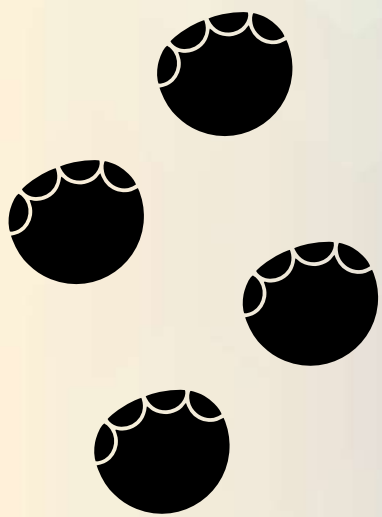




TAITA TAVETA WILDLIFE CONSERVANCIES ASSOCIATION (TTWCA)



**STRATEGIC PLAN
2019 - 2021**



STRATEGIC PLAN 2019 - 2021

BACKGROUND

Taita Taveta Wildlife Conservancies Association (TTWCA) represents the Taita Taveta ranches and conservancies, comprising 28 ranches and 7 conservancies covering slightly over 24% of Taita Taveta County. The land area is 950,676 acres lying at the heart of the Tsavo ecosystem between Tsavo East and Tsavo West National Parks.

The main land use is livestock keeping. There are also three sisal estates. Many ranches utilise wildlife tourism and conservation to diversify their income. Rukinga, Lumo, Taita Hills, Ngutuni and Ndara Conservancies are the five conservancies currently operating in the area. Some, such as Lumo, are community conservancies comprising of several ranches, while others, such as Taita Hills and Ngutuni, are private.

As an integral part of the greater Tsavo ecosystem, the area forms an important corridor for wildlife migration and has a rich biodiversity of flora and fauna. The landscape includes forests that are part of a unique Eastern Arch range of forests which are found mostly in Eastern Tanzania.

History of TTWCA

The Taita Taveta ranches, as they are collectively known, constitute 28 ranches in Taita Taveta County. In 2004, the ranches came together to establish the Taita Taveta Ranches Association (TTRA). The concept of a collective association grew from the inability of each individual ranch to handle the various challenges that occurred and spanned over many years, leading to poor utilization of natural resources, illegal exploitation of resources like mines and the near collapse of livestock farming. Some common challenges acted as a catalyst to initially bring the ranchers together including climate change, which affected rainfall patterns leading to inadequate pastures and water for their livestock, and increased levels of illegal herders.

Spurred by the immediate impact TTRA had created, the ranchers wanted to ensure optimal utilisation of the land and available resources. They wanted to introduce multiple-use land planning to improve rangeland health. They also wanted to undertake, and benefit from, more wildlife conservation activities as the area is an essential part of the greater Tsavo eco-system. Therefore, TTWCA was registered in 2012 as an offshoot of TTRA. TTWCA is a membership organisation and every ranch in Taita Taveta is invited to be a member.



The mandate of TTWCA is to support the development of wildlife conservancies and other related economic activities among its members in partnership with other stakeholders. The TTWCA Secretariat and all its activities are currently solely funded by the membership, demonstrating their commitment to TTWCA's mandate.



CONTEXT

External Context: Opportunities and Threats

There are a range of opportunities that TTWCA can leverage and build upon to achieve impact. However, the situation in the Taita Ranches and Conservancies is complex and multi-faceted with a range of interrelated threats, which need to be solved using an integrated approach.

There are multiple opportunities for TTWCA to take advantage of, including:

- A naturally resource-rich landscape that is a critical elephant corridor between the southern parts of Tsavo East and Tsavo West National Parks, which if managed well, has the potential to create tourism benefits to the people of Taita Taveta;
- An enabling policy environment that supports conservancies;
- Donors who are interested in supporting TTWCA's work;
- A large intact land mass with potential for diverse economic activities;
- A rich local culture that has a strong orientation to conservation.

Threats that could negatively impact TTWCA's work include:

- Poor governance and lack of management in the conservancies is limiting conservation benefits for communities;
- Lack of rangeland management skills and grazing plans among the ranches has led to habitat loss and resource degradation;
- Deforestation has dried many rivers, impairing the whole ecosystem;
- Climate change and drought is negatively impacting livelihoods;
- Illegal grazing by herders is creating insecurity;
- High rates of human-wildlife conflict in the region;
- Negative attitudes towards conservation models among communities;
- Complicated markets for ranch products;
- Poaching for game meat.





