



LEWA
WILDLIFE
CONSERVANCY

A UNESCO World Heritage Site inscribed in 2013

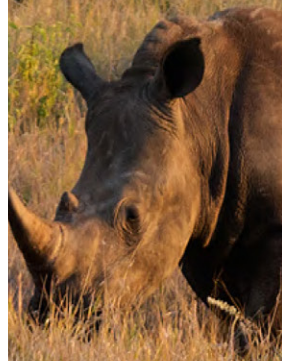


STRATEGIC PLAN: 2023-2025

ACKNOWLEDGEMENT

Lewa Wildlife Conservancy would like to thank all the people who have engaged in and supported this strategic planning process. We are proud of the work that we have achieved to date with your support and partnership, and we are excited about the road ahead. We also thank the Lewa management team, Maliasili Initiatives, and our partners listed below for their engagement and support in facilitating this process.

- » 51 Degrees
- » Borana Conservancy
- » Eastern Region Government
- » Eastern Regional Commissioner
- » Il Mamusi Community Forest Association
- » Il Ngwesi Conservancy
- » Isiolo County Government
- » Kenya Forest Service
- » Kenya Police
- » Kenya Wildlife Conservancies Association
- » Kenya Wildlife Service
- » Kisima Farm
- » Laikipia Wildlife Forum
- » Lewa Board
- » Lewa Chiefs Forum
- » Lewa Community Committees
- » Lewa International
- » Lewa Women's Microcredit Programme
- » Marania Farm
- » Meru County Government
- » Mt. Kenya Trust
- » National Environmental Management Authority
- » Ngare Ndare Forest Trust
- » Northern Frontier Ventures
- » Northern Rangelands Trust
- » Save The Elephants
- » Tusk Trust



EXECUTIVE SUMMARY

Despite the challenges brought on by the pandemic, Kenya, and by extension Lewa Wildlife Conservancy (LWC) and its partners, have entered an exciting period for development-centric conservation.

We have emerged stronger and even more committed to our strategy of empowering local communities to define, drive and own the conservation agenda.

The Government of Kenya's consideration of public-private community partnerships in the conservation space aligns fully with Lewa's vision for its continued role, and addresses the County Government's and community's need for this evolution.

For the last three decades, Lewa has pioneered practices that have resulted in a thriving black rhino habitat and population, which in turn creates a robust ecosystem for a multitude of species.

Based on this history, Lewa is looking to continue developing best practices that catalyse conservation through all its traditional strengths: conservation management, anti-poaching and security operations, and community engagement and development. Lewa intends to not only maximise positive conservation impacts within its boundaries and on its neighbours but also to model conservation approaches for conservancies across Kenya.

LEWA WILDLIFE CONSERVANCY SERVES AS A MODEL AND CATALYST FOR THE CONSERVATION OF WILDLIFE AND THEIR HABITATS. IT ACCOMPLISHES THIS BY PROTECTING AND MANAGING SPECIES, INITIATING AND SUPPORTING COMMUNITY CONSERVATION AND DEVELOPMENT PROGRAMMES, AND EDUCATING NEIGHBOURING COMMUNITIES ABOUT THE IMPORTANCE OF WILDLIFE.

Lewa envisions a future where people across Kenya value, protect and benefit from wildlife. This future depends on communities being able to derive their day-to-day livelihoods in ways that are compatible with thriving wildlife habitat.

As such, Lewa's mission is to serve as a model and catalyst for the conservation of wildlife and their habitats. It does this by protecting and managing species, initiating and supporting community conservation and development programmes, and educating neighbouring communities about the importance of wildlife. In the next phase of fulfilling this mission, Lewa will concentrate its efforts on the following goals:

- **Conservation and wildlife management:** achieve secure and well-managed wildlife habitats in LWC and contiguous areas that serve as a model for best conservation practices across Kenya.

- **Support community development and livelihoods to improve conservation outcomes:** LWC programmes, directly or through partnerships, improve the security of livelihoods and the living conditions of the Conservancy's neighbouring communities. This increases their support for conservation and reduces the negative impact of human activities on natural resources.
- **Innovation and best practice:** LWC is renowned among conservationists for its leadership, innovation and expertise which are advancing community-based conservation practices and thinking in Kenya and beyond.
- **Organisational effectiveness:** LWC optimises its organisational effectiveness through the continued implementation of management best practices across the organisation and the development of diverse income streams.

