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**U.S. DEPARTMENT
OF THE INTERIOR**
INTERNATIONAL TECHNICAL
ASSISTANCE PROGRAM



CONSERVATION
ALLIANCE
OF KENYA



STRATEGIC PLAN 2022 -2027



Together for Nature-Pamoja kwa Mazingira bora!

FORWARD

The development of the strategic plan started in May 2020 after the global covid-19 pandemic has spread like a bush fire affecting operations of all businesses including NGOs. The government regulations restricted public meetings for close to a year and all engagement with members and partners was limited to only virtual meetings until 2021 when the strict government regulations were lifted permitting controlled in-person meetings. We established a management committee appointed by members to work with the secretariat and the consultants in developing the plan. The process started with understanding the purpose of establishing the Alliance through the NGO's conference report held in 2015 and the objectives in the Articles of Association.

As a new organization, the process focused on the past, the present, and the future to develop the vision, mission, and core values through a consultative process with members and stakeholders. The Alliance is the first membership organization bringing together registered organizations working in the environment and natural resources sectors came with challenges and opportunities in ensuring the organization's respective mandates are not in conflict or competing with the focus scope of the Alliance.

Through consensus-building, we have the first strategic plan that charts out an all-inclusive course for actions required to achieve the long-term goals of the Alliance. The Alliance is not an implementing organization set out to compete with members but a platform that informs, connects, advocates, and equips members and stakeholders.

At the global level, the plan aims to align/mainstream actions with targets set in the UN Agenda 2030 and the global biodiversity framework 2050; Africa Union Agenda 2063; East Africa Community Protocols on Environment and Natural Resources; climate change; Africa's blue economy; and population trends. At the national level, we seek to address the misconception about conservation in Kenya; devolution governance and management of natural resources; and gender issues, especially regarding youth and women with access and conservation of natural resources. Our theory of change is anchored on empowering members to adequately address conservation threats and challenges in a cohesive and coordinated action where people, nature, and the economy thrive sustainably. The key outcomes are favorable and harmonized policies, laws and regulations; enhanced strategic collaborative actions at all levels to secure wildlife habitats and connectivity; and strengthen the capacity of the Secretariat.

The members will contribute to the actions and implementation of the plan through the four thematic groups – advocacy and lobbying; research and knowledge management; conservation and community livelihoods; and human-wildlife conflict management. At the governance level, the AGM is the decision-making organ with members electing the thematic chairs, who join the CAK Board. The Board is responsible for oversight, strategy, and direction, and the secretariat is responsible for the delivery of the strategy and facilitates thematic group meetings, actions, and resource mobilization. The African proverb ***if you want to fast, go alone. If you want to go far, go together*** by Martha Goedert sums it all.

The Alliance is grateful to the partnership between the United States Department of Interior (DOI) and USAID Kenya and East Africa and for funding the capacity development for the Alliance. Asante sana. The Alliance is grateful to the membership and stakeholders whose valued input informed the delivery of the final product. Asante sana. The consultants – Martin Mbugua and Mutia Mwandikwa (Outlook Solutions) and Joy Juma for leading the process, professionalism, and patience in the delivery of the final product. Asante sana. The steering committee is composed of Caroline Patita (The Wildlife Foundation), Olivia Odhiambo (Tony Wild), Victoria Wangui (WildlifeDirect), Fiesta Warinwa (Africa Wildlife Foundation), and the Secretariat led by Steve Itela and Shillah Raymond. Asante sana. Finally, the Board of Directors for direction – Lucy Waruingi (African Conservation Centre), Pat Awori (Pan African Conservation Network), Munira Bashir (The Nature Conservancy), Dr. Benson Ouma Okita (Save The Elephants), Peter Hetz (Laikipia Wildlife Forum) and Resson Kantai Duff (Ewaso Lions). Asante sana.

Steve Itela, CEO.

FORWARD

The planet is facing a triple planetary crisis of nature, climate and pollution. We all have a responsibility and an opportunity to address these challenges and we must be relentless in our pursuit of pulling together to reverse this trajectory.

I am delighted to present to you Conservation Alliance of Kenya's Strategic Plan 2022 – 2027, which outlines the strategic vision, mission, core values, and value proposition and defines the pathway for success in realizing CAK's full potential and better fulfilling our vision - People, nature and economy thriving sustainably.

The process of formulating this Strategic Plan has drawn inputs from our membership and other actors and has allowed us to reflect on threats and challenges to biodiversity conservation at local and global levels and propose proactive interventions in the short, medium and long term. The plan has articulated five strategic objectives to address biodiversity loss at species and habitat levels through collaboration, partnerships and decisions informed by science and indigenous knowledge.

The Alliance is committed to offering support, coordinating processes and facilitating members and stakeholders to reverse the driver's affecting biodiversity conservation at the local and global levels and have an impact at scale. We will enhance engagement with state agencies in the effective implementation of relevant policies and legislation and with the private sector where their actions affect our biodiversity. Further, the plan outlines actions to strengthen the Alliances' human, technical and financial capacities to implement the plan. As we share this plan with you, we seek meaningful partnerships to impact the lives of people to continue to coexist in harmony with nature and biodiversity.

At the governance level, the Board will provide oversight, strategic leadership, and policy direction to ensure the effective delivery of services to the members and stakeholders. We have revamped the composition of the Board of Directors to include Chairs of thematic groups to ensure members' input is incorporated at the design and decision-making levels and implemented jointly with the Secretariate. This plan belongs to all who have a shared common purpose to advance biodiversity conservation in Kenya.

Let me take this opportunity to thank all who contributed to the development of the plan directly and indirectly. The consultants, steering committee, stakeholders, the secretariat and the Board. We express gratitude to the United States Department of Interior and USAID Kenya and East Africa for the initial support to establish systems, structures and direction for the Alliance and specifically the development of this strategic plan. With your support, we are committed to contributing to a resilient and healthy ecosystem that supports Kenya's economy and improves livelihoods.

Lucy Waruingi, Chair.

EXECUTIVE SUMMARY

The Conservation Alliance of Kenya (CAK) is a limited liability membership company founded in 2016. It was established as the umbrella body for conservation organizations in Kenya, with a mandate of being the leading unifying voice in Kenya for the members and key stakeholders in conservation for sustainable ecosystems where people, nature and the economy thrives. We expect that our interventions will contribute to advancing the preservation, protection and management of wildlife and its habitats; places of natural beauty; locations of zoological, botanical, geographical, scientific interest, features of landscape with geological and physiographical value in Kenya.

This Strategic Plan charts out the course of action required to achieve the long-term goals of the Alliance. The Plan will guide us in the implementation of activities that will enable us to achieve our mandate, vision and mission as highlighted below.

