



STRATEGIC PLAN

**ABRIDGED
VERSION**
2019-2024

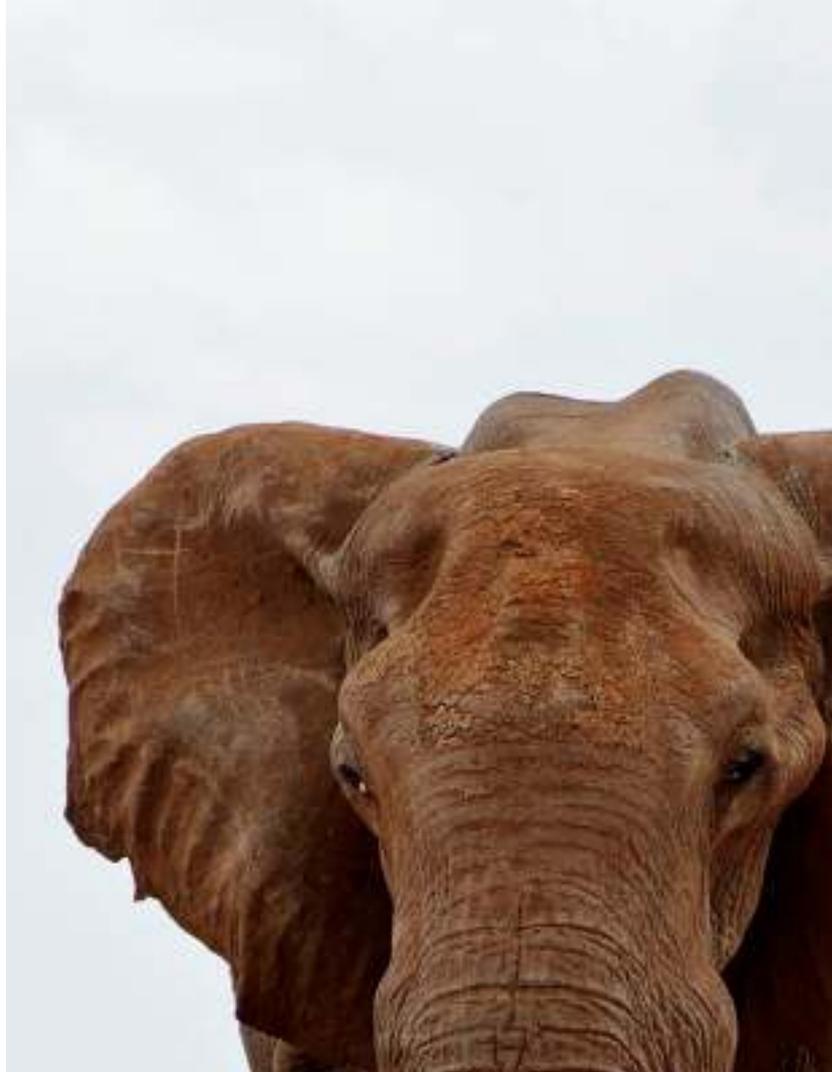
Rising to the conservation challenge
"Together we rise"





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Wildlife contributes the greatest share of tourism revenues for this country not to mention other aspects of socio-economic development.



Message from the Cabinet Secretary, Ministry of Tourism and Wildlife



I heartily congratulate the Kenya Wildlife Service (KWS) for the successful preparation, launch and subsequent implementation of this Strategic Plan. This blueprint is the organisation's fourth and comes at a unique time in the history of conservation in Kenya. Within this strategic plan's implementation period, KWS will be celebrating 30 years of exemplary service to Kenya and indeed the world. I commend the great men and women who have tirelessly worked with KWS and our partners through the highs and lows of conservation. Thanks to their sacrifice and dedication, Kenya today takes great pride in a wildlife heritage like no other.

Our top priority as a Ministry is to implement the recently launched national strategies for tourism and wildlife. At the heart of these strategies is the commitment to advance and sustain tourism recovery through the implementation of strategies and programmes that will make Kenya a leading tourist destination. Therefore, this Strategic Plan is a key document for not only delivering on that agenda but also ensuring that KWS operational priorities are aligned with the national tourism and wildlife strategies.

Wildlife contributes the greatest share of tourism revenues for this country not to mention other aspects of socio-economic development. But more than that, it is a source of national pride as it promotes our national well-being due to the aesthetic, cultural and scientific value it provides. Additionally, wildlife and its habitats play a key role in mitigating against the adverse impacts of climate change.

The Government of Kenya fully realises the importance of preserving our wildlife and its habitats. Our Constitution places upon us the solemn duty to respect our environment and sustain it for the benefit of both current and future generations. KWS plays a big role in helping us to fulfil the pledge we made to Kenyans as well as honour international obligations. It is expected that KWS will help the nation to achieve the 'Big Four Agenda', the five-year national development priorities. The Big Four Plan will create jobs, which will enable our people to meet their needs by ensuring that there is food security, affordable housing, a vibrant manufacturing sector and universal health coverage. I am glad that this Strategic Plan clearly articulates how KWS will contribute to this transformative agenda. This Plan is innovative and, therefore, I urge all our stakeholders to support it. My Ministry shall provide the Service with an enabling environment and support necessary to enable KWS to achieve its strategic objectives. I am confident that all of us, working together, can achieve the collective hopes and ambitions of our country as articulated in Vision 2030, which is to be a globally competitive and prosperous nation with a high quality of life by 2030.

A handwritten signature in black ink, appearing to be 'Najib Balala'.

Hon. Najib Balala, EGH
Cabinet Secretary, Ministry of Tourism and Wildlife



Message from the Vice Chair of the Board of Trustees

Kenyans have mandated KWS with the responsibility of conserving and managing the country's iconic wildlife and the world-famous national parks and reserves for the benefit of the present and future generations. This responsibility includes ensuring our wildlife remains safe, healthy, wild and abundant; continues to attract visitors from across the globe and provides sustained benefits to the people. To succeed in this endeavour, the ecological integrity of wildlife habitats, including national parks and reserves and the ecosystems in which they exist must remain healthy and whole. This will require KWS to work closely with communities, landowners and other partners that are critical for the survival of wildlife outside protected areas.

KWS fully recognizes that the responsibility of conserving these species and spaces is becoming increasingly challenging and complex due to threats from natural and anthropogenic sources. In addition, the Kenyan society is becoming disconnected from nature due to changing lifestyles, value systems, leisure patterns, and economic trends. This Strategy addresses these dynamics using a mix of both traditional and novel approaches, and promotes conservation as a shared responsibility.

