



REACHING OUT TO COMMUNITIES-KWS 2.0



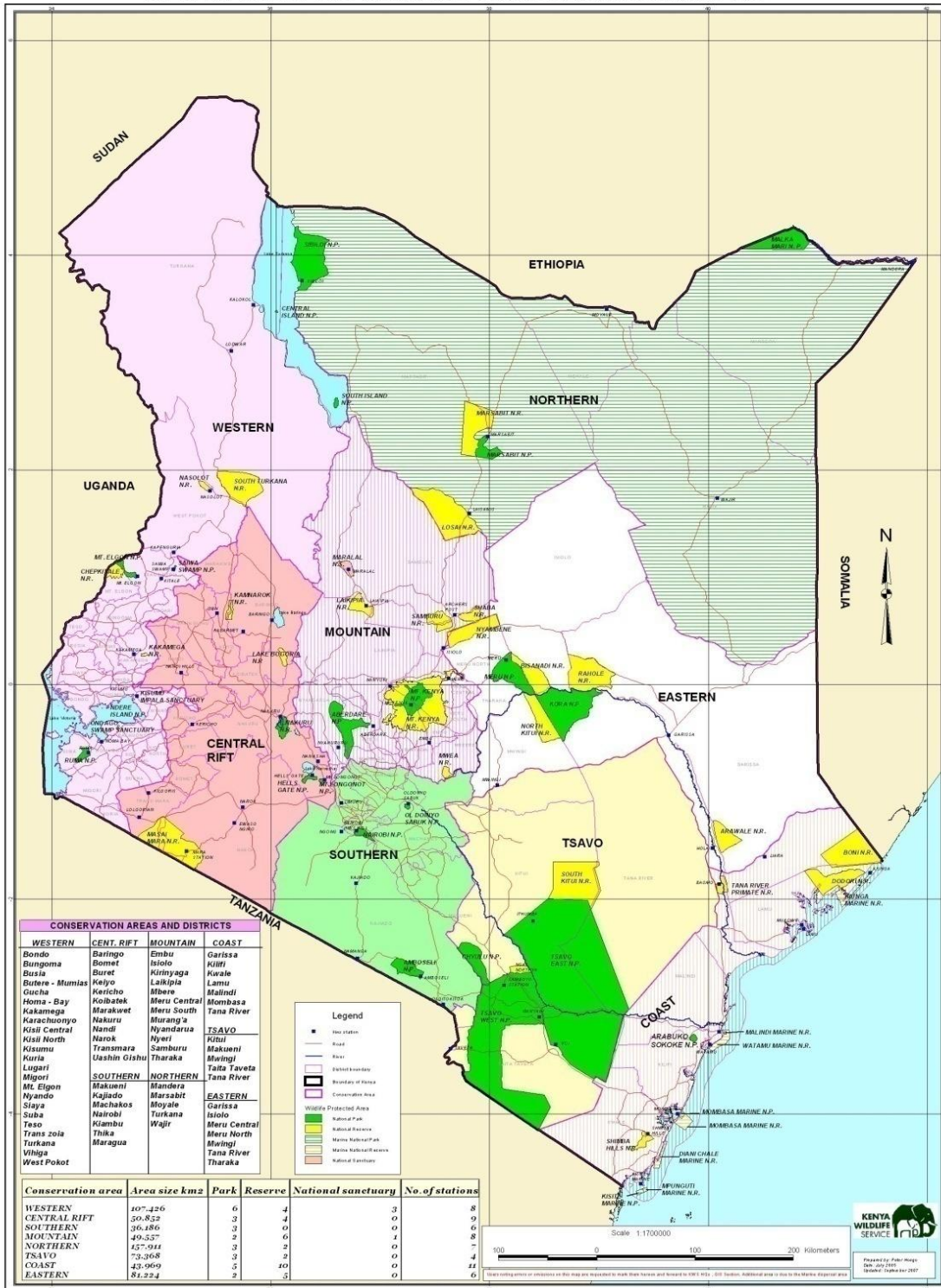
COMMUNITY ENTERPRISE
STRATEGY
2012 - 2017

