. International Fund for Animal Welfare (IFAW) |
| 10. Stand Up Shout Out (SUSO)                      | 25. Big Life Foundation (BLF)                    |
| 11. Imagine Mitch Production                       | 26. David Sheldrick Wildlife Trust               |
| 12. Utonga Nature Conservancy                      | 27. African Conservation Centre                  |
| 13. Conservation International                     | 28. Ewaso Lions                                  |
| 14. ZSC  | 29. Wildlife Direct                              |
| 15. WWF-Kenya                                      |  |











**Ministry of  
Tourism and  
Wildlife**

## **State Department for Wildlife**



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