As a civilised society, Kenyans have a fundamental stewardship responsibility to ensure that the rich diversity of our wildlife, the splendour and beauty of our terrestrial, coastal and marine environments and the aspirations of our people become strong motivating factors for ensuring that this strategy is implemented in an effective, efficient and engaging manner. A highly motivated workforce, sustained funding and productive partnerships will be critical for implementation. New and innovative approaches of meeting the cost of wildlife conservation, strengthening the management of protected areas, reducing wildlife burden on Kenyans, promoting partnerships at the ecosystem level and increasing benefits to communities and landowners who share their land with wild animals will be critical success factors.

We appreciate the support from our partners and look forward to an even stronger collaboration in the years ahead. We hope all their new support will focus on the priorities identified in this strategy to ensure that we all pull in the same direction. If this happens, Kenya will have healthier wildlife populations thriving in healthier habitats and contributing significantly to nature-based tourism and to the livelihoods of our people.

Finally, I call upon all the KWS staff to ensure that all aspects and of this strategy are fully and diligently implemented. The Board of Trustees will provide the necessary facilitation and support needed by the agency to fully discharge its mandate.

Beatrice Sereya Maitoyo
Vice Chair, Board of Trustees



Foreword

Since its establishment more than 28 years ago, Kenya Wildlife Service is proud of its achievements and success in reducing the rate of loss of our wildlife populations and their habitats. We have played a big role in engaging with communities to embrace wildlife and worked with stakeholders to preserve our wildlife and their habitats not just for Kenya but for the rest of the world. We have also worked tirelessly to boost security at our parks and reserves, thus ensuring that our country's tourism sector is stable. As we cross over into the next decade of our operations, the Service faces a number of challenges and threats that require us to adapt and re-invent ourselves. As resources become increasingly scarce and the daily struggle for survival for our people increases, community support for wildlife conservation diminishes. Changes in climate are increasing the frequency of natural calamities and modifying wild animals' behaviour and movement patterns. Regional and local insecurity as well as terrorism are emerging threats to our wildlife and tourism sector. Kenya's increasing population and rapid urbanisation are reducing space for wildlife as infrastructure and other competing land uses take precedence. Global economies are also increasingly becoming more volatile and unpredictable.

In order to address these challenges, we have developed this Strategic Plan to guide us for the next five years and lay a firm foundation for sustainable management of our biodiversity. As we look back, we celebrate the commitment, hard work and sacrifice that our people have put in to give us a wildlife heritage like no other. We thank our stakeholders and partners for walking with us through this journey. We thank our fellow Kenyans for trusting us to be the stewards for this unique heritage. We look forward to the future with optimism, knowing that when this Strategic Plan is implemented fully, Kenya Wildlife Service will emerge a stronger organisation ready to tackle challenges and leverage on emerging opportunities.

This Strategic Plan is the culmination of many months of earnest labour and dedicated efforts by many people and institutions. We sincerely thank them for staying the course. No amount of words can convey the depth of gratitude we feel as an institution and we will work diligently to ensure that their vision and hopes for this great organisation will come to fruition.

A handwritten signature in blue ink, appearing to read 'John M. Waweru', with a stylized flourish.

Brig. (Rtd) John M. Waweru, EBS
Director General
Kenya Wildlife Service

Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ASALs	Arid and Semi-Arid Lands
BSC	Balanced Scorecard
COYA	Company of the Year Award
EIA	Environmental Impact Assessment
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
IUCN	International Union for Conservation of Nature
IUU	Illegal, Unreported and Unregulated
CAA	Kenya Airports Authority
KAM	Kenya Association of Manufacturers
KEPSA	Kenya Private Sector Alliance
KFS	Kenya Forest Service
KNCCI	Kenya National Chamber of Commerce and Industry
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
KTB	Kenya Tourism Board
KWS	Kenya Wildlife Service
KWCA	Kenya Wildlife Conservancy Association
KWSTI	Kenya Wildlife Service Training Institute
LAPSSET	Lamu Port Southern Sudan-Ethiopia Transport Corridor
LEA	Law Enforcement Academy
M&E	Monitoring and Evaluation
MICE	Meetings, Incentives, Conferencing and Exhibitions
NWS	National Wildlife Strategy 2030
NTB	National Tourism Blueprint 2030
PMS	Performance Management System
R&D	Research and Development
SGR	Standard Gauge Railway
STI	Science, Technology and Innovation
TICAD	Tokyo International Conference on African Development
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
WCMD	Wildlife Conservation Management Department
WWF	World Wildlife Fund

Executive Summary

This Strategic Plan is a framework to guide Kenya Wildlife Service to discharge its mandate in a rapidly changing and challenging environment. It has a long term view of ensuring that our wildlife resources exist for posterity for Kenyans and the benefit of humankind. The plan is pegged on the following key pillars:

The pillars are accompanied by well thought out and synthesised strategic objectives and strategies upon which indicators of achievement have been based.

Wildlife resources provide a host of direct and indirect benefits to Kenyans and are important for the attainment of goals set in Kenya's national development blueprint, Vision 2030 and Big 4 Agenda. It also enables communities and other sectors to flourish through conservation contribution to the Big 4. This is in line with the Constitution and the Sustainable Development Goals that aim to eradicate extreme poverty, hunger, promote health and well-being, provide clean water and sanitation, protect life below water and life on land, mitigate the impacts of climate change and ensure access to affordable and clean energy. Wildlife resources promote democracy and cohesion since it is impossible to either protect, manage, exploit or use them without dialogue along community, county and country hierarchies.

This corporate strategy highlights how KWS contributes to our collective national well-being and the achievement of the pillars of Vision 2030. Recognising Kenya's eminent role in matters wildlife, this plan provides details of the specific ambitions, objectives and actions that KWS will take over the next five years. During the implementation period, the Service will be guided by our mission which is "to sustainably manage Kenya's wildlife and its habitats for the benefit of nature and humanity." Our actions will be anchored on our vision "to Conserve Kenya's wildlife and its habitats for posterity"

The Plan contains a brief history that outlines KWS' origins and journey. It also provides details of our current challenges, opportunities and imperatives as we proceed to the third decade of the 21st century. The challenges, opportunities and imperatives addressed here include a new legal framework in the form of the Constitution of Kenya 2010, National Wildlife Strategy 2030, and the Wildlife Conservation Management Act, 2013 that make devolution a principal issue. It also takes into account Kenya's burgeoning population that necessitates changes in land use, including developments in infrastructure, urbanisation, and changes in crop husbandry, livestock keeping and irrigation. Salient and emerging issues such as climate change and regional insecurity as highlighted by the recent spate of terrorist attacks are also addressed, while traditional problems including poaching and human wildlife conflict are dealt with. This plan will be the key tool for implementing the activities prescribed in the NWS 2030.

The primary aim of this Plan is to enable KWS to be more efficient and effective in discharging its mandate as Kenya's premier conservation body. This requires that we review and strengthen our operations as an organisation. It also requires that we deliberately make significant investments in building our human and institutional capacity to meet current and future challenges. The Plan therefore aids us in developing the institutional agility that is required to address external threats while leveraging our strengths to tap into emerging opportunities. We are cognizant of the fact that wildlife conservation and management is becoming an increasingly complex and expensive affair and proposes mechanisms to build the financial sustainability of KWS over the next five years by maximising value from existing resources and commercial models while engaging with our partners and stakeholders.