While these goals are an extension of Lewa's current efforts and strengths, there are new areas of focus and intention within each goal. In conservation and wildlife management, Lewa recognises the importance of rangeland management to ensure the longevity of its conservation outcomes.

Within its community development efforts, Lewa has placed new emphasis on enabling behaviour changes, such as increasing higher education graduation and enterprise development, that it deems causal to long-term conservation.

Regarding innovation and best practice, Lewa is amplifying its communications efforts to focus on the cycle of innovation, documentation, outreach, and implementation, to inspire and catalyse cutting-edge conservation practices throughout Kenya. The success of each of these initiatives depends on Lewa's continued organisational excellence, its world-class conservation team, the diversification of its revenue streams, and the maintenance of high standards of professionalism.

Partnership and collaboration have contributed to Lewa's success thus far and will continue to play an important role in the future.

Lewa appreciates that the long-term conservation of the wildlife and habitats in the Conservancy relies on the success of its neighbours—ranches, farms, communities, conservancies and public protected areas alike. Lewa invites all these partners to engage as it implements this continuing strategy, originally launched in 2018.



BACKGROUND

Lewa Wildlife Conservancy (LWC) is one of the most established and highly regarded wildlife conservancies in Kenya, having catalysed and modelled conservancy management for both private and community lands across northern Kenya.

Since its early days as a rhino sanctuary, Lewa has expanded and refined its conservation practice to the point where it is now not only protecting endangered species such as the rhino and Grevy's zebra, but also translocating wildlife to repopulate new conservation areas, and disseminating innovative best practices in community-centred conservation.

From its beginning, focused on rhino protection, Lewa pioneered the concept of conservation as a form of land use that optimises the social, economic, and environmental values that contributed to the emerging wildlife conservancy movement across Kenya. In 1995, the Craig family, recognising the importance and value of Lewa as a conservation hub in northern Kenya, fenced the land and created the institution of Lewa Wildlife Conservancy.

At the end of the last decade, Lewa and the Craig family partnered with The Nature Conservancy—which specialises in supporting the acquisition of land to dedicate to conserva-

tion—to restructure Lewa’s ownership by creating a charitable institution that manages and owns the land in service of wildlife conservation and Kenya’s natural heritage.

Despite the strides being made in conservation within Lewa’s boundaries through the 1990s, it was recognised that Lewa’s wildlife would never be able to survive over the long term if Lewa became an island within a region in which land was poorly managed, communities were not benefiting from wildlife, and poaching was unmitigated.

In the late 1990s, the founder and then CEO of Lewa Wildlife Conservancy, Ian Craig, and Francis Ole Kaparo, the then Speaker of the National Assembly and member of the local community, catalysed the creation of the Northern Rangelands Trust (NRT), to build upon the core principle of Lewa’s conservation approach—communities must benefit from wildlife, not just bear the costs—to create community wildlife conservancies across northern Kenya.

Today, NRT is a voluntary membership organisation with 43 member community conservancies spread across 63,000 square kilometres of northern and coastal Kenya and Uganda, that empowers indigenous communities to develop locally-led governance structures, run peace and wildlife protection programmes, take the lead in natural resource management, and manage sustainable businesses linked to conservation.

NRT is a critical partner for Lewa in engaging the communities in the community lands contiguous to Lewa’s boundaries.

While NRT has spurred the establishment of conservancies on community lands, Lewa’s model for private land conservation has become even more pertinent as private ranches across northern Kenya have come under increasing pressure in recent years. Lewa strives to balance wildlife management with community engagement and benefits. Only when communities benefit from the effective management of rangelands and wildlife does conservation as a form of land use become sustainable.

Recent years have seen increasing pressures on grazing in the counties surrounding Lewa, with pastoralists from across northern Kenya invading private ranches and community lands alike in search of forage and water.

While these invasions have complex motivations, they underscore the need for Lewa to continue developing innovative community-based conservation practices that are applicable throughout northern Kenya on both community and private lands.

Going forward, Lewa is poised to continue to refine its operations across its programme areas, establish enhanced best practices and share them with conservation practitioners across Kenya.