TTWCA's Key Strengths and Challenges

As TTWCA grows and expands its work over the next three years, it has some foundational strengths on which it will build. Yet several internal challenges need to be addressed as they have the potential to affect its ability to deliver results.

TTWCA's strengths include:

- Strong support for TTWCA from its membership, including through the provision of funding;
- An effective and committed board and Secretariat;
- A membership who are willing to establish more conservancies in order to benefit from wildlife;
- A willingness among ranch owners to work together, including to address rangeland degradation and implement coordinated grazing plans.



TTWCA faces challenges as a young organization which include:

- Lack of adequate staff and infrastructure to run the secretariat leading to a limited capacity to run programmes;
- Insufficient technical capacity;
- Lack of internal policies and procedures;
- Limited knowledge about conservancies among TTWCA membership;
- Some member ranches are currently without title deeds while others have leases that are expiring;
- Insufficient National and County Government support;
- Lack of funding from external sources;
- Cross county and cross national boundaries support.



STRATEGY

Vision

Improved livelihoods through conservation and sustainable rangeland management across the Taita Taveta -Tsavo landscape.

Mission

Support all members through conservancies to improve livelihoods through the effective and sustainable management and utilization of natural resources in the Taita Taveta -Tsavo landscape.

Core Values

1. **Leadership:** Leadership is the primary factor that holds all other issues together
2. **Partnership:** Partnership will create synergy necessary for sustainable development
3. **Professionalism:** All things will be done in a professional manner
4. **Integrity:** Every process will be undertaken with utmost good faith
5. **Innovation:** We will pursue innovation and creativity to position and take lead in the dynamic global environment
6. **Equity:** We uphold equity for inclusiveness and sense of belonging

Overarching 2021 Goal

Improved livelihoods for communities in the Taita Taveta -Tsavo landscape through effective wildlife conservation, ecosystem rehabilitation and livestock production.

2021 Strategic Objectives

1. Holistic conservation through well managed conservancies;
2. Rehabilitate the Tsavo ecosystem;
3. Develop livestock initiatives.



Strategies

The following are the key strategies by which TTWCA will achieve its strategic objectives.

Strategic Objective 1. Holistic conservation through well managed conservancies

Strategy 1.1 – Support the establishment of new conservancies

Strategy 1.2 – Strengthen management of new and existing conservancies by supporting conservancies to develop Management Plans and robust financial management systems

Strategic Objective 2. Rehabilitate the Tsavo ecosystem

Strategy 2.1 – Support grazing management and pasture restoration

Strategy 2.2 – Support expansion of the carbon offset program

Strategy 2.3 Promote conservation of water sources

Strategic Objective 3. Develop livestock initiatives

Strategy 3.1 – Promote livestock value chain development and markets

Strategy 3.2 – Promote hay production for internal and external consumption

Implementation Priorities

As the TTWCA Secretariat currently comprises just the CEO, TTWCA will prioritize strategic objective one, and in turn, the following activities will be the focus in the first 12 months of this strategy in order to achieve tangible results for its membership:

1. Organize a learning exchange for TTWCA Board and Council members to other conservancies in Kenya that focus on wildlife protection and livestock production.
2. Sensitize all TTWCA Council members and relevant communities to the agreed conservancy model.



3. Support the ranches to develop the structure and model of the new conservancies.
4. Support the establishment and registration of at least two new conservancies.
5. Support the development of conservancy management plans in the new conservancies.
6. Support the ranches to secure their land tenure through the provision of technical advice and advocacy support.
7. Capacity building of women and youth on the conservation agenda.



STRENGTHENING TTWCA

TTWCA's work will only be as effective as the organization itself. In order to implement this strategy, TTWCA plans to prioritize strengthening its institutional capacity and governance structures.