Introduction

The Strategic Plan is divided into seven chapters



INTRODUCTION

Provides a history of Kenya Wildlife Service, its functions, the reasons for this Strategic Plan, its preparation methodology and organizational strategic direction in terms of vision, mission priorities and ambitions.



SITUATIONAL ANALYSIS

Provides a situational analysis of the state of wildlife in Kenya, including external factors affecting wildlife conservation, the state of tourism over the last five (5) years and details the strengths, weaknesses, opportunities and threats (SWOT) that KWS faces.



STRATEGIC FRAMEWORK

Highlights a three-tiered strategic framework comprising strategic pillars, strategic objectives and initiatives. This chapter provides a summary of the intentions of each pillar and the reasons, envisioned outcomes and benefits of each strategic objective.



IMPLEMENTATION CONSIDERATIONS

Provides requirements for the successful implementation of this Strategic Plan. The Corporate Scorecard delineates each strategic objective into the four perspectives of the Balanced Scorecard, with accompanying initiatives, measures, timelines and activities that will ensure that the strategic objectives are achieved.



FINANCIAL PROJECTION

Provides resource mobilisation strategies that KWS will implement as it seeks finances and other resources. Accompanying these are factors that might threaten successful resource mobilisation, their consequences and mitigating actions to ensure that KWS is able to raise the much needed funding.



MONITORING AND EVALUATION PLAN

Provides definitions of monitoring and evaluation in the context of KWS. The monitoring and evaluation process that will be utilised over the next five years is clearly outlined as are tools at the Service's disposal. The chapter closes with an analysis of risks that might affect the successful implementation of the Plan.

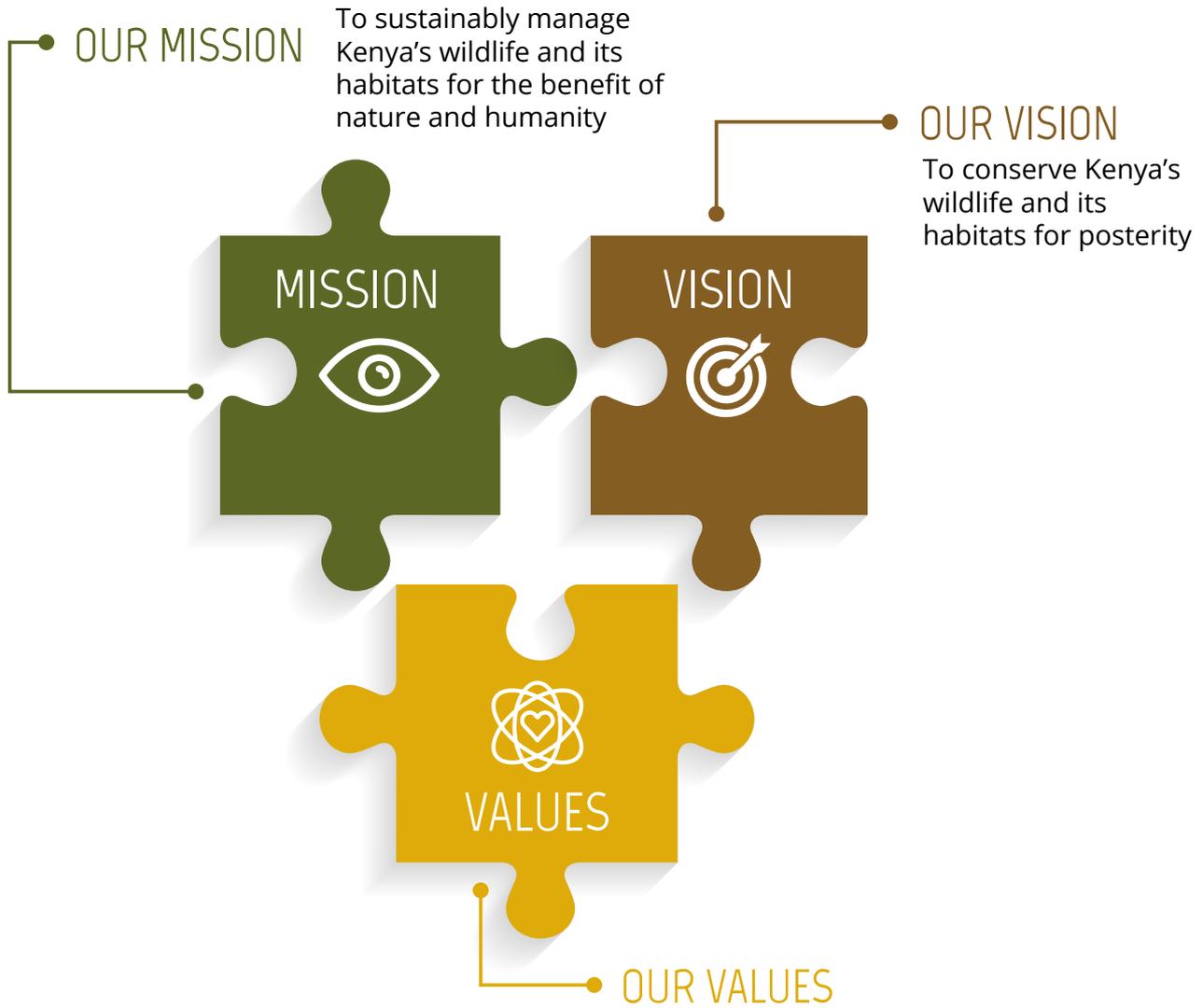


ORGANISATIONAL STRUCTURE

Provides imperatives for the new structure and a breakdown of the structures into high-level functional organisational structures.



Mission, Vision and Values



PROFESSIONALISM

We cultivate expertise and behave in an ethical way. We are committed to the development of people and maintaining the highest standards of proficiency, trustworthiness and reliability. We keep our word and deliver on our promises.

QUALITY

We take great pride in providing wonderful experiences and an unparalleled level of sustainable conservation. We are also responsible members of our communities and we do our part in improving the lives of the communities around us.

INNOVATION

We constantly strive to redefine the standard of excellence in everything we do. We are open to ideas and recognise that the only constant in life is change. We believe that in order to achieve our objectives, we must constantly improve.

PASSION

We take great pride in doing a good job and consistently exceeding expectations. We believe in what we do and go the extra mile in all our activities.