VALUE PROPOSITION

Throughout its existence, Lewa has focussed on conservation that provides community benefits and increases endangered species’ chances of survival. Over the years, Lewa has developed expertise in the following areas, distinguishing it as a leader in wildlife conservation in Kenya and beyond:

- **Security and anti-poaching measures:** Lewa has combined the techniques of a world-class security operation, including cutting-edge monitoring technology, with the engagement of the surrounding communities as critical partners in conservation. Lewa’s security team not only protects the wildlife in the Conservancy but also increases the safety of people and wildlife across the region.
- **Wildlife management:** Lewa holistically manages the populations of critically endangered species, such as the black rhino and Grevy’s zebra, by preserving their habitats and mitigating threats posed by poaching and human-wildlife conflict. Lewa’s excellence in wildlife management has resulted in a steady rise in rhino numbers, allowing the Conservancy to translocate these wild animals to newly created and protected rhino habitats outside its boundaries, ensuring the species’ survival.
- **Landscape engagement:** Lewa recognises that its neighbours’ engagement in conservation and the sustainable use of natural resources is critical to the long-term viability of the Conservancy as a core conservation area. Working in partnership with community forests and conservancies, neighbouring ranches, and conservation partners like NRT is integral to Lewa’s approach and success.
- **Community development through conservation:** From the beginning, Lewa recognised that conservation efforts would not succeed without local communities benefitting from wildlife. The income that Lewa’s wildlife brings into the region through donors and tourism revenue directly benefits Lewa’s neighbouring communities and engages them as partners in conservation.
- **World-renowned reputation:** Lewa has set a standard of excellence for wildlife management and community engagement and delivers a tourism experience that generates revenue to support these efforts. The Conservancy is the ideal destination for those looking for best practices in endangered species management and community-centred conservation. This combination of expertise uniquely positions Lewa to test and refine innovative interventions in community-based conservation.



VISION, MISSION, VALUES



Vision

Lewa envisions a future where people across Kenya value, protect and benefit from wildlife.



Mission

Lewa Wildlife Conservancy serves as a model and catalyst for the conservation of wildlife and its habitat. It accomplishes this through the protection and management of species, the initiation and support of community conservation and development programmes, and the education of neighbouring communities on the value of wildlife.



Values

The following basic principles guide Lewa's strategic focus and day-to-day operations. All Lewa staff are responsible for embodying and exercising these values:

Value of wildlife: Wildlife has both intrinsic and extrinsic value and needs to be protected and optimised for communities near at hand, as well as stakeholders around the world.

Community: The broader Lewa community is the heart and soul of our work, the ultimate stewards of the wildlife, the beneficiaries of our programmes, and our partners in conservation.

Collaboration: Lewa's work depends on collaboration between our team members, our community partners, other conservation organisations, and the government. Lewa will never achieve its vision alone and relies on collaboration to maximise its impact.

Professionalism: Lewa strives to uphold the highest standards of excellence, professionalism and efficiency in all its operations.

Innovation: Continuous learning and adaptation are essential to innovating and designing best conservation practice.

Optimism: Lewa believes its vision is achievable and strives to deliver pragmatic solutions that translate to direct impact.

LEWA'S EVOLUTION

Since its inception, Lewa has developed into a world-class wildlife conservation operation. However, with conservation in Kenya and across Africa facing increasing pressures on land use, habitat conversion, climate change and human-wildlife conflict, Lewa strives to advance its operations, maximise its impact and ultimately drive behavioural change that will ensure long-term, sustainable use of natural resources in northern Kenya.

In recent years, Lewa has made significant investments in education, health, and micro-enterprise in surrounding communities. These programmes have generated goodwill and resulted in the formation of strong relationships between Lewa and the respective communities. However, the ultimate desired outcome of alternative livelihoods, i.e., household income that does not rely on the unsustainable use of natural resources through intensive grazing, agriculture, or forest utilisation, is yet to be fully realised.

Additionally, while Lewa has pioneered the creation of a world-class security team, the cost of that operation, and the effort to protect rhinos, is not necessarily relevant or attainable for the vast majority of conservancies in Kenya or further afield.

While striving to establish best community conservation practices across its operations, Lewa will review and support the adaptation of its programmes to make them relevant to a wider variety of conservation practitioners and drive behaviour change among all stakeholders. Lewa has embraced this challenge and aims at advancing its operations so it can have a greater impact and foster better conservation practice both within and outside its boundaries.



IMPACT MODEL

Community engagement has always been at the core of Lewa's work, but communities' roles in conservation continue to evolve as environmental and socio-economic contexts shift.