Our vision is to be a unified voice in Kenya where people, nature and economy thrive sustainably.

Our mission is to advocate and lobby for conservation of sustainable ecosystems where flora, fauna, communities and livelihoods flourish by supporting, coordinating and facilitating members to effectively implement their various conservation programs, initiatives and interventions in Kenya.

We aim to fulfill our mission through the following strategic goals are:

Goal I: Strategic advocacy and lobbying for favorable legislation addressing conservation issues

Goal II: Promote partnership, collaboration, and stakeholder engagement for improved conservation action.

Goal III: Build the capacity of members and other key stakeholders to address target conservation issues.

Goal IV: Promote knowledge creation, data and information sharing.

Goal V: CAK established as strong and sustainable organization

To implement these strategic goals we will be guided by the core values of diversity; ethics and good governance; sustainability; and respect for others. The implementation of this plan is estimated to cost USD 7.88 million for the period (2021-2025).

We invite you to support us on this exciting journey as we strive to unify conservation in the country.

OUR HISTORY

Over the years, the government and various conservation organisations have worked towards common conservation goals through collaborative efforts, individually or with local communities. However, there was a recognition that these efforts lacked a coordinated approach thus leading to disjointed, weak or short-term projects and programs that may not address the long term or desired goals.

To address this in community conservation, landowners and communities established the Kenya Wildlife Conservancies Association (KWCA) as platform for a unified voice, share experiences, and participate actively in protecting wildlife while benefiting from it.

Similarly, conservation non-governmental organizations (NGOs) have realized the need for the coordination of their activities in the wildlife conservation sector and begun to seek means of establishing a common voice to contribute to county, national and regional conservation of wildlife.

On 27 November 2013, a forum for conservation NGOs, Foundations and Trusts was convened by the Kenya Wildlife Service (KWS) and attracted over 90 participants from various organizations. This was a high-level policy meeting to establish a partnership between the Kenya Wildlife Service (KWS) and civil society organisations (Non-Governmental Organisations, Foundations and Trusts) in wildlife conservation and management. The main purpose of the forum was to define a clear framework to enhance governance and sustainability in wildlife conservation and management in the country through Public Private Partnership (PPP). The partnership was also expected to enhance research and reporting of wildlife conservation issues that are necessary for the National Biodiversity Action Plan (NBAP). Specific needs and gaps were identified as areas of focus in the potential partnership.

A Task Force which also acted as interim committee of conservation organizations, was formed to create the PPP framework and was tasked with convening and coordinating discussions on the formalization of the forum. The Task Force subsequently organised the First Conference of conservation non-governmental organizations in Kenya aimed at promoting collaboration between wildlife conservation non-governmental organizations across the country themed "Together for Kenya's Wildlife". The conference was held in January 2015 and attracted over 100 participants from non-governmental organisations, civil society, the government, Kenya Wildlife Service, donors and the international community.

During the conference, the participants agreed on the formation, registration, and institutionalization of an independent national umbrella body for wildlife conservation and management in Kenya. This led to the registration of the "Conservation Alliance of Kenya" (CAK) as a company limited by guarantee on the 22nd of December 2016.



OUR SITUATIONAL CONTEXT

A comprehensive analysis of the situation within which we operate was undertaken. This process identified some emerging issues, trends that we will

GLOBAL AND REGIONAL CONSERVATION PERSPECTIVE

United Nations (UN) Agenda 2030 and the Sustainable Development Goals (SDGs)

Adopted by all UN member states at the United Nations Sustainable Development Summit in New York on 25 September 2015, the 2030 Agenda for Sustainable Development is the global sustainable development action plan. Agenda 2030 is a transformational vision of the world “resolve to free the human race from the tyranny of poverty and want and to heal and secure our planet”. The 2030 Agenda features 17 Goals known as the Sustainable Development Goals (SDGs) and 169 targets, designed to instigate action on issues of “critical importance for humanity and the planet”. It encompasses the three core dimensions of sustainable development: economic, social and environmental, and includes areas such as poverty, education, healthcare, sustainable energy, human rights, equality and sustainable consumption patterns.

While the SDG targets are defined as global, governments are expected to implement them within the context of their own states’, individual circumstances, and synchronization between global and national/regional objectives. Through this process the SDGs were able to better reflect the African development priorities as highlighted in the Common African Position (CAP) on the Post-2015 Development Agenda. As reflected in the SDGs and the final version of Agenda 2030, the CAP states that the Post-2015 Development Agenda should “enhance Member States’ ownership of development; generate the required political will to address the unfinished business of the MDGs; and respond to the emerging issues and gaps in implementation, particularly regarding data collection and monitoring. The CAP also outlines six key pillars of Africa’s development priorities including: structural economic transformation and inclusive growth; science, technology and innovation; People-centred development; Environmental sustainability, natural resources management, and disaster risk management; peace and security; and finance and partnerships.

All these six key pillars overlap with the core functions and mandate of CAK especially the environmental sustainability, natural resources management, and disaster risk management.

Global Environment and Ecological Issues

In 1972, as part of the United Nations Conference on the Human Environment, countries worldwide agreed that natural resources should be safeguarded, and pollution should not exceed the environment's capacity to clean itself (United Nations 1972). Since 1972, a number of United Nations conferences, summits and international agreements have set targets for environmental protection and sustainable human development. The years 2015 and 2016 were a landmark for environmental multilateralism formulation and adoption of global frameworks, including the Paris Agreement (United Nations Framework Convention on Climate Change [UNFCCC] 2015) and the 2030 Agenda for Sustainable Development (United Nations 2015).

More than half of the SDGs have an environmental focus and/ or address the sustainability of natural resource use with more than twelve promoting human well-being through the sustainable use of natural resources with targets concerning environmental sustainability (United Nations Environment Assembly of the United Nations Environment Programme [UNEA] 2016). These targets link to the quality of the physical environment either directly or indirectly.

CAK, its membership and strategic partners influence quality of physical environment policy and regulations development and implementation thus playing a critical role in environmental and Ecological Issues.

African Union (AU) Agenda 2063

The AU Agenda 2063 is a 50-year strategic framework with the main objective being to guide Africa's development for the next half-century and to achieve the vision of The Africa We Want. Agenda 2063 is aimed at being Africa's blueprint and master plan for transforming the continent into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.

AU's Agenda 2063 is a universal framework produced through extensive consultations and aiming at common objectives and aspirations in key areas of sustainable development in economic, social and environmental agendas. The Goals, Targets and Priority Areas of AU Agenda 2063 and the Goals and Targets of Agenda 2030 overlap in broad areas of convergence such as: human development (poverty eradication, education, health), sustainable economic opportunity (transforming economies, infrastructure and rural sector), gender equality and youth empowerment,



peaceful and inclusive societies, accountable institutions, justice and environmental sustainability.