1. Strengthen TTWCA's Organizational Capacity

2021 Targets:

- Establish and strengthen strategic partnerships including at least two new funding partnerships
- Recruit five new staff (see organizational structure below)
- Develop HR and finance systems
- Develop and implement a communications strategy, including a new website
- Develop an organizational Monitoring and Evaluation System

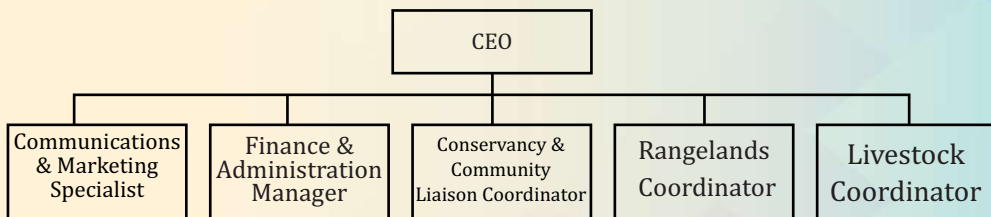
Implementation Priorities

- Develop high-quality funding proposal
- Recruit Conservancy & Community Liaison Coordinator
- Develop staff Terms of Reference and contracts
- Develop relevant policies, guidelines and manuals



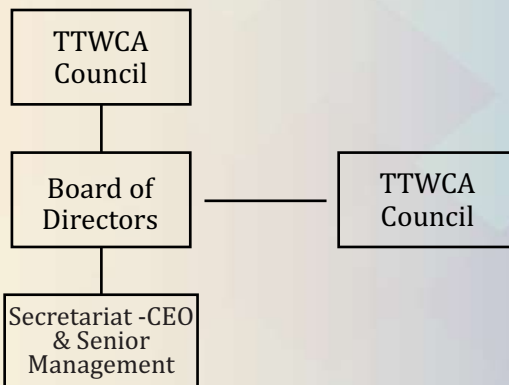
TTWCA Organizational Structure

Currently the Secretariat is comprised of a Chief Executive Officer (CEO), who has been instrumental in steering the organization as it has established itself. To deliver the results that the TTWCA Council and Board expects, TTWCA will need to expand its team. The priority is for the team to recruit a Conservancy and Community Liaison Coordinator who can support the organization in establishing and strengthening the conservancies. However for the first one year the CEO will double as the community and conservancy liaison coordinator. The second priority is for TTWCA to have a Communications and Marketing Specialist in place and the third priority is to have a Rangelands Coordinator who can help conservancies and communities rehabilitate their rangelands (within 12 months). As soon as TTWCA is receiving donor funding, it will also need to recruit a Finance and Administration Manager to ensure all financial management and HR systems are strong and effectual. By December 2021, TTWCA aims to have the following organizational structure:



1. Strengthen TTWCA's Governance Structures

In order to ensure the TTWCA Secretariat is well supported, TTWCA will have the following governance structure:



TTWCA Council

The TTWCA Council (formally known as the Ranches Council) is comprised of leaders selected from all the ranches within Taita Taveta. Each Ranch selects three officials who meet on a regular basis to deliberate on issues affecting their ranches. This Council has a board.

It is this Council that will oversee the performance of TTWCA and elect the nine Board members of TTWCA. The same Council will ratify any major decisions made by the Board as well as approve plans and budgets. The Council may create a mechanism for rotation to ensure effective representation of their ranches.

Board of Directors

The current TTWCA Board is committed to supporting the organization to succeed and has valuable skills in financial management, administration and management, community mobilization and livestock production. In order to strengthen the board further, three ex-officio members will be added to provide support and technical expertise from relevant government bodies. Therefore, the Board will be comprised of thirteen members:

- Nine members selected by the TTWCA Council from among their members. The Chair of the Board will be one of them. They will ensure representation of conservancies and ranches and implementation of programmes approved through an Annual General Meeting (AGM);
- One Representative from the County Government Ministry in charge of the Environment and Natural Resources who will be an ex-officio member of the Board;
- One Representative from the County Government Ministry in charge of Livestock who will be an ex-officio member of the Board;
- One Representative from the Kenya Wildlife Service (KWS) who will be an ex-officio member of the Board;
- The TTWCA Chief Executive Officer (CEO) who will be an ex-officio member of the Board.



The Board of Directors will serve for a duration of three years, renewable or changeable based on performance and subject to the TTWCA constitution.

The Board will establish three standing sub-committees namely:

- Programmes Oversight Committee;
- Human Resources & Administration Committee; and
- Finance & Audit Committee.

These sub-committees must report to the full board and seek approval for the implementation of any recommendations.

Advisory Body

TTWCA will benefit from a small team of external advisors. The Advisory Body will be selected by the Board, and approved by the TTWCA Council, and will comprise of:

- A representative of Kenya Wildlife Conservancies Association (KWCA);
- A legal advisor;
- The County Commissioner (to advise on security matters);
- Representatives of key strategic conservation partners.