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KENYA WILDLIFE SERVICE CONSERVATION AREAS

KENYA WILDLIFE SERVICE CONSERVATION AREAS



ABBREVIATIONS & LISTS OF ACRONYMS

| | |
|------|---|
| BSC | Balanced Scorecard |
| CED | Community Enterprise Development |
| EMCA | Environmental Management and Coordination Act |
| GoK | Government of Kenya |
| KWS | Kenya Wildlife Service |
| NBEs | Nature Based Enterprises |
| NGO | Non Governmental Organizations |
| PAs | Protected Areas |
| SAN | South African National Parks |
| SO | Strategic Objective |

EXECUTIVE SUMMARY

The Kenya Wildlife Service is a state cooperation established by the Act of parliament, CAP 376, with a mandate for wildlife conservation and management in Kenya. The Act spells out the functions of the organization both within and outside protected areas. A key function is to establish linkages and gain support for wildlife conservation with stakeholders and communities co-existing with wildlife. A lot has been achieved through community mobilization, education and awareness creation and activities towards 'Reaching Out to the communities' since the establishment of KWS in 1990. However, with the Promulgation of The Constitution of Kenya and the proposed wildlife policy and Bill, the organization needs to re-examine its strategies in carrying out its key functions outside the protected area system.

Sessional Paper No. 3 of 1976 places emphasis on wildlife resources to compete with any other form of land use as an economic activity. With proper incentives given to community and private land owners who adopt wildlife as a form of land use, land use practices that are incompatible with wildlife conservation can be minimized or confined to appropriate areas. This can be achieved through training, capacity building, education and awareness creation and resource sharing in return for direct and defined benefit to and favourable conservation outcomes

The Constitution of Kenya places the protection of wildlife on the government and Kenya's Vision 2030 shows Tourism as a major vehicle in getting Kenya on to the Developed Countries path; and Wildlife is a Key player.

In Kenya, most of our national parks and reserves are heavily dependent on surrounding community and private owned lands for their ecological survival and integrity. Others rely on such lands for corridors and dispersal areas. These national parks and reserves and the larger ecosystems are already under threat with significant loss of biodiversity and have attracted a wide range of competing and conflicting land uses due to lack of systematic land use planning and unplanned developments - cultivation, human settlements and tourism facilities development. This has resulted in loss of habitats, land fragmentation, blockage of migratory corridors and increasing human wildlife conflict. The land outside Protected Areas is largely under the control of private owners and communities. Their cooperation is essential for the success of wildlife conservation activities, as the majority of these lands are subject to a multiplicity of uses some of which conflict with wildlife conservation.

As outlined above, the issues that affect conservation outside protected areas include human-wildlife conflict, wildlife insecurity, space for wildlife, limited technical and financial capacity to manage wildlife, limited wildlife education and awareness, slow implementation of land use policies and inadequate infrastructure. The reality is that the wildlife industry outside the gazetted protected areas needs to be reorganized by putting structures in place for active community participation in sustainable wildlife

conservation as a land use option to compete with other practised land uses including agriculture.

It is envisaged that Nature Based Enterprises will promote targeted development within community wildlife areas in order to bring direct financial benefits from conservation to communities and individuals through the establishment of environmentally sustainable and complementary businesses. Maintaining community support for conservation is integral to achieving the KWS mandate. It is vital that communities benefit from sustainable and profit making nature based enterprises in order for them to engage in wildlife conservation and management as a land use option. Therefore, mechanisms to work directly and indirectly with land owners to explicitly designate these dispersal and corridor areas in return for a benefit must be developed and supported. It is therefore on the above premise that this strategy lays down the framework that will guide KWS in implementing sustainable community nature based enterprises, set standards, regulate and bring harmonization in the wildlife conservation and management arena in Kenya.

