



# Kenya Country Strategy 2021–2030





# Foreword from the Country Director

Kenya has made significant political, structural, and economic reforms that have largely driven economic growth, social development, and political gains over the past decade. In 2019, Kenya's economic growth averaged 5.7%, placing Kenya as one of the fastest-growing economies in Sub-Saharan Africa. The recent socio-economic expansion has been boosted by a stable macroeconomic environment, positive investor confidence, and a resilient services sector. The government's focus has been on "development," driven by Kenya's Vision 2030<sup>1</sup> and recently by the President's Big Four Agenda, focusing on food security, affordable housing, manufacturing, and affordable healthcare. However, Kenya's key development challenges still include high poverty levels, inequality, climate change, continued weak private sector investment, and the economy's vulnerability to internal and external shocks. This is more evident given that Kenya is predominantly (80%) a nature-based economy.

The last two decades have seen considerable investments in sizeable infrastructural development, with constrained public participation impacting biodiversity. These large infrastructural projects cut across high biodiversity areas such as the Standard Gauge Railway through the Tsavo Ecosystem and Nairobi National Park, and the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET)<sup>1</sup> Corridor, cutting across pristine environments in World Heritage sites as Lamu. The urban areas have not been spared either, with infrastructure cutting across informal settlements and large clearings of trees to pave the way for road expansion.

Kenya has also been heavily impacted by climate change. The last few years have been characterized by depressed and unpredictable rainfall patterns, leading to prolonged and more frequent droughts in most parts of the country. In places where wildlife exists, there has been an increase in Human-Wildlife Conflict due to increased competition for scarce resources such as water and pasture. And as human well-being and livelihoods become more stressed, Kenya is experiencing a rise in illegal wildlife activities, including trade.

The COVID-19 pandemic was also a global wake-up call, especially on people's relationship with nature. In Kenya, for instance, and indeed the world, one of the most affected sectors was tourism. In Kenya, the tourism sector contributes about 1 billion USD (12%) of Kenya's GDP, employs 1.1 million people & supports many other industries. Travel restrictions imposed by governments to curb the spread of COVID-19 reduced visitation by over 80%. Over 160 private and community-managed conservancies, which employ ~ 4000 community scouts, benefit ~ 700,000 households, and host over 65% of wildlife, were significantly impacted. Communities in different conservancies lost income of more than 4.8 million USD annually from land leases and bed-night fees paid by operators. The loss of revenues across conservation areas led to job losses, increased dependence on natural resources for survival, such as bush meat poaching, and natural resource destruction. Therefore, the need to re-think innovative conservation models can not come at a better time.



Nancy Githaiga  
Country Director

[1] Kenya Vision 2030 – Launched in 2008 as Kenya's development blueprint covering the period 2008 to 2030. (Aimed at making Kenya a newly industrializing, "middle-income country providing high-quality life for all its citizens by the year 2030")

There are great opportunities through devolution on governance that are yet to be optimized. Natural resource governance, priority setting across the various counties, and the creation of livelihood opportunities could lead to a new relationship with our natural capital.

The challenges are great, but they also present greater opportunities for recalibration. In developing this strategy, we wanted to respond to the Sustainable Development Goals clarion call of '**Leaving no one behind.**' This Kenya Country Strategy represents a shift in how we manage our natural resources – focusing on innovative and integrated approaches to conservation funding models, constituency building, and partnership-building across sectors. This strategy stresses the inclusion of youth and women's voices in conservation. In addition, the strategy will deliberately target indigenous people and local communities' well-being, including their good life<sup>2</sup>, health<sup>3</sup>, good social relations<sup>4</sup>, security<sup>5</sup>, and freedom to make preferred choices<sup>6</sup>.

The African Wildlife Foundation looks at this coming decade as an opportunity for these shifts across Kenya. This strategy is guided by government priorities outlined in Kenya's Vision 2030, the National Climate Change Adaptation Plan, the Green Economy Strategy and Implementation Plan (GESIP), and the National Wildlife Strategy 2030. It is also the UN decade on Ecosystem Restoration, and AWF will work with the government of Kenya, partners, and communities to contribute to this vital work on restoration. I am confident that this strategy will contribute to achieving AWF's mission, ensuring that people and wildlife thrive in modern Africa.

I wish to express a heartfelt thank you to all of those who contributed to the development of this strategy.



Nancy Githaiga  
*Country Director*

[2] Secure and adequate livelihoods, income, and assets

[3] Being strong, feeling well, and having a healthy physical environment

[4] Social cohesion, mutual respect, good gender, and family relations, and the ability to help others

[5] Secure access to natural and other resources, the safety of person and possessions, and living in a predictable and controllable environment with security from natural and human-made disasters

[6] Having control over what happens and being able to achieve what a community values doing or being

# Table of Contents

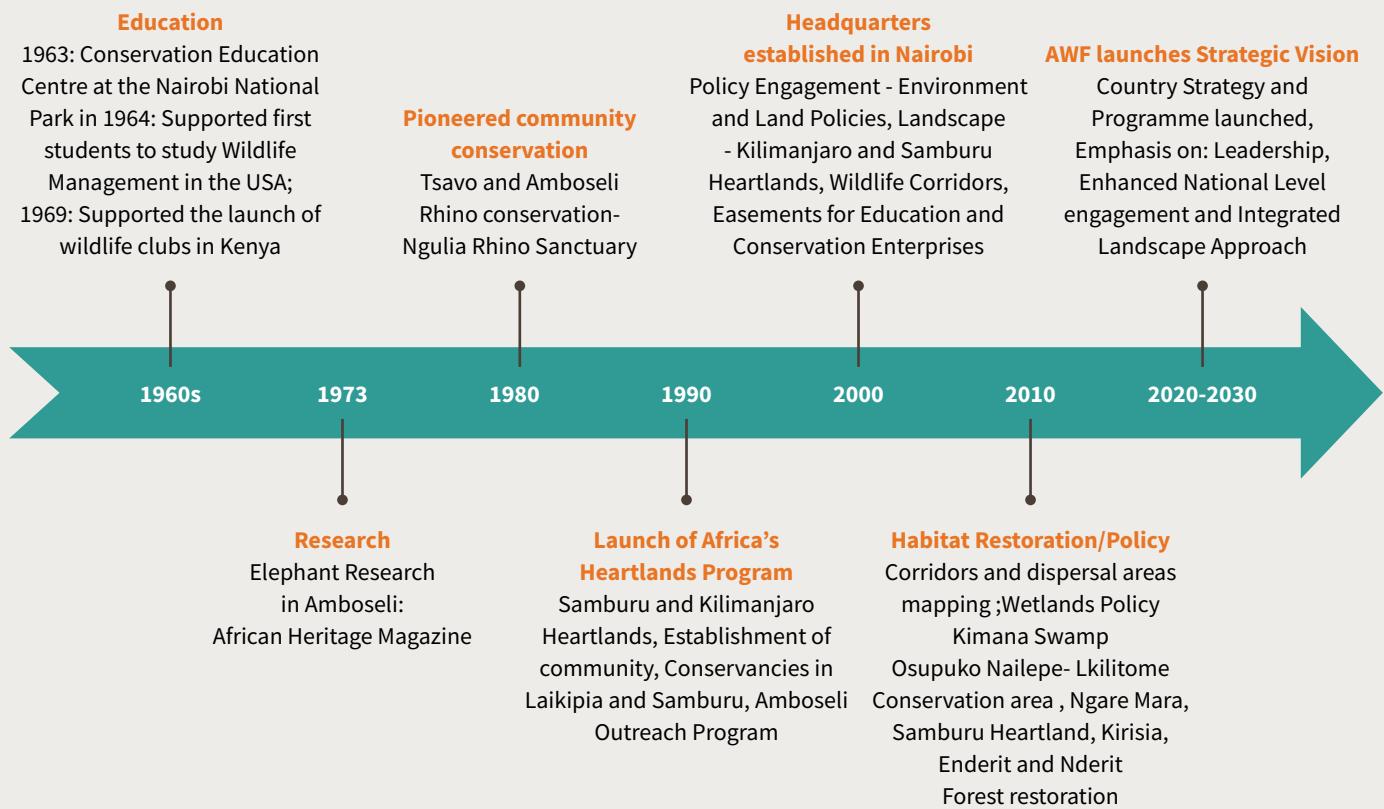
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The African Wildlife Foundation (AWF) in Kenya .....	2
Background.....	2
AWF Global Strategy .....	3
Kenya Country Context .....	4
Policy Environment.....	5
Kenya's Economy.....	6
Conservation Value .....	6
Management of Kenya's Protected and Conserved Area Network.....	7
Climate Vulnerability.....	8
Call to Action.....	8
Our 10 Year Vision .....	9
Kenya Vision .....	9
Overarching Theory of Change.....	10
Scope .....	11
Focal Landscapes & Species in Kenya .....	13
Focal Species in the Tsavo/Mkomazi Landscape .....	13
Other Species Considered .....	13
2030 Goals, Strategic Objectives & Strategies.....	14
Goal 1 .....	14
Goal 2 .....	16
Goal 3 .....	19
Impact Measurement.....	21
Strategy Review, Update, and Evaluation .....	21
Key Performance Indicators .....	22
Strategic Communications .....	24
Partnerships.....	24
Budget & Fundraising Needs .....	25