CAK will play critical role in the implementation of the AU agenda through partnership and collaboration with its members, strategic stakeholders, donors and the Government of Kenya.

Africa Population Trends

According to the UN Department of Economics and Social Affairs Population Dynamics- World Population Prospects 2019, world population is expected to increase from 6.9 billion to more than 9 billion, with 98% of this growth happening in the developing and emerging world with more than half of global population growth expected to occur in Africa. The population of sub-Saharan Africa which is estimated at 1.09 billion in 2020 is projected to double by 2050 attributed to the large number of young people currently on the continent, who are expected to reach adulthood in the coming years hence playing a central role in shaping the size and distribution of the world's population over the coming decades.

This population growth within Sub-Saharan Africa will greatly impact on government priorities and strategies as most government's shift their focus more on provision of basic needs (food, shelter, health, education and security) and essential utilities such as roads, water, electricity amongst others to support this population growth. The conservation agenda is likely to be the least area of focus for many governments.

CAK will continuously review its strategic focus to align them with emerging diverse government priorities, focus areas and expectations to ensure sustainable conservation of flora and fauna and natural ecosystems.

Climate Change and Africa's Blue Economy

The impact of global warming is being felt across the globe, with natural ecosystems being greatly affected. The sustainability of natural ecosystem is getting more focus to mitigate the impact of global warming. According to State of the Climate in Africa 2019 report a multi-agency publication coordinated by the World Meteorological Organization (WMO), Climate change is having a growing impact on the African continent, hitting the most vulnerable hardest, and contributing to food insecurity, population displacement and stress on natural ecosystems. Recently the continent has witnessed devastating floods, an invasion of desert locusts, and drought because of a La Niña event. The situation has been aggravated further by the COVID-19 pandemic.

In Africa, 38 of 54 African states are coastal states with over 90% of Africa's imports and exports transported by sea, making the continent a strategic gateway for international trade. The continent's geopolitical importance and sound ocean governance is therefore of significant prominence to the African Union and the global in general. There is a need to create an enabling framework for the development of Africa's blue economy while ensuring environmental and economic sustainability and improving maritime safety and security in Africa's waters.

While some challenges such as maritime theft, overfishing, biodiversity loss, marine plastic/litter, micro-plastics, and climate change threaten the sustainable use of oceans and sea resources many African governments have begun to address the issues. To address the threats of climate change to the Blue Economy, the AU Commission is developing a continental strategy on climate change and the impacts of climate change. The continental strategy is envisaged to address climate impacts on oceans, the ecosystems and biodiversity.



In line with CAK's mandate, the Secretariat is uniquely positioned to help its members and strategic partners tap into Blue Economy opportunities and address inherent biodiversity and climate change threats through generation, application and dissemination of conservation data and information for sustainable development.

Corona Virus (COVID-19)

With most African economies being dependent on agriculture, which is highly labour-intensive, shortages of workers due to restrictions on people's and labour mobility may compromise the provision of inputs in upstream, farming activities and downstream trading, processing and transportation activities. According to the African Union Member States, the COVID-19 pandemic was anticipated to exert a significant supply shock on food in the region threatening food security and nutrition.

The COVID-19 pandemic further exacerbates the situation of already high rates of hunger, malnutrition and poverty due to challenges affecting rural areas. It also affects the implementation of conservation activities.

This puts strategic institutions such as CAK at the fore front of management of environmental issues caused by the negative impact of the pandemic.

The East African Community (EAC) Protocol on Environment and Natural Resources Management

This Protocol provides for cooperation by partner states in the management of the environment and natural resources within their jurisdiction including transboundary ecosystems and natural resources. It also addresses issues related to transborder conservation, wildlife census, customs laws to address environment and wildlife crime. Article 6 of the Protocol outlines a commitment by partner states in ensuring sound environment and natural resources management in the EAC Community. The EAC seeks to harmonize the policies, laws and strategies in their national jurisdictions.

The Alliance being the voice of its membership will continue to influence regional policies and legislations through influencing Kenya's position on diverse management of environment and natural resource matter

NATIONAL CONSERVATION PERSPECTIVE

Misconception of Conservation in Kenya

There exist various conservation narratives which are rooted in Kenya's colonial legacy. It is a narrative in which the Kenyan people have no place in conservancy which lead to emergence and subsequent adoption of various management approaches. During the colonial era, the colonialists deliberately excluded indigenous people from their land and hunting rights, utilizing wildlife exclusively for exploitation and recreation. As wildlife resources dwindled, colonial bureaucrats liberally employed statecraft, in which policies of social control for safeguarding flora and fauna that favoured a neo-colonial premise centred on conquest and land acquisition for government, the elites, and their hobbies including the exertion of draconian retribution for locals caught flouting conservation laws and regulations, as well as practices that limited indigenous access to land, wildlife, and other key commercial and subsistence resources, effectively exerting political and societal control over the indigenous people of Kenya (Cockerill and Hagerman 2020).

This legacy continued even after Kenya gaining its independence and resulted in a form of social control and spatial segregation between indigenous populations and wildlife, with fixed boundaries between nature, culture, and ultimately society. Denied a role in wildlife management, and not sharing in its economic benefits, impoverished Kenyan citizens were pushed towards illicit land activity contributing to the misconception that wildlife should be protected largely by non-Africans. However, over the years an integrated approach has been adopted by most conservancies with



local communities being now involved in the conservation and protection of wildlife. The community-centric approach recognises that the responsibility for conservation lies with the Kenyan people themselves, that integrates local community conservation knowledge and cultivates a more holistic understanding of the environment and wildlife, which is at the core of CAK's stakeholder engagement initiative

Devolution of Natural Resources

Natural resource management in Kenya has mainly been a state affair, with little or no involvement of the local communities and the public in general. Any efforts towards facilitating community participation or inclusion in such management had been peripheral. The State acted as the custodian of natural resources with the public being expected to receive only accruing benefits if any, without participation in crucial decision-making. Inequitable benefit sharing, exclusion of the poor and the marginalised in decision making system, and indiscriminate environmental degradation are some of the features that characterized natural resources management system in the past. Over the years, there has been a paradigm shift in conservation and natural resource management from the central government to Community-Based Natural Resource Management (CBNRM) approaches and currently devolution of natural resources.