INTRODUCTION, BACKGROUND AND LEGAL CONTEXT

The Wildlife (Conservation and Management) Act, CAP 376 and The Wildlife (Conservation and Management) (Amendment) Act no. 16 of 1989 provide for the establishment of national parks and national reserves and defines how they are to be managed. The Environmental Management and Coordination Act (EMCA) of 1999 provides for the legal and administrative co-ordination of the diverse sectoral initiatives, including management and conservation of wildlife so as to improve the national capacity for the management of biodiversity and the environment in general.

Kenya Wildlife Service has the legal mandate to conserve and manage wildlife in Kenya and enforces wildlife conservation and management Act (CAP 376) and the wildlife conservation amendment Act No. 16 of 1989. This legal status specifically spells out the functions of KWS both within and outside protected areas.

THE CONSTITUTION OF KENYA AND THE WILDLIFE (CONSERVATION AND MANAGEMENT) ACT (CAP 376)

This Act places the following key responsibilities on Kenya Wildlife Service:-

1. Paragraph 22(b) of Part 1 of the 4th Schedule of the Constitution of Kenya places the protection of wildlife as a function of the National Government;
2. Section 3A (a) of the Wildlife Act empowers KWS to formulate policies regarding the conservation, management and utilization of all types of flora and fauna;

3. Section 3A(i) recognizes that KWS shall advise the Government, Local Authorities and land owners on the best methods of wildlife conservation and management; and
4. Section 18 of the Wildlife Act provides for the establishment of National Reserves and Section 19 provides for the establishment of Local Sanctuaries.

The Kenya Wildlife Service conserves and manages Kenya's wildlife for the Kenyan people and the world and its mandate therefore includes the following:-

1. Stewardship of National Parks and Reserves, including security for visitors and wildlife within and outside protected areas.
2. Oversight of wildlife conservation and management outside protected areas, including those under county authorities, community and private sanctuaries;
3. Conservation education and training;
4. Wildlife research;
5. Input into national wildlife-related law and policy, and adapting and carrying out international conventions and protocols, community and private sanctuaries;

SITUATIONAL ANALYSIS

Wildlife conservation and management is closely linked with economic development particularly where it underpins tourism, like in Kenya. Kenya Wildlife Service is a core partner in the Government's strategy on formulation and implementation of strategies for tourism and the sustainable exploitation of natural resources, for economic recovery, employment and wealth creation. Kenya's Vision 2030 shows tourism as a major vehicle in getting Kenya on to the developed countries path and wildlife is a key player.

The need for building community capacity from dependency to sustainability will be pursued vigorously through the Community Enterprises department. Community involvement in conflict mitigation and their encouragement to participate in wildlife conservation for profit enterprises and as a land use option will significantly reduce the need for compensatory payments. This is immediate bearing in mind the emerging issues and challenges in community wildlife conservation and the industry at large. The Community Enterprise Department's initiatives will help us achieve very specific strategic objectives and specific expectations, results and outcomes as identified below:

The community enterprise strategy is designed as a 'Technical Assistance' facility to encourage conservation among communities, individuals and groups who co-exist with wildlife. KWS will strategise to encourage the development of community enterprises because they play a part in building stronger and more connected communities.

Additionally, the department will support and push the agenda for KWS's overall community wildlife programme. Community Enterprise department will work with communities with support of development partners (donors, NGOs, conservation agencies and government departments) to develop capacity for sustainable wildlife conservation.

The program will provide Technical Assistance and capacity building to community groups and individuals in innovative techniques for general business development skills as well as advising on already existing avenues to develop and market their products and businesses.

Emphasis will be placed on enterprise projects development which have a demonstrated link to conservation and tourism and should also demonstrate potential for economic viability and profitability.

It is envisaged that by implementing the Community Enterprise strategy this will to a greater extent enhance internal and external linkages of the organization's conservation and management mandate.