# The African Wildlife Foundation (AWF) in Kenya

## Background

The African Wildlife Foundation (AWF) began its conservation work as the African Wildlife Leadership Foundation in Kenya around the time that the country gained its national independence in 1963. Having transitioned from colonization to independent control over its natural resources, including land, Kenya experienced a massive population boom from 8.9 million people at independence to approximately 55 million in 2021. The country is emblematic of what AWF seeks to achieve as African nations grapple with growth and development alongside sustainable management of natural resources.



Kenya has long been a focus for conservation and restoration efforts globally due to its high concentrations of biodiversity hot spots. AWF initially focused on education and capacity building for conservation, fostering such efforts as expanding Kenya's Community of Conservation into more than 160 conservancies nationwide. Over the years, AWF has grown its focus to engagement at the national and the landscape levels. At the national level, AWF supports the creation and uptake of policies for natural resource management and governance. At the landscape level, AWF's focus is on the programmatic implementation of programs and projects to create impactful changes for biodiversity preservation, including in Kilimanjaro, Samburu, and Tsavo/ Mkomazi landscapes.

AWF's work in Kenya is guided by the overall AWF's Vision, Mission, Goals, Principles and Theory of Change.

### Principles:

- We provide a **Voice for African wildlife**
- We believe in **African leadership**
- We value **Inclusivity**: We invest in youth, women, and marginalized groups
- We value **Innovation and Technology**: Mechanisms that can scale up our work and impact -digital technologies that can create new experiences
- We promote **Prosperity and a Human Rights-Based Approach to Conservation**: We are holistic and pragmatic, creating sustainable conservation

## AWF'S Global Strategy

AWF 's vision is of an Africa where sustainable development includes thriving wildlife and wildlands as a cultural and economic asset for Africa's future generations.



# Kenya: Country Context

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Kenya is known globally for its one-of-a-kind combination of tourist attractions, breathtaking tropical beaches, plentiful wildlife, scenic natural habitats, and geographically diversified terrain. A deeply resilient people whose traditions are as varied as the ecosystems they live in is at the heart of this great natural legacy. These ecosystems and the species they support have been vital to Kenyans' lives and livelihoods throughout its history. Kenya's great natural heritage has been fundamental to its identity and prosperity: it has provided clean air and water, fertile soils for crops and livestock, food and shelter, and contributed to social cohesion and cultural identity.

Kenya is one of the mega-diverse countries in the world. Its ecosystems range from mountains, forests, rangelands, desert lands, croplands, cities, and sea to inland waters. Its location around the equator and the diverse ecological zones that stretch from the coast to Mount Kenya to the Rift Valley are critical determinants for species richness and abundance. There are at least 7,500 plant species, 393 mammal species, 260 reptile and amphibian species, 1,105 bird species, and 769 fish species (362 - freshwater).<sup>1</sup>

Kenya has created an extensive network of protected and conserved areas to safeguard its species, including 23 national parks, 31 national reserves, four marine national parks, six national marine reserves, and four sanctuaries. These cover 71,005 Km<sup>2</sup> or 12% of the total land area. Over 60% of Kenya's wildlife lives outside protected areas on community and private lands in the rangelands, making them essential for the future expansion of wildlife management areas.<sup>2</sup> In these areas, Kenya has created 160 community and private conservancies covering 63,600Km<sup>2</sup> – representing 11% of the total land area. These conservancies host some of the most endangered species of global importance, support the livelihoods of over 707,460 households and directly employ about 5,000 people (KWCA, 2016). There are also 257 natural forests categorized as community forests, forest reserves, and trust lands, covering 4.2% of the total land area (MoTW, 2018). These provide important habitats for wildlife and protect water and soil resources. Without the community conservancies, Kenya cannot achieve its protected area targets of "at least 17% of terrestrial and inland water areas and 10% of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services."

Kenya's diverse habitats support this broad range of animal and plant species, some of which are found nowhere else in the world, and a spectrum of services critical to individual, community, and national prosperity and well-being. As part of Kenya's commitment to its people, prosperity, and the environment, this Strategy is a call to action and a framework for empowering all Kenyans to participate in caring for and conserving a great natural heritage.

[1] <https://silvica.site/endangered-species-in-kenya-plants-and-animals/-NEMA 2009>

[2] Ogutu et al. 2016

## Policy Environment

Kenya has progressive legislation and, more fundamentally, a progressive constitution. **Article 42 of the Kenya constitution states that every person has the right to a clean and healthy environment, which includes (a) the right to have the environment protected for the benefit of present and future generations** through legislative and other measures, particularly those contemplated in Article 69; and (b) to have obligations relating to the environment fulfilled under Article 70. One of the national principles and values of governance and one of the key objectives of devolution is “to give powers of self-governance to the people and enhance their participation in the exercise of the powers of the State and in making decisions affecting them” (Article 174c, Constitution of Kenya). All citizens in Kenya have the right to participate, and it is their civic obligation to engage in all county governance processes.

Kenya is also a signatory to many multilateral agreements, including; the 4 Multilateral Environmental Agreements (MEAs); United Nations Convention on Biological Diversity (UNCBD), United Nations Framework Convention on Climate Change (UNFCCC), Stockholm Convention on Persistent Organic Pollutants (POPs) and the United Nations Convention on Combating Desertification (UNCCD), as well as the Sustainability Agenda, espoused in the SDGs. These provide a framework for Kenya’s policies and legislations.

The Kenya National Biodiversity Strategy & Action Plan recognizes that Kenya’s biological resources are fundamental to her national economic prosperity as sources of food, fuel, wood, shelter, employment, and foreign exchange earnings, especially through tourism. Industrialization also depends to a large extent on national biodiversity resources. Moreover, Kenya has committed to a low carbon pathway through its Green Economy Strategy Implementation Plan 2016-2030. However, development has not necessarily adhered to the principles envisaged in the Strategy of low carbon, resource-efficient, equitable, and inclusive socio-economic transformation.

Besides being active in global climate processes such as the Paris Agreement, Kenya has, where relevant, domesticated some of these commitments in support of the Sustainable Development Goals. For instance, Kenya has developed and/or reviewed the following: Climate Change Act, National Policy on Climate Finance 2016, National Adaptation Plan (NAP 2015-2030), and the 2nd National Climate Change Action Plan (NCCAP 2018-2022). Kenya submitted to the UN Framework Convention on Climate Change their Nationally Determined Contributions (NDC 2020), which includes mitigation and adaptation actions to reduce GHG emissions beyond 30% by 2030 relative to the BAU scenario of 143 MtCO<sub>2</sub>eq. This is informed by the National Adaptation Plan (NAP 2015-2030), a critical response to our country’s climate change challenge.

Furthermore, Kenya has robust policies on public participation, enshrined within the Constitution. This would be expected to have played a significant role in developing Kenya’s policies and legislation. However, public participation is often ineffective and a rushed process to “tick a box.” Many communities, particularly the youth, indigenous people, the urban poor, people living with disabilities, and women, are denied an opportunity to contribute to policy discourses where they are the most impacted.

There exists an intricate relationship between county governments and the national government, which is replicated in the natural resources management and governance space, where counties feel that the NRM agenda sits with the federal government and is thus not prioritized in county development endeavors.