Part II, Section 7 of the Wildlife Conservation and Management Act, 2013 outlines the functions of KWS as:



Conserve and manage national parks, wildlife conservation areas and sanctuaries under its jurisdiction;



Undertake and conduct enforcement activities such as anti-poaching operations, wildlife protection, intelligence gathering, investigations and other enforcement activities;



Provide security for wildlife and visitors in national parks, wildlife conservation areas and sanctuaries;



Conduct and coordinate all research activities in the field of wildlife conservation and management and ensure application of research findings in conservation planning and decision making;



Set up a county wildlife conservation committee in respect of each county;



Advise the National Land Commission, the Lands Cabinet Secretary and the Council on the establishment of national parks, wildlife conservancies and sanctuaries;



Promote or undertake commercial and other activities for the purpose of achieving sustainable wildlife conservation;



Promote and undertake extension service programmes intended to enhance wildlife conservation, education and training;



Collect revenue and charges due to the national government from wildlife and as appropriate develop mechanisms for benefit sharing with communities living in wildlife areas;



Identify user rights and advise the Cabinet Secretary thereon;



Advise the Cabinet Secretary on matters pertaining to wildlife policy, strategy and legislation;



Grant permits;



Coordinate the preparation and implementation of ecosystem plans;



Establish forensic laboratories; and



Prepare and implement national park management plans;



Monitor the compliance of terms and conditions of licenses.



Assist and advise in the preparation of management plans for community and private wildlife conservancies and sanctuaries;



Internal business processes and excellence in service delivery



VISION

KWS will seek to create a clear sense of the future that engages hearts and minds and creates pride among employees;

OPPORTUNITY

KWS will provide opportunities for employees to grow both personally and professionally;



INCENTIVES

KWS will seek to ensure that the compensation package is fair and equitable;

IMPACT

KWS will seek to provide work and careers that create meaning;



COMMUNITY

KWS will be a caring organisation;

COMMUNICATION

KWS will be open, ensuring that employees are informed about what is going on in the organisation. KWS will also listen to its employees.



EXPERIMENTATION

KWS will apply new principles in people management that will enhance performance.

SWOT



STRENGTHS

- Clear functions and mandate
- Dedicated and committed
- Workforce
- Strong institutional traditions and structures
- Strong brand and good reputation
- Sound policy frameworks

WEAKNESSES

- Weak system for Human Resource Management
- Unexploited revenue streams/bases
- Sub-optimal linkages between KWS and county governments
- Process challenges
- Inability to harness technology
- Marketing and customer challenges

OPPORTUNITIES

- Robust policy and legal framework:
- National and international goodwill for conservation:
- Diversity of wildlife species and habitats:
- Investment opportunities in wildlife tourism products and services:
- Resource base to create world class training, research and education facilities:
- Opportunities for enhanced collaboration with national government, County Governments, departments

THREATS

- Change in land use patterns resulting in competing uses for land and habitat loss
- Increase in population
- Climate change
- Poaching
- Poverty
- Ignorance and misconceptions about wildlife
- Disease outbreaks
- Pollution





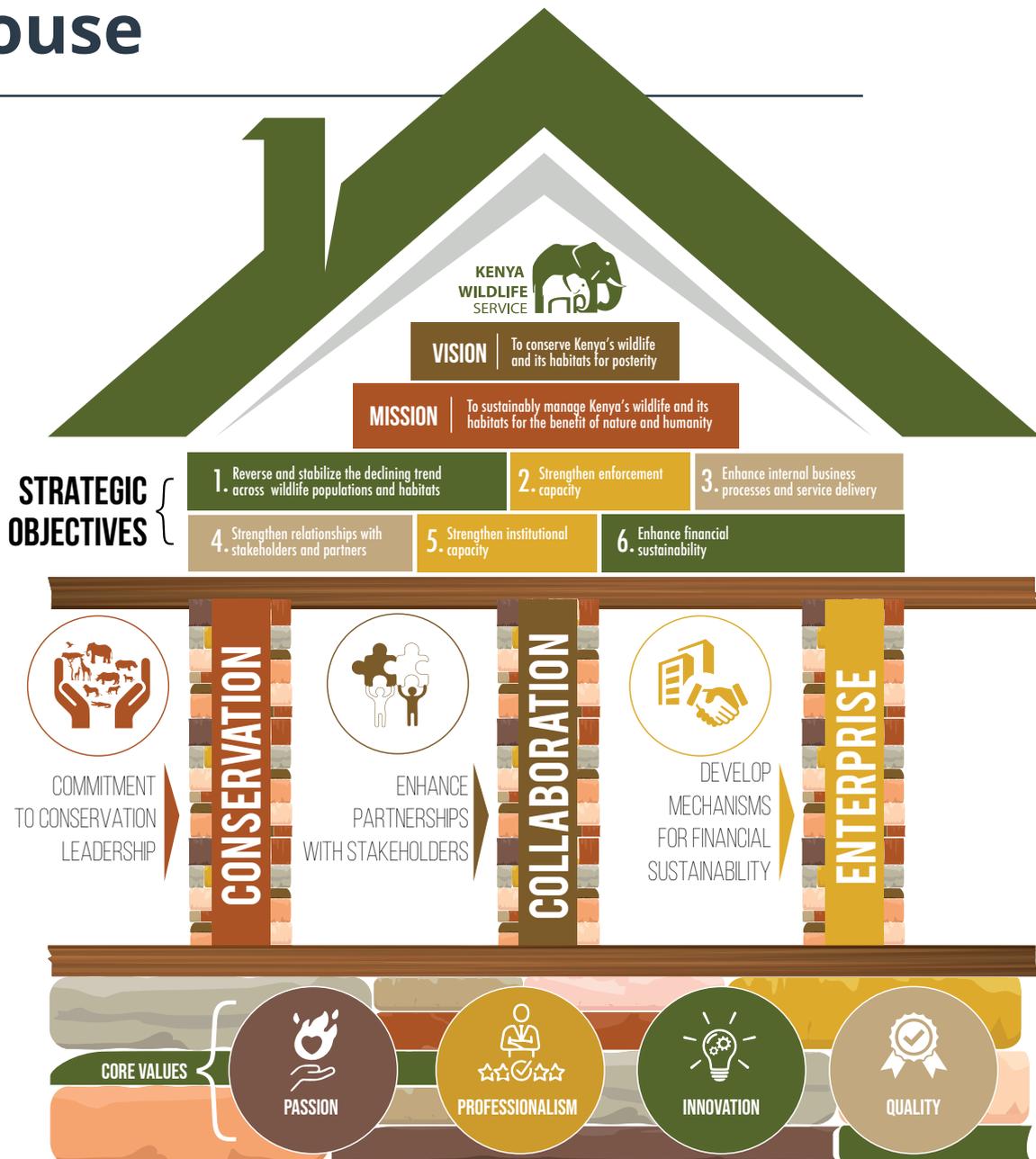
The Plan

This Strategic Plan is a framework to guide Kenya Wildlife Service to discharge its mandate in a rapidly changing and challenging environment.