Internally, Community Enterprise will link with the Strategy and Change Division to establish community based eco-tourism developments and develop standards for managing these establishments, Community Wildlife Service in addressing issues of wildlife mitigation measures and wildlife extension services, Conservation Education department through community education and awareness on sustainable wildlife conservation and management, Security Division to capacity build community rangers and council rangers, research and planning for identifying potential areas outside PAs for wildlife conservation, corporate communication to increase public awareness and appreciation for wildlife conservation, Infrastructure Development and Management to maintain standards for community projects and Resource Mobilization for creating donor support linkages for these enterprise ventures.

Externally, the department will establish linkages by exploiting the existence of networks of trained personnel and other resources in the central and local government and NGO's for technical and financial support.

KEY ORGANIZATIONAL STRATEGIC ELEMENTS

VISION

To be a world leader in wildlife conservation

MISSION

To sustainably conserve and manage Kenya's wildlife and its habitats in collaboration with stakeholders for posterity:- The community enterprise department will provide technical assistance to the communities hosting wildlife on their land to actively participate in sustainable wildlife conservation and management for benefits. Community enterprise department will empower these communities through capacity building in entrepreneur, leadership and governance skills to manage economically viable nature based enterprises. Through conservation education and awareness, the department will impact the importance of wildlife and environmental conservation as a resource for benefits, build networks and harness partnerships for mobilization of funding, and provide seed money for feasibility studies for nature based businesses.

CORE VALUES

At Kenya Wildlife Service, we conserve and manage Kenya's wildlife scientifically, responsively and professionally. We do this with integrity, recognizing and encouraging staff creativity and continuous learning and team work in partnerships with communities and stakeholders:-

Community enterprises will contribute to the organization's core values by fostering a positive corporate image through sensitization of communities who host wildlife on their land to actively participate in wildlife and environmental conservation and management. Community enterprises is committed to empowering communities to engage in sustainable wildlife conservation as a resource to generate economic benefits.

Positive community attitudes towards wildlife conservation will be the driving force for the community enterprises department. The key hypothesis is that: **If people benefit from wildlife and other natural resources, then they will take care of these resources, using them sustainably.**

SWOT ANALYSIS

The SWOT analysis was undertaken to critically assess the **Strengths** and **Weaknesses**, **Opportunities** and **Threats** in respect of the internal and external factors affecting the implementation of the activities of the department.

| INTERNAL | STRENGTHS | WEAKNESSES | INTERNAL |
|----------|---|---|----------|
| | <ul style="list-style-type: none"> ➤ Experienced and passionate team to execute mandate of the Department ➤ KWS presence and network which puts our services close to the community ➤ -Use of strategy execution tools like BSC and other scientific tool to align the departments work to the mandate of KWS ➤ very good contacts to mobilize and establish strategic partnerships ➤ Resources allocated to fund community enterprises ➤ Ability to mobilize resource ➤ Synergy with other departments ➤ Rationale for CED understood and supported by management and the organisation | <p>Relatively new department Policy and operational frameworks still being developed and refined</p> <p>Below optimal capacity for Community Enterprises</p> <p>New strategic focus on community engagement outside the PA system still being developed and refined</p> <p>Lack of price determinant framework for community based enterprises;</p> <p>Weak certification and regulatory framework for commercialization of nature-based products;</p> <p>Lack of adequate resources to sustainably support community initiatives</p> | |