Devolution has ensured that Government control over the use of natural resources is increasingly shared with local communities. It has enabled the local people to identify and prioritise their environmental problems accurately; ensure efficient resource allocation; promote greater respect for decisions made with local inputs such as rules for resource use; allow for easier monitoring of resource use and give marginalised groups greater influence on local policy. The Alliance in line with Kenya Constitution 2010, calls for respect of the environment, being the people's heritage. It places a duty on every person to cooperate with state organs and other persons to protect and conserve the environment and ensure ecologically sustainable development and use of natural resources.

The Government of Kenya to streamline implementation of various county Government spatial plans developed County Spatial Planning Guidelines 2018 in line with Part 11 Article 8 of the Fourth Schedule of the Kenya Constitution 2010. The counties are expected to perform the functions of; formulating County specific policies, strategies and Guidelines, preparation of County spatial plans and urban

spatial plans, implementation of the plans, undertaking of research on spatial planning within their area of jurisdiction and participating in the preparation of regional spatial development plans. It is envisaged that counties will adopt these guidelines throughout the country in provision of spatial planning services and legislation of planning will borrow heavily from these Guidelines.

The Alliance in pursuit of its mandate will continue to play its critical role in advocating and lobbying for pro-conservation, statutes, legislations and policies at national and county levels for a balanced and sustainable implementation of county spatial plans.

Youth and Environment

Kenya's population was enumerated at 47.6 million in 2019 census with an inter-censal population growth rate of 2.3 percent. This rapid population growth poses serious environmental challenges such as increasing demand for land resulting in degradation, depletion of natural resources, a decline of natural assets and the impairment of natural ecosystems. According to the census results 75% of the total population is under the age of 35 years old hence high young population.

The youth are largely jobless and tend to rely heavily on natural resources for their livelihood e.g., deforestation following tree harvesting for multiple uses, with the most notorious destruction attributed to illegal charcoal burning and commercial logging. Women who are majority compared to men, owing to their roles in family set-up especially in rural areas, tend to be more connected to the environment in activities like fetching firewood and water, among others.

The Kenyan youth engage in self-employment as observed in well nurtured and established tree nurseries and seedlings along roadsides in urban and rural areas. Such tree seedlings have supported reforestations in many rural areas and the greening of urban centres. However, in some cases self-employed youth engage in curio business for tourists, soapstone quarrying, sand-harvesting, charcoal business, and general crafts industry that cause severe environmental degradation in some areas (NEMA, 2010). Consequently, this leads to conflict over natural resources at personal, community, regional, and national levels. Therefore, strengthening youth and women mainstreaming in environment and natural resources governance is instrumental in realization of CAK's mandate through sustainable natural resource management.

OUR OPERATIONAL CONTEXT

OUR EXTERNAL ENVIRONMENT

Political, Economic, Social, Technological, Legal and Ecological Environmental (Pestle) Analysis

A comprehensive analysis of our Political, Economic, Social, Technological, Legal and Ecological Environmental (PESTLE) factors was undertaken to determine and review the major parameters that will impact on performance and draw emergent strategies for optimising the realisation of CAK's objectives over the envisaged plan period. Resulting from the analysis the following PESTLE issues and proposed strategic response were highlighted:

Category	Factors	Strategic Response Relevant to CAK
Political	Inappropriate Government Structure: Misplacement of conservation functions within the government structure	Lobby for government restructuring within relevant ministries for coordinated conservation management.
	Lack of harmonized policy and legislation.	Advocate for favorable policy and legislation.
	Lack of clear policy framework for transboundary ecosystems:	Advocate for the harmonization of relevant policy and legislation.
	Human conflicts and community wars: Post-election violence, civil war, internal community conflict.	Actively engage county governments and relevant authorities to promote peace and security especially during the election period.
	Corruption- poor governance and ethics within government.	Promote cohesive transboundary management in conservation.
		Work with relevant authorities to address corruption. Develop whistle blowing guidelines.
Economic	Lack of consensus on sustainable consumption and conservation	Sensitize the general public on the need to conserve our environment
	Inadequate or unsustainable developmental and Infrastructure plans.	Champion for good governance and accountable processes across all stakeholders
	Increasing population and ineffective county spatial planning	Promote sustainable economic use of environment
	Perceived low economic value of wildlife	Finding a balance and a win-win solution for infrastructure projects.
	High unemployment rate in the country resulting into increased degradation of natural ecosystems	
Social	Global pandemics e.g. COVID - 19, SARS, MARS, HIV -AIDs etc.	Increase awareness on the value of natural resources
	Increased human-wildlife conflicts	Promote the adoption of indigenous knowledge in conservation
	Over consumption and over extraction of natural resources	Promote sustainable resource use including land use planning
	Low recognition of natural capital & resources within Education system	Collaborate with government and other stakeholders to reduce the impact of pandemics and conflict on local communities
	Erosion of Indigenous knowledge on conservation.	Pursue legal recourse based on circumstances.
	Changing Land tenure and sub-divisions	



Technological	Rapid uptake and change of Technology	Promote the adoption and use of technology in conservation
	Increase in Digital communication	Lobby government to invest in appropriate technology in its conservation activities.
		Use technology in research and innovations in the sector. Insemination, disease control and management, waste control.
Legal	De-harmonized regulations and statutes on conservation.	Advocate and lobby for development, review and harmonization of laws on conservation.
		Promote the domestication of international conventions
		Advocate and lobby for the implementation of regulations and laws
		Participate in the legislation development process
		Continuously monitor and analysis the impact of specific regulation and laws to conservation activities
		Propose amendments to regulations and laws
Environmental	Divergent approach on Environmental Issues	Undertake, encourage, and facilitate research into various environmental issue and their economic impact (positive or negative)
	Poor disaster and emergency response	Map environmental issues impacting the country
	Global warming and Climate change	Develop a emergency and disaster framework with members and other stakeholders
		Continue to sensitize stakeholders and the public on climate change
		Promote initiatives that address the impacts of climate through joint resource mobilization, awareness creation, research and training among others.

OUR INTERNAL ENVIRONMENT

A SWOT (Strengths , Weaknesses, Opportunities and Threats) analysis of CAK's Internal environment was also undertaken to determine and review the major parameters that will impact our performance and draw emergent strategies for optimising the realisation of our objectives over the envisaged plan period.

