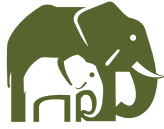




KENYA
WILDLIFE
SERVICE



Strategic Plan

2024-2028

Abridged Version

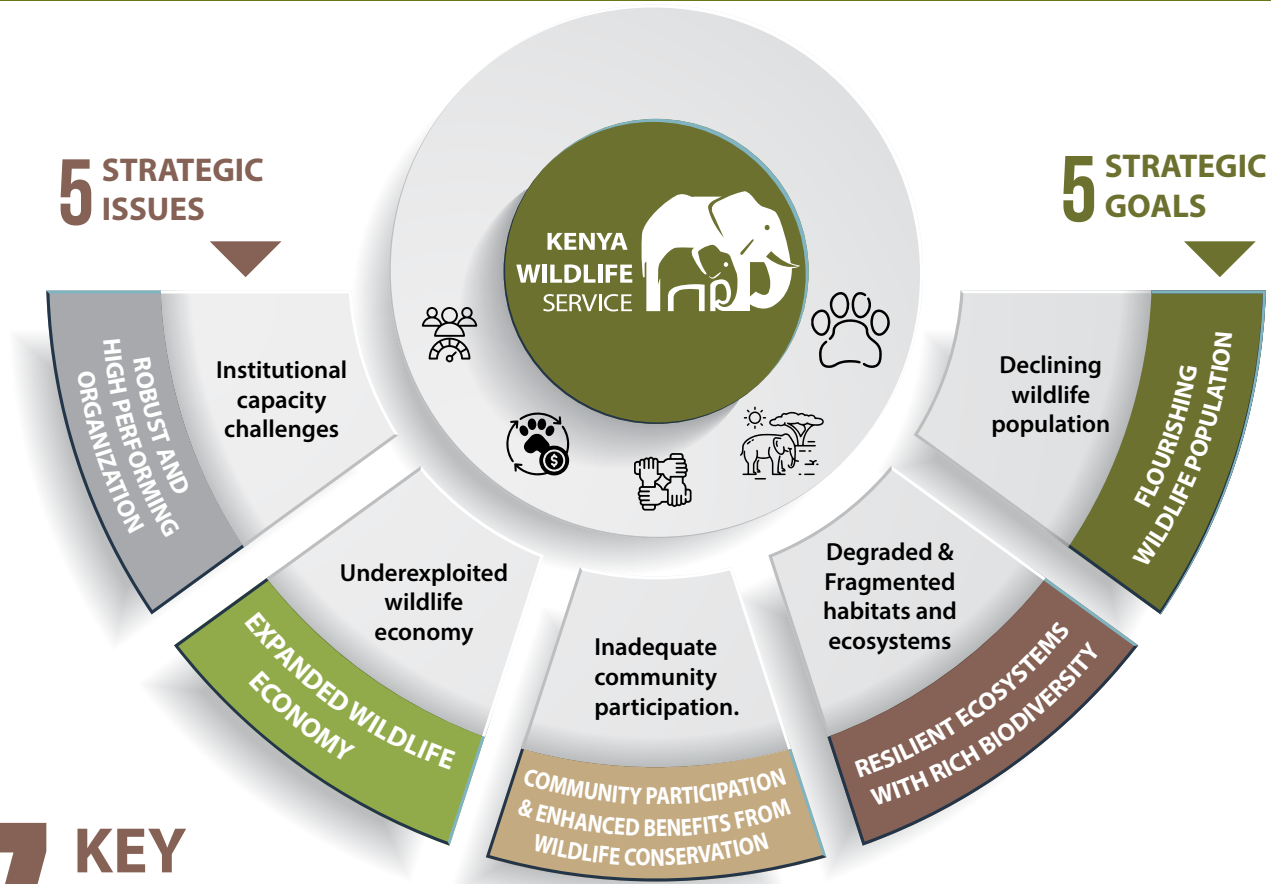
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THE STRATEGIC PLAN 2024-2028 AT A GLANCE

 <p>VISION Thriving wildlife and healthy habitats for all, forever</p>	 <p>MISSION Sustainably conserve Kenya's wildlife heritage and its habitats for the well-being of nature and people</p>	 <p>CORE VALUES</p> <ul style="list-style-type: none"> • Professionalism • Accountability • Resilience • Integrity • Inclusivity • Innovation
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OUR PHILOSOPHY | The belief that excellence in our conservation will ensure that nature and people prosper