| | ➤ OPPORTUNITIES | THREATS | |
|-----------------|--|---|-----------------|
| EXTERNAL | <ul style="list-style-type: none"> ➤ Opportunity for KWS to strategize and increase land for wildlife conservation ➤ Opportunities in the proposed wildlife policy and Bill for active community participation in resource sharing in sustainable wildlife conservation; ➤ Growing interest by communities hosting wildlife on their land to establish wildlife conservancies; ➤ Opportunities provided by the Constitution of Kenya for economic growth and wealth generation; ➤ Vision 2030 with tourism as one of the key pillars. ➤ An established network of partners for resource mobilization and community programs for replication; | <p>Negative Perception, fear and a degree of suspicion around setting aside land for conservation.</p> <p>Fear and suspicion that KWS will take over community land for conservation</p> <p>Encroachment and unsustainable land use around the protected areas</p> <p>High rate of failure of past community projects;</p> <p>Seasonality of the tourism industry and Elasticity of Demand;</p> <p>Global economic down-turn;</p> <p>Limited business management skills and weak governance;</p> <p>Lack of adequate legislative framework for the establishment of nature based businesses;</p> <p>Slow implementation of the land use policy;;</p> <p>Lack of appropriate eco-tourism marketing strategy and skills especially among the fully community owned enterprises;</p> <p>Poor and inadequate infrastructure network for accessing tourism facilities in community conservation areas;</p> | EXTERNAL |

| | | | |
|--|--|--|--|
| | | <p>Inequitable distribution of nature based enterprise benefits for communities interacting with wildlife.</p> <p>Slow adaptation of wildlife conservation as a beneficial land use option</p> | |
|--|--|--|--|

SUMMARY OF CUSTOMERS AND STAKEHOLDERS AND THEIR EXPECTATIONS

Stakeholders and customers play important and complementary roles in supporting wildlife conservation and management. Communities who live adjacent to wildlife protected areas as well as in other wildlife areas are an important partner for the organization. These communities are expected to provide information on security wildlife issues, welcome tourists and co-exist with wildlife despite the challenges brought about by human wildlife conflicts. Where possible, KWS will through Community Enterprise initiatives, empower them with specific enterprise skills in order to enable them engage in sustainable wildlife conservation and tourism management towards improving their livelihoods. Several customers and stakeholders have expectations from KWS. The GoK, expects outcomes around the implementation of initiatives toward the achievement of vision 2030 as well as services to the citizens. Communities expect benefits from hosting wildlife and maintaining the integrity of ecosystems. Tourists expect security and a memorable experience with the accommodation and while game viewing. To identify the specific need for each of these customers and stakeholders, the category and expectations of the various stakeholders and customers have been analysed below.

STAKEHOLDER ANALYSIS AND VALUE PROPOSITION MATRIX

| Customer/Stakeholder group | Our customers | Behaviour we want to see | Their Needs (Value They Are Seeking) /Value we propose | Their Influence |
|----------------------------|--|---|--|---------------------------------|
| Primary customer | Community groups & individuals interacting with wildlife | Positive attitude towards wildlife conservation | Protection from human wildlife conflict | Providing land for conservation |

| Customer/Stakeholder group | Our customers | Behaviour we want to see | Their Needs (Value They Are Seeking) /Value we propose | Their Influence |
|----------------------------|---|---|---|---|
| | | Active participation in wildlife conservation & management Harmonious coexistence with wildlife Expanding space for wildlife Information sharing on wildlife conservation | Resource sharing (economic and social empowerment) Economic benefits Improved livelihoods | Policy influence Compensation Withholding of information on threats to wildlife |
| Other customers | Government & Govt. agencies County Govts. | Support & partnerships Maintenance of tourism infrastructure International brand marketing Resource allocation Political/legislative and policy support Quality service delivery | Community engagement Proper management of wildlife resource Citizen economic and social empowerment Quality service delivery | Funding Policy & legislation Political goodwill |
| | Conservation agencies and enterprises Development partners | Net working Professional expertise Technical assistance | Policy direction and advice Standard operating procedures | Additional resources Professional expertise Technical assistance |

| Customer/Stakeholder group | Our customers | Behaviour we want to see | Their Needs (Value They Are Seeking) /Value we propose | Their Influence |
|----------------------------|------------------------------------|---|--|---|
| | Media Training Institutions | Publicity Education & awareness Research information | Policy direction Provision of conservation information | Attitude towards conservation Professional expertise |

KEY STRATEGIC FOCAL AREAS

Based on the detailed analysis of our customer and stakeholder needs and expectations, Community Enterprise Department has identified the following key focal areas that will produce significant impact in sustainable community wildlife conservation and management.