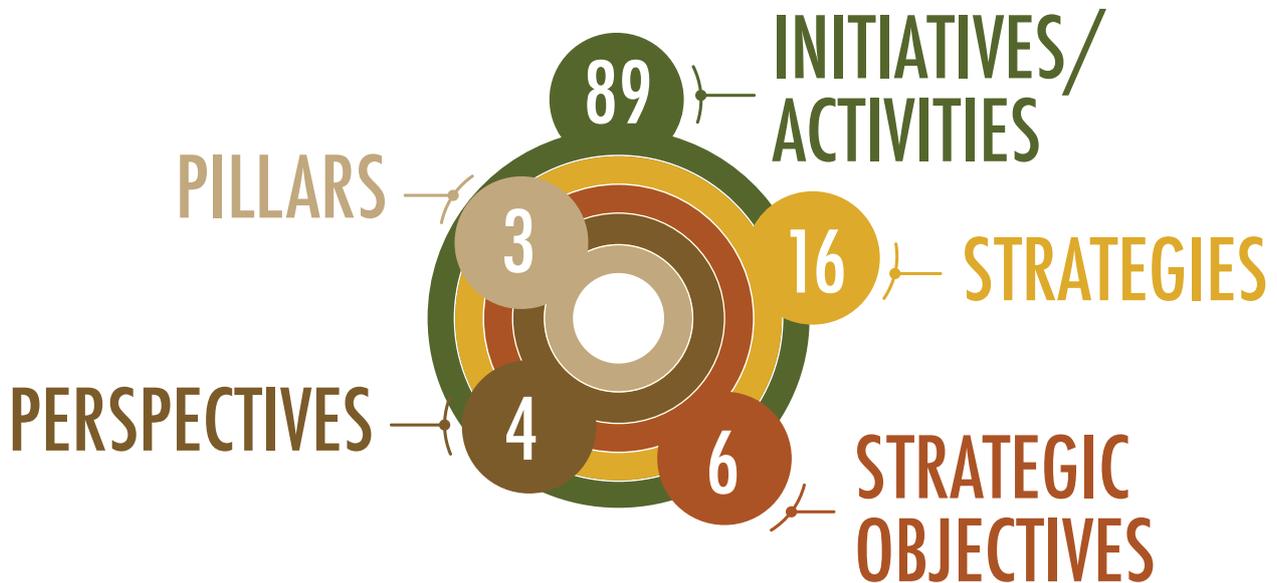


It has a long term view of ensuring that our wildlife resources exist for posterity for Kenyans and the benefit of humankind.

Strategic Plan House



Strategy at a glance



Strategic Pillars

1 CONSERVATION

1. **Reverse and stabilise the declining trend across wildlife populations and resilient Ecosystems;**
2. **Strengthen enforcement capacity**
3. **Enhance internal business process and excellence in service delivery**
4. **Strengthen Institutional Capacity**
 - Implement strategies identified in the NWS 2030
 - Mitigate Human Wildlife Conflict
 - Investment in National Parks

2 COLLABORATION

5. **Strengthen relationships with stakeholders and partners**
 - Enhance engagements with communities, county governments, other government agencies, media, customers, development partners, private sector, researchers and other stakeholders
 - Build partnerships to support conservation and reduce human wildlife conflict and other threats / challenges.
 - Engage the public, youth and communities through education and outreach

3 ENTERPRISE

6. **Enhance financial sustainability**
 - Develop mechanisms to achieve financial sustainability;
 - Establish and promote innovative and strategic investments for sustainable use of wildlife resources
 - Grow and diversify revenue streams
 - Brand national parks

CONSERVATION



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STRATEGIC OBJECTIVE 1.

Reverse and stabilise the declining trend across wildlife populations and habitats



PERSPECTIVE | Internal Processes (IP)



STRATEGY | 1. Win more space for wildlife



MEASURE/KPI | Percentage of Kenya's land cover dedicated to wildlife (increase percentage of land under wildlife by 1% annually)

INITIATIVES

01

Strengthen engagement with community conservancies, conservation education and awareness, extension services and capacity building

02

Secure wildlife corridors and dispersal areas

03

Operationalise dormant parks and reserves

04

Map out flyways, seascapes, routes and habitats for migratory species

05

Secure KWS land assets and real estate

06

Identify and establish compatible uses for underutilized land

07

Support the establishment and sustainability of conservancies

08

Mainstream wildlife conservation in the development of County Spatial Plans and County Integrated Development Plans (CIDP)



CONSERVATION



STRATEGIC OBJECTIVE 1.

Reverse and stabilise the declining trend across wildlife populations and habitats



PERSPECTIVE | Internal Processes (IP)



STRATEGY | 2. Maintain the ecological integrity of parks and reserves



MEASURE/KPI | Management effectiveness tracking score card (maintain ecological integrity to acceptable levels)

INITIATIVES

01

Formulate and review park and ecosystem management plans and implement ecosystem management programmes

02

Undertake environmental audits and environmental impact assessment of projects in parks and reserves

03

Green list parks and reserves

04

Rehabilitate and restore degraded habitats in parks, reserves and dispersal areas, and deter encroachment

05

Manage invasive species in national parks and reserves

06

Mitigate impacts of climate change in parks and reserves

07

Disease surveillance, monitoring and control

08

Undertake wildlife census, translocations for introduction, re-introduction and genetic augmentation of wildlife populations

09

Leverage technology for spatial mapping to maintain the integrity of boundaries of wildlife protected areas

10

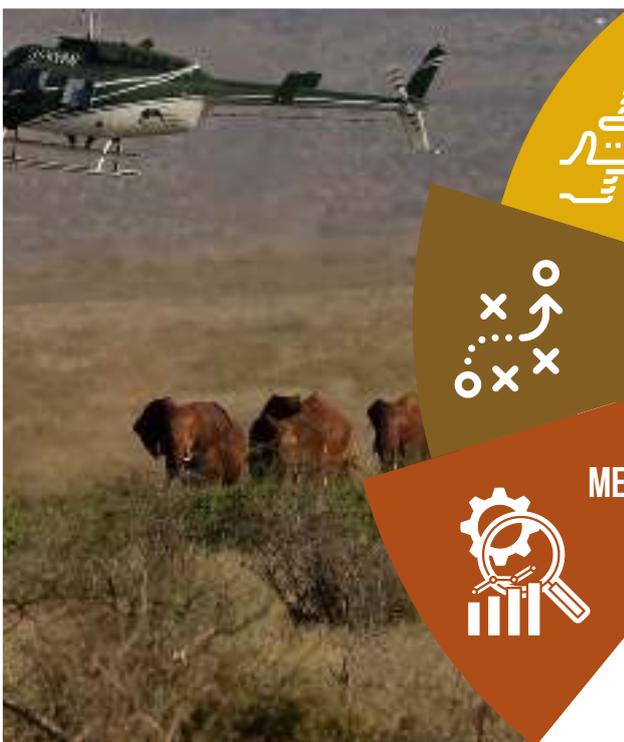
Conserve and manage water catchment areas falling under KWS jurisdiction