7 KEY RESULT AREAS

WILDLIFE POPULATION	RESILIENT ECOSYSTEMS WITH RICH BIODIVERSITY	ACCESS AND BENEFITS SHARING	CO-EXISTENCE BETWEEN PEOPLE AND WILDLIFE
COMMUNITY AND STAKEHOLDER PARTICIPATION	WILDLIFE ECONOMY	HIGH PERFORMANCE ORGANIZATION	

24 STRATEGIC OBJECTIVES

89 STRATEGIES

01**Strategic Issue:** Declining wildlife population**Strategic Goal:** Flourishing wildlife population

The population of wildlife in Kenya has declined steadily over the past five decades. With some species almost becoming extinct, the KWS has put in measures to stop this decline. However, with poaching and reducing space for wildlife, the populations are still under threat. The human-wildlife conflict also poses an existential threat to both the wildlife and the communities. There is therefore need to develop measures that will stop the decline, grow the population and sustain it at optimal numbers.

KRA 1: Wildlife populationStrategic
Objective**1.1****Enhance Species recovery programs****Actions**

- Reintroduction/ introduction of wildlife species
- Community management of endangered, threatened and rare species
- Active management of wildlife species
- Enhance Wildlife rescue

Strategic
Objective**1.2****Enhance wildlife health****Actions**

- Control of wildlife Diseases
- Address gaps in wildlife disease data
- Strengthen veterinary function

Strategic
Objective**1.3****Enhance Management of problem animals****Actions**

- Education & Awareness on problem animal management
- Reduce wildlife Poisoning
- Develop Capacity in problem animal management

Strategic Objective **1.4**

Control illegal trade in and trafficking of wildlife and wildlife products



Actions

- Community education and awareness creation
- Improve community livelihoods
- Enhance enforcement capacity
- Increase surveillance and monitoring
- Alternatives for cultural beliefs and practices
- Multi agency & transboundary collaboration

KRA 2: Co-existence between People and Wildlife

Strategic Objective **2.1**

Secure Space for wildlife



Actions

- Secure wildlife corridors and dispersal areas
- Increase wildlife dispersal areas.
- Promote creation of wildlife conservancies/ sanctuaries/ Conservation Marine Areas/ Locally Managed Marine Areas (LMMAs).
- Build capacity in leadership and management of conservancies and Locally Managed Marine Areas
- Optimize existing space
- Secure wildlife parks, reserves and sanctuaries
- Promote compatible land use practices

Strategic Objective **2.2**

Mainstream wildlife conservation in land use practices



Actions

- Develop crop and livestock raiding deterrent interventions
- Advocacy on wildlife conservation in land use practices

Strategic Objective **2.3**

Prevention, mitigation and compensation of Human Wildlife Conflict



Actions

- Enhance HWC prevention and mitigation
- Sensitization and awareness creation on HWC judicial process
- Defend the Service against claims for compensation by victims of HWC

For wildlife to thrive, there is need for habitats and ecosystems that are thriving. The current ecosystems have been affected by degradation and fragmentation while others have been affected by land use changes. The impacts of climate change effects have also exacerbated the already bad situation. There is therefore an urgent need to stop the loss of habitats and ecosystems as well as restore those that have been fragmented and degraded.

KRA 3: Resilient ecosystems with rich biodiversity

Strategic Objective 3.1

Improved land use to support conservation



Actions

- Strategic engagement with counties on land use
- Enhance community education awareness

Strategic Objective 3.2

Reduce land degradation



Actions

- Promote alternative livelihoods
- Protection of wildlife terrestrial and marine habitats
- Promote alternative energy sources

🔗 Rehabilitation and restoration of degraded wildlife terrestrial and marine habitats

Strategic Objective 3.3

Climate change mitigation and adaptation



Actions

- Enhance response to climate change impact on wildlife
- Enhance tree cover
- Enhance disaster preparedness and management mechanism
- Promote use of green energy/Go green

Strategic Objective 3.4

Control of invasive species



Actions

- Control of invasive species

03**Strategic issue:** Inadequate community participation. (SI 3)**Strategic goal:** Community participation and enhanced benefits from wildlife conservation. (SG 3)

Successful conservation of wildlife requires a multi-stakeholder approach. Since most of the wildlife is located within communities, there is a need to put communities at the centre of conservation. For communities to appreciate conservation, there is need to put measures in place that will ensure they draw benefits from wildlife conservation. There is also need to ensure all the stakeholders participate effectively in wildlife conservation.