1. Education and awareness creation for the establishment of nature based businesses;
2. Sustainable tourism products through strategic partnerships;
3. Resources and financial sustainability for community based wildlife businesses;
4. Technical assistance and capacity building; and
5. Lobby and influence Infrastructure development

KEY RESULT AREAS

1. Individually and group owned community-based enterprises up to household level developed;
2. Information on best practice enterprise management developed and available to community wildlife landowners;
3. Communities and landowners in wildlife areas moving from dependency to self sustainability levels;
4. Partnership numbers and quality are increasing, and all partners strive for win-win relationships
5. Communities/individuals/landowners supporting, appreciating and participating in sustainable wildlife conservation;
6. Viable and sustainable community based natural resource and tourism based initiatives established and benefiting target communities;
7. Corridors and dispersal areas availed to wildlife conservation - Critical ecosystems are secured

8. Partnerships and linkages with Micro-finance as a viable tool for financing and sustaining nature-based enterprise growth;
9. Creation of local employment, improved livelihoods, work experience and training opportunities for target communities.

Successful community enterprise initiatives catalyze and attract other projects that contribute to the economic and social wellbeing of the communities

KEY STRATEGIC OBJECTIVES MAPPED AND ALIGNED

The KWS 2012/2017 Strategic Plan was developed through the Balanced Scorecard system approach due to its success experienced with it by large organizations around the world e.g. Kenya Revenue Authority, Botswana Civil service and SAN parks.

The KWS chosen perspectives are very crucial to the successful achievement of the organizations objectives. These are:-

- Enhancing Wildlife Conservation (i.e., the organizations social impact with our constituents)
- Financial/Budget (how do we attract and manage resources necessary to achieve our mission?)
- Customers and Stakeholders (i.e., to achieve our vision, how much do we look to our customers and stakeholders?)
- Internal business processes (i.e., to have a social impact and attract resources and support, at which processes must we excel), and
- Learning and Growth (i.e., how do we align our intangible assets to improve critical processes?)

The BSC enhances an organization's effectiveness by balancing several perspectives which helps it forge a connection between its mission and its strategies, programs, services and activities. The BSC for KWS focuses on the following Strategic Objectives:-

- Enhance wildlife conservation,
- Attain Financial stability
- Enhance partnerships with customers and stakeholders
- Enhance Quality Service delivery
- Strengthen and modernize institutional capacity