Strengths and Weaknesses

Strengths Identified	Weaknesses Identified
Strong Membership: CAK has a strong membership base that is both international and local and cuts across various thematic group areas	Financial sustainability of CAK: CAK relies on the goodwill of members and donors.
Sector recognition and goodwill: CAK has government, international bodies & industry recognition, respect and credibility	Inadequate staffing level: Currently only two staff have been recruited.
Strong sectoral working relationship: CAK has a good working relationship with Government, other conservation organisations, legal entities, etc	Competing member: Competing interest within members leading to misunderstanding and conflict
Strong donor support: CAK has access to donors and resource providers (e.g. USAID which can propel CAK forward)	Apprehensive stakeholders: Fear of loss of organizational relevance leading to some organisations not joining the alliance.
Sector knowledge & expertise: Good technical knowledge, skills and expertise within the CAK secretariat	Lack of a strategic plan: Inadequately defined CAK priorities for the sector
Unifying voice for the sector: CAK has the convening & unifying power of an umbrella body of the conservation sector	Lack of a stakeholder engagement framework - for various key stakeholders interacting with CAK.
Strong Governance structure: CAK Governance structure is in place	Inadequate information dissemination and communication - ICT infrastructure to support an effective knowledge management system.
Good record of service delivery: Procedures and systems for delivery of services are in place that govern the operations of CAK	
Solid regional and international membership: Members and partners with regional and international bodies e.g., membership with IUCN	
Strong negotiation and bargaining power: As an umbrella body CAK can represent its members & with authority	
Good relationship with media: Since its inception CAK has built a good working relationship with the media	
Good communication: Various communication channels established and being used e.g., website and social media platforms	



Opportunities and Threats

Opportunities identified	Threats identified
Sector Shield system: CAK can be the leading umbrella body for all conservation organizations operating in Kenya.	Predatory behavior of Government (County and National): For example rent seeking and inadequate reciprocal engagement.
Creating awareness: The increasing awareness and growth of conservation movement within Kenya and globally.	Donor Influence: Over reliance on external funding to support conservation programs that may pose as a risk to
Economic Diversity: Government's desire to diversify the economy especially the tourist sector	Membership is voluntary and not legally binding- hence need for value proposition for members
The need for a conservation resource centre: There is need to collect, collate store and share data & information on conservation	Global geopolitics: Shifting global agenda pauses a threat in sustainable conservation.
Need for conservation and biodiversity actuarial work: There is need to research and quality the Kenya's biodiversity assets	Climate change: The effects of Climate change continue to negatively impact conversation initiatives.
Increasing importance of carbon credit trading: with some members and other key stakeholders running carbon credit programs.	Human-wildlife conflict: Loss of habitat due to Infrastructure developments and Increasing Urbanization – increasing human population is a threat to wildlife, forests, etc.
Advocating for natural resources: Changing mind set towards natural resources as a key aspect of the economy and sustainability	Competing and overlapping member interests: Some members are undertaking similar conservation programmes which could led to competition and conflict
Climate change lobbying: Increasing importance of climate change and SDGs. There are a lot of funds to be tapped into at the global level.	





OUR STRATEGIC APPROACH

To realize fully its mandate and core functions, CAK will focus on the following strategic direction as highlighted in this section

OUR MANDATE

To be a leading unifying voice in Kenya for our members and key stakeholders on conservation actions, initiatives and interventions for sustainable ecosystems where people, nature and economy thrives.

OUR VISION

A unified voice in Kenya where people, nature and economy thrive sustainably.

OUR MISSION

To advocate and lobby for conservation of sustainable ecosystems where flora, fauna, communities and livelihoods flourish by supporting, coordinating and facilitating members to effectively implement their various conservation programs, initiatives and interventions in Kenya.

OUR CORE VALUES

Our conservation efforts, activities, and engagements for both flora and fauna shall be guided by the following core values.

Diversity:	Embracing diversity through focused and effective Collaboration, Partnerships and Engagements.
Ethics & good governance:	Uphold Integrity, Transparency & Accountability
Sustainability:	Pursue Innovative, creative initiatives and interventions.
Respect for others:	Recognition of professionalism and technical expertise of our members and stakeholders.

OUR VALUE PROPOSITION

We are uniquely positioned to provide our members with a united platform to communicate, exchange and share their expertise and experiences on environment, natural resources and conservation management at national, regional and global level. We are well positioned to be the only entity representing various conservation organisations within the country. As a membership organisation, we best placed to represent the views and support the needs of our members.

OUR THEORY OF CHANGE

Ultimately, we envision a future where people, nature and the economy is thriving.

Pathway to Success: We believe that empowering our members and other stakeholders to adequately address various conservation issues in a cohesive and coordinated manner will result in improved conservation action within the country. We believe that the pathway to success is through advocating for favorable policy and legislation; promoting strategic partnerships and collaboration; building the capacity of members and facilitating knowledge management and information sharing.

To achieve this, we will need to strengthen our capacity to effectively support our members as well improving our financial stability.

It is based on this premise that we derive our theory of change as summarized below:

IF

Conservation organizations in Kenya have a unified voice through a robust, alliance,

THAT

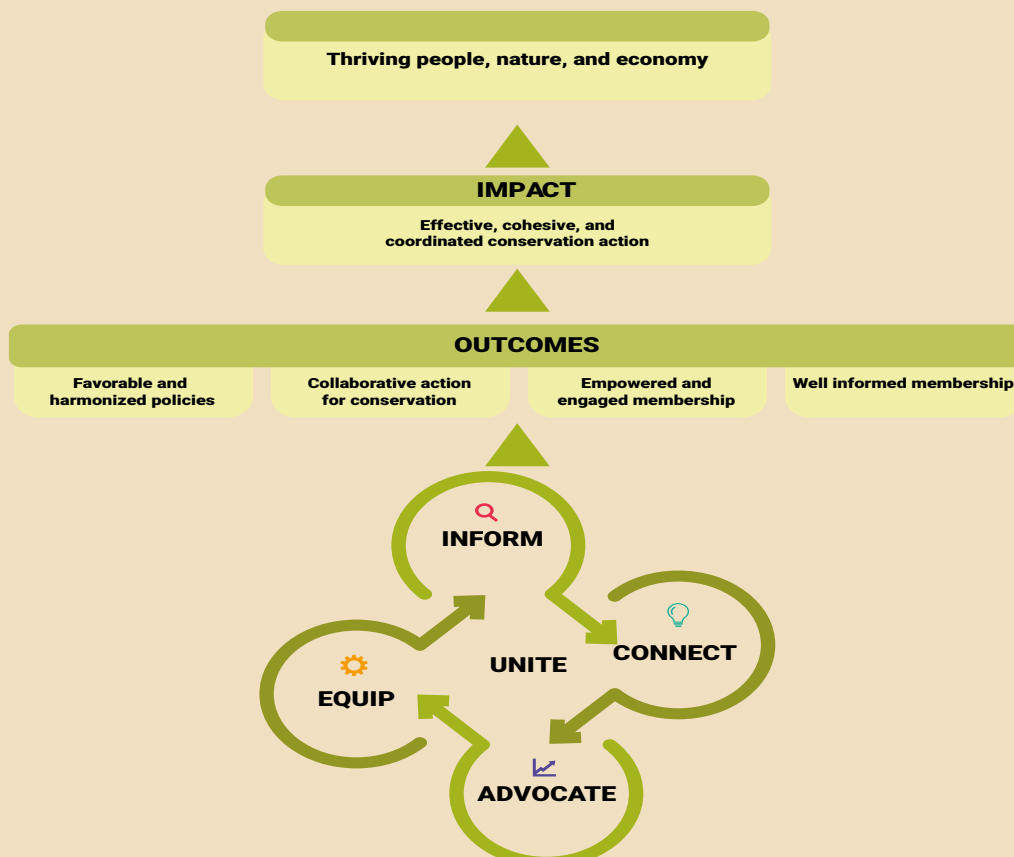
Commits to advocating for favorable policy and legislation; promoting strategic partnerships and collaboration; building the capacity of members and facilitating knowledge management and information sharing