KRA 4: Community and stakeholder participation

Strategic Objective

4.1

Increase community and stakeholder education and awareness on wildlife conservation

**Actions**

- Increase community and stakeholders' education and awareness on wildlife conservation
- Strengthened governance among communities, stakeholders and partners
- Enhanced Collaboration with communities, honorary wardens and stakeholders.
- Improve Youth engagement

Strategic Objective

4.2

Strengthen partnerships and collaborations

**Actions**

- Collaboration with development partners
- Collaboration with other agencies at both National and county government levels
- Administration and implementation of MEAs

KRA 5: Access and benefits sharing

Strategic Objective

5.1

Increase access to benefits from wildlife conservation

**Actions**

- Improve Legal Framework
- Promote community livelihoods

The contribution of the wildlife economy to the communities and the nation at large has largely remained under documented and under exploited. Tourism is perceived as the only contributor to the wildlife economy. However, there are several products and services that have commercial value and can contribute to the wildlife economy. By promoting consumptive and non-consumptive utilization of wildlife products and services, there is a potential to expand the wildlife economy.

KRA 6: Wildlife economy

Strategic Objective 6.1

Increase sustainable consumptive Utilization of Wildlife resources



Actions

- Awareness creation on consumptive Utilization
- Develop regulatory framework on wildlife economy
- Promote consumptive wildlife-based enterprises
- Enhance Wildlife utilization among communities

Strategic Objective 6.2

Increase sustainable non-Consumptive Utilization of Wildlife Resources



Actions

- Enhance product development
- Develop Wildlife investment policy and framework
- Development, innovate, diversify and market tourism products
- Improve management of tourism facilities
- Strengthen management of marine reserves to support community livelihood
- Payment for Ecosystem Services

Strategic Objective 6.3

Promote community livelihoods through wildlife-based enterprises



Actions

- Enhance Wildlife utilization among communities
- Promote Wildlife based enterprises

Strategic Issue: Institutional capacity challenges

Strategic Goal: Robust and high performing organization

One of the key challenges faced by the Service relates to inadequate capacity and resources to implement its mandate fully. There is need to strengthen the human, financial, technological and governance capacity of the Service. This will ensure that the Service effectively implements its mandate

KRA 7: High Performance Organization

Strategic Objective 7.1

Enhance Financial sustainability



Actions

- Prudent financial management
- Strengthening corporate planning
- Efficiency in A-in-A – Collection
- Improve cost management
- Diversification, development and optimization of revenue streams
- Resource Mobilization Programs
- Establish platforms for financial sustainability

Strategic Objective 7.2

Improve Service Delivery



Actions

- Business process re-engineering
- Improve service delivery processes

Strategic Objective 7.3

Increase adoption of conservation Technology and Innovation



Actions

- Enhance ICT Governance
- Enhance data and data management systems
- Provide ICT tools and applications
- Enhance ICT supporting infrastructure
- Improve forensic science
- Enhance ICT Capacity
- Adopt Green energy initiatives

Strategic Objective **7.4**

Contribute to Improved policy and legislative framework



Actions

- Legislative review and development
 - Strategic Objective: Strengthen Human Resource capacity (SO 7.5)
 - Strategic Outcome: Strengthened human resource capacity
- Enhance Staff capacity and talent development
- Increase employee productivity
- Initiate Knowledge Management
- Enhance employee welfare programs

Strategic Objective **7.5**

Enhance Corporate governance



Actions

- Enhance Board of Trustees oversight capacity
- Institutionalize ethical leadership
- Enhance Risk management and awareness
- Strengthen organizational Policies, procedures and processes
- Review of organizational structure
- Improve organizational culture