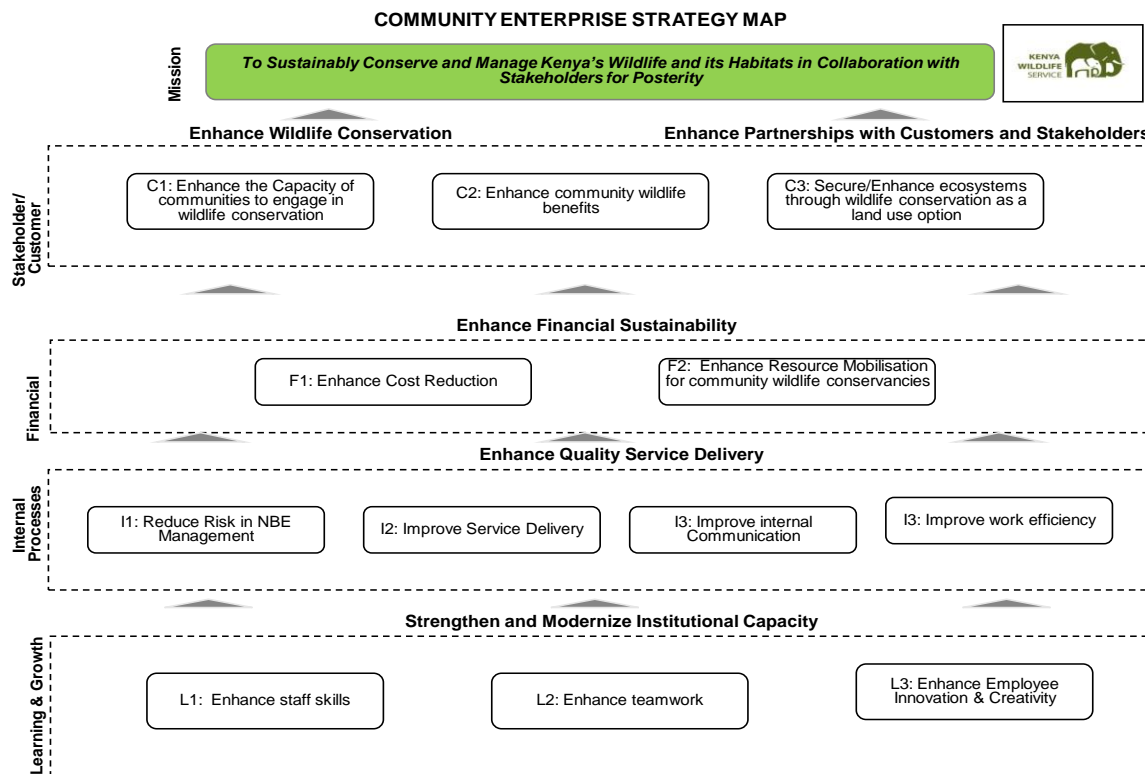
The Over-arching goal of the community enterprise department is to develop the capacity of communities and private landowners to establish and manage economically viable and sustainable nature-based enterprises within targeted landscapes of Kenya. Community Enterprises Department will contribute to the above organizational

Strategic Objectives (SO) through several management approaches with the major focus on the following key areas namely:-

- Enhance education and awareness creation for the establishment of private and community wildlife conservancies;
- Enhance private & community wildlife benefits through sustainable partnerships;
- Enhance strategic partnerships and networking;
- Enhance technical assistance and capacity building for communities; and
- Lobby and influence Infrastructure development.

COMMUNITY ENTERPRISE DEPARTMENT STRATEGIC MAP

The departmental strategy map below, spells out the detailed linkages and the implementation framework and customer and stakeholder value addition and creation.



KEY INITIATIVES TO ACHIEVE STRATEGIC OBJECTIVES

1. Develop sustainable exit strategy for community enterprise projects.

2. Carry out an inventory for community, individual and group ranch conservancies and develop a database to be linked with the KWS common information system;
3. Support and carry out training in business development and management for community nature based business establishments;
4. Link with Resource mobilization and other financial institutions and create a fund for community wildlife conservancies technical support ;
5. Carry out an economic survey on community and private wildlife conservancies;
6. Facilitate communities adjacent to target natural resources to develop and implement natural resource management and utilization plans and structures to provide frameworks for establishing NBEs;
7. Provision of legal and technical advice to community groups in negotiating partnership agreement with investors;
8. Facilitate improved marketing arrangements and market linkages - Provide support for the establishment of a joint marketing organ and program for small businesses engaged in nature-based enterprises ;
9. Develop terms and conditions of engagement for community wildlife based enterprise projects;
10. Promote the adoption of the user pays principle, whereby there will be mechanisms for users of natural resources to pay for utilization of these resources; (Revised Wildlife Bill
11. Facilitate communities in partnership with government bodies to undertake resource mapping exercises as a basis for resource utilization and management plans -explore opportunities in climate change, carbon trading and bio-prospecting;
12. Promote certification and marketing of community cultural products and services;

IMPLEMENTATION, MONITORING AND MEASUREMENT OF DEPARTMENTAL BALANCED SCORECARD

This is based on annual activity based workplans using the balanced scorecard system