THEN

Conservation action within the country will be more cohesive and well-coordinated for significant impact.

THUS

Contributing to the ultimate vision of thriving people , nature and economy in the country.



OUR FIVE-YEAR PLAN FOR IMPACT

Over the next five years we will focus on the following goals: Advocate and lobby on behalf of members on various pertinent issues on conservation (including policies, legislations, regulations amongst others) prevailing and emerging within the sector in Kenya.

Enhance strategic partnerships, collaborations through focused stakeholder engagement to enable, facilitate, support, coordinate our members implement programs. Every member will be required to join a thematic group.

Build the capacity of members and other key stakeholders (Media, professional bodies, legislators, judiciary, communities, livelihoods and IPLC etc.) to engage better on conservation issues and matters.

Undertake research on diverse thematic group areas on behalf and through our members and generate, collate, and share critical data/information on conservation of flora and fauna in Kenya.

Strengthen the institutional capacity of the CAK secretariat to effectively represent members and other stakeholders.

STRATEGIC GOAL 1: STRATEGIC ADVOCACY AND LOBBYING.

CAK being a membership organisation, will focus on creating a unified platform for its members that will spearhead advocacy and lobbying various key stakeholders in the sector on emerging and prevailing pertinent issues in conservation affecting implementation of their programs and conservation efforts in general within the sector. This will be achieved through; promoting favourable legislations, policies and conservation management plans both at national and county levels; lobbying to influence international and regional conventions to take into consideration Kenya's position; and engage and involve Community, youth, women, special interest groups and other key stakeholders in development, review and implementation of conservation policies and legislations including CAK /Country positions on various thematic group focus areas. The strategic goals, objectives, strategies and support activities are as outlined below.



Strategic Goal	Objectives	Strategies	Support Activities
Promote favourable legislations that address conservation issues and country specific positions	Develop, review, and harmonise policies, legislations & conservation management plans at national and county levels. Target groups: Senate, National and county assemblies, state agencies	Assess policies, legislation, and conservation master plans gaps (including spatial plans) at national and county level -relevant legislations (Wildlife Act, Forest Act, Fisheries Act, Climate Change Act, EMCA, Budget Allocation process etc.) Lobby for adequate funding of conservation initiative and interventions for Flora and Fauna at National and County level.	Audit and assess policies, legislation, and conservation master plans at national and county levels on the key thematic focus areas Hold Participation forums with key ministries and county government during budget formulation process. Develop and publish CAK National and County Budget policy statement.
		Lobby for recognition of Natural Capital contribution to National GDP	Collaborate with Natural Capital Network (KEPSA) and other relevant organization to conduct a national audit of natural capital (Valuation and impact on GDP). Assess and Identify bio-prospective activities to inform policy and legislation. Lobby for policy and legislation for collection, storage and disposal of wildlife products and trophies for all species.
	Lobby to Influence international and regional conventions to take into consideration Kenya's position Target groups - international organisation, regional economic groups e.g. UNFCCC, CITES, RAMSAR, UNEA, CMS, CBD, UNCCD	Develop CAK and national position papers/ statements and policy briefs on conservation (including the spread of zoonotic diseases such as COVID-19, EBOLA etc).	Develop engagement framework with clear TORs and structure for each Thematic Group for thematic focus areas of CAK. Hold Quarterly and Adhoc thematic group meetings for thematic focus areas to undertake needs assessment, donor mapping and re-alignment of thematic group activities for each thematic area. Engagements to develop CAK /national position papers/ statements and policy briefs
		Build coalitions for CAK position at national, regional and international levels for various conventions	Develop, update calendar of events for all key conventions, events and MEAS Convene Local convention and invite national focal point and key stakeholders to discuss and agree on Kenyan Position Participate in various relevant conventions and hold side events to popularise Kenyan position. Track implementation of decisions and actions taken for each convention with implementation matrix
	Engage and involve Community, youth, special interest groups and other key stakeholders in development, review and implementation of conservation policies and legislations including CAK/Country positions.	Stakeholders' consultations and engagements on conservation policy and legislations; CAK/Country positions.	Collaborate with relevant key stakeholders for input, feedback and comments on diverse conservation issues.

STRATEGIC GOAL 2:

PARTNERSHIP, COLLABORATIONS AND STAKEHOLDER ENGAGEMENT

To ensure a unified and strong membership voice within the sector on various conservation issues CAK will explore strategic partnerships, collaborations and stakeholder's engagement with various key stakeholders and players within the sector. To realize this, we will create and enhance strong and sustainable strategic engagement with key partners and other stakeholders on various thematic focus areas to address emerging and prevailing issues within the sector; raise CAK profile as a membership association; establish and operationalize Membership and Board Charters; and create partnerships and collaborations with other stakeholders within the sector. The strategic goals, objectives, strategies and support activities are as outlined below.