CONSERVATION



STRATEGIC OBJECTIVE 1. Reverse and stabilise the declining trend across wildlife populations and habitats



PERSPECTIVE | Internal Processes (IP)



STRATEGY | 3. Enhance wildlife research, monitoring and science to inform management decisions in wildlife conservation, protection and management



MEASURE/KPI | Annual performance scorecard (100% achievement of departmental performance scorecard targets)

INITIATIVES

01

Develop KWS science, technology and research strategy

02

Establish a wildlife research and innovation hub

03

Establish architecture for data sharing and management

04

Identify, map and quantify ecosystem services in parks and reserves

05

Establish status of wildlife populations

06

Enhance capacity of the forensic and genetic laboratory

07

Develop KWSTI into a premier training institute

08

Enhance capacity to apply for and obtain research grants

09

Enhance collaborations with universities and research institutions

10

Formulate and implement endangered species conservation and management recovery plans

11

Develop bio-prospecting protocols and guidelines

12

Implement and disseminate ratified international conventions, treaties and agreements



CONSERVATION



STRATEGIC OBJECTIVE 2.

Strengthen enforcement capacity



PERSPECTIVE | Internal Processes (IP)



STRATEGY | 4. Develop and implement strategies, agreements and provide facilities and equipment to fulfill mandate



MEASURE/KPI | Annual performance scorecard (100% achievement of departmental performance scorecard targets)

INITIATIVES

01

Implement marine resource management training for rangers at KWS LEA

02

Modernize wildlife security units for coordination and effectiveness

03

Enhance collaboration with other law enforcement agencies

04

Strengthen the capacity of specialized security units

05

Strengthen KWS capacity to prosecute wildlife crimes including use of forensic science

06

Enhance response capacity to wildlife crime and human wildlife conflict



CONSERVATION



STRATEGIC OBJECTIVE 3.

Enhance internal business process and excellence in service delivery



PERSPECTIVE | Internal Processes (IP)



STRATEGY | 5. Improve operational processes



MEASURE/KPI | Improved efficiency indicated by reduced turnaround times (reduction in turnaround times by 10% annually)

INITIATIVES

01

Undertake Business Process Re-engineering (BPR) across the organisation

02

Implement an Enterprise Resource Planning (ERP) system

03

Implement a new revenue system (RMS) for efficient revenue collection and customer analytics

04

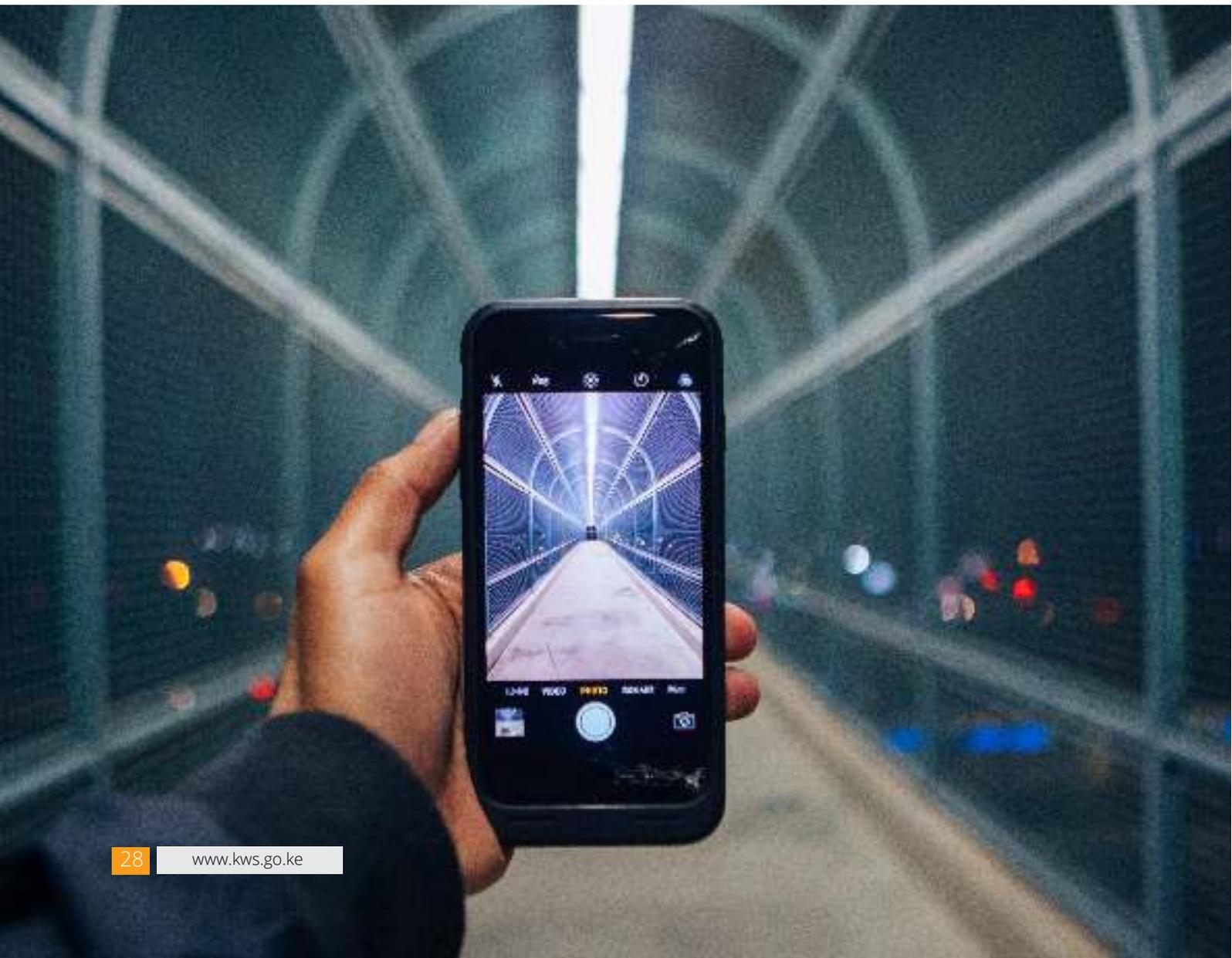
Streamline organizational and functional structures

05

Improve acquisition and distribution of security supplies

06

Enhance accountability and optimal use of Service assets



CONSERVATION



STRATEGIC OBJECTIVE 3.