## Kenya's Economy

Kenya is a nature-based economy, considered East Africa's economic and financial hub. The country also serves as an entry to the larger East African market. Until the COVID-19 pandemic, Kenya was one of the fastest-growing economies in Africa, with an annual average growth of 5.9% between 2010 and 2018. With a GDP of \$95 billion, Kenya has been ranked as a lower middle-income country because its per capita GDP crossed a World Bank threshold. While Kenya has a growing entrepreneurial middle class and steady growth, weak governance and corruption could impair its economic and development trajectory. Kenya faces significant challenges to sustainable and inclusive economic growth, exacerbated by COVID-19's economic disruptions, alongside long-running challenges, including corruption and economic inequality.

**Since Kenya's independence, two-thirds of the Kenyan population has lived in poverty, making less than \$3.20 per day.<sup>3</sup> As a result, most Kenyans, particularly women and girls, can be considered chronically vulnerable.**

## Conservation Value

Wildlife and their habitats are a valuable economic resource and at the heart of Kenya's world-renowned tourism business. Before the COVID-19 pandemic, Kenya received approximately one million visitors per year. In 2017, tourism contributed over 10% of the national GDP and employed approximately 11% of the total formal workforce. Notably, the global tourism impacts caused by the pandemic have also been expressly felt in Kenya, where 2020 saw an 80% decline in tourism revenue.

Kenya's network of protected areas and natural habitats supports a diverse range of species and ecosystem services crucial to people's livelihoods and long-term development. Clean and plentiful water, fresh air, carbon sequestration, crop pollination, and soil erosion control are just a few of the critical ecosystem services. These services are crucial to a wide range of industries: agriculture, forestry, livestock, and fisheries, as well as trade. Kenya's economy relies on a healthy environment and the efficient use of natural resources, and this reliance is growing in the face of the emerging challenges of climate change in the conservation industry. Wildlife is found in Kenya's protected and conserved areas (parks, reserves, and conservancies), rangelands, woods, fields, and occasionally in gardens and urban green spaces.

While Kenya has established a network of National Parks, National Reserves, Forest Reserves, and Sanctuaries to protect over 8% of its terrestrial and marine ecosystems, it is vital to acknowledge the potential for all areas to contribute to wildlife conservation. For example, Kenya's statutory protected area network is now supplemented by 160 Conservancies, guaranteeing that an additional 11% of Kenya is actively managed for wildlife conservation. These conservancies are thought to house up to 60% of Kenya's large mammals and a variety of ecosystems and other species (KWCA, 2017).

While many of Kenya's communities have strived to use biological diversity sustainably and live in harmony with nature, the intensity of exploitation has increased, negatively impacting ecosystems. Despite government efforts to improve the management and conservation of the environment and natural resources, key challenges such as increased urbanization, impacts of climate change, increasing population, expansion of agriculture, and settlements into fragile water tower ecosystems

[3] <https://www.usaid.gov/kenya/economic-growth-and-trade>

have led to biodiversity loss and unsustainable land-use practices. The decline in some wildlife populations is attributed to rapid human population growth in critical rangelands and related land-use changes, habitat fragmentation, poaching for the illegal trophy and bushmeat markets, infrastructure development, pollution, uncontrolled fires, disease outbreaks, livestock incursions, invasive species, climate change, weak law enforcement capacity, and widespread poverty.

Over the past 30 years, different forms of tourism have provided significant benefits, including revenues, to rural communities that share their land with wildlife. This income has enabled these communities to fund the operational costs of wildlife management. For example, communities have financed the employment of community scouts, established institutional governance arrangements to ensure that the benefits are equitably used and distributed, and received other benefits like direct cash payments, school fees, and community development projects.

The shock to the tourism sector caused by the COVID-19 pandemic highlights the vulnerability of a conservation model based primarily on tourism. All touristic activities were brought to an abrupt end in March 2020 when the world responded to the pandemic with an almost total global shut down of commercial passenger flights and lockdown measures. Employees in the tourism sector lost their jobs and livelihoods, disproportionately impacting people in remote and rural areas. While the prospects for recovery in the tourism sector are a matter of intense speculation, it is possible, and indeed likely, that it will take years to see a return to pre-pandemic levels of economic activity. More resilient and sustainable wildlife economies are needed to diversify risks for communities, governments, and the private sector even when economic activity restarts.

## Management of Kenya's Protected and Conserved Area Network

The Kenya Wildlife Service oversees 66 protected areas totaling 4.8 million hectares, accounting for nearly 8% of the country's total land area. In 2016, they had a budget deficit of USD 5.5 million and a total deficit of USD 56 million.<sup>4</sup> KWS has stated that 50% of its parks are closed<sup>5</sup>, and they are looking for new ways to generate revenue.

In 2015, the government **funded 47% of the Kenya Wildlife Service's budget. In 2016, their support was reduced to 10%. However, other state corporations (Kenya Railways and Kenya National Highways Authority) provided additional support for park utilization totaling USD 25.5 million (37 percent of total funding), demonstrating a strong reliance on state funding.**<sup>6</sup> Despite efforts to provide active conservation management, there are still significant gaps in Kenya's conservation area system, including key marine and coastal systems, urban landscapes, and freshwater ecosystems. Up to 80% of Kenya's fragile freshwater and inland aquatic ecosystem resources remain unprotected. Wildlife conservation will increasingly rely on weaving this vast array of habitats and conservation models together to create a dynamic and resilient tapestry of interconnected ecosystems that supports biodiversity and prosperity.

[4] Office of the Auditor General, Republic of Kenya, 2016

[5] East Africa SOPA, 2017

[6] Office of the Auditor General, Republic of Kenya, 2016

## Climate Vulnerability

Vulnerability to climate change is a serious threat to Kenya's people and biodiversity, with an economy that is highly dependent on natural resources and already reeling from significant stresses from recurring droughts and floods. Droughts are a significant driver of poverty and biodiversity loss, undermining livelihoods and ecosystem resilience. The last few years (2019-2022) have seen a large part of Kenya (Arid and Semi-Arid Lands which make up 80 % of the landmass) experience consecutive poor rains. In October 2021, some coastal and south-eastern Kenya areas reported their worst rainfall performance since 1981. This has exhausted families' coping capacities and left more than 2.9 million people in urgent need of humanitarian assistance. The worsening drought has significantly hampered crop production and damaged livestock, leaving nearly 2.4 million people struggling to put food on their table every day in the ASAL region. Around 368,000 people are in emergency levels of hunger, with over 523,000 children under age 5 in urgent need of treatment for acute malnutrition. Water sources for people, livestock, and wildlife have dried up, forcing families to walk longer distances and causing tensions among communities. As people and wildlife compete for scarce water, inter-communal conflict and human-wildlife conflicts are on the rise [7]. In 2021, The Tsavos reported a loss of 62 elephants from drought. In some counties, families have adopted extreme coping mechanisms, including child marriages, child labor, illegal charcoal production, and bushmeat poaching. With the frequency of these extreme events increasing, this leaves little time for people and the ecosystems to recover.

## Call to Action:

Ecosystem degradation and biodiversity loss have a wide range of consequences, including increased vulnerability to climate change and natural disasters, productivity declines (e.g., fisheries, agriculture, livestock), and precipitous declines in iconic species like elephants, rhinos, giraffes, pangolins, and dugongs.

**This Strategy is a rallying call that embodies all Kenyans' goals and provides an opportunity to revolutionize wildlife and habitat conservation and management for the benefit of all Kenyans, both now and in the future. The preservation of these vital natural resources is critical to our survival and existence.**

[7] <https://reliefweb.int/report/kenya/drought-kenya-cost-inaction-nov-2021>

# Our 10 Year Vision

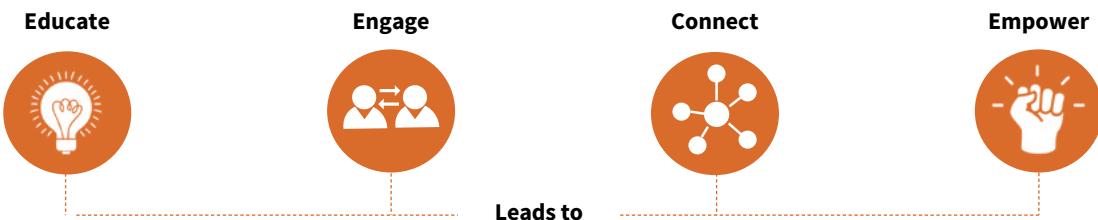
As the country continues to implement its Kenya Vision 2030, AWF seeks to leverage its niche position in the landscape and as a neutral convener to align its goals for wildlife, wildlands, and people with the country's aspirations for development. Kenya Vision 2030 manifests a globally competitive, highly prosperous country with good quality of life for all its citizens. This vision provides us a blueprint to align our conservation goals and strategies toward Kenya's future.

