



THE EAST AFRICAN  
WILD LIFE SOCIETY

The Voice of Conservation in East Africa

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# STRATEGIC PLAN

2014-2019





Photo by Stratton Hatfield

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## Acronyms

<b>ACC</b>	African Conservation Centre
<b>AJE</b>	African Journal of Ecology
<b>ARD</b>	Association for Rural Development
<b>AWF</b>	African Wildlife Foundation
<b>BMUs</b>	Beach Management Units
<b>CCAs</b>	Community Conservation Areas
<b>CFA</b>	Community Forest Associations
<b>CSOs</b>	Civil Society Organizations
<b>EAC</b>	East African Community
<b>EAWLS</b>	East African Wild Life Society
<b>EIA</b>	Environmental Impact Assessment
<b>EMCA</b>	Environment Management and Co-ordination
<b>FFI</b>	Fauna and Flora International
<b>GDP</b>	Gross Domestic Product
<b>ICS</b>	Interim Coordinating Secretariat
<b>IUCN</b>	World Conservation Union
<b>KeNHA</b>	Kenya National Highway Authority
<b>KFS</b>	Kenya Forest Service
<b>KFWG</b>	Kenya Forests Working Group
<b>KWCA</b>	Kenya Wildlife Conservancy Association
<b>KWCF</b>	Kenya Wildlife Conservation Forum
<b>KWF</b>	Kenya Wetlands Forum
<b>KWFS</b>	Kenya Wildlife and Forests Service
<b>KWS</b>	Kenya Wildlife Service
<b>LAPSSET</b>	Lamu Port-Southern Sudan-Ethiopia Transport
<b>M&amp;E</b>	Monitoring and Evaluation

<b>MCF</b>	Mara Conservation Fund
<b>MoU</b>	Memorandum of Understanding
<b>NEMA</b>	National Environmental Management Authority
<b>NET</b>	National Environment Tribunal
<b>NGO</b>	Non–Governmental Organization
<b>NNP</b>	Nairobi National Park
<b>NRT</b>	Northern Rangelands Trust
<b>SEA</b>	Strategic Environment Assessments
<b>TARDA</b>	Tana and Athi River Development Authority
<b>TNRF</b>	Tanzania Natural Resource Forum
<b>UNDP</b>	United Nations Development programme
<b>UNEP</b>	United Nations Environment Programme
<b>USAID</b>	United States Agency for International
<b>UWS</b>	Uganda Wildlife Society
<b>WCMA</b>	Wildlife Conservation and Management Act
<b>WRUAs</b>	Water Resource Users Associations
<b>WWF</b>	World Wide Fund for Nature

## Foreword

The East African Wild Life Society (EAWLS) is a membership-based public benefit organization that seeks to enhance the conservation and wise use of the environment and natural resources in the East African region. This strategic plan has been prepared to serve as a roadmap for programmes and institutional capacity development for the Society during the period 2014 to 2019. While maintaining its original vision and mission, this new strategic plan provides specific priority areas, goals and actions to focus on in order to advance the Society's mission during this period.

The process of developing the plan included an analysis of EAWLS' historical development, a stocktaking and review of key external factors and the operating environment, an analysis of the Society's internal capacities and operations, and finally the actual design and write up of the strategic plan. These activities were accomplished through a series of meetings and consultations with various stakeholders. Key among these meetings were a strategic planning retreat held in April 2013 and a stakeholders meeting held in August 2013, both of which gathered critical feedback on the draft strategic plan. The Council approved the strategic plan in March 2014.

Thus, this plan is grounded on a balanced assessment of previous performance, lessons learnt from past activities and opportunities for improved performance in a changing future environment. The plan provides a general direction for the Society's growth during the period, but also allows for flexibility so that the Society can adapt as needed. The plan is not budgeted, but is predicated on realistic resources that the Society anticipates in the period.

In order to deliver this strategic plan effectively and efficiently, EAWLS will use a combination of approaches, including advocacy, partnerships development, issues-based networks, community-based natural resources management, capacity building and the generation and sharing of information and knowledge.

By implementing the plan, the Society will continue to play a leading role in conservation issues, such as facilitating and contributing to the formulation and implementation of keystone policies and laws in the land, natural resource conservation and management sector that lead to the safeguarding of biodiversity and ecosystems as well as enhanced socio-economic outcomes in East Africa.

I believe this new strategic plan will benefit EAWLS as well as people, wildlife and nature in Kenya and East Africa.



Fredrick Owino

**Chairman, East Africa Wildlife Society**

## Acknowledgement

This strategic plan is intended to guide our future work beyond 2014 by focusing on areas that add value to our work so that the EAWLS remains relevant and focused within a changing context. The content of this plan is based upon reflecting on our work and achievements, learning from the past and using these experiences to strengthen EAWLS and keep it moving in a strategic direction. The plan will be implemented over the next five years, but its vision, mission and goals reach far beyond that timeframe. It will be implemented through annual work plans that are flexible enough to reflect emerging issues and realities on the ground. The plan was prepared through a consultative process that involved participation of EAWLS staff and Council members, East African Wild Life Society (EAWLS) partners and Maliasili Initiatives.

We are very grateful to EAWLS staff who willingly shared their perceptions about the Society, our work and what they feel could be strengthened; we are also grateful to the Council Members for policy direction and participating in important meetings and workshops that were organised to get input from people. We appreciate the input and suggestions made to develop the strategic plan by our close conservation organisation partners that we have worked with to realise some of the achievements presented in this strategic plan.

Without the financial support from the Embassy of Sweden and UKaid through Act! (Act, Change and Transform) as well as Maliasili Initiatives, this strategic plan could not have been completed. Thank you. Last but not least, we appreciate the facilitation role played by Jasper Morara and individual suggestions made to improve the plan, notably by Fred Nelson, Andrew Williams and Jessie Davie of Maliasili Initiatives.



Michael Gachanja  
**Executive Director**



## **1. Introduction**

### **1.1 Scope and Purpose of the Strategic Plan**

The 2014-2019 Strategic Plan presents EAWLS' roadmap for programs development and institutional strengthening for a period of five years beginning April 2014. The strategic plan takes cognizance of key contextual issues, including the rapid social and economic development and the associated pressures on the environment and natural resources in Kenya and the East African region, Kenya's constitutional order, a transition to a county system of government and regional integration.

### **1.2 Development of the Strategic Plan**

EAWLS engaged a consultant to guide the formulation of this strategic plan. The design process included an analysis of EAWLS' historical development, an analysis of the context and operating environment, an analysis of the internal environment, and the actual design and write up of the strategic plan. These activities were accomplished through a series of meetings and consultations with various stakeholders. Key among these meetings were a strategic planning retreat held in April 2013 and a stakeholders meeting held in August 2013 to gather feedback on the draft strategic plan. The Council approved the strategic plan in March 2014.



Photo by: Mumb Chaudry

## 2. Identity and Aspirations

### 2.1 Identity

The East African Wild Life Society (EAWLS) is a membership-based public benefit organization that seeks to enhance the conservation and wise use of the environment and natural resources in the East African region.

### 2.2 Vision

An East Africa where all people enjoy the full diversity, beauty and richness of nature.

### 2.3 Mission

To promote the conservation and wise use of the environment and natural resources in East Africa.

### 2.4 Core Values

**Public Benefit Service:** We are a public benefit service organization. We provide our services in a manner that respects and promotes the interests and benefits of the general public.

**Integrity:** We uphold honesty, transparency, reliability and consistency in all of our decisions and actions.

**Professionalism:** We strive to uphold the highest standards of ethical and professional practice in all of our decisions and actions.

**Equity:** We believe that all people have a right to a healthy environment and the fundamental benefits that nature provides. We promote the utilization of the environment and natural resources in a manner that optimizes the rights and benefits of current and future generations.

**Participation:** Our participatory approach is driven by the belief that all individuals, groups, communities and institutions have a role to play in conserving natural resources and the environment.

**Equality:** We are an equal opportunity employer with proper regard to the equality of gender, race and age.

### **3. Our Approach**

In order to deliver this strategic plan effectively and efficiently, EAWLS will use a combination of approaches, including advocacy, partnerships development, issues-based networks, community-based natural resources management, capacity building, generation and sharing of information and knowledge.

#### **3.1 Advocacy**

The Society will undertake evidence-based advocacy by ensuring development and implementation of laws and policies that are informed by credible research and best practices.

#### **3.2 Partnerships**

The Society embraces a partnership approach to the conservation and management of the environment and natural resources. We proactively seek and develop strategic partnerships with other stakeholders, including grassroots community-based organizations, national and international conservation organizations, the private sector, research and government institutions.

#### **3.3 Issue-based Networks**

From past experiences, issue-based networks are very effective vehicles for advocacy, coordination, knowledge sharing and learning in the conservation and management of the environment and natural resources. The Society has developed and will continue to host and support such networks in priority sectors including wildlife, wetlands, forestry and marine.

#### **3.4 Community-based Natural Resources Management**

The Society recognizes that local communities are important custodians of the environment and natural resources. In order to maximize results, we have integrated community-based approaches in our environment and natural resources conservation and management programs and initiatives.

#### **3.5 Capacity Building**

The Society recognizes the importance of technical and organizational capacities in environment and natural resources conservation. Thus, targeting government institutions, other civil society organizations, community based organization and the private sector to help build their capacity in the environment and wildlife resources management.

#### **3.6 Sharing of Information and Knowledge**

Information and knowledge sharing plays a critical role in our work by complementing all our other approaches. The Society will generate and share information and knowledge in variety of ways, including the publishing and circulating *Swara* magazine, producing a newsletter, holding dialogues and debates on emerging issues, updating information on our website, engaging with the public through social media, and publishing newspaper articles.

## **4. Our History, Achievements and Lessons**

### **4.1 History**

EAWLS came into being in 1961 through a merger of the Kenya and Tanzania Wildlife Societies (both formed in 1956) and wildlife enthusiasts from Uganda. EAWLS was originally registered as a Society and later as a non-governmental organization (NGO) in Kenya under the NGO Act of 1990.

The work of EAWLS has evolved over two phases since our inception in 1961. In the period 1961-1992 the Society's approach to conservation was more reactive and narrowly focused on wildlife protection. During this period key activities included supporting research, building capacities of individual wildlife conservationists, and supporting ex-situ conservation projects targeting endangered and threatened wildlife species. EAWLS gave grants to a number of Masters and PhD level students. EAWLS also made donations of anti-poaching equipment to the management of key national parks and reserves and supported the development of infrastructure, such as marking of boundaries in some reserves such as Kora National Reserve; establishing rhino sanctuaries such as the Nakuru Rhino Sanctuary; securing water resources in parks such as Amboseli National Park; constructing fire breaks and fencing in national parks; and contributing to animal counts and species monitoring.

Other initiatives included conservation education through student expeditions and training; rhino conservation initiatives, including the world known Michael Werikhe walks and production of scientific journals such as the African Journal of Ecology. EAWLS also provided specific institutional development support to the Wildlife Clubs of Kenya, Uganda and Tanzania, the National Museums of Kenya and various academic institutions including Mweka College in Tanzania and the Uganda Institute of Ecology. During this same period, EAWLS was instrumental in advocating for the establishment of a quasi-government institution to run the National Parks and Reserves in Kenya. This effort led to the establishment of the Kenya Wildlife Service (KWS). Since then, EAWLS and KWS have been playing a complementary role in wildlife conservation and management leadership. This relationship significantly contributed to the development of EAWLS as a reputable and globally recognized conservation organization.

At the regional level, EAWLS operated a branch in Uganda during the period 1961 to 1998. Thereafter, the branch became independent as the Uganda Wildlife Society. The consequence was a reduction of EAWLS' work in Uganda. The changing context and realities in wildlife conservation informed changes in EAWLS' approach. In the mid-1990s, EAWLS broadened its mandate to include generally the sustainable

utilization of the environment and natural resources as opposed to just wildlife. The way EAWLS approaches its work also broadened to include public education, advocacy, stakeholders' participation and capacity building. Since then the Society has been working in four broad areas, including forests and water catchment, wetlands, marine and wildlife. EAWLS registered key successes in its efforts mainly as a result of its advocacy and capacity building approaches. The Society's work in these areas was strengthened by the creation of sector-based national networks (forums) that emerged in the 1990s – the first being the Kenya Forest Working Group (KFWG). Community based approach to conservation has also grown over the years. The main aim focus has been to enable these grassroots organizations to develop the necessary technical skills and organizational capacities to effectively manage the environment and natural resources in respective localities. Currently EAWLS is seen as a leader in community-based approach to the environment and natural resources management.

In summary, the success of the Society is attributed to a three-pronged approach of advocacy, community-based conservation and public engagement on conservation challenges, insights and achievements through the *Swara* magazine.



Photo Courtesy of EAWLS Photo Library

## 4.2 Key Achievements

Throughout its history, EAWLS has achieved a number of great successes. The following provides a summary of recent notable achievements:

### Advocacy



#### **Issue 1 (2002 – 2007):**

Key environmental services provided by the five key water towers: Aberdares, Mt. Kenya, Mt. Elgon, Cherangani and the Mau Forests, were badly undermined by illegal land grabbing and encroachment.

**Action:** Evidence based advocacy through satellite imagery analysis and aerial surveys carried out by EAWLS, KFWG and UNEP. **Outcome:** Key environmental services provided by the five water towers safeguarded through improved management.

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**Issue 2 (2008):** Large-scale deforestation of the Mau Complex forests, which by 2009 resulted in the loss of about 100,000 ha. **Action:** High-level government presentations and aerial surveys by EAWLS, United Nations Environment Programme (UNEP) and the Kenya



Forests Working Group (KFWG) - a forum hosted by EAWLS – to relevant ministries. **Outcome:** The formation of a Mau Forest Task Force (2008) and formation of the Mau Interim Coordinating Secretariat (ICS) in 2009 to implement the recommendations of the Task Force. The result was a significant reduction in massive forest loss which could have threatened key economic sectors that include the 50 MW Sondu-Miriu power generation plant, tea, tourism and wildlife (Lake Nakuru National Park, Masai Mara National Reserve and Lake Baringo) sectors.

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**Issue 3 (2009):** Construction of a highway through the environmentally sensitive Aberdare National Park. **Action:** Objection to the National Environmental Management Authority (NEMA) on the recommendation of the Environmental Impact Assessment (EIA) report on technical grounds that the construction could have lead to habitat fragmentation and increased pressure to the park with an effect on biodiversity conservation, tourism

and water. **Outcome:** Refusal by NEMA to grant the proponent a license to construct the road.

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**Issue 4 (2010):** Proposal by the Lake Basin Development Authority to build a dam inside the South Nandi forest that would have led to the clearing of 1,185 ha of closed canopy rainforest, including 10 million indigenous trees; significantly drain the Yala Swamp; an important wetland and alter local microclimate, adversely affect farming, and led to biodiversity loss and habitat degradation. **Action:** Advocacy campaign spearheaded by KFWG to stop the project. **Outcome:** Government suspends the development process.

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**Issue 5 (2011):** Construction of a highway through Serengeti National Park in Tanzania which could have led to habitat fragmentation that could have undermined conservation efforts and increased pressure in the park; dramatically affected the wildebeest migration to their dry-season refuge in Maasai Mara with an estimated reduction in population by 30% with an effect in tourism in the park and in Mara Game Reserve. **Action:** High-level

advocacy to concerned ministries in Kenya and the office of the President. **Outcome:** The Government of Tanzania drops its plan to build the highway.

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**Issue 6 (2011):** Mass clearance of Dakatcha woodlands to make way for a 50,000ha of Jatropha plantation and clearing of over 60,000 hectares of land in the Tana Delta for growing Jatropha, proposals that were not economically and ecologically viable, could have undermined land use planning and deprived local communities of their livelihoods in the two areas. **Action:** Advocacy and awareness about the negative impacts of the proposals as well as objection to EIAs recommendations. **Outcome:** NEMA refuses to give EIA licenses to the projects.

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**Issue 7 (2011 – 2013):** Enactment of land laws and Wildlife Act to conform to the National Land Policy, 2009 and the Constitution as well as reflect changes over time. **Action:** Facilitation of stakeholders input into land law formulation process, engagement with Ministry of Environment and members of parliament including the Parliamentary Committee on Land and

Natural Resources in review of the Wildlife Act (1975): **Outcome:** Enactment of the Land Act 2012, the Land Registration Act 2012, and the National Land Commission Act 2012.

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**Issue 8 (2013):** Continued application of an old wildlife law enacted in 1979 despite changes in wildlife management approaches. **Action:** Proactive advocacy to have the law reviewed to reflect current situation that included Society – Government – Parliament engagement during the law review process. **Outcome:** EAWLS provided advocacy leadership and technical input in the development of the Wildlife Act 2013, a process that had taken over 10 years and which has now put in place one of the best laws to boost wildlife conservation in Kenya.

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**Issue 9 (2014):** Increased poaching of ivory and Rhino horn despite increased penalties in the Wildlife Act 2013: **Action:** Advocacy to have the Government take appropriate actions. **Outcome:** EAWLS appointed to sit in the Wildlife Security Task Force established to study wildlife security and management and



from encroachment, illegal grazing, overdevelopment in protected areas, etc. Recommendations of the Task Force are expected to address the surge in poaching ivory and rhino horn trafficking.

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**Issue 10 (2012):** Increased illegal trade in timber at Kenya – Tanzania border points. **Action:** Working with Tanzania Natural Resource Forum (TNRFF), the Society initiated discussions between the Kenyan and Tanzanian governments on ways to collaborate and harmonize efforts to develop a viable and sustainable forest product trade between the two countries. **Outcome:** Draft Memorandum of Understanding (MoU) being discussed by the Kenya and Tanzania governments, which may be signed before end of 2014.



## Litigation



**Issue 11 (2005):** Downgrading of the Amboseli National Park to a national reserve without parliamentary approval as required by the Wildlife Act. **Action:** Litigation by EAWLS and other partners in Kenya's High Court. **Outcome:** High court ruling in 2010 that reversed the 2005 legal notice published by the Minister for Tourism and Wildlife.

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**Issue 12 (2010):** Lack of a multiple and comprehensive Land Use Master Plan for the Tana Delta leading to development by Tana and Athi River Development Authority (TARDA) that infringe the rights of the people of the Tana Delta as envisaged by sections 28, 42 and 60 of the Constitution. **Action:** Support provided by the Society and Nature Kenya to a

court case advanced by local communities seeking court orders compelling TARDA to develop and implement a comprehensive land use plan for the Delta. **Outcome:** In February 2013, High Court rules that development agencies to develop and share with stakeholders including local communities land use plans for ongoing and planned development in the Tana Delta.

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**Issue 13 (2013):** Proposed construction of a road inside the only National Park in a city – Nairobi National Park – by Kenya National Highway Authority (KeNHA). **Action:** EAWLS and others appeal to National Environment Tribunal (NET). **Outcome:** A stay order is given by NET in May 2013 stopping KeNHA from proceeding with the road construction until the law and other procedures are followed.

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## Direct Ecosystem Management Initiatives



**Issue 14 (2009):** Illegal ring net fishing at Kenya's coastline taking place at between 1 and 2.5 nautical miles, along the less than 30 metre deep coral reefs and in the protected Watamu Marine Reserve. **Action:** Advocacy against ring net fishing

through the Society's Marine programme, based at Kenya South Coast. **Outcome:** development of a management plan for guiding ring net fishing in a legal and sustainable manner, which is yet to be implemented.

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**Issue 15 (2002 – to date):** Inadequate involvement of local communities in natural resource management. **Action:** Support provided to natural resources co-management and institutional strengthening processes. **Outcome:** Establishment of about 350 Community Forest Associations (CFAs) and 8 Beach Management Units (BMUs) and co-management agreements between government on one hand and CFAs and BMUs on the other.

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**Issue 16 (2012):** Inadequate mechanisms for stakeholder engagement in devolved system of governance. **Action:** Support

provided for creation of Natural Resource Management County Networks aimed at empowering stakeholders at county level to participate in County development under the new devolved Government governance structure. **Outcome:** Establishment of four natural resources management networks in Kwale, Nakuru, Samburu and Laikipia.

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**Issue 17 (2004 – ongoing):** Natural resources degradation. **Action:** Support provided to community work in rehabilitating forests (through the Tupande Pamoja initiative), degraded reefs (important fish breeding areas), developing management plans for key biodiversity areas such as Lake Ol Bolossat. **Outcome:** restoration of degraded ecosystems (mainly forest and marine – through formation of Community Conserved Areas) and their functions.

## Communication to the Public

EAWLS produces *Swara* magazine. This is a high quality, issue based, and public domain orientated magazine that is distributed to EAWLS members and sold in major outlets in Kenya. It is produced on a quarterly basis with a focus on conservation challenges and successes, lessons learnt, and new approaches, in order to stimulate better public understanding and debate.

EAWLS produces a quarterly newsletter aimed at updating members and public about the progress and results of the Society's programs, projects and other initiatives. The newsletter is complementary to *Swara* magazine.



## National Networks

EAWLS supported the formation and hosts three national sector-based forums. These forums are:

- Kenya Forests Working Group (KFWG)
- Kenya Wetlands Forum (KWF)
- Kenya Wildlife Conservation Forum (KWCF)

***Kenya Forests Working Group*** - KFWG is a multi-sector consortium, whose mission is to promote sustainable forest management through research, advocacy, networking, partnerships and livelihood linkages. Its key functions include serving the watchdog role in ensuring sustainable management of forestry resources, forestry policy and legislation advocacy, and capacity building of communities for participatory forest management.

***Kenya Wetlands Forum*** - KWF is a multi-stakeholder advocacy, knowledge and information-sharing platform that promote wise use of wetlands in Kenya. Its mission is to enhance sustainable management of wetlands in Kenya by supporting the development of effective laws and policies, innovations and advancing management best practices and its vision is to have wetlands that are effective in performing their natural functions and sustainably supporting livelihoods.

***Kenya Wildlife Conservation Forum*** - KWCF is an independent multi-sector consortium set up to facilitate the conservation and wise use of wildlife. The objective of KWCF is to ensure that Kenya's wildlife resources are sustainably managed, with economic, social and conservation benefits accruing at local as well as national levels, under the guidance of appropriate policies, legislation and conservation practices relevant to all land tenure forms.

### **County Networks**

To strengthen the natural resource management level at the devolved County Government, the EAWLS has established four networks to articulate and participate in formulation and implementation of policies:

- Laikipia County Natural Resource Network
- Kwale County Natural Resource Network
- Samburu County Natural Resource Forum
- Nakuru County Natural Resource Forum

As a result of the experience of the four networks, two other networks have emerged in Narok and Kilifi counties.

## **4.3 Lessons Learnt**

EAWLS has learnt a number of lessons through its historical development and work. This section describes key lessons EAWLS has learnt and outlines ways to utilize these experiences to inform its conservation agenda in the coming years.

### ***Advocacy***

Emergence of KFWG in the late 1990s was a major development and influence on the way EAWLS approaches conservation. It led to the wider adoption of working groups in different sectors as a locus for collaboration and advocacy. Issue-based networks have proven to be very effective environment and natural resources advocacy vehicles. The networks currently form an integral part of EAWLS's approach to conservation. EAWLS currently supports three forums including the KFWG, KWF and KWCF. These forums have been the main vehicles that EAWLS engages with other actors (government institutions, non-governmental organizations and civil society) to ensure a transparent and corrupt-free system for the management of natural resources. The most successful outcome of this approach was the involvement of EAWLS in the Mau Task Force, which led to a set of recommendations for the restoration of the Mau watershed. EAWLS effectively hosts the secretariats of the three forums, coordinates their meetings and fundraising activities. Informed by success with these forums, EAWLS has recently introduced the model at the county level. This hosting relationship is not always well understood and can lead

to unhealthy competition and conflicts among members particularly with respect to sharing resources and responsibilities. Despite these challenges, the forums approach has so far been a great success.

### **Examples of Lessons Learned from Successful Advocacy Initiatives**

#### **Construction of a Highway across Serengeti National Park in 2011**

The concern was that the Wildebeest migration, one of the most graphic wildlife spectacles in the world, would be disrupted, severely impacting the rest of the Serengeti and Maasai Mara ecosystems if an existing 53 km gravel road cutting across Serengeti National Park was upgraded into major trade highway. These concerns brought together six key organizations that included EAWLS, World Wide Fund for Nature (WWF), African Conservation Centre (ACC), African Wildlife Foundation (AWF), Fauna and Flora International (FFI), World Conservation Union (IUCN) to jointly seek the Government of Kenya and Tanzania intervention at high policy level. The result was the withdrawal of the proposal and assurance by the Government of Tanzania that the road will remain gravel while alternative route is explored. While this is a key achievement, the threat still remains until an alternative route is identified and a road constructed.

#### **Growing of Biofuels in Marginal areas**

In Tana Delta, the Society's concerns revolved around production of biofuels in the Tana and Malindi in the coast, despite social, economic and environmental grounds that state quite clearly that growing of *Jatropha* (a plant used to create biofuels) in this marginal area is not viable. The Society used evidence-based scientific information to advocate against large-scale growing of *Jatropha* in Tana and in Dakatcha woodlands in Malindi, which made the National Environment Management Authority (NEMA) deny the project proponents Environment Impact Assessment (EIA) licenses for large scale growing of *Jatropha* in 2012.

#### **Unplanned Development in Tana Delta and Road Construction in Nairobi National Park**

These two advocacy cases are not related, yet both share similar lessons. In Tana, the concern was unplanned large-scale development initiated by the Tana and Athi River Development Authority (TARDA), that was not guided by land use plans and which was a threat to livelihood of fishermen, pastoralists and local farmers living in the delta. Working with local communities, Society advocacy helped to secure a high court ruling in February 2013 that land use development plans for the delta be evaluated and developed in full participation of local communities.

In the Nairobi National Park (NNP), the threat was construction of a 4km highway inside the National Park without following the government processes required by the Environmental Management and Coordination Act (EMCA), which included adhering to the EIA requirement not to encroach on the park. A sustained advocacy campaign by the Society resulted to a stop order being given to the Kenya National Highway Authority (KeNHA) by the National Environment Tribunal (NET) in May 2013.

Moving forward, EAWLS will support existing forums to grow, while facilitating the formation of new ones in other environment and natural resources sectors and at the county level, as well.

EAWLS's advocacy and litigation successes are attributed to evidence-based advocacy spearheaded by senior staff with support from issue-based partnerships as shown by the case studies below. From this, the key lesson for EAWLS is the importance of senior management involvement in order to demonstrate to the public the significance of an issue.

The success depicts an area that is of critical importance to the advocacy work of EAWLS, and brings out the following lesson: “That government decisions sometimes are taken with utmost impunity. However, the two court cases illustrate that compared to the past, the Judiciary is increasingly becoming more conscious of environmental issues. This positive change gives the Society an impetus to help people with the East Africa region especially vulnerable communities address policy decisions that may in future have adverse effects on their livelihoods and on the ecosystems they rely on”.

### ***Strategic Partnerships***

As a Nairobi-based organization with a strong focus on community-based conservation, EAWLS offers distinctive advantages to organizations seeking to implement projects in Kenya. For instance, EAWLS has been working with Fauna and Flora International (FFI) for the last 10 years focusing on implementing marine conservation projects at Kenya's south coast. This program is actively working with relevant Beach Management Units (BMUs) with the objective of achieving sustainable management of their fisheries and mangroves, among other key objectives, without causing harm to the coastal ecosystems. Another partnership with the Association for Rural Development (ARD) working on a United States Agency for International Development (USAID)-funded projects in Lamu and Upper Mau has demonstrated the advantage EAWLS could bring in liaising and discussing important issues and malpractices that may other organizations may not be able to openly discuss because of fear of alienation. This would be more difficult to achieve through the efforts of county-based organizations. EAWLS will continue to identify and develop strategic partnerships with other actors at the local, national and international levels. Some of the partnerships that EAWLS is currently working on include the Mara Conservation Fund (MCF) on joint initiatives to address poaching, illegal wildlife trade and other threats to wildlife in East Africa and China, Lewa USA for membership and funding development, research and advocacy.

### ***Direct Resource Conservation Programs and Projects***

EAWLS has a strong community-based approach in its direct conservation programs and projects. Examples include the joint EAWLS and FFI project on Beach Management Units (BMUs) at Kenya's South Coast and KFWG's work in establishing and strengthening Community Forest Associations (CFAs). Based on the work and progress with the BMUs a key lesson for the Society is that more time is required for capacity building efforts to achieve desired results. On community integration in forestry resources management, there is still no clear understanding on what exactly should be the relationship between the Kenya Forest Service (KFS) and the CFAs particularly on sharing of benefits and responsibilities. This needs to be resolved. In addition, while the use of forest management plans is a great idea, the requirement as set out in the Forest Act is proving to be a real hurdle.

EAWLS has used these experiences to inform its technical input in the development of the Wildlife Bill and will make same proposals during the revision of the Forest Act 2005. KWF has also facilitated the community preparation of a management plan for Lake Ol Bolossat. The challenge now is to monitor its implementation. KWF has also been very active in promulgating a Wetlands Policy for Kenya, which is much needed given that several Agencies have a role in the management of wetlands that leads to confusion and lack of coherent action. The future role for KWF lies in working with Water Resource Users Associations (WRUAs) in enhancing their capacity so that they can play an active role in the management of wetlands. Similarly, the enactment of the Wildlife Act 2013 provides an opportunity to work with local communities on wildlife management issues. EAWLS' role in enhancing community capacity in this respect will come in handy.

### ***Communication***

EAWLS undertook a major review of *Swara* magazine in 2008. The result included, among other things, the setting out of new editorial guidelines that essentially required the magazine to focus on conservation issues, challenges and successes rather than just natural history. Consequently, the quality of *Swara* has significantly improved. EAWLS's key challenge now is to maintain these high standards. The magazine is also costly to produce and the need will continue to expand the magazine's income base. EAWLS will consider a number of approaches in achieving anticipated demand. These will include developing *Swara* as a digital 'app' and having a Chinese language version of the magazine targeting the potentially high Chinese membership base. If successful, this approach can then be widened to other countries in the Far East.

## ***Visibility***

In order to attract members and other forms of support, EAWLS needs to improve its visibility. Recent feedback suggests there is a lot of room for improvement in enhancing the society's public presence and profile. A first step was to produce and circulate a quarterly newsletter to update members and the public on the progress and results of EAWLS' projects. This is, however, not enough. Additional work is needed such as highlighting EAWLS' advocacy work in *Swara*; production of an annual report; developing a readily available and regularly profile of EAWLS and ensuring the Board and staff use it, offering advocacy support to those who need it but are constraint to take that approach for some reasons, and partnering with the media particularly on investigative journalism work.

## ***Regional Approach***

Despite the name, EAWLS is currently a more of a Kenya-centric organization. In the past, there have been efforts for EAWLS to establish braches in Uganda and Tanzania. This has not been found to be cost-effective. The alternative and more feasible approach is for EAWLS to develop partnerships with like-minded organizations in these countries and others in the region. To this end, EAWLS has developed partnerships with Tanzania Natural Resources Forum (TNRF) and with Uganda Wildlife Society ((UWS). As a start, the EAWLS/TNRF partnership has enabled the two organizations to work together on timber trade challenges at Kenya Tanzania border points. The EAWLS/UWS partnership is at formative stages and will need further strengthening particularly in identifying projects and initiatives that can be jointly developed and implemented.

## ***Membership***

EAWLS is a membership-based organization. Until 2008, EAWLS's membership stood at approximately 4000, with a fairly equal split between Kenya, Europe and USA. The economic woes of 2008 led to a significant decline. Despite serious efforts to encourage lapsed members to rejoin and making it easier to pay through modern electronic methods, it has proved very difficult to regrow the numbers. A significant consequence of this has been the impact on income, particularly as EAWLS has relied on membership income accounting for some 40% of its income stream. The significance of this is that EAWLS must change its income earning strategy so that membership income becomes a much smaller percentage of income generated. However retaining and re-growing membership is not just a financial issue. Membership is important as it gives weight to EAWLS's advocacy work and is a source for ideas, voluntary work and promoting EAWLS. The approach to this will now target corporate members to see the EAWLS advocacy work as a real benefit; to engage majority of our youth to support conservation; to reach out into the Far East,



particularly China as a new region interested in tourism and conservation; and in that regard embrace Chinese as a language that EAWLS should use.

### ***Finances***

Currently EAWLS relies on income generation through membership subscriptions and project management income, derived mainly from projects supported by the larger donor organizations, such as USAID, United Nations Development programme (UNDP), etc. This situation does not provide EAWLS any surplus and does not provide a buffer against rising costs or help the Society to address emerging advocacy issues. This makes it increasingly worrying that *Swara* magazine will not be financially sustainable and provides no significant income to underpin EAWLS's advocacy work. It is therefore imperative that fundraising be a major focus for the Society. The approach will be to broaden the donor base to include Foundations and Trusts; to enable tax relief on donations and legacies to work in UK and USA; to form partnerships and outreach in China, among other countries. However on a positive note, EAWLS has a very good reputation on financial accounting, transparency and reporting. This gives EAWLS an advantage in attracting funding from external sources particularly project grants. Key institutions that EAWLS has established strong funding relations with include USAID and UNDP.

### ***Staffing***

EAWLS operates with a small team of personnel, whose dedication to conservation and EAWLS's work is highly commendable. This commitment is provided despite the financial limitations to competitively remunerate staff. This professionalism underpins EAWLS's good reputation in terms of sincerity, integrity and transparency.



Photo Courtesy of EAWLS Photo Library

East African Wild Life Society staff at a retreat in Lake Baringo

## **5. Strategic Drivers**

This section summarizes the key contextual factors considered in defining EAWLS' strategic focus for the period 2014-2019. The factors have been placed in the following categories on the basis of the extent to which they inform EAWLS' strategic focus.

1. The Constitution and a devolved system of government
2. An evolving land governance and management system
3. Increased pressure on biodiversity and natural resources
4. Vision 2030
5. Demands on water development for energy and irrigation
6. Regional integration
7. Growth in the mining industry (priority may change depending on the outcome of current oil and gas exploration)
8. Climate change

### **5.1 The Constitution and Devolved System of Government**

Kenya, Uganda and Tanzania have relatively new constitutions that, among other things, provides for devolution of the governance and management of natural resources. In Kenya, the national and county governments will have independent and complimentary functions in the management of the environmental natural resources. Managing the environment and natural resources under a centralized system of government has been a challenge in the country. Doing the same under a devolved system of government will no doubt be even more challenging. Some of the challenges facing the sector include: continued fragmentation of wildlife habitats, unsustainable extraction of natural resources, weak enforcement of existing legislation and policies, inadequate collaboration among the institutions charged with the responsibility of managing various natural resources, low levels of public awareness on the importance of conserving natural resources and inadequate technical and financial capacities within the government and other actors.

EAWLS recognizes the fact that devolution on its own will not necessarily produce benefit for society unless supported by good policies and legislation. It is for this reason that EAWLS seeks to develop a strategy for enforcement of Constitution provisions on sustainable exploitation, utilization, management and conservation of the environment and natural resources, and the equitable sharing of the accruing benefits at all levels. The Constitution and devolution is a huge opportunity for EAWLS to realize significant results for the public. EAWLS will take advantage of the current Government lead process of revising various policies and legislation to align them with the Constitution and the devolved system of governance. This will also include the domestication of various multilateral agreements on the environment and natural resources.

## **5.2 Land Reform**

Land is currently one of the most important resource from which the country generates goods and services for the people. The national economy is primarily agro-based. Ninety percent of the population living in rural areas derives its livelihood directly from land. To most people in Kenya, land is a means to a livelihood and determines the levels of prosperity or poverty, fulfils social obligations, and also confers social status and political power. Currently inequality in access to land, economic opportunity and political power are the dominant issues behind Kenya's politics. In addition, the land question continues being a major source of conflict between different ethnic groups in Kenya.

The Constitution of Kenya provides that land and land based resources in Kenya shall be held, used and managed in a manner that is equitable, efficient, productive and sustainable. The constitution also classifies land into public, community or private land. Key issues that will need to be addressed by EAWLS in the next 5 years in order to ensure effective natural resource land governance and management include drafting of the Community Land Act and the rules and regulations that are needed to implement the National Land Commission Act, the Land Act and the Land Registration Act. Further, about 60% of Kenya's wildlife exists outside Government protected areas. The Constitution recognizes the need to formalize wildlife management as a legitimate form of land use on public and community land. This provides an opportunity and challenge to EAWLS in ensuring communities and private landowners have adequate capacities for the management of these wildlife resources.

## **5.3 Increased Pressure on Biodiversity and Natural Resources**

Kenya's natural resource base (which includes forestry, wildlife, wetlands, aquatic and marine resources) contributes 42% of Kenya's Gross Domestic Product (GDP) and provides a wide range of direct and indirect goods and services. These resources and their supporting ecosystems are under increasing pressure from a variety of forces including population pressure, ecosystem degradation, encroachment, deforestation, unsustainable utilization and poor governance. The result effect is poor and vulnerable populations. Poverty exacerbates the problem since natural resources are the main source of income for most people in Kenya. The rapid population and economic growth being experienced in the country has resulted in increased pressure on these resources. Critical biodiversity habitats and ecosystems are being encroached and a number of wildlife species are in danger of extinction. The Society has identified Maasai Mara National Reserve and its surrounding as one of the ecosystem that is highly threatened by unsustainable tourism.

#### **5.4 Vision 2030**

Kenya Vision 2030 is the country's current development guiding framework for the period 2008 to 2030. It aims to make Kenya a "middle income country providing high quality life for all its citizens by the year 2030". As a newly industrializing country, Kenya faces the challenge of improving its economic performance and the lives of its citizens without undermining the environment upon which the national income and individual people's livelihoods depend. Kenya is planning to grow its GDP at an average rate of 10% per annum. According to the Vision, this growth will depend on agriculture, tourism, manufacturing and the energy sectors, which heavily rely on exploitation of the environment and natural resources. If not checked, unsustainable utilization of these resources can result in high levels of pollution and environmental degradation.

EAWLS has a critical role to play in ensuring a Kenya's rapid economic growth is matched with better policies and practices in the utilization of the environment and natural resources. Within the next five years, the Society focus on ensuring that sustainable management approaches are integrated in the following the flag projects earmarked for implementation between 2013 and 2017 under the Vision 2030 Medium Term Plan (2013 – 2017).

- Development of the Lamu Port-Southern Sudan-Ethiopia Transport (LAPSSET) corridor.
- Development of Multi-Purpose Dams by Regional Authorities that include: High Grand Falls Multi-Purpose Dam (700 MW), Magwagwa Multi-Purpose Dam (120 MW), Arrow Multi-Purpose Dam (60 MW) and Nandi Forest Multi-Purpose Dam (50 MW).

#### **5.5 Demands on Water Development for Energy and Irrigation**

The current Government sees irrigated agriculture as the panacea for supplying Kenya's food needs. There is also a push to increase Kenya's electricity power supply through expanding hydro-electricity generation as one method of delivery. There are proposals to develop dams that will have the ability to deliver both aspects. But such interventions can come at very big environmental and socio-economic costs. This is best illustrated by using the proposed Grand High Falls Dam Project on the Tana River. Apart from generating Hydro-electricity, the Dam, as we understand it, is scheduled to provide irrigation downstream for some 250,000 hectares. This will require 187m<sup>3</sup>per second of water to be abstracted. Yet the average flow at Garissa is 165m<sup>3</sup>per second. This a valid comparison because irrigation will be most needed when rainfall is low. This is one among many critical issues that should be brought out, discussed and solutions identified.

## **5.6 Regional Integration**

The East African Community (EAC) that includes the Republics of Burundi, Kenya, Rwanda, Tanzania, and Uganda, has a protocol for joint management of the environment and natural resources and in particular shared ecosystems, trans-boundary resources, trade in wildlife resources, environment and wildlife crimes. The civil society sector has a critical role to play in supporting the EAC to implement this protocol. As a regional organization known for evidence-based policy advocacy, this presents another opportunity for EAWLS to advance a regional policy agenda using this platform to address trans-boundary natural resource issues including poaching and timber trade and issues that affect trans-boundary ecosystems such as Serengeti/Mara, Lake Natron, Amboseli and Mt Elgon among others.

## **5.7 Growth in the Mining Industry**

Kenya is believed to have significant amounts of metallic and non-metallic mineral deposits. However, no comprehensive survey has been done to determine their industrial potential. Currently, the country's mining industry is dominated by the production of non-metallic minerals such as soda ash, titanium, and zirconium. The recent discoveries of commercially viable deposits of coal in Kitui County, titanium in Kwale County and oil in Turkana and Lamu Counties have stimulated investment interests in the industry by both local and international investors. Recognizing the importance and potential of the mining industry, the government has recently embarked on the process of reviewing the policies and legislation on the mining sector. Development of the industry, and particularly oil and gas, is of great significant to the country due to its potentially harmful effects to the environment, host regions and communities. Whether the sector will be a boon or curse to the country depends on what laws and policies are developed and how they will be implemented. Commercial oil development in the Turkana basin will certainly change the current regional emphasis to a national one in terms of developing Lamu Port and the transport infrastructure between Lamu and the oil fields.

## **5.8 Climate Change**

Climate change is generally understood as a significant change of the average temperatures over longer periods of time, causing changes in weather patterns and a (slow) rise in sea level, among other impacts. There is scientific evidence that climate change is now happening and its impacts will gradually become severe. Climate change impacts for Kenya are drought and water scarcity, flooding and sea-level rise. Considering that over 70% of natural disasters in Kenya are weather-related, the country is considered highly vulnerable to climate change with an expected gradual increment in the frequency, magnitude and severity of climate related issues such as increased drought period and flooding frequency. Research suggests that

temperatures will continue to increase, and the frequency of hot days and nights will rise. Precipitation is expected to increase in some areas, with the largest rise in rainfall occurring in the highland and coastal regions. There are also increased risks of widespread disease epidemics and conflict over land and water resources. Climate change and climate variability therefore pose major threats to the environment, to economic growth and to sustainable development in Kenya. Some estimates place the cost to Kenya related to droughts and flooding at about 2.4% of GDP per year. There is, therefore, need for collaborative efforts between the government and other stakeholders in developing and implementing policies and programs that will enable the country to effectively adapt to climate change and mitigate its effects.



Photos courtesy of EAWILS Photo Library



## 6. Our Goals for Significant and Effective Change

Having analysed the Society's strengths and weaknesses and considered the strategic context for influencing and shaping our work, this section sets out the goals we will concentrate on in order to affect significant change. The changes we seek to take place include the following:

- The proper abidance by all parties, including Governments, of the laws and policies of the East African states in protecting and managing their biodiversity and natural resources and facilitating development based on sound environmental principles
- The above compliance is adopted at County Government level as well as at National Government level with proper public and stakeholder involvement
- The constitutional requirement to devolve natural resource management to the community level is implemented
- The involvement of EAWLS in other East African countries is better balanced with the efforts in Kenya
- EAWLS improves its technical capability, including developing important partnerships to undertake its work and improves its financial self-sufficiency to continue its work without hindrance.

In order to achieve the above, this Strategic Plan has defined the work under six goals.

### 6.1 Strong Policies and Laws for Conservation Implemented

#### ***Goal***

The Society will take a leading role in facilitating and contributing to the formulation and implementation of keystone policies and laws in the land, natural resource conservation and management sector that lead to the safeguarding of biodiversity and ecosystems as well as enhanced socio-economic outcomes for all people in East Africa.

#### ***The Challenge***

**Legislation on the Wildlife and Forestry Sectors** - It is important to acknowledge that a task force on the review of 'parastatals' has recommended that the Kenya Wildlife Service and the Kenya Forest Service should be merged into one institution. The understanding is that this recommendation is being implemented with an initial expectation that the merger would take effect in July 2014.

Realistically, the merger is unlikely to happen until a new law has been formulated and enacted. Depending on what structures are being proposed, this reform process will require considerable debate and consultation, particularly if there is to be a

genuine integration rather than a perpetuation of the current poor relationship between the two services.

The 2005 Forest Act is undergoing revision to bring it in line with the 2010 Constitution. The Kenya Forests Working Group has provided input but the Ministry has not been as good as it might have been in seeking public input. There will be a need to scrutinize the draft once it is available and to provide constructive comments to the Parliamentary Committee in particular. The promulgation of this Act may now be deferred as a new bill is developed that marries the Wildlife Act with the Forest Bill as part of the institutional merger.

**Environment Management and Co-ordination (EMCA) Act-** In the hierarchy of laws, this law provides overall direction for the management of the environment and natural resources. Yet the implementation of the current Act is flawed. For example, the Environment Impact Assessment (EIA) process as laid out in the Act stipulates that a project developer is responsible for producing the EIA, which immediately introduces a conflict of interest. Moreover, the EIA is carried out on the preliminary design and hardly ever on final design.

The National Environment Management Authority (NEMA) has limited technical skills and capacity to properly evaluate EIAs and is not properly independent of Government influence. Currently, a task force is revising the Act in light of the 2010 constitution. There is a need to have this review put into the public domain and then have the Bill presented to Parliament. Careful scrutiny of the Bill will be necessary to ensure the much-needed reforms are put in place. NEMA has recently produced guidelines on the use of Strategic Environment Assessments (SEAs). But whether they will be followed is another matter.

**Land legislation, Policy and Land Use Planning** - The National Land Policy was formally adopted by Parliament in 2009 before the promulgation of Kenya's new Constitution, but it is consistent with the constitutional requirement to have a land policy and it is quite well harmonised. However the Land Policy appears to have since been largely overlooked and is not being implemented as anticipated. The Land Policy has embodied co-management under its resource tenure policy, which protects and promotes local community interests and benefit sharing specifically in relation to land-based natural resources. This highly desirable provision is not being practiced in part because the necessary draft law remains a work-in-progress. The policy also requires a land use policy to facilitate land use planning in Kenya, an area that has largely not been addressed and which in parts of the country such as the Tana Delta is leading to land use conflicts.



## ***The Solution***

Take a leading role in the formulation and implementation of these laws and policy in order to improve the foundations upon which Kenya's natural resources and environment are managed.

### **Priority 1: Wildlife Conservation and Management Act 2013, Forest Bill and Possible Merger**

The Society has been very involved in the drafting of the Wildlife Conservation and Management Act (WCMA) and successfully worked with others to remove provisions that could have undermined the efficacy of the Act. The Act has since come into force as of 10th January 2014. There is a need for the Society to remain engaged, however, as there are regulations requiring drafting and the implementation of the Act will require monitoring, input and action. For example Article 44 states that no development may take place in a protected area in the absence of a gazetted Management Plan. This should provide the entry point into arresting the decline of destinations such as Maasai Mara from five-star quality to three-star. The Society will actively engage to ensure that three key sets of regulations are drafted for the public good, and particularly in the interests of local communities and landholders. These regulations will cover:

1. Bio-prospecting;
2. Access to wildlife resources, benefit sharing and incentives;
3. The establishment of conservancies.

To achieve the above, the Society will undertake the following activities:

- Work with Director, Wildlife Conservation, Ministry of Environment, Water and Natural Resources on tidying up the Act under a miscellaneous amendment Bill (already ongoing), on producing the regulations and on the implementation of section 44 in particular;
- Work with the Kenya Wildlife Conservancy Association in particular in achieving activity (1);
- Work with NEMA on the implications of section 44;
- Implement the advocacy steps spelt out in the Mara advocacy programme document.

Cognisant that the Forests Act is under review, the Society will undertake the following activities:

- Work with Director, Wildlife Conservation, Ministry of Environment, Water and Natural Resources on the Bill covering a merger, with a specific aim of retaining all the new elements incorporated into the Wildlife Conservation and Management Act;
- Work with the Parliamentary processes in getting the Bill enacted.

### **Priority 2: Environment Management and Co-ordination (EMCA) Bill**

One way to ensure Kenya adopts a strong overarching environmental law is to determine the minimal requirements of such a law and advocate for these prerequisites in the review of EMCA. EAWLS will engage NEMA in the review using the same approach it adopted during the review of the Wildlife Act. This process involved joining hands with other conservation organisations to review the Bill, engagement with the Ministry of Environment, Water and Natural Resources technical committee spearheading the formulation of the Bill and engagement with the Parliamentary Committee during the presentation of the Bill in Parliament. Monitoring the implementation of the provisions of this Act and the SEA guidelines will also be of paramount importance.

### **Priority 3: Land Legislation, Policy and Land Use Planning**

There is a need for the Land Policy of 2009 to be brought back to the forefront of implementing the country's new land laws. A National Land Use Policy is currently being developed as part of implementing the provisions of the 2009 Land Policy. It will also be critical to work with the National Land Commission on achieving national and county-based land use plans that recognise all legitimate forms of land use, including wildlife, forestry and tourism. This will be particularly important in terms of maintaining the integrity of wildlife migration corridors and dispersal areas. Should these areas further disappear then the nation's wildlife resources will continue to irreparably decline.

There is still one remaining component to the country's land laws needing enactment that is the Community Land Bill. A task force has worked to draft this Bill that has now been put into the Public Domain. It will be vital that this draft is carefully scrutinized, with particular regard to community land registration procedures, the avoidance of conflict with County Governments over interpretation of community land, the avoidance of illegal land grabbing, the devolution of decision making processes to communities, and the resolution of community conflicts.

## **6.2 Responsible Devolution of Natural Resource Governance**

### ***Goal***

The Society will use its National Sector based Networks to apply devolved mechanisms that ensure that the County Governments' responsibility for natural resource management are taking the best interests of the environment and local communities into account.

## ***The Challenge***

With the creation of 47 Counties that are enabled to enact legislation, Kenya now has a two-tier system of Government. It is important to recognise that county legislation and policy will affect natural resource management. As a country Kenya does not have experience in the running of county governments. With the establishment of county governments, the means for ensuring that local stakeholder views are properly taken into consideration in the development and implementation of county policy and legislation formulation processes will be important. Because county-level democratic institutions are new and developing, civil society and the private sector have an important role to play in ensuring the interests of the public good are safeguarded. In this regard, the following key questions emerge:

1. How can Civil Society Organizations (CSOs) and the private sector at county level organize in order to transparently improve the formulation and implementation of county level policies and laws?
2. How can a county's local communities and natural resource user groups raise and promote action on important issues in order to improve environmental and socio-economic outcomes at county level?
3. How can county level CSOs and the private sector ensure that there is transparency, accountability and active public participation in the management of natural resources by county governments?
4. How can local level CSOs and private sector ensure that revenue generated by counties is efficiently, effectively and equitably used for the right purposes?
5. How can county-level CSOs and the private sector monitor economic development agendas at the county level?
6. How can CSOs and the private sector enhance the availability and dissemination of key information?

## ***The Solution***

### **Enhance Stakeholder Participation in the Devolution Process**

If land and the environment (including natural resources) are to be transparently, equitably and well administered at county level with appropriate levels of revenue sharing, the Society realises it will be critical that CSOs and the private sector sufficiently engage with county legislative processes, ensuring that they are people-driven. In responding to the six key questions it has identified, since 2011 the Society has facilitated a participatory process that will help ensure enactment of new policies and laws that provide clear stakeholders roles and responsibilities and devolved mechanisms of governance in management of natural resources in line with the New Constitution. Four county level forums in Kwale, Nakuru, Laikipia and Samburu have been established. Experience from these counties is helping other counties to

establish similar forums. If the approach is successful, then other Forums will emerge in the other Counties. In the years to come, EAWLS will be working with these forums and our partners to ensure that the following elements are embedded:

- Strong awareness of responsibilities and rights in regard to land and the environment;
- Transparency and accountability at the county level;
- Adequate technical capacity existing at the county level;
- Optimum harmony between policy and legislation at national and county levels;
- The full involvement of a strong civil society in county administrative and management processes
- Compliance with the Constitutional requirement to devolve natural resource management to the community level;
- Effective, efficient and equitable institutional arrangements are implemented.

There will also be a need to have a good communication interaction between the County Forums and the National Forums, hosted by the Society. However this whole process will inevitably reveal needs and integration of this initiative with other areas of the Society's work will be the subject of further focus.

### **6.3 Leading Action on Emerging Critical Conservation Issues**

#### ***Goal***

The Society will improve its ability to anticipate and successfully respond to critical conservation issues as they occur, taking the lead whenever appropriate.

#### ***The Challenge***

While it is of course difficult to correctly predict and sufficiently prepare for the emergence of major pressing conservation issues, the Society anticipates that four areas of concern are likely to be of critical importance going forward, all driven in

#### **Vision 2030**

Vision 2030 is an overarching broadly based government strategy finalised in 2007 aimed at enabling Kenya to become a middle-income country by 2030. The strategy outlines three pillars (economic, social and political) underpinning this vision and sets out the principles by which targets in each are to be achieved. Unfortunately, given the importance of land reform and significantly improved environmental management in underpinning much of the Vision, the strategy is weak on outlining the factors that will need to be taken in hand in ensuring Vision 2030 is properly sustainable. The timeframe for implementation of this strategic plan ties well with Vision 2030's Medium Term Plan II (2013-2017).

part by the Country's Vision 2030. At present it is uncertain as to how each of these areas of concern will play out, and so the Society will respond in an adaptive manner as circumstances dictate. The following developments are proposed in the Vision 2030 Medium Term Plan II that will require considerable attention and focus by the Society during this period:

**Area of Concern: Ensuring that tourism is optimally managed**

Tourism is seen as a major economic driver and Vision 2030 sets a goal of increasing the number of bed nights available to tourists. But nowhere does it relate this to tourist carrying capacity. Link this to the change that is on-going from 'high cost low volume tourism' to 'low cost high volume' tourism



and Kenya is likely to see a decline in tourism revenues, particularly as destination competition with other countries continues to grow. This decline in destination quality is certainly very visible in the Maasai Mara for example where low cost, illegal hotel establishment outside the reserve have in recent past sprung up. Secondly the development of Geothermal power in areas such as Hell's Gate National Park is causing serious degradation and needs urgent attention to tourism.

**Area of Concern: Ensuring that water & irrigation development is based on sound science and best practices for sustainable use**

Currently a National Master Water Plan is being drafted. This plan will need careful scrutiny as it makes some critical assumptions, for example, that Climate Change will lead to a 10% increase in water supply and that Kenya's development can be based on that assumption. Water is a critical resource and yet very little is known in regards to river flows and underground aquifer recharge across the country so there is very little reliable supply and demand analysis. The proposal to build the High Grand Falls Dam on the Tana River in the absence of such data may have a very real social and environmental detrimental impact to livelihoods and biodiversity in Tana Delta wetlands. The Society needs to obtain good information and press for EMCA processes to be properly followed.

The Government is also putting a lot of emphasis on developing large-scale irrigation schemes, but so far has not demonstrated any understanding that such schemes can

be economically, socially and ecologically disastrous without due diligence. The continent has many examples of such schemes failing because of inadequate downstream analysis, inadequate soil analysis leading to salinization (particularly in semi-arid areas), resistance by local communities to change to irrigated agriculture (particularly pastoralists), etc.



The Society will attempt to ensure that all such irrigation schemes have gone through a requisite due diligence process before being given a green light. The Society's particular concern will focus on irrigation extraction from the Tana and Galana Rivers and the impacts this will have on the Tana Delta. These two catchments also include major wildlife conservation areas in terms of migration corridors and dispersal areas.

**Area of Concern: Developing new energy sources in a way that maximises societal gain and minimises environmental impact**



The exploration of oil in the Turkana Basin is providing strong indications that commercial quantities of oil occur in that Basin. If so, then the LAPPSET project<sup>1</sup> will receive a significant boost to its business case, making the funding that much more likely. This project, with its new roads, railway lines and pipelines will

then have significant Social and Environmental impacts, which need to be integrated into the planning process. This will include the impact on towns such as Lamu and Isiolo and impacts on wildlife corridors and habitats. Persuading the Government to proceed through an integrated planning process with a view of addressing the social and environmental concerns is likely to present a challenge.

<sup>1</sup>The LAPPSET project is a project intending to develop a railway, road and pipeline infrastructure from Lamu Port to Ethiopia and Southern Sudan. Included is the development of two cities – Isiolo and Lamu.

The present issues with geothermal development in Hells Gate National Park are but the tip of the iceberg. This is an area where irregular well drilling has been going on for decades in a gazetted national park. The drilling is currently being expanded to cover hundreds of wells. Today a large area of the park has been ruined and the traffic associated with the operations has resulted to killing of precious wildlife. Annex 2 shows the Extent of Geothermal exploration and development in Kenya's Rift Valley and demonstrates why there is much to be concerned about.

Kenya is also committed to purchasing electricity from Ethiopia using the Omo River as the source. In 2006, Ethiopia started building the massive 243 metres high Gibe III hydropower dam on the Omo River, some 600 kilometres from Lake Turkana. In 2009, scientists claimed that there would be radical reductions in inflow to Lake Turkana due to reservoir leakages underground. They forecast the lake dropping 10-12 metres. Possible consequences have been well spelt out in a recent article in *Swara* (*Swara* 2014:1, pages 24 – 30). They include changes in Lakes hydrology with potential destruction of the Lakes fisheries should hydrological cycles be altered.

### **Area of Concern: Ensuring new developments adhere to EMCA regulations**

Assuming EMCA processes are followed as required, then there will be many developments arising over the next 5 years that will need careful scrutiny. The Society will need to be alert to keep adequately informed and to respond whenever necessary to assessments done on critical but fragile ecosystems. This part of Goal 3 cannot be left unattended, for the reasons outlined under EMCA in Goal 1.

### ***The Solution***

#### **Develop a Strong Advocacy Programme**

In response to the above issues, the Society will develop advocacy programs that are both proactive and when necessary reactive. Under this programme, focused advocacy campaigns will be launched. For the Maasai Mara, an opportunity to address the problem is provided by the new Wildlife Conservation and Management Act 2013 through introduction of the following new elements.

- No development will be approved in the absence of a gazetted management plan.
- The 5th schedule articulates what a management plan must contain, including reference to tourist carrying capacities. In addition, the plan must detail the participation of neighbouring communities in the preparation of the plan.
- In addition to the requirement to articulate the incentives and benefit sharing that will be applied and distributed, at least 5% of the benefits from the Reserve shall be allocated to neighbouring communities.

For EAWLS to lead an advocacy initiative around the Maasai Mara – which has so far been launched – a partnership with the tourism sector to ensure that good and accurate information is available is essential. Nothing undermines advocacy work more than bad information. The Society will seek a commitment from the tourism players to undertake the advocacy work in a joined up manner to achieve success by using reason and persuasion.

The Society will also, where possible, support detailed assessments to inform EAWLS advocacy work. Such assessments can also be undertaken by Master or PHD students through the African Journal of Ecology and Royal African Foundation (AJE&RAF) scholarship programme launched by EAWLS in April 2014. As a start, in late 2013, the Society commissioned an independent review of Umani-Mtito Andei Water Supply Project (Kibwezi District) by a professionally qualified water resources engineer and hydrologist following illegal over abstraction of water in Umani springs supported by a defective EIA that has not been approved by NEMA. The report is part of the support documents in a court case filed by communities on the project. In addition, the Society will also engage stakeholders in review of EIA reports, assessment of development projects and advocacy in order to have a common voice on matters of environmental concern.

Another solution will be to develop partnership with NEMA that will recognise the Society as a neutral credible organisation that can be trusted to professionally make comments on EIA reports. Lastly, monitoring implementation of environmental aspects of Vision 2030 selected projects and emerging development within approved EIAs will be important.

## **6.4 Conservation Programme and Projects**

### ***Goal***

The Society will promote the rights and abilities of local communities to manage and benefit from their forest, wildlife and marine resources and advocate for well-grounded reforms of national institutions.

### ***The Challenge***

#### **Forests**

Forest resources and associated lands are often seen as needing to be managed to meet the social, economic, cultural and spiritual needs of present and future generations. In Kenya, the Forests Act promotes community participation in forest management. Though this has led to formation of over 350 Community Forest Agreements (CFAs) and establishment of close to 100 management agreements



between KFS and CFAs, this has not provided community with any real tangible benefits: benefit sharing arrangements are lacking and the agreements are therefore more a means for improving relations with communities as opposed to a means for enhancing their involvement in decision making, forest management and livelihoods. The merging of KFS and KWS is likely to render the KFS and CFAs agreements obsolete following the formation of a new institution, the Kenya Wildlife and Forests Service (KWFS). At the moment, there is no clear direction how under these reforms communities will be integrated into both wildlife and forestry management arrangements.



In the last few years, forest management has improved and no forest excision has been reported in Kenya since 2001. However, forest encroachment in key forest areas, such as Mt. Elgon and the Mau, remain a challenge. The political context that frames the resolution of this issue is a big challenge to the current government, which prior to its election was not supportive of forest evictions. Currently, over 100,000 ha in Kenya are affected.

## Wildlife



Kenya is losing its wildlife and yet tourism, which is recognised as a key economic driver in Vision 2030, is significantly dependant on it. The decline has come about because the dynamics of human coexistence with nature and particularly wildlife have changed as a result of increased population, weak land-use

regulation and unfettered encroachment by agriculture and urbanisation, and the lack of wildlife user rights being recognized on community and private land. There is urgent need to change this dynamic, as recognised in the 2010 Constitution. Over 60% of Kenya's wildlife resides outside the country's protected areas, thus

leading to human wildlife conflicts, which in turn increases tension between communities and KWS. In addition, issues regarding user rights, incentives, benefit sharing mechanisms and poaching remain a challenge in wildlife conservation. The 2013 Wildlife Act provides an opportunity for the Society to engage with the government, the private sector and local communities on these challenges.

### **Wetlands**

Kenya's wetland ecosystems, covering between 3-4% of the total land surface are considered to be particularly diverse and productive. Their importance and value ranges from the critical ecological/ environmental functions they provide to the socio-economic wealth they make possible in terms of the number of



livelihood systems and cultural practices they support across the country. Despite the recognized value of Kenya's wetlands, they continue to suffer from a steady decline in their extent and health, due to threats from encroachment, pollution and unsustainable utilization. The Society's advocacy efforts have contributed to the adoption of a draft wetland policy by the Government.

### **Coastal-marine**



Kenya shares a coastline contiguous with Somalia in the north and Tanzania to the south. While for obvious reasons little or no formal coastal-marine management occurs in Somalia, for both Kenya and Tanzania, regulation and use of coastal-marine resources has been characterized by ineffective

controls on exploitation, uncoordinated approaches in deriving and implementing management strategies, weak natural resource management at local levels, and poorly designed regulations. In the face of a rapidly deteriorating marine environment, the Society has since 2004 been implementing a marine programme

that aims at directly encouraging coastal communities to take ownership of their marine resources, and to manage them sustainably at southern extent of Kenya's coast. Today this has resulted in the establishment of nine Beach Management Units (BMUs) with two of them entering into management agreements with the State Department of Fisheries, the only two for the time being along the coast. This success forms the basis of Society's continued work on marine resources.

## ***The Solution***

### **Forest and Wildlife Sectors**

#### **1. Engage Government in Establishment of Kenya Wildlife and Forest Service**

The merging of these two sectors under into one organisation will affect the current community relationships between each of these two sectors and call for new legislation and policies. The Society's work will be to improve the way forests and wildlife are managed in an open and transparent manner under this new arrangements. Our focus as the Society will be to take a lead in working for sound policy and law regulating the new organisation and encouraging wise decisions on how the board, the Director General of KWFS and its senior management are appointed. This is critical to the running of KWFS in light of the increased levels of unsustainable and illegal exploitation of wildlife and forest products, brought about in varying part through collusion between staff and criminals, corruption, lack of transparency in the way our forests and wildlife are managed. This situation is further compounded by the long-term and varying apathy from communities towards wildlife and forestry law enforcement and governance due to the lack of tangible benefits and incentives they receive. We plan to undertake this critical role through engaging directly with all related policy and legislative processes, and advocating for the adoption of sound guidelines and rules on nominations to the KWFS board and other institutional structures to be established at the County Government level.

#### **2. Engage Government in Efforts to Sort out the Pending Forest Encroachment Issue**

Forest encroachment is a politically and socially complex and incendiary issue and thus a major challenge in the forestry sector, requiring the development of careful and well thought out solutions, strong leadership and political will, and a participatory approach so that the issue is sorted out once and for all. In the absence of a solution, the area of forests encroached continues to increase.

### **3. Empower Communities to take Management Responsibilities in Forestry and Wildlife Management**

It is critical that the Society advocate for institutional arrangements that are supportive of community involvement in decision-making management in forestry and wildlife when KWFS is formed. This role will be strengthened by community capacity building activities in selected key forest and wildlife areas. We foresee these to include the “Water Towers<sup>2</sup>” and the Mara and Laikipia ecosystems.

The new Wildlife Conservation and Management Act of 2013 (WCMA), which is a good law but which may have to be reviewed, empowers communities to take management responsibility for wildlife occurring on their lands. The Society will seek to fully exploit this welcome opportunity. Historically, there has been little tradition for building this community capacity in Kenya, although the achievements of the Northern Rangelands Trust (NRT) over the last ten years serves as a strong example providing insightful and invaluable experience. It is in this context that the Society believes there is a promising opportunity for taking a co-lead in developing a community wildlife programme, built on a partnership with the Kenya Wildlife Conservancy Association (KWCA) and NRT. This programme would provide valuable and objective advice in regard to building community awareness, institutional arrangements, benefit sharing, conflict resolution as well as wildlife management.

The Society is also keen to establish one model conservancy in partnership with the Mara Conservation Fund (MCF). Such a conservancy, in addition to providing benefit to EAWLS members would assist the Society to obtain first-hand experience in local community wildlife capacity building work as part of implementing the 2013 WCMA provisions: the Society considers that these provisions are unlikely to substantially change during the envisaged forestry and wildlife sector reforms. The Society has elected to initiate a project in the Mara because of its relationship with MCF and because the Society considers the regaining of the wilderness/wildlife quality in Mara as an important advocacy outcome.

#### **Wetland Sector**

The Society has through the Kenya Wetland Forum (KWF) been involved in advocacy on sustainable management of wetlands and the formulation of a draft National Wetlands Conservation and Management Policy. This is an area that Society considers important and in the coming years, focus will be on the implementation

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<sup>2</sup> Water Towers refers to Kenya's key water catchment forests areas

of the Policy which was approved in July 2014 and piloting of wetland guidelines in Tana Delta, Lake Naivasha, Lake Elementaita and Lake Yala.

### **1. Roles of EAWLS and the National Forums in Forestry, Wildlife and Wetland Sectors**

The mandate of these three forums, hosted by the Society, is to provide a network capable of being an effective voice in influencing the transparent and objective formulation and implementation of natural resource policies and legislation. The Forums have proved their worth for enabling the voice of local people and non-government agencies to be properly heard. In support of this role, the Forums' Secretariats are tasked with the role of providing the technical back up to policy and legislative issues under each Forum's consideration. Implementing field projects is not meant to be a function of the Forums but of the members of the Forums. Thus projects relating to capacity building of communities should be undertaken by members, such as the Society. This line has on occasion become blurred, but it is important that this is avoided, not least because the Forums may not be sustainable unless they remain focussed on their remit. The Society will have a key role in ensuring that focus. Quite often the Society has provided leadership in drafting and advocacy on policies and laws - the three land laws enacted in 2012 and the Wildlife Act of 2013 are good examples. This is a strong supportive role that the Society will continue to play especially in the wildlife sector, and because of the forthcoming merger, the forestry sector.

While acknowledging the roles played by the Forums, it is critical that they are facilitated in a manner that ensures that their work is seen to be highly relevant and constructive not least in terms of being able to deliver striking results and to attract funding. This capacity seems to be eroding and as a result funding of the Forums has declined over time. It is critical that other members of the forum get involved in supporting the forums. Unfortunately, this has not happened and the Society has been bearing the costs of hosting the forums. In subsequent years, the Society will need to review how the 3 forums operate in order to enhance efficiency and remove the burden born by Society.

### **Marine Sector**

Creation of Beach Management Units (BMUs) has led to a gradual transition from a centralized to a localized approach in marine resource governance along the Kenya Coast that has contributed to the safeguarding of marine resources and ecosystems. In the next five years, the Society will scale-up the marine initiative in Kenya's coastline. This will involve creation of additional Community Conservation Areas (CCAs) under management of BMUs, thereby increasing the number of marine areas under sustainable management by local communities in this area. The Society will

also review the performance and effectiveness of the BMUs to date. This will include review of the governance structures and institutional arrangements in relation to how they have been effective in marine resource management.

## **6.5 International, Regional and National Partnerships**

### ***Goal***

The Society will establish strong partnerships for collaboration at international, regional and national levels.

### ***The Challenge***

Traditionally the Society has had its main international support from UK/ Europe and the USA. This has been made possible by its membership base in the two areas. EAWLS membership has however been on the decline the last 10 years and reliance on membership may not help Society to be sustainable in future, unless efforts are made to broaden the membership to cover other regions. Additionally, EAWLS has a partnership with Fauna and Flora International (FFI), which has helped in supporting EAWLS marine conservation work at the Kenya South Coast. In both UK and USA, Society has not been able to attract tax relief donations because it has for a long time not been able to register as a charitable organisation in the two countries for purposes of meeting this objective or establishing mechanisms that would enable it attract such donations. However in 2013, EAWLS was able to register as a charitable organisation in UK and establish a partnership with Lewa USA to attract tax-free donations. To date these arrangements have not attracted the tax-free donations.

At the regional level, the Society is much more active in Kenya compared to other East African countries. This needs to be corrected through the existing MoU with the Tanzania Natural Resources Forum (TNRF) and the Uganda Wildlife Society (UWS). The TNRF MoU has been active and a joint timber trade programme has recently been undertaken. The UWS has been inactive.

### ***The Solution***

Establish strong partnerships in China, USA and at the East African Region.

#### **1) Strengthen the EAWLS Partnership with Mara Conservation Fund**

The emergence of China as an economic powerhouse, its role in the illegal ivory trade and the growing number of tourists arriving in Africa from China make it essential to develop partnerships and interactions with this country. Recently (2013), the Society formed a partnership with a Chinese NGO operating in Kenya – The Mara Conservation Fund (MCF). This has already led to the Society's work

being exposed on Chinese TV and shared with Chinese audiences. Thanks to MCF, we have hosted three Chinese delegations. The Chinese Embassy in Nairobi has also presented anti poaching equipment through EAWLS for four community conservancies. The intention is to build the relationship such that we have in order of priority:

Financial support from Chinese sources supporting EAWLS/MCF work, including supporting a Community Conservancy within the Mara Ecosystem, influencing a downturn in ivory demand in China, establishing a Society office in China, producing *Swara* magazine in Chinese and sharing Society experiences in handling China conservation issues.

## **2) Strengthen the EAWLS/Lewa USA partnership**

A partnership with Lewa USA was achieved in April 2013. This partnership allows Lewa USA to receive donations on our behalf and facilitate 501 (c) (3) tax relief. Following this achievement, we will be working with Lewa USA to get foundations and donors requiring this tax requirement channel their support through Lewa USA. By doing so, we will be able to work together in achieving our advocacy and research objectives of this strategic plan.

## **3) Strengthen our Partnership with Maliasili Initiative**

Since 2011, EAWLS and Maliasili Initiatives have been working together on wetland conservation issues and more recently to prepare this strategic plan. Going forward, the Society and Maliasili Initiatives will work together to realise some of the goals of this strategic plan, especially those touching on communication and organisational capacity development, with a view of allowing us to strengthen our service delivery.

## **4) Establish new Partnerships and Strengthen Existing ones Within the East Africa Region**

### **At Regional Level**

The Society will initiate joint advocacy programmes with TNRF and UWS on trans-boundary and regional natural resource policy issues. Under the existing MoUs with TNRF and UWS, the Society will initiate joint advocacy programmes along the following lines, but within context of issues, their priority and relevance:

- Policies and Law formulation, reform and monitoring in those countries.
- Cross border issues in regard to illegal trade, wildlife movements, catchment management and shared ecosystems.

As the East African Community (EAC) initiative takes hold, there will be an

increasing need to engage with the EAC Secretariat based in Arusha. This is because the EAC Secretariat has developed and will develop Protocols in regard to having an EAC approach to Environment, Natural Resources, Wildlife and Tourism conservation and management. Key to success will be to build Secretariat confidence that conservation NGOs can make a proactive and objective contribution to the EAC evolution.

The Society will also be open to partnerships that foster wider understanding and sharing of experiences through regional meetings. The Society has, for example, been invited and accepted to facilitate an Africa region conference in February 2015. This conference aims at building capacity for conservation and resource management in Africa through exchanging ideas, opportunities and best practice. This example illustrates the Society's keen interest to provide this service and there will be a need to market its activities and to demonstrate that such conference hosting is done well and effectively.

### **At National Level**

Within Kenya, there is a need to build partnerships with the private sector. Such partnership will provide platforms where corporate organisations are able to contribute towards environmental conservation. In order of priority this will be done through organising annual events supported by corporate organisations. As a start, we will work towards rolling out an annual event, tree planting functions and a student conservation education scholarship programme. A partnership with the Royal African Foundation has been recently launched to support student research at Masters level. This partnership will encourage good environmental students to get attracted to working in the conservation arena. A similar initiative supported by the African Journal of Ecology (AJE) used to provide this support up to 2007 through EAWLS. Within the next five years, and with improved funding from AJE, this will be run as one programme.

There is a need for us to be part of partnerships that seek to address emerging issues at national level as well as at regional level when desired. Our work with our partners on specific issues such as Tana Delta (Nature Kenya), Wildlife Act (KWCA and NRT), Nairobi By Pass Road (Friends of Nairobi Arboretum) and Serengeti (WWF, African Conservation Centre, Africa Wildlife Foundation, FFI and World Conservation Union – IUCN) has demonstrated that such partnerships are key to success as they provide synergies and capacity to address issues of common interest to stakeholders. – IUCN) has demonstrated that such partnerships are key to success as they provide synergies and capacity to address issues of common interest to stakeholders.



## Partner Selection Criteria

A key element of partnerships with suitable organizations will be based on a set of criteria that incorporate a mixture of prospective partners' skills, organizational culture, objectives and capacity. Each potential partner will be screened using the following criteria:

<b>1</b>	<b>Evidence base Advocacy History</b> <ul style="list-style-type: none"><li>• Does the partner exhibit a historical culture of relying on knowledge and evidence based advocacy in informing conservation interventions?</li></ul>
<b>2</b>	<b>Collaboration Culture</b> <ul style="list-style-type: none"><li>• Does the partner exhibit a culture of collaboration, necessary both for maintaining a possible relationship with EAWLS but also with other stakeholders in the region?</li></ul>
<b>3</b>	<b>Relationship Infrastructure</b> <ul style="list-style-type: none"><li>• Does the partner have the right set of relationships (at community, county, national and regional level and otherwise) and physical infrastructure that will be required to initiate a joint conservation undertaking?</li></ul>
<b>4</b>	<b>Community Facilitation Skills</b> <ul style="list-style-type: none"><li>• Does the partner have the right set of skills for facilitating the kinds of community initiatives that EAWLS implements or supports?</li><li>• Does the partner have a track record of performance in community-based conservation or the right skills to succeed in this area?</li></ul>
<b>5</b>	<b>Policy Engagement Background</b> <ul style="list-style-type: none"><li>• Does the partner have the experience that is needed to engage policy makers in a constructive manner that respects institutions and upholds trusts to enhance transparency and openness in policy dialogue and discussions?</li><li>• Does the partner have the strength and ability to reach decision makers or influence policy decisions?</li></ul>

## 6.6 Our Core Capabilities and Sustainability Beyond 2014

### ***Goal***

To improve the effectiveness and sustainability of the Society by addressing the following elements: visibility of EAWLS, membership retention and recruitment and financial security.

### ***The Challenge***

An organisation assessment of EAWLS indicates the following as key technical and organizational capabilities that EAWLS should possess in order to succeed and be a leader in the natural resources management and conservation field:

- Improved fundraising
- Staff retention for a longer period of time
- Capacity Building in policy advocacy and environmental governance
- Networking
- Public relations
- Strong partnerships
- Diversified revenue sources
- Raised publicity and visibility
- Effective strategic programmatic focus
- Design and implementation of projects/programmes that have potential for attracting funding

EAWLS's strength lies in policy advocacy, but it has been weak in public relations, demonstrating a regional influence (as implied by the name), and in nurturing a membership base that is able impact and contribute to EAWLS's vision and goals. Funds will be needed to implement the strategic plan. In absence of other strategies and increased capacity (human and financial), the current situation is such that the Society will be unable to support the implementation. Therefore, the challenge is mobilising the needed capacity and resources to ensure that this strategy is effectively implemented.

### ***The Solution***

There are a number of ways to address the challenges outlined above; however, all fall under a broader need to strengthen the capacity of the organization to improve its performance and ability in those areas through a targeted and organizational development program and process.

#### **1. Develop a Strategic Communications Approach:**

The Society will seek to increase its visibility and profile by developing a strategic

communications plan that strengthens the Society's brand, identifies and develops targeted messages for key stakeholder groups, utilizes a range of communications media to broaden its reach and pilot new initiatives. All of these efforts will underpin the goals of this strategy as well as support the organization rejuvenate its membership base and strengthen its fundraising results. Some specific activities include:

- Establish an office and presence in China, working with Mara Conservation Fund
- Widen *Swara* outreach through using an 'App' and having a Chinese language version of the magazine available
- Continue to improve the newsletter with particular emphasis on the Society's work and accomplishments
- Enhance the website, including reviewing and revising content, layout and functionality
- Improve the use of social media (Facebook, Twitter, YouTube, Flickr, Skype, Google+ etc.) and keep such media dynamic and up to date
- Engage with mainstream media (broadcast and print)
- Undertake events on an annual programme basis
- Facilitate Seminars/Conferences
- Continue with the Satima Wildlife Club annual awards
- Run documentaries about EAWLS's work and emerging conservation issues
- Produce an annual report highlighting achievements

## **2. Increase EAWLS Membership Base**

The Society is a membership-based organisation, but since 2008 there has been a significant decline in membership retention and recruitment. This is not a unique situation to EAWLS. Nevertheless it is important to strive to stabilise and address the situation as members give credence to our advocacy role, etc. At the regional level, this credibility is important so that EAWLS remains 'the voice of conservation' in the region. In an effort to rejuvenate and enhance membership efforts, the Society will therefore need to undertake the following activities:

- Reach out to new membership catchments, such as China
- Develop new categories of membership, including an 'e-swara' readership and membership option, which encourage interest in membership
- Undertake breakfast meetings with conservation sectors, e.g the tourism sector
- Showcase the advocacy achievements of the Society as being a major benefit of being a member
- Reach out to corporations with a corporate and environmental social responsibility objectives

### **3. Improve Financial Security**

An independent analysis that looked at the Society's financial status and fundraising efforts identified a significant over-reliance on income derived from membership and project income, largely funds stemming from EAWLS's main donors such as USAID, UNDP, etc. There is a real and urgent need to diversify the Society's income base and to aim for better financial sustainability. In the next five years, the Society will diversify its fundraising approaches to include the following:

- Increase project funding from foundations and trusts, as well as the main bilateral donors.
- Increase funding through the use of specialist fund raisers using a commission basis.
- Develop partnerships and structures in USA and UK that will facilitate having focal points based in those two countries and allow tax relief in those two countries. This approach can be extended when appropriate.
- Develop partnerships and presence in China and subsequently in other Asian countries.
- Adopt cause-related advocacy projects that attract donation support. e.g promoting remedial action in the Maasai Mara.
- Develop endowment funds whereby the income is sufficient to cover the production costs of *Swara* and the implementation of EAWLS advocacy work.
- Hold fundraising events, such as the proposed annual National Road Racing Cycling event
- Maintain the partnership role in assisting the production of the African Journal of Ecology complemented by Wiley continuing the donation of a percentage of the annual income

It will be especially important to underpin these activities by having a an EAWLS Business Plan

## 7. What is Needed to Deliver on our Strategic Plan

### ***Implement the strategic plan through work plans, business plans and partnerships***

The main instrument for implementing the Strategic Plan will be through the development and use of annual work plans. These plans will set out the expected results, the activities to be undertaken and the indicators to be used to measure performance for each of the six goals. These plans should be carefully reviewed on a regular basis so that the successes, gaps, challenges and lessons learnt can be used to guide the preparation of the next annual work plan. It will also be important to take into account emerging factors that were not apparent at the beginning of the five-year planning period. The Society will therefore need to prepare the 2014 annual plan, and subsequent plans, based on the three departments set out in the organogram.

The second instrument will be to develop a business plan for the organization that underpins the achievement of the strategy's goals. This will be done with external specialist input.

The third instrument will be to develop and increase partnerships. The Society will not be able to implement this Strategy in isolation, and experience has proven the real value in having partnerships that strengthen the ability to influence policy and legislation; carry out advocacy work; and to undertake projects and programmes. The Society will therefore need to:

- Continue developing the MCF partnership
- Continue the existing partnership with FFI, especially in relation to the marine programme
- Further develop the partnership with Lewa USA and Maliasili Initiative
- Develop working partnership with regional and national NGOs on agreed on initiatives
- Undertake further projects with TNRF
- Convert MoU with UWS into programme of work

### ***Improve technical capacity and incentives for staff***

It is good human resource management practice to encourage and motivate staff, develop staff capacity, and to ensure that all staff across an organization have a sound understanding about what the organization's mission and goals are. Therefore, the Society will address these needs through the following:

- Institute a good organisational structure as set out on the last page
- Develop a strategy for capacity development and training
- Ensure that staff participate in regular staff meetings and events

- Improve Council and Staff interactions
- Ensure a fair and equitable approach to staff grades and remuneration
- Improve staff capacity through trainings
- Bring back a scholarship programme to encourage suitably qualified personnel to work for the Society.

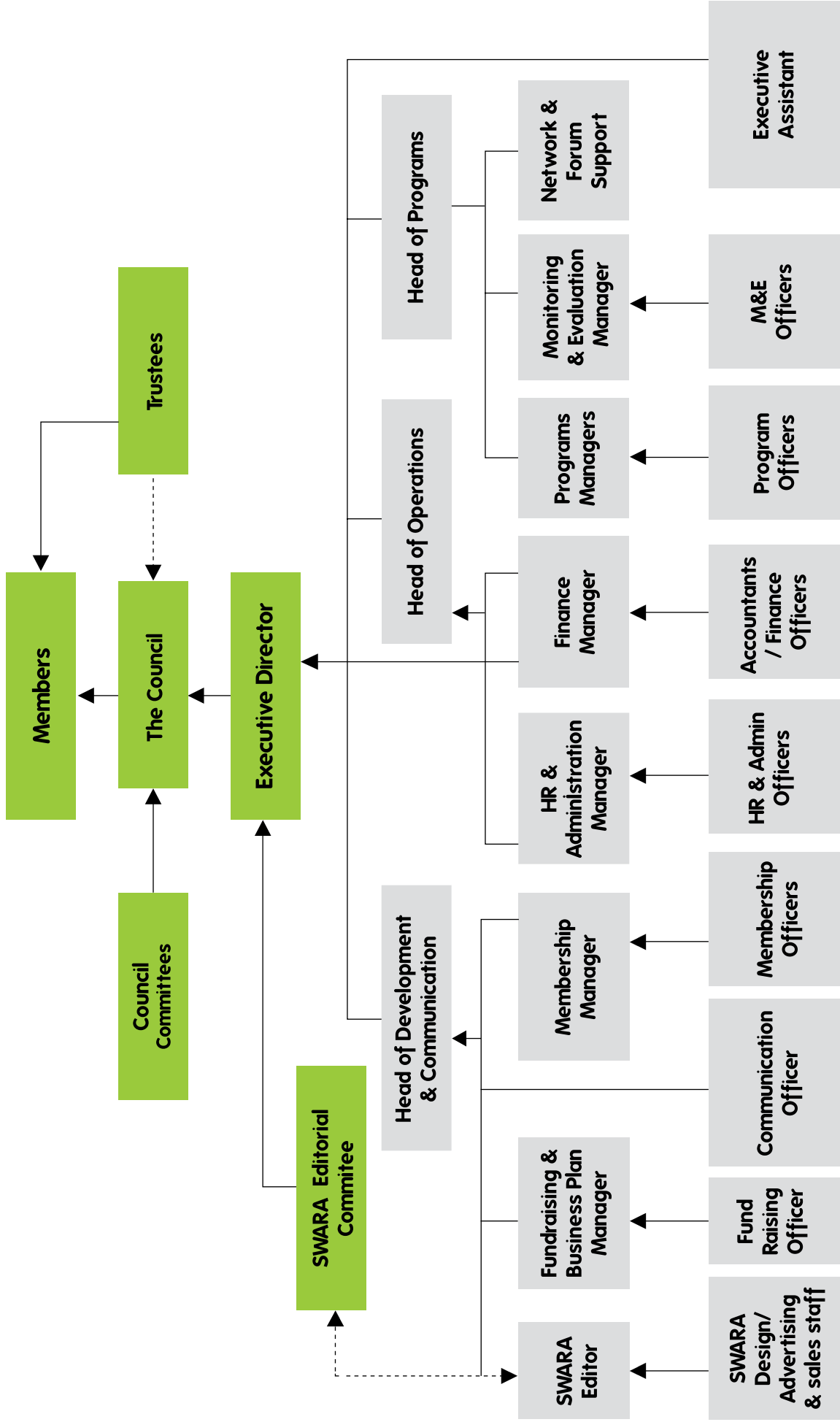
***Strengthen performance monitoring and evaluation***

EAWLS does not have an effective or adequate performance monitoring and evaluation (M&E) system in place. Without such a system, EAWLS cannot effectively demonstrate the results of its work to funders and members. Therefore, EAWLS needs to develop an M&E system that can be applied across all projects, that can measure progress against this strategic plan, and that can monitor staff performance and growth. We will strive to establish an on-line M & E system that will help us to track outcomes and impacts of our work within the timeframe of this strategic plan.



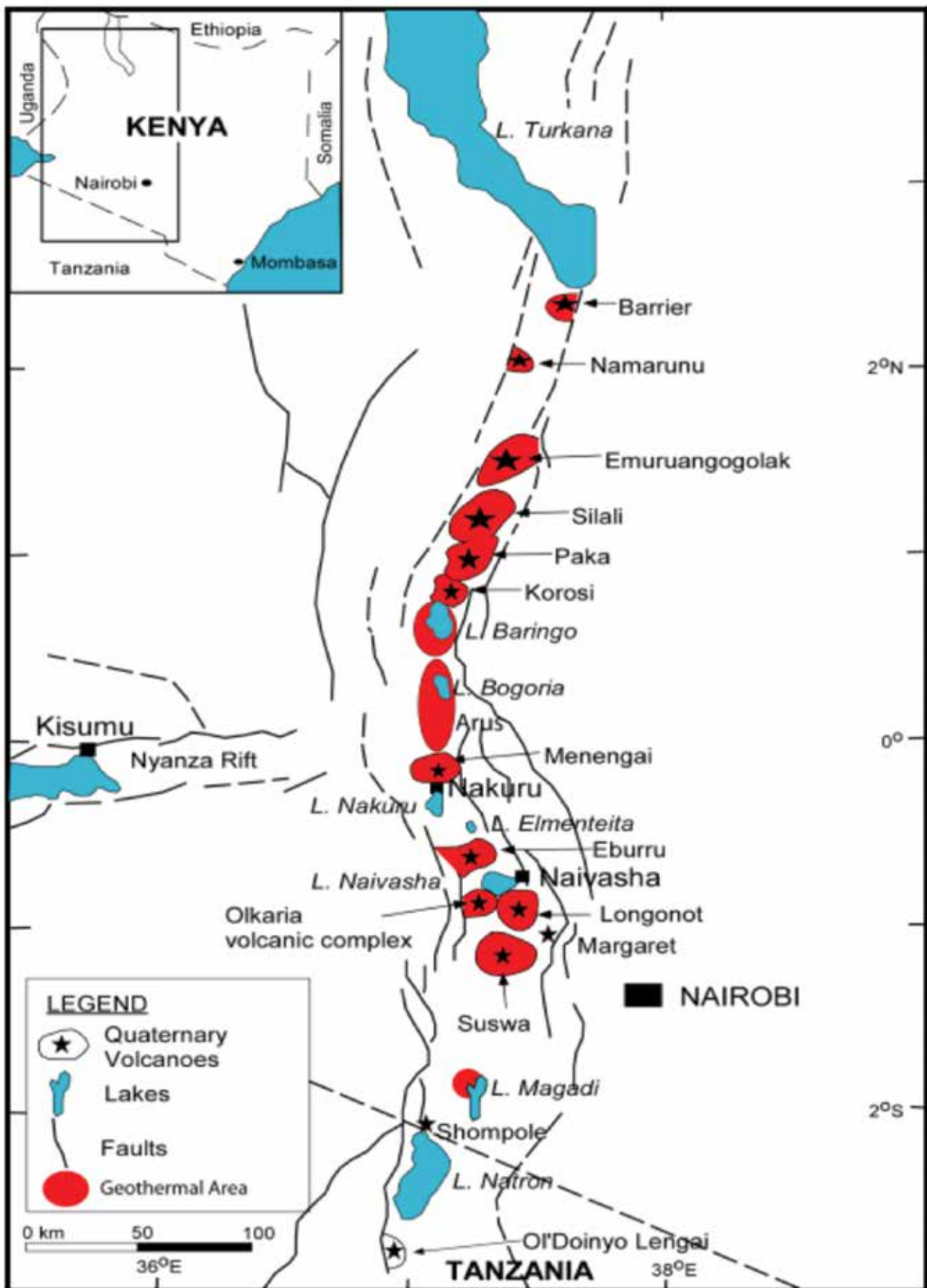
Photo by: Mumb Chaudry

# East African Wild Life Society Organizational Structure



## Annex 2

### Extent of Geothermal Exploration and Development in Kenya's Rift Valley



Source: 2007. Peter Omenda (KENGEN), status of geothermal exploration in Kenya and future plans for its development



# Make a Donation

Supporting the EAWLS signifies your dedication to conservation and the wise use of the environment in East Africa. Your donations help us protect Wildlife and the environment, while also improving governance and local livelihoods. We greatly appreciate your support.

## **For a donation, we have now made it possible for you to enjoy tax relief if you live in the USA or UK.**

1. For USA, we have a formal partnership with Lewa USA, who enjoy 501(c)(3) tax relief entitlement for donations and legacies. The donations have to be made out to Lewa USA but it is easy to indicate that the donation is committed to EAWLS through the Lewa Wildlife programme. The donation can be made by visiting **www.Lewa.org** or if you would like to make the donation by cheque, please make it out to Lewa Wildlife Conservancy and mail it to 38 Miller Ave, Mill Valley, CA 94941 with EAWLS noted on the memo line. Credit card donations can be made by calling Lewa USA's Executive Director, Ginger Thomson at 415.627.8187.
2. For UK, we have now registered East African Wild Life Society (UK) as a UK Registered Charity (Charity No. 1153041). Donations would be entitled to tax relief. EAWLS (UK) has a dedicated bank account and the details can be provided by contacting us if you are interested in making a bank transfer. If you wish to use the cheque option, then these should be made out to East African Wild Life Society (UK) and sent to Mrs Emma Stewart, Townend of Grange, Dunlop, Kilmarnock, KA3 4EG.

# Give a Legacy

## Include East African Wild Life Society in your Will

Give a lasting gift of protecting endangered, rare and threatened species and habitats in East Africa as well as promoting the conservation and wise use of its environment. For more information, please contact us through: **Tel: +254 20 3874145 / +254 20 3870335 / +254 722202473 / +254 734600732**

**Email: [info@eawildlife.org](mailto:info@eawildlife.org)**



# Support Conservation in East Africa

## Become a Member

As a member of East African Wild Life Society, you are helping ensure that all people in East Africa benefit from the full diversity, beauty and richness of nature. The achievements highlighted in this report would not be possible without our dedicated Membership. We need your support.

In addition to supporting conservation projects in East Africa, you will receive: a free copy of SWARA Magazine four times a year, a quarterly newsletter, discounts in selected hotels in East Africa, online access to 40 years of SWARA magazine archives, and updates on all EAWLS activities. As a member, you are part of a movement to defend our heritage, and we will keep you posted on our progress along the way. There is an Annual General Meeting where members can make their views known and become more involved.



# Payment Options

## Online Payment

Use this link: [www.eaWildLife.org/join/payonline](http://www.eaWildLife.org/join/payonline)  
and follow the easy and secure process

## MPESA

Pay bill business Number: **502300**

Enter 'NEW' for new members under the account number on the paybill option

## CHEQUES

Be made payable to: **East African Wild Life Society**

CATEGORY	EAST AFRICA	REST OF AFRICA	OUTSIDE AFRICA
INDIVIDUAL <b>Donor</b>	Minimum: Kshs.10,000; US\$145	Minimum: US\$150; £80; €120	Minimum: US\$200; £110; €160
INDIVIDUAL <b>Regular</b>	Kshs.3,000; US\$40	US\$45; £25; €35	US\$65; £40; €60
FAMILY**	Kshs.4,500; US\$60	US\$65; £35; €50	US\$95; £60; €85
CORPORATE <b>Regular</b>	Kshs.20,000; US\$295	US\$300; £155; €235	US\$350; £210; €385
CORPORATE <b>Donor</b>	Minimum: Kshs.60,000; US\$850	Minimum: US\$875; £465; €705	Minimum: US\$1000; £580; €850
<b>(E-SWARA) CATEGORY</b>			
INDIVIDUAL ASSOCIATE*	Kshs.1,000; US\$15	US\$15	US\$15
INDIVIDUAL <b>Donor</b>	Minimum: Kshs.5,000; US\$75	Minimum: US\$75; £40; €60	Minimum: US\$75; £40; €60
INDIVIDUAL <b>Regular</b>	Kshs.1,500; US\$20	US\$25; £15; €20	US\$25; £15; €20
FAMILY**	Kshs.2,000; US\$25	US\$25; £20; €25	US\$25; £20; €25

\* This membership category applies to those below 30 years of age

\*\* Family membership category includes children below 18 years





THE EAST AFRICAN  
WILD LIFE SOCIETY

Riara Road, off Ngong Road Kilimani, Nairobi

P.O.Box 20110-00200, Nairobi Kenya

**T.** +254-20-3874145

**M.** +254 722 202 473 / 734 600 632

*[www.eawildlife.org](http://www.eawildlife.org)*