Enhance internal business process and excellence in service delivery

PERSPECTIVE | Customer (C)

STRATEGY | 6. Provide customers with wonderful experiences

MEASURE/KPI | Customer satisfaction surveys (increase satisfaction scores by 5% annually)

INITIATIVES

01

Enhance interactions with customers by using multiple channels, including revamping the KWS website, developing mobile apps and using social media and other media forms

02

Leverage contacts and customer details collected at parks and reserves to gain customer insights and solicit satisfaction levels/feedback

03

Develop products and services that respond to or anticipate customer needs

04

Brand internationally designated areas and designate others (Ramsar sites, World Heritage sites and biosphere reserves)

05

Revamp the customer care contact and service center

06

Develop and maintain airstrips, roads water transport infrastructure, buildings, fences and other infrastructure

07

Acquire and maintain KWS motor vehicles and boats

08

Adopt the National Road Maintenance Strategy under performance-based maintenance strategy contracts

09

Ensure all-year round mobility and accessibility to tourist and security services

10

Enhance brand visibility

11

Pay our creditors within the stipulated credit period

12

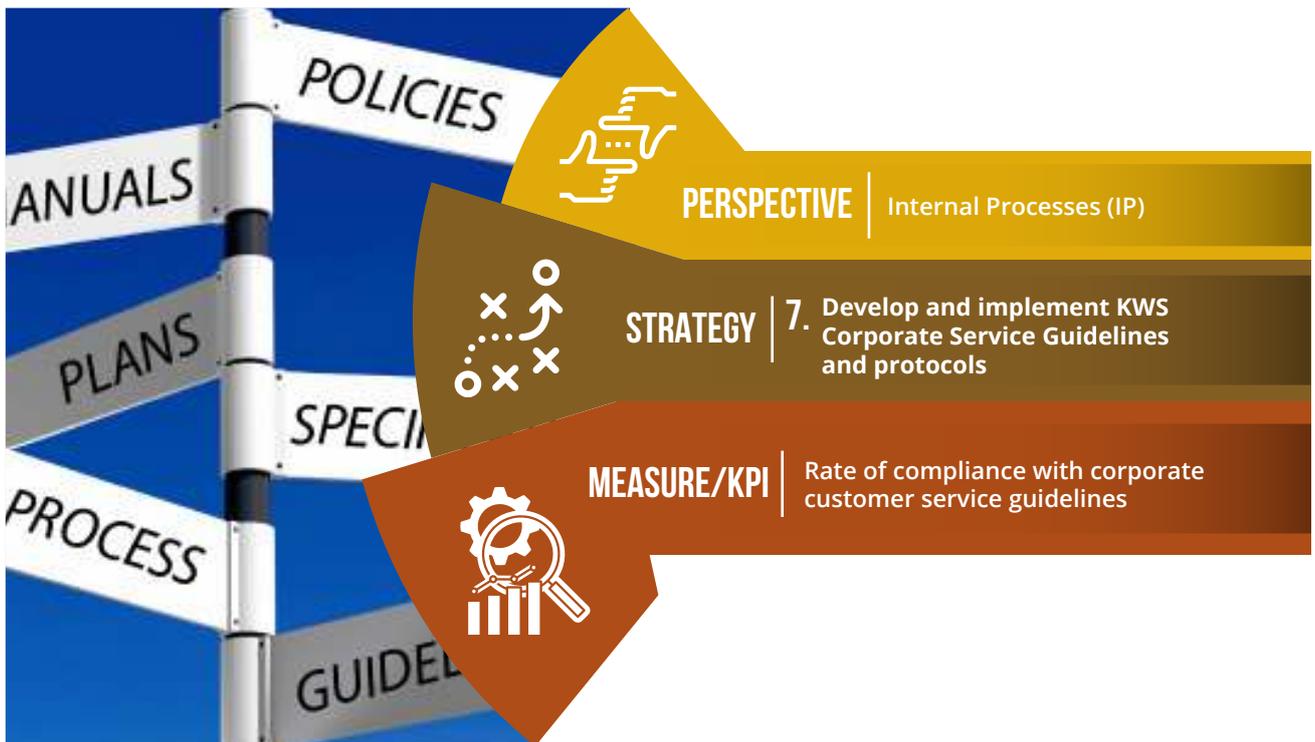
Develop and implement innovative prevention and mitigation initiatives to promote coexistence between people and wildlife

CONSERVATION



STRATEGIC OBJECTIVE 3.

Improve internal business processes



INITIATIVES

01

Review and cascade KWS Corporate Customer Service Charter and guidelines

02

Implement customer service programmes/training that will be mandatory for all staff

03

Implement a Customer Relations Management (CRM) system to leverage contacts and customer details collected at parks and reserves to gain customer insights and solicit satisfaction levels/feedback

04

Benchmark service standards and compare with global leading practices periodically



CONSERVATION



STRATEGIC OBJECTIVE 3.

Improve internal business processes

PERSPECTIVE | Internal Processes (IP)

STRATEGY | 8. Institute performance management

MEASURE/KPI | Average evaluation scores (average evaluation scores to be at a level of good and above for 90% of employees)

INITIATIVES

01

Review and cascade KWS
Corporate Customer Service
Charter and guidelines

02

Implement customer service
programmes/training that will
be mandatory for all staff



CONSERVATION



STRATEGIC OBJECTIVE 4.

Strengthen Institutional Capacity



PERSPECTIVE | Learning and Growth (LG)



STRATEGY | 9. Recruit and place talented and suitable individuals



MEASURE/KPI | Recruitment audit (100% conformity to KWS recruitment standards)

INITIATIVES

01

Implement a talent strategy that clearly articulates KWS talent agenda for the next five (5) years and enhance recognition of diversity (culture, ethnicity, religion, gender, disability, talents and qualifications) as per the Constitution of Kenya



PERSPECTIVE | Learning and Growth (LG)

STRATEGY | 10. Invest in skills development, multi-skilling and continuous training

MEASURE/KPI | Number of employees with trades/professions (increase in number of employees with trades and professions by 10% annually)

INITIATIVES

01 | Conduct an organizational Training Needs and Skills Gap Assessment and implement findings

02 | Develop competency-based curricula for KWSTI and KWSLEA that include coaching and experiences alongside formal learning to build depth of capacity and leadership



PERSPECTIVE | Learning and Growth (LG)

STRATEGY | 11. Enhance employee engagement and commitment

MEASURE/KPI | Below 5% turnover, absenteeism and lateness rates

INITIATIVES

01 | Promote employee wellness programmes such as health and safety, first aid, HIV & AIDS, counselling and chaplaincy services

02 | Promote and enhance staff welfare aspects including staff pension scheme, car loan scheme, housing mortgage scheme, staff accommodation/housing, insurance policies and staff medical scheme



الرؤية

PERSPECTIVE | Learning and Growth (LG)

STRATEGY | 12. Promote positive working culture and work environment

MEASURE/KPI | Employee satisfaction survey with a satisfaction index of 74% by 2024 (increase in satisfaction rates by 2% annually)

INITIATIVES

01

Define KWS' people values over the next five years and promote a culture of teamwork, respect and excellence

02

Facilitate employee participation in sports, music and other talent activities

03

Carry out work environment improvement programmes





COLLABORATION



STRATEGIC OBJECTIVE 5.