## **AWF Kenya Vision**

A modern Kenya where wildlife and their habitats thrive and are supporting citizens' wellbeing.



# Overarching Theory of Change



**GOAL 1:** Kenyan leaders are shaping and driving shifts in policy, planning, and finance, leveraging wildlife and wildland as essential to sustainable development.

**By 2030 Results in**

Indigenous people, local communities, women, and youth advocate for national wildlife and wildlands agenda that's critical to Kenya's sustainable economic growth.

The Government of Kenya effectively coordinates and monitors the integration and implementation of the conservation agenda in key/target sectors and actively participates in influencing transboundary agreements.

Leaders at different levels have the capacity to influence and implement policy changes that put wildlife and wildlands at the core of Kenya's development.

Kenya adopts and implements science/evidence-based inclusive green growth policies that will result in thriving wildlife and wildlands.

**GOAL 2:** The ecological integrity, connectivity, and resilience of the ecosystems in Kenya's priority landscapes are improved and support sustainable development.

**By 2030 Catalyzes**

There is an increase the net acreage of functionally secured corridors and wildlife dispersal areas by 30%.

Human wellbeing is enhanced by maintaining and improving habitat and ecosystem integrity in ways that reduce and reverse biodiversity loss.

Foundations for sustainable financing frameworks incorporate ecosystem services for protected and conserved areas as anchors for biodiversity.

Transboundary ecosystems are managed collaboratively between States and through regional frameworks.

**GOAL 3:** Wildlife in Kenya thrives *in situ*.

**By 2030 Results in**

AWF has developed and cultivated capacity and approaches for target wildlife conservation in Kenya.

Poaching of target species and trafficking of wildlife and wildlife products is reduced in/through Kenya.

Species habitats at five sites are maintained and expanded (protected & conserved areas, corridors, dispersal areas).

Kenya has achieved transboundary natural resource collaboration.

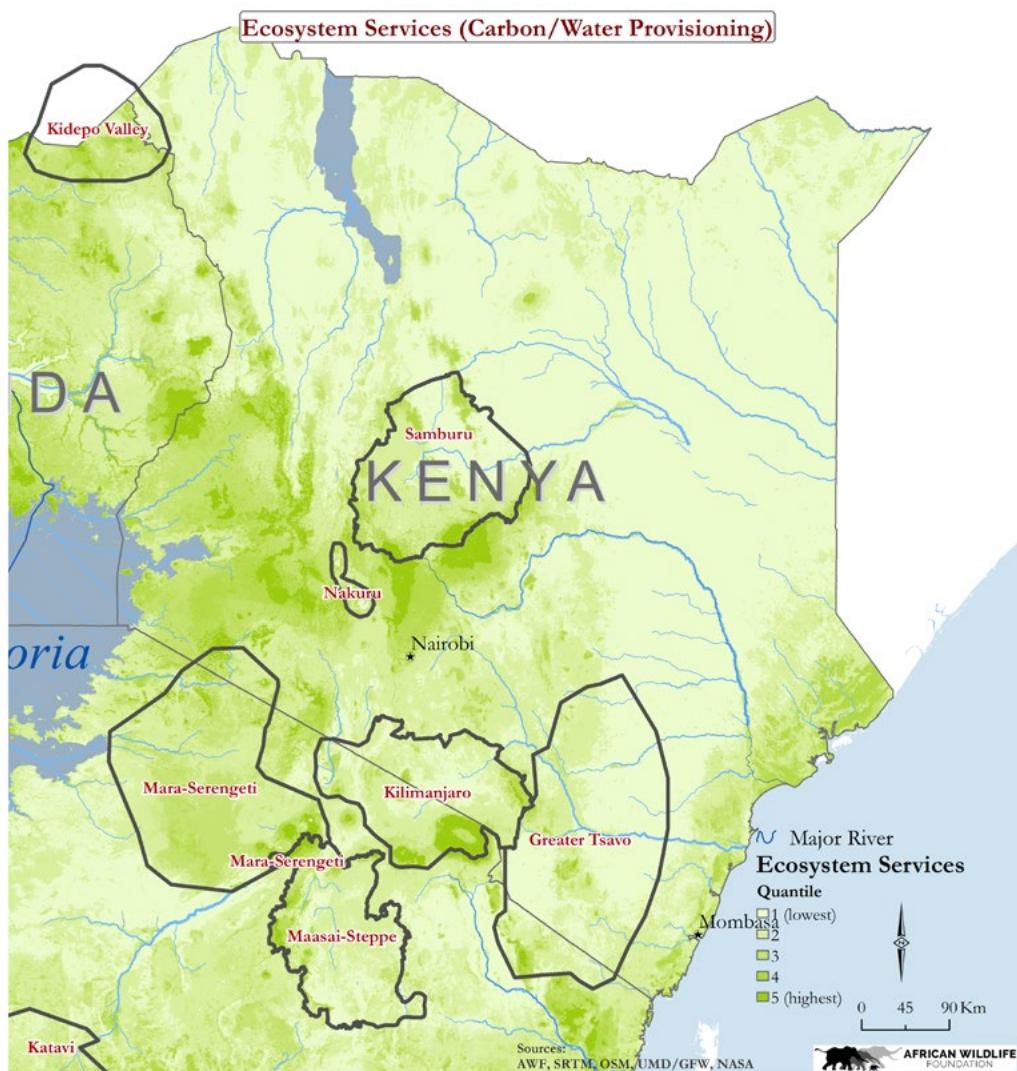
# Scope

In Kenya, AWF will focus its efforts on two geographic scopes:

- ▶ Strategies at the country-level: Outlined in this Kenya Country Strategy Plan.
- ▶ Strategies within the Tsavo-Mkomazi Ecosystem: Outlined comprehensively in AWF's Tsavo Landscape Strategy Plan.

## Scope 1: Kenya Country Plan

This strategic plan aligns with AWF's institutional strategic vision (2020-2030) and outlines AWF in Kenya's vision, goals, strategic objectives, strategies, impact measurement, and budget. This strategy document aligns with the national development blueprint - Kenya Vision 2030. AWF has prioritized support to global, regional, and national policy engagement, which impacts Kenya's response to biodiversity loss and will continue to be responsive to emerging issues.



## Scope 2: The Tsavo-Mkomazi Ecosystem

A review of previous programmes stressed the need for AWF to focus on fewer geographical areas in order to enable more in depth engagement and integration. AWF places a historical and forward-looking focus on the “greater Tsavo landscape,” otherwise defined as the Tsavo-Mkomazi Ecosystem (see Figure 1). This landscape boundary considers the overall ecology of the region, focal species and their habitats, landscape-level threats (infrastructure, water stress, climate change, corridor loss), AWF’s current influence and potential growth into the future, and AWF’s operational capacity within the region. Consideration was also given to alignment with Kenya Wildlife Service’s administrative unit of the Tsavo Conservation Area. Notably, the current boundary does not include all watersheds that maintain the Tsavo-Mkomazi<sup>8</sup> ecosystem. However, the boundary does include Chyulu, a significant part of Kilimanjaro, and parts of the Yatta plateau, which feed into various streams.

Priority was given to AWF’s ability to build impactful programs at scale. The current boundary enables the team to focus on the ranches and corridors between the three protected areas within the landscape, revisit land tenure, prioritize its limited resources, and be flexible to meet emerging opportunities. The team will re-assess the borders after four years (2025). However, the country program will remain responsive to emerging needs and opportunities and may venture into other critical landscapes to address emerging needs.