DEFINITIONS

Taita Taveta – Tsavo:

This refers to the areas in the Tsavo ecosystem within the Taita Taveta County boundaries.

Conservancy:

A wildlife conservancy is land managed by an individual landowner, a body corporate, group of owners or a community for purposes of wildlife conservation and other compatible land uses to better livelihoods.



APPENDIX

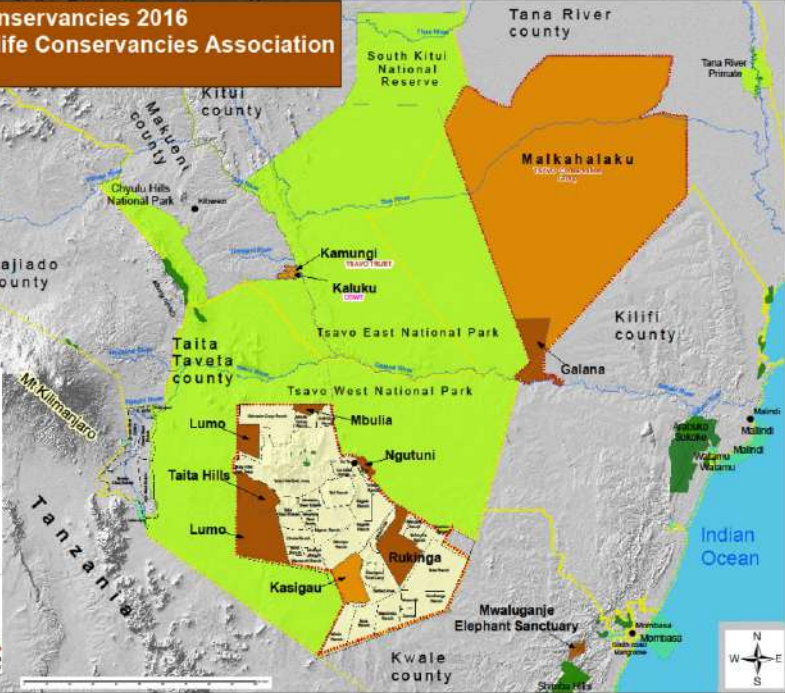
I. List of Ranches and Map

DIRECTED AGRICULTURE		SIZE ACRES
1.	MGENO RANCH	53,000
2.	KAMBANGA RANCH	34,000
3.	KASIGAU RANCH	51694
4.	MAUNGU RANCH	52,465
5.	MBALE RANCH	39794
6.	WUSHUMBU RANCH	39930
7.	BURA RANCH	39794
8.	DAWIDA RANCH	11120
9.	BACHUMA RANCH	9884
GROUP RANCHES		
1.	OZA RANCH	28000
2.	TERI B'	17297
3.	MRAMBA	30,888
4.	MBULIA RANCH/CONSERVANCY	38,000
5.	NDARA B'	5372
6.	KISHAMBA B'	26,000
PRIVATE RANCHES		
1.	LUALENYI RANCH	103000
2.	TAITA RANCH	96,000
3.	RUKINGA RANCH	85066
4.	SAGALLA RANCH	5090
5.	CHALONGO	94
INDIVIDUAL RANCHES		
1.	KUTIMA RANCH	12,543
2.	CHOKE RANCH	12,504
3.	AMAKA RANCH	16000
4.	WANGALA RANCH	5,001
5.	NDARA	46018
6.	IZERA RANCH	22,000
7.	MWASUI RANCH	5122
8.	MKUKI RANCH	5000
COOPERATIVE RANCH		
1.	KISHUSHE RANCH	60000

Tsavo Region Conservancies 2016
Taita Taveta Wildlife Conservancies Association (TTWCA)



- Legend**
- Towns
 - Rivers
 - Operational Conservancies
 - Emerging Conservancies
 - Taita Taveta Region Boundary
 - Forest
 - County boundary
 - National Parks and Reserves



STRATEGIC PLAN 2019 - 2021



TTWCA COUNCIL



Donald Bong'osa
Chairman



Charles Mwaisege
V. Chairman



Manuel Kitololo
Secretary



Wabosha Kamattah
V. Secretary



Kiute Mjomba
Treasurer



James Ngoda
Member



Charles Iligha
Member



Dominy Lenjo
Member



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