Strategic Goals	Objectives	Strategies	Support Activities
Create and enhance strong and sustainable strategic engagement with key partners and other stakeholders on various thematic focus areas.	To develop and operationalize Stakeholders Engagement Framework;	Operationalize Stakeholder engagement strategy	Develop and review Stakeholder engagement strategy Implement Stakeholder engagement strategy
	Create and enhance strategic partnership and collaborations for conservation efforts	Habitat Protection, Restoration and Rehabilitation	Resource mapping to enhance conservation focused spatial plans Restoration of degraded habitats for both flora and fauna Fundraisings and awareness creation Events
		Climate change & impact on flora and Fauna	Assess and document impact of climate change on Flora and Fauna Identity, develop mitigation and adaptation measures on conservation
		Sustainable Ecosystems, Communities & livelihoods	Payment for Ecosystem Services (carbon credits, natural resources royalties, bioprospecting opportunities) Acquisition of conservation land for flora and fauna (lease and purchase) Capacity building of communities on viability conservation land use (benefits and incentives)
		Sustainable infrastructure expansion	Participate in Environment Impact Assessment platforms and forums for infrastructure projects Engage NEMA to review and improve the EIA process and systems
		Payment for Ecosystem services (carbon credits, natural resources royalties, bioprospecting opportunities)	Develop and facilitate implementation of PES engagement framework
		Cross border conservations	Lobby for harmonized transboundary policies and legislations in line with EAC treaty on conservation of flora and fauna Facilitate development and lobby for implementation of joint trans-border conservation initiatives and interventions
Raise CAK Profile as a membership association	Enhance CAK visibility and publicity	Communication Strategy	Develop, Implement and Review communication strategy
		Branding and Visibility	Develop, implement and review CAK Brand Manual Develop and implement CAK branding plan (CAK branded merchandize, media space etc)
Establish and operationalize CAK Membership & Board Charters.	Recruit and retain existing and potential members and establish strong and sustainable governance structures	Membership & Board Charters	Develop Membership & Board charters detailing (rules & regulations, obligations, election of the board, Board committees, membership fees & categories, sanctions, membership value proposition etc)
			New members recruitment drive
			Hosting of Members Annual General Meeting
Create partnerships and collaborations with other stakeholders	Sign MOUs with strategic stakeholder holder for partnership and collaboration on conservation of flora and fauna	Formalize stakeholder relationships through MOUs	Identify and profile key stakeholder for partnership and collaboration
		Formalize stakeholder relationships through MOUs	Sign MOUs & Agreements with identified stakeholders (learning institutions, professional bodies, private sector & individuals, Donors, Media etc)

STRATEGIC GOAL 3:

CAPACITY BUILDING OF MEMBERS AND OTHER KEY STAKEHOLDERS

Being a membership organization with diverse technical expertise, interests and backgrounds, we will endeavour to develop the capacity of our members and other key stakeholders to engage better on diverse conservation matters. The strategic goals, objectives, strategies and support activities are as outlined below.

Strategic Goals	Objectives	Strategies	Support Activities
Capacity building of members and other key stakeholders on diverse conservation interventions and initiatives	Enhance stakeholder's knowledge in the sector through facilitating and coordinating capacity building of members and other key stakeholders to engage better on diverse conservation matters	Engage members and stakeholders to assess capacity assets and needs (target group and training modules) on thematic focus areas	Conduct capacity needs assessment with CAK thematic group areas of focus Develop capacity building strategies/programmes/ calendar and Monitoring, Evaluation & learning tools. Conduct capacity building programme & workshops Collaborate with members on their capacity building programs and sponsor members to attend
		Capacity build members on international conventions	Training of members/stakeholders in the preparation of proposals/positions for conventions. Sponsorship of CAK members who have been trained to attend international conventions
		Training Impact Assessment	Assess the impact of the training and capacity building by CAK

STRATEGIC GOAL 4:

KNOWLEDGE MANAGEMENT AND INFORMATION SHARING

To ensure members are adequately informed about the sector, CAK will create and enhance knowledge management and information sharing through research. The strategic goals, objectives, strategies and support activities are as outlined below.

Strategic Goals	Objectives	Strategies	Support Activities
Create and Enhance knowledge creation, data and information sharing through research.	To establish a fully-equipped resource centre with research and information resources on conservation and related subjects	Resource the Research Centre (Sector Think Tank)	Recruit relevant Personnel Equip the Resource Centre with Systems, tools and materials Undertake research on various thematic focus areas and other emerging issues in the sector on behalf and through our members Develop CAK metric for monitoring demographic statistics for all wildlife species Develop and update CAK database on indigenous knowledge and cultural practices on conservation Share and Disseminate research finding through various communication channels (newsletters, conference proceedings & CAK Annual Report) Develop the concept note for construction of CAK Resource centre and Secretariat
	To develop and maintain a functional Database of CAK key stakeholders (members & donors), key thematic focus areas of interest, conservation inventories, & bio-prospecting activities, etc.	Mapping and scoping exercise (desk review by CAK secretariat); IT expertise and advisory	Develop and update CAK database for members, donors and key relevant stakeholders
		Identify, collaborate and partner with other institutions on research in conservation sector.	Sign MOU's with relevant institutions on conservation research.

STRATEGIC GOAL 5: CAK INSTITUTIONAL STRENGTHENING

To ensure future sustainability of CAK and effective delivery of its mandate, we work towards building our institutional capacity. We will also fundraise and mobilize resources to fund the Secretariat and establish a Conservation Endowment Fund that will pool resources to support members. The Secretariat will develop fundraising framework to guide the implementation of fundraising strategies. The strategic goals, objectives, strategies and support activities are as outlined below.

Strategic Goals	Objectives	Strategies	Support Activities
CAK established as strong and sustainable organization	To provide a framework for donor fund engagement with development partners and the private sector and other key stakeholders	CAK Financial and funding frameworks	Develop, review and implement financial management policies, procedures and systems Establish Conservation Endowment Fund
	Fundraise and mobilize resources for effective implementation of CAK mandate and programs	Resource mobilization and stakeholder engagement	Develop Fundraising Framework and Fundraise to Operationalize the Secretariat and Thematic group areas of focus Thematic focus areas proposal development Profiling experts within CAK membership for resource mobilisation
		Donor profiling	Database for development, partners and private sector supporting conservation initiatives
		Profiling and certification of eco - sustainable organisations	Develop CAK certification criteria, process and evaluation team(s) Certification of organisations, individuals etc
	Lobby for government support and budget allocation for conservation	Lobbying government to implement PBO Act 2013	Build a consortium to lobby and engage Treasury and KRA for the recognition of members and tax/levies/fees relief
		Lobby for Trust Funds to allocate funds for conservation	Engage and lobby Trust Funds (eg Tourism Trust Fund) to allocate funds for conservation
	Improve efficiency and efficacy of CAK	Establish suitable systems, structures and team	Define institutional capacity and address gaps Identify, recruit and retain staff based on the approved structure Improve governance and management capacity
	Establish a framework for financing conservation through development partners , private sector and other key stakeholders	Provide a collaborative platform for financing conservation	Define and develop a framework for financing Engage relevant stakeholders for financing



OUR IMPLEMENTATION FRAMEWORK

Governance and Management

The Alliance membership is open to registered International Non-Governmental Organizations (INGO), Non-Governmental Organizations (NGO), Civil Society Organizations (CSO) and Community Based Organizations (CBO) involved in the wildlife, environment and natural resources management. Our governance structure consists of a Board of Directors (elected by members at the Annual General Meeting) responsible for policy and oversight. This board is supported by a lean Secretariat that is responsible for the day-to-day management and operations of the Alliance. The current secretariat consists of two staff members – the Chief executive and a Communications Officer. To achieve our goals as outlined in this Plan, we will expand the Secretariat over the next few years to support operations.