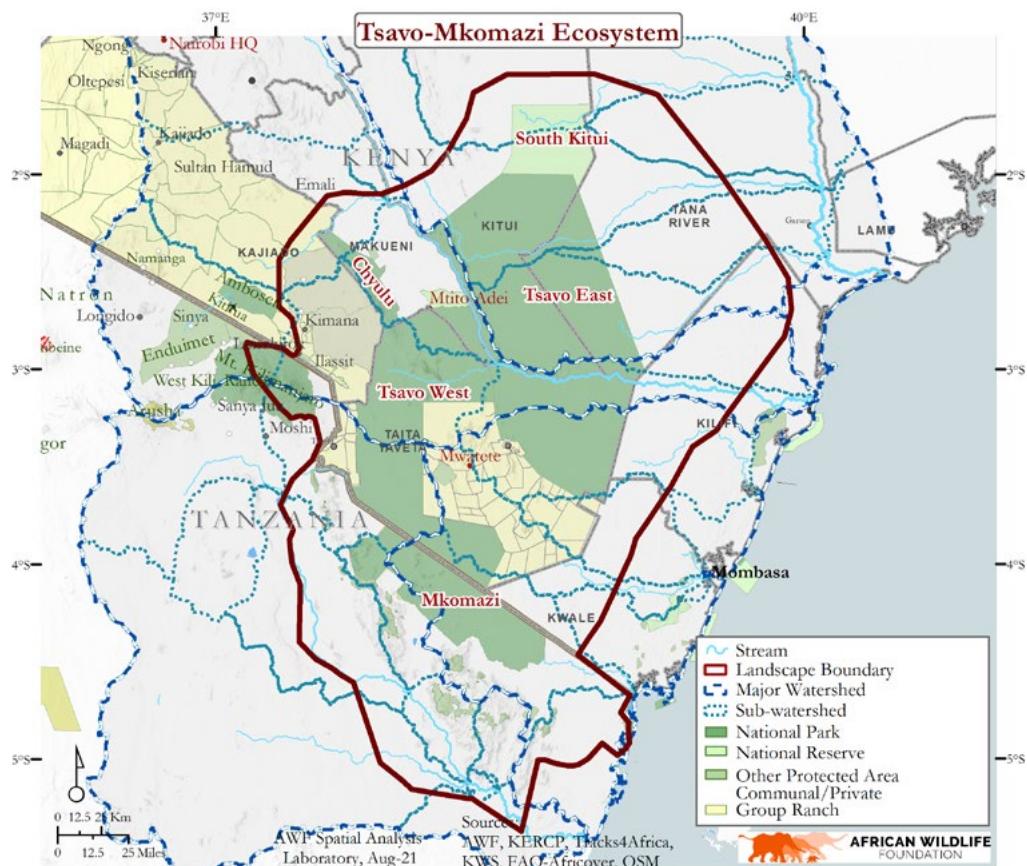


Figure 1: Map of the Tsavo-Mkomazi Ecosystem landscape, three protected areas, watersheds, and its borders as defined by AWF. This area will be the main focus of AWF’s on the ground conservation efforts.

# Focal Landscapes & Species in Kenya



AWF works in large landscapes to fulfill its mission of conserving wildlife and wildlands in modern Africa. AWF strategically selects large landscapes that support viable populations of target species and form sizable economic units in which natural resource-based economic activities can contribute significantly to the livelihoods of people living in the area. Landscapes comprise a mosaic of land units under different management and ownership regimes—national parks, private land, and community land—in a single ecosystem ranging in size from 7,000 Km<sup>2</sup> to 95,000 Km<sup>2</sup>.

AWF's approach to achieving conservation impact in Africa focuses on a limited number of high-priority landscapes. These large conservation landscapes have the potential to conserve viable populations of African wildlife species in critical habitats and ecological systems well into the future. Recognizing the need to prioritize, AWF devotes a great majority of its resources and efforts to these landscapes. AWF uses a systematic science-based planning process to select priority landscapes that considers focal species, ecosystem services, habitats, human influence, protected areas, and other factors.

## Focal Species

AWF focal species for Kenya were selected using several criteria, including whether they are keystone or umbrella species, impact on human livelihoods (e.g., tourism), AWF competitive edge, community importance, and consideration of the realities and restrictions on the ground.

Through this structured process, AWF identified the following focal species (in no particular order):

- ▶ Elephants)
- ▶ Giraffe (Rothschild, Maasai, Reticulated)
- ▶ Rhinoceros (Eastern black rhino, Southern white rhino, Northern white rhino)
- ▶ Large carnivores (greater than 7kg, e.g., lion, cheetah, wild dog)

## Other Species Considered

Species considered include pangolin, hippopotamus, sitatunga, Grevy zebra, sable, hirola, vultures, and other birds of prey. Work involving other species will be considered ad hoc relative to (1) connection to Goal 2 and (2) the ability to engage with partners for non-focal species impact.

# 2030 Goals, Strategic Objectives and Strategies

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## Goal 1

**Kenyan leaders are shaping and driving shifts in policy, planning, and finance, leveraging wildlife and habitats as essential to sustainable development.**

This goal will contribute to good governance in which wildlife conservation is effectively integrated into Government planning across sectors. It is characterized by leaders using evidence to shape and drive decisions that promote development and conservation and citizens effectively advocating for the conservation of wildlife and habitats for posterity.

Achieving this will entail supporting leaders with the technical capacity to influence, develop and enact evidence-based, data-driven, informed legal and policy decisions around wildlife, integrated green growth, sustainability, and the needs of citizens. This will require the engagement of critical stakeholders such as indigenous people and local communities, youth, and women. Further, it is expected to create a robust platform for the participation of these groups to ensure their voices are leading the national wildlife and habitats agenda.

**The following strategic objectives will contribute to this goal:**

### **Strategic Objective 1.1**

By 2030, indigenous people and local communities, women, and youth will advocate for the national wildlife and habitats agenda critical to Kenya's sustainable economic growth.

### **Strategic Objective 1.2**

By 2030, the Government of Kenya effectively coordinates and monitors the integration and implementation of the conservation agenda in key/ target sectors and actively participates in influencing transboundary engagements.

### **Strategic Objective 1.3**

By 2030, leaders at different levels have the capacity to influence and implement policy changes that put wildlife and habitats at the core of Kenya's development.

### **Strategic Objective 1.4**

By 2030, Kenya adopts and implements science/evidence-based inclusive green growth policies that will result in thriving wildlife and habitats.

**To achieve these strategic objectives, we will implement the following core strategies:**

**Strategy 1.1: Position Civil Society Organizations (CSOs) as crucial stakeholders in influencing the formulation, implementation, review, and accountability of conservation policy and other sector policies that support sustainable development across AWF's institutional goals.**

- ▶ **Sub-Strategy 1.1.1:** Foster partnerships and collaboration among stakeholders to mainstream conservation in Kenya.
- ▶ **Sub-Strategy 1.1.2:** Generate and compile information, build capacity and develop models that support the mainstreaming and integration of biodiversity conservation in key economic sectors, legislative, and policy frameworks linked to AWF's institutional goals.
- ▶ **Sub-Strategy 1.1.3** Increase awareness and understanding through targeted education, outreaches, and stewardship initiatives, to gain greater appreciation and action by Kenyans through media engagements, national and international days, and national campaigns.
- ▶ **Sub-Strategy 1.1.4** Influence the values and attitudes of indigenous people and local communities in the landscape and amplify their voices on wildlife and habitat conservation, through initiatives such as Classroom Africa, Wildlife Clubs of Kenya, and Sports for Conservation, shape youth and women's knowledge, attitudes, and practices.
- ▶ **Sub-Strategy 1.1.5:** Develop Youth Programmes to inspire and equip the next generation of conservation leaders through a leadership programme and opportunities for attachments.

**Strategy 1.2: Promote cross-sector and transboundary coordination and collaboration through structured dialogue between conservation and sustainable development actors.**

- ▶ **Sub-Strategy 1.2.1:** Support the government in preparing government policies and positions at local, national, regional, and global levels. (*Local, national, and regional policies, CITES, CBD, UNFCCC*).
- ▶ **Sub-Strategy 1.2.2:** Support transboundary coordination for natural resources.