Strategic Objective **7.6**

Enhance Marketing



Actions

- Enhance marketing, communication and brand health
- Enhance Infrastructure

Financial Requirements for Implementing the Strategic Plan

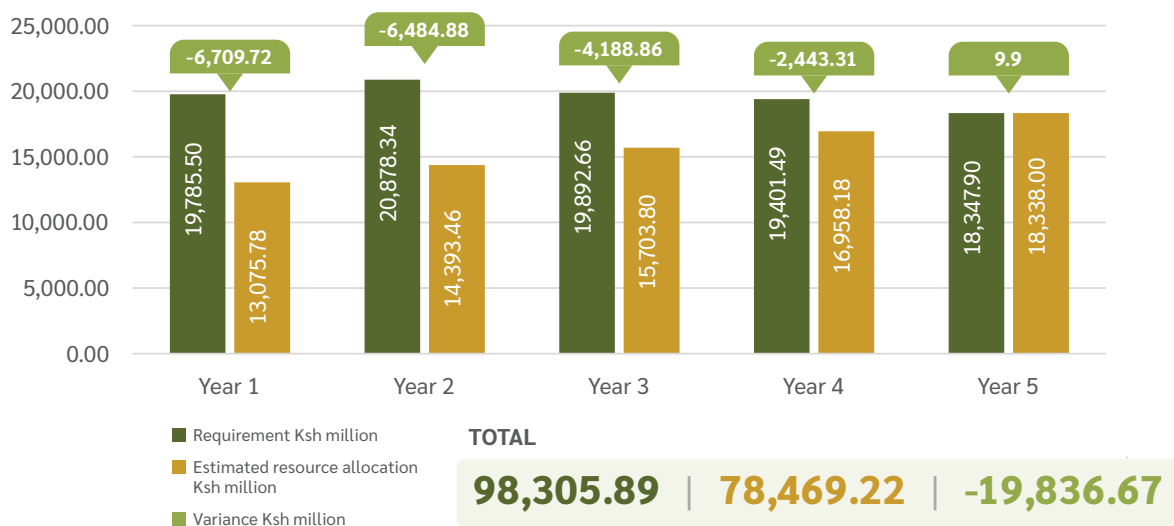
It is projected that the implementation of the Strategic Plan is expected to cost approximately Ksh 98.3 billion. The overall resource requirements per year are shown in Table 7-1. Additionally, the funding deficit is shown in Table 7-2.

Table 1: Financial Requirements for Implementing the Strategic Plan

Cost area	Projected resource requirements in KSh (million)					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA 1: Wildlife population	1,725.23	1,677.99	1,545.81	1,324.99	1,279.89	7,553.91
KRA 2: Co-existence between people and wildlife	818.2	876.7	742.2	732.2	600.2	3,769.50
KRA 3: Resilient ecosystems with rich biodiversity	945.87	1,353.48	1,308.10	1,246.03	1,247.93	6,101.41
KRA 4: Community and stakeholder participation	143.38	153.38	158.38	158.38	143.38	756.9
KRA 5: Access and benefits sharing	172.5	160.5	130.5	110.5	110.5	684.5
KRA 6: Wildlife economy	633.89	600.45	626.45	518.95	464.95	2,844.69
KRA 7: High performance organization	7,463.90	7,459.90	6,428.90	5,987.40	4,902.40	32,242.50
Other budget items (e.g., PE, operational cost, etc.)	7,882.53	8,595.94	8,952.32	9,323.04	9,598.65	44,352.48
Total	19,785.50	20,878.34	19,892.66	19,401.49	18,347.90	98,305.89

Resources Gaps

The implementation of the Strategic Plan is faced with a resource deficit of approximately Ksh 19.8 billion over the five-year period. The annual deficits are summarized in Table 7-2.



Resource Mobilization Strategies

To cover the resource deficit, KWS will develop and implement a robust resource mobilization strategy that will help realize the financing required. Key among the proposals include:

1. Revitalize KWS enterprise and investments function to increase self-generated revenues.
2. Operationalize the KWS endowment fund.
3. Establish and register the KWS Conservation Foundation.
4. Engage the private sector through PPPs.
5. Leverage on county co-financing of selected projects.
6. Mobilize resources from GoK.
7. Establish and strengthen strategic partnerships: KWS will identify and cultivate partnerships with diverse stakeholders including government agencies, non-governmental organizations, donors, and private sector entities among others.
8. Promote the use of in-kind support at corporate and field levels.
9. Enhance the animal adoption programme and related events.
10. Curate impactful fundraising events and campaigns.
11. Develop a payment for ecosystem services framework for the wildlife sector.
12. Monitor and evaluate the effectiveness of fundraising efforts on the Service's operations.









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