To effectively implement this strategy, CAK will adopt the following governance and human resource structure with the following levels as guided by articles and memorandum of association, members charter, and code of ethics.

Decision Making- AGM

At the apex of the CAK's governance structure is the Annual General Meeting which is the overall policy and decision-making organ. During the AGM, members will make submissions, vote on decisions, elect Board members from its membership to provides leadership and oversight of the Secretariat activities as well promoting its activities at

national and regional levels. CAK members will be guided by the articles and memorandum of association, members charter and code of ethics which provides for membership categories and fees, members rights, obligations and responsibilities, operation procedures, voting and decision making, amongst others.

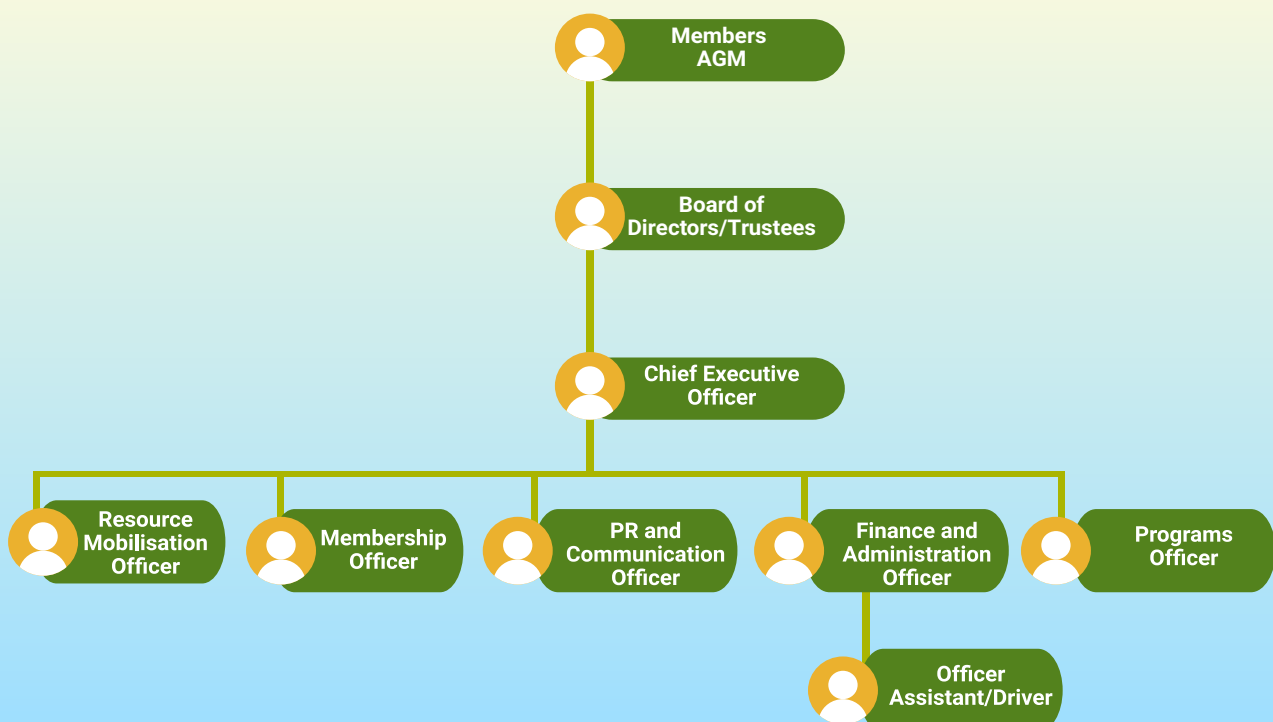
Strategy and Direction- Board of Directors

The Board of directors are elected by members during the AGM to provide the strategy and direction for CAK. The Board appoints the Council of Advisors and thematic chairs. The key responsibilities of the Board will be to recruit, supervise, evaluate and compensate the CEO; provide organizations direction in the vision, mission and goals in consultation with the CEO; establishing organizations governance systems and policies; fiduciary duty to protect organizations assets and protect members' interest, the audit process and appointment of the auditor. The Board Charter, code of ethics and the articles and memorandum of association guide Board actions and decisions.

Delivery -The Secretariat

The Secretariat headed by the CEO will be responsible for day-to-day functions, maintaining a member's database, coordinating thematic group meetings and activities, resource mobilization, implementation of Board actions and the strategic plan, including reporting to the Board.

The organogram for the Secretariat will be as illustrated below.



Currently the CAK secretariat operates from an office space donated by Africa Wildlife Foundation off Ngong Road in Karen. The Secretariat has only two members of staff, the CEO and PR & Communications officer. Implementation of key activities in various thematic focus areas is supported by Members through different thematic group leads. To

Monitoring, Evaluation, Learning and Reporting

A monitoring and evaluation system is necessary to ensure that CAK has timely, focused, objective and evidence-based information on the performance of its activities to support the implementation of this strategic plan. It requires observation, measurement, feedback, and guidance. In this regard, CAK will, as a matter of priority, establish an effective monitoring and evaluation system consisting of:

- i. Appropriate performance indicators
- ii. Data collection and reporting system
- iii. Evaluation and review mechanism

An effective monitoring and review mechanism produces data and information relating to the carrying out of an organisation's activities and the extent to which targets are being met. Where a variance is registered between planned and actual accomplishment, a basis is provided for appropriate remedial action to be taken by the Secretariat and, where necessary, by the relevant Committees with a view to ensuring that the goals and objective are realised.

Financing

To ensure effective implementation of each strategic goals and operationalization of CAK secretariat, the inherent financial requirements were determined, and budget estimates computed. The required financial resources for the implementation of the plan during the plan period will largely be drawn from members and donor support. However, the Secretariat will endeavour to pursue self-sustenance strategies as identified in the fundraising and resource mobilization strategic goal as a long-term strategy to support its administrative and membership programs and operations

The implementation of this plan is estimated to cost USD 7.88 million. The required financial resources for the implementation of the plan during the plan period will largely be drawn from members and donor support. However, the Secretariat will endeavour to pursue self-sustenance strategies as identified in the fundraising and resource mobilization strategic goal as a long-term strategy to support its administrative and membership programs and operations.



Contacts

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