**Strategy 1.3: Strategy 1.3 Develop a cadre of Kenyan leaders to champion biodiversity conservation as a key driver for sustainable development through targeted capacity enhancement such as training, exposures, outreaches and stewardship initiatives**

**Strategy 1.4: Support the research, generation, and dissemination of evidence on wildlife and habitats, their interaction with people, and the economy to inform decision-making.**

- ▶ **Sub-Strategy 1.4.1:** Support the Wildlife Research and Training Institute and other research institutions in prioritizing and mobilizing resources for research for key areas of interest.
- ▶ **Sub-Strategy 1.4.2:** Engage with higher learning institutions to influence research topics of graduate students that address topical conservation challenges.



## Goal 2

**The ecological integrity, connectivity, and resilience of the ecosystems in Kenya's priority landscapes are improved and support sustainable development.**

This goal will focus on conserving and restoring Kenya's ecosystems and their services to improve resilience, integrity, and connectivity to deliver sustainable development. This goal speaks to an integrated landscape approach to conservation, development, and human well-being. It also aligns with Kenya's Vision 2030. This integrated approach ensures that productive uses of land and related resources are planned to safeguard and restore important ecosystems. Further, it ensures that protected and conserved areas are well-managed and resourced so that ecosystems and biodiversity underpin sustainable socio-economic development and the well-being of Kenyans.

Some protected and conserved areas, for example, are merely on paper due to a lack of resources and commitment. The protected area network suffers substantial habitat loss and degradation due to seasonal encroachment and ineffective governance. As a result, overuse, charcoal production, overgrazing, fuelwood extraction, and pollution threaten the areas. Fragmentation and the resulting loss of connectivity between protected and conserved areas, crucial habitats, and dispersal areas are slowly weakening the resilience of Kenya's protected area network and the biodiversity it supports. This goal will contribute to the SDG goals 6 on clean water and sanitation, 13 on climate action, and 15 on life on land.

The implementation of this goal is premised on three thematic areas: protection and management of natural resources, including corridors and dispersal areas; collaborative transboundary management of natural resources; and incorporation of ecosystem services from protected areas into financing frameworks to anchor sustainability.

**The following strategic objectives will contribute to this goal:**

### **Strategic Objective 2.1**

By 2030, increase the net acreage of functionally secured corridors and wildlife dispersal areas by 30%.

- ▶ **Sub Strategic Objectives 2.1.1:** By 2030, forest, wetland, and grassland systems with high potential to contribute to the well-being of both people and wildlife are restored.
- ▶ **Sub Strategic Objectives 2.1.2:** By 2025, the provisions of various policies and legislations are harnessed to incentivize communities, county governments, and other actors to enhance habitats for wildlife.

### **Strategic Objective 2.2**

By 2030, maintain and improve habitat and ecosystem integrity in ways that reduce and reverse biodiversity loss in order to enhance human well-being.

### **Strategic Objective 2.3**

By 2030, foundations for sustainable financing frameworks incorporate ecosystem services for protected and conserved areas as anchors for biodiversity.

### **Strategic Objective 2.4**

By 2030, transboundary ecosystems are managed collaboratively between States and regional frameworks.

**To achieve these strategic objectives, AWF will implement the following strategies:**

**Strategy 2.1: Support/ enhance protection, rehabilitation, and restoration of wildlife habitats and their connectivity, including forests, savannas, freshwater, marine, and mountain ecosystems, to increase the resilience of critical habitats and ecosystems.**

- ▶ **Sub-Strategy 2.1.1:** By 2025, harness the provisions in the Wildlife Act (2013) to incentivize communities, county governments, and others to manage habitats for wildlife.
- ▶ **Sub- Strategy 2.1.2:** Work with communities and county governments to support land-use planning and implementation of plans.
- ▶ **Sub-Strategy 2.1.3:** Engage various relevant ministries; wildlife, water, devolution, East Africa Community (EAC), regional development, and foreign affairs to implement the national corridors/ dispersal areas strategy.
- ▶ **Sub-Strategy 2.1.4:** Improve integrated data-driven land-use planning at regional (transboundary), National, county, protected area, and ecosystem levels to enhance the protection of wildlife habitat and ecosystem services and reduce biodiversity loss.

- ▶ **Sub-Strategy 2.1.5:** Increase understanding of ecosystem functioning by identifying threats, prioritizing opportunities, and securing key conservation areas and ecosystems to focus on and enhance the effectiveness of conservation investments and interventions.
- ▶ **Sub-Strategy 2.1.6:** Support state entities such as Kenya Wildlife Services & Kenya Forest Service at the National and county levels to enhance coordination.

**Strategy 2.2: Influence the policy environment and support the implementation of policies, legislation, and strategies to ensure people and wildlife coexist and thrive.**

- ▶ **Sub-Strategy 2.2.1:** Support the development of a Biodiversity Master Plan for Kenya as prioritized by the Ministry of Environment.
- ▶ **Sub-Strategy 2.2.2:** Manage Human-Wildlife Conflict where climate change leads to the redistribution of animals into areas with human settlements.
- ▶ **Sub-Strategy 2.2.3:** Promote payments for ecosystem services to support the financing of water, forest, and savannah management targeting downstream users.
- ▶ **Sub-Strategy 2.2.4:** Support wildlife economies that incentivize community conservation practices as agreed to in the land use plans.
- ▶ **Sub-Strategy 2.2.5:** Promote Nature-Based Solutions for livelihoods, biodiversity conservation, and climate resilience of communities in priority landscapes.
- ▶ **Sub-Strategy 2.2.6:** Build business enterprise capacity and strengthen governance of community projects for sustainability.
- ▶ **Sub-Strategy 2.2.7:** Build community resilience to climate change through community-based and ecosystem-based adaptation and climate innovation.

**Strategy 2.3: Influence sustainable financing mechanisms.**

- ▶ **Sub-Strategy 2.3.1:** Influence investments in Kenya in ways that ensure safeguards for biodiversity are in place and implemented.
- ▶ **Sub-Strategy 2.3.2:** Invest in studies and research to provide information to guide green investments and promote innovative approaches to catalyze investments.
- ▶ **Sub-Strategy 2.3.3:** Engage the private sector to promote investments that address green, sustainable, and inclusive growth.

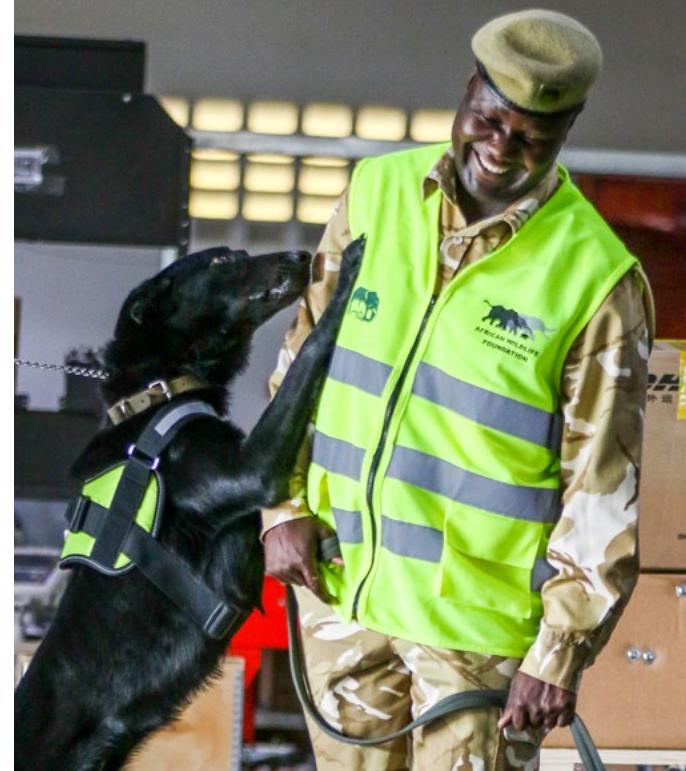
**Strategy 2.4: Work with the EAC secretariat to promote improved cooperation and collaboration in managing transboundary resources.**

## Goal 3

### Wildlife in Kenya thrives *in situ*.

Despite decades of dedicated conservation management and country-wide efforts to establish protected areas, Kenya's wildlife still faces significant threats, as described in previous sections of this strategy. Goal 3 of this strategic plan strives for healthy, viable, and ecologically functional wildlife populations *in situ*. The core outcomes are reduced threats to species and improved contribution to socio-economic development, human well-being, and resilience.