Strengthen relationships with stakeholders and partners



PERSPECTIVE | Customer (C)



STRATEGY | 13. Develop and implement stakeholder/partnership engagement strategy



MEASURE/KPI | Brand Perception Index (increase KWS perception index by 5% annually)

INITIATIVES

01

Develop and implement a stakeholder engagement strategy with accompanying stakeholder maps

02

Develop and implement the Devolution Strategy that will inform engagements with the counties

03

Develop and implement the KWS Communication Strategy



COLLABORATION



STRATEGIC OBJECTIVE 5.

Strengthen relationships with stakeholders and partners



PERSPECTIVE | Customer (C)



STRATEGY | 14. Work with NGOs, CBOs, private sector and government institutions



MEASURE/KPI | Stakeholder survey (increase stakeholder satisfaction scores by 5% annually)

INITIATIVES

01

Promote community-based natural resource ecosystem management

02

Facilitate enhanced engagements with conservation agencies/ authorities in neighbouring countries

03

Proactively engage with central Government ministries and their agencies and county Governments to achieve conservation objectives in light of infrastructure and development ambitions and obtain resources

04

Enhance partnerships with private sector (eg. Kenya Private Sector Alliance - KEPSA, Kenya Association of Manufacturers - KAM, Kenya National Chamber of Commerce and Industries - KNCCI)

05

Conduct joint initiatives with natural resource and tourism sector agencies (eg. KFS - Kenya Forest Service, KTB - Kenya Tourism Board, KEFRI - Kenya Forestry Research Institute, KALRO - Kenya Agriculture and Livestock Research Organisation, Nature Kenya, East African Wildlife Society) and other institutions

06

Work with NGOs and CBOs on conservation programmes to influence global, regional, national and county policies and laws



ENTERPRISE



STRATEGIC OBJECTIVE 6.

Enhance financial sustainability



PERSPECTIVE | Financial (F)



STRATEGY | 15. Grow total revenue to Ksh 12b annually by 2024



MEASURE/KPI | Total revenue of 12b (20% growth annually)

INITIATIVES

01

Increase the number of visitors to parks and reserves to 4 million per year by 2024

02

Broaden the revenue base from rental income, leases, easement, wayleaves and licenses; and improve rent collection

03

Broaden KWS revenue mix by growing incomes from other sources to 40% of total KWS exchange revenue by optimizing asset use

04

Optimally price parks and reserves by undertaking branding initiatives, developing air, road, water and other infrastructure in the tourism value chain and reviewing prices periodically

05

Mobilize funding to the tune of Ksh 5b annually by 2024

06

Establish a Commercial Services function to drive enterprise initiatives

07

Leverage technology to maximize revenue

08

Develop new products and enhance existing ones

09

Initiate and operationalize Kenya Wildlife Conservation Trust with a capital of Ksh 10b by 2024





الرؤية

PERSPECTIVE | Financial (F)

الاستراتيجية

STRATEGY | 16. Maintain 3 months working capital reserves by 2024

المقياس/مؤشر الأداء

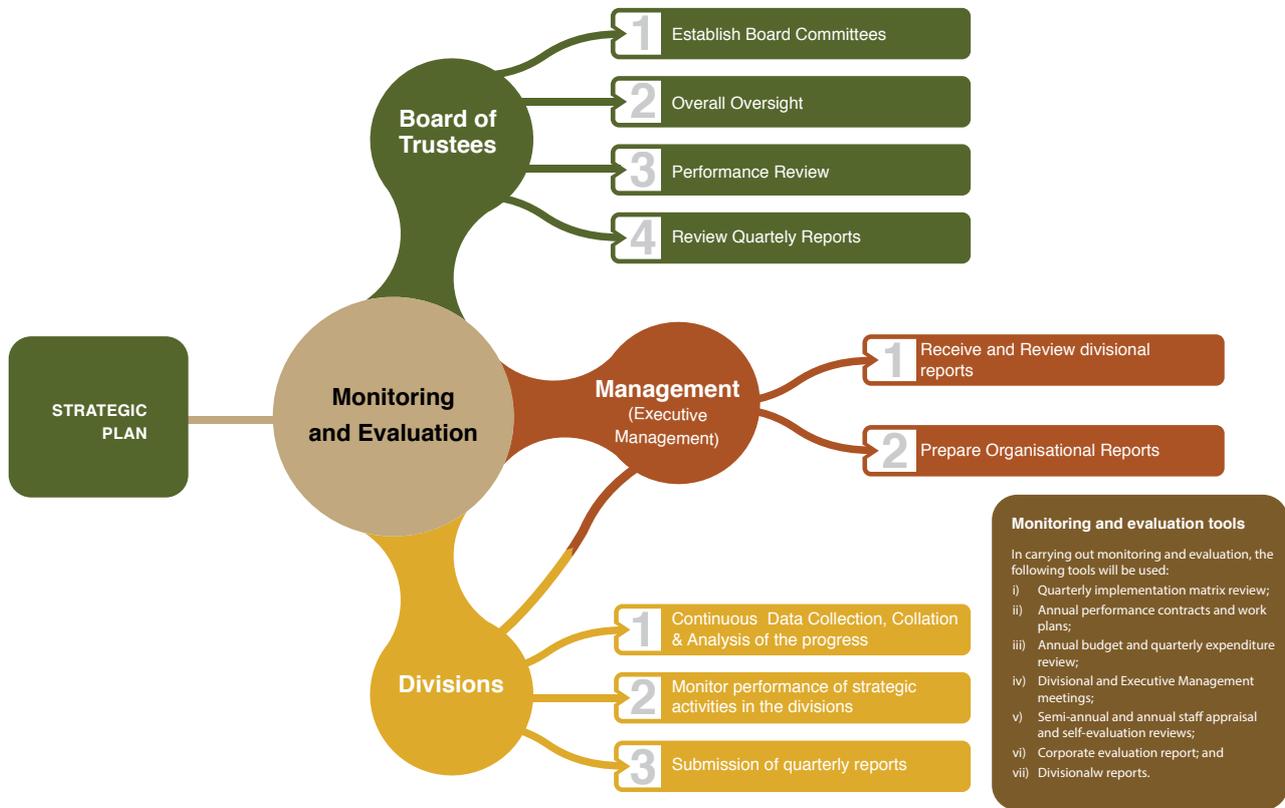
MEASURE/KPI | 3 months' worth of working capital reserve by 2023 (increase reserves by 1 month worth of cover every 2 years)

INITIATIVES

- 01 Build up cash reserves equivalent to 3 months' worth of working capital
- 02 Reduce wastage by curbing unnecessary costs and encouraging saving across the organization
- 03 Increase accounts receivable turnover



Monitoring & Evaluation





**KENYA
WILDLIFE
SERVICE**



TwajivuniaKWS
Together we rise

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