



Organizational Review and Strategic Plan 2018 - 2023

April 2018

NAME
WILDLIFE CLUBS OF KENYA

IDENTITY
Wildlife and Environmental Conservation Education Organization

MANDATE
Empower Youth and Communities to Proactively Engage in
Wildlife and Environmental Conservation

VISION
Proactive Society in Wildlife and Environmental Conservation

MISSION
Enhancing Wildlife and Environmental Conservation for Posterity

CORE VALUES
Professionalism
Integrity
Team work
Passion and Care for Nature
Advocacy for Nature
Innovation
Selflessness and Commitment

MOTTO
Learn to Conserve for a Better Tomorrow

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ACRONYMS AND ABBREVIATIONS

AFEW	African Fund for Endangered Wildlife
CDACC	(TVET) Curriculum Development, Assessment and Certification Council
CEA	Conservation Education and Awareness
CTTR	Centre for Tourism Training and Research
DRR	Disaster Risk Reduction
ESD	Environmental Sustainable Development
ICRAF	(International Council for Research in Agro-Forestry) World Agro-Forestry Centre
ICT	Information Communication Technology
IEC	Information Education Communication
IFAW	International Fund for Animal Welfare
IUCN	International Union for Conservation of Nature
KICD	Kenya Institute of Curriculum Development
KNEC	Kenya National Examination Council
KWS	Kenya Wildlife Service
KWSCRIP World	Kenya Water Security and Climate Resilience Project (a GoK/ Bank project)
MEAL	Monitoring Evaluation Accountability and Learning
MEO	Mobile Education Officer
MEU	Mobile Education Unit
NEMA	National Environmental Management Authority
NITA	National Industrial Training Authority
PTA	Parents Teachers Organization
SGR	Standard Gauge Railway
TVET	Technical Vocational Education Training
UNCTAD	United Nations Centre for Trade And Development
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Education Social and Cultural Organization
USSD	Unstructured Supplementary Service Data
WCK	Wildlife Clubs of Kenya
WWF	World Wide Fund

EXECUTIVE SUMMARY

Wildlife Clubs of Kenya is 50 years now! The operating context in which it operates has changed drastically especially in the last 5-7 years. Changes, emerging trends and patterns in the wildlife and environmental conservation operating space have been adequately documented in chapter three of this document. It is important to note that players have changed and donor and stakeholder interests and motivations have shifted towards results and outcomes, value for money, value addition and quality in performance. It will be crucial that WCK implements this strategic plan with these in mind.

At the local level, the understanding of the proponent issues related to wildlife and environmental conservation are increasingly complex. Given issues of global warming, degraded biodiversity, pollution in its dimensions and climate change, it is evident that the messages at the local level need to be simple and clear, devoid of terminologies and jargon, if they are to create relevant levels of awareness for citizens to engage proactively in wildlife and environmental conservation. The inter-relatedness of these aspects is not clear on every day basis to ordinary citizens. Aspects in this space have been discussed briefly in the context review.

In the conservation sector, the government has embraced education for sustainable education, and is a signatory to a number of key international and regional protocols in the protection of wildlife, nature and the environment. In addition, the government has put in place Acts of parliament, policies and strategies that establish mechanisms for mobilizing its agencies and communities to protect nature, act on climate change and intervene in conservation efforts.

Issues that have gaps and emerging scenarios in wildlife and environmental conservation sector, have been captured in the context review in this strategic plan. With devolution, a new platform has been set where engagement with counties provides greater opportunities to reach grassroots better. Engaging counties provides WCK opportunities to provide technical expertise and links with potential for resources for wildlife and environmental conservation at that level.

The overall drive of the strategic plan period 2018-2023, will be guided by three aspects of business. The first, is to enhance business development with innovation, adapting state-of-the-art competencies. To do this, up-to-date information on the market within which WCK operates will need to be systematically collected and analyzed, and its outputs used to inform policy and management decisions on how to operate the WCK facilities professionally as businesses for income generating ventures, relevant to their location.

The second, is to enhance business acumen in the Conservation Education and Awareness department (renamed from Programmes department), basing its work partly on the functional analysis outcomes. This will entail using the Department/Unit/Region as the base for quality performance. Each department/unit/region undertook a systematic review of the rationale for why it was created in WCK. A new department/unit/region will only be created from the same premise. Management decisions will be taken while considering the functional analysis outputs, so as to synergize operations.

The most crucial part of functional analysis is ready and a summary which provides the mandate, goal, key areas of principal focus for institutional strengthening and objectives of each Department/Unit/Region is documented. The remaining part is administrative and is based in Human Resource Unit, which is tasked to carry out the remaining phases to completion. The completed functional analysis part provides adequate information for institutional strengthening such that WCK does not need to carry out organizational capacity assessment. It has enough data and information to implement plans on capacity and competency strengthening.

The third aspect is on a 360-degree quality performance management direction and thrust. This is viable at all the levels based on the outcomes of the functional analysis. As the functional analysis was interactive in that all key managers in WCK undertook to systematically analyze the department/unit/region for which they head, they have learnt what inherently is needed to make their respective department/unit/region operate with effectiveness and efficiency. With feedback from the consulting team, aspects of streamlining have been identified and proposed for implementation during the strategic plan period.

Under the third aspect, WCK will undertake to develop benchmarks, indicators and standards of quality for performance that are department-based and also staff-based. Department-based benchmarks, indicators and standards will be driven by the defined mandate, goal and objective for each department/unit/region, given the areas of principal focus for institutional strengthening. Staff-based benchmarks, indicators and standards will emanate from the job assessment analysis and specification to be undertaken by Human Resources Unit supporting each department/unit/region.

At the governance and leadership level, more frequent seminars with state-of-the-art and up-to-date reviews to map out issues most likely to affect and influence the work of WCK in a comprehensive manner will be added to the normal business of the Executive Committee. In this way, the Committee will get data and information for shaping policy and direction for WCK. This will include county specific updates.

At the management level, the uniqueness of CTTR will be profiled and supported to enrich its delivery in training and research. Linkages with relevant government ministries, primarily education, environment and natural resources and county governments, will be addressed at management level to legitimize the direction these engagements will take to support WCK as a whole, and specifically CTTR, and key Conservation Education and Awareness department interventions.

Given the changes in the education and industrial training reforms, county-based outreach by CTTR is viable if crafted and premised on systematic needs review. Some counties have expressed positively that they need WCK training for earmarked personnel in county tourism departments. Given such opportunities, CTTR would have wider scope and attachment of services it can offer, given WCK expertise in the sector. CTTR also has potential to grow its own business for sector-wide service delivery as an operating entity in its own right and earn a charter to that regard. This would be a strategic direction to encourage.

A slight departure in management that has been proposed in this strategic plan is on business development for all facilities in which WCK has potential to offer hospitality services. This strategic plan proposes that WCK sets up a Business Development

portfolio reporting to the CEO. Under this arrangement, systematic development of the business for each facility will be undertaken, first by establishing its core market, then developing business products for that market. This will be followed by hiring a competent professional in that sector to manage the facility with the oversight of the National Coordinator to start with, then weaning it to a fully-fledged business operation.

Another departure is the setting up of the Human Resource Unit to operate directly under the CEO for purposes of spearheading quality performance management. This is directly linked to the result of functional analysis. This comprises the work on the remaining phases using the outcomes of functional analysis already realized, to carry out job assessment and relevant steps thereafter.

Based on the final stage, benchmarks, indicators and standards of quality performance will be developed. Following that, guidelines, frameworks and tools for monitoring and tracking performance will need to be set up, disseminated and inculcated among all staff. With this then, will be the two tier-performance review procedure, first for each department/unit/region and six months later for all staff. In the initial phase the Human Resource Unit will be very busy developing the relevant system. After the second year, heads of departments will be able to run the processes and procedures.

At the overall Conservation Education and Awareness department level, new guidelines for monitoring, tracking, learning and evaluation of outcomes will be introduced, that take perspectives of results-based funding, results-based planning and, results-based management. In this regard, the use of objectives as the basis for reporting and the tracking of outcomes (*change created by interventions*) as the content for reporting, will be implemented. The reporting frameworks will be reviewed to reflect this shift at department level as well.

At the regional level, enhanced program management competencies will be put in place to revamp the quality of programming. This will include such aspects as exchange programs with like-minded agencies, training and development, as well as induction of new approaches to program work engaging regional coordinators and education officers. The overall role of regional staff will therefore be more focused as the scope of schools and

institutions as well as county engagement has grown. With the evolving business development unit, the work of Regional Coordinators would be less direct on the facilities.

The development of new and relevant wildlife and environmental conservation material with messages for the varied audiences remains an area with limited field experience such as WCK has. This includes revamping Komba magazine. Based on WCK regional field experience and expertise developing both print and ICT, information education and communication material would be an area of specialization. Linkage with KWS in this area to use its studio facilities, is open for collaborating. WCK and KWS have the unique advantage of reaching wildlife and nature better than most other agencies in the country which would provide the right context to develop content.

At finance management level, support to business development with costing and pricing will be essential. In addition, diversification of sources of revenue and integration of revenue generating ventures with the revenue facilities are able to generate, would be needful. Spearheading better marketing of the facilities could be undertaken under the Operations department which would link facilities to media and other promotional spaces.

In order to profile its image, brand, visibility and public relations, the quality of communication is crucial. In addition to communicate lessons, outcomes change and impact, quality reporting is imperative. For production of wildlife and environmental conservation material both in print and ICT, communication acumen is called for. WCK would need to consider including a portfolio on reporting, documentation communication to complement MEU. The portfolio would have technical competencies and capacities in ICT-based writing, with effective journalism to fulfill functions in consolidating content for Komba magazine, input to quality reporting and proposal writing.

This report is structured into nine chapters. **Chapter one** looks at the background of WCK, how it is currently constituted (governance, the Organization leadership and management; Organizational structure; scope of operations and its targets; reasons and focus of the strategy review. The **second chapter** describes the methodologies used in gathering information for the review and strategy plan process. The **third chapter** explores the conservation environment at the local, regional and global levels, with an eye

on factors and trends that might affect and influence WCK work. In the **fourth chapter**, the focus is on the immediate external factors that could affect and influence WCK work, using the PESTEL framework and, analysing key stakeholders in the environment.

In the **fifth chapter**, the focus is on the internal review of WCK, at corporate, conservation education awareness, CTTR and business development levels, to determine its strengths, weaknesses, opportunities and threats, and the needed Organizational competencies for it to thrive. The results of the departmental reviews through the functional analysis process, are presented here. The revised Organizational identity, mandate, vision, mission and core values statements are also presented in this chapter. **Chapter six**, summarises the findings, challenges and proposed priority interventions for the revenue generating sources at WCK, so as to make them more viable. Risk scenarios over the next five years and their management options are described in **chapter seven**, while **chapter eight**, in tabular form, describes the strategy implementation and management aspects to be taken into consideration during implementation. These are presented in the form of strategic department/ unit goals and objectives for 2018-2023, before a conclusion is made in **chapter nine**.

RECOMMENDATIONS

Recommendation 1: Business Development

WCK facilities, services, products and merchandise have revenue generating potential. Each facility has a unique market where they are located. The current level of business management is not sufficient to capture the business market scope in terms of type of business and services, quality of services on offer, costing and pricing, unless revamped with business-like approaches and tools for the market. An important aspect of that approach would have to be systematic market review and destination branding. To address this, it is recommended that:

WCK establishes a business development unit reporting to the CEO, for designing business development plans, with a view to creating the basis towards a fully fledged subsidiary owned by WCK, that runs all the business enterprises. The focus on business development will be to systematically develop WCK business competencies and link it to

sources of capital for each facility, service, product and targeted merchandise in WCK's markets.

Recommendation 2: Functional Analysis and Quality Performance

Functional analysis has identified the pathway for institutional development and phases necessary to establish solid quality performance systems. It is recommended that:

WCK takes on the remaining internal phases of functional analysis, carry out job assessment, analysis, specification and comparative market job review for its sector. Based on that, establish benchmarks, indicators, standards of performance and implement them at department and staff levels.

Recommendation 3: Program Competency Development

Program outcomes have become the primary focus for all donors in that they expect results. The principles of value addition (*from WCK experience and expertise*), value for money, risk management, outcome based planning, implementation, management and reporting require new approaches and competencies in how projects are designed and developed in WCK. It is recommended that:

WCK adopts appropriate results-based approaches to program which culminate in outcome based reporting, projecting benefits realized and profiling results better in all its reported work.

Recommendation 4: Innovation and Learning

With 50 years in the wildlife and environmental conservation, WCK has learnt and can demonstrate learning by innovation, developing and sharing field experiences like no other agency can in the sector. Its institutional memory and track record has a wealth of knowledge that can be distilled to inform and influence change at policy, education awareness program design levels. It is recommended that:

WCK uses its CTTR and MEU capabilities to document, record and develop relevant information, education, communication and awareness creating material in print, ICT and other media platforms that promote wildlife and environmental conservation, appropriate for youth and communities.

Recommendation 5: Communication, ICT, Documentation and Reporting

WCK has a range of audiences to address its communication to. Use of ICT, effective recording and documentation for reporting is essential for the range of audiences to be reached appropriately. In addition, effective communication and use of ICT will facilitate the profiling of outcomes, lessons, image, branding and visibility of WCK. It is recommended that:

WCK strengthens its capabilities, approaches and competencies in communication and use of ICT, recording, documentation and reporting.

Recommendation 6: Engagement with Ministries and County Governments

New opportunities exist given the gaps in the sector. Experienced and directly engaged agencies that have experience are few. It is recommended that:

WCK seizes the opportunity to engage relevant government ministries at national and county levels, as well as direct engagement with counties to provide technical support for local wildlife and environmental conservation in sync with education for sustainable development.

Recommendation 7: Networking and Collaboration

Wildlife and environmental conservation is a broad field and one agency cannot achieve very much alone. It is recommended that:

WCK revamps its networking and collaboration to engage in a more robust manner with key players at county level for field practice linkages, at national level for visibility and at best placed regional and international levels profiling its work to enhance and enrich its experience, innovatively building on its model.

Recommendation 8: Process for Change of Organizational Name

The review findings identified that the organizational name and especially acronym is often mistaken and mixed up with the names and acronyms of several other organizations in the sector. In addition, in the cause of time its logo was used in a number of different

versions. This interrupts the visibility and branding of the image of the organization to its audiences in public.

It is recommended that WCK undertakes a process for reviewing its name in accordance with the statutory requirements and reconfirm whether it continues to use the current logo, or design a different one.

Recommendation 9: Strengthening Niche, Visibility and Branding

WCK expertise is grounded on field experience and largely the network of patrons and persons mentored in wildlife and environmental conservation. It is recommended that:

WCK profiles its niche, visibility and branding by engaging in schemes that recognize this effort and award regimes that promote the messages of wildlife and environmental conservation that bring together such persons into visibility as part of its influence and drive in its space.

CHAPTER ONE: INTRODUCTION

1.1 Institutional Background

Formed in 1968 by 12 Kenyan students, the Wildlife Clubs of Kenya (WCK) is a charitable not-for-profit Organization registered under the Societies Act, hereafter referred to as the Organization. WCK was the first conservation education programme of its kind in Africa. WCK has a service charter which is a declaration of the role and values upheld as well as the commitment to provide high quality services to its clientele and other stakeholders. By this charter, the Organization commits itself to serving its clientele effectively, efficiently and honestly, with courtesy and integrity, upholding professionalism in all its operations.

The main objectives of WCK are to: share knowledge and stimulate interest in wildlife, conservation of the environment and biodiversity amongst Kenyan communities, with youth as the entry target; create awareness on the economic, cultural, and aesthetic value of natural resources; develop a better understanding of the need to conserve wildlife and other biodiversity for the benefit of the present and future generations; and, develop careers through training and education. WCK has outreach and Centres in Mombasa, Nairobi, Nakuru, Meru, Kisumu, Malindi and Kitui. WCK has hostels, guesthouses, cottages and conference facilities in some of these Centres, that facilitate learning tours on environmental conservation in Kenya.

1.2 Current Establishment

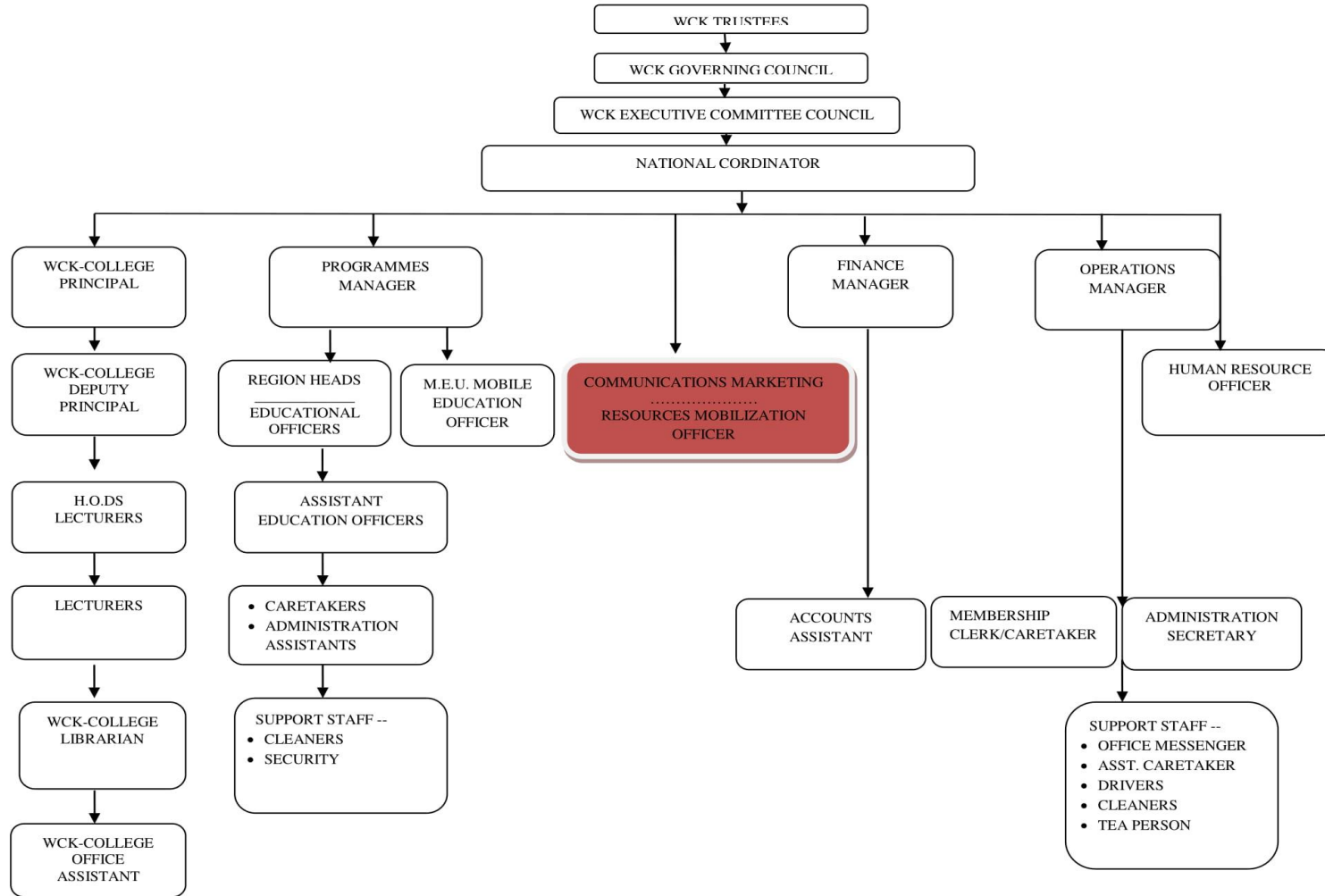
The Organization is run by a 20-member governing council consisting of representatives from the civil service, non-governmental Organizations, teachers, and private citizens. Day to day management of activities is under a Secretariat, advised by a 5-member Executive Committee, drawn from the governing council membership. Management level at the Secretariat is headed by the National Coordinator, supported by the Programmes Manager, Operations Manager, CTTR Principal, and Finance Manager. Region heads are supported by Education Assistants, caretakers, and security personnel, where there are accommodation facilities to be managed. Human Resource functions are currently carried out under the Operations Unit. The head (Principal) of Centre for Tourism Training and Research is supported by the deputy principal, lecturers, a librarian and an office administrator.

WCK has a current staff membership of 51 spread across the country, in their regional offices and at headquarters in Nairobi. The current staff members are categorized as shown in the following table:

	DEPARTMENT		No. OF STAFF	TYPE OF STAFF
1	MANAGEMENT		1	1-National Coordinator/ C.E.O
2	FINANCE		2	1- Finance Manager; 1- Accounts Assistant
3	ADMINISTRATION		9	1 -Operations Manager; 1 -Human Resources Officer; 1- Membership clerk/ caretaker; 1- Secretary; 1- Assistant caretaker; 1- Office messenger/ cleaner; 1 -Compound cleaner/ gardener; 1- Tea person; 1- Driver;
4	PROGRAMMES		21	1- Programmes Manager
	Regional Education Offices			
	1. Nairobi Region (Langata)	Plus hostels		1- Regional head; 1- Mobile Education Officer
	2. Rift Valley Region (Nakuru National park)	Plus hostels & guest house		1- Regional head; 1- Assistant Education Officer; 2- hostel and guest house caretakers
	3. Western and Nyanza (Kisumu)	Plus hostels & guest house		1- Regional head, 1- Assistant Education officer, 1- Caretaker, 1- Security officer
	4. Eastern Region (Kitui)			1 -Education Officer, 1 -Office messenger/ Cleaner
	5. Coast Region (Mombasa & Malindi)	Plus hostels & cottages		1 -Regional head; 1- Assistant Education Officer; 1- Caretaker ; 2- Hostel & Compound cleaners 2- Security officer; 1- Office Assistant- Malindi office
6. Mount Kenya (Meru & Wajee)	Plus hostel	3	1 Education Officer; 1 Caretaker 1. Security officer	
5	Center For Tourism Training and Research (CTTR)		12	1 Principal; 1 Deputy Principal; 6 lecturers, (1 partimer) 1 Librarian; 1 Administration Assistant 2 Cafeteria staff
TOTAL			48	

Below is the current Organizational function

WCK ORGANIZATIONAL STRUCTURE



Key Vacant Positions

1.3 Programmes and Scope of Operations – Reaching its Mandate and Targets

Programme coverage is national. With this strategy, WCK identifies itself as “*Wildlife and environmental Conservation Education Organization*”. Its mandate is, “*Empower Youth and Communities to Proactively Engage in Wildlife and Environmental Conservation*”. With this clarified identity and mandate, WCK will continue to focus providing wildlife and environmental conservation education working mainly with school-based wildlife clubs in primary, secondary and post-secondary institutions in Kenya. It will engage wildlife club patrons and school teachers, relevant Ministries and Agencies of government and also enhance its reach to stakeholders in this sector through different interventions, so as to influence their thinking and actions on conservation matters.

For effective implementation, WCK has divided the country into seven regions, with regional offices in various towns. Each region has several counties within it. Regions plan and manage their own work. The regions are:

1. Nairobi
2. Western and Nyanza Region
3. Rift Valley
4. Coast
5. Mt Kenya Region
6. Central Region
7. Eastern

The interventions at WCK as at the time of this strategy development plan comprise:

- Komba magazine
- Conservation education, which is engaged in:
 - Establishing wildlife clubs in schools
 - Ecology programmes
 - Mobile Education Unit
 - Teacher training
 - Art and essay competitions
 - Conservation education materials production
 - Conservation activities in schools and communities

- Revenue generating facilities (hostels, guest houses, transport hire)
- Training through Centre for Tourism Training and Research

1.4 Membership

There are four types of membership, namely:

1. Schools and other learning institutions- This membership is available to primary schools, secondary schools and tertiary level institutions like polytechnics, middle level colleges and universities. The members of the wildlife clubs enjoy certain benefits and privileges at subsidized rates, such as entry to KWS-managed national parks and game reserves. Learning institutions' membership with WCK is renewed annually. To date, school membership stands at 9, 745. In total, the number of individual institutional members stands at closer to one million.
2. Associate. This is open to individuals who are passionate about conservation and would wish to support and be associated with the wildlife clubs of Kenya, even after school. The Associate member benefits from using the wildlife clubs of Kenya facilities at a members' rate, takes part in wildlife clubs of Kenya conservation programmes, as well as receives the three issues of the Komba magazine yearly. Membership is renewed annually at a communicated cost. There are 2002 Associate members as at March 2018.
3. Corporate membership is for Organizations and companies that would like to be part of WCK by supporting their conservation activities. Corporate members receive three issues of Komba magazine every year. Membership is renewed annually and currently comprises 102 members.
4. Life membership is for those who make a one off payment of Kshs 100,000.00. Life members are interested in conservation matters and would like to be associated with WCK for life. There is currently only one life member.

WCK also has trustees who are no more than five at any one time and are appointed by the Council. They hold office until death or retirement, unless previously discharged. Trustees demonstrate excellence in their respective fields; they have an active interest in

environment conservation education; and they assist in promoting the goals and objectives of the Organization by lending their support to its activities. The property of the Organization is vested in the Trustees who have powers and duties vested in the law, including discretion of investment and transposing investment.

1.5 Partnerships

Partners who have been supporting WCK in the work of conservation include Kenya Wildlife Service (KWS), African Fund for Endangered Wildlife (AFEW), Born Free Foundation, Cheli and Peacock Community Trust, and the World Wide Fund for Nature. Others are Kenya Forest Service, Ministry of Water and Natural Resources, East Africa Wildlife Society, International Fund for Animal Welfare (IFAW), and the national Museums of Kenya. A long standing Memorandum of Understanding has been signed with Kenya Wildlife Service.

1.6 Justification for the Strategic Plan Review

With the 2013-2018 Strategic Plan coming to an end, WCK needed to deepen its stocktaking on the impact of its work based on the need for strategic visioning and refining core business priorities and goals that are consistent with the organization's identity, mandate, vision and mission, values, competencies, implementing capacities, and context of operation. There was need to conduct a detailed analytical context review focusing changes in the conservation education sector in Kenya, regionally and internationally, the unique challenges these present, seeking out opportunities that are emerging for intervention and long-term stakeholder engagement, for maintenance of relevance of existence.

The Organization needed to explore key policy issues and the strategies that have influence and effect in the constituency WCK operates in. Among these were policies and strategies of key support agencies, including duty bearers, other stakeholders and actors and rights holders. With all this, the Organization's strategy would be anchored in its strengths, competencies, comparative advantages and capabilities. It would be based on the priorities and needs of WCK's target population. Overall, WCK's strengths, branding, visibility and niche would be improved.

The Organization also needed to identify options that further enhance its financial sustainability by reviewing its revenue generating options.

1.7 Focus of the Strategic Plan Review

The focus of the strategic plan review (2013-2018) was based on the institutional and core business aspects of the Organization. To do this, through the functional analysis process, it sought to identify department/unit mandates, key function aspects, objectives, roles and responsibilities and how they link internally/externally per department/unit in the context of WCK. Inter-linkages were guided by the principles of organising and coordinating; communicating; decision making; delegating; and accountability.

The functional analysis was carried out to facilitate identification of functional priorities and to establish any inherent gaps of competencies, structures, and systems. The purpose was to create a data base at Department/Unit/Region level that would be useful to enhance quality performance in organizational, program and staff performance in WCK. The outputs provide technical rationale and justification for a refined organizational structure to fill gaps and priorities for strategic positioning and visibility profile as a national organization. Functional analysis also addressed how to enhance effectiveness, addressing performance at Governing Council and Executive Committee level, leadership and management, quality of program, business and operations approaches in WCK.

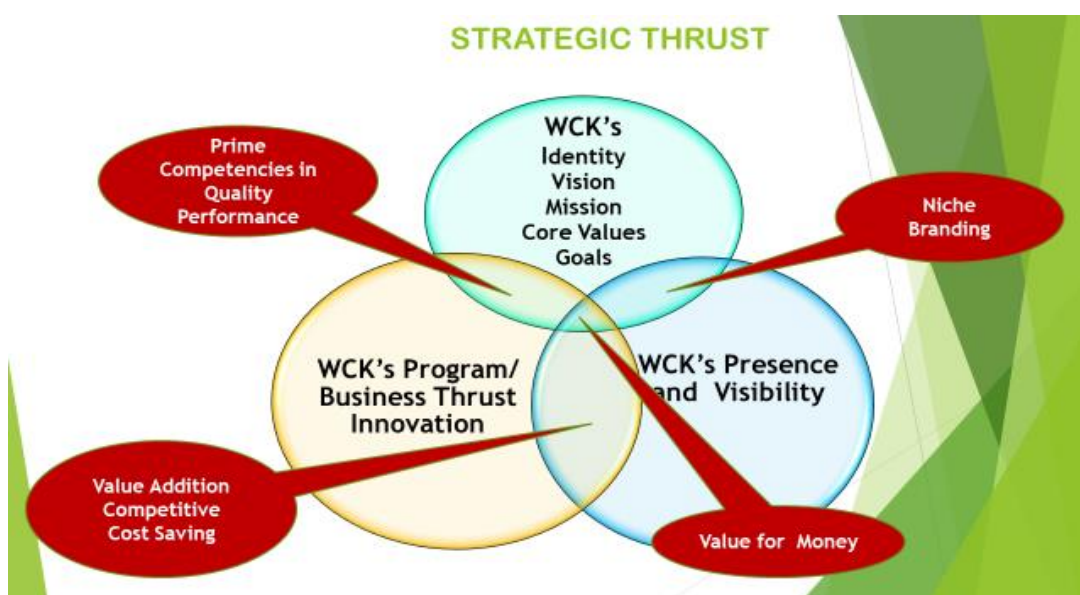
There was an exploration of the origin, growth and current status of WCK. Under this, the strategic review explored the interests, motivations, aspirations and reasons underpinning its creation; what supports and informs its governance, leadership, direction setting and management; foundations and purposes in place for managed growth and the premise for quality performance management; and WCK niche and visibility, based on the internal organizational/ institutional frame. A review of its departments and resources - human, finance, information, knowledge, technical expertise, ICT, research and development, and opportunities in context, was undertaken to determine the established level of matching between resources and scope of interventions and their management.

The strategic review process explored strengths and opportunities, weaknesses, threats, risks, assumptions and possible options and goals that WCK might take up given the

dynamic dimensions of operating in the conservation education conservation sector. Based on informed context analysis of the country and the conservation sector, emerging trends and patterns in aspects of policy, beneficiary needs, political landscape, priorities of existing partners to WCK among others, the strategic review process explored the possible scenarios that might emerge in the next five years in Kenya. It also explored opportunities and options likely to occur in the space WCK operates in. This included exploring the political, economic, social, technological, environmental and legal aspects inherent to the operating context of Kenya.

Other areas of focus included the internal set up to establish existence or lack of inherent policies, systems, procedures, records, clarity on functions, roles, responsibilities and duties, as well as mechanisms for communication, channels, media, medium, networks and collaboration arrangements. Inquiry on resource mobilising and resource development, was undertaken. Based on this, the review team identified thematic aspects of strengthening in governance, leadership, direction setting; management of institutional growth and development; key conservation education and awareness programme development; CTTR; business development; resource mobilizing and development; and managing quality performance at the Organizational, conservation education and awareness programme, CTTR and human resource level from which to direct the strategic thrust for 2018-2023.

Summary of Strategy Plan Issues to be Focussed on



Source: PRECISE Organizational Review for WCK

1.8 Future Projections

WCK intends to expand and extend its scope, reach and business development by improving how it conducts its work and operations. It targets to introduce systematic managed growth, enhancing professionalism and quality performance in its operations. It also envisages improving how it addresses key risk factors, learning from its work in the last five years, and emergent constraints and challenges in its operating context, in line with strengthening itself for better implementation in conservation through the wildlife clubs.

CHAPTER TWO: METHODOLOGY AND APPROACHES

In February 2018, WCK conducted context, Organizational and its intervention sector reviews to develop a new strategic plan for 2018 to end of 2023, that followed the previous strategic plan of 2013 - mid 2018. The initial phase of functional analysis was also carried out in all the Organization's departments. The reviews were guided by a Terms of Reference. The process was facilitated by three resource persons from PRECISE, a regional agency working in Africa.

In consultation with the CEO, Operations Manager and HR Officer, the resource consultants developed an inception plan, protocols and guidelines for the functional analysis and the context, sector and Organizational reviews. All the departments were engaged in the functional analysis and reviews, represented by their heads of departments and any other invited staff. The departments/ units included:

- i. Leadership and management
- ii. Finance
- iii. Operations, which includes Human Resources
- iv. Programmes
- v. Centre for Tourism Training and Research -CTTR
- vi. Regional management – This was created only for purposes of the strategic plan review process

The Strategic plan process had five major components:

- i) Literature review based on documents from WCK (previous strategic plan; various policy documents, human resources, administration, logistics, procurement and finance; programme sector reports; Organization chart; context review documents from various actors; among others).
- ii) Web-based research and supplementary documents from PRECISE to inform the process which was conducted throughout the process.

- iii) Implementation of the initial phase of a systematic functional analysis process at governance, leadership, management and Organization structure levels.
- iv) Direct interviews at management, leadership, programme sector, CTTR and support departmental levels, as well as with field staff. There was open sharing and exchange of ideas. The methods and approaches were informed by the key areas of investigation identified in the scope and focus of the strategy plan process. Gender dimensions were included throughout the process. The data collection tools comprised frameworks on functional analysis, SWOT, PESTEL, stakeholders and actors' analysis, risk analysis, and a framework for developing mandate, goals, objectives, outcomes and indicators.
- v) Apart from the functional analysis, the other data was collected during a two and a half-day workshop comprising heads of regions and departments from WCK. The forum focused Organizational competence review; Organizational governance, leadership and management capacity assessment; Organizational direction setting and management; finance management and funding assessment; administrative review; context analysis; partnership review; programme sector review; business model review; developing outcome monitoring indicators that will guide the Executive Committee and Management track the goals, objectives and outputs, outcomes and impact of the strategy.

This was followed by data cleaning, analysis, interpretation, documentation and development of a draft strategic plan which put together the revised identity, mandate, vision, mission, core values and organizational ethics, priorities, goals, competence profile, stakeholder synopsis, performance criteria for developing benchmarks and guidelines for designing quality standards and other pertinent information for the strategy.

The strategic planning process team used direct observation and active listening to confirm and cross check validity of the respondent's answers in relation to the expected outputs pertaining to the assignment.

CHAPTER THREE: WILDLIFE ENVIRONMENT CONSERVATION CONTEXT REVIEW

3.1 Preamble

Defining the basics:

This preamble seeks to provide a premise for the subsequent discourse on strategic planning in WCK. It presumes that a set of concepts need to be commonly clear and presently understood in the progress of designing, developing, implementing and learning from the strategic plan 2018-2023.

The guiding concepts of conservation education and environmental education are not in competition; hence they need to be understood for use in the overall work of WCK. In the preamble it is also presumed that there is a need for individual citizens to take care of present and future environmental issues. For them to do so they need to be informed and gain correct, accurate, relevant facts appropriate for their situation to act.

It has been established in varied studies that citizens individually and as communities need to be re-educated to gain relevant knowledge. The re-education should seek to influence and shape attitudes and behaviour towards wildlife and the environment. They need communication that reinforces facts, knowledge, attitudinal and behavioural changes in favour of wildlife and the environment and overall sustainable and resilient living with nature.

3.2 Why Conservation of Nature and Wildlife?

The concept of nature among the common people and cultures connotes the physical and seasonal aspects of the environment, hence land, vegetation (forests and grasslands), water forms, hills, sun, moon, day and night. In conceptualizing nature then, most communities understand it as that which exists and supports living. In this connection, as part of the already faded cultural practices for care and protection of certain species, most communities perceive the natural as space for conquering to occupy, exploit and use for

benefit perpetually. In this regard, communities have almost completely lost the notion of care, conservation, protection and management for posterity¹.

The concept of wildlife in Kenya in particular has been understood in a narrow sense. To most Kenyans, an understanding about wildlife is confined to and seems only synonymous with wild animals in the park. The moment wild animals leave the prescribed parks or conservancies, their status changes. With this, indications point out that wild animals are exposed to a range of vulnerabilities due to the limitations of understanding. Conservation or protection, unless enforced from government, is not perceived as a necessity.

Environment is also a concept not fully appreciated and understood for what it stands for. Majority of citizens associate environment with only the trees and partially, land. The aspects of environment which have to do with ecosystems and human activity in context only come into the limelight when there is some form of crisis or catastrophe. In this regard, environment features more in the limelight during media reports on drought, flooding and partially in media discourse on climate change².

Aspects of biodiversity, human activity and its impact on the environment, linkages of conservation to management and education, related as well to linkages of the environment to livelihoods, are limited. This is perhaps inevitable since the sphere of conservation of the environment is one that is wide, interdisciplinary and complex.

In this connection, inherent understanding of nature, wildlife, environment and conservation does not comprise within it biodiversity, forms and species in the wild and different ecosystems. This limited understanding does not appreciate the full aspects of care, protection and conservation of nature, wildlife environment and the implications of human activity in land use as described in the concepts of conservation and environmental education. It could therefore be stated here that the inter-linkages of human activity and livelihoods to nature, wildlife, environment and conservation are faced with huge information, knowledge gaps.

¹Sally Burer (2014); *Influence of Environmental Education on Conserving Environment in Kenya - Moiben Case Study, Uasin Gishu County, UoN*

²*Dongwuxue Yanjiu*, (Sept 2016); *Concept of scientific wildlife conservation and its dissemination- Zoological Research - Retrievable - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5071339/>*

There is therefore dire need for concerted efforts of providing information, education and communication to enhance appreciation, understanding and knowledge towards influencing change in levels of knowledge that has an impact on choices, attitude and behavior towards suitable living with nature, wildlife, and the environment. This would contribute to better options for care, protection and conservation towards sustainable development goals.

3.3 Conservation and Environmental Education

Conservation education seeks to establish a process with appropriate avenues, forums and platforms to influence people's attitudes, emotions, knowledge, and behaviors about wildlife and wild resources. The process requires engagement of a target people by skilled conservation and environment educators, interpreters, policy makers, and policy implementers. The process uses a variety of approaches, methods and techniques based on systematic assessments on the types of information and messages needed to address gaps that people might have to reconnect them with nature³.

3.3.1 Summary of Key Components

Components of environmental education⁴ are:

- Education **ABOUT** the environment - **developing knowledge and skills**
This is founded on curriculum-based learning and inquiry ABOUT the environment (viz. Kenya's KICD, ESD Curriculum), that develops awareness and understanding of environmental issues at different age sets, and life contexts of communities, children and adults. It also focuses on the key priority issues related to conservation in a given locality in time and space.
- Education **IN** the environment - **information, communication and education for connecting to nature and place**
This provides for education outside i.e. place-based learning IN the environment that promotes fostering of passion, values, vision and attitudes about the environment. It encourages personal growth in appreciation and understanding and well-being based on direct contact with nature. It also provides updates on

³ Rinkesh Kukreja (2017; Environmental Education? Conserve Energy Future-Retrieveable – <https://www.conserve-energy-future.com/environmental-education-and-its-components.php>

⁴ Adapted from web search on information defining the concept and its key components.

new and emerging issues on the environment touching species, human activity, nature and inherent challenges.

- Education **FOR** the environment - **taking action to restore, grow and protect**
Applying information, skills, knowledge, passion and values to take action and participate **FOR** the restoration of the environment. This increases a sense of responsibility, confidence and empowerment through participating in active citizenship and taking collective action to resolve environmental issues.

Conservation Education is a subset and component of environmental education. It is a “non- ending” process intended to educate and train key players and target communities or cohorts thereof, to act in ways that create lasting impacts directed on how to manage the natural resources in a sustainable manner.

Environmental education refers to organized efforts to teach how people interact with the environment, the implications of human activity on the environment, how natural environments function, and particularly, how human beings can manage their actions and behaviour towards ecosystems for sustainable living.

Environmental education as a process allows individuals to explore environmental issues, engage in finding practical solutions to local problems, and take action to improve the environment. As a result, individuals develop a deeper understanding of human behaviour and decisions affecting the quality of the environment, question issues and factors that affect ecosystems in the environment and develop information based knowledge and skills to make informed and responsible decisions. Environmental education provides guidelines on environmental education. Components of environmental education⁵ are:

- **Awareness and sensitivity** to the environment and environmental challenges and changes
- **Knowledge and understanding** of the environment and environmental challenges and changes

⁵ Adapted from US, Environment Protection Agency about the concept and its key components

- **Attitudes** of concern for the environment and motivation to improve or maintain environmental quality
- **Skills** to identify and help resolve environmental challenges and address changes
- **Participation** in interventions that lead to the resolution of environmental challenges

3.3.2 Conservation and Environmental Education in Posterity

The foregoing preamble summarizes the primal need on what conservation is about why it is needed. How these aspects could best be addressed is a matter of prioritized needs, focus, targeting and the setting of strategies and interventions to deliver on the priorities established by any one agency or government to address itself in the most relevant manner to its context.

3.4 Kenya's Conservation and Environment Operating Space

Kenya is a key participant in wildlife conservation, environmental and climate change initiatives of world repute. The country is signatory to a number of international protocols on conservation of nature, wildlife, wetlands, environment, biodiversity and climate change. Kenya is also host to the UNEP, and a number of international and national agencies focusing aspects of conservation of nature, wildlife, and environment such as the World Agroforestry Centre (ICRAF), WWF, IUCN, among others.

In Kenya, nature, wildlife, environment and conservation fall under a range of ministries, among them the Ministry of Natural Resources, Environment and Forestry, Ministry of Tourism, Ministry of Lands and Physical Planning. A number of other government agencies also play key roles, key among them being Kenya Forest Service, Kenya Wildlife Service and National Environment Management Authority and the National Disaster Management Authority.

Specific to wildlife (focus on wild animals), a number of private, public and community conservancies have been initiated with the most dominant being in the Mara Region, Laikipia and a few spread out in Nairobi, Nakuru, Tana River and Isiolo Counties. Other aspects of nature conservation and environment targeted have been wetlands and lakes to

some extent, by the Lake Basin Development Authority, KWS, NEMA and Civil Society. The Ministry of Natural Resources, Environment and Forestry prioritizes to address challenges in environmental education and awareness. In this direction, it has developed the Biodiversity Plan. The plan seeks to promote interventions that address pollution, deforestation, global warming and climate change, changing land use priorities and waste management⁶.

In the past, the government used to have well managed protected forest areas across the country in the interest of protecting hilly and mountainous landscapes, water sources and indigenous forest. With changes and population pressure, increased demarcation of land and intensive farming, these have led to serious depletion of forest cover. Economic priorities have overcome conservation benefits and many such forests have been depleted to almost beyond levels of natural recovery.

Apparently, there is a large stock of legal and policy documents, providing literature on how the government intends to execute aspects of conservation, protection, management and interventions in favour of wildlife, and the environment. In addition, these documents comprise government intentions on curbing the root causes of global warming, climate change and natural disasters. This context review will not focus even a summary of what the documents are and what they focus as they are liberally available for use both on line and in print copies.

The government has consistently updated the content of the documents making them relevant with new science, research and updating the scope of need on key aspects for attention to the varied priorities in each sphere discussed here. For instance, the government has published documents such as:

- Kenya Government - Vision 2030
- National Wildlife Conservation Management Policy (2017)
- Green Economy Strategy 2016-2030
- National Biodiversity Strategy Action Plan (2011-2020)
- Wildlife Conservation and Management Act (2013)

⁶GoK (2018); *National Environmental Education and Awareness Initiative*; retrievable -<http://www.environment.go.ke/?p=91>

- Mining ACT (2016)
- Environmental and Social Management (KWSCR) Bill 2015
- Forest Conservation and Management Bill (2015)
- Draft National Forestry Policy (2015)
- Land Degradation Assessment in Kenya, 2016
- Kenya Climate Change Act, 2016
- National Waste Management Bill, 2017
- Tourism ACT (2011)

In addition, at the regional level, there are also relevant landscape of policy legal instruments such as conventions and protocols on agreements such as the East Africa Cooperation protocols and the AU Conventions on conservation of nature, biodiversity and climate change.

3.5 Evidence on Gaps, Threats and Priorities

Despite this wide spectrum of documents, damage to wildlife, the environment and acts promoting global warming have not ebbed. This is largely due to a dearth of awareness on the implications of not addressing acts that cause degradation and pose threats leading to risks on wildlife, the environment and climate. This in turn influences and affects livelihoods and is known to have implicative links to climate change.

The UNDP and UNEP have published systematic reports highlighting gaps created by the extractives sector, and even though the environment features, concrete aspects on inclusion for the protection of biodiversity are not detailed⁷. The UNCTAD like the UNDP has also written useful reports on trade and tourism in Africa and in these reports, the environment is mentioned, but in a passing manner.

Even though the Kenya government has put in place legislation and policies for protection of lakes and wetlands, over and above the wildlife parks, there is an emergence of evidence on widening gaps in the response towards conservation of nature, wildlife, environment and especially, biodiversity. As if this is not enough, the recent mining bill

⁷UNEP. (2014). *Green Economy Assessment Report – Kenya* see also http://www.ke.undp.org/content/kenya/en/home/library/environment_energy.html

has placed game parks at par with any other land spaces for prospecting for extractive natural resource such as minerals, rare earths, oil, gas, etc.

The fast pace of the need for agricultural land, new infrastructure such as roads, rail lines, energy expansion and setting up of new urban settlements is also posing a threat to efforts on wildlife and environmental conservation. Kenya is facing many environment challenges that include deforestation, soil erosion, and land degradation, desertification, and loss of biodiversity, water scarcity and pollution from industry. The gaps are exacerbated by floods, droughts and other related risks associated with climate change, thereby threatening national security and increasing societal and national economic vulnerability.

A greater threat to the protection of nature, wildlife and the environment in Kenya comprises population pressure, urbanization, pollution, human activity in all forms, agriculture, industry, infrastructure development, and the extractive sector focusing minerals. Change of land use, the shift in habitat loss and quality on the one hand, and the impact of human activity and climate change on the other, have a crucial bearing on environmental conservation and protection. These aspects are fraught with limited awareness as well as limited funding, expertise, and adequate engagement for building awareness to levels where choices and decisions take place at all levels in society.

In recognizing the need for conservation of nature, wildlife and the environment, the government has crafted this aspect in the Vision 2030. Based on that, all the ministries and in particular Ministry of Natural Resources and Environment, Ministry of Lands and Physical Planning, Ministry of Water and Irrigation, have developed policy and strategies that address the need for environmental conservation.

In addition, the Multi-Year Plans developed by the Ministry of Finance and Economic Planning have included in their policy and plans aspects of conservation of the environment. Based on these plans, government agencies such as the Kenya Forest Service have developed the National Forest Program 2030. NEMA has developed the Access and Benefits Sharing of Genetic Resources, and Regulations on Conservation and addressing national environmental issues.

The Ministry of Natural Resources has developed and is currently updating the National Biodiversity Plan. The Ministry of Lands and Physical Planning has also developed the National Spatial Plan with a view to prioritize specific protection and conservation areas. With devolution, counties have expressed interest in conserving nature and the environment in the content of Climate Change and Adaptation. Counties in arid and semi-arid localities have embraced working with the National Disaster Management Agency to monitor changes in the environment using early warning and early preparedness tools to prepare for response.

The low level of awareness among the general population about environmental conservation and protection are a predominant barrier to conservation of nature, wildlife and environment in Kenya. Moreover, there is inadequate expertise in the environment conservation and protection space as well as limited resource allocation at all levels that could make a positive contribution in the interest of environmental conservation and protection.

There is need to address new threats to wildlife conservation and environmental management. Among some serious threats are pollution, wildlife trafficking, climate change, IT and industrial waste, mining pollution and waste, enhanced depletion of forests and vegetative cover, reduced migratory routes for wildlife and reduction of wildlife parks, reduced water table and loss of valuable wetlands due to agriculture, infrastructure development and urbanization.

The need for wildlife and environmental conservation education is seen as a priority if Kenya will have a formidable turnaround from the looming wildlife depletion and environmental degradation. Investing in conservation and environmental education for

posterity is imperative. There is need to embrace technology so as to enhance the pace in increasing awareness, tracking monitoring and responding ahead of disaster, especially in the context of emergent threats.

With this backdrop, it is imperative to source technical expertise and link with specific entities such as ICRAF, WWF, IUCN, UNEP, UNESCO and Africa Wildlife Foundation. This does not preclude engaging other national agencies with specialized expertise and resources in conservation and environmental education that would add value and create opportunities for concrete information on conservation and protection of nature, wildlife and the environment.

3.6 Global Warming, Climate Change and the Environment

Global warming and climate change have created spaces for addressing social, environmental and economic inequalities it perpetuates⁸. Effects of global warming and climate change are foundational to weather variability, and decreased livelihoods among pastoral and small scale subsistent producers who depend on traditional production systems. Women bear the brunt of these effects due to their role in households⁹. The mix of global warming, climate change and environmental degradation have resulted in the floods of Narok, landslides in Murang'a, and long periods of drought in localities of Kitui and Kilifi, to mention but a few locations reported in the media¹⁰. This calls for community-led initiatives in climate justice interventions¹¹.

The occurrence of this phenomenon could also be attributed primarily to loss of biodiversity, environmental degradation, poor conservation and protection of the natural resources¹². Available evidence shows that, beyond raising awareness about global warming and climate change, more work needs to be done as part of arresting the root causes to pressure exerted on biodiversity. Efforts to identify and address impacts and negative trends affecting ecosystems and species need to be established. There is need to promote awareness that engages communities towards valuing biodiversity more. This

⁸Mary Robinson Foundation; *Principles of Climate Justice*; retrievable - <https://www.mrfcj.org/pdf/Principles-of-Climate-Justice.pdf>

⁹Diana Liverman, Author, *IPCC Papers (2015, 2016, 2017)*; UN IPCC

¹⁰Daily Nation, (Feb. 2018); Kenyans to battle severe climate change effects, retrievable - <https://www.nation.co.ke/news/Kenyans-to-battle-severe-climate-change-effects/1056-4323920-roxyta/index.html>

¹¹*Climate Justice is a social justice issue addressing inequalities; it facilitates the safeguarding of the rights of the most vulnerable and sharing in its resolution equitably and fairly*; retrievable - <http://www.peacefuluprising.org/what-is-climate-justice>

¹²GoK, (2016) *Fifth National Report to the Convention on Biological Diversity - Biodiversity strategic plan (2011-2020) and Aichi Biodiversity targets*

could be realized through highlighting benefits to be gained from biodiversity, thus encouraging and promoting sustainable use of natural resources.

The social and economic justice issues underpinning loss of biodiversity and environmental degradation need to be looked into and included as part of the key interventions¹³. Part of this has to do with communities displaced by mining industry, development of large-scale infrastructure urban settlements and earmarked economic parks and utilities. The level of compensation given to a household in this context does not necessarily always lead to the household settling adequately and regaining livelihoods. This affects especially households in communities losing their traditional lands in perpetuity and being relocated to other land parcels they have to purchase. This has been clearly demonstrated in localities with titanium, coal, gypsum, solar farms, industrial cities, etc.

Whereas the government has taken steps to address the root effects of the more evident issues such as banning plastic paper, increased management of water towers, and regulated used of river banks from agriculture, the root causes have not been well addressed even by such agencies as NEMA, and legal infrastructure seeking redress to favour conservation. This notwithstanding, the government has created space for conservation and environmental education to be part of the Education for Sustainable Development curriculum, focusing school children and communities. However, due to educational reforms, agencies like WCK have to re-strategize their approach in contacting school children and students in institutions of higher learning.

Devolution has brought about new operating spaces for agencies in the civil society, faith based entities as well as quasi-agencies such as WCK. The spaces for collaborating with county governments demand that agencies should have a presence in the county in which they engage. Presence means having visible formal continuing presence.

It is also noted that there are challenges involved in the devolved governance that require to be addressed for agencies in this sector to have a foothold. There is a challenge of access to relevant baseline information and data on the county wildlife and environmental

¹³GoK/MENR (2013); *National Environment Policy, Section 2.4, pg 3* retrievable - <http://www.environment.go.ke/wp-content/uploads/2013/06/13-NEP-No-trackch-3.pdf>

conservation priorities for planning and operations. Identification of county priorities in this sphere is facing challenges from many fronts as noted by Olive Mumbo (2017)¹⁴. In this regard, the approaches of engaging county governments present new operating scenarios. These governments have diversities in ecological zones and environmental priorities. Engagement with counties has positive aspects in that it provides opportunities for access to local funds, and engages agencies directly with the authorities where agencies provide technical capabilities and expertise often lacking at the county level.

Kenya has domesticated the Aichi Biodiversity Convention with its five goals and 20 indicators¹⁵ among many others in the sphere of wildlife and environmental conservation. The government has also developed the Biodiversity strategy and incorporated it as part of Vision 2030. The Ministry of Education, in collaboration with UNESCO and the UNDP has incorporated education for sustainable development in the core curriculum for primary schools, and has accepted teaching and learning material developed by civil society and other agencies in promoting wildlife and environmental conservation learning and education. These initiatives provide a wide avenue through which WCK and other like-minded agencies can contribute to promoting awareness and knowledge development among youth in Kenya on wildlife and environmental conservation in a practical way.

3.7 Emerging Issues and Scenarios

At the international level, the economies of the industrialized nations and in particular USA and Europe have been experiencing pressure and very slow growth. Some of the economies have encountered down grading due to very slow growth rates, heavy debt and the near collapse economic downturn. Shifting of focus, priorities and interests (*political and economic*) among donors has been noted. In both Europe and the US, there is also strong citizen pressure for governments to address internal home country economic challenges.

Some of the aspects diverting traditional donor interest especially on nature, wildlife, conservation and environment include on-going stalemate on climate change at the UN

¹⁴Olive Mumbo 2017); *Challenge of Enforcement by the Devolved System of Governance*, Retrieval- <https://su-plus.strathmore.edu/bitstream/handle/11071/5252/Environmental%20conservation%20in%20Kenya%20challenges%20of%20enforcement%20by%20the%20devolved%20system%20of%20governance.pdf?sequence=1>

¹⁵Convention on Biological Diversity retrievable <https://www.cbd.int/sp/targets/default.shtml>

level. Another aspect has to do with a focus on new humanitarian crisis and instability among many of the Arab countries; Israel and Gaza; counter terrorism initiatives; on-going wars in the world, refugee influx into Europe from Africa, Asia and the Middle East. This has meant that, there is a shift in the types, levels and priorities of funding available for nature, wildlife, conservation and environment work worldwide.

The resource mobilizing context for these themes is rapidly changing internationally. The advent of the Sustainable Development Goals and the negotiations on climate change platform which was ratified in September 2015 signalled the likelihood of changes in funding levels and mechanisms. Commitments of the past have signs that they will or are on the gear towards a new shift and change. New funding commitments will need to be developed to sustain development funding.

Emerging industrial nations comprising Brazil, Russia, India, China, and South Africa are among other newly emerging economic blocks that have development funds to be tapped into. The BRICS have intentional strategies to increase their presence in funding development interventions¹⁶. In their forums, the BRICS have strongly indicated an interest to provide alternative types of funding engagement for support in technology transfer, human resource and commerce¹⁷. Their approach is different from the conventional approaches and indications point out that the evolving patterns of emerging unexplored opportunities for engagement where local organizations interact for learning and new resource development options, are available.

Another trend in the African context is the role AU and the East Africa Cooperation play on political and economic issues in this region. It has agreements with both Kenya and Ethiopia in regard to alternative access routes in and out of South Sudan by road and possibly railway in the future. It also has an agreement regarding the construction of an oil pipeline through Kenya to the port of Lamu under the title, LAPSSET Corridor¹⁸. This project is funded by the three governments with support from Africa Development Bank and other sources and is one of the largest in the region. Its economic and human resource significance defines environment issues.

¹⁶ BRICS: Sustainable Development Funding Agenda. 2013

¹⁷GHSi: Shifting Paradigm-How the BRICS are Shaping Global Health and Development; 2012

¹⁸GOK: Ministry of Transport Summary on Vision 2030 –Infrastructure; <http://republicofkenya.org/economy/infrastructure/>- Accessed December 1, 2012

The emergence of increased loss of biodiversity due to human activity, climate change and natural disasters is eminent¹⁹. Global wildlife trafficking poses threats as well, alongside invasive species whose management and control has not been adequately addressed.

In the local scene, infrastructure, viz. railway lines, energy supply networks, access roads, urbanization have taken toll of the environment, depleting natural forests, blocking access routes for wildlife. Evidence has pointed to effects experienced from industrial waste, including environmental pollution. Climate change has also made inroads on the environment with evidence pointing to drying up of wetlands, emergence of invasive species, a serious drop in water tables, and variability of seasonal patterns among other noted effects.

¹⁹USAID (2018; Environment Activity Fact Sheets <https://www.usaid.gov/kenya/environment>)

3.8 Summary of Priorities

With the foregoing the priority issues comprise the following summary:

Scope & level	Issues	Plausible response
WCK level	<ul style="list-style-type: none"> • Revisit WCK's identity, mandate, niche and visibility for re-branding • Need to clarify the concrete focus, priorities, and targets to work with and work for. • Strengthen internal competencies at department and human resource level for effectiveness and efficiency in interventions • Cultivate and embrace a deepened, evidence-based understanding of the emerging scenarios, the threats, gaps, priorities • Prioritizing concretely what fits in WCK's mandate then engage policy at national, county and sub-county levels • Creation of strategic theme approach for specialization. • Cultivate linkages, collaboration, networks with likeminded agencies • Enhance quality documentation, reporting and knowledge development to profile WCK outcomes and achievements. 	<ul style="list-style-type: none"> ▪ Create centre for specialized evidence-based priorities, focus based on the mandate and stated competencies of WCK. ▪ Enhance WCK's knowledge on emerging changes in devolution and in the wildlife conservation and environmental education space ▪ Seek out new supportive and partnership initiatives in conservation and environmental education ▪ Deliberately change and build new internal competencies ▪ Focus high profile thematic aspects relevant to competencies for response²⁰ ▪ Enhance best placed linkages on Public, Private sector Partnerships on wildlife, environmental conservation education for sustainable development ▪ Changed reporting approaches, methods, frameworks
County level	<ul style="list-style-type: none"> • Need to strengthen presence at county and sub-county level to engage conservation, protection and environmental education that is appropriately relevant to local county needs. • Embrace opportunities and establish county links to support and act together in aspects of interest in liaison with devolved environmental 	<ul style="list-style-type: none"> ▪ Obtain evidence-based understanding of county priorities ▪ Identify viable scope matched to capabilities and resources for impact and change in WCK's intervention

²⁰UNEP; (2014). *Green Economy Assessment Report – Kenya*

	<p>conservation protection and education funds</p> <ul style="list-style-type: none"> • Create specific liaison with county Ministry of Education 	
Learning Institutions level	<ul style="list-style-type: none"> • Need to strengthen presence that actively supports a range of relevant registered clubs, Action Groups, Patrons • Instigate new approaches to learning institutions as core theater of WCK action • Profile key benefits specific to Clubs, Action Groups, Associates, Patrons beyond park entry • Embrace opportunities and establish county links with key players for collaboration/networking consortia action • Mobilize movements for action, Advocacy and lobbying 	<ul style="list-style-type: none"> ▪ Re-invigorate approaches, methods of working with clubs, Action Groups, Patrons ▪ Prioritize Ministry of Education and relevant Forums of the Ministry and heads of learning institutions as platforms and forums relevant to WCK. ▪ Create specific function to handle Ministry and Learning Institution forums and platforms for visibility
Engagement of key actors and stakeholders	<ul style="list-style-type: none"> • Public participation offers opportunities for actors, stakeholders to forge partnerships and alliances in core aspects of interest to act together to influence change • Need for changed mindsets on how to strategically address awareness creation in conservation and environmental education at all levels given on-going devolution, reforms, legal, regulatory architecture and practice • Enhance quality documentation, and proactively work for and with forums, platforms and spaces for sharing, learning forums towards knowledge development and publishing 	<ul style="list-style-type: none"> • Identify aspects for which value addition and added value will be realized best at WCK. • Use links and networks to positively profile WCK Visibility

CHAPTER FOUR: EXTERNAL CONTEXT REVIEW

4.1 Overview

PESTEL, Stakeholder, and other actors' analyses were carried out. In addition, Organizational competency domains at WCK were examined. Inherent trends, issues and elements and/or factors affecting and influencing WCK work were reviewed. These analyses provide benchmarks to build on, and how to address the weaknesses and the threats. They provide evidence on emerging priority issues and how these create factors, trends and influences on its work. This has a premise for WCK to use to strategically determine the type of appropriate responses to take, to harness and embrace the positive, while addressing to minimise the negative.

4.2 Political, Economic, Social, Technological, Environmental, Legal (PESTEL)

Analysis

PESTEL is exclusively about the operating context and deals with the domain of where the Organization operates comprehensively. The analysis was done from the perspective of identifying existing and emerging trends that would affect and influence operations for the Organization. The PESTEL outputs were as follows:

POLITICAL		
Positive	Effects	How to maximise
Political stability/goodwill	<ul style="list-style-type: none"> • Stability –promotes movement • Attracts development partners • Favourable working / business environment • Increased security; enabling environment • Increased confidence by tourists/ students using facilities • Increased business revenues 	<ul style="list-style-type: none"> ≈ Use of frameworks ≈ More partnerships ≈ Tap into opportunities for attachments nationally and internationally ≈ Increase scope and reach of target groups for EE
Devolution – new centres of engagement with governance	<ul style="list-style-type: none"> • Environmental and other services closer to the people – increased scope and reach 	<ul style="list-style-type: none"> ≈ Forge partnerships ≈ Do joint activities

<p>-County leaders identify with conservation</p>	<ul style="list-style-type: none"> • Opportunity for support • Delegates to champion conservation at national level • Enhanced collaboration between county and conservation bodies • -Increased citizen participation in conservation 	<p>≈ Factor this in Organizational, core business strategies and interventions</p> <p>≈ Develop detailed county engagement plan so as to enhance conservation as an industry at that level</p> <p>≈ Participate in county planning platform for voice/ advocacy on conservation</p> <p>≈ Link communities/ schools with county leaders for advocacy and decision making</p> <p>≈ Organize partner projects with other stakeholders in counties</p>
<p>National and Regional bodies interested in conservation</p>	<ul style="list-style-type: none"> • New partnership opportunities • Geo-political shifts 	<p>≈ Identify new partnerships for participation, decision making and execution</p>
<p>New Constitution (increased democratic space; inclusion, etc.)</p>	<ul style="list-style-type: none"> • Platform to harness interests on conservation incentives 	<p>≈ Enhance engagement with schools to build awareness on conservation</p>
<p>Free government education</p>	<ul style="list-style-type: none"> • New partnership opportunities • Increased reach and scope 	<p>≈ Enhance partnerships</p> <p>≈ Increased engagement with schools</p> <p>≈ Develop new models for engagement</p>

Negative	Effects	How to Minimise
Elections	<ul style="list-style-type: none"> • Instability- hinder mobility (affects outreach, membership drives) • Tensions and fear • Reduced visitors, reduced revenues, insecurity 	<p>≈ Use e-communication (Facebook, Whatsapp, Twitter)</p> <p>≈ Plan in advance and implement early (election in 5 years)</p> <p>≈ Public relations and visibility</p>
Change of regime	<ul style="list-style-type: none"> • Anti-conservation leader (mvua hutoka mbinguni, sio kwa miti) • Divisions amongst citizens 	<p>≈ More lobbying (WCK lobbies for ban on hunting)</p> <p>≈ More conservation activities</p> <p>≈ Cohesion activities</p>
Insecurity	<ul style="list-style-type: none"> • Reduced visitors, reduced revenues 	<p>≈ Public relations and visibility</p>
Strikes and demonstrations	<ul style="list-style-type: none"> • Limited interventions with schools 	<p>≈ Emphasize quality over quantity</p>
Political violence, instability; terrorism	<ul style="list-style-type: none"> • Insecurity; displacement; death 	<p>≈ Public relations and visibility</p>
Increased influence from global economic policy decisions by governments and institutions	<ul style="list-style-type: none"> • Exclusion 	<p>≈ Monitor trends and patterns so as to take appropriate action</p>
New governance structures and power wrangles between county and national government;	<ul style="list-style-type: none"> • Slowing down of implementation activities 	<p>≈ Round table approaches to meeting with national and county government officials so as to keep conservation on the agenda.</p>
Political interference with the policy making process by politicians (politicization of the	<ul style="list-style-type: none"> • Slowing down of implementation activities 	<p>≈ Focus policy discussions on issues as opposed to politics</p> <p>≈ Engage communities for lobbying and advocacy for</p>

conservation agenda)		their voices to be heard
Selfish interests among leaders at local level on resource sharing with other counties	<ul style="list-style-type: none"> • Internal political contentions and divisiveness inhibits support for conservation • Power struggle over resources and movement of resources 	<p>≈ Support community advocacy</p> <p>≈ Participatory engagement with all stakeholders in conservation, to increase accountability; cohesiveness</p>
Conflicting interests between politicians and conservationists – political pressure	<ul style="list-style-type: none"> • Wrangles that disrupt trust relations • Slowing down of implementation activities as the parties try to sort out their differences • Power struggle over resources and movement of resources 	<p>≈ Have round table meetings for understanding between parties</p> <p>≈ Awareness raising by WCK on conservation issues</p> <p>≈ WCK to develop innovative sustainable conservation models</p>
Vision 2030 focus on infrastructure	<ul style="list-style-type: none"> • Threat to conservation 	<p>≈ Lobbying and advocacy – County level and nationally, for the preservation of conservation wildlife</p>
Bureaucracy	<ul style="list-style-type: none"> • Increased business running costs 	<p>≈ Diversified, alternative sources of revenue</p>
Shift to East (China)	<ul style="list-style-type: none"> • Not conservation conscious, therefore, non-environment and conservation friendly 	<p>≈ Enhance visibility and conservation message; use website, periodicals, brochures, visitors, etc.</p>
Corruption	<ul style="list-style-type: none"> • Abuse of public office, resources, assets • Nepotism; • Exclusion 	<p>≈ Be legally compliant</p> <p>≈ Participation in public policy debates</p> <p>≈ Seek legal redress to deal with corruption</p>

ECONOMIC

Positive	Effects	How to maximise
Economic growth	<ul style="list-style-type: none"> • More funds to WCK facilities and for paying park fees, etc. • More funds in WCK • Access to services • Improved infrastructure • Exposure to international standards • Growth of local investment • Open markets economy- opportunities for trade 	<p>≈ Diversify and increase number of activities</p> <p>≈ Membership drives</p> <p>≈ Enhance partnerships with relevant stakeholders</p> <p>≈ Innovations</p> <p>≈ Increased and diversified resource mobilisation ventures</p> <p>≈ Improve quality of products and services through staff capacity strengthening</p> <p>≈ Aggressive marketing of WCK</p>
Tax exemptions		
Improved living standards		
Increased number of youth – large market for conservation education programmes		
Access to goods and services		
Improved development in all sectors		
Enhanced trade, commerce growing regionally		
Increased regional economic integration and cooperation in public and private sectors		
Change in national economic policy and focus to include the whole country	<ul style="list-style-type: none"> • There is more emphasis on natural resources management • Prioritisation of conservation has improved, leading to investments in income generating ventures e.g. new lodges, infrastructure, employment, improved livelihoods • There is increased access to 	<p>≈ Develop programmes based on government priorities in NRM</p> <p>≈ Use new space as platform for advocacy dialogue and awareness raising on conservation issues, at county, community and national levels</p>

	more direct funds locally at government level	
Increase in ENRM priority areas	<ul style="list-style-type: none"> • More emphasis on natural resources management by government and communities 	<p>≈ Lobby for increase of resources to support NRM at county level</p> <p>≈ Analyse income streams and promote their knowledge</p> <p>≈ Pilot models / values for benefits to stakeholders</p> <p>≈ Mentor young conservationists in wildlife clubs in schools, for future</p>
Increased philanthropy by private citizens	<ul style="list-style-type: none"> • Increased funding sources 	≈ Tap into the new funding sources

Negative	Effects	How to Minimise
Inflation	<ul style="list-style-type: none"> • High cost of living • Slowed activities 	≈ Diversify our activities
-High poverty rates -Economic inequalities	<ul style="list-style-type: none"> • High cost of living • Slowed activities • -Poor access to services 	≈ Diversify our activities
Corruption	<ul style="list-style-type: none"> • Less funds • Slow economic growth 	<p>≈ Enhance programme quality performance</p> <p>≈ Enhance visibility</p>
Interest capping	<ul style="list-style-type: none"> • Less money in circulation 	≈ Diversification
Change in national economic policy and focus that does not prioritise conservation	<ul style="list-style-type: none"> • Less emphasis and investment in natural resources management 	<p>≈ Lobby for greater government involvement, dialogue and investment in NRM issues</p> <p>≈ Increase awareness and</p>

		<p>information sharing on conservation issues</p> <p>≈ Empower schools and youth to own conservation initiatives</p> <p>≈ Model successful showcases</p>
<p>-Global recession</p> <p>-National debt</p> <p>-Increased taxation, inflation, weak currency</p> <p>-Reduced purchasing power by the citizens, high cost of living</p>	<ul style="list-style-type: none"> • Poor currency exchange rate – weak shilling • Spiraling costs of operations • Poor access to services • High levels of corruption • Exposure of the vulnerable • Reduced visitor numbers 	<p>≈ Awareness and advocacy for conservation</p> <p>≈ New and diversified revenue generation strategies</p> <p>≈ Showcase sustainable conservation models</p> <p>≈ Reduce operational costs</p>
<p>Unregulated management of extractives</p>	<ul style="list-style-type: none"> • High levels of corruption 	<p>≈ Create nature enterprise opportunities/ nature-based enterprises</p>
<p>Corruption practices devolved</p>	<ul style="list-style-type: none"> • Poor access to services • Exposure of the vulnerable • Discrimination in resource allocation 	<p>≈ Encourage innovation</p> <p>≈ Be legally compliant</p> <p>≈ Seek legal redress as necessary</p>
<p>High unemployment especially among youth</p>	<ul style="list-style-type: none"> • Increase in crime 	
<p>Geo-economic shifts</p>	<ul style="list-style-type: none"> • Reduced access to alternative funding 	

SOCIAL

Positive	Effects	How to maximise
Change in values e.g. people appreciating local tourism	<ul style="list-style-type: none"> • Increased visitation by WCK members and use of our hostels, more registration and retention 	<ul style="list-style-type: none"> ≈ Improving/refurbishing our revenue generating facilities ≈ Establishing new facilities in strategic areas e.g. Voi (targeting the Tsavos) and Mara
Increased access to social media	<ul style="list-style-type: none"> • Increased access to information, increased contact with our stakeholders 	<ul style="list-style-type: none"> ≈ Establish and maintain active social media platforms e.g. WhatsApp, Facebook
Traditional African cultural support for conservation	<ul style="list-style-type: none"> • -Greater implementation success with different publics 	<ul style="list-style-type: none"> ≈ -Encourage greater community involvement ≈ -Use goodwill to diversify funding sources to include community ≈ -Innovate and implement conservation models
<p>-Positive mind sets on conservation, growth of conservation community (attitude change)</p> <p>-Population growth</p>	<ul style="list-style-type: none"> • -Impetus for county governments to perform • -Increased investments with WCK for conservation • -Opportunities for partnerships with social networks • -Change in norms, practices and cultural values • -Larger target for conservation education 	<ul style="list-style-type: none"> ≈ -Encourage greater community involvement ≈ -Use goodwill to diversify funding sources to include community ≈ -Innovate and implement conservation models ≈ -New partnerships ≈ -Improve customer experience
Increase in use of research for decision	<ul style="list-style-type: none"> • Evidence-based planning and implementation, resulting in 	<ul style="list-style-type: none"> ≈ Present facts on conservation and how they

making	increased awareness for conservation	can be used to benefit stakeholders ≈ -New partnerships
Shift from Millennium Development Goals era to Sustainable Development Goals, with emphasis on resilience	<ul style="list-style-type: none"> • Change in norms, practices 	≈ -Raise awareness on conservation and its benefits
Viable, educated and growing target group	<ul style="list-style-type: none"> • Change in norms, practices and cultural values 	≈ Innovate and implement conservation models
Improved resource allocation for basic social services	<ul style="list-style-type: none"> • Increased and improved social amenities and infrastructure at local level 	≈ -Support improvement of livelihoods through conservation enterprises ≈ -Raise awareness on conservation and its benefits
Climate change adaptation	<ul style="list-style-type: none"> • Innovation in responses 	≈ -Increase response options ≈ -Engage technical support from partners for benefits
Think without the box	<ul style="list-style-type: none"> • -Creativity; innovation; unlimited options for conservation activities 	≈ -Make use of conservation constituency to promote WCK's conservation ideals ≈ -Take advantage of forums to promote conservation
Increased number of schools	<ul style="list-style-type: none"> • Larger and increasing constituency for conservation activities 	≈ Enhance growth of wildlife clubs in schools
Acceptance of ESD by government	<ul style="list-style-type: none"> • Political goodwill 	≈ Compliance and maintenance of goodwill

		≈ Use goodwill as entry point to engage different departments on conservation
Negative	Effects	How to Minimise
Negative attitude towards wildlife	<ul style="list-style-type: none"> • Reduced registration and retention • Reduced visitation to our facilities hence reduced income 	≈ Continued conservation education and awareness
-Loss of cultural ways of environmental conservation	<ul style="list-style-type: none"> • Mismanagement of resources 	≈ Continued awareness and creation of new and old ways of conservation
Over-localised thinking on conservation (Linear perception of conservation)	<ul style="list-style-type: none"> • -Possible conflicts over resources • -Loss of land for conservation 	≈ Be a voice and engage communities in innovation advocacy for conservation
Low appreciation by local populations on benefits of local conservation and conservation based tourism	<ul style="list-style-type: none"> • Affects choices on expenditure; competing interests on disposable income and that affects sales from the nature enterprise 	≈ Awareness creation to increase appreciation for conservation
Political hierarchies and competition	<ul style="list-style-type: none"> • Possible conflicts over resources 	≈ Empower publics to lobby for proper use and management of conservation resources ≈ Participatory planning, implementation, monitoring of resources

		allocation and use
Unfair resource distribution	<ul style="list-style-type: none"> • Possible conflicts over resources 	<p>≈ Planning to involve all stakeholders, and increase cohesion</p> <p>≈ Empower communities to monitor use of resources</p> <p>≈ Support innovative conflict resolution mechanisms</p>
Over sub-division of land to uneconomic sizes	<ul style="list-style-type: none"> • Loss of land for conservation 	<p>≈ Awareness raising on benefits of conservation</p> <p>≈ Support improving community livelihoods</p>
Population growth and urbanisation	<ul style="list-style-type: none"> • Shifting use of conservation land 	<p>≈ Awareness raising on benefits of conservation land</p> <p>≈ With publics, lobby government for appropriate land use management</p>
Inadequate skills and knowledge for resource management	<ul style="list-style-type: none"> • Poor management and resources allocation for conservation 	<p>≈ Build knowledge and skills of stakeholders in resources management</p>
Industrialisation (LAPSET; oil industry; mining; etc.)	<ul style="list-style-type: none"> • Loss of land for conservation • Environmental degradation 	<p>≈ Provide technical support to reduce negative effects of industrialization</p> <p>≈ -Link with conservation entities for technical support</p>
Negative power of social media	<ul style="list-style-type: none"> • Negative social effects like crime 	<p>≈ -Promote positive use of social media for conservation</p>

TECHNOLOGICAL

TECHNOLOGICAL		
Positive	Effects	How to maximise
<p>-Positive IT environment in the country</p> <p>-Improved communication infrastructure</p> <p>-Increased ICT uptake locally and nationally</p> <p>-Increased use and uptake of social media and the internet</p> <p>-Improved road infrastructure</p> <p>-Improved access to marketing platforms</p>	<ul style="list-style-type: none"> • Increased access to information • Save time and effort • Ease of communication with stakeholders • Ease of movement • Access to information affordable • Increased effectiveness and efficiency in service delivery • Increased reach to current and potential customers 	<ul style="list-style-type: none"> ≈ Increase access to internet ≈ Build capacity for use of ICTechnology ≈ Improve communication channels ≈ Innovations for value adding ≈ Increase visibility of WCK through internet - update and maintain website ≈ Increased use of technology in marketing
Negative		How to minimise
<p>-Expenses and costs are high, raising capital needs</p> <p>-Technology change and obsolesce due to fast pace of change</p> <p>-Time and</p>	<ul style="list-style-type: none"> • Unable to purchase required technology in time • Inability to keep up with rate of technological innovation • Ineffective technology not compliant to newer versions • Environmental pollution and increased impact on health • Loss of data through hacking 	<ul style="list-style-type: none"> ≈ Seek for cost effective quality ≈ Pool resources for technology ≈ Develop alternatives to gaps in power supply ≈ Integrate environmental protection issues into programmes

<p>productivity loss when power is off and ICT is not working</p> <p>-Pollution,</p> <p>-E- waste and chemical waste</p> <p>-Increase in cyber crime</p> <p>-Reduced inter-personal interactions</p>		<p>≈ Effective disposal of waste</p> <p>≈ Promote anti-pollution practices</p> <p>≈ Invest in cyber security</p>
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ENVIRONMENTAL		
Positive	Effects	How to maximise
<p>-Increasing number of players in conservation; positive competition</p> <p>-Acceptance of WCK in context - goodwill</p> <p>-Collaboration with actors</p> <p>-Existence of growing government and stakeholders' interest in working in conservation</p> <p>-Demand for conservation at different levels</p>	<ul style="list-style-type: none"> • Opportunities for partnerships • Increased interactions in conservation at county, national and regional levels 	<p>≈ Enhance and maintain partner relations</p> <p>≈ Enhance quality of business programmes and institutional performance</p> <p>≈ Rebrand and enhance niche of WCK</p> <p>≈ Reposition WCK to access new platforms for revenue generation</p> <p>≈ Strengthen relationships to complement other relevant stakeholders</p> <p>≈ Identify new actors, stakeholders and opportunities beneficial to WCK</p>

Negative		
-Emergence of new actors focussing similar target groups	<ul style="list-style-type: none"> • Reduction of business from reduced market share 	≈ Improved quality programming and business development for improved customer experience
-Competition for revenues from similar target groups by conservation Organizations	<ul style="list-style-type: none"> • Increased e-waste • Negative competition • Conservation not prioritised for resources by government 	≈ Dialogue for improved partner relations ≈ Collaboration, network meetings ≈ Clear engagement with actors in climate variability mitigation ≈ Invest in research to address negative aspects with credible information for change
-Poor marketing of conservation		
-Government failure to recognise conservation as a priority		

LEGAL		
Positive	Effects	How to maximise
-Positive legal environment	<ul style="list-style-type: none"> • Recruitment of competent staff 	≈ Comply with legal requirements to create favorable employee and employer relationship.
-Improved policy and legal framework for supporting conservation initiatives	<ul style="list-style-type: none"> • Favourable business environment • Regulates employer-employee relations • Creates level playing ground for the business environment • Opens spaces for stakeholders to operate 	≈ Comply to enjoy incentives ≈ Compliance and participation in development of favourable policies for conservation

	<ul style="list-style-type: none"> • Coordination, registration 	<p>≈ Grow business volume to enjoy the incentives</p> <p>≈ Improve quality of work</p>
New education policy	<ul style="list-style-type: none"> • Incorporated the environment in the curriculum • Opened up new opportunities to work in the schools 	<p>≈ Capitalize on the opportunities provided in the policy in conservation-developing curricular documents</p>
Enforcement of plastic ban	<ul style="list-style-type: none"> • Clean and healthy environment 	<p>≈ Comply with the legislation</p>
The 10 percent tree cover policy	<ul style="list-style-type: none"> • Gives WCK an opening to source for funding 	<p>≈ Improve on tree planting as WCK.</p>
Negative		
<p>-Too many legal frameworks to comply with</p> <p>Misinterpretation and abuse of laws</p> <p>-Constraining or unknown local administrative regulatory requirements</p> <p>-Change of government leading to policy distortion</p>	<ul style="list-style-type: none"> • Increased operational costs while trying to comply to all the legal requirements • Compliance is time consuming e.g. as licenses are waited for 	<p>≈ Dialogue with local authorities</p> <p>≈ Advocacy to influence policy</p> <p>≈ Lobbying to enhance operating spaces</p>

4.3 Stakeholders and Actors Analysis

Stakeholder and other actors' analysis took stock of the different actors, counterparts and partners in the operating context. The analysis explored the interests, motivation, roles, focus and targets these are engaged with, in relation to the work and business WCK envisages in its mandate. The basis was to identify how the work of other entities would influence, complement or inhibit, or how closely related the work and business is to that of the organization. This facilitated identification of opportunities and options for linkages, synergy, collaboration, networking engagement and other relationships.

The stakeholder, actor and donor analyses outputs were as follows:

Stakeholder	Role and relationship of stakeholder to WCK	Expectations/ Interests / Motivations of WCK	Potential for value add to WCK by stakeholder
DONORS AND PARTNERS			
National government, WWF, AFEW, Nature Kenya, Vi Agro-forestry, Arocha Kenya, etc.	<ul style="list-style-type: none"> ▪ Co-implementation of conservation programs ▪ Capacity strengthening ▪ Funding ▪ Provision of essential supplies 	<ul style="list-style-type: none"> ▪ Access to children and youth in schools and learning Institutions. ▪ Increase community awareness on environmental conservation. ▪ Positive relationships/ partnerships ▪ Sharing information and learning ▪ Consistent funding 	<ul style="list-style-type: none"> ▪ Improved collaborative partnerships; professionalism ▪ Enhanced credibility and legitimacy ▪ Improved quality of programmes ▪ Meet targets ▪ Increased visibility and impact for WCK ▪ Synergies and learning

STATE BODIES

<p>-Line Ministries – Education, Wildlife and Tourism, Environment and Natural Resources etc.</p> <p>Parastatals - KWS, KFS, NEMA, KICD, TVETA</p> <p>-County governments</p>	<ul style="list-style-type: none"> ▪ Policy development for guidance ▪ Accreditation and registration ▪ Compliance ▪ Legitimisation ▪ Link partners with government and community 	<ul style="list-style-type: none"> ▪ Security ▪ Working space through learning institutions ▪ Registration ▪ Complement service delivery ▪ Compliance to frameworks ▪ Awareness on Ministry guidelines 	<ul style="list-style-type: none"> ▪ Legitimacy; Access to government instruments; referrals; stronger partnerships ▪ Improved quality of programmes ▪ -Increased scope and reach; Enlightened work force; Positive work environments ▪ Increased access; ▪ Awareness creation on legal frameworks; ▪ Advocacy
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CLUB MEMBERSHIP AND COMMUNITIES

<p>-School clubs, patrons, parents, school administration.</p> <p>-Schools and learning institutions</p>	<ul style="list-style-type: none"> ▪ Recipients of WCK environmental conservation initiatives ▪ Contribute resources towards WCK environmental initiative ▪ co-implementers 	<ul style="list-style-type: none"> ▪ Financial, material and technical Support ▪ Opportunities to carry out programmes ▪ Learn and change practices ▪ Increase scope, reach and uptake of 	<ul style="list-style-type: none"> ▪ Meet targets ▪ Increased uptake ▪ Better implementation at grass root level ▪ Draw closer to WCK
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<p>-Corporate members -Associate members</p>		<p>services</p>	<p>vision</p> <ul style="list-style-type: none"> ▪ Ambassadors for WCK hence increased visibility
MEDIA			
<p>Electronic, printed, etc.</p>	<ul style="list-style-type: none"> ▪ Provide publicity and disseminate WCK conservation stories 	<ul style="list-style-type: none"> ▪ To have their stories told in a fair and objective way ▪ Disseminate information and data 	<ul style="list-style-type: none"> ▪ Increased scope and reach for transformative practices in environmental conservation
WCK			
<p>Trustees, Council members, Governing Council and Management</p>	<ul style="list-style-type: none"> ▪ Legal (ownership); Custody; Ultimate liability; Oversight and strategy; Resource mobilization 	<ul style="list-style-type: none"> ▪ Direction setting; leadership and mentorship ▪ Achieving WCK vision and mission; continuity of founders' dream ▪ Learning and sharing 	<ul style="list-style-type: none"> ▪ Good governance; Organizational management; transparency ▪ Maintenance of Organizational focus; institutional memory ▪ Effectiveness, efficiency; pool resources
<p>Staff</p>	<ul style="list-style-type: none"> ▪ Program support and implementation; idea generation; resource mobilization, WCK 	<ul style="list-style-type: none"> ▪ Provision of effective and efficient service delivery; driving Organization's vision and mission 	<ul style="list-style-type: none"> ▪ Quality performance; loyalty ▪ Increase positive

	ambassadors		behaviour change in conservation <ul style="list-style-type: none"> ▪ Networks and collaborative value adding partnerships
▪ SUPPLIERS			
-Banks and other financial institutions; petrol stations; hotels; shops; internet providers, etc. - Technical support Service providers: Auditors, Consultants, mechanics, technicians technical business personnel etc.	<ul style="list-style-type: none"> ▪ Technical and non-technical service providers 	<ul style="list-style-type: none"> ▪ Provision of goods and services 	<ul style="list-style-type: none"> ▪ Regular supply of quality goods and services; affordable and available ▪ CSR ▪ Positive relationships ▪ Publicity ▪ Credibility ▪ Accountability ▪ Visibility ▪ Innovation

WCK will continually analyse the above stakeholders and actors and also monitor new emergent ones. This will facilitate clarity on what each brings into the relationship, what their expectations are and what gains accrue to the agency by being in a relationship with them. This will capture the issues, trends, patterns and emergent changes and influence these entities have and analyse how they affect and influence WCK work.

CHAPTER FIVE: INTERNAL CONTEXT REVIEW

5.1 Corporate Analysis

The corporate analysis focused WCK in relation to the previous five-year strategic plan (2014-2018), with the focus, “*Towards Sustainability*”. WCK has also used several other guides in running its work. WCK works through patrons and with wildlife clubs in schools and institutions of learning across the country. WCK also partners with entities working in conservation in order to achieve its mandate. The Organization has social goodwill from all stakeholders and actors interacted with. Revenue generating streams were developed to support the Organization in its operations, different activities and interventions. These will be elaborated on in the next chapter.

The 2014-2018 strategic plan was divided into eleven themes, reflecting the mandate and activities of WCK. Grouped within each of the eleven themes are a series of identified objectives and strategic directions, aimed at strengthening the Organization.

1. Wildlife and environmental conservation education
2. Membership base/growth
3. Marketing and branding
4. Communication
5. Sustainability and resource mobilisation
6. Competition
7. Human resource
8. Organization design and arrangements
9. Institutional strengthening and capacity building
10. Customer perspectives
11. Cultural re-orientation

WCK executes its core business and services with the following specific objectives in mind:

- ≈ To share knowledge and stimulate interest in wildlife, conservation of the environment and biodiversity among Kenyan communities, with youth as the entry target.

- ≈ To create awareness on the economic, cultural, and aesthetic value of natural resources.
- ≈ To develop a better understanding of the need to conserve wildlife and other biodiversity for the benefit of the present and future generations.
- ≈ To develop careers through training and education

Over time, the mandate of WCK expanded to include recognition of degradation and loss of eco-systems and biodiversity, pollution, climate change adaptation and other emergent issues in its space and sector. The review process highlights a focused implementation process as indicated below.

a. Major Findings/ Achievements

Background

Since its inception in 1968, WCK has remained relevant and operational. It has enjoyed good will from the government and likeminded agencies such as African Wildlife Fund (WWF), World Wide Fund (WWF), and Africa Fund for Endangered Species (AFEW), among others. Its focus has a national scope as it works with schools, and institutions of learning. The number of schools and learning institutions has grown tremendously over the years and WCK has kept its work focused to reach youth in far flung localities with messages of wildlife and environmental conservation despite change in contexts.

Organizational Leadership and Direction Setting (Governance)

The Organization is currently overseen by two trustees (based on the Organization's Constitution, they are supposed to be five in total), and 20 members of the Governing Council. Five Executive members are drawn from the Governing Council, to offer advice and provide strategic direction to the National Coordinator in the day to day management of WCK. The Executive Committee is accountable to the Governing Council.

Annually, the Chairman's report is shared with the Governing Council members, and it provides an overview of the operations of WCK for that particular year. Review findings indicate that since 2013, the leadership and management have remained stable. This facilitated consistent and focused response to planned and emerging priority needs in key work portfolio at WCK.

The Governing Council, through the Executive Committee, has engaged support partners and schools to execute sustainable wildlife and environmental conservation programmes and projects across the country. National government Ministries and departments with interests in conservation have also been engaged with (NEMA, Ministry of Education, Ministry of Environment, KWS). The leadership, organizational governance and direction setting has provided the space for continuity, stability, focus and relevance of WCK as a reputable entity; has cultivated trust, respect and a positive image in the public sphere; and maintained strong engagement with its partners and collaborators.

The devolution of governance in Kenya has created a new scope for engagement at local level to reach communities, schools and learning institutions better. In addition, it offers opportunities for WCK to link up with resources at this level. This is a new level of engagement for which more work is needed in line with the new strategic plan 2018-2023.

Management

The officers in Management comprise a National Coordinator, Department Managers (Finance, CTTR Principal, Operations and Programmes), and Regional coordinators overseeing portfolios in wildlife and environmental conservation education. There are six operational regions. The management is responsible for execution of policy and sets the pace for implementing the programmes set out under the goals of the previous strategy plan. As part of the execution arm, the National Coordinator is the final authority in giving policy direction and in decision making on the implementation of WCK programmes and business interventions in the country. The National Coordinator is answerable to the Executive Committee.

WCK headquarters are in Nairobi and has regional stations ensuring that the Organizational services reach the targeted schools, institutions of learning and communities. With the advent of devolution, each region has a set of counties it operates in. At the region level, patrons action groups and wildlife clubs are the mechanism for sustaining the interventions of WCK work. In addition, the Mobile Education Unit is also used to reach target beneficiaries.

The Regional Coordinators and their Assistants traverse the counties in their region to promote wildlife and environmental conservation. The Mobile Education Unit Head liaises

with the Regional Coordinators so as to complement outreach work. This unit has provided commendable complementary work and is popular with communities and schools alike. The use of media to promote wildlife and environmental conservation education messages is stated to be an effective means of extending WCK work.

WCK has hostel and /or cottage facilities in four of its regional centres, for providing accommodation to those engaged in the learning process of wildlife and environmental conservation education. The Regional coordinators have had the responsibility to operate these and generate revenue. The facilities provide basic shared accommodation. WCK aspires to make these facilities better as a revenue generating venture. As at the time of the review, the facilities did not have adequately trained personnel in hospitality services. This aspect is discussed in detail in chapter six on review of revenue generating products and services, in this document.

The management has provided relevant and effective support that ensured the running of wildlife and environmental conservation education and the WCK facilities. There is a structure in place for management and accountability on issues such as operations, human resource, procurement, administration and business management.

Operational Guides

National and international guides to WCK work include:

1. Wildlife Act of Kenya
2. Sustainable Development Goals and targets
3. WWF – Pan African Youth Strategy on Learning for Sustainability
4. UNESCO Road Map for implementing the Global Action Programme on Education for Sustainable Development
5. UN- The Future We Want; Republic of Kenya- Education for Sustainable Development Implementation Strategy
6. WCK Strategy Plan 2013-2018
7. National Environment Management Authority (NEMA) strategy and regulatory framework

Policies

The following policies are documented and used at WCK:

1. Human Resources policy
2. HIV/AIDS Policy
3. Code of Conduct and Ethics
4. Work place health, safety and welfare
5. Procurement policy
6. Finance policy

Finance

This portfolio is headed by a Finance Manager. Some of the financial grants to WCK are from the government through the parent Ministry. External funds and equipment for programme and operations have been sourced through partners and well-wishers. Donor partners have included WWF/SIDA, Renewable Energy, UNESCO, AWF, IFAW, Nature Kenya, Nat Geo and AFEW. Except for AFEW, Renewable Energy, VI Agro-Forestry and WWF/SIDA, the other donors are shifting their focus away from WCK's mandate.

Annual internal revenues (9 million – June 2017), are sourced from the revenue generating facilities (hostels, cottages, guest houses, conference halls), publications, annual subscriptions by members and through member registration. Other sources are through sale of items such as T/shirts and student fees from the College.

Budget projections are developed against income expected, to cover the core programmes in all the regions. Plans are revised based on actual income received. WCK is also working on growing its reserve fund. The endowment fund is invested to accrue interest and is used to bridge budget deficits and then replaced when the funds come from other expected sources. Audits in the finance department are carried out annually. Other checks and balances are in place where staff in finance and management have different levels of authority.

Administration

The Administration department, headed by the Operations manager, focusses administrative support to WCK. This is in the form of procurement and logistics, inventory and assets, risk management, dealing with service providers and managing support staff. In addition, the

department oversees the running of revenue generating facilities, as well as office management, staff welfare and providing internal coordination and controls between departments. Within the operations department is the human resources unit.

Human Resources

The HR has key functions in staff recruitment, development, policy development related to human resources, implementation and enforcing compliance. Performance management system is in place and is linked to compensation processes. At all levels, regular staff appraisal review is conducted twice annually in all departments. Staff have job descriptions and perform their duties as prescribed. Most staff have the qualifications and competencies to undertake their tasks. HR practices open door policy between management and staff.

Collaborative Arrangements

The review assessed, capacity, approaches, methods and techniques, used in WCK for Collaboration, Networking, Alliances, and Critical Collaboration, to identify achievements, outcomes, challenges, constraints and threats. The review noted that through its collaborative arrangements, WCK has enlarged the scope of its capacities, opportunities for learning and also exposure to new options for implementation it would otherwise not have realized.

The collaboration engagements have yielded effective synergy and brought in expertise in education conservation and conservation initiatives, etc. Effective collaboration has provided WCK the opportunity to add value to its work. At the delivery level there is improvement of quality in skill and competencies of the pupil beneficiaries and education staff of WCK. The main collaborative partners with whom an MOU has been signed with, is Kenya Wildlife Service, Masinde Muliro University and Kenyatta University.

Interventions

WCK has several defined interventions through which it attains its objectives. These are in the areas of conservation education, training and revenue generating facilities. The programmes have unit heads, and have several thematic areas that interventions focus on in carrying out WCK's mandate. The interventions are carried out within schools and with communities nationally.

Monitoring Implementation

Findings indicate that in Programmes department, monitoring of activities at school and outreach levels is vested in the Regional and mobile unit heads and their assistants where they are found. In the Finance, Operations, and CTTR, the incumbent head of department takes up the role. Reports are produced regularly, but not in a very formal manner, except for Finance. Monitoring of the revenue generating facilities is handled by the Regional heads.

Website ICT and Social Media Use

The Organization has an Organizational website for informing the public about itself. Advantage has also been taken of in use of social media especially with regional school patrons' groups by keeping in touch with them through WhatsApp. The email system is not under one roof and different regional offices use either Google or yahoo, as opposed to the use of one organizational e-mail address.

Even though WCK has used ICT to launch Komba magazine as e-Komba, there is still a wide scope of potential it can exploit in the improved use of ICT with the patrons, action groups, linkage in its networks and with youth. There could be sharing of wildlife and environmental conservation education messages for awareness creation and also enhancing the MEU services online for schools. In this way, MEU could organize for a wider scope of interventions at regional and national levels, broadcasting online from one or two localities. This could enhance efficiency in the delivery of wildlife and environmental conservation education information education and communication (IEC).

b. Gaps, Challenges and Constraints

The challenges and gaps mentioned here inform issues to be considered for the next strategy period. Eminent challenges at this level have to do with how to manage overall performance quality and productivity, expand scope and reach and ensure value for money during interventions.

Organizational Leadership and Direction Setting; and Management

There was limited expression of how the Council at this level represents WCK nationally and internationally to its constituents, although it is made up of representation from all over the country, and how succession is planned for. Reports provided at the AGMs are not comprehensive enough for decision-making as they focus on activities and not outcomes,

without linking to strategic goals or objectives thereof, but also, progress reports on the strategic plan are shared at the AGM.

The number of regions, number of counties per region and what locations regions cover was not sufficiently clear as it was not documented. Even though this could be attributed to the shift in governance in Kenya, it left a sense of confusion.

Niche, Branding and Visibility

During Organizational review these were not adequately defined by staff and stakeholders, including articulation of vision and mission. Reports indicate that the Organization is constantly being confused with another with similar activities, and that it is not remembered by constituents until the next encounter with WCK staff. It is also perceived by some as an Organization for poor children, and that it is relevant but lacks impact.

Finance

Finance department has provided leadership in meeting financial obligations and statutory requirements. Reported evidence indicates that despite the grants from government, financial support from donor partners, internal revenue sources and the reserve fund, WCK is still not able to meet its aspired revenue targets to support its interventions and administrative operations. Even though prioritized as crucial, resource mobilising and development functions for WCK have not been adequately set up and guided with a strategy. The quality of services is limited and there is over-reliance on government as the key revenue source. There is weak profiling of value addition, value for money and the gains generated out of WCK work.

Risk management is inadequately documented at the finance level and there is a very generalized policy in place to act upon risk. This notwithstanding, systematic risk assessment and analysis to denote root causes of risk and to use as basis for planning for risk mitigation and management is needed. WCK does not have any plan for business disruption and continuity in case envisaged risk occurred.

Operations

The Operations department has provided administrative leadership in procurement, logistics, checks and balances in WCK. As a result, WCK has operated efficiently with a sense of cost

consciousness. The department also undertakes staff functions such as staff welfare that should be handled by the human resources unit. This brings about confusion and lack of clarity in roles, thereby, minimizing effectiveness and efficiency.

For Operations department, challenges in access to funds hampers the necessary action in repairs, maintenance and re-placement of obsolete equipment and materials in a timely manner, in all the regions and facilities. Actual visits to the regions by Operations staff could facilitate better understanding of the priorities in this aspect. Poor condition of facilities affects the branding and visibility of WCK.

In regard to WCK hospitality facilities, evidence pointed out that there has been no market assessment and business review carried out that would inform costing, pricing and quality of services. This undermines the knowledge needed in order to understand how to create effective business plans for revenue generating ventures. At the time of the review, it was observed that competitor facilities charged rates that were twice as much as WCK and had more clients than they could cater for. This challenges the WCK business model.

The quality of the hospitality facilities, the current arrangement of the utilities in each facility in view of the competitors, the client expectations and the required competencies for quality services at the accommodation facilities are inadequate. Kenya, as a regional leader in hospitality has benchmarked itself and providers of hospitality services are under constant challenge to provide competitive and high quality services. To attract revenues, the facilities require an investment in business development that is benchmarked on key quality aspects in the market to meet expectations of clients.

Human resources

This Unit has been under Operations and is headed by a competent Human Resources Officer. WCK has well developed human resources policies, guidelines and a functioning organizational structure. The Unit has experienced some challenges and has gaps in the manner its functions are implemented: staff induction and orientation in WCK; limited planning for opportunities for staff training and development outside of academic courses staff take; lack of an inter-transfer policy, and exchange programs for learning and enriching exposure and experience in-house, and succession planning, among others.

It was noted that some positions proposed in the previous strategic plan were not filled due to inadequate resources to support those positions. There have been inadequate number of staff competencies for some functions such as management of the revenue generating facilities. No systematic assessment and analysis has been undertaken on functions and roles, and how they link into each other, and what performance benchmarks, indicators and standards define quality in performance, given the competencies required.

In terms of security, although the officers are the first point of contact with visitors, their knowledge about the internal operations of WCK and the interventions carried out is limited. They provide the first impression about WCK. The same goes for other utility staff who interact daily with visitors. Capacity development programmes for security and grounds staff is also limited.

In the Unit, there is limited use of ICT for record keeping and use in information systems. There is inadequate harmony in compensation, and staff salaries have not been adequately reviewed for some time. This notwithstanding, the functional analysis conducted across all levels of WCK and subsequent remaining stage of job assessment and analysis will inform and remedy most of the challenges in the department. In addition, the Unit will report directly to the National Coordinator in the new strategic plan, for direction.

Programmes

WCK has a wide range of scope in the projects it works on. It has kept some interventions such as the Wildlife Clubs, Komba magazine, MEU, the nature walk trail, visit to wildlife national parks by clubs over time. Through this, a tradition has built over time. The means to monitor, track quality of performance, learn from the experiences these interventions create, was found to be inadequate. The reporting mechanisms were not adequately adhered to hence, quality of reported work at region and program level was weak. Majority of regional and program reports focused activities hence it was not easy to establish the actual outcome and change being realized in WCK program work.

The review looked to establish what program strategy was in place and how programs were designed, developed and submitted for funding. It sought to link how resources were used to add value, at the implementation level and also the value accruing from implementing the interventions. Reports available did not provide adequate basis on how WCK responds to

these crucial aspects of its outcomes. There is need to create a program strategy with key elements on results based planning and results-based implementation.

The number of schools and learning institutions in Kenya has grown astronomically. WCK needs to determine whether it will be an implementing agency or a facilitating agency in the manner it approaches its program implementation work. In addition, the advent of devolution has brought a new program platform that did not exist before in that decisions are made at county level on issues to do with community development and community interventions. Facilitating community action groups and patron groups so that they in turn work with youth groups and school-based and community-based wildlife clubs might be the prudent way to go. This would address the challenge of distances covered, number of schools and counties supported etc. In addition, it would offer better focus on WCK niche profiling of WCK branding and visibility.

Collaborative Engagements

The types and scope of relationships with collaborating partners to WCK, apart from financial support, was not fully clear to the review team on how such collaborative relations could be developed further to function more effectively outside of the project and funding period and beyond one time need basis. These arrangements have been rather informal in nature except for the MOU with e.g. KWS, and the enrichment they bear are poorly tapped, as well as engaging with them for the potential value they would add to the relationship. There is also inadequate engagement with the media and county governments.

Organizational Quality Assurance

Findings indicate that there is limited expression of quality assurance within the Organization. Quality assurance is determined through means and modalities where each function and key unit in WCK uses agreed upon criteria to deliver quality. This is best defined by benchmarks, indicators and standards of quality performance at defined levels.

Bi-annual appraisals are carried out by supervisors to monitor and review performance at staff level. At management level, budgets, financial reports as well as project reporting based on monitoring indicators to monitor overall performance, are done. Comprehensive coverage of wildlife and environmental conservation education interventions and the revenue generating facilities was mainly reported through the Chairman's reports. This

notwithstanding, WCK does not have a framework for quality performance management which has a specific focus at department performance, management performance and institutional performance over and above the earlier stated monitoring levels.

Reported evidence showed that, after staff appraisal review results are submitted, there is no feedback or action thereafter. There seemed to be a particularly key concern in this aspect as it has persisted over a number of years. In addition, there was no mechanism to monitor and appraise performance of key units or departments as units of WCK. An internal quality performance management reporting mechanism does not exist. For most part, progress reports from patrons of wildlife clubs in supported schools presented activity achievements. They were not linked to corporate objectives or outcomes. In this regard, the change realised following WCK's interventions is not adequately captured.

Although staff get support to undertake their own self-initiated development and training, the Organization lacks a human resource capacity strengthening framework, defining baseline, priority aspects to strengthen, and clear interventions how capacity would be strengthened in line with organizational intent guided by the strategic direction defined in the strategic plan. The functional analysis undertaken provides information that will address this gap.

Monitoring and Reporting

Reporting and monitoring of WCK programme and operational activities is inadequate. WCK does not have an Organizational monitoring and evaluation function and at regional level this is not undertaken in a consistently coordinated manner. Available reports seemed to be geared towards external stakeholders as opposed to internal use in WCK. They also have a bias towards reporting on activities by the program department only and less by the other departments. Finally, they were about activities undertaken without due link to objectives the activities sought to fulfill, and did not always indicate the outcome realized as a result of the activities in link to set objectives and goals.

The monitoring framework used is not designed for analysis and interpretation of results and outcomes. As a result, the format of reports does not draw out aspects such as change, value added, value for money, lessons learnt, benefits and gains by beneficiaries, etc. Monitoring of factors and trends in the environment is not articulated. There was a noted lack of

systematic consistency and sequence of reports such that a series of reports could be made available for a given year or a given set of years to read into them trends, patterns, achievements, etc. This indicated that there is no unified mechanism in monitoring and reporting. An approach to this aspect such as results-based monitoring or monitoring, evaluation, accountability and learning would be beneficial to use in WCK.

Recording, Documentation, Knowledge Development and Knowledge Management

Systematic recording, documentation of scope, reach and outcomes over time, actual changes achieved as a result of WCK's interventions is imperative. This facilitates tracking how these shape the wildlife and environmental conservation space. Documentation of lessons, best practices and impact of interventions was lacking. Information on how key Organizational challenges faced were dealt with, case studies for learning and for replicating best practices, is also not clear.

WCK has a niche of working with youth in learning institutions through the wildlife clubs. It also has a wealth of knowledge from field experience and on-going work to learn from. Its institutional memory has volumes of valued information to enrich the wildlife and environmental conservation processes in Kenya. These needs to be to be unlocked.

Even though it has not documented its experiences and case studies for retrieval by others, this can be addressed given the advantage of access to ICT. There is an inadequately developed database for storage and retrieval of information. Use of digital platforms for documentation is also limited. WCK needs to create the means for knowledge development and knowledge management which it would use for learning, innovation and replication of best practices.

Research and Development

Based on WCK's institutional information and knowledge, use of internal research initiatives can make a difference in value addition to this information internally and for other actors working with youth. By linking research effort to learning institutions, and using its own information base when packaged and shared widely outside of itself, WCK can generate revenue alongside profiling its image as a learning and knowledge generating agency.

WCK also has the potential through CTTR to create a repository of useful data and case studies, and thus, become a Centre of learning for others. This is hampered by inherently inadequate recording, documentation, systematic and managed monitoring and reporting approaches capacities and practices.

Use of ICT - Website and Communication

Functional analysis outputs indicate that for instance, regions communicate with Nairobi only and in that, with only one or two individuals. There was no indication from reported evidence of how regions communicate with each other and on what. In Nairobi, departments only communicate in terms of control and approval, and less on information sharing, hence, internal WCK communication is not fully functional to be considered adequately interactive. Information sharing is at meetings or at consultation level for a few heads of units. Some heads are too busy on what they do to be able to link and communicate adequately and effectively all round, beating the purpose for coordinated, consistently effective communication.

The intention of use of ICT, website and communication is to reach out to others and using public relations, profile WCK brand, image and visibility. The Organization has an Organizational website. This notwithstanding, each regional office has an e-mail address based on either yahoo or gmail. That would suggest that WCK does not have an Organizational address.

More than updating the website, WCK needs to increase the use of ICT in its work and operations. This might indicate limited use of ICT or a situation of uncoordinated communication and information sharing. This challenges the extent of reach of WCK from a range of different platforms. It also challenges the effectiveness of internal interactive communication for information sharing and exchange. Being on WhatsApp, Facebook, Instagram or Twitter for promoting reach to wildlife patrons and clubs will be very challenging to manage and coordinate messaging outputs let alone meet different audience needs.

c. Priorities for Intervention

At the corporate level, the **Executive Committee** would need to play a more significant role in **profiling** WCK to different publics, and not just the youth and wildlife club patrons. This

would increase **visibility** of the Organization. The Executive Council has a big role in branding and marketing WCK. This could also be done through a **newly proposed business development unit**, separate from the finance and operations departments. This unit would carry forward aspects of visibility and marketing of all WCK programmes and projects. The **tenure of the Executive Committee** should not be less than three years, with a minimum of three remaining for at least a tenure, for continuity. This means that each year, there would only be replacement of a member or two at the most.

Succession planning would also be crucial for continuity at all times when there would be changes in management. This could be supported by the revision of the communications strategy that would enhance information sharing and feedback, with both internal and external stakeholders. For effectiveness and accountability purposes, several specialized committees should be created to give regular support to the different aspects of WCK e.g. finance, conservation education, administration, etc.

At **policy** level, there would be need to **develop guidelines** for stores and commodities management; human resources capacity development, retention and succession; communications, and resources mobilising and development. Staff need **orientation on the range of policies**, guidelines and resource references used by WCK, including regulatory policies developed by external players such as county governments and international Organizations. These need to be monitored all the time, analysed and their implications on conservation work, understood.

For example, in Kenya, the new Labour Laws, the new Wildlife Act, the new Mining Act and its implication to wildlife parks and biodiversity, issues on climate change and its implications on biodiversity, and other relevant laws, policies and directives at national and county government levels, need to be understood and incorporated into planning. Staff need to be aware of the principles and issues that have implication to the business of WCK. Periods within which policies should be reviewed need clarity and specificity.

WCK would also need to re-think how its **resource base could be re-organized** towards **higher levels of value addition and value for value for money** and revenue productivity that supports the enterprise oriented entities, while at the same time the enterprise entities make a contribution towards the sustenance of the mother body. As the Organization also

explores other alternative funding sources, fund raising competencies could be developed internally through a selected staff team. It is crucial that the tax exemption certificate is applied for as the Organization could be subjected to heavy tax interest and penalties. In terms of **risk management**, WCK would need to be pro-active rather than reactive in identification, analysis and mitigation of risk if it is to maintain its relevance and niche in a dynamic sector. With the new strategy WCK would need to undertake **comprehensive compliance and risk assessment and analysis** setting up a risk management strategy and plan.

Through the **functional analysis**, the functions of the Operations department will be clearer and separation of duties with Human Resources better defined. It is recommended that the two units are separated and Human Resources becomes a fully fledged unit reporting to the National Coordinator. This is based on the uniquely differentiated functions of the two units, and so as to prevent any overlaps of functions. This is described in greater detail in section 5.8 on functional analysis.

HR will handle all policy matters related to staffing, welfare, motivation, development, innovation, performance management, and compliance to set policies and guidelines. **Capacity development would need to be linked to functional analysis** that comprehensively addresses the institutional and program development needs. Strategically, this would inform how the Organization would develop its structure and how that can be refined. These would also be supported with the development of specific and concrete benchmarks and standards for managing growth and development, as well as quality performance management and innovation. Empowered employees deliver.

At the operations level, WCK will need to direct support to the regional level to streamline how the regions operate, manage facilities and ensure effectiveness and efficiency at office and facility level. Supporting regions to establish operational systems will contribute to cost efficiency in WCK. Tacking and managing repairs, maintenance, amortizing, replacement of utilities at facilities in a qualitative manner will maintain WCK branding.

In terms of WCK interventions, these need to be **thematically categorised** for effectiveness in planning, implementation, management of quality performance and follow-up. The proposed classification is:

1. Conservation Education and Awareness
 - a. Conservation activities in schools and communities
 - b. Ecology programmes
 - c. Mobile Education Unit
 - i. Komba magazine
 - d. Establishing wildlife clubs in schools
 - e. Teacher Training
 - f. Art and essay competitions
 - g. Education materials production
 - h. Others
2. Training (CTTR)
3. Revenue Generating Ventures (hostels, guest houses, conference halls, transport hire)
 - a. Kisumu
 - b. Mombasa
 - c. Nakuru
 - d. Meru
 - e. Others

Field level approaches need re-planning and innovation, supporting scope of interventions in the counties.

WCK needs to develop formal **criteria for partnering, networking and collaborating** with other stakeholders. At the moment, partners are selected based on informal studies done on them before engaging, and team consultation. Cordial relationships have resulted in repeat funding by partners, but having a policy on partnering and partnerships will allow for quality and effective engagements.

A policy framework will allow a basis for decision making on WCK's strategic advantages in engaging with a particular partner, and to lobby for longer term funding, based on its projects' funding projections. It will also allow for understanding of the partners' dynamic contexts and place WCK in a position to set itself at an advantage in resource mobilising. Engagements with partners defines an area where systematic management of partnership and partnering, networks and networking, as well as collaboration and collaborating mechanisms need to be strengthened based on principles of effectiveness, synergy and value addition.

There is need to widen the portfolio of WCK partnerships in a more systematic and dynamic manner, beyond the various forums where its interventions are involved. The potential partners have to share a common vision with WCK. In this, it will also seek to be more than an information and experience provider or a registered member in a meeting, but rather be an agency spearheading new innovative interventions beyond what donors expect.

WCK should showcase as well as demonstrate evidence-based examples of transformational results of its work in the localities and communities it serves. Moreover, internally, it will demonstrate that it is an affordable agency, based on a strong culture of organizational ethics and values including demonstrated best practices at programme. Quality performance at programme and at the institutional levels will be paramount and a pillar for its growth and development.

Partners are willing to work with WCK in its niche of potentially reaching youth and children in all the learning institutions in the country. Partners also contribute to capacity strengthening and skills building of staff of WCK, and will increase initiatives with target groups.

The approach to **managing quality performance** would need to be varied to include salient coverage of outcomes of change based on the strategy goals and objectives, performance level of which would be department performance, management and institutional performance. This will be complemented by program performance reports and human resource performance reports.

The **approach to monitoring and reporting** needs to be changed and the approaches of monitoring evaluation and accountability and learning are proposed as a measure to address current inherent gaps. The aspect of monitoring, linkage of resources to implemented interventions for accountability and learning needs to drive reporting and communication of outcomes. The reporting tools need revision to be based on objectives and reporting on outcomes, then they need dissemination and inculcation among staff.

It is imperative that the **monitoring of interventions/ businesses be done separate from monitoring the quality of institutional** (*staff and organization*) performance. Institutional performance is a concept based on designed benchmarks and standards that track the quality

of how each department and its staff perform in line with the Strategy Plan goals. Given inherent findings, this lends an opportunity based on which WCK could respond by **setting up institutional quality performance benchmarks and standards and a tool for tracking** and reporting on these at department level.

With **improved documentation, creating an integral internal learning** model with knowledge development approaches, and a credible database for storage and retrieval of information bulletins, it can house a state of the art learning Centre. WCK has a wealth of knowledge and experience on how to uniquely promote conservation in learning institutions through wildlife clubs. This knowledge would need to be available in an organized and systematic manner for institutional memory, and continued relevance in its space and constituency. WCK would provide valued advice in management of wildlife clubs in the region and beyond, as it has already started with Seychelles and Brazil, among others.

With this, WCK would **improve its institutional capacities for information management, learning, knowledge development and research**. This would improve its niche in engaging learning institutions and planning quality work. The use of ICT would be crucial in these ventures. Knowledge and information sharing could be undertaken on creating relevant accessible virtual platforms and organizing mechanisms to integrate learning to WCK's internal and external forums. Capacities for documenting, editing, web-based hosting of knowledge sharing platforms and others could be useful to this purpose.

WCK could also benefit from **re-thinking engagement with the media houses and media platforms and how it packages its news online and in the media** to create its own media presence to which its members, partners and collaborators become contributors and key players. Given the number of students and teachers reached annually, WCK need not invest large amounts in resources to obtain the relevant resource material for its research and documentation. The website could be a reference source linked to knowledge development and sharing, and packaged to take care of various types of audiences.

Kenya as a hub for ICT incubation is an opportunity for WCK to **develop its ICT strategy and use it to market** and advertise itself, locally, nationally and internationally, and increase its visibility. Consolidating achievements at WCK will be made stronger by **developing capacities for learning that embrace e-learning and documentation** and

initiate a pro-active database that captures knowledge and functional processes for sharing and exchange of new lessons in its space. With the use of ICT, WCK also need to appreciate and use information based on clearly analysed evidence collected from realistic expectations and needs from among its audiences by category.

In terms of communication, there is need to develop a greater understanding of the audience/ reader/ publics, their different expectations and needs. There is also need to determine the best ways to meet communication needs within WCK. There is need for each office/ department/ unit to know its role and level in effective communication, given the different types of communication originating from the Organization. WCK would need to develop information management systems that coordinate WCK communications in all aspects. This is essential and needs evidence collected from the various communication channels in use now, and audiences, and envisaged along the lines of strategic goals and functional analysis outputs.

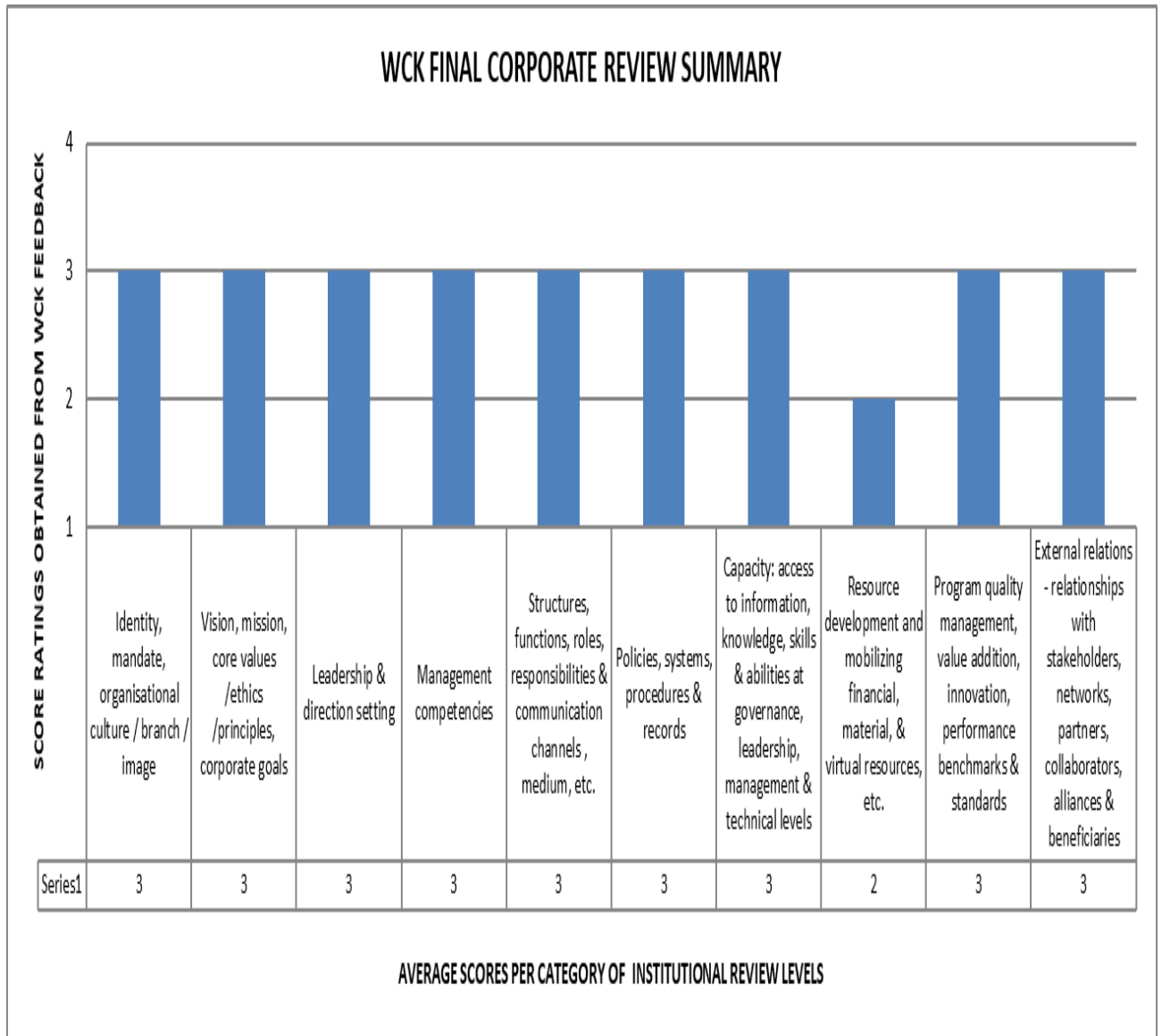
Coordinated communication also points to the need to leverage messaging that will profile WCK image and visibility consistently and systematically well for effective communication and public relations. This is an area WCK needs to invest time and effort to re-organise, streamline and improve.

In **defining its business model**, WCK needs to balance working with wildlife clubs and communities in conservation, and developing its revenue generating facilities for accommodation of local and foreign visitors and students. The environment comprises three pillars, that is, the bio-physical, the social and the economic pillars. Current practice is informed by green economy, green eco-tourism and sustainable eco-tourism. WCK's brand should not be limited, but embrace relevant aspects of these, after careful consideration. In deciding what the brand should be, the principles of messaging, imaging and emblem, contribute to creating the uniqueness of the Organization.

5.1.1 Corporate Review Summary Analysis and Interpretation of Institutional Assessment Checklist Outputs

At the institutional level, the review process provided a set of 10 institutional components for reflection and response by WCK staff. In each set there were defined factors. The elements of each component were assessed on a score grid with a scale of 1 to 4. The role of

the respondent was to review each of the components and its factors and score against a grid. Feedback was obtained from 16 respondents in WCK, in March 2018, summarised in the table as illustrated below:



The analysis obtained a perceptions survey feedback to establish respondent appreciation and perception of how each institutional component and its range of factors fared in WCK. The output was interpreted against elements of whether the factors were existing in WCK, if they were in use, and, perceived level of effects realized from use of each factor assessed.

Against this background, the interpretation indicates that internally, more work needs to be done to have the effects of the existence and use of the institutional factors assessed score mainly more than just “satisfactory”, the most common response in the feedback from the

respondents. This response could mean that there is a lot of complacency at WCK, only the bare minimum is being achieved against set objectives, or that staff are not very clear on what is expected of them and only perform to the best of their competencies and abilities, without having standards and benchmarks to adhere to.

5.2 Conservation Education and Awareness

Children and youth in wildlife clubs in learning institutions remain at the heart of WCK's work. The aim is to unlock their potential in wildlife and environmental conservation and develop them as conservation champions of the present and for the future. Interventions in conservation education are carried out from the Regions and through the Mobile Education Unit. The mobile education unit is a fully equipped vehicle that takes environment conservation education talks, lectures, films, slide and video shows to schools throughout Kenya. The full time MEU is operated from Nairobi headquarters, in Mombasa, Kisumu and Nakuru. Malindi, Meru and Kitui carry out school visits on a smaller scale. The conservation education is done through the following thematic areas:

- i. Establishing wildlife clubs in schools
- ii. Conservation activities in schools and communities
- iii. Ecology programmes (school trips to national parks, reserves and other protected areas)
- iv. Teacher training
- v. Art and essay competitions
- vi. Conservation education materials production

Targeting of learning institutions is inclusive of gender, disability, religious beliefs, ethnicity and socio-economic class. School visitations and ecological trips help to promote domestic tourism and influence young people into the conservation professions. The mobile education unit reaches out to those areas and schools that are not easily accessible to the Regional offices nationally, and is unique to WCK.

a. Major Findings/ Achievements

Establishing Wildlife Clubs in Schools

To date, institutional membership to Wildlife clubs is 9,745, with 857 being active in the period January to March, 2018, as opposed to 2261 being active in 2017. For example, in

2014, Coast Region registered 386 schools, with over 600 unreached. Between 2014 and 2018, over 3,000 schools were registered, with some being repeat registrations. Between 2016 and 2017, Mount Kenya Region reached 200 schools, with 120 registrations from the same. In Western Region, in Kisumu, over 8,000 Primary and 2,000 Secondary schools are targeted with a success rate of 320 institutions having been registered between 2015 and 2017.

It is through the wildlife clubs in these institutions that wildlife and environmental conservation education is conducted and conservation projects are initiated. Projects include bee keeping, poultry keeping, greening the institutions, growing medicinal gardens, water harvesting, making briquettes and re-forestation. Some of the projects are at school level while others are jointly worked on with partners and community members.

The wildlife and environmental education curriculum is based on Education for Sustainable Development concept initiated by UNESCO, for environmental conservation awareness and practice. Lessons are practical and involve engaging directly with nature such as planting trees and keeping school compounds clean. This has increased the children's value for conservation and helped them to raise awareness to their families and communities. Through the mobile education unit's outreach programme, school children are exposed to new information and equipment and materials in conservation. The environmental and conservation education awareness programmes have resulted in increased support by parents and communities to their children, for conservation initiatives.

Some of the incentives to entice more schools to register with WCK include three free copies of Komba magazine issued quarterly, subsidized entry into KWS managed national parks and reserves, and subsidized accommodation fees at the hostels. There are also free ecology trips and accommodation for those awarded with certificates and prizes for the best participating schools, clubs and individuals in art and essay competitions, and for outstanding performance in various environmental programmes and activities. School visitations and ecological trips help to promote domestic tourism and influence young people into the conservation professions.

Cost of membership cards for three patrons per learning institution is Kshs 50.00 per card, while it is Kshs 30.00 for wildlife club pupil and student members. School club membership with WCK costs Kshs 1,000.00.

Patrons and Action Groups

Wildlife clubs at school and learning institution level have patrons as a standard operation. Some of the patrons have formed action groups representing members from different schools and counties and sub-counties in their regions. The patrons engage in increasing awareness for conservation in their respective schools and communities, and act as role models for those schools and teachers who are not yet members of wildlife clubs in their respective localities. In some localities, networks of action groups have linked up with each other for support, enrichment, experience sharing and learning. This enhances ownership, accountability, monitoring and evaluation.

It was observed that patrons get transferred in the course of duty from one school to another. This has some implications. When transferred they may not be patrons in the new school they get to. On the other hand, it might take some time before a new patron is identified in the school they left. In this regard, wildlife clubs might remain without a patron for a period of time. There could be possibility that some schools have more than one patron due to transfers.

It was also noted that not all schools in a given region have wildlife clubs. The data on wildlife clubs is not consistently up-to-date and centralized at each of the regions. It is not practical to know the number of clubs with current membership from those that are newly registered. The renewal date for membership is open and often this causes some confusion when schools visit wildlife parks where they expect rebates. By use of ICT, WCK can remedy this challenge.

Findings of the review also noted that the ministry of education has rolled out education for sustainable development, a program symbiotic to wildlife and environmental conservation education. On account of education reforms, this provides an opportunity to piggyback on this program for WCK interventions. Reported evidence indicates that most regional coordinators were not aware on how they could link to this program.

Findings indicated that benefits of being a patron, having a wildlife club, and benefits accruing from awareness and knowledge about wildlife and environmental conservation are not well profiled. As result, most patrons and schools only focus on rebates available for WCK membership and wildlife parks, trips to nature sites and nothing else. Aspects of value addition and value for membership gained beyond a badge, certificate, a cap and T-shirt were not well articulated.

Teacher Training

Reported evidence shows that at least three teachers from each registered school, are trained regularly by WCK in conservation matters, for better effect and reach at institution and community levels. The teachers are engaged directly with the wildlife clubs, and some are the patrons of the clubs. Material for training is designed by WCK.

Production of Wildlife and Environmental Conservation Education Resource Materials

These resource materials are developed and used by WCK for awareness raising in schools, and for teacher training in the Regions. Education for Sustainable Development (ESD) learning is not to be affected even with the new changes in the primary school curriculum in the country. Resource materials from WCK are supplementary to the main learning materials used in the schools.

Groups of schools, children, and patrons can have internet forums where they exchange ideas and share information. On-line registration of members and platforms for sale of WCK merchandise should be explored. There is therefore, a wide scope of developing ICT based IEC material in wildlife and environmental conservation education for school which WCK can fill out of its wide field experience and research.

Other Interventions

WCK participates in conservation events across the country, and in international days of interest such as World Environment Day. These include participating in the annual environmental art and essay competition where school children win prizes for their creativity and innovation in conservation practices through their essays and art. Interest, motivation and participation by children and youth indicate that engagement in these events is relevant and still in demand as channels for wildlife and environmental conservation.

b. Gaps, Challenges, Constraints

Education reforms at the national level have limited the amount of time that WCK can interact with schools as activities can only take place either after class hours or on weekends only. The WCK education department's programmes are usually affected by external factors outside their control. These include: education sector reforms, teachers' strikes, teacher transfers (patrons and trained teachers), elections, insecurity and terrorism, and weather variability, among others.

At the Coast for example, after the terrorist attacks of 2013-2015, some schools denied people of differing religious beliefs to visit them. Increased negative effects of climate change, pollution and range of wastes mean that WCK has an increased diversity and number of challenges in determining and selecting intervention initiatives in conservation.

There are inadequate funds for wildlife and environmental conservation education programme implementation in relation to the needs of the number of schools reached, and yet not even 10% of Kenyan schools and other learning institutions have been engaged with since inception of WCK.

Use of ICT for outreach is inadequate and yet the younger generation is more conversant with digital platforms for communication and sharing. WCK should strengthen its capacities for using ICT and social media for conservation outreach interventions. The target audience, that is, youth and children, use ICT technology for communication, more than any other medium.

There was no formal evidence adduced as to how school and community projects were selected for support. Some of the schools do not have the time or the space for the projects. Progress, monitoring and evaluation reports were also not made available to the strategy review team. Systematic documentation of actual changes achieved as a result of WCK's interventions and how they shape the environmental conservation space is inadequately reported. In addition, cumulative information and numbers over time is not to be found in a data base. Research and documentation on wildlife clubs and conservation matters is also limited.

Reports indicate that retaining membership and maintaining interest in wildlife clubs is becoming more challenging. This could be because of competitive interests from other similar clubs such as environment and conservation; members not seeing immediate and direct tangible benefits; lack of creativity in programme implementation; and competition between livelihoods development and conservation practices. The linkages between wildlife clubs and other clubs for synergy such as health, agriculture, conservation, are also not articulated.

Others are the inadequate follow-up and monitoring of schools and communities that is challenged by the few WCK staff who have vast areas to traverse in a very short time and yet they have many other duties to attend to; students' limited exposure to environmental varieties; and poor volunteerism spirit by some teachers who have little passion to sustain the clubs in their schools.

In some of the localities poverty hampers children from joining the clubs as they find the card fees unaffordable, although all services to club members are subsidized. In addition, in some localities, support for wildlife and environmental conservation is limited and yet this is an area that needs collective participation. Changing the mindsets in such localities has proven challenging.

Some institutions and wildlife clubs are reported to abuse the privileges of receiving services at subsidized rates. They are registering with WCK so as to pay subsidized rates for services and not to enhance their knowledge and skills in conservation.

Club patrons have expectations of financial and logistical support from WCK as they carry out their activities, and yet WCK is not currently in a position to provide it.

The approach to community conservation by WCK is not clearly defined in terms of who are the target groups and in which areas (youth, adults, community service Organizations? etc.). No assessments were carried out in determining this.

c. Priorities for Intervention

In order to counter external forces that negatively influence outreach with wildlife and environmental conservation education, interactions with schools and other learning institutions, WCK needs to plan innovatively. It should determine first how its interventions are delivered whether direct as implementer or as facilitator.

Programme funding limitations could be addressed by building staff capacities for resource mobilising from alternative sources. In addition, through enhanced partnership, networking and collaboration, WCK would be able to reach more schools and communities, without always having to be physically present themselves.

Wildlife and environmental conservation themes for dissemination would need to be harmonized with the partners. Partners should include county governments and the relevant departments, some of whom are in a position to support WCK financially with their activities, as long as they are part of the planning process. WCK should leverage itself by using government structures to get support and visibility for the Organization's activities.

Other partners such as KICD and KWS should be engaged for support to adding value to the conservation curriculum. WCK should be part of forums, locally and internationally, that profile the Organization. These include annual head teachers' forums held in the country, PTA meetings, among others. Linkages with youth Organizations such as Uvumbuzi, school clubs that work in synergy with wildlife clubs, parents, and alumni, should be encouraged. Joint planning with partners would enable pooling of resources for specific interventions such as conservation rallies.

Wildlife and environmental conservation in learning institutions or community levels should be preceded by needs assessments so as to ensure relevance, effectiveness and ownership by the beneficiaries. To the extent that Organizational growth comes with a cost, WCK would need to build staff capacities in team work, research and documentation, and communication, among others. Departmental performance measurement of achievement of objectives would also be important.

Incentives and benefits for increasing and retention of membership were reported to include: incorporating young people in wildlife and environmental conservation using the arts such

as acting, music, poetry and puppetry (performance oriented); use of competitive activities; use of internet technology; exchange visits between school clubs; use of conservation videos for learning; and having a reward system for teachers, schools and students performing well with wildlife clubs, such as certificates of recognition.

Others are: having more training for teachers and for more teachers in a school as they lead the change processes in wildlife and environmental conservation. Enhanced monitoring, keeping in touch with the schools and using feedback from wildlife club members and patrons to improve on program interventions; innovation with wildlife club members; and sharing more copies of the Komba magazine per school, and profiling benefits and incentives toward engagement with wildlife and environmental conservation at school and community level.

WCK would need to enhance its role facilitating patrons to profile WCK visibility outcomes, linked to different publics. Consistency in use of ICT, IEC in the mobile educating unit and decentralizing the registration process to the counties, as well as availing more wildlife and environmental conservation educational materials in print and audio-visual formats to different audiences will improve outreach of the messages and creation of awareness. For example, a USSD code could be used to enhance registration at all levels.

WCK could enhance its awareness raising among communities by conducting seminars and workshops for parents, patrons and other stakeholders, for them to understand the value and benefits of wildlife and environmental conservation and the longer term implication of care of nature, wildlife and the environment. Increase in the use of ICT based IEC materials will be essential as it makes WCK more effective and efficient for outreach.

In developing and using the learning materials, feedback from the beneficiaries and stakeholders should be encouraged as success in conservation relies on the people's attitudes. WCK should invest heavily in practical conservation education for the children and youth as this complements what the teachers provide in class. Programmes should be customized to create ownerships, and through feedback, the children's innovative ideas should be incorporated.

Wildlife and environmental conservation education awareness needs to be conducted in simple, easy to use language and should prioritise areas of intervention dependent on level of threat to the environment, and emerging trends like climate change, waste management, use of green energy and care and protection of biodiversity. Aspects to be considered include the use of indigenous knowledge for conservation, highlighting climate change, the need for protecting wildlife, and the effects of the rural-urban dimension. This will require WCK engaging with different cadres of stakeholders in sensitization processes.

In order to curb the abuse of using the subsidized cards for park entries, WCK should set criteria and standards for their use. This may include age limits, probation periods before cards can become effective, etc. An improved profiling of other benefits will also be useful in reducing abuse as this is currently the most valued benefit of all among wildlife clubs, groups and patrons.

Staff and community competencies should be enhanced in diplomatic advocacy for use at community and government levels. Areas for lobbying include pushing for wildlife clubs to become a compulsory activity for students for a while in their primary and secondary school lives. Community advocacy will contribute to policy change as they lobby NEMA, business people and politicians, for action on conservation.

Other staff competencies to be enhanced are in the area of applied research for evidence-based interventions, and in monitoring and reporting so as to create learning models, for effectiveness and impact.

The media should be pro-actively engaged with for creating visibility and profiling WCK benefits to stakeholders and the public in general.

5.3 Komba Magazine

a. Major Findings

Komba magazine was inaugurated in 1969 by WCK with the aim of enlisting, recording and sharing experiences members had from interventions they have undertaken in wildlife and environmental conservation. Komba's purpose is to educate, interest and involve club members through the printed word. The magazine is published three times a year, coinciding

with the school term, when it is sent free to the schools. The Komba magazine is meant to complement conservation education, awareness and knowledge. WCK publishes Komba magazine from its own resources. The 32-page magazine has been produced continually since its inauguration. The editor has a long experience editing Komba and has a passion for wildlife conservation.

Members are invited to make contribution of articles. From the submitted articles, some are selected for publication by the editor. A wide range of articles are received from different parts of Kenya covering practical work on wildlife and environmental conservation in schools from clubs. Some individuals who have undertaken studies on the environment and conservation also share articles for publishing results of the studies. It is expected that from published articles individual members and clubs can obtain new ideas and inspiration through sharing and exchange in the magazine.

The published copies are distributed through regional offices to the schools. The magazine has been consistently published for 50 years. The magazine has kept a tradition of very high quality photography illustrating its articles. The quality of the editing is reputedly high. Recently, an e-version of Komba has been launched, targeting corporate members of WCK. Future plans are underway to develop a web version for WCK.

Komba magazine has a wide spectrum of readership audience. Among them are primary school children in different levels of learning, students in high school and higher institutions of learning. In addition, it is also available to teachers in the schools, among them patrons and action group members. At the higher institutions of learning, it is read by students taking courses in wildlife and environmental sciences. Based on this, the needs of the readership audience are wide.

b. Gaps, Challenges, Constraints

For the time being there is no strategy on how to identify the specific audience needs and targets to meet them in one publication all at the same time. No recent audience review has been undertaken to attempt establishing the most current type and level of readership needs.

The number of schools and institutions of learning to which Komba is targeted have increased far beyond the number targeted in 1969. Not every school has a functional club. This notwithstanding, the number of the clubs and club members is large. In most schools, a club has more than 100 members.

Some members have sent in articles that have not been published for a range of reasons. The magazine does not have direct contact and interaction with members as the number is large. For the time being, Komba magazine has not established the specific number of clubs, club members, patrons and action groups and action group members.

The number of articles submitted is far too large to print each in a given year. As a result, articles remain unpublished while contributors carry an ongoing expectation that they will see their articles published in the magazine. This causes a breach of expectations. There has not been an established communication link to address this through the magazine or other channels.

Emerging changes

The increase in number and types of learning institutions interested in wildlife and environmental conservation is increasing. This presents an ever widening set of interests, motivations and expectations a magazine like Komba might accomplish in its mandate and scope with such a potential audience.

The education sector reforms have also emerged alongside devolution of governance. Each county has a set of expectation how educational activities should be undertaken. The interpretation of new formulated policies and regulatory framework is affecting how to reach WCK clubs, club members and patrons through whom Komba magazine is channeled. With this are new officers and some administrators at county level who are new to WCK interventions and who would otherwise present some resistance to wildlife clubs in schools and therefore transmission of Komba to schools.

Education for sustainable development has been adopted as policy and is to be mainstreamed in schools. This notwithstanding, many schools face the challenge of interpretation of policy about such an opportunity and its contribution to wildlife and environmental conservation.

There are also new dimensions such as other agencies addressing wildlife and environmental conservation, access to ICT media material and the internet as a source of more appropriately targeted literature for schools. The advent of ICT has established access to computers and television screens in schools. With this, schools have the potential to access wider levels of learning material. This illustrates the changing playing field into which Komba magazine and WCK intervention at school and community level have to confront.

c. Priorities for Intervention

It would be imperative to systematically carry out readership audience analysis for Komba magazine, which should include themes of interest, channels of distributions and formats for different categories of the readership audience.

It is also useful that WCK plans on how to address the wide range of interests, motivations and expectations on its work with Komba magazine and the wildlife clubs, given other types of clubs handling partly or the same themes in schools and institutions of learning. It might be useful to link Komba to education for sustainable development themes more closely as a supplementary material that targets different learning levels at schools.

Given the emerging issues, WCK might wish to consider how to plan for succession in editing and presentation of messages in Komba magazine to schools in the near future.

5.4 Centre for Tourism Training and Research

a. Major Findings / Achievements

The Centre for Tourism Training and Research (CTTR), was started in 1999. It is a mid-level tertiary institution created because of demand, to produce middle cadre professionals for the conservation, tourism and hospitality sectors. It was also set up to conduct research in areas of interest that WCK engages in.

The college confers certificates and diplomas to successful graduates. Its second mandate was to create revenue for WCK. Because of education sector reforms, certification has been moved from one Ministry to another. CTTR was part of institutions of higher learning, and that is why they were offering Moi University Diplomas and Certificates. They are

considered part of technical training institutions and are now under TVET Authority (Technical, Vocational Educational Training), created in 2015.

CTTR is not registered under the National Industrial Training Authority (NITA). NITA is a government agency with mandate to promote on-job industrial and skills training by employers, and is one of the bodies that offers accreditation to training in Kenya. NITA was created in 2011, mainly to regulate providers of technical industrial training.

CTTR has a capacity of 240 students. It currently has 130 students. Current training programs offered by the CTTR include Certificate in Tour Guiding and Administration, Diploma in Tourism and Wildlife Management and Diploma in Hotel and Restaurant Management. The college adheres to all policy regulations for training in middle level institutions such as the Regulatory Act of 2011.

The college launched its own curriculum after collaboration in its development, with Moi University. Gaining approval by KICD and other market players was a great achievement. The Kenya Institute of Curriculum Development (KICD) is a Ministry of Education agency for developing and approving learning curricula. The curricula are mainly academic. The approving examination body is the TVET Curriculum Development, Assessment and Certification Council (CDACC), although KNEC is also an option as it accredits some examinations. The Kenya National Examinations Council (KNEC) is a government agency for setting, administering, issuing and validating academic examinations and certificates. Based on feedback, graduates of CTTR compete and fit adequately in the industries they are trained for. There is market demand for the college to train more personnel, and to offer refresher courses.

The facility has been renovated to make it more appealing and to maintain it. The students' accommodation has also been improved. Internal communication between staff and students is clear and is facilitated through regular meetings, social media and e-mail groups, and one-on-one interactions. Externally, the college has students on attachment, enhances itself through value addition to its courses and, collaborates and networks with others in wildlife and environmental conservation.

CTTR has been using a 5-year strategy that ends in 2018, and is the only department in WCK that has such a plan.

b. Gaps, Challenges, Constraints

Registration for CTTR is being challenged by the fact that TVET is not in the Ministry of Education, Environment or Tourism, the logical home of the college before. Also TVET systems in the country are not yet fully developed, therefore, accreditation for certificates and diplomas is now a challenge.

At the moment in Kenya, there is no one agency with the mandate for accreditation and training of certification courses, whether academic or vocational. The bodies currently in place differ in policy and requirements for accrediting industrial and other on-job type of training. This is presenting trainers like CTTR with challenges in terms of which body they should affiliate to, out of the five key bodies giving certificates and recognizing work-related types of training. While the gap is being addressed, training continues.

The entry points for recruited trainees is another area of challenge. Prescribed grades and qualifications of those who desire to take CTTR training are such that those who have better qualifications are able to find other institutions to go to. Those with poorer qualifications come to the WCK college. Because of the shift occurring due to the reforms in the education sector, the regulatory framework for entry points for trainees has changed. This has made CTTR not to be able to recruit as many trainees as they would have liked.

Over the last five years, the college has experienced a downward trend in student registration, and this has affected the incomes expected. Reports indicate that this could lead to forced closures if the institution does not break even soon. CTTR would not be realizing its purpose of helping to make WCK sustainable.

Although CTTR was set up to do research in WCK sectors, it has not been possible to set up the research function. This is being addressed by identifying themes for research so that the college can grow their research capacity. Before the education sector reforms, CTTR was able to mobilise high levels of resources. With reduced income, the college has the challenge of working on lower volumes of resources and budgets.

There is a functional gap at the college as it does not operate like the regions. Linkage with the Conservation Education and Awareness department programme work needs to be refined for it to be given an appropriate portfolio. Also, the market demands more skill areas than the policy of CTTR allows. In terms of the training infrastructure, there is limited space, equipment, facilities and utilities for use by the staff and students. Also, the WCK college is not branded, marketed and made visible enough to the publics it serves.

c. Priorities for Intervention

Branding and visibility of the college could be enhanced through participation in various relevant forums and membership in the industry such as Eco-Tourism Kenya. Plans are underway to have the college registered as a training institute in its field, as there is a big demand in the market for the courses offered.

There are also increased opportunities for CTTR staff to enhance their skills professionally and on the job, and be innovative and add value to their course delivery, by making the courses even more industry oriented. Refresher and short term on-the-job courses should be enhanced at the college.

The research function needs to be set up and it should conduct market oriented research that is user focused and based on industry needs. This could become another source of revenue as stakeholders collaborate with WCK to come up with industry-based solutions.

To counter the reducing number of student registrations over the last few years, CTTR needs to be made a vibrant, innovative institution responding to the needs of the students and the industry. For example, it could explore what on-line courses and institutions it could link up with in delivering its services. It could also develop learning models that will be attractive to students and leverage the college in competing with other institutions.

5.5 Strengths Weaknesses Opportunities Threats (SWOT) Analysis

SWOT examines internal issues of the organization and having identified the major ones, options are developed on how they might be addressed. The strengths and opportunities are viewed from the point of view of how they could be maximized while the weaknesses and threats are dealt with from the point of view of how to minimize them. The table below highlights the results of the SWOT analysis:

STRENGTHS	HOW TO MAXIMISE	OPPORTUNITIES	HOW TO MAXIMISE
INSTITUTIONAL			
Fully registered local Organization	Maintain legal compliance and goodwill with government	-Continued support from national government and government parastatals e.g. Kenya Wildlife Service	-Update and formalize MOU.
Five year strategic plan document	Strategic plan implementation	-Devolved governments	-Pursue opportunities for partnership and funding in conservation activities.
Organizational governance structure	-Formulate and implement institutional policies -Regular Council renewal	-Global interest in environmental conservation	
Policies and procedures for the organization are documented	Review and clarify policies for relevance	WCK alumni	-Develop an active platform for engagement.
Institutional memory, 50 years' experience and staying power	-Develop and document best learning practices for learning and sharing -Maintain good partner relations for legitimacy and credibility	Inclusion of more programs and trainings to the college.	-Conduct a needs assessment to identify skills gaps in conservation sector.
Large membership; school, associate and	-Develop and maintain interests and motivation for members.	Branding to increase visibility	-Publicity activities -Market WCK including

corporate			accommodation and training facilities
Countrywide region-based coverage	<ul style="list-style-type: none"> -Devolve activities to the counties for increased visibility and impact. -Increase participation in and implementation of conservation activities -Information sharing with stakeholders -Engagement with stakeholders nationwide 	Existing and new strategic partnerships	<ul style="list-style-type: none"> -Enhance use of contacts to increase conservation partnerships -Research, documentation and dissemination -Continuous adherence to strategic plan
Strategic location of the head and regional offices	Branding and visibility to be enhanced	Wide market at learning institutions level	Publicity activities
Good will from stakeholders and implementing partners.	Maintain good partner relations for legitimacy and credibility	Social media	Market WCK on-line
Participation in network meetings	<ul style="list-style-type: none"> -Continuous engagement -Maintain transparency and accountability 	Increased donor interest to partner with local Organizations	<ul style="list-style-type: none"> -Enhance visibility, branding and quality -Improved compliance to donor requirements -Proactive engagement

		Staff competency development	Use functional analysis process to optimize functions and competencies
PROGRAMME			
Unique programs - Mobile Education Unit; biggest slide library in East Africa; the Komba magazine.	Research, document and disseminate knowledge and information for learning and sharing	-Unlimited club membership potential	-Scale up reach in schools and learning institutions.
College for Tourism Training and Research	Enhance skills capacity in Tourism and Conservation through competent staff	-Large number high school graduates	-Offer programs/ courses that create passion for environmental conservation
Potential to access financial support for program activities.	Increased networking for fund raising and building of like-minded alliances	-Large number of potential environmental conservation activities	-Increased advocacy and networking.
Positive relations with donor partners	-Maintain good partner relations -Partner mapping -Build networks - Enhanced communication	-Associate and corporate members	- Use their skills, knowledge and resources for increased impact in conservation.
Competent staff and trainers	-Staff retention, motivation -Staff source diversification	Global focus on ESD and green economy	Use recommended curriculum and revise as necessary

	-Capacity strengthening of skills of staff		
		Digitise learning materials for use by others	Use relevant ICT platforms
RESOURCES			
Facilities as sustainable revenue streams	Increased visibility, branding and niche for competitive advantage by upholding quality and value addition.	Competent human resource	Build on and invest in staff capacities.
Passionate staff	<ul style="list-style-type: none"> – Enhance staff rewarding and motivation – Develop staff succession plan 	Modern technology and trends	Increase use of relevant ICT platforms for increased awareness of WCK and conservation.
Have fixed assets and properties	<ul style="list-style-type: none"> – Develop quality customer experience – Sustain growth as a funding source 	Nature trail rich in biodiversity	Enhance customer experience.
Undertake regular audits	Maintain transparency and accountability	Develop property as an investment	Develop business plans to guide revenue generation from the facilities.
		Availability of donor funding sources	Engage with strategic partnerships for support and collaboration -Map and monitor donor trends

WEAKNESSES	HOW TO MINIMISE	THREATS	HOW TO MINIMISE
INSTITUTIONAL			
Inadequate visibility, public relations low	Enhance visibility, public relations	Competition from other conservation partners working with schools	<ul style="list-style-type: none"> -Define niche, roles and responsibilities -Collaborative planning -Networking for understanding and sharing roles
Inadequate communication processes	Review and implement communication policy	Reduced donor funding	Focus on local funding
Inadequate MIS; inadequate records systems	Develop and improve on the management information system	Economic slow-down; Inflation	<ul style="list-style-type: none"> -Continue providing affordable products and services -Diversify revenue streams
Inadequate dissemination and inculcation of policies, procedures; gaps in policies and manuals	Proactive dissemination and inculcation of policies; fill gaps e.g. develop communications strategy	Changing government policies	Keep abreast with government policies for lobbying and/or compliance
Inadequate and unstructured capacity	Develop staff capacity building strategy; staff training plan	Teacher transfers	-Develop school club patron succession plan

strengthening and development guidelines for staff			-Train as many teachers as possible in supported schools
Poor documentation practices of best practices and lessons learnt	Develop and improve on the management information system	Political influence in conservation.	Join other organizations to lobby against negative effects.
Inadequate staffing	Recruit staff	Climate change	Monitor trends; research
Inadequate quality performance management in Organization	Enhance research and development practices	Strikes and demonstrations affecting especially the education sector	-Plan around the strikes, demonstrations -advocacy and lobbying -diversify visitor range
Inadequate human resource management of issues	Finalize and use functional analysis to make decisions in HR	Inadequate policy dissemination and practice	-Regular review of policies
PROGRAMME			
Low coverage	Increase reach through setting up new regional functions	Replication of WCK programmes by other organizations	-Value addition and improved delivery -Diversify target audience -Innovate models and practices

			<ul style="list-style-type: none"> -Improve benchmarks and standards of practice -Monitor trends for appropriate interventions
Conflicting staff responsibilities	Conduct functional analysis.	Security issues (terrorism)	Realigning activities
Inadequate reporting and documentation	Review and implement evidence based reporting.	Inadequate staff	Recruit required staff after conducting functional analysis
Out-dated programmes	Review and update programmes.	Forgery of membership cards and certificates.	Enhance security features in the cards
Inadequate field equipment and facilities	<p>Pool resources</p> <ul style="list-style-type: none"> -Acquire/ develop relevant equipment and facilities 	Reach and retention of schools	Improve club member's motivation and interest in conservation activities.
Inadequate programme policy and programme strategy and entry and exit strategies	<ul style="list-style-type: none"> -Develop programme/ business policy and strategy and exit strategy -Refine business model designs and approaches -Regular revisions of approaches to address mandate 	Natural disasters	Emergency preparedness and early warning systems
Inadequate monitoring, reporting	Enhance commitment and will to practice effective monitoring, reporting	Low performance and quality	Improved benchmarks, standards of performance

and submission of reports	and evaluation. Enhance dissemination of available skills, plans, tools, and best practices.		
Weak follow-up and linkage of projects	Plan for and encourage regular follow up and linkage of projects.		
Inadequate, untimely, inconsistent, poor quality information sharing at different levels	Strengthen capacity for information development and dissemination; use of technology; use of HR disciplinary policies		
Delayed implementation & reporting	Compliance with donor requirements, proactive timely reporting		
RESOURCES			
Nakuru regional office and accommodation facilities inside the national park	Strengthen MOU with KWS	Shifting donor priorities and policies	Align to changing trends

Poor state of accommodation facilities	<ul style="list-style-type: none"> - Upgrade facilities for quality customer service -Timely disbursements for facilities' management 		
Inadequate funding	<ul style="list-style-type: none"> -Improve business model for revenue generating facilities -Strengthen staff capacities for resource mobilisation 		
Inadequate staff and resources	<ul style="list-style-type: none"> -Review staffing gaps and recruit staff -Staff motivation enhanced 		

5.6 Organizational Capacities and Competencies

In assessing what set up needs to be in place to define operations at WCK for the next five years, the internal capacities and core competencies were defined. Competencies are abilities to perform to attain set benchmarks, the capabilities to maintain set standards, and the adequacy of systems that work. At WCK, Organizational competencies are supported with established guides and standards in conservation education such as Environmental Sustainable Development strategies, among others. They are also supported by the Organization's development guidelines.

Areas to define operations at WCK include:

1. Institutional governance
 - a. Organizational growth and development, leadership, direction setting, management culture, Organizational structure and principles
 - b. Internal institutional approaches and methods
 - i. Human resource development; interventions' programme design
 - c. Policies, systems, procedures and records
 - i. Quality performance management, benchmarks and standards
2. Interventions
 - a. Conservation Education and Awareness
 - b. CTTR
 - c. Field operation office
3. Operations
 - a. Communications (internal and external) – channels, medium, media, timing and publics
 - b. Procurement, logistics, stores, commodity management and inventory management
 - c. Operations, administration, repairs, maintenance, amortising, replacement
 - d. Revenue Generating sources
4. Stakeholder and donor relations
 - a. Partnership, partnering and collaboration guidelines
5. Resource mobilisation
 - a. Information, knowledge, human resources, finance, opportunities, etc.
 - b. Key mechanisms
 - i. Resource mobilising – finances, human resources, information and knowledge, technology, facilities and utilities
 - ii. Cost-conscious values – intolerance for waste, strengthening cost-saving
 - iii. Building reserves
 - iv. Value addition

WCK would need to establish inherent capacities for sustaining performance at required levels, as well as lay foundations for quality performance management. These competencies are needed in place for undertaking stated mandate, vision and mission. Review findings noted that although WCK has gone through two strategic plan periods, the Organization still has gaps at the governance, leadership and direction setting levels, to set a critical path for Organizational growth. Other gaps were identified institutionally at the policy, systems, procedures and records level; functions, roles, responsibilities and duties level; as well as, at the communications, channels, medium, media levels.

The result of the review was that some core aspects for which to plan and address gaps to strengthen WCK institutionally, were identified and strategic goals and objectives are underlined in this document, for implementation during the strategy period.

5.6.1 Core Institutional Gaps to Address and Strengthen

At the Council level, this will entail strengthening governance, and then provide opportunities for them to enhance their proficiency and competencies for their functions and roles in WCK.

Finalising the functional analysis process through its build-on phases will be very crucial in internally streamlining WCK structures, functions, roles and responsibilities. This will also help the Organization in streamlining its compensation guidelines and staff welfare issues in line with the functions identified.

New policies, guidelines, manuals and frameworks in areas they lack, such as in partnering, networking and collaborating; quality performance management; inventory management, focusing store and commodity management, repairs, maintenance, amortizing, disposal and replacement; synergy innovation, knowledge development; research and information management systems, will be developed.

A comprehensive risk assessment and analysis based on the different departments will need to be undertaken. WCK will also strengthen its resource mobilising capabilities through diversification and capacity building of core staff for the same.

5.6.2 Summary of Emerging Issues

1. Baseline assessment are needed to guide decisions in identifying wildlife and environmental conservation education priority needs and gaps in determining coverage and targets (expansion and extension), and cross-cutting themes such as climate change, among others.
2. Strengthening organizational culture through team building and training of staff; explore barriers that limit staff perceptions towards the organization and within themselves--Poor man's mentality.
3. Conduct a more comprehensive Organizational competency analysis.
4. Quality performance management at department level should be enhanced by WCK during this strategy period.
5. Strengthening systems and procedures in different areas including communications, partnering and partnerships.
6. WCK should create synergy within the departments as they strengthen their capacities and competencies.
7. The Organization should enhance the use of ICT in all its departments and interventions – portal, website, outreach, communication.
8. The first phase of functional analysis is complete. It is critical that the other phases are completed for it to add value and be effective.
9. Embrace innovation and learning.
10. Strengthen staff involvement in revenue generation by strengthening relevant financial aspects and competencies.
11. Profile benefits of WCK to membership and the various publics.
12. Tracking, surveillance, monitoring trends and patterns in the operating context will be crucial.

5.6.3 Emerging Concerns

These are areas that WCK needs to be aware of as it plans its interventions:

- ≈ Climate change, global warming
- ≈ Disasters and conflicts
- ≈ Wildlife – human conflicts
- ≈ Environmental governance
- ≈ Chemicals and waste management

- ≈ Resource efficiency
- ≈ Ecosystem management
- ≈ Loss of bio-diversity
- ≈ Large scale infrastructure development
- ≈ Sustainable Development Goals and emphasis on resilience
- ≈ Preserving of institutional memory
- ≈ Mining and extractive industry

5.6.4 Lessons Learnt During Implementation

These were reported to include the following:

Institutional

- WCK needs to use its 50-year experience and learn from hindsight and manage institutional and business growth focusing the Organization's and business quality performance with benchmarked standards, so as to make the next fifty years have even greater impact though the children, youth and community stakeholders.
- Research and documentation is important for learning, sharing and institutional memory.
- Managed growth and development has to do with balance of competencies at both institutional, programme and business levels.

Core Business (Wildlife and Environmental Conservation Education, Komba magazine, Revenue Generating Sources, CTTR)

- Staff capacity building in identified areas such as monitoring and evaluation, advocacy skills, etc. would be important for quality performance and service delivery.
- Engaging recipients of conservation education in different roles (such as school teachers, heads, pupils) motivates them and promotes local monitoring and ownership.
- Having the relevant facilities and equipment enhances service delivery and quality.
- Innovation and creativity is required in service delivery.
- Total transformation at society level will be through the children and youth, so they need to be invested in.
- Use the different interventions and facilities to rebrand, profile and make WCK visible to the publics.
- Profile WCK benefits for visibility.
- Use of ICT in all the sectors is imperative for WCK growth.
- Good environment is life.

Resource mobilising and development

- i. Strategic and diversified resource mobilising and development linked to future directions at WCK is crucial for institutional growth.

5.7 Evidence-Based Reporting

This was a gap identified at WCK especially in relation to documentation of executive summaries to donors. It is also important to note that reports are written as per the donors' guidelines. Reports have to do with plans. If a plan was developed adequately well, the reports will be adequately informed. If plans were poorly developed, then reports will be poor. Evidence-based reporting is linked to results-based management approaches²¹.

The review set out the following as attributes of evidence-based reporting that should be adopted by the Organization:

²¹ Ref: *Results-Based Management Handbook*; <https://www.un.cv/files/UNDG%20RBM%20Handbook.pdf>

- ≈ Objective based
- ≈ Focus on outcome, change created that is, demonstrate changes realised from “situation before”, with examples of “situation now”.
- ≈ Evidence adduced should be drawn from indicators based on objectives
- ≈ Reports should be validated by actual practical and real life changes realised after interventions. Qualitative indicators need to be developed that are able to measure awareness levels and attitudinal changes.
- ≈ They should be illustrated by types and quality of activity results
- ≈ Links inputs to planned objective outcomes
- ≈ Draws out new learning based on implementation
- ≈ Shares achievements, challenges, constraints, risks and beneficiary feedback, and how these are used to improve on programming

There are different types of reports that Organizations write for internal and external use. These include:

- Inception reports, that is, reports written at the starting point of interventions, explaining how plans will be implemented.
- Progress reports. These are reports covering a specific plan period and should be linked from one period to another.
- Term reports are designated by a specific term of implementation such as quarterly or annually.
- Review, monitoring or field visit reports. They are usually based on assessments, follow-up and tracking, for purposes of maintaining effectiveness and adjusting programme decisions as necessary.
- Evaluation reports look back to determine how, what and to what extent interventions created change in the lives of the beneficiaries.
- End-term reports that provide comprehensive descriptions of what particular projects and programmes were about by the end point of their life span.

Different frameworks may be used for reporting. Some are generic while others are created by Organizations dependent on their various needs. For example, a framework may be used to highlight the reporting period in relation to the context and circumstantial factors and issues influencing and affecting implementation either positively or negatively.

Reports should describe crucial priorities to keep implementation on course for the next plan period, indication who should be responsible for what, by when.

5.8 Functional Analysis and Department Review

Ethos

Functional Analysis is a logical systematic review process that examines how an organization or company operates. The analysis explores both vertical and lateral functioning of the organization/company. It seeks to identify the manner in which functions, roles and responsibilities are distributed in the units which make up the organization/company. The analysis process is undertaken using a set matrix to facilitate interrelating the outputs in a logical progression. The analysis process is based on key principles summarized and used as the titles guiding the analysis process.

Uses

Functional analysis contributes primarily to review the efficacy with which the organization/company operates. It points to relevant and necessary linkages, it points to unnecessary overlaps and also points to gaps of aspects not covered or not fully understood as to which unit should be responsible for them. The outputs of functional analysis provide Management with information on how to streamline how departments and units are established, and are foundational to management work, refining inter-relations that are essential for effectiveness and efficiency.

Benefits

Outputs from functional analysis are essential for setting up quality performance standards in the organization at the unit level and also at the staff level. The outputs provide concrete and reliable basis for setting benchmarks, indicators and standards for quality performance and basis for capacity strengthening and organizational growth. The outputs are also useful to human resource management in that they inform the basis for job assessment and analysis, job specification and job description writing.

Process

The setting in which functional analysis is done is guided by the existing units, which use a predefined framework to identify a rationalized premise why each unit exists and what it is meant to fulfill for the organization/company to function. Each unit identifies its key mandate and goal. Based on the defined mandate and goal, the analysis explores to identify the areas each unit is denominated to deal with (*areas of principal focus*, which are central and of key importance in each unit). For each area of principal focus, an objective is created.

Each area of principal focus is then analyzed to identify the key functions leading to the achievement of the objectives set therein. Each function is analyzed to identify the key roles leading to the achievement of the function and each key role analyzed to identify the key responsibilities leading to the achievement of the role. Based on this, the key outcomes for the objective of the particular principle aspect are then analyzed and documented. The documented output is then used in the organization/company to address different levels of needs as inter alia detailed above.

WCK undertook functional analysis in all its departments, units and regional offices in March 2018. The process was new and had never been done before. Nevertheless, all responses elicited learning, clarity on WCK functionality and inherent aspects to address to streamline and strengthen the organization. Below is the narrative summary of the functional analysis depicting the aspects of mandate, goal, areas of principle focus for institutional strengthening, and key objectives for the key focus areas. The full outputs from each department are to be found in the appendix.

5.8.1 Governance and Leadership

WCK has a well-developed leadership structure comprising the Council, Executive, and CEO. This is complemented by the Trustees and Patron. The functional analysis reviewed the governance and leadership to identify the mandate, goal that drives the functions at this level. The function of the CEO is supported by senior management in Conservation Education and Awareness department, CTTR, Finance, Operations and Human Resources.

WCK continues to comply with the relevant statutory and legal requirements for its existence in the composition of its Governing Council and Executive Committee. It will continue with its organizational composition of top Management. In addition, it will adhere and comply continually with the legal and policy infrastructure on wildlife and environmental conservation and biodiversity, including protection of nature, pollution, global warming and climate change adaptation, among other key aspects of its work.

Some among the policies are linked to regional and international connections to which the government is signatory. Some are linked to private sector engagement. There others that are linked to ministerial directives and policy within defined ministries and government agencies with which WCK works. This will enhance the space and platform within which WCK benefits and proactively maintains its visibility as part of government, the affinity it bears in its origin.

The institutional mandate to guide governance, leadership and management is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Effective governance, leadership and management and realization of WCK mandate.	Maintain strategic governance, leadership and management for WCK visibility and achievement of the mandate, vision, mission and core values of WCK.	<ol style="list-style-type: none"> 1. Governance, and strategic leadership 2. Management and support 3. Refine the organizational name and logo for improved management of visibility and branding 4. Program support 5. Business development support 	<ul style="list-style-type: none"> • Strengthened Council proactively providing prudent accountable governance and management checks and balances in WCK. • Relevant organizational policies organizational systems, procedures, processes and functions that support achievement of WCK mandate, vision, mission and goals developed. • Organizational growth, development, resilience and sustainability realized. • WCK visibility and brand profiled in public spheres, forums, platforms, networks. • Productive engagement and joint actions maintained with key government ministries agencies, key actors, donors and partners collaborating with WCK. • Continuous improvement, innovation, value addition, quality performance and organizational growth promoted. • Access to adequate resources realized for operations, program interventions, WCK business enterprise and organizational growth. • Risk management, risk mitigation, business recovery and business continuity ensured in WCK. • Value adding networks and alliance building strengthened, legitimizing WCK interventions, enterprises, branding and reach. • WCK business development, market orientation and penetration strengthened professionally within the strategy period 2018-2023.

5.8.2 Human Resources Management Department

WCK has established the human resource management unit comprising the Human Resource Officer. This unit is crucial to ensuring adherence and compliance to labour law, management of all human processes and procedures in resources management. In the strategic plan period 2018-2023, this unit will play a significant role in progressing the functional analysis process in the remaining phases to its eventual conclusion.

The functional analysis reviewed the human resources unit to identify the mandate and goal that drives the functions. It will be imperative that the Unit becomes a fully fledged department and strengthens its capabilities based on state-of-the-art human resource guides to perform its role better.

The institutional mandate, goal, areas of principle focus and the objectives for the Unit were stated as the following:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Competent human resources in the right function and level in WCK.	Effective productivity optimizing quality of performance in WCK	<ol style="list-style-type: none"> 1. Human resource planning 2. Staffing 3. Personnel training and development 4. Employee/ labour relations 5. Human resource legal issues 6. Adherence and compliance to policy 7. Human safety, security and risks management 	<ul style="list-style-type: none"> • Quality competencies acquired, retained and strengthened for use in WCK work teams and departments • Relevant and competent staff deployed in appropriate job levels at WCK • Quality performance at work force and at department level maintained at WCK • Strengthened employer-employee relationship engaging interactive avenues for sharing and exchange • Appropriate processes promoting enforcement of adherence, compliance and consequence measures in use • HR related safety and security risks identified and addressed on time

5.8.3 Finance Department

WCK has an established finance department and systems for accountable management of its resources and assets. The department is headed by a Finance Manager. The department ensures the assets and resources of WCK are effectively documented and financial records processes and procedures are adhered to. The department has established effective checks and balances and separation of duties ensuring that transaction management is accountable and transparent. Regular audits and financial records are kept up to date. The finance department has undertaken a proactive assessment of risks and a general risk policy is in place.

During the strategic plan period 2018-2023, the Finance department will enhance its capacities in surveillance, monitoring, tracking root causes of risk, and develop a comprehensive risk mitigation and risk management plan. The department will need to enhance risk management plans that provide guidance for risk assessment and analysis to be continually undertaken, covering key functions that deal with assets, resources, financial transactions, transport, logistics, movement and delivery. This should provide guidance to WCK, as well as the vendors and service providers in procurement, stores, and within WCK facilities.

To enhance the existing risk management policy framework, aspects in how risk assessment and analysis is done in WCK will be enhanced. This will address how risk is assessed, analyzed and described. This will be done by highlighting risk priority, risk type, risk category, inherent risk rating, risk criticality, risk impact and residual risk. The Finance department will spearhead systematic risk analysis in conjunction with relevant departments in WCK to enhance risk strategies and develop plans that indicate risk mitigation objectives, outcomes, risk owner and timelines for effective and on-time response to risk in WCK.

Finance department in conjunction with relevant departments in WCK will also spearhead business development in WCK facilities. This will involve evidence-based costing, appropriate restructuring and professionalizing of operations at each facility and setting up the facilities as up-to-date revenue generation ventures that offer quality services. Each WCK facility has a different unique market. The services a facility has to offer differ due to the location.

As a result, Finance department in conjunction with other relevant departments will undertake to facilitate business development and setting up appropriate fiscal, operations, procurement, logistical and storage, human resource systems and procedures, and put in place professional operations for each facility. A systematic approach dealing with each facility in its entirety will ensure each is focused appropriately.

Based on the functional analysis outcomes, the Finance department will set up benchmarks, indicators and standards of quality performance in the department, and at each transaction management level at the regional and staff level, to ensure finance procedures are established, inculcated and used among WCK staff. The quality performance benchmarks, indicators and standards will be used to review performance at department and staff level.

The institutional mandate to guide Finance Department is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Prudently manage financial resources and records in Wildlife Clubs of Kenya.	Provide accurate, reliable, effective and efficient financial and risk management.	<ol style="list-style-type: none"> 1. Strategic financial planning and analysis 2. Risk monitoring, management and mitigation 3. Resource mobilizing and development 4. Investment management 5. Fixed assets management 6. Financial management 7. Accurate timely financial reports 	<ul style="list-style-type: none"> • Accurate financial reports & forecasts developed. • Cash flow covering short-term and long-term operational costs maintained. • Risks identified in advance and mechanism to minimize risk occurrence for mitigation taken. • Business recovery and continuity plans after the risk has occurred developed • Adequate funding secured for conservation education, operations and reserves • Best options for maximizing revenue generation selected • Effective asset management implemented • Compliance and adherence to procedures set up appropriately to manage processes • Relevant financial information for management decision making provided.

5.8.4 Operations Department

WCK has an Operations department led by the Operations Manager. The department ensures the administrative aspects of WCK in the entire Organization. Operations department is responsible for procurement, logistics, transport, and administrative support office to all departments, care, security, ensuring insurance cover, repairs and maintenance of facilities. As part of checks and balances, Operations department spearheads the procurement and logistical procedures thereof, providing information to the procurement committee, for its decision making processes. As part of prudent procurement and purchasing, Operations department is responsible for identification of vendor's suppliers and quality of goods and services needed in WCK.

During the strategic plan period 2018-2023, the Operations department will enhance its capacities in developing benchmarks, indicators, and standards for quality performance in its functions and establish these for the operations of WCK facilities. Its role in monitoring and tracking repairs, maintenance, disposal and replacement of utilities for refurbishing of WCK facilities will be enhanced for quality.

Based on the functional analyses outcomes of the Operations department, the setting up of adequate and professional systems for operating WCK facilities were identified as a crucial aspect for which policies systems and procedures are needed. Refurbishing and developing quality spaces within which WCK provides accommodation and related hospitality services will need appropriate guidance. This is a role the Operations department can play effectively to ensure that no facility in WCK is below quality standards that make it contribute to revenue generating ventures.

The institutional mandate to guide the Operations department is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Contribute to the effective and efficient management of administrative operations in WCK.	Improved organizational performance in operations that embed productivity, efficiency and effective services.	<ol style="list-style-type: none"> 1. Operational policy, systems, procedures and records review and formulation. 2. Organizing, coordinating and planning. 3. Procurement and logistics. 4. Manage organizational assets. 5. Risk management and mitigation 6. Communication 	<ul style="list-style-type: none"> • WCK operations guided by clear documented polices in use. • Effective and efficient management of WCK support services (transport, equipment) in place. • Effective adherence and compliance to procurement policies, process and law. • Established functional procurement management information system. • Established checks and balances mechanisms in procurement. • Effectively coordinated and functional Procurement Committee. • Effective management of term vendor and service provider contracts. • Adequate and quality supply, availability and access to utilities, and refreshments in WCK. • Cost effective asset acquisition, management, repairs, maintenance and replacement policy established. • Effectively functional and retrievable inventory, and stores management systems in use. • Appropriate operating permits licenses, certificate and authorization obtained and in use in WCK. • Asset disposal policies systems procedures and process that ensure best value for phased out assets in use. • Ensured safety and security in all WCK facilities.

5.8.5 *Conservation Education and Awareness Department*

WCK has an established conservation education and awareness coordination unit comprising the Program Manager. This unit ensures the development of conservation education and awareness programs, design and writing of program and project proposals, relevant program reporting and production of Komba magazine. Conservation Education and Awareness programme management is a shared role between the Manager and the CEO. The Conservation Education and Awareness department has maintained the publication of Komba magazine regularly and has also supported the development of funding proposal for WCK. Strategically, WCK in program competitiveness will require enhancing based on evidence and intervention outcomes from the field.

During the strategic plan period 2018-2023, the Conservation Education and Awareness department will enhance its capacities in monitoring and tracking of program outcomes, based on the introduction of the use of monitoring, evaluation, accountability and learning approaches. The guidelines for reporting will also be reviewed to link them up to this approach. Benchmarks, indicators and standards of program quality at department, regional and staff level will need to be developed and inculcated in program implementation for each region and staff to use competitively.

Through the MEU, the Conservation Education and Awareness department will also review and carry out readership needs survey for Komba magazine. This will inform measures needed to update the relevance of Komba magazine. This will be based on messages with evidence-based data and information on the types of needs the readership has. Komba magazine has already been launched with an e-version. During the readership needs survey, increased use of ICT platforms for Komba magazine will be explored for better reach to the readership to better address the needs of readers. In addition, the readership needs survey will explore avenues for extending and profiling the WCK brand, visibility and messages on wildlife and environmental conservation in ways they create an impact in the public.

The outcomes of the functional analysis point to the need for revamping Conservation Education and Awareness department's programme management competencies, approaches, methods and techniques in use from conventional to competently innovative ones. This will induce the use of program cycle management, outcome-based planning, outcome-based reporting and results-based resource mobilizing and development strategies.

In addition, the program coordination unit will increasingly play liaison roles linking WCK with relevant ministries, key actors in wildlife and environmental conservations such as UNESCO, and others contributing to education for sustainable development.

Representation in important wildlife and environmental conservation forums with new WCK innovations and research-based lessons on best practices and innovative community-based approaches will be sought out from WCK field experience in the regions. This will be used to show-case WCK outcomes, and profile its brand and visibility.

The functional analysis reviewed the Conservation Education and Awareness (CEA) department to identify the mandate, goal that drives its internal functions. The CEA program coordination unit will need to embrace state-of-the-art guides to improve quality performance. This will be based on clearly developed benchmarks, indicators and standards of performance at the department level, regions and staff level.

The institutional mandate to guide program coordination unit is stated thus:

MANDATE	STRATEGIC	AREAS OF PRINCIPLE FOCUS FOR	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
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	GOALS	INSTITUTIONAL STRENGTHENING	
Enhancing the development of sustainable wildlife and environmental conservation education in Kenya.	Empower youth and communities to proactively engage wildlife and environmental conservation	<ol style="list-style-type: none"> 1. Resource mobilizing and development for wildlife and environmental conservation interventions 2. Coordinating support for regional wildlife and environmental conservation interventions. 3. Developing thematic learning and awareness creation materials. 4. Proactively engage and implement integration of education for sustainable development among targeted schools and communities. 5. Networking and collaborating with like-minded agencies. 6. Develop preparedness contingency plans for repositioning WCK in wildlife and environmental conservation. 7. Production of Komba magazine. 8. Facilitate the documenting, reporting, knowledge development on outcomes lessons, best practices in wildlife and environmental conservation in WCK field experiences among youth. 	<ul style="list-style-type: none"> • Adequate resources mobilized to enhance effective implementation of wildlife and environmental conservation educational and learning in Kenya. • Supplementary wildlife and environmental conservation materials produced by WCK members in schools and community. • Priority locations, schools and communities selected per region to showcase school and community youth prioritizing integration of wildlife and environmental conservation and education for sustainable development. • Innovated linkages and integration of wildlife and wildlife and environmental conservation and education for sustainable development promoted. • Proactive communication between program office, regional units, partners and stakeholders in place. • School-based priority contingency planning themes on wildlife and environmental conservation identified. • WCK's visibility and linkages strengthened in wildlife and environmental conservation platforms/forums. • Informative and educational articles that create interest, motivation on wildlife and environmental conservation appropriate for local intervention published. • Program outcomes documented using monitoring, evaluation, accountability and learning approaches in WCK

5.8.6 Centre for Tourism Training and Research

WCK established the Centre for Tourism Training and Research in 1999, as a service to those who wish to pursue a career in conservation and tourism. The Centre for Tourism Training and Research also provides wildlife and environmental conservation education to youth. Courses offered include Diploma in Hotel and Restaurant Management, Certificate in Tour Guiding and Administration, and Bridging courses. It also undertakes research in wildlife and environmental conservation. On-job training for the tourism industry is also provided for strengthening knowledge and competencies in the industry.

The functional analysis reviewed Centre for Tourism Training and Research to identify the mandate, goals and objectives that drive its operations. It is imperative that the Centre becomes a fully fledged accrediting institution and widens its course offerings and presence as a research player on issues affecting wildlife and environmental conservation, especially matters related to biodiversity and waste management, among others. CTTR will enhance its capabilities based on state-of-the-art guidelines and meeting relevant regulatory requirements to perform its role better.

The institutional mandate to guide Centre for Tourism Training and Research is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Academic training and research in conservation, wildlife, tourism and hospitality.	Provide cost effective competence-based professional knowledge and skills and carry out research in wildlife and environmental conservation, hospitality, tourism and related areas, locally and regionally.	<ol style="list-style-type: none"> 1. Enrollment and trainee management. 2. Training and competency deployment among trainees. 3. Resource development and mobilizing. 4. Management Research and Extension Services 5. Quality Performance Management 	<ul style="list-style-type: none"> • Qualified applicants selected, placed and registered in relevant programs. • Conducive learning environment established and maintained in CTTR. • Competence-based knowledge and skills imparted to trainees. • Relevant and standardized assessment of trainees implemented. • Academic certificates to qualified trainees awarded. • Periodic review and updates of acquired/developed curricula implemented. • Updated learning and training resources continuously acquired, maintained, and developed. • Increased surplus revenue annually generated. • Adherence and compliance with sector policies, regulations and guidelines ensured. • Updated strategic plan for CTTR developed. • Research unit and collaborative services developed. • Demand driven short courses in relevant disciplines provided. • Quality performance at CTTR and staff level established and maintained.

5.8.7 Regions

The Regional offices and MEU had opportunity to carry out functional analysis. Each one was provided space to review its functions within its context. At the outset, it was observed that all coordinators at this level focus on activities and events more than objectives, and outcomes. The orientation left out the more comprehensive program management cycle approach.

Aspects of resource mobilizing and revenue generation ventures were adequately embraced but limited to only activities and events WCK engages. This was addressed to widen the scope. Aspects of monitoring and tracking outcomes were completely left out in the initial stages but this was also addressed. Quality performance, innovation and asset management will be new aspects for which line managers at this level will require support from both Operations and Human Resource departments during the strategic period 2018-2023.

The outputs also point out that the managers communicate with few (one or two, at most three) persons in Nairobi. Each key manager at this level has an address based on yahoo or gmail as opposed to a WCK address. Some indicated use of Facebook. It was not fully clear to what extent Instagram, Twitter, WhatsApp and any other social media platform are used for communication at this level and within WCK. This indicates possible limitations in the effective coordination in the use of ICT.

There was no evidence provided that managers at this level communicate with each other and on what level and aspects they communicate. Linkages with patrons, clubs, government offices, other actors did not feature as key, aspects in the process of Organizing and Coordinating, Communicating, Decision making, Delegation and Accountability in the functional analysis outputs.

There is an indicated need for evidence based set up of the communication channels in use by WCK at each level in the organization. This will be driven from the point of view of systematically identifying the audience/reader needs, interests and motivations to interact with WCK. WCK will need to collect and systematically analyze evidence-based data and information for use to determine the best use of ICT and social media platforms. This will analyze and profile audience/reader needs, excitation by category and level. This way WCK will be able to profile its messaging, image and visibility with consistent effective communication. It will also enhance information sharing and interactions within WCK.

These facts notwithstanding, all key managers in this level used guidelines, feedback and guidance to undertake a new type of internal review in a satisfactory manner. Identified gaps and issues will be part of capacity strengthening in WCK. Outputs of the functional analysis presented below will be used to refine how WCK operates its regional and MEU work.

i. Coast Region

WCK Coast Region is responsible for 6 Counties Taita Taveta, Kwale, Mombasa, Kilifi, Lamu and Tana River. It is also responsible for the Mombasa WCK Guest House, hostels and Cottages. Other assets include office equipment and WCK program vehicle. The Regional Office is headed by a Regional Coordinator. There is an Education Officer and a caretaker for the guest house and cottage facilities.

During the strategic plan period 2018-2023, the Coast Region will enhance its capacities in monitoring, tracking program outcomes focusing marine, ASAL and Coastal bio-diversities. It will also keep surveillance of any root causes of risk, to develop a comprehensive risk mitigation and risk management plan for the Coast Region. For Conservation Education and Awareness department, resource mobilizing and continuous quality improvement will be maintained. Based on outcomes of the functional analysis, benchmarks, indicators, and standards for quality performance management will be put in place at the Regional office level and at the staff level. Relevant support from CEA program, operations, business development unit, human resources and finance departments will be coordinated to support Coast Region management.

The institutional mandate to guide the Coast Region is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Coordinate WCK interventions on	Promoting wildlife and environmental	<ol style="list-style-type: none"> Engage youth and communities on wildlife and environmental conservation education Engage like-minded and learning 	<ul style="list-style-type: none"> Management of Regional center for quality accommodation Appropriate and relevant wildlife and environmental

wildlife and environmental conservation education programmes in schools in the Coast Region	conservation education and learning among youth and communities in Coast Region	<p>institutions on wildlife and environmental conservation education</p> <ol style="list-style-type: none"> 3. Coordinate Action Group to be functional 4. Organize and participate in National conservation events 5. Developing knowledge on biodiversity (marine, ASAL, etc.), wildlife and environmental conservation and education for sustainable development program in the region 6. Monitoring Evaluation Accountability learning on impact of wildlife and environmental conservation 	<p>conservation education and awareness materials developed, produced and in use.</p> <ul style="list-style-type: none"> • Effective methods and skills used to promote wildlife and environmental conservation knowledge among youth in the Coast Region. • Coordinated functional wildlife and environmental conservation Action Groups • Participation and visibility of WCK in national conservation events enhanced • Mapping key county actors and donors to engage on wildlife and environmental conservation and education for sustainable development • Program outcomes documented using monitoring, evaluation, accountability and learning approaches
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ii. Eastern Region

WCK Eastern Region is responsible for Kitui, Maukeni, Machakos, Isiolo and Garissa Counties. The Regional Office is headed by a Regional Coordinator. It has an Education Officer and a caretaker for the facilities. It is responsible for managing assets among them office equipment and WCK program vehicle. The counties are vast in spatial distances and are predominantly part of the ASAL region of Kenya.

During the strategic plan period 2018-2023, Eastern Region will enhance its capacities in monitoring, tracking CEA program outcomes especially profiling the ASAL region biodiversity. It will also keep surveillance of any root causes of risk, to develop a comprehensive risk mitigation and risk management plan for the Eastern Region. For CEA program, resource mobilizing and continuous quality improvement will be maintained. Based on outcomes of functional analysis, benchmarks, indicators, and standards for quality performance management will be put in place at the Regional office level and staff level. Relevant support from CEA program, operations, business development unit, human resources and finance departments will be coordinated to support Eastern Region management.

The institutional mandate to guide Eastern Region is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Enhance wildlife and environmental conservation education in the unique ASAL biodiversity in Eastern Region.	Informed youth engaged on wildlife and environmental conservation interventions	<ol style="list-style-type: none"> 1. Facilitate the regional wildlife and environmental conservation education programmes 2. Promoting the services, merchandize and visibility of WCK 3. Resource mobilizing and development 4. Developing ASAL biodiversity wildlife and environmental conservation and education for sustainable development program in the region 5. Assets and resource management 6. Networking and Partnerships 7. Monitoring Evaluation Accountability learning on impact of ASAL oriented wildlife and environmental conservation 	<ul style="list-style-type: none"> • Continuity of WCK operations and programmes maintained • Public awareness on wildlife and environmental conservation and importance of ASAL biodiversity enhanced • Ensure WCK presence is eminent in the region • Effective wildlife and environmental conservation education delivered • Increased access to resources for wildlife and environmental conservation education • WCK revenue sources enhanced and diversified • Mapping key county actors and donors to engage on wildlife and environmental conservation and education for sustainable development • Enhanced cost efficiency and competitiveness in use of WCK resources and assets • Enhanced WCK visibility • Program outcomes effectively documented using monitoring, evaluation, accountability and learning approaches

iii. Western Region

WCK Western Region is responsible for 12 counties among them Kisumu, Kakamega, Vihiga, Nyamira, Homa Bay, Kisii, Migori, Bungoma, Busia, Siaya, Trans Nzoia and Nandi. It is also responsible for WCK Guest House and hostels. Other assets include office equipment and WCK program vehicle. The Regional office is headed by a Regional Coordinator. There is an Education Officer and a caretaker for the facilities.

During the strategic plan period 2018-2023, the Western Region will enhance its capacities in monitoring, tracking CEA program outcomes. It will also keep surveillance of any root causes of risk, to develop a comprehensive risk mitigation and risk management plan for the Western Region. For program, resource mobilizing and continuous quality improvement will be maintained. Based on outcomes of functional analysis, benchmarks, indicators, and standards for quality performance management will be put in place at the Regional office level and at the staff level. Relevant support from CEA program, operations, business development unit, human resources and finance departments will be coordinated to support Western Region management.

The institutional mandate to guide Western Region is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Creating proactive learning and intervention opportunities among youth in wildlife and environmental conservation.	Promote environmental conservation education, management and marketing of facilities, services and merchandise	<ol style="list-style-type: none"> 1. Innovation in training and learning opportunities on wildlife and environmental conservation awareness 2. Training, marketing and management 3. Resource mobilization 4. Program development 5. Networking and collaboration 6. Assets management 7. Documenting, reporting, knowledge development on Outcomes, Lessons Best Practices in wildlife and environmental conservation among youth 	<ul style="list-style-type: none"> • Capacity for wildlife and environmental conservation of natural resources and the environment among target beneficiaries increased • Youth engaged in wildlife and environmental conservation interventions • Mapping key actors, stakeholders and donors to engage competently, and used • Mobilize resources for WCK interventions • Create and strengthen linkages with relevant stakeholders • Enhanced visibility and uptake of WCK hospitality and merchandize services • Care, protection, repairs, maintenance and usability of resources and assets maintained. • Program outcomes documented using monitoring, evaluation, accountability and learning approaches in WCK

iv. Rift Valley Region

WCK Rift Valley Region is headed by a Regional Coordinator. There is an Education Officer and a caretaker for the guest house facilities. It is responsible for 8 counties, that is, Nakuru, Uasin Gishu, Elgeyo Marakwet, Baringo, Laikipia, Pokot, Trans Mara and Nyandarua.

During the strategic plan period 2018-2023, the Rift Valley Region will enhance its capacities in monitoring, tracking CEA program outcomes. It will also keep surveillance of any root causes of risk, to develop a comprehensive risk mitigation and risk management plan for the Rift Valley Region. For CEA program, resource mobilizing and continuous quality improvement will be maintained. Based on outcomes of functional analysis, benchmarks, indicators, and standards for quality performance management will be put in place at the Regional office level and at the staff level. Relevant support from CEA program, operations, business development unit, human resources and finance departments will be coordinated to support Rift Valley Region management.

The institutional mandate to guide the Rift Valley Region is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Enhance environmental conservation	Empowered youth and community with knowledge	<ol style="list-style-type: none"> 1. Facilitate the regional environmental conservation education programmes 	<ul style="list-style-type: none"> • Continuity of WCK operations and programmes maintained and enhanced • Public awareness on environmental conservation and

education.	and skills engaging wildlife and environmental conservation in the Region	<ol style="list-style-type: none"> 2. Developing environmental conservation, biodiversity and education for sustainable development program in the region 3. Resource mobilizing and development 4. Promoting the sale of WCK services, merchandise and enhance visibility of WCK 5. Assets and Resource Management 6. Networking and Partnerships 7. Monitoring and evaluation of the impact of environmental conservation education programs in the region 	<p>importance of biodiversity enhanced</p> <ul style="list-style-type: none"> • Key county government departments identified to engage on environmental conservation and education for sustainable development • Ensure WCK presence visibility and image of WCK is seen positively in the region • Enhanced cost effectiveness and competitiveness in use of WCK resources and assets • Diversified engagement and collaboration of WCK partnerships and networks • Program outcomes documented using the monitoring, evaluation accountability, and learning approaches.
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v. Mt Kenya Region

WCK Mt Kenya Region comprises Meru, Embu, Tharaka Nithi, Nyeri, Muranga and Kirinyaga Counties. It is headed by an Education Officer. There is also a caretaker for the facilities. The WCK facilities are new and hold potential for promoting WCK agenda, visibility and brand.

During the strategic plan period 2018-2023, the Mt Kenya Region will enhance its capacities in monitoring and tracking CEA program outcomes. It will also keep surveillance of any root causes of risk, to develop a comprehensive risk mitigation and risk management plan for Mt Kenya Region. For CEA program, resource mobilising and continuous quality improvement will be maintained. Based on outcomes of the functional analysis, benchmarks, indicators, and standards for quality performance management will be put in place at the Regional office level and at staff level. Relevant support from CEA program, operations, business development unit, human resources and finance departments will be coordinated to support Mt Kenya Region management.

The institutional mandate to guide Mount Kenya Region is stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Enhance wildlife and environmental conservation education in the unique biodiversity in the region.	Informed youth engaged on wildlife and environmental conservation interventions	<ol style="list-style-type: none"> 1. Facilitate the regional wildlife and environmental conservation education programmes 2. Promoting the services, merchandize and visibility of WCK 3. Assets and resource management 4. Networking and Partnerships 	<ul style="list-style-type: none"> • Continuity of WCK operations and programmes maintained • Public awareness on wildlife and environmental conservation and importance of the biodiversity enhanced • Ensure WCK presence is eminent in the region • Effective wildlife and environmental conservation education delivered • Enhanced cost efficiency and competitiveness in use of WCK resources and assets • Enhance WCK visibility, image and branding • Program outcomes documented using the monitoring, evaluation accountability and learning approaches.

vi. Nairobi Region

WCK Nairobi Region is headed by a Regional Coordinator. It has access to students on attachment. It is in the same location as the Head Office and the CTTR. It is responsible for managing the nature walk facility. Nairobi Region is responsible for the following counties: Nairobi, Kiambu and Kajiado.

During the strategic plan period 2018-2023, the Nairobi Region will enhance its capacities in monitoring and tracking CEA program outcomes. It will also keep surveillance of any root causes of risk, to develop a comprehensive risk mitigation and risk management plan for the Region. For CEA program, resource mobilising and continuous quality improvement will be maintained. Based on outcomes of functional analysis, benchmarks, indicators, and standards for quality performance management will be put in place at the Regional office level and at staff level. Relevant support from CEA program, operations, business development unit, human resources and finance departments will be coordinated to support Nairobi Region management.

The institutional mandate, goal and objectives to guide Nairobi Region are stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Promoting wildlife and environmental conservation education to schools, institutions of higher learning and environmental groups and organizations	Provide interactive learning and proactive intervention opportunities for youth to engage in wildlife and environmental conservation.	<ol style="list-style-type: none"> 1. Supporting wildlife and environmental conservation education to schools and communities in Nairobi. 2. Coordinating the Nairobi Region Action Groups 3. Support patrons maintain interest and motivation among Wildlife Clubs in schools 4. Maintenance and improving quality of programs and facility services in Nairobi region 	<ul style="list-style-type: none"> • Focused youth and teachers proactively engaged in wildlife and environmental conservation interventions. • Organized functional Action Groups established. • Wildlife and environmental conservation learning demonstration projects established. • Enhanced diversity in WCK revenue streams established

vii. Mobile Education Unit

WCK has an established Mobile Education Unit for use as an outreach to schools and institutions of learning in localities not covered by the regional spread. The Mobile Education Unit supports regions to reach otherwise hard to reach locations with wildlife and environmental conservation messages. The Mobile Education Unit is also responsible for mobilizing and promoting formation of school-based wildlife clubs. It also provides support to Patrons and Action groups in spreading wildlife and environmental conservation information. The focus of the Mobile Education Unit is to use ICT to augment what the regional offices do.

The Mobile Education Unit is headed by the Mobile Education Officer (MEO). The Mobile Education Officer is also responsible to ensure repairs, maintenance, safety and security of the vehicle and equipment in use under that unit. As a unit, the MEO has to develop effective travel and visit plans to ensure coverage of its work. The information on how many schools and the range of distances covered by this unit have reportedly been acclaimed to be many.

During the strategic plan period 2018-2023, the Mobile Education Unit will enhance its capacities in organizing and coordination to identify data on number of schools, patrons and action groups targeted for coverage per annual implementation plan. The Mobile Education Unit will also take part in developing new learning audio-visual ICT material relevant for its WCK work. For this, systematic audience and content analyses and context reviews will be undertaken so as to provide up-to-date, state-of-the-art material on wildlife and environmental conservation information in the Kenya situation and context. In addition, the unit will also work with other actors to identify from among them, who have production capacity, including those who have produced appropriate learning materials for use in wildlife and environmental conservation information. The unit will support research on IEC for WCK.

The institutional mandate, goal, focal aspects and objectives to guide the Mobile Education Unit are stated thus:

MANDATE	STRATEGIC GOALS	AREAS OF PRINCIPLE FOCUS FOR INSTITUTIONAL STRENGTHENING	KEY OBJECTIVES FOR AREAS OF PRINCIPLE FOCUS
Environmental conservation education outreach to school youth and communities in Kenya.	Empowered, proactive targeted youth and communities in wildlife and environmental conservation	<ol style="list-style-type: none"> 1. Promoting environmental conservation education to schools and communities. 2. Spearhead assessment and analysis of needs for production of relevant learning audio-visual materials on wildlife and environmental conservation for school wildlife clubs. 3. Promoting WCK facilities and merchandize. 4. Resource mobilizing for MEU to schools. 5. Monitoring Evaluation Accountability learning on impact of MEU 	<ul style="list-style-type: none"> • Wildlife and environmental conservation interventions in schools and communities initiated. • Engagements in production of media learning materials in wildlife and environmental conservation. • School wildlife clubs established and supported. • New number of school wildlife clubs established and functional • Promote WCK merchandize, services and products at county level • Access to resource for operating MEU enhanced. • Outcomes of MEU monitored and reported

5.8.8 Next Steps in Functional Analysis

The summary of the functional analysis at the CEA programmes level (regions, MEU and CEA programme management at head office), suggests that WCK will need to address inherent gaps related to the national-to-regional links and the inter-regional links in CEA program design, development and implementation approaches. Moreover, there is need to orient CEA program staff on the program cycle management approaches using the outcome planning approach. Along with this, the functional analysis noted that the aspect of monitoring and reporting has gaps that compromise quality of reporting, systematic recording and documenting outcomes and other aspects related to knowledge development. In this regard, WCK will need to focus this as an aspect of CEA program capacity strengthening, as it is envisaged to contribute towards creating a premise for Organizational growth.

To conclude the functional analysis process, all outputs will be held at the Human Resource department as the custodian of the process and direction for the next steps. Where policy guidelines and new procedures are needed to facilitate accomplishing this, they will be designed and developed during the strategic period 2018-2023.

The overall result will be that quality performance tracking will be at Executive Committee as well as in all other levels in WCK, including CEA programmes, CTTR and personnel levels. Evidence for this will be derived from two level appraisal processes, with one at the staff level, based on quality performance benchmarks, beginning December 2018. The second appraisal will be at the department level based on department related quality performance benchmarks, beginning June 2019. It is expected that the process will generate integrated institutional synergy for growth in WCK. The next steps of the functional analysis are highlighted as follows:

Support to Departments

- Organizational/department systems review
- Quality performance management benchmarks and standards
- Realigning policies, systems, procedures and records
- Communication – channels, medium, media, timing and publics
- Consequence enforcement for non-adherence and non-compliance to policy, regulations, instructions, etc.

HR-based

Carry out updated:

- Job assessment
- Job review
- Job analysis
- Job specification
- Job grading
- Salary review and alignment to context of operations
- Develop compensation regime
- Review actions taken on functional analysis at the time of the mid-term evaluation of the strategy plan, and re-plan to complete any outstanding issues.

Human resource will need to develop:

- Staff transferability policy
- Interventions that promote and enhance staff sharing, exchange and knowledge development from field experience and expertise in WCK
- Management of staff transfers, leave, etc.
- Management of staff recognition schemes for innovating creativity, quality, etc.

The regions, and CEA program could also develop strategies over and above the central strategies needed for CEA program, partnering and partnerships, resource mobilizing and business development among others.

5.9 Institutional Review

5.9.1 Overview

Institutional analysis was conducted to establish how well WCK as an Organization is structured, organized and coordinated for utilizing its competencies and resources efficiently to effectively accomplish its objectives, goals, mission, vision and mandate in a qualitative and ethical manner. This included exploring the clarity of name, identity, mandate, vision mission, core values, principles, ethics, and goals as well as aspects of visibility, legitimacy and niche. The review was meant to deepen the understanding of how WCK could address and strengthen its own position as a national education conservation Organization in Kenya and the region, for the future.

5.9.2 WCK Name

The name of an organization and logo are integral to aspects of an organization's identity, niche, brand and visibility. The question of identity, niche, branding, visibility is specific on how the name (and logo) of an organization is perceived, understood, projected (portrayed)²². This includes the meaning and messaging and the convention of perceptions it creates in public. This concept covers how the messaging and meaning of an organization's name and logo are used to keep the organization visible, seen, felt and experienced in the public sphere. The niche has to do with strategic positioning that provides comparative advantage within the operating context²³.

Based on this, during the organizational review process, the issue of identity, niche, branding and visibility of WCK was explored. This was done alongside the mandate, vision, mission and core values. Evidence drawn from the review indicates that the identity, mandate, vision and core values are clear.

Niche, Branding and Visibility

Findings of the review indicate that the inherent Niche, Branding and Visibility of WCK were not adequately and consistently profiled, shared, and inculcated among staff and in the work of WCK at all relevant levels. Bearing this in mind, the organization is seemingly mistaken to be one or the other of the government agencies in wildlife and tourism in Kenya.

The review process identified that the acronym version of the name itself presents some level of mix-up. To this end, it is often not differentiated from other government agencies in wildlife services. In addition, internally, the formal logo and other branding material were not fully utilized consistently as evidenced by the alternate use of different versions of WCK logo.

During the new strategic plan period, WCK has an imperative to deliberately work to profile its niche, branding and visibility²⁴. Increased clarity of its niche, branding and visibility will enhance the potential for the development of networks, collaborating and contacts inside and outside Kenya for the extension of its footprint in wildlife environmental conservation education. This includes the reach of its identity, visibility and brand worldwide.

WCK will need to work some more establishing its position regarding the need to undertake the process of changing its name²⁵. The change of name has an established procedural process. The process is fully controlled by statutory regulators and has to be within procedural articles of the WCK Constitution. Name

²²John Kash; (2010) *Why Business Logo Design Is So Important To Your Organization?* Retrievable - <https://www.designhill.com/design-blog/why-business-logo-design-is-so-important-to-your-organization/>

²³*Sociology of Organizations, Branding and organizational Identity*, Retrievable - <http://sociology.iresearchnet.com/sociology-of-organizations/branding-and-organizational-identity/>

²⁴Van Riel (1995: 27): *Corporate identity can be seen as 'the self-portrayal of an organisation, i.e. the cues or signals it offers via its behaviour, communication and symbolism'*.

change must also meet accountable internal governance processes, where a proposal is floated and discussed fully internally. The suggested name with all ramifications and rationale are then presented to the Executive Committee for verification.

The Executive Committee having satisfied itself moves a proposal to the Governing Council which holds discussion and moves a motion to vote on change of name. Upon success of such a motion, then the Governing Council uses the motion to apply for "name search" at the Registrar's Office. If the name is approved as "available", this is tendered to the Governing Council for a motion of adoption of the "available name". A copy of the motion of adoption is then carried by a letter of request to the Registrar's Office for change of name.

²⁵Seema Gupta, (2016) *New perspectives on communication of change in corporate identity* -Retrievable - https://ac.els-cdn.com/S0970389616300155/1-s2.0-S0970389616300155-main.pdf?_tid=1fdd41af-1641-4beb-9f68-02aab91a48bb&acdnat=1525858080_bd37b84bab0305214dad87226ae14e87

The Registrar must then give a written consent for change of name. The Registrar's letter of consent is then used as part of the set of documents for the application for change of name, accompanied by a copy of a constitution bearing the new name and return of the old registration Certificate. Upon application, the Registrar issues a new Registration Certificate bearing the new name. After the name is changed, a procedure for registration as a brand could be undertaken. This is registered at the relevant Trademarks Office as intellectual property of the applicant.

5.9.3 Identity

WCK's identity is informed by its desire to share knowledge and stimulate interest in wildlife, conservation of the environment and bio-diversity, with youth as the entry target. This, and relational capital with children and youth, partners, community, donors, government and other Organizations and agencies has resulted in goodwill with its stakeholders. It also gives impetus for action in the present and in the future. WCK would therefore, be liked to be identified as a *"Wildlife and environmental Conservation Organization"*.

5.9.4 Mandate

The new mandate for WCK is, *"Empower youth and communities to pro-actively engage in wildlife and environmental conservation"*.

WCK's mandate is derived from the conviction of creating awareness on the socio-economic, cultural and aesthetic value of natural resources, as well as help communities develop a better understanding of the need to conserve wildlife and other bio-diversity for the present and future generations. This is also done partly through training of youth in conservation related careers, so as to increase the number of leaders and those championing conservation in various sectors in the country. Transformation in mind-set is about change at the individual level and in individual relationships with one another at the community level. Only when there is empowerment and transformation can this lead to sustainable and resilient environmental conservation practices by all.

The Organization recognises that it cannot transform society on its own, but rather it has to work with others towards catalysing transformation through the youth, who are the present and the future change agents. In this way, WCK will work to maximise on the value added by positive relationships while minimising the negative effects of non-valuable contacts, so as to contribute to the desired resilience in conservation education.

5.9.5 Vision

"Proactive society in wildlife and environmental conservation"

This expresses the overall dream and aspirations WCK anticipates to realise during this strategy period.

5.9.6 Mission

"Enhancing wildlife conservation for posterity"

This is what WCK exists to do, in order for the Organization to realise its vision and actualise its mandate.

5.9.7 Core Values, Principles and Ethics

The following core values, principles and ethics were identified by WCK, to provide the premise by which those working in the Organization are bound together.

- Professionalism
- Integrity
- Team work
- Passion and care for nature
- Selflessness and commitment

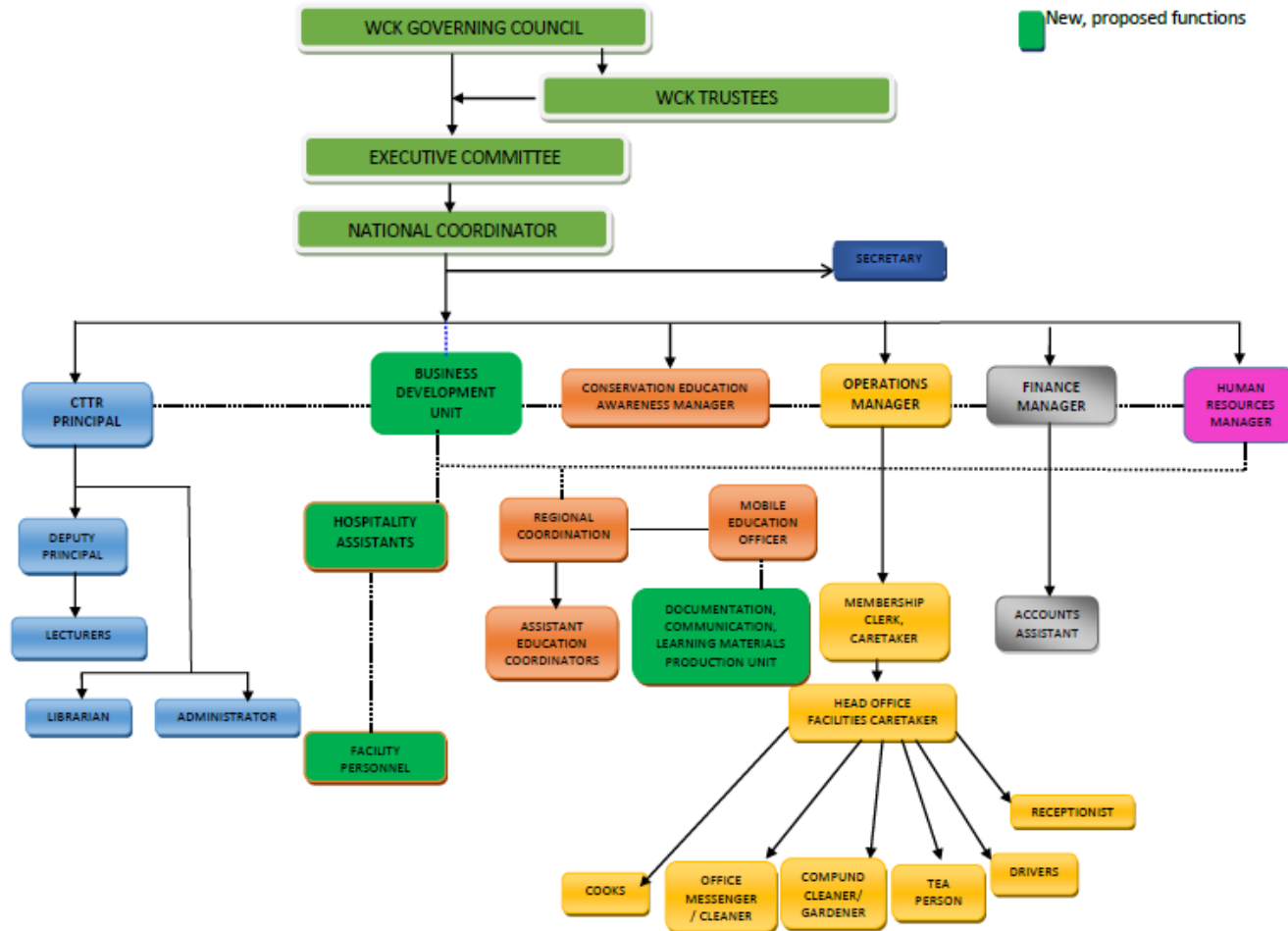
The practice of shared values, ethics and articulated principles will continue as the defining pillars of what members at personal and organizational levels will strive for, to influence and impact WCK work.

5.9.8 Organizational Structure

The Organizational structure below constitutes well thought out functions that are logically planned and set out to direct the governance, direction –setting and leadership, including the management, to guided levels of better effectiveness and efficiency. At WCK, the structure is set out from the Governing Council level to the field operations level, as illustrated below. The structure includes the newly separated HR unit from Operations department; and CTTR as a separate entity from the revenue generating sources function. A new business function that deals with marketing, business development and communications with various publics is included.

The proposed organogram is as shown below:

PROPOSED DRAFT ORGANOGRAM
March 2018



The Governance will be under the 20-member Governing Council as set out in the WCK Constitution. A 5-member Executive Committee of specialists in education, business and public administration, drawn from the Governing Council membership will oversee the management. The Secretariat, headed by the National Coordinator (CEO), will be supported by a Business function focusing the facilities, Finance function, Operations function, Human Resources

function, CEA field coordination function and CTTR function. The CEA programme and field operations will be supported by the Mobile Education function while the Monitoring Evaluation, Learning Accountability, Resource Mobilizing, networking and collaboration functions are crosscutting each of the CEA programme levels.

CHAPTER SIX: REVIEW OF REVENUE GENERATING SOURCES

PRECISE reviewed the revenue generating sources by WCK. The internal revenue generating sources were started to help the Organization become more sustainable and have running funds for operations and for undertaking interventions that would not have direct donor or government funding. The revenues include member registrations and subscriptions, sale of badges and trade items, bus hire, and the international eco-tourism programme, among others. WCK manages hostels and guest houses at their Kisumu and Nakuru Region Offices. Nairobi has hostels only, while Mombasa has hostels, tents and cottages. Accommodation facilities were started so that they could host students and other stakeholders in the learning and research centres. Below are the findings:

6.1 Subscriptions, Registration Fees, Trade Items, Badges, Other Income

a. Major Findings / Achievements

Membership is in four categories: one, schools and other learning institutions where the institution registers itself with wildlife clubs for Kshs 1000.00. Individual students register themselves by purchasing cards at Kshs 30.00 each. It costs at least three teachers per school, Kshs 50.00 to acquire the same card. Institutional and individual membership is renewed annually.

The members of the wildlife clubs enjoy certain benefits and privileges at subsidized rates, such as entry to KWS-managed national parks and game reserves. For example, KWS normally charges Kshs 5,000 per bus load, but for wildlife club members, the rate is down to Kshs 1,200. The entry fee is Kshs 60.00 per student, as opposed to the normal fee of Kshs 200.00. The normal entry fee for adults at the gate is Kshs 860.00.

The lower rates charged are meant to encourage students to become members of wildlife clubs and get personally engaged with conservation matters. Due to the subsidized fees, it is reported that most Kenyans have entered the national parks for the first time through WCK. In 2016, WCK got revenues of 1.973 million from subscriptions and registration from learning institutions.

Corporate and Associate memberships brought in an average of Kshs 97,700.00 in 2016 alone. These are entities that would like to be associated and to support WCK in its conservation programmes. They receive three issues of Komba magazine annually, and they benefit from using the wildlife clubs of Kenya facilities at a members' rate. Membership is also renewed annually. Life members make a one-off payment of Kshs 100,000.00. In 2017 there were 5 active corporate members and 65 active Associates. In the first three months of 2018, one cooperate and 24 Associates were active.

Another source of internal income is through the sale of items such as T/shirts and caps. These brought in Kshs 3.785 million in revenues in 2016, while in the same year, the sale of badges to members brought a return of Kshs 15,060.00. The international eco-tourism programme, bill board adverts, bus hire, rent income, exchange gain and miscellaneous income amounted to Kshs 2,714,145.00.

b. Gaps, Challenges, Constraints

Many schools register with WCK so that they enter the national parks using cheap rates. They do not value what WCK shares with them. Their registration cards remain dormant until the next available trip. Reports indicate that some institutions even try to forge the signatures for the cards, at the gate entry point, although they would have no official stamps.

There is a perception of poverty among learning institution members and their inability to afford goods and services that are not subsidized. Despite this, the challenge is risk of loss of members due to higher, more unaffordable prices and costs.

With the current prices of sale of items, sustainability is an issue as production cannot break even. Reports received indicate that the cheaper the item, the more susceptible it is to abuse.

c. Priority Interventions

WCK staff need to empower beneficiaries to change the attitude of glorifying poverty by believing that they cannot afford anything that is provided at market value. The packaging of WCK messages would also need to be revamped so as to cater for and attract different cadres of schools. For retention, use of different and innovative activities is important, while the goodwill of head teachers should be invested in as they have authority to incur expenses that could support the wildlife clubs. Investment in the hostels would need to cater for the different cadres of institutions, as well as registration card prices. WCK should continue to sell branded items like T/shirts, caps and cups, etc.

6.2 Hostels, Guest House - Nakuru

Nakuru offices sit on land given in trust from the Hopcraft family, who owned the former Baharini Farm, and put up buildings in 1913. Through the Hopcraft children, the land was handed over to the Lake Nakuru Wildlife Forum, before changing hands in 1982, to WCK. Only Lake Nakuru was a protected zone when it was managed by the Lake Nakuru Wildlife Forum. WWF bought the land around the lake so as to develop the Lake Nakuru National Park. More land was donated to the Park by the Delamere family and the National Museums of Kenya. There are four staff at the Nakuru WCK premises: Region head, his assistant, a caretaker and a security officer.

a. Major Findings / Achievements

In Nakuru, the hostels, the guest house and the WCK offices are situated right in Lake Nakuru National Park. It costs Kshs. 200 for students and Kshs 300.00 for adults, to stay at the hostels at the WCK facilities. The hostels are made up of huts that house ten double decker beds each. The ablution blocks are in a separate hut. They have a bed capacity of 58 students and 13 adults. All the beds are double deckers. The target group for the hostels are students from schools, higher institutions, and their teachers. The teachers' hut has a shower and toilets within it.

No cooking is allowed in the buildings as they are only for sleeping, and so cooking is done outside in the open, using firewood that the students must bring in themselves.

During the third term of school, that is, September to November, there are no visits by school groups and this goes on till around March of the next year. Staff spend that time training teachers, holding retreats, undertaking repairs, visiting schools with conservation messages, recruiting new members, and doing follow-ups of the wildlife clubs. Conservation education is the main mandate of WCK. As at the time of the strategic plan process, the Nakuru office was catering to 310 schools, with about 3-4,000 students in total.

WCK is putting up new and modern hostels and bathrooms that will house about 100 students and their teachers. There is a side for males and another for females. The new building has a large hall for meetings and can seat about 100 people. WCK had to sign an MOU with KWS so that all standards and requirements for infrastructure development within the park, could be met.

The guest house, is more than 20 years and has a capacity of 18 beds, not double decker beds. The house has two large bedrooms with four beds each, a shower and toilet and a kitchen that is well equipped with a fridge, a gas cooker, storage space and a micro-wave, among other kitchen things. The living room has a TV set. At any one time, there are usually 4-5 guests at the facility. The target for the guest house are the budget tourists. The guest house fee per child per night is Kshs 600.00 while that for adults is Kshs 1,250.00. Guests can cook for themselves or hire a cook for their period of stay, and pay the person themselves. There are quarters for a live-in cook when they are hired.

Guests are usually referred to the Nakuru guest house by tour companies who bring them to the national park. In terms of visitors, Lake Nakuru National Park is linked to the Maasai Mara Game Reserve as most tourists like to visit both sites in their itinerary. As a result, when one park has more visitors, the other one has too.

The guest house compound is not too big, but is comfortable for the few guests to park their vehicles. At the hostel's compound, one is able to see wild animals when they come near the facility, but care has to be taken to stay away from them due to the danger posed.

To run the facilities, financial requests are made to headquarters in Nairobi, on a quarterly basis, although reports and receipts are submitted monthly. Previously, the guest house used to bring in more income than the hostels, but in recent times, the situation has reversed in favour of the hostels. The current income is about Kshs 60,000.00 per month while the expenses are about Kshs 100,000.00. Some of the expenses are as follows: electricity and water - 15,000; security – 20,000; detergents and toiletries – 15,000. Other miscellaneous utilities are not included in this reference.

In comparison, the KWS guest house costs Kshs 16,000.00 per night to hire the whole house. It has a capacity of 8 beds, rustic furniture in the rooms, and one may hire a cook from outside and pay them. The rooms and guest house are in demand. The hostels are similar to those at WCK, but are better maintained, including materials and equipment. The cost is Kshs 300.00 for adults and 200.00 for students. They also have bed covers and mosquito nets for each bed. The Flamingo Hill camp has both rustic and modern facilities such as hand dryers and a swimming pool, and cost between 15 and 20,000 per night, for Kenyan residents.

There is a symbiotic relationship between KWS and WCK where one Organization refers its students to use the facilities of the other, when theirs is fully booked, or when for one reason or another, they cannot offer the accommodation required.

b. Gaps, Challenges, Constraints

It was not clear to the review team whether the premises at Nakuru are fully owned by WCK. There seems to be no paper trail as to the rightful owner, or even whether land rates are paid through the Hopcraft family.

Since WCK is right inside the park, the Organization is limited in some of the activities that they can undertake within the park. This includes using tents for camping. Permission has to be granted by KWS who are the custodians of the park. Camping is only allowed in KWS campsites where they have control. WCK can also not have a shop within the park where they sell some of their branded merchandise.

Being in the park is an Achilles heel; visitors have to pay park entry fees before reaching the WCK hostels and guest house, and then pay for the required accommodation. This limits the number of days one can be at the park as the costs keep rising. After 24 hours, one has to pay park entry fees again, in this case, Kshs 800.00 per adult. Developing infrastructure and doing renovations without KWS approval is limited.

Visits to the park are also affected by the cyclical nature of tourism. There are high peak and low peak seasons, which affect revenue generation. Politically, in the country, Nakuru is a hot-bed, especially during elections, reducing the number of people passing through the county in general. For example, reports indicate that there were many cancellations to the Park in 2017, an election year.

School visits to the park are limited to only first and second terms of the school calendar, as per the education reforms. This means that for at least half the year, the hostels are empty, thus, reducing revenue. WCK does not reach even 10% of the schools in the Region. If they did, and they visited the hostels, reports are that revenues would approximate Kshs 600 million annually. The cost of hosting a student is about Kshs 100.00 at a time, but there are long periods when there are no customers, and yet overhead costs of electricity, water, security, are still incurred.

The older facilities are in dire need of major repairs and maintenance if they are to attract visitors. There are inadequate funds for this from WCK or the parent Ministry. The hostels are made of mud and more than the necessary number of beds are put in one room. The toilet and bathroom facilities are also not adequate. Reductions in vote-heads by head office are not understood by staff in the field, pointing to inadequate communication between the field and the head office. There is no business plan for the facilities and staff do not have the necessary competencies to run the facilities as a business enterprise.

c. Priorities for Intervention

There is need by WCK to follow up and formally acquire the titles to the land that they claim as their own, or the lease agreement documents pertaining to the same. WCK should strengthen its MOU with KWS for greater value addition to the relationship. For example, through negotiations, KWS has allowed WCK

to build new hostels in their premises in the park. Requests could be made to allow for regulated camping sites, which are requested by visitors and are perceived to be better revenue generators.

There is need for a WCK information Centre outside the national park, allowing for accessibility that one does not have to pay for. Also, in order to be attractive and appealing, the hostels need a lot of renovations, new equipment, beddings, and a major facelift. To cap pit all, there is need for a business plan that will allow for costing, pricing, projections and other matters related to the growth and development of the Nakuru facilities inside the park. Staff capacities need to be strengthened in business management, as WCK develops its business management unit.

6.3 Hostels, Tents and Cottages, Mombasa

a. Major Findings / Achievements

Although Mombasa office started earlier, WCK moved to the current site in 2009. The premises are owned by the Organization, who have a title deed. The mission of the Region is to carry out education conservation, hospitality, and the marine programme.

The accommodation facilities cater for moving groups at the Coast. The locality where the premises are found, are surrounded by expensive tourist hotels. There are also many budget accommodation facilities in the area. The hostels have two wings, one for boys and one for girls. Each wing is divided into cubicles such that only about 4 people sleep in a cubical. Bathrooms and wash areas are commonly shared, even with the teachers. The cost is Kshs 300.00 for registered WCK student members, and Kshs 500.00 for non-members. Adults pay Kshs 700.00 per night. Students cook outside and bring their own firewood to do so. There is also a large kitchen that they can use. While at the Centre, students receive conservation talks and watch themed videos, and as per their requests. Most of the schools that are hosted are from up-country.

The hostels are located no more than 300 meters from the main road and transport is easily available any time of day or night. The compound is beautifully greened with trees and flowers. There are 8 cottages that can accommodate 8 people but more beds can be provided for them to accommodate more. Associate members pay Kshs 1,500.00 per night to use the cottages, while non-Associates/ members pay Kshs 2,000.00 for a single bed and Kshs 3,000 for a double bed, per night. No cooking is allowed in the rooms, but there is a common kitchen where residents can cook for themselves, or hire someone from outside, and pay them.

The high season for use of the cottages, which coincides with tourism peak periods, is between July and August, and then December. The low season is between January and April, when the rains set in. This results in significant fluctuations in revenues generated. For example, in December 2017, Kshs 100,000.00 was generated as profits, while in January 2018, there was a deficit of Kshs 40,000.00.

The office also has 3 tents for hire. They are the old type where rods are used to tie them down. The tents are in high demand by groups intent on camping, and by scouts, among others. One tent accommodates 5 people. Income from renting out the tents is between Kshs 35,000 – 50,000.00 per month.

The hall is hired out to groups for Kshs 5,000.00 per day, but WCK member schools that come to use the facilities for the day, are not charged.

In a month, WCK Mombasa receives Kshs 100,000-150,000.00 for running the facilities and for field work. All income generated is sent to Nairobi, then quarterly requests are made dependent on needs. Expenses include about Kshs 15,000-65,000.00 for water on a monthly basis, and Kshs 15,000.00 per month for electricity.

Comparatively, the accommodation at the KWS cottages is cheaper as they charge Kshs 100.00 per person per day. The cottages accommodate 4 beds in a room. Cooking is not allowed in the hostels. The beds are wooden as opposed to metal, like the WCK ones in the hostels.

b. Gaps, Challenges, Constraints

The inadequate number of tents limits the number of those who can hire them and thus, limiting the amount of income that can be generated.

Competition for accommodation facilities in Mtwapa where the WCK facilities are located, is tough. Currently, only two universities still visit the premises. The town has many private hostels and facilities that offer much more than WCK is doing at comparative prices, and this includes offering meals in addition to accommodation. Those facilities are also not strict on personal behaviour such as the need for not smoking on the premises, no alcohol and no unnecessary noise, which is indulged in by a lot of young adults.

The hostels and cottages are poorly maintained by WCK due to limitation of funds. There have been no major repairs since the facilities were put up. Feedback to staff is not adequately provided when imprest amounts are reduced by head office. The place is run down, resulting in loss of revenue. This is exacerbated by the weather conditions which are extremely humid and salty, two factors that keep damaging and destroying equipment and materials with rust.

Staff are not adequately equipped to run a business as they were brought in for conservation education, and there is no business plan in place to guide the process. For example, the regions cannot decide on costing and pricing but can make recommendations. Some visitors think WCK facility is a hotel and works 24 hours. This keeps staff awake for many hours at night as they respond to and redirect queries to other quarters.

Since 2013, the Coast Region, especially parts of Mombasa faced terrorist acts by extremists. These have affected the number of visitors to the region, thereby impacting the number of visitors to WCK facilities. There is a lot of tension in the locality. For example, a man reported to have been against the terrorists and their acts, Aboud Rogo, was killed very near the WCK offices. Due to the many factors in the environment noted above, Mombasa facilities are not breaking even annually.

c. Priorities for Intervention

Funds could be provided to purchase more tents, and modern models, as they seem to bring in regular funds. It was indicated that having wi-fi as part of internet would be helpful. Having solar power would reduce the cost of electricity over time, despite the initial large investment that would be required. Since water tends to be salty in the region, WCK could invest in desalination and treatment equipment, and recoup some of its costs by selling some of the water to the communities in the locality. There is a borehole in the compound.

Branding and visibility of WCK and the accommodation facilities is essential. This would be enhanced by creating a business plan for the facilities and developing staff competencies in business management, or bringing in new staff with the requisite qualifications. Major renovations and repairs would also need to be carried out so as to increase the facility's aesthetic value. For instance, many door frames have been destroyed after being eaten by ants. For business to profit, funds must be ploughed in for maintenance. The business plan would also help determine if there is need for kitchenettes in the cottages, to provide privacy for the different visitors. Due to the vastness of the Region, WCK could explore opening up a small facility in the Voi area, so as to capture students and other visitors going to the Tsavo National Park.

6.4 Meru

a. Major Findings / Achievements

The Meru office was started in 2012/2013 and through the support of the Action Group in the region, WCK has full ownership of the two-acre property, with all the papers. It is about seven kilometers from the main town. In February 2018, 8 double decker beds were delivered at the offices. There are two rooms available and furnished to accommodate 28 people. The accommodation area is not yet in use. The original plans for the Meru compound were modified so as to include some accommodation facilities for researchers, small groups, etc.

b. Gaps, Challenges, Constraints

Availability of water is a problem in the compound, which needs to be greened up and made attractive. The office is not in a position to offer accommodation to the standards offered by the competition in the locality, especially with the scarcity of water. Visitors use facilities at the nearby Thiiri centre. In addition, staff are not equipped with business skills to run a hospitality facility. The number of schools that have registered are also not enough to warrant accommodation hostels being put up by WCK.

c. Priority Interventions

The WCK compound needs regular supply of water for health and conservation purposes. Water should be harvested and stored in tanks for later use. The Regional office should be in a position to raise funds for such interventions. There is already a proposal for the same at head office. Once water is available, sleeping quarters for students, teachers and other visitors could be explored, including the use of tents for camping.

Since the compound is of a reasonable size, future explorations could include enhancing the place as a Centre of learning, similar to CTTR in Nairobi, as was part of the original plan.

6.5 Hostels and Bus Hire, Nairobi

a. *Major Findings/ Achievements*

The WCK compound in Nairobi is under lease from the Kenya Forest Service. The accommodation facilities were built in the 1980s, and they comprise student hostels that have a capacity of 76. The main structure house 4 large rooms, each with a capacity of about 15 people using double decker beds. Due to demand, this has been extended to about 20 people per room. Bathrooms and toilets are all shared spaces in each of the four large rooms.

There have been modifications over time such that for example, the two teachers' rooms were initially WCK staff quarters. Each of these two rooms is capable of offering two bed spaces, with use of shared washroom facilities. The teachers' rooms have warm water for showering.

For accommodation, student members of wildlife clubs pay a standard fee of Kshs 300.00 per person per night. Adult members pay Kshs 500.00. Non-member students pay Kshs 500.00 per night, while non-member adults pay Kshs 700.00. Registered group per adults pays Kshs 600.00, while registered group per student pays Kshs 400. Foreigners are charged Kshs 1,000.00 per night.

For groups to use the kitchen facilities, bookings are made with Kshs 500.00, with Kshs 300.00 refundable when the kitchen utensils are cleaned before they leave. The facility has a spacious kitchen, but is only equipped with a fridge.

There is also a meeting hall that can host up to 120 persons. It has been modified to have two smaller twin halls, each capable of hosting about 50 people. In terms of design, the hall and kitchen are on the ground floor of the building while the accommodation rooms are on the first floor.

Management has recently upgraded the hostel floors. There are more requests for rooms than there are available. Storage and pantry are not available in the rooms and visitors are not allowed to cook there. All meals are paid for separately from the common kitchen, which provides basic meals. Food is cooked using charcoal.

Apart from the hostels, there is a restaurant in the compound. It has a well equipped kitchen with a cooker, fridge, microwave and adequate storage space. The restaurant has two types of sitting spaces: inside the restaurant can seat 12 people, while outside in the open, the space can accommodate at least ten more. There is extra space outside where even more can be placed.

There are accommodation facilities in the compound, for caretaker staff. There are also washrooms for visitors who come for nature walks. The accommodation facilities for CTTR students are separate, and are not considered to be part of the WCK hostels for hire. The WCK bus is hired out to groups of students for ecological trips.

Comparative accommodation and meal services to what WCK offers at its hostels is to be found in the nearby locality of Karen, where accommodation for single rooms is about Kshs 600.00 per day, and the bathrooms and toilets are shared. Food is purchased separately (Millvins, Karen). At Monarch, one bedroom goes for Kshs 1700.00 per month, and two bedrooms for Kshs 2,300 per month, but the quarters are made from iron sheets. At a third hostel, the iron sheet single rooms are priced at Kshs 3,500 per month, with a room in the main house costing Kshs 4,500.00, 5,500.00 and 6,500.00 per month respectively, dependent on size. None of the comparators reported a problem in attracting clients to their services (Sun Valley, etc.). The trend is that they offer cheap accommodation, shared services and they pay separately for their food.

b. Gaps, Challenges, Constraints

There is inadequate maintenance and repairs in the hostels. Staff are not adequately equipped with business management and marketing skills. They have very basic training in hospitality management and restaurant. In addition, greening the compound is sometimes affected by harsh weather patterns of drought and floods.

Inclusion of all staff in planning for the compound was raised as a gap. Requests for accommodation are more than the available spaces, although the number of requests have gone down with time. ICT is not adequately used to brand, market and make WCK visible to the different publics it serves.

c. Priorities for Intervention

The hostels need a facelift through maintenance and repairs. They also need to be modernized if they are to provide services to a different category of client who are not students. These could include researchers and more affluent tourist-oriented visitors. The Nairobi hostels could provide better accommodation services, but this would require re-designed renovation to create different accommodation room arrangements such as having increased lighting in the rooms.

The restaurant is well placed for an eat-out facility, but regulations for security and access by the public would have to be introduced. This would include lunches for the working class from the nearby offices, and coffee for business-oriented visitors who want a quiet place to transact business.

There is need for enhancing staff skills for the market and business that they are working in, in preparation for future handing over to the business unit that will manage the facilities. Accommodation rates could be differentiated for peak and off-peak seasons. The bus could be hired out to other clients that may need the service, apart from only students.

6.6 Hostels and Guest House, Kisumu

a. Major Findings / Achievements

The Kisumu property is owned by WCK who have an allotment letter for the same. There are three establishments in the compound. One is made up of two cottages. One of the cottages is a small bedroom able to be shared by two people, using small beds. It has a lounge and a kitchenette and a washroom and shower. It is equipped with a fridge, TV set and microwave. The other cottage is currently let out as an office. It is not self-contained.

The second facility is a much larger room set up as a dormitory, and can host about 12 students using double decker beds. It is also not self-contained, it has a tin roof, and has no ceiling. The third unit is much newer, built around 2013-2014. It is a twin dormitory type with one part for males and the other for females. This third block is separated into compartments and can host up to 20 people each. Wash rooms, showers and toilets are shared. There are small sewerage pipes on the male side of the hostels. Hostel fees for WCK members are Kshs 200.00 per night, for non-members Kshs 250.00, foreigners Kshs 1,000, and Kshs 600.00 for East Africans. The use of the guest house is pegged at Kshs 3,000.00 per night. The revenue targets overall are Kshs one million a month. As at June 2016, the targets were hitting Kshs 800,000.00 per month.

There is a simple kitchen facility. It also serves as a dining room that can host between 15 and 20 people. The dining space can accommodate about 50 people when there are no tables for a meeting. The kitchen space is small and does not have equipment. Wood is used in the charcoal burner.

The Kisumu facility is well endowed with water storage from public supply and rain catchment. The compound has many grown trees. The land surface is sloppy and rocky. Pathways are paved. Overall, the location of the facility is quiet and easy to access when one has means of transport such as boda boda and taxis. The immediate residential areas are occupied by upper middle class personnel from NGOs and the government.

At the time of the strategic plan review, a comparative assessment of similar accommodation facilities in Kisumu was done with YWCA, YMCA and ACK. YWCA has long term students who pay Kshs 5,500.00 per month or Kshs 450.00 per night for shared rooms. Food is bought and paid for separately. The ACK hostel is for ladies only and charges Kshs3,000.00 per month for power, water and shared accommodation. It has capacity of 100 beds. Food has to be sourced separately. The daily rate is Kshs 500.00 per person. The three invested at different times and offer same approach in accommodation, however, YMCA has a scale of different rates and also offers food on pay as you eat basis. The meal is basic.

b. Gaps, Challenges, Constraints

The live-in cottage is not sufficiently structured to be convenient as the kitchenette is part of the main lounge of the building. No cooker is available. The outlook of the hostels built much earlier is old and therefore not aesthetic. Also, it was reported that teachers challenge the prices charged for sharing rooms. In terms of transport, it was observed that there is no immediate access to public transport within the immediate vicinity, maybe up to 500 metres.

c. Priorities for Intervention

The compound landscaping needs improvement to manage dry foliage and beautification. There is need for improvement on the “old” outlook of the hostels. One price is needed for use of the hostels as Kshs250.00 is paid for the new hostels, while Kshs 150.00 is paid for the older hostels. Fire extinguishers are needed, back-up power (solar is an option), repairs and maintenance (painting), replacement (doors), among others. Quality of service provision would need to be enhanced.

Even as water is available at the Kisumu compound, more could be stored through roof catchment as excess overflow is lost. An added water tank would be beneficial. The collected water could be used for cleaning the rooms, and by guests, to do their laundry.

In addition, due to its location, the Kisumu property can provide good opportunity for a quiet coffee house targeting evening leisure, daytime meals and early morning coffee, especially for working class people. In future, it has potential to host conferences, improved high quality accommodation and eat-out services. It is located not very far from main government offices, and next to three prominent hotels. The market for need of hostels for college going young people was noted to have opportunities for continued occupation of rooms and should be leveraged upon by WCK.

6.7 Summary of Emerging Issues

In terms of revenue generating facilities, WCK needs to be cognizant of the following, if they are to be profitable and add value to the Organization:

- i. Need for enhancing business development competencies among staff even as they prepare to have a separate unit that will be responsible for business development at WCK.
- ii. Business development plans have to be prepared for each revenue generating source, after a market analysis and comprehensive business review is conducted. These will enable the facilities to operate competitively, sustainably, provide synergistic support to each other, and become resilient, even as they rationalize their costing and pricing for different categories of clients. Hostel accommodation has consistently dropped from 2013.
- iii. WCK to plan on how to plough back funds for development of the accommodation facilities.
- iv. Timely renovations and upgrades, repairs, maintenance and replacement are crucial in being able to attract clients back over and over again. The quality of the facilities and service provided matter. There is also need for value addition.
- v. Some of the facilities need to be modernized, even as they remain environmentally friendly.
- vi. The market for the hostels could be widened beyond wildlife club members and passers-by, for increased and full time use of the facilities.
- vii. As a conservation Organization, re-look the use of charcoal in some of its kitchen facilities. Controlled use of firewood outside and in camps may be allowed.
- viii. WCK facilities are not adequately branded to promote WCK visibility and services.

CHAPTER SEVEN: RISK MANAGEMENT

7.1 Risk Analysis

Risks are events that negatively influence and affect an Organization's ability to survive, successfully compete within the industry, and maintain its financial strength and positive public image as well as the overall quality of its products, services and people. Risks also influence ability to achieve set goals and objectives. It is therefore, imperative that risk assessment/analysis and management is done so as to mitigate the negative effects envisaged. These help to clarify roles and responsibilities in the Organization, and promotes accountability, business continuity and recovery. There is risk and opportunity in everything that an Organization does, therefore, planning for risk mitigation, implementation, surveillance and progress monitoring would be crucial. As the operating environment changes, risks and opportunities change. Effective risk management is a means of monitoring those changes. Some of the risks that WCK could face, probability to occur and possible mitigation measures, are highlighted in the table below:

Scenario	Risk	Probability to occur	Impact in relation to level of risk	Mitigation measures
Climate Change	Negative effects leading to drought, floods, economic downturn, inflation, restricted movements	High	High	-Enhance quality programming -Increase awareness on conservation
Financial risks	Donor fatigue; reduced income	Medium	High	-Diversify sources of revenue generation -Improve quality and customer experience of current revenue generating facilities
Inadequate conservation competencies	Poor quality of programmes	Medium	High	-Capacity strengthening of staff and stakeholders, in conservation and related matters
Change of government	New policies that are not conservation-friendly; reduced revenues; delays in funding	Medium	High	-Developing financial freedom so as to carry out own activities -Align WCK to government agenda and highlighting government contribution to conservation
Inadequate staffing at WCK	Reduced scope and reach of programmes	Low	Medium	-Finalise functional analysis and recruit optimal staff for Organization
Increased terrorism	Fewer visitors to facilities, death, destruction of property, facilities, equipment; conflict borne of fear; restricted movements	Medium	High	-Partner with other Organizations for civic education for peace building for staff and school children that come to hostels, parks – statements of assurance of safety -Improve security and surveillance -Develop recovery plan
New laws and regulations in the conservation sector – changes in government policy	-Non-compliance; de-registration	Low	Medium	-Maintain close linkages with county and national government key policy-making offices

Disasters – natural and man-made (fires, robbery, cyber-attacks, cyber-crimes, floods, drought)	-Destruction of natural habitat, property, facilities, equipment; maimed staff; death -Loss of data and information	Medium	High	-Develop recovery plan -Install fire equipment -Train staff on fire drills -Cyber security -Capacity building in DRR
WCK not planning for change management	Leadership vacuum	Low	Medium	Succession planning
Poor visibility of WCK	Identity distortion	High	High	-Enhance visibility through re-branding and focusing on niche -Quality service provision
Strikes by teachers	-WCK not able to access schools -Reduced scope and reach -Reduced membership revenues	Medium	High	Expand target to also include private schools

Scenario	Risk	Probability to occur	Impact in relation to level of risk	Mitigation measures
Conservation is perceived as abstract and too broad	Low uptake	Medium	High	<ul style="list-style-type: none"> -Consolidating the focus and niche to project it in concrete and tangible terms -Showcase success stories from one county to another -County conservation committees and the Governors' Round Tables could be used for advocacy, networking and information sharing -Use partners to model conservation as an industry
Conservation is long-term and in the midst of poverty where results and resources for basic living are in high demand	Short term money solutions block conservation purposes (food, shelter, etc.)	High	High	<ul style="list-style-type: none"> -Consolidating the focus and niche to project it in concrete and tangible terms -Use partners to model conservation as an industry. Links in this regard provide opportunities to showcase advantages and the wealth creation aspects in conservation enterprises.
Travel advisories	Loss of revenue	High	High	<ul style="list-style-type: none"> -Diversify sources of tourists -Capitalise on domestic tourism to get visitors to guest houses, hostels -Have contingency fund to cater for priority operational costs -Strengthen capacities for revenue generation
Economic down turn both locally, nationally and internationally	Fewer visitors, less revenue	Medium	High	<ul style="list-style-type: none"> -Diversify business to cater for all categories of visitors financially -Create and grow reserve funds -Monitor trends and patterns for early preparedness
Stiff competition from similar Organizations – school programmes and CTTR	<ul style="list-style-type: none"> -Becoming irrelevant -Losing staff to other Organizations 	Medium	High	<ul style="list-style-type: none"> -Hive off elements of business for research -Have competitive compensation mechanism for staff -Franchise the Mobile Education model Provide quality education at CTTR
Increased need for conservation at county level from devolved government status	-Not being recognised and engaged at county level	Medium	Medium	<ul style="list-style-type: none"> -Increase competence of school children and visibility of Organization as there will be need for more beneficiaries with skills in conservation as the counties develop and upgrade
Need for research in conservation and surveillance	-Becoming irrelevant if monitoring of conservation sector	High	High	<ul style="list-style-type: none"> -Create platforms for monitoring and research of the conservation sector

	is not done			
Population growth	-Pressure on land to be put to alternative uses such as for food production, settlement and development of infrastructure	High	High	Dialogue with actors to raise awareness on how population growth could be balanced with conservation needs.
Maturing government projects such as the railway project from East to West of Kenya (SGR); LAPSSET continuing	-Being side-lined by government in developing conservation innovations for the projects	High	High	-Create programmes to work with them
Inadequate and inappropriate implementation analysis of core domains	-Inadequate competencies in Organization -Weak publicity and branding and therefore, weak visibility	Medium	High	-Enhance Council and staff capacities for implementation
Functional analysis found to be lengthy, participatory and expensive	-Inadequate roles, functions, responsibilities and competencies in WCK	Medium	High	-Enhance Council and staff capacities for implementation -Use external expertise to implement
More educational institutions becoming involved in conservation	-Inability to capture the changing conservation needs among youth	Medium	High	-Be more pro-active in monitoring and surveillance of conservation needs of youth

7.2 Assumptions

Despite the possible perceived risks and threats, the following assumptions were made to enable WCK achieve its objectives. These are conditions or statuses that must exist for plans to be realised. These include:

- ✓ Revenue streams will remain sustainable
- ✓ The Kenyan economy will improve as predicted by economic analysts
- ✓ There will be relative political stability
- ✓ Weather conditions will be favourable
- ✓ With quality provision of services, students will continue to register as wildlife club members, and also, join CTTR for training
- ✓ The government will continue providing conducive environment for conservation and working with and through wildlife clubs nationally
- ✓ Governing Council members, through the Executive Committee, will commit to maintain interest for the processional analysis of core institutional domains and the other phases of the functional analysis
- ✓ Functional analysis will be simple and framed to empower WCK Executive Committee, Leadership, Management and staff.
- ✓ Staff will be retained/ recruited for effective business running
- ✓ Partnering generates productive value addition, positive influence and quality in WCK, making it remain relevant to its constituents.
- ✓ Innovation, knowledge development and learning are embraced, prioritised and practiced.

- ✓ Context for resource development and mobilisation sustains, and that there will be enough revenues to run the business.
- ✓ Integrated business approaches embraced to add value, synergy and quality.
- ✓ Active school participation promoted, empowerment and ownership.

CHAPTER EIGHT: STRATEGIC GOALS AND OBJECTIVES
WILDLIFE CLUBS OF KENYA
2018-2023

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Organization Mandate Empower youth and communities to pro-actively engage in environmental conservation				
1. LEADERSHIP AND MANAGEMENT				
GOAL 1: STRATEGIC DIRECTION Strategic direction, effective leadership and management of the Organization's resources provided, so as to actualise WCK mandate, vision, mission, and maintain core values.	<ul style="list-style-type: none"> ≈ Extent Council leadership and Management decisions support WCK's mandated growth ≈ Managed quality branding and visibility with added value ≈ Effective communication with internal and external publics 	<ul style="list-style-type: none"> ✓ Targeted competency strengthening forums for Council and Management implemented ✓ Strategic Council meetings and decisions made ✓ Joint staff and Management meetings 	<ul style="list-style-type: none"> ≈ Forum reports ≈ Council and Management reports and minutes on Council deliberations ≈ MIS system in place 	<p>Risks: Governing Council and Management commits to maintain interest to the process.</p> <p>Assumptions: Willingness of Council and Management to maintain process, adhere to policy guides, operational criteria and parameters.</p>
OBJECTIVE 1: Enhanced promotion of WCK brand and visibility to the relevant publics during the strategy period.	<ul style="list-style-type: none"> ≈ Increased visibility as a unique youth empowerment Organization using wildlife clubs in learning institutions ≈ Levels of alumni engagement ≈ Quality of innovated products ≈ Types of branded products ≈ WCK communication platforms in use 	<ul style="list-style-type: none"> ✓ Develop marketing strategy ✓ Profile WCK in youth and conservation forums ✓ Profile WCK to stakeholders ✓ Increase on-line presence ✓ Engage wildlife clubs' alumni in marketing WCK ✓ Brand WCK products ✓ Develop unique cutting edge innovations 	<ul style="list-style-type: none"> ≈ Copy of marketing strategy ≈ Forum reports ≈ Stakeholder reports ≈ Term reports ≈ Profile of branded products ≈ Copies of documented innovations ≈ Observed engagement of alumni 	
OBJECTIVE 2: Enabling environment provided for the delivery of quality products and services, 2018-2023.	<ul style="list-style-type: none"> ≈ Quality of communication between Governing Council, management and staff at all levels ≈ Quality of work equipment and facilities ≈ Quality of work space and atmosphere ≈ Extent of acceptance of creativity and innovations ≈ Extent of staff participation and inclusion in decision making ≈ Extent and levels of staff capacity 	<ul style="list-style-type: none"> ✓ Engage staff in decision making forums at their level ✓ Procure quality equipment, materials and facilities for use by staff ✓ Maintain, repair, replace as necessary ✓ Engage staff in creative development of innovations, value additions, select and use as appropriate ✓ Staff capacity development pegged on needs assessments 	<ul style="list-style-type: none"> ≈ Decision making forum reports ≈ Observation of purchased goods, office arrangements, noise free environment, etc. ≈ Interviews with staff ≈ Copies of creative / innovative mechanisms, items in use ≈ Capacity needs assessment reports ≈ Capacity development reports 	

	development at all levels ≈ Noise free environment ≈ Relevant Organizational policies, systems, procedures, processes and functions that support achievement of WCK mandate, vision, mission and goals developed and enforced	<ul style="list-style-type: none"> ✓ Create conducive work environment e.g. noise free, trees in compound, arrangement of offices ✓ Engage management in development of relevant policies ✓ Enforce adherence and compliance to policies 	≈ Copies of developed policies	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 3: Effective and improved communication between WCK with internal and external publics throughout strategy period.	<ul style="list-style-type: none"> ≈ Effective communication with internal and external publics ≈ Feedback mechanisms in place and used 	<ul style="list-style-type: none"> ✓ Engage staff in reviewing/ revising and enhancing communications strategy ✓ Develop feedback mechanisms ✓ Use appropriate platforms for communicating ✓ Develop management information system for storing information for later retrieval and use 	<ul style="list-style-type: none"> ≈ Copy of meetings with staff to review/ revise communications strategy ≈ Reviewed/ revised communications strategy ≈ MIS system in place ≈ Copy of feedback mechanisms ≈ Observed evidence of use of feedback 	
OBJECTIVE 4: Sustainable, resilient Organizational growth and development during strategy period.	<ul style="list-style-type: none"> ≈ Quality of improved products and services ≈ Types of innovation developed and in use ≈ Types of resources mobilised ≈ Levels of quality performance by department 	<ul style="list-style-type: none"> ✓ Continuous improvement, innovation, value addition and quality performance ✓ Resources mobilisation 	<ul style="list-style-type: none"> ≈ Quality assurance reports ≈ Reports on innovations ≈ Resource mobilisation reports ≈ Term reports ≈ Evaluation reports 	
GOAL 2: PARTNERSHIP AND NETWORKING Focused strategic networks and collaborative arrangements, towards the achievement of WCK mandate, vision and mission.	<ul style="list-style-type: none"> ≈ Quality of partnerships, networks and collaborative arrangements ≈ Enhanced proactive representation, networking of WCK among civil society, conservation sector and the global development map. ≈ A sensitized society on conservation 	<ul style="list-style-type: none"> ✓ Documented criteria for targeted partnerships and collaborations developed and used 	<ul style="list-style-type: none"> ≈ Profile of criteria for partnership development and engagement 	<p>Risks: Partnering generates productive value addition, positive influence and quality in WCK</p> <p>Assumptions: Partners exist that value partnering networking and collaborating with WCK</p>
OBJECTIVE 1: Established harmonious working relationships with stakeholders, 2018-2023.	<ul style="list-style-type: none"> ≈ Quality of policy guides, partner selection and partnering guidelines ≈ Number of staff using quality guides for partner selection and partnering ≈ Level at which quality guides for partner selection and partnering are used ≈ Level of resources accessed by WCK for operations, programme interventions, WCK enterprise and Organizational growth ≈ Increased membership base ≈ Quality of synergy created ≈ Extent of productive engagement and joint actions maintained with key government ministries agencies, key actors, donors and partners 	<ul style="list-style-type: none"> ✓ Develop appropriate policy and guides on how to identify, enter and engage in partnerships, networking, and collaboration types of engagement. ✓ Develop strategy on partnerships, partnering, networking and collaborating defining the key aspects, functions, components, and roles of the process ✓ Identify value adding networks, partnerships, collaborations and strengthen them ✓ Mobilise resources from partnerships ✓ Organise joint activities and linkages for synergy, value addition 	<ul style="list-style-type: none"> ≈ Copy of documented policies, guidelines and frameworks ≈ Copy of signed MOU for resources raised ≈ Bank records ≈ Term reports ≈ Evaluation reports ≈ Partner reports ≈ Profile of new members 	

	≈ Number of value adding networks and alliances identified and strengthened			
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<p>GOAL 3: RISK MANAGEMENT A sound risk, governance and compliance environment</p>	<ul style="list-style-type: none"> ≈ Risk mitigation management systems in place and used ≈ Extent of compliance to risk management guidelines and policies 	<ul style="list-style-type: none"> ✓ Staff engagement in risk management policy development ✓ Risk management ✓ Adherence and compliance mechanisms set up 	<ul style="list-style-type: none"> ≈ Risk management strategy ≈ Interviews with staff and partners ≈ Tern reports ≈ Audit reports 	<p>Risks: Donors and partners continue to regard WCK with trust.</p> <p>Assumptions: Quality, efficiency, safety upheld as principle among WCK staff</p>
<p>OBJECTIVE 1: Organizational resources safeguarded across all functions by end of 2018.</p>	<ul style="list-style-type: none"> ≈ Extent in coverage by risk management strategy ≈ Internal controls and security measures developed and in use ≈ Strengthened risk management and mitigation systems ≈ Extent of assurance of WCK business continuity 	<ul style="list-style-type: none"> ✓ Identify risk factors and gaps ✓ Develop risk management strategy and systematic risk analysis and assessment ✓ Induct, disseminate policy controls and inculcate in staff and Council ✓ Enforce risk management, monitoring, surveillance and compliance to risk awareness ✓ Develop contingency plans 	<ul style="list-style-type: none"> ≈ Copy of risk management and contingency plans ≈ Profiles of action taken for non-compliance 	
<p>OBJECTIVE 2: Risk Management policy ownership, compliance and adherence by staff, by end of 2019.</p>	<ul style="list-style-type: none"> ≈ Risk management policies, developed, revised and in use ≈ Compliance and consequences measures developed and in use ≈ Mechanisms in place for monitoring risk 	<ul style="list-style-type: none"> ✓ Engage staff to revise/ develop risk management policy ✓ Develop compliance measures and criteria for adherence and non-compliance ✓ Design tracking and monitoring mechanisms for risk management 	<ul style="list-style-type: none"> ≈ Copy of revised finance policy ≈ Copy of criteria for compliance, adherence and consequences ≈ Copy of tracking mechanisms in place ≈ Staff interviews 	

2. FINANCE				
IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 1: TRANSACTIONAL MANAGEMENT Timely disbursement and transactional management of funds	<ul style="list-style-type: none"> ≈ Appropriate and timely financial forecast, planning and budgeting optimized in the financial systems ≈ Effectiveness and efficiency enhanced in use of resources 	<ul style="list-style-type: none"> ✓ Effective and functional financial planning, budgeting and recording systems 	<ul style="list-style-type: none"> ≈ Term reports ≈ Audit reports ≈ Interviews with staff 	<p>Risks: Funds are received in time from donors; Revenue sources will be profitable</p> <p>Assumptions: WCK will have a pool of funds to draw from at any given time -Maximum returns attained from revenue generating facilities</p>
OBJECTIVE 1: Accurate, timely, reliable disbursement of funds during strategic period.	<ul style="list-style-type: none"> ≈ Appropriate disbursement-turnover ratio ≈ Developed and strengthened open accounting cycle and transactional management ≈ Number and types of resources mobilised for conservation education, operations and reserves ≈ Extent of maintenance of cash flow covering short term and long-term operational costs 	<ul style="list-style-type: none"> ✓ Develop calendar of disbursement cycles ✓ Engage finance staff on accounting cycle and transactional management ✓ Implement mechanisms for tracking, monitoring and reporting on progress and improvement in disbursement of funds ✓ Engage staff in resource mobilisation. Select best options 	<ul style="list-style-type: none"> ≈ Copy of calendar of disbursement cycles ≈ Staff engagement reports ≈ Profiles of implementation mechanisms in place and in use 	
OBJECTIVE 2: Timely and quality financial reports and forecasts developed and disseminated to WCK, donors and other stakeholders.	<ul style="list-style-type: none"> ≈ Accurate monthly financial records produced for decision making ≈ Donor retention rate ≈ Donor growth by numbers, annually ≈ Types of management decisions made based on financial forecasts and reports 	<ul style="list-style-type: none"> ✓ Develop and install secure ICT-based financial information and reporting platform ✓ Orient staff on how to use and work with secure ICT-based financial information and reporting platform ✓ Provide relevant financial information for management decision making 	<ul style="list-style-type: none"> ≈ Copy of financial reports ≈ Interview with staff on timelines of reports ≈ Audit reports on quality and usefulness of financial reports ≈ Profiles of donor numbers, annually ≈ Minutes of management meetings 	
GOAL 2: RISK MANAGEMENT A sound risk, governance and compliance finance environment.	<ul style="list-style-type: none"> ≈ Risk mitigation management systems in place and used ≈ Extent of compliance to risk management guidelines and policies 	<ul style="list-style-type: none"> ✓ Staff engagement in risk management policy development ✓ Risk management ✓ Adherence and compliance mechanisms set up 	<ul style="list-style-type: none"> ≈ Risk management strategy ≈ Interviews with staff and partners ≈ Tern reports ≈ Audit reports 	<p>Risks: Donors and partners continue to regard WCK with trust -Economic downturn; increased inflation</p> <p>Assumptions: Cost-efficiency upheld as a principle in WCK, is understood and implemented -Availability of funds for WCK operations -Cost benefit analysis outcomes and</p>

				efficiency audits are not negative -Quality upheld as principle among WCK staff
OBJECTIVE 1: Internal financial controls enable safeguarding of Organizational resources by end of 2018.	≈ Extent in coverage by risk management strategy ≈ Internal financial controls and security measures developed and in use ≈ Strengthened risk management and mitigation systems ≈ Asset management plans developed and in use	✓ Identify risk factors and gaps ✓ Develop risk mitigation and management strategy and systematic risk analysis ✓ Induct, disseminate policy controls and inculcate in staff and Council ✓ Enforce risk management, monitoring, surveillance and compliance to risk awareness ✓ Develop contingency plans ✓ Develop asset management plans	≈ Copy of risk management and contingency plans ≈ Copy of risk management policy ≈ Profiles of action taken for non-compliance and adherence ≈ Copies of asset management plans	

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 2: Enforced adherence and compliance to policies, and constant monitoring of risk indicators, by end of 2019.	≈ Finance policies, developed, revised and in use ≈ Compliance and consequences measures developed and in use ≈ Mechanisms in place for monitoring risk ≈ Business recovery and continuity plans developed and in use as relevant	✓ Engage staff to revise/ develop finance policies ✓ Develop compliance measures and criteria for adherence and non-compliance ✓ Design tracking and monitoring mechanisms for risk ✓ Develop business recovery and continuity plans	≈ Copy of revised finance policy ≈ Copy of criteria for compliance, adherence and consequences ≈ Copy of tracking mechanisms in place ≈ Copies of business recovery plans ≈ Staff interviews	
OBJECTIVE 3: Value for money, effectiveness and efficiency achieved in all WCK procurement and logistics operations.	≈ Quality of cost efficiency measures in place ≈ Levels at which cost efficiency measures are used in WCK ≈ Extent quality of management improved	✓ Develop / revise policies and procedures for effective management of inventory comprising stores, storage, commodity management, repairs, maintenance, amortising, replacement and disposal ✓ Induct and disseminate policies for inculcation and use by staff	≈ Copy of documented policies, systems and procedures in relevant aspects ≈ Annual inventory reports ≈ Commodity management records ≈ Financial records	

3. OPERATIONS				
IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 1: VALUE FOR MONEY Enhanced Organizational performance in operations, embedding productivity, effectiveness and efficiency in service delivery.	≈ Levels at which cost efficiency measures are used in WCK ≈ Quality of cost efficiency measures in place ≈ Number of staff and members using cost efficiency measures in place ≈ Extent of improvement in programme quality ≈ Extent program approaches are relevant in context ≈ Number of staff and community resource persons competently using available types of program approaches, guidelines and principles ≈ Effective communication within and without WCK	✓ Conduct change management forums for Council and staff ✓ Develop adherence guidelines ✓ Conduct induction for Council, leadership, management and staff to understand adherence mechanisms ✓ Disseminate and use copies of the guidelines and inculcate them at relevant levels	≈ Cost efficiency monitoring reports ≈ Cost benefit analysis reports ≈ Term reports ≈ Evaluation reports ≈ Established institutional knowledge bank ≈ Profile of documented lessons and best practices in use ≈ Copy of communications strategy	Risks: Inadequate development of approaches -Donors and partners continue to regard WCK with content and trust -Ineffective communication systems developed Assumptions: Approaches used, mechanisms in place allow for knowledge development and sharing, to add value, synergy and quality -Added value, synergy and quality has spiral effect on institutional growth and development -Willingness and effort to innovate and develop knowledge for learning -Cost efficiency upheld as a principle among all members at WCK, is understood and implemented
OBJECTIVE 1: Increased income, annually, for WCK, throughout the strategic period.	≈ Extent of increase of annual funds mobilised ≈ Extent capacities strengthened in business management	✓ Conduct market survey for revenue generating facilities and trade items ✓ Identify gaps to be filled in customer satisfaction and income generation ✓ Build capacities for business management of facilities and trade items ✓ Repair, maintain, replace at facilities	≈ Market survey report ≈ Customer satisfaction reports ≈ Profile of identified gaps and mitigation measures ≈ Capacity strengthening reports ≈ Bank statements ≈ Inventory reports	
OBJECTIVE 2: Reduced operational costs in WCK by 2019.	≈ Extent (percentage reduction) of cost reduction in logistics ≈ Number of staff and members using cost efficiency measures in place	✓ Operational cargo and project inputs delivered from source to user at the right destination, at the right time with the least cost ✓ Cost effective supply chain established to deliver quality stock to all operating locations ✓ Effective communicating that shares the right and up-to-date logistics information maintained at all times ✓ Set up procurement and logistics policies and adapt relevant	≈ Copies of invoices, vouchers, etc. ≈ Cost-efficiency monitoring reports ≈ Cost-benefit analysis reports ≈ Copy of procurement and	

	<p>≈ Procurement and logistics policies in place and used, adhered and complied to; also process and law</p>	<p>ones that strengthen WCK in this sector</p> <ul style="list-style-type: none"> ✓ Establish integrated computer-based information management systems for procurement and logistics, encompassing warehousing, stores and commodity management, tracking deliveries, inventory losses, damage, etc. ✓ Establish functioning and effective procurement and logistics procedures at operating locations in WCK ✓ Developing effective communication mechanism for procurement and logistics with all departments and operating locations 	<p>logistics policies</p> <p>≈ Information management system in place</p> <p>≈ Staff interviews</p>	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 3: Reduced material wastage and losses in WCK by 2019.	<ul style="list-style-type: none"> ≈ Reduced number and types of spoilt and lost goods ≈ Number of staff using set policies and procedures 	<ul style="list-style-type: none"> ✓ Purchase quality equipment ✓ Put maintenance mechanisms in place ✓ Conduct periodic monitoring of state of materials and equipment ✓ Enhance stores management practices ✓ Develop and adhere to calendar of movement of goods from stores ✓ Discard/ dispose/ replace/ donate goods not in use 	<ul style="list-style-type: none"> ≈ Stores management procedures and guidelines ≈ Maintenance reports ≈ Commodity management reports ≈ Annual inventory reports ≈ Financial records 	
OBJECTIVE 4: Quality goods and services procured by WCK during the strategy period.	<ul style="list-style-type: none"> ≈ Extent checks and balances in procurement are used ≈ Quality goods and inputs purchased cost effectively and in a timely manner for WCK ≈ Staff satisfaction for services rendered by Operations ≈ Procurement MIS in place ≈ Procurement committee in place 	<ul style="list-style-type: none"> ✓ Develop and sets standards of quality for procurement, and use ✓ Establish checks and balances mechanisms in procurement ✓ Establish a functional procurement management information system ✓ Set up/ review procurement committee ✓ Develop staff proficiency and competencies in the use of established policy, process guides, operational criteria and parameters 	<ul style="list-style-type: none"> ≈ Profile of set standards ≈ Profile of checks and balances in procurement ≈ Quality compliance reports ≈ Interviews with staff ≈ Copy of procurement MIS ≈ Minutes of procurement committee meetings 	
GOAL 2: ENHANCED STAFF WELFARE	<ul style="list-style-type: none"> ≈ Competent staff using quality performance benchmarks and standards ≈ Security and safety of staff assured ≈ Effective communication among staff and external stakeholders 	<ul style="list-style-type: none"> ✓ Develop staff security and safety policies and guidelines ✓ Promote adherence, compliance to policies ✓ Develop and disseminate consequence measures ✓ Develop and use relevant MIS 	<ul style="list-style-type: none"> ≈ Copies of safety and security guidelines ≈ Documentation on quality standards and benchmarks ≈ Communication strategy 	<p>Risks: Adherence is upheld as a value and practice as virtue</p> <p>Assumptions: Willingness to adhere to policy guides, operational criteria and parameters sustains among WCK staff</p>
OBJECTIVE 1: Improved staff health, safety and welfare by 2019.	<ul style="list-style-type: none"> ≈ Types of staff competencies built in safety and security measures ≈ Number of staff using safety and security measures ≈ Mechanisms in place for staff safety and 	<ul style="list-style-type: none"> ✓ Identify priority needs for staff welfare and safety measures ✓ Engage staff to develop policy on staff safety and welfare ✓ Develop, disseminate and orient 	<ul style="list-style-type: none"> ≈ Safety and security needs assessment report ≈ Staff welfare reports and mechanisms in place ≈ Staff welfare, safety and security 	

	<p>security</p> <p>≈ Security monitoring and surveillance systems set up in liaison with field counterparts for and enforcement of staff safety and security in all operating locations.</p> <p>≈ Quality of staff welfare mechanisms in place</p> <p>≈ Extent of staff safety and security at WCK facilities</p>	<p>staff policies on welfare, safety and security measures</p> <p>✓ Develop and use enforcement mechanisms</p> <p>✓ Act on issues of welfare, safety and security when they arise</p> <p>✓ Ensure safety and security in all WCK facilities</p>	<p>policy document</p> <p>≈ Documented profile of enforcement mechanisms</p> <p>≈ Interviews with staff</p>	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<p>OBJECTIVE 2: Promotion of best working practices Organizational quality performance systems and processes put in place and used by 2019.</p>	<ul style="list-style-type: none"> ≈ Type of quality performance benchmarks and standards in use ≈ Performance system and processes in use ≈ Number of staff using quality standards and benchmarks to monitor implementation ≈ Extent of availability and accessibility of utilities and services ≈ Asset management policy in place and extent of use ≈ Asset MIS in place and used ≈ Number and type of appropriate authorisations and regulatory frameworks in place and used 	<ul style="list-style-type: none"> ✓ Develop organizational and programme performance benchmarks and standards ✓ Institute system, disseminate, inculcate and use ✓ Effectively manage term vendor and service provider contracts ✓ Provide adequate and quality supply and enhance accessibility, availability and management of utilities and services ✓ Develop asset management policy (repairs, maintenance, amortisation, replacement, inventory, stores management, phase-out, etc.) ✓ Develop MIS for asset management ✓ Obtain appropriate operating permits and licenses, certificates and authorisations 	<ul style="list-style-type: none"> ≈ Copy of performance benchmarks, standards and system design ≈ Copies of contracts with vendors ≈ Copy of asset management policy ≈ Evidence of MIS in place ≈ Evidence of regulatory frameworks acquired ≈ Observed evidence 	
<p>OBJECTIVE 3: Communication Improved internal and external communication, promoting interactive profiling, branding, visibility and effective public relations positively through the strategic plan period.</p>	<ul style="list-style-type: none"> ≈ Quality of internal communication at Council, Membership, Management and staff level ≈ Extent information sharing creates positive relations in business environment ≈ Number of interaction business branding forums among WCK fraternity and its publics 	<ul style="list-style-type: none"> ✓ Develop communication strategy ✓ Identify key audiences for WCK's messages by type ✓ Identify relevant messages, medium and channels, and means of communicating ✓ Identify relevant alliances to engage in profiling, branding and visibility of WCK ✓ Use proactive public relations 	<ul style="list-style-type: none"> ≈ Copy of Communications strategy and plans ≈ Minutes and reports from information sharing forums and platforms ≈ Personal testimonials from staff and publics ≈ Evidence of communication platforms in use 	

4. HUMAN RESOURCES

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<p>GOAL 1: FUNCTIONAL ANALYSIS Effective staff productivity optimizing quality of performance in WCK.</p>	<p>≈ Functions, staff and operations optimized at WCK ≈ Refined Organization structure</p>	<p>✓ Complete all phases of functional analysis ✓ Share and disseminate results to departments for inculcation and practice</p>	<p>≈ Complete functional analysis report ≈ Copy of Organization structure ≈ Competencies report</p>	<p>Risks: Organizational functional analysis phases are perceived as complex, too lengthy, participatory and expensive Assumptions: Remaining functional analysis steps are simplified and framed to empower WCK Governing Council, Management and staff</p>
<p>OBJECTIVE 1: Functional analysis process completed by June 2019.</p>	<p>≈ Completed functional analysis process in its various phases ≈ Levels and quality of competencies by department</p>	<p>✓ Conduct remaining phases of functional analysis comprising optimum staffing, job analysis, job evaluation job specification, rating for relative worth and grading in the context of WCK ✓ Develop and implement salary structure and job descriptions based on functional analysis.</p>	<p>≈ Functional analysis report ≈ Copy of organizational structure ≈ Competency profiles ≈ Copy of salary structure ≈ Copies of schemes of service ≈ Evaluation reports</p>	
<p>OBJECTIVE 2: Functional analysis outcomes approved and adapted for use by management in 2019.</p>	<p>≈ Functional analysis outcomes in all departments in WCK documented and implemented in all departments. ≈ Quality competencies acquired, retained and strengthened for use in WCK ≈ Number of relevant and competent staff deployed in appropriate job levels ≈ Extent an innovative functional agency with a conducive equal opportunity working environment for all staff created.</p>	<p>✓ Regular internal functional and competency reviews ✓ Acquire quality competencies, retain and strengthen for use in WCK work teams and departments ✓ Deploy relevant and competent staff in appropriate levels ✓ Ensure quality performance of work force</p>	<p>≈ Executive Committee and Governing Council minutes ≈ Copies of quality staff competencies acquired ≈ Observed evidence of quality of deployed staff at appropriate levels ≈ Staff functions' monitoring reports ≈ Quality performance reports at staff and department levels</p>	

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 2: Disseminated and enforced human resource policy and regulations in WCK during strategic period	<ul style="list-style-type: none"> ≈ Quality of HR policy guidelines ≈ Number of staff adhering to HR policy guidelines ≈ Level at which HR policies are used for staff issues (recruitment, selection, appraisal, staff development, staff welfare, etc.) 	<ul style="list-style-type: none"> ✓ Revise HR policy and guides ✓ Enforce adherence to HR policy guides ✓ Strengthen staff and Governing Council capacities in use of HR policies 	<ul style="list-style-type: none"> ≈ Copy of documented and revised HR policy guidelines ≈ Copy of capacity strengthening forums ≈ Copy of labour laws, guidelines and standards 	<p>Risks: Adherence is upheld as a value and practice as virtue</p> <p>Assumptions: Willingness to adhere to policy guides, operational criteria and parameters sustains among WCK staff</p>
OBJECTIVE 1: Human Resource policy disseminated and enforced by end of 2018.	<ul style="list-style-type: none"> ≈ Comprehensive and updated HR policy disseminated and enforced in all departments ≈ Number of staff complying with HR policies ≈ Mechanisms in place for non-compliance, consequences ≈ Level of compliance to legal and regulatory requirements 	<ul style="list-style-type: none"> ✓ Review HR policy ✓ Identify and develop mechanisms for non-compliance, and reward systems for compliance ✓ Conduct induction for Governing Council, leadership, management and staff to understand adherence mechanisms ✓ Develop staff proficiency and competencies in the use of established policy, process guides, operational criteria and parameters ✓ Strengthened employer-employee relationship engaging interactive avenues for sharing and exchange ✓ Engage in developing appropriate processes promoting enforcement of adherence, compliance and consequence measures 	<ul style="list-style-type: none"> ≈ Copy of disseminated policies ≈ Copy of enforcement mechanisms in place ≈ Interviews with staff, Council members ≈ Survey reports ≈ Staff performance quality reports ≈ Quality compliance reports 	
OBJECTIVE 2: Annual staff development processes put in place by June 2019.	<ul style="list-style-type: none"> ≈ Number of annual appraisals implemented ≈ Staff development criteria based on feedback from appraisals developed and in use ≈ Competent, motivated staff 	<ul style="list-style-type: none"> ✓ Develop relevant and appropriate job descriptions/ annual performance indicators, based on functional analysis outcomes ✓ Conduct individual staff appraisals based on performance indicators ✓ Identify individual gaps for strengthening ✓ Conduct departmental needs assessment for capacity strengthening ✓ Prioritise and plan for capacity strengthening sessions for departments or Organization as a whole ✓ Feedback mechanisms developed ✓ Recognition and rewards for high performance 	<ul style="list-style-type: none"> ≈ Staff appraisal documents ≈ Copy of capacity strengthening needs assessment report ≈ Profile of capacity strengthening needs ≈ Copy of reports of capacity strengthening processes ≈ Feedback reports ≈ Copy of recognition and reward systems in use ≈ Interviews with staff 	
OBJECTIVE 3: Enhanced staff welfare Staff welfare and safety endorsed and	<ul style="list-style-type: none"> ≈ Types of HR related security and safety risks identified ≈ Extent staff welfare, safety and security measures endorsed by 	<ul style="list-style-type: none"> ✓ HR related safety and security risks identified and addressed on time ✓ Staff welfare and safety measures developed and shared with Governing Council, leadership and management ✓ Disseminate and orient staff on welfare, safety and security 	<ul style="list-style-type: none"> ≈ Staff welfare reports and mechanisms in place ≈ Staff welfare, safety and security policy documents 	

<p>promoted by WCK for best working practices, throughout strategy period.</p>	<p>WCK ≈ Quality of staff welfare, health and safety mechanisms in place and in use ≈ Extent of enhanced employer-employee relations practiced</p>	<p>measures ✓ Develop and use enforcement mechanisms ✓ Strengthen employer-employee relationship engaging interactive avenues for sharing and exchange</p>	<p>≈ Documented profile of enforcement mechanisms ≈ Interviews with staff ≈ Meeting reports between management and staff ≈ Minutes and evidence of activities of interactive sessions</p>	
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5. CONSERVATION EDUCATION AND AWARENESS DEPARTMENT				
IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 1: COORDINATION AND SUPPORT to Regional wildlife and environmental conservation interventions.	<ul style="list-style-type: none"> ≈ Quality of partnerships, networks and collaborative arrangements ≈ Quality of programmes implemented ≈ Extent value for money is achieved ≈ Increased visibility of WCK at Region level ≈ Improved staff capacities in outcome-based reporting 	<ul style="list-style-type: none"> ✓ Documented criteria for targeted partnerships and collaborations developed and used ✓ Signed MOUs ✓ Mechanisms for cost saving set up and used ✓ Profile and market Organization to relevant publics ✓ Staff capacity strengthening in outcome-based knowledge development and management 	<ul style="list-style-type: none"> ≈ Profile of criteria for partnership development and engagement ≈ Term reports ≈ Evaluation reports ≈ Marketing profiles ≈ Capacity strengthening reports 	<p>Risks: Partnering generates productive value addition, positive influence and quality in WCK</p> <ul style="list-style-type: none"> -Availability of adequate funds for implementation -Embracing outcome-based approaches will be practical and not academic -CEA department and WCK has adequate capacity for mobilising resources <p>Assumptions: Partners exist that value partnering networking and collaborating with WCK</p> <ul style="list-style-type: none"> -Cost saving and value for money are valued at WCK -Approaches generate and contribute to promoted synergy, value addition and program quality -Resource mobilising context prevails
OBJECTIVE 1: Proactive communication between community conservation and awareness department, regional units, partners and stakeholders in place, 2018-2023.	<ul style="list-style-type: none"> ≈ Effective communication with internal and external publics ≈ Quality of internal and external communication with CEA department ≈ Extent information sharing creates positive relations in business environment ≈ Types of feedback mechanisms in place and in use for synergy and decision making 	<ul style="list-style-type: none"> ✓ Use communication strategy to interact with internal and external publics ✓ Identify key audiences for WCK messages by type ✓ Identify relevant messages, medium and channels and means of communicating ✓ Engage relevant staff in developing feedback mechanisms to use for learning and decision making ✓ Use MIS for storing information for later retrieval and use 	<ul style="list-style-type: none"> ≈ Copy of reviewed/ revised communications strategy ≈ Copies of minutes of inter-departmental and meetings with other stakeholders ≈ MIS system in place ≈ Copy of feedback mechanisms ≈ Observed evidence of use of feedback 	
OBJECTIVE 2: Programme outcomes documented using monitoring, evaluation, accountability and learning approaches in WCK, throughout strategy period.	<ul style="list-style-type: none"> ≈ Extent results-based monitoring, evaluation, accountability, learning and reporting approaches are used ≈ Number of staff competent to use results-based approaches at work ≈ Quality of program outputs realized with use of results-based program approaches. ≈ Quality of written reports 	<ul style="list-style-type: none"> ✓ Conduct capacity strengthening forums for staff to develop competencies in results-based, outcome-oriented approaches focusing monitoring, evaluation, accountability, learning and reporting ✓ Facilitate the documenting, reporting, knowledge development on outcomes' lessons and best practices in wildlife and environmental conservation 	<ul style="list-style-type: none"> ≈ Program plan documents ≈ Capacity development forum reports ≈ Interactive interview with programme staff, beneficiaries and members ≈ Term reports ≈ Evaluation reports ≈ Observed evidence 	
OBJECTIVE 3: Adequate resources mobilized to enhance effective implementation of wildlife and environmental conservation educational and learning in Kenya.	<ul style="list-style-type: none"> ≈ Profile of resource mapping on available and potential sources ≈ Numbers of modalities and sources for fund raising ≈ Levels of capacities built for resource mobilising ≈ Quality of acquired competencies for resource mobilizing ≈ Levels and types of resources mobilised ≈ Number of resource mobilising approaches, mechanisms and sources 	<ul style="list-style-type: none"> ✓ Carry out resource mapping in the wildlife and environmental conservation sector ✓ Strengthen CEA staff capacities in resource mobilising ✓ Identify new and diversified funding sources and modalities; select those to approach ✓ Write and submit a range of proposals on time ✓ Take up opportunities for representation of WCK on forums and platforms with most opportunity to profile outcomes of CEA work ✓ Strengthen value adding components to enhance 	<ul style="list-style-type: none"> ≈ Copies of resource mapping report ≈ Copies of capacity strengthening reports ≈ Profile of modalities and funding sources ≈ Copies of proposal/ funding requests ≈ Copies of funding agreements ≈ Copies of books of accounts and bank statements 	

	<ul style="list-style-type: none"> ≈ Quality of funding partnerships and collaboration agreements ≈ Number of successfully funded CEA projects/ programmes ≈ Extent of resource growth levels by type ≈ Extent of preparedness by WCK ≈ Contingency plans in place and used 	<ul style="list-style-type: none"> value for money in conservation education and awareness ✓ Develop preparedness contingency plans for prepositioning WCK in wildlife and environmental conservation 	<ul style="list-style-type: none"> ≈ Copies of minutes/ reports of forum meetings ≈ Programme reports and budgets ≈ Observed evidence ≈ Contingency plans in place 	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 2: PARTNERSHIP AND NETWORKING Focused strategic, value adding networks and collaborative arrangements, towards the achievement of WCK mandate, vision and mission.	<ul style="list-style-type: none"> ≈ Quality of partnerships, networks and collaborative arrangements ≈ Enhanced proactive representation, networking of WCK among civil society, conservation sector and the global development map. ≈ A sensitized society on conservation 	<ul style="list-style-type: none"> ✓ Documented criteria for targeted partnerships and collaborations developed and used 	<ul style="list-style-type: none"> ≈ Profile of criteria for partnership development and engagement 	<p>Risks: Partnering generates productive value addition, positive influence and quality in WCK</p> <p>Assumptions: Partners exist that value partnering networking and collaborating with WCK</p>
OBJECTIVE 1: Partnership and Networking Strengthened strategic linkages with other conservation actors/ stakeholders at national level, throughout strategy period.	<ul style="list-style-type: none"> ≈ Quality of strategic partners selected for linkages ≈ Number of joint programmes/projects with other stakeholders ≈ Quality of learning and value addition ascribed to linkages with other stakeholders 	<ul style="list-style-type: none"> ✓ Use appropriate policy and guides to identify, enter and engage in partnerships, networking, and collaboration types of engagement. ✓ Map key national actors and donors to engage in wildlife and environmental conservation and ESD ✓ Develop MOUs and agreements with identified and selected strategic partnerships, networks and collaborations, defining the key aspects, functions, components, and roles of the process 	<ul style="list-style-type: none"> ≈ Copy of documented policies, guidelines and frameworks ≈ Copy of signed MOUs ≈ Forum reports ≈ Term reports ≈ Evaluation reports 	
OBJECTIVE 2: WCK's visibility and linkages strengthened in wildlife and environmental conservation platforms and forums at national level, during strategy period.	<ul style="list-style-type: none"> ≈ Increased visibility as a unique youth empowerment Organization using wildlife clubs in learning institutions ≈ Levels of alumni engagement ≈ Quality of innovated products ≈ Types of branded products ≈ WCK communication platforms in use 	<ul style="list-style-type: none"> ✓ Use developed Organizational marketing strategy ✓ Profile WCK in youth and conservation forums ✓ Profile WCK to stakeholders ✓ Increase on-line presence ✓ Engage wildlife clubs' alumni in marketing WCK ✓ Brand WCK products ✓ Develop unique cutting edge innovations ✓ Participate in regional and national wildlife and environmental conservation events 	<ul style="list-style-type: none"> ≈ Copy of marketing strategy ≈ Forum reports ≈ Stakeholder reports ≈ Term reports ≈ Profile of branded products ≈ Copies of documented innovations ≈ Observed engagement of alumni ≈ Reports of events participated in 	
GOAL 3: EMPOWERED YOUTH AND COMMUNITIES proactively engaging wildlife and environmental conservation.	<ul style="list-style-type: none"> ≈ Transformed and empowered youth and community leads to best practices in conservation 	<ul style="list-style-type: none"> ✓ Develop appropriate programmes for community participation ✓ Engage community in planning and decision making on matters conservation ✓ Track progress and change in conservation practices 	<ul style="list-style-type: none"> ≈ Interviews with youth and community members; Interviews with staff; Case studies ≈ Term reports ≈ Evaluation reports ≈ Observed evidence of the environment 	<p>Risks: Innovation, knowledge development and learning are embraced and prioritised</p> <p>Assumptions: Approaches used, mechanisms in place allow for knowledge development and learning -Willingness and effort to innovate and develop knowledge for learning prevails</p>
OBJECTIVE 1: Enhanced mechanisms and programme approaches based on baseline assessments put in place for guiding programme growth and development in WCK, promoting interest knowledge and skills in wildlife and environmental conservation; and	<ul style="list-style-type: none"> ≈ Programme design and development strategy in use ≈ Programme baselines in use ≈ Number of projects promoting innovation, knowledge and skills development, and quality of learning in place ≈ Number of staff, youth and community members using 	<ul style="list-style-type: none"> ✓ Develop programme design and development strategy ✓ Develop competencies for programme baseline assessment ✓ Decide on best inclusive approaches that promote community transformation and build competencies among staff for use ✓ Enhance community functions and roles in programme implementation ✓ Develop mechanisms to promote innovation, knowledge development, and quality of learning guidelines ✓ Disseminate and use copies of the guidelines and inculcate 	<ul style="list-style-type: none"> ≈ Copy of programme design and development strategy ≈ Copies of programme baselines in use ≈ Interview programme staff ≈ Observed evidence ≈ Copy of documented innovations 	

<p>enhanced awareness on the aesthetic value of natural resources by June 2019.</p>	<p>mechanisms to promote innovation, knowledge development, and quality of learning</p> <p>≈ Number of publications documenting innovation, knowledge development, and quality of learning in WCK</p> <p>≈ Number of conservation projects that are community-led</p>	<p>them at relevant levels</p> <ul style="list-style-type: none"> ✓ Conduct organizational change management seminars for Council, leadership, Management and staff level ✓ Conduct partner seminars annually updating them on change management initiatives in WCK ✓ Develop proficiency and competencies in the use of established policy, process guides, operational criteria and parameters ✓ Quality youth-oriented wildlife and environmental conservation learning and educational models developed and in use 	<p>≈ Term reports</p> <p>≈ Evaluation reports</p> <p>≈ Established institutional knowledge bank (ICT-based)</p> <p>≈ Profile of documented lessons and best practices in use</p> <p>≈ Interviews with youth and community beneficiaries</p>	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 2: Developed relevant Conservation Education materials by 2019.	≈ Quality education conservation curriculum in use ≈ IEC materials developed and in use by relevant publics	<ul style="list-style-type: none"> ✓ Needs assessment, selection of conservation education material that includes school-based priority contingency planning themes on wildlife and environmental conservation ✓ Development/ revision of conservation education curriculum ✓ Pre-testing of developed materials and selection for use based on criteria ✓ Publish the conservation education material ✓ Proactively engage and implement integration of education for sustainable development using appropriate methodologies, among targeted schools and communities ✓ Evaluate ✓ Re-plan 	≈ Copy of needs assessment report ≈ Copy of curriculum ≈ Term reports ≈ Evaluation reports ≈ Interviews with stakeholders, students ≈ Observed evidence of prepared learning materials	
OBJECTIVE 3: Increased WCK membership at national level, throughout strategy period (Associate, Corporate and Life members).	≈ Extent of increase by levels ≈ Level of staff/ Council engagement with levels of membership ≈ Quality of member experience of WCK	<ul style="list-style-type: none"> ✓ Conduct value-based re-orientation for staff in member experience and customer care ✓ Set up and use Member Service Charter in WCK ✓ Carry out training on customer handling etiquette ✓ 	≈ Copy of customer satisfaction reports ≈ Personal testimonials of staff on how they handle members ≈ Personal testimonial of members about their experience	

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
REGIONS				
GOAL 1: Organised and coordinated wildlife and environmental programmes at region level	<ul style="list-style-type: none"> ≈ Quality of partnerships, networks and collaborative arrangements ≈ Quality of programmes implemented ≈ Extent value for money is achieved ≈ Increased visibility of WCK at Region level ≈ Improved staff capacities in coordination of activities 	<ul style="list-style-type: none"> ✓ Documented criteria for targeted partnerships and collaborations developed and used ✓ Signed MOUs ✓ Mechanisms for cost saving set up and used ✓ Profile and market Organization to relevant publics ✓ Staff capacity strengthening ✓ Innovative wildlife and environmental programmes implemented 	<ul style="list-style-type: none"> ≈ Profile of criteria for partnership development and engagement ≈ Term reports ≈ Evaluation reports ≈ Marketing profiles ≈ Capacity strengthening reports ≈ Evidence of innovations 	<p>Risks: Partnering generates productive value addition, positive influence and quality in WCK</p> <ul style="list-style-type: none"> -Availability of adequate funds for implementation -Innovation, knowledge development and learning are embraced and prioritised <p>Assumptions: Partners exist that value partnering networking and collaborating with WCK</p> <ul style="list-style-type: none"> -There will be local and County support for development and growth of conservation initiatives -Approaches used, mechanisms in place allow for knowledge development and learning -Willingness and effort to innovate and develop knowledge for learning prevails -Cost saving and value for money are valued at WCK
OBJECTIVE 1: Empowered, proactive youth and communities in wildlife and environmental conservation	<ul style="list-style-type: none"> ≈ Transformed and empowered youth and community leads to best practices in conservation ≈ Extent of learning by youth and communities from conservation interventions, monitoring and accountability ≈ Outcomes of interventions monitored and reported on 	<ul style="list-style-type: none"> ✓ Engage youth and communities on wildlife and environmental conservation education ✓ Develop appropriate and relevant wildlife and environmental conservation and awareness materials, and use ✓ Embrace innovations in interventions ✓ Facilitate establishment of demonstration projects for learning ✓ Coordinate Action Group to be functional ✓ Enhance capacities for wildlife and environmental conservation of natural resources and the environment among target beneficiaries ✓ Organize and participate in national conservation events ✓ Developing knowledge on biodiversity, wildlife and environmental conservation and education for sustainable development program in the specific regions ✓ Monitoring, evaluation, accountability, learning and reporting on impact of wildlife and environmental conservation 	<ul style="list-style-type: none"> ≈ Interviews with youth and community members ≈ Interviews with staff ≈ Case studies ≈ Term reports ≈ Evaluation reports ≈ Observed evidence of the environment ≈ Participation reports at regional and national events 	
OBJECTIVE 2: Increased WCK membership in the regions, throughout	<ul style="list-style-type: none"> ≈ Extent of increase by levels ≈ Level of staff engagement with levels 	<ul style="list-style-type: none"> ✓ Conduct value-based re-orientation for staff in member experience and customer care ✓ Use Member Service Charter in WCK ✓ Carry out training on customer handling etiquette 	<ul style="list-style-type: none"> ≈ Copy of customer satisfaction reports ≈ Personal testimonials of staff on how they 	

strategy period (Associate, Corporate and Life members).	≈ of membership Quality of member experience of WCK	✓	≈ handle members Personal testimonial of members about their experience	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 3: Strengthened WCK grassroots network by 2019.	<ul style="list-style-type: none"> ≈ Extent community is engaged in conservation ≈ Number of leaders mobilising communities for conservation ≈ Innovations and knowledge development in conservation, at community level ≈ Number of active conservation groups emerging ≈ Extent of improved environmental conservation aesthetically 	<ul style="list-style-type: none"> ✓ Engage parents of pupils and students in wildlife clubs in awareness and activities in conservation ✓ Engage local leaders in conservation activities (MCAs, CBOs, chamas, faith-based-leaders, etc.) ✓ Use local leaders to mobilise community support for conservation activities 	<ul style="list-style-type: none"> ≈ Awareness forums reports ≈ Minutes of meetings with local leaders and actions taken thereafter ≈ Copies of reports of conservation activities undertaken ≈ Observed evidence of environment ≈ Interviews with staff and stakeholders 	
OBJECTIVE 4: Targeted populations have developed plans and projects addressing environmental conservation, throughout strategy period	<ul style="list-style-type: none"> ≈ Number of conservation plans developed and in use, by target populations ≈ Number of target populations articulate in knowledge of developed plans ≈ Extent target populations engage in conservation activities ≈ Number of competent youth and community resource persons using conservation skills ≈ Empirical evidence on conservation activities 	<ul style="list-style-type: none"> ✓ Engage communities to identify priority areas of conservation for interventions ✓ Strengthen local conservation initiatives ✓ Strengthen competencies in conservation for target groups ✓ Priority locations, schools and communities selected per region to showcase school and community youth prioritizing integration of wildlife and environmental conservation and education for sustainable development. ✓ Innovate linkages and integration of wildlife and wildlife and environmental conservation and education for sustainable development promoted. ✓ Monitoring, learning, reporting then re-plan 	<ul style="list-style-type: none"> ≈ Observed evidence ≈ Copies of plans in use ≈ Monitoring and evaluation reports ≈ Case studies ≈ Interviews with beneficiaries 	
GOAL 2: Partnership and Networking Focused strategic networks and collaborative arrangements, towards the achievement of WCK mandate, vision and mission, in the regions	<ul style="list-style-type: none"> ≈ Quality of partnerships, networks and collaborative arrangements ≈ Enhanced proactive representation, networking of WCK among civil society, conservation sector and the global development map. ≈ A sensitized society on conservation 	<ul style="list-style-type: none"> ✓ Documented criteria for targeted partnerships and collaborations developed and used 	<ul style="list-style-type: none"> ≈ Profile of criteria for partnership development and engagement 	<p>Risks: Partnering generates productive value addition, positive influence and quality in WCK</p> <p>Assumptions: Partners exist that value partnering networking and collaborating with WCK</p>
OBJECTIVE 1: Partnership and Networking Strengthened strategic linkages with other	<ul style="list-style-type: none"> ≈ Quality of strategic partners selected for linkages ≈ Number of joint programmes/projects with other stakeholders ≈ Quality of learning and value 	<ul style="list-style-type: none"> ✓ Use appropriate policy and guides on how to identify, enter and engage in partnerships, networking, and collaboration types of engagement. ✓ Map key county actors and donors to engage on wildlife and environmental conservation and ESD 	<ul style="list-style-type: none"> ≈ Copy of documented policies, guidelines and frameworks ≈ Copy of signed MOUs ≈ Forum reports 	

<p>conservation actors/ stakeholders at Regional level, by 2019.</p>	<p>addition ascribed to linkages with other stakeholders</p>	<p>✓ Develop MOUs and agreements with identified and selected strategic partnerships, networks and collaborations, defining the key aspects, functions, components, and roles of the process</p>	<p>≈ Term reports ≈ Evaluation reports</p>	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 2: Visibility WCK visibility enhanced at Regional level throughout strategy period.	<ul style="list-style-type: none"> ≈ Increased visibility of WCK as youth Organization working through wildlife clubs in learning institutions to promote environmental conservation ≈ Quality of innovated products ≈ Number of alumni engagement ≈ Types of branded products ≈ Communication platforms in use 	<ul style="list-style-type: none"> ✓ Use Organizational marketing strategy during implementation ✓ Profile WCK in youth and conservation forums ✓ Profile WCK to stakeholders ✓ Increase on-line presence ✓ Engage wildlife clubs' alumni in marketing WCK ✓ Brand WCK products ✓ Develop unique cutting edge innovations ✓ Participate in national wildlife and environmental regional and national conservation events 	<ul style="list-style-type: none"> ≈ Copy of marketing strategy ≈ Forum reports ≈ Stakeholder reports ≈ Term reports ≈ Profile of branded products ≈ Copies of documented innovations ≈ Observed engagement of alumni 	
GOAL 3: Enhanced Efficiency and Effectiveness in the Regions	<ul style="list-style-type: none"> ≈ Levels and types of resources mobilised ≈ Cost efficiency mechanisms in place and used ≈ Enhanced asset management ≈ Extent of performance management practices in place 	<ul style="list-style-type: none"> ✓ Adequate resources mobilised ✓ Cost saving mechanisms put in place ✓ Asset management policy in place and used 	<ul style="list-style-type: none"> ≈ Copies of funded proposals ≈ Bank reconciliation reports ≈ Inventory reports ≈ Interviews with staff and members 	<p>Risks: Economic downturn; increased inflation. -Ineffective communication systems developed</p> <p>Assumptions: Quality, cost-efficiency, safety upheld as principle among WCK staff, is understood and implemented; Availability of funds for WCK operations; Cost benefit analysis outcomes and efficiency audits are not negative</p> <p>-Approaches used, mechanisms in place allow for knowledge development and sharing, to add value, synergy and quality</p>
OBJECTIVE 1: Efficiency and Effectiveness Available Organizational and programme WCK and donor resources effectively used to achieve goals, by 2023.	<ul style="list-style-type: none"> ≈ Levels and types of resources mobilised ≈ Level of effectiveness in resource use by type ≈ Level of efficiency in resource use by type ≈ Number of Regions adhering to resource-use policies and guidelines ≈ Enhanced cost efficiency and competitiveness in use of WCK resources ≈ WCK revenue sources enhanced and diversified ≈ Enhanced assets and resources management 	<ul style="list-style-type: none"> ✓ Adequate resources mobilised to enhance effective implementation of wildlife and environmental conservation education learning ✓ Identify practice, aspects and reasons leading to over use and inefficient practices in use of resources ✓ Set up innovative mechanisms for cost saving ✓ Disseminate and inculcate cost saving mechanisms among Region staff ✓ Promote value for money implementation practices ✓ Care, protection, repairs, maintenance and 	<ul style="list-style-type: none"> ≈ Budget and expenditure reports ≈ Bank reconciliation and balance sheets ≈ Resource inventory records ≈ Books of accounts and bank statements ≈ Funding contracts with donors ≈ Interview staff, key persons ≈ Observed evidence 	

		usability of resource sand assets maintained		
OBJECTIVE 2: Communication Effective and improved communication between Regions and internal and external publics throughout strategy period.	≈ Effective communication with internal and external publics ≈ Feedback mechanisms in place and used	✓ Use reviewed/ revised communications strategy to reach out to publics ✓ Develop feedback mechanisms ✓ Use appropriate platforms for communicating ✓ Develop management information system for storing information for later retrieval and use	≈ Reviewed/revised communications strategy ≈ Copy of feedback mechanisms ≈ Reports of meetings held with publics ≈ Observed evidence of use of feedback ≈ Interviews with stakeholders	

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 3: Staff performance Enhanced staff competencies and capacities in coordination for improved quality of services, effectiveness and efficiency, and revenue generation, throughout the strategy period.	<ul style="list-style-type: none"> ≈ Levels staff competencies and capacity have improved ≈ Extent acquired effectiveness in staff skills are in use ≈ Performance monitoring benchmarks and standard in place ≈ Extent services and revenue have improved ≈ Quality of customer experience 	<ul style="list-style-type: none"> ✓ Capacity needs assessment ✓ Staff capacity strengthening in identified gap areas ✓ Develop performance benchmarks and use ✓ Monitor progress 	<ul style="list-style-type: none"> ≈ Copies of capacity needs assessments ≈ Copies of performance benchmarks ≈ Bank statements ≈ Term reports ≈ Evaluation reports ≈ Audit reports 	
OBJECTIVE 4: Aesthetics at WCK Centres Enhanced ecological and environmental integrity of WCK Centres by 2020.	<ul style="list-style-type: none"> ≈ Beautiful, clean, aesthetically pleasing Centres 	<ul style="list-style-type: none"> ✓ Plant trees and flowers, grass ✓ Keep compounds clean and green ✓ Have designated areas for collecting garbage ✓ Have compost areas for use as manure 	<ul style="list-style-type: none"> ≈ Observed evidence 	
GOAL 4: Accommodation Affordable and quality accommodation offered to students and other visitors throughout the strategy period.	<ul style="list-style-type: none"> ≈ Extent information sharing creates positive relations in business environment ≈ Extent branding creates valued clients, customers, visitors ≈ Strengthened staff capacities in management of accommodation facilities 	<ul style="list-style-type: none"> ✓ Use communications strategy ✓ Profile key audiences for branding and visibility messages ✓ Select strategic stakeholders for public relations exercises ✓ Staff capacity strengthening 	<ul style="list-style-type: none"> ≈ Copy of Communications strategy and plans ≈ Copies of profiles of audiences for messages and public relations ≈ Testimonials from staff and publics ≈ Capacity strengthening reports 	<p>Risks: Regional Management maintains interest to process and does not see it as extra work or a burden.</p> <p>Assumptions: Staff capacity strengthening in gap areas gives Regional heads the impetus to effectively manage the accommodation facilities.</p>
OBJECTIVE 1: Increased visibility and effective public relations of the accommodation facilities in all the Regions, by end of 2019 and throughout the strategy period.	<ul style="list-style-type: none"> ≈ Extent business branding creates positive communication among WCK clients ≈ Quality of publicity information in use ≈ Types of publicity platforms in use 	<ul style="list-style-type: none"> ✓ Identify key audiences for WCK's messages by type ✓ Identify relevant messages, medium and channels, and means of communicating ✓ Identify relevant stakeholders to engage in profiling, branding and visibility of WCK accommodation facilities ✓ Use proactive public relations 	<ul style="list-style-type: none"> ≈ Copy of Communications strategy and plans ≈ Minutes and reports from information sharing forums and platforms ≈ Personal testimonials from staff and publics 	
OBJECTIVE 2: Increased revenue annually, from WCK accommodation facilities.	<ul style="list-style-type: none"> ≈ Extent of increase in resources mobilised from accommodation facilities ≈ Level of capacities strengthened for 	<ul style="list-style-type: none"> ✓ Strengthen staff capacities for resource mobilisation ✓ Write and send out requests and funding proposals 	<ul style="list-style-type: none"> ≈ Capacity strengthening ≈ Accommodation finance reports by Region ≈ Bank statements 	

	resource mobilising			
OBJECTIVE 3: Diversified and improved quality of accommodation annually, during strategy period.	<ul style="list-style-type: none"> ≈ Extent quality of accommodation facilities are improved, by Region ≈ Innovations in use periodically 	<ul style="list-style-type: none"> ✓ Maintain, repair, replace ✓ Use identified quality benchmarks and standards 	<ul style="list-style-type: none"> ≈ Inventory records ≈ Stores management reports and records ≈ Purchase invoices ≈ Maintenance and repairs reports ≈ Interviews with staff and stakeholders 	

IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
MOBILE EDUCATION UNIT Goal 1: Empowered, proactive youth and communities in wildlife and environmental conservation, in less reached areas	<ul style="list-style-type: none"> ≈ Transformed and empowered youth and community leads to best practices in conservation ≈ Extent of learning by youth and communities from conservation interventions, monitoring and accountability ≈ Outcomes of MEU monitored and reported on 	<ul style="list-style-type: none"> ✓ Develop appropriate programmes for community participation ✓ Engage community in planning and decision making on matters conservation ✓ Track progress and change in conservation practices ✓ Monitor impact of MEU 	<ul style="list-style-type: none"> ≈ Interviews with youth and community members ≈ Interviews with staff ≈ Case studies ≈ Term reports ≈ Evaluation reports ≈ Observed evidence of the environment 	<p>Risks: Inadequate funds and other resources to traverse the whole country</p> <p>-Innovation, knowledge development and learning are embraced and prioritised</p> <p>Assumptions: There will be local and County support for development and growth of conservation initiatives</p> <p>-Approaches used, mechanisms in place allow for knowledge development and learning</p> <p>-Willingness and effort to innovate and develop knowledge for learning prevails</p>
OBJECTIVE 1: Enhanced outreach in environmental conservation in less reached areas, during strategy period	<ul style="list-style-type: none"> ≈ Number of schools and communities WCK supported and reached with defined environmental conservation messages and actions ≈ Quality of defined environmental conservation messages, actions and IEC materials ≈ Types of change realised at school and community level based on defined environmental conservation messages and actions ≈ Number of schools in visitation programme followed up, audited environments and receiving technical support 	<ul style="list-style-type: none"> ✓ Develop environmental conservation education implementation plans ✓ Initiate wildlife and environmental conservation interventions in schools and communities ✓ Set up mechanisms for tracking, monitoring and reporting progress and achievements realised in environmental conservation education and visitation programmes ✓ 	<ul style="list-style-type: none"> ≈ Conservation education implementation plans ≈ Copy of mechanisms for monitoring and tracking progress ≈ Copy of reports of technical support provided 	
OBJECTIVE 2: Membership Increased membership in the less to reach areas (wildlife clubs, Associate, Corporate and Life members) annually, throughout strategy period.	<ul style="list-style-type: none"> ≈ Number of wildlife clubs initiated and supported ≈ Number of functioning wildlife clubs ≈ Extent of increase by levels ≈ Level of staff/ Council engagement with levels of membership ≈ Quality of member experience of WCK 	<ul style="list-style-type: none"> ✓ Facilitate the establishment of school-based wildlife clubs ✓ Conduct value-based re-orientation for staff in member experience and customer care ✓ Set up and use Member Service Charter in WCK ✓ Carry out training on customer handling etiquette ✓ Register new members 	<ul style="list-style-type: none"> ≈ Copy of customer satisfaction reports ≈ Personal testimonials of staff on how they handle members ≈ Personal testimonial of members about their experience ≈ Evidence of clubs in schools through tracking and monitoring ≈ Evaluation and Term reports 	

<p>OBJECTIVE 3: Developed relevant Conservation Education materials by 2019</p>	<p>≈ Quality education conservation curriculum in use ≈ IEC materials developed and in use by relevant publics</p>	<p>✓ Needs assessment and analysis before IEC materials production ✓ Development/ revision of conservation education curriculum ✓ Pre-testing of developed materials and selection for use based on criteria ✓ Implementation of conservation education using appropriate methodologies ✓ Evaluation ✓ Re-plan</p>	<p>≈ Copy of needs assessment report ≈ Copy of curriculum ≈ Term reports ≈ Evaluation reports ≈ Interviews with stakeholders, students ≈ Observed evidence of prepared learning materials</p>	
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
OBJECTIVE 4: Strengthened WCK grassroots network in less reached areas, by 2019	<ul style="list-style-type: none"> ≈ Extent community is engaged in conservation ≈ Number of leaders mobilising communities for conservation ≈ Innovations and knowledge development in conservation, at community level ≈ Number of active conservation groups emerging ≈ Extent of improved environmental conservation aesthetically 	<ul style="list-style-type: none"> ✓ Engage parents of pupils and students in wildlife clubs in awareness and activities in conservation ✓ Engage local leaders in conservation activities (MCAs, CBOs, chamas, faith-based-leaders, etc.) ✓ Use local leaders to mobilise community support for conservation activities 	<ul style="list-style-type: none"> ≈ Awareness forums reports ≈ Minutes of meetings with local leaders and actions taken thereafter ≈ Copies of reports of conservation activities undertaken ≈ Observed evidence of environment ≈ Interviews with staff and stakeholders 	
GOAL 2: Partnership and Networking Focused strategic networks and collaborative arrangements, towards the achievement of WCK mandate, vision and mission, in less reached areas.	<ul style="list-style-type: none"> ≈ Quality of partnerships, networks and collaborative arrangements ≈ Enhanced proactive representation, networking of WCK among civil society, conservation sector and the global development map. ≈ A sensitized society on conservation 	<ul style="list-style-type: none"> ✓ Documented criteria for targeted partnerships and collaborations developed and used 	<ul style="list-style-type: none"> ≈ Profile of criteria for partnership development and engagement 	<p>Risks: Partnering generates productive value addition, positive influence and quality in WCK</p> <p>Assumptions: Partners exist that value partnering and collaborating with WCK</p>
OBJECTIVE 1: Developed and strengthened strategic linkages with other conservation actors/ stakeholders in less reached areas by end of 2019.	<ul style="list-style-type: none"> ≈ Quality of strategic partners selected for linkages ≈ Number of joint programmes/ projects with other stakeholders ≈ Quality of learning and value addition ascribed to linkages with other stakeholders 	<ul style="list-style-type: none"> ✓ Use appropriate policy and guides on how to identify, enter and engage in partnerships, networking, and collaboration types of engagement. ✓ Develop MOUs and agreements with identified and selected strategic partnerships, networks and collaborations, defining the key aspects, functions, components, and roles of the process 	<ul style="list-style-type: none"> ≈ Copy of documented policies, guidelines and frameworks ≈ Copy of signed MOUs ≈ Forum reports ≈ Term reports ≈ Evaluation reports 	
OBJECTIVE 2: Visibility Enhanced visibility of WCK in the less reached areas nationally, throughout strategy period	<ul style="list-style-type: none"> ≈ Increased visibility of WCK as youth Organization working through wildlife clubs in learning institutions to promote environmental conservation ≈ Quality of innovated products ≈ Number of alumni engagement ≈ Types of branded products ≈ Communication platforms in use 	<ul style="list-style-type: none"> ✓ Use Organizational marketing strategy during implementation ✓ Profile WCK, facilities, merchandise, services and other products in various forums ✓ Profile WCK to stakeholders ✓ Increase on-line presence ✓ Engage wildlife clubs' alumni in marketing WCK ✓ Brand WCK products ✓ Develop unique cutting edge innovations 	<ul style="list-style-type: none"> ≈ Copy of marketing strategy ≈ Forum reports ≈ Stakeholder reports ≈ Term reports ≈ Profile of branded products ≈ Copies of documented innovations ≈ Observed engagement of alumni 	
OBJECTIVE 3: Adequate resources mobilised annually for MEU interventions	<ul style="list-style-type: none"> ≈ Extent of increase of annual funds mobilised ≈ Quantities of revenues available ≈ Core strategic aspects identified for revenue development ≈ Number of resource support partners to MEU 	<ul style="list-style-type: none"> ✓ Strategically identify core aspects to include in resource development strategy comprising conventional and alternative sources of inputs for MEU work ✓ Identify internal competencies for resource mobilizing and development that need strengthening 	<ul style="list-style-type: none"> ≈ Profile of funding sources ≈ Copies of proposal/ funding requests ≈ Copies of books of accounts and bank statements 	

	<p>≈ Number of MEU initiatives supported through mobilised funds</p> <p>≈ Number of new areas reached based on mobilised funds</p>	<p>✓ Implement capacity strengthening in resource mobilising</p> <p>✓ Engage partners in looking for funds for MEU</p> <p>✓ Identify diversified funding sources and select those to approach</p> <p>✓ Write proposals</p> <p>✓ Build MEU fund</p> <p>✓ Monitoring, learning, reporting and evaluation then re-plan</p>	<p>≈ Marketing reports</p> <p>≈ Profiles of supported schools and community initiatives</p> <p>≈ Plan documents</p> <p>≈ Term reports</p> <p>≈ Monitoring and evaluation reports</p> <p>≈ Inventory reports</p>	
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6. CENTRE FOR TOURISM TRAINING AND RESEARCH				
IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 1: Professional and competent staff at CTTR	<ul style="list-style-type: none"> ≈ Quality of knowledge and competencies acquired ≈ Level of competencies acquired and in use by staff ≈ Enhanced quality performance of staff ≈ Levels of effectiveness and efficiency in CTTR ≈ Transformed youth leading initiatives in conservation, tourism and hospitality ≈ Extent of guided, managed growth of CTTR using new strategic plan 	<ul style="list-style-type: none"> ✓ Targeted competency strengthening forums for staff implemented ✓ Strategic staff meetings and decisions made ✓ Promote inter-departmental synergies for efficiency and effectiveness ✓ Undertake quality performance management ✓ Develop new strategic plan 	<ul style="list-style-type: none"> ≈ Staff reports and minutes on deliberations ≈ Minutes of inter-departmental learning/synergising forums ≈ Staff performance review reports ≈ Copy of strategic plan for next 5 years 	<p>Risks: Staff feel that they are competent enough. -Inter-departmental synergies not realised</p> <p>Assumptions: Staff are willing and able to learn from each other and from others. -Synergy created, efficiency and effectiveness enhanced</p>
OBJECTIVE 1: Competent personnel in environmental conservation, tourism and hospitality management, annually by 2023	<ul style="list-style-type: none"> ≈ Quality of knowledge and competencies in environmental conservation, tourism and hospitality management among staff members, and in use ≈ Number of staff members using acquired proficiencies and competencies 	<ul style="list-style-type: none"> ✓ Staff needs assessment ✓ Priority needs identified, selected ✓ Develop criteria for staff development ✓ Develop career/ professional development plans ✓ Targeted competency strengthening forums for staff implemented 	<ul style="list-style-type: none"> ≈ Needs assessment report ≈ Profile of priorities ≈ Copy of staff development plans and criteria ≈ Evaluation reports ≈ Staff interviews 	
OBJECTIVE 2: Competent, transformed, employable target students, engaging proactive communities in environmental conservation, tourism and hospitality, annually, by 2023	<ul style="list-style-type: none"> ≈ Number of employable CTTR graduates in hospitality, tourism and conservation, annually ≈ Quality of curriculum reviews, and in use ≈ Number of demand-driven courses being provided to trainees ≈ Types of initiatives in conservation, tourism and hospitality, started by CTTR graduates (entrepreneurs in eco-tourism and hospitality) ≈ Numbers of entrepreneurs created annually ≈ Quality of graduates from CTTR – competencies and skills ≈ Enhanced student welfare ≈ Types of certifications awarded to trainees ≈ Extent of adherence to official policy guidelines 	<ul style="list-style-type: none"> ✓ Select, register and place students to CTTR courses, based on criteria ✓ Review/ enhance training curricula periodically ✓ Targeted competence-based training, mentoring, coaching programmes for students ✓ Provide demand-driven shorty courses in relevant disciplines ✓ Conduct relevant, standardised assessment of trainees ✓ Track and monitor graduates ✓ Keep data base of graduates ✓ Develop feedback mechanisms for improvement ✓ Continuously acquire, maintain, update learning and training resources ✓ Offer guidance and counselling to trainees ✓ Award accredited certificates to qualified trainees ✓ Share and adhere to sector policies, regulations and guideline 	<ul style="list-style-type: none"> ≈ Profile of selected students annually ≈ Copies of training curricula ≈ Trainee assessment records ≈ Monitoring mechanisms in place ≈ Curriculum review reports and revised curricula ≈ Copy of data base ≈ Copies of awarded certificates ≈ Observed evidence of entrepreneurial activities ≈ Copies of official guidelines ≈ Interviews with staff and students 	

	≈ Extent of conducive learning environment at CTR			
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IMMEDIATE GOALS AND OBJECTIVES	OUTCOME INDICATORS	INTERVENTIONS/ ACTIVITIES	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
GOAL 2: Research and Documentation Research-based solutions to environmental conservation, tourism and hospitality issues, during strategy period	≈ Extent research provides solutions to conservation, tourism and hospitality issues	<ul style="list-style-type: none"> ✓ Conduct action research ✓ Disseminate findings ✓ Use feedback to re-plan 	<ul style="list-style-type: none"> ≈ Copies of research reports ≈ Observed evidence of changed practices in conservation, tourism and hospitality management ≈ Case studies ≈ Interviews with staff and stakeholders 	<p>Risks: The research is perceived to be too academic and not solving problems</p> <p>Assumptions: Staff are competent enough to carry out research in a professional manner -Partners exist that value partnering networking and collaborating with CTRR</p>
OBJECTIVE 1: Research Unit Feasibility and viability of WCK's research policy, research streams, collaborations and networks completed by 2019.	<ul style="list-style-type: none"> ≈ Extent of equipping and staffing research coordination unit ≈ Level research and resource documentation unit is functional ≈ Extent research priorities, policy and strategies have been developed ≈ Number of research streams, collaborations, networks 	<ul style="list-style-type: none"> ✓ Conduct feasibility and viability study of WCK's research policy, streams, collaborations and networks ✓ Identify key priorities for WCK's institutional research and resource documentation unit ✓ Establish research unit with resources – personnel, equipment, etc. 	<ul style="list-style-type: none"> ≈ Copy of feasibility, viability and linkage assessment reports ≈ Profile of identified priorities for research ≈ List of active institutional partners and collaborating networks ≈ Copy of terms of engagement with partners and collaborating networks 	
OBJECTIVE 2: Enhanced staff capacities in research by 2019	<ul style="list-style-type: none"> ≈ Quality of knowledge and competencies in research among staff members, and in use ≈ Number of staff members using acquired proficiencies and competencies 	<ul style="list-style-type: none"> ✓ Staff needs assessment ✓ Priority needs identified, selected ✓ Develop criteria for staff development ✓ Develop career/ professional development plans ✓ Targeted competency strengthening forums for staff implemented 	<ul style="list-style-type: none"> ≈ Needs assessment report ≈ Profile of priorities ≈ Copy of staff development plans and criteria ≈ Evaluation reports ≈ Staff interviews 	
OBJECTIVE 3: Annual action-based research on environmental conservation, tourism and hospitality issues by 2023	<ul style="list-style-type: none"> ≈ Number of action-based researches carried out annually (at least one per year) ≈ Quality of research carried out ≈ Number of publications produced targeting environmental conservation education, tourism and hospitality 	<ul style="list-style-type: none"> ✓ Identify key priorities for CTRR's and WCK's research work ✓ Conduct action research ✓ Publish results of research done ✓ Disseminate research results in relevant forums ✓ Engage feedback platforms 	<ul style="list-style-type: none"> ≈ Profile of identified priorities for research ≈ Copies of research reports ≈ Dissemination forum reports ≈ Copies of feedback 	
GOAL 3: Strengthened financial capacity in surplus revenue generation and development	<ul style="list-style-type: none"> ≈ Increased options in revenue sources ≈ Knowledge-based revenue generation action plans ≈ Innovative actions undertaken in revenue creation 	<ul style="list-style-type: none"> ✓ Develop financial resource development, mobilizing and revenue generation strategy ✓ Implement strategy to diversify and increase access to alternative sources of revenue 	<ul style="list-style-type: none"> ≈ Copy of CTRR finance strategy and guideline documents 	<p>Risks: Increased resources will not drive department into incompetence due to demands of accounting and managing large resource volumes</p> <p>Assumptions: Resource development and mobilizing continues to be acceptable means to generate revenue, skills, inputs in-kind -Partners exist that value partnering networking and collaborating with CTRR -Added resources will not divert attention of leaders and staff on new different priorities.</p>
OBJECTIVE 1: Increased surplus revenue annually, by 2023	<ul style="list-style-type: none"> ≈ Percentage of annual projections realised ≈ Quantities of revenues available ≈ Core strategic aspects identified for revenue development 	<ul style="list-style-type: none"> ✓ Strategically identify core aspects to include in resource development strategy comprising conventional and alternative sources of inputs for CTRR work ✓ Identify internal competencies for resource mobilizing and development that need strengthening 	<ul style="list-style-type: none"> ≈ Profile of funding sources ≈ Copies of proposal/ funding requests ≈ Copies of books of accounts and bank statements 	

	≈ Number of resource support partners to CTTR	<ul style="list-style-type: none"> ✓ Implement capacity strengthening in resource mobilising ✓ Market CTTR for enrolment of more students ✓ Identify diversified funding sources and select those to approach ✓ Write proposals ✓ Build CTTR fund ✓ Monitoring, learning, reporting and evaluation then re-plan 	<ul style="list-style-type: none"> ≈ Marketing reports ≈ Profiles of enrolled students ≈ Plan documents ≈ Monitoring and evaluation reports 	
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Based on this log frame summary, a Strategy Implementation Plan is developed by WCK

8.1 Goals and Objectives

The basis of the goals and objectives of WCK's Strategic Plan 2018-2023 is the revised Organizational mandate statement complemented by the statements on the Organization's identify, vision, mission, core values and goals developed systematically for each department during the functional analysis.

During the functional analysis, organizational review and assessment, key priorities and specific issue-oriented themes emerged and these were processed through interactive and consultative forums complemented by interviews with heads of departments and other staff. The goals map out and prioritize aspects of organizational growth and development. For the strategy period 2018-2023, each department at WCK has one goal and several objectives that address themselves to the key priority aspects contributing to the focus of organizational growth and development. The plan of the goals and objectives is to profile and relate to WCK's key operational functions, hence they are easier to identify with.

The definition of the goals and objectives posit the definition of both the strategies and also responsibility to review the organizational set up as proposed by the strategic goals and objectives, in view of key functions and roles, types and levels of competencies and skills needed for effective and successful implementation of the strategic plan 2018-2023. Some of the competencies and skills are available within and might need to be realigned with the goals and objectives, even as they are enhanced for effective implementation. There are some competencies and skills not available readily which WCK will need on a long term basis due to newly introduced functions such as marketing and business development, that did not exist in WCK before.

It is anticipated that the next logical priority in WCK is to develop annual plans for each department / unit based on the goals and objectives. The most crucial is to develop plans focusing the first two years of the strategy by prioritizing what must be done first and what would follow on to it. In designing and developing annual implementation plans each key unit has specific objectives to be responsible for, hence, ownership of the strategy implementation process.

It is also imperative that WCK sets up timelines for key elements such as reviewing, deliberating, internalizing and approving of the 2018-2023 strategic plan by the Governing Council; orientation of WCK staff, key partners and valued stakeholders on the new directions; dates for the launch of the strategic plan and a plan for regular meetings by the Executive Committee, including when to conduct mid-term evaluation of the strategic plan. In addition, internally, a strategy implementation and tracking team could be created whose role is to keep each key function on track in relation to goal accomplishment throughout the strategy period.

CHAPTER NINE: CONCLUSIONS

WCK has benefited from government, its current donors and partners in the localities and schools it operates in. This strategy has a special focus on institutional growth through strengthening the capacities of staff and systems within the Organization. The strategy has taken into account that the Organization works mainly with youth and young adults and although it has support from government and a number of donors, it needs to become more sustainable financially through its revenue generating facilities and other sources.

The strategy plan is department-based and each department has defined its mandate and will be responsible for implementing its specific goals and objectives. A new business development unit has been created in WCK, while the human resources functions have been removed from the operations department and consolidated into an independent unit on its own, both reporting to the National Coordinator. The business development unit will be responsible for business development of all the revenue generating sources of WCK, and the viability and feasibility of all the interventions at facility level. The unit will also look at quality of service delivery and professionalism at facilities, as well as, the business niche, value addition, value for money and visibility of the revenue generating sources and WCK.

Innovation, quality performance management and improved business model in programmes and revenue generation are crucial in the new era for WCK as there are external dynamics that sometimes interfere with how business is run, and the overall outcomes. This would contribute immensely to Organizational sustainability and resilience. It would also allow for better funding projections. The competency review process will further refine gaps for needed staff. Plans for staff training, development and succession will be based on this new strategy and the competency review.

Internally, there are aspects of capacity strengthening that would need enhancement, among staff and at Council and Management levels. The organization will need to embrace research, knowledge development, and enhance ICT for evidence-based planning and management, monitoring and evaluation, among other quality frameworks, over the next five years. Synergy and innovation in programmes will be paramount.

Communication, knowledge management and information system processes would need to be improved for both timely internal documentation, record keeping, and for report production and dissemination to relevant partners and stakeholders. This would enhance Organizational credibility, legitimacy and visibility. Reporting would be based on objectives and the change realised from WCK interventions.

The priorities for this strategic plan period include being able to continue and finalise the functional analysis process and developing new models for generating reserve funds and in programmes, so as to reach a higher level of membership in all categories and to support patrons in conservation education work, among others. These will enable WCK to manage its growth and change processes. At CTTR level for example, the college needs to fast track its accreditation process with the relevant government departments, embrace technology and have a close working relationship with the labour market. WCK could also explore expanding the training facilities to other regions.

WCK serves only about 2,000 Associate members as at March 2018. Furthermore, there are over 60,000 public and private schools in the country. The Organization has only reached about 9,745 of them, in the last 50 years. Although WCK is a Kenyan success story, there are challenges faced in keeping up with the pace of number of schools being set up. WCK needs to re-look at its model and refine its approaches to become a facilitator as opposed to an

implementer of programmes. This can be done by developing strategic partnerships with value adding stakeholders. There is also need for stronger linkages with key line Ministries such as Education, and also the county governments. Risk assessment, analysis and management will be a priority during the strategy period, as well as diversified resource mobilising by departments and regions, with a focus on cost effectiveness and efficiency.

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APPENDICES



RESPONDENTS WCK
STRATEGIC PLANNIN



COMPETENCY
REQUIREMENTS IN V