To achieve this, AWF Kenya will collaborate with key stakeholders on species conservation, reducing poaching and trafficking, the protection of habitats, corridors, and dispersal areas, and reducing human-wildlife conflict.



**The measurable strategic objectives for this goal in Kenya include:**

#### Strategic Objective 3.1

By 2030, develop and cultivate capacity and approaches for wildlife conservation including understanding of ecosystem functioning.

#### Strategic Objective 3.2

Reduce poaching of target species and trafficking of wildlife and wildlife products in/ through Kenya by 2030.

#### Strategic Objective 3.3

Maintain and expand wildlife species habitats at five sites (protected & conserved areas, corridors, dispersal areas) by 2030.

#### Strategic Objective 3.4

By 2030, achieve transboundary natural resource management collaboration.

**To achieve these strategic objectives, we will implement the following core strategies:**

**Strategy 3.1.2 Provide technical & financial support for the development, coordination, and implementation of National Action and Recovery plans.**

**Strategy 3.1.2: Support wildlife research and the expansion of new knowledge on wildlife management and ecosystem functioning.**

**Strategy 3.2: Support the reduction of poaching, overuse, and the illegal wildlife trade, as well as their consequences through detection, prosecution, and strengthening policy and legislative action.**

- ▶ **Sub-Strategy 3.2.1:** Enhance the capacity of law enforcers to detect the trafficking of wildlife products at ports of entry and exit and key transit routes.
- ▶ **Sub-Strategy 3.2.2:** Enhance the capacity of law enforcement to track wildlife offenders in the field.
- ▶ **Sub-Strategy 3.2.3:** Enhance the capacity of law enforcement and prosecutors in investigating and prosecuting wildlife crimes through training, mentoring, and equipping.
- ▶ **Sub-Strategy 3.2.4:** Address wildlife cybercrime and emerging wildlife crimes through training and private sector partnerships.
- ▶ **Sub-Strategy 3.2.4:** Leverage international interest in combating illegal wildlife trade.
- ▶ **Sub-Strategy 3.2.5:** Strengthen policy and legislation by working with relevant government agencies.
- ▶ **Sub-Strategy 3.2.6:** Promote coexistence to reduce human-wildlife conflict.

**Strategy 3.3: Maintain and expand species habitats at five sites (which will include protected & conserved areas, corridors, and dispersal areas) by 2030.**

- ▶ **Sub-Strategy 3.3.1:** Establish new species populations where they have been exterminated within former ranges (for critically endangered species like hirola, rhino).
- ▶ **Sub-Strategy 3.3.2:** Manage and reduce human-wildlife conflict at key sites (at least five sites).
- ▶ **Sub-Strategy 3.3.3:** Incorporate zoonoses (animal to human disease transmission) surveillance in wildlife species conservation, leveraging the One Health approach.
- ▶ **Sub-Strategy 3.3.4:** Support water infrastructure to create climate resilience in wildlife areas within priority landscapes.

**Strategy 3.4: Create and support enabling conditions for transboundary collaboration and natural resource management.**

- ▶ **Sub-Strategy 3.4.1:** Promote Kenya's leadership role in promoting cross-border collaboration in natural resource management.
- ▶ **Sub-Strategy 3.4.2:** Support platforms that support the management of transboundary natural resources.
- ▶ **Sub-Strategy 3.4.3:** Support the implementation of the East African community transboundary natural resource management protocol.
- ▶ **Sub-Strategy 3.4.4:** In collaboration with other member states, assist Kenya in developing notices and motions for the global agenda.

# Impact Measurement

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The success of this strategic plan will be measured by the real changes that AWF will make. AWF will establish reliable, data-driven methods to keep a pulse on the Strategy's progress. A promising approach that AWF will use frequently is the logic model, which assigns measures into three discrete categories:

**Inputs – means:** These represent the time, talent, and treasure AWF Kenya Country office will invest in driving specific strategic plan elements. The AWF Kenya country office will identify the inputs that align with each strategic plan area to help avoid unfunded mandates. This will also ensure that the AWF Kenya Country office has allocated the proper human, financial, and technological resources to our key priorities.

**Outputs – modes:** Outputs are the specific deliverables/ products directly tied to the investments made in the input category by the AWF Kenya Country office. These include but are not limited to new programs, services, meetings, publications, and online communities. The outputs represent how the AWF Kenya Country office chooses to pursue its goals and strategic objectives.

**Outcomes – ends:** Outcomes represent the ultimate aims AWF Kenya Country office hopes to realize through the strategic plan. However, having an honest conversation about our strategic plan's impact will drive and measure the essential ends that we have been chartered to pursue in this Strategy. We have learned through years of experience that the basis for a reliable outcome measure is firmly grounded in our vision and mission. Although measuring mission impact is not easily accessible or intuitive, we believe that it is essential that our sector continue to enhance its ability to advance societal progress by regularly asking, "*what impact do we want to have?*"

**Value for Money:** Value for Money (VfM) is a concept used more than understood. AWF in Kenya operates in complex, dynamic environments with extensive causal chains between our interventions and desired outcomes. Therefore, VfM is one of the criteria that AWF uses to plan, track progress toward, and evaluate and learn from contribution to impact. To describe VfM, AWF will apply the notions of economy, efficiency, effectiveness, and equity (the 4Es) to measure performance while also enabling other factors to be considered, such as expected return on investment.

## Strategy Review, Update, and Evaluation

This Strategy provides a vision for AWF's work in Kenya in the coming ten years. The Strategy recognizes the dynamic nature of conservation and emerging threats. It is therefore designed to provide our vision while remaining a living document to be able to address an ever-changing environment.

To ensure the Strategy is implemented, is aligned to the government of Kenya's priorities, and responds to emerging issues, we shall conduct a review of the implementation process annually, against annual objectives. These reviews will inform adaptive management. A robust performance evaluation process will take place at three-year mid-term reviews. The findings of these medium-term reviews will facilitate learning and inform the management on emerging issues that require their attention to set and adjust course as conditions and needs warrant.

These refer to areas that may be outside our major Tsavo Mkomazi landscape but necessary for specific species conservation.

## Key Performance Indicators (KPIs)

A predefined set of KPIs will measure the strategic objectives of the Strategy. The table below provides a set of these KPIs and their respective targets for 2030.

Goal	Strategic Objective	Key Performance Indicator	Target
ONE	<b>1.1:</b> By 2030, indigenous people and local communities; women, and youth advocate for the national wildlife and habitats agenda that is critical to Kenya's sustainable economic growth.	# of indigenous people & local communities, disaggregated by gender and age who advocate for a national wildlife and habitats agenda that's critical to Kenya's sustainable future.	10
	<b>1.2:</b> By 2030, the Government of Kenya effectively coordinates and monitors the integration and implementation of the conservation agenda in key/ target sectors and transboundary platforms.	# of conservation strategies integrated and implemented in relevant national sectors. # of laws, policies and/or regulations, that address biodiversity conservation and/or other Natural Resource Sectors officially reviewed, proposed, adopted, or implemented as supported # of customized tools to support transboundary wildlife conservation and management priorities.	5
	<b>1.3:</b> By 2030, leaders at different levels have the capacity to influence and implement policy changes that put wildlife and habitats at the core of Kenya's development.	# of leaders, at national and county levels, who effectively influence and implement policy instruments that put wildlife and habitats upon gaining knowledge and capacity that is at the core of Kenya's development.	100 (At least 10 for each of the 6 counties and at least 40 at the national level
	<b>1.4:</b> By 2030, Kenya adopts and implements science/evidence-based inclusive green growth policies that will result in thriving wildlife and habitats.	# of evidence-based inclusive green growth policies adopted and implemented contributing to thriving wildlife, habitats and sustainable development in Kenya	5

Goal	Strategic Objective	Key Performance Indicator	Target
TWO	<b>2.1:</b> By 2030, increase the net acreage of functionally secured corridors and wildlife dispersal areas by 30%.	# of net hectares of functionally secured corridors and wildlife dispersal areas increased. Disaggregated by corridors and dispersal areas	30% increase from baseline
	<b>2.1.1:</b> By 2030, forest, wetland, and grassland systems with high potential to contribute to the well-being of both people and wildlife restored.	# of acres of forest, wetland and grassland systems in high biodiversity areas contributing to the well-being of both people and wildlife restored by 2030.	
	<b>2.1.2:</b> By 2025, harness the provisions in the Wildlife Act (2013) to incentivize communities, county governments, and others to manage habitats for wildlife.	# of entities that harness incentives of the provisions in the Wildlife Act to manage habitat for wildlife by 2025 disaggregated by communities, & level of governments.	3
	<b>2.2:</b> By 2030, maintain and improve habitat and ecosystem integrity in ways that reduce and reverse biodiversity loss in order to enhance human well-being.	Area (Ha) of habitat and ecosystems maintained (ha) and improved (ha) in ways that reduce and reverse biodiversity loss by 2030.	30% increase from baseline
	<b>2.3:</b> By 2030, foundations for sustainable financing frameworks incorporate ecosystem services for protected and conserved areas as anchors for biodiversity in landscapes.	# of new strategies for sustainable financing to support biodiversity conservation in Kenya by 2030	3
	<b>2.4:</b> By 2030, transboundary ecosystems are managed collaboratively between States and through regional frameworks.	# of transboundary ecosystems that are collaboratively managed between states and through regional frameworks by 2030.	2
THREE	<b>3.1:</b> By 2030, develop and cultivate capacity including approaches for target wildlife species conservation in Kenya.	# of capacities and approaches for species conservation developed and cultivated by 2030.	3
	<b>3.2:</b> Reduce poaching of target species and trafficking of wildlife and wildlife products in/ through Kenya by 2030.	% reduction of illegal wildlife activities in Kenya 2030 disaggregated by the type of activity (e.g. poaching of key species, trafficking of wildlife and wildlife products etc.).	
	<b>3.3:</b> Maintain and expand wildlife species habitats in at least five areas (protected & conserved areas, corridors, dispersal areas) by 2030.	# of existing areas and reserves that maintain and expand species habitats (habitats, corridors, dispersal areas).	5
	<b>3.4:</b> By 2030, achieve transboundary natural resource management collaboration.	# of laws, policies, regulations, that address biodiversity conservation and/or other environmental theme officially proposed, adopted, or implemented as supported # of customized tools to support transboundary wildlife conservation and management priorities.	5

# Strategic Communications

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Effective communication and outreach will be essential to the success of the implementation of the strategy as well as in building a conservation movement and impacting behavior change.

The AWF Kenya communications and marketing strategy to be developed will align itself with the strategic objectives and strategies under each goal to provide coherent and comprehensive communications support vital to the success of AWF's operations in Kenya. It will include tried and tested communications and marketing best practices, including multi-platform and multi-media approaches, to meet the needs of AWF's diverse audiences efficiently. Good story-telling will be the foundation upon which the strategy is built, relying on beneficiaries, partners, and AWF in-country staff as key voices in telling the story of AWF in Kenya. The aim will be to amplify our vision, influence behavior change as we seek to develop a constituency of conservationists and change mindsets about the role of conservation in development.

In addition to focusing on AWF's agenda and vision, messaging in the country will strive to align AWF's in-country strategy and 10-year Strategic Vision with Kenya's Vision 2030, National Wildlife Strategy 2030, the Green Economy Strategy and Implementation Plan 2030, and the National Climate Change Adaptation Plan to:

- ▶ Highlight the connections between economic growth/prosperity and nature
- ▶ Show how AWF's rights-based approach can empower communities
- ▶ Inspire youth and women to speak up for their wildlife and habitats
- ▶ Inform on the links between human health and wellbeing and nature
- ▶ Unite Kenyans around their biodiversity

With over eleven million social media users in Kenya<sup>1</sup> in January 2021, an increase of 2.2 million (+25%) between 2020 and 2021, (20.2% of the total population) social media presence will be key and an important platform for outreaches. We shall therefore develop communication protocols and tools.

Communication and outreaches will be important for maintaining presence, linkages with partners and enhancing collaboration.

# Partnerships

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AWF in Kenya will continue to build strategic partnerships with traditional and non-traditional partners: State and Non-State Actors including the private sector, Community organizations and platforms for; Policy Advocacy, Constituency building, joint Resource Mobilization and Program Implementation and Research toward more impactful and sustainable programs.

[1] January 2021 Report : <https://datareportal.com/reports/digital-2021-kenya>

# Budget & Fundraising Needs

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As we seek to implement our Strategic Plan, there are upfront investments required to enable us to implement the strategy, particularly staffing, constituency-building, and re-establishing our brand locally. Our budget reflects these necessary investments.

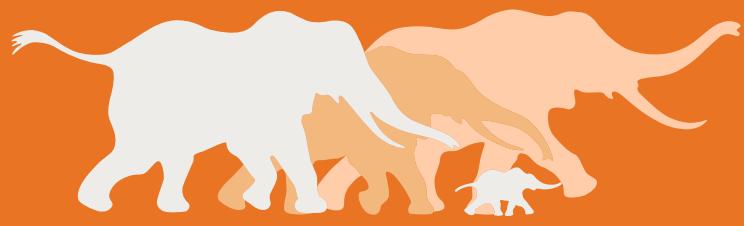
## Annual Budget and Fundraising Needs

Strategies	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Goal 1: Strategy 1</b>	99,600	104,100	96,130	100,331	107,665.60
<b>Goal 1: Strategy 2</b>	81,500	81,500	82,500	75,950	92,400.00
<b>Goal 1: Strategy 3</b>	30,000	20,000	25,000	40,000	28,000.00
<b>Goal 1: Strategy 4</b>	20,000	25,000	25,000	30,000	28,000.00
<b>Goal 2: Strategy 1</b>	70,500	80,000	82,000	47,000	91,840.00
<b>Goal 2: Strategy 2</b>	143,000	183,750	233,000	260,960	260,960.00
<b>Goal 2: Strategy 3</b>	25,000	25,000	26,250	36,038	29,400.00
<b>Goal 2: Strategy 4</b>	29,000	42,000	42,000	42,000	47,040.00
<b>Goal 3: Strategy 1</b>	25,000	13,000	10,000	23,000	11,200.00
<b>Goal 3: Strategy 2</b>	50,000	79,000	79,000	79,000	88,480.00
<b>Goal 3: Strategy 3</b>	40,000	50,000	30,000	30,000	33,600.00
<b>Goal 3: Strategy 4</b>	30,000	20,000	20,000	10,000	22,400.00
<b>TOTALS</b>	<b>643,600</b>	<b>723,350</b>	<b>750,880</b>	<b>774,279</b>	<b>840,986</b>

## Annual Operating Costs

<b>Cost Vote Heads</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Country Office Operational Expenses</b>					
<b>Personnel</b>	456,765	479,603	503,583	528,763	555,201
<b>Office Operations</b>					
<b>Travel and Transport</b>	120,000	138,000	154,560	173,107	173,107
<b>Other (legal, comms, audit)</b>	17,500	17,500	17,500	17,500	17,500.00
<b>% of Country Costs Covered by Restricted Grant Budgets</b>	15%	15%	15%	15%	15%
<b>Office Costs Covered by Restricted Grants</b>	107,362	113,794	120,179	127,066	131,230
<b>% of Restricted Grant Budgets Allocated to Country Costs</b>	7%	7%	7%	7%	7%
<b>Country Fundraising Target for Restricted Grants</b>	1,533,746	1,625,632	1,716,848	1,815,232	1,874,718
<b>Indicative Field Activity budget (fundraising target less Indirect Costs less country office costs)</b>	817,997.97	867,004	915,652	968,124	999,849
<b>Unmet Gap in Country Office Operational Costs</b>	608,385.99	644,834.13	681,016.22	720,042.01	743,638.04
<b>Country Office Capital Investment (Capital Expense) + Contingency.</b>	205,264.50	5,250.00	46,515.00	57,750.00	5,250.00
<b>Total Unrestricted Need</b>	<b>813,650.49</b>	<b>650,084.13</b>	<b>727,531.22</b>	<b>777,792.01</b>	<b>748,888.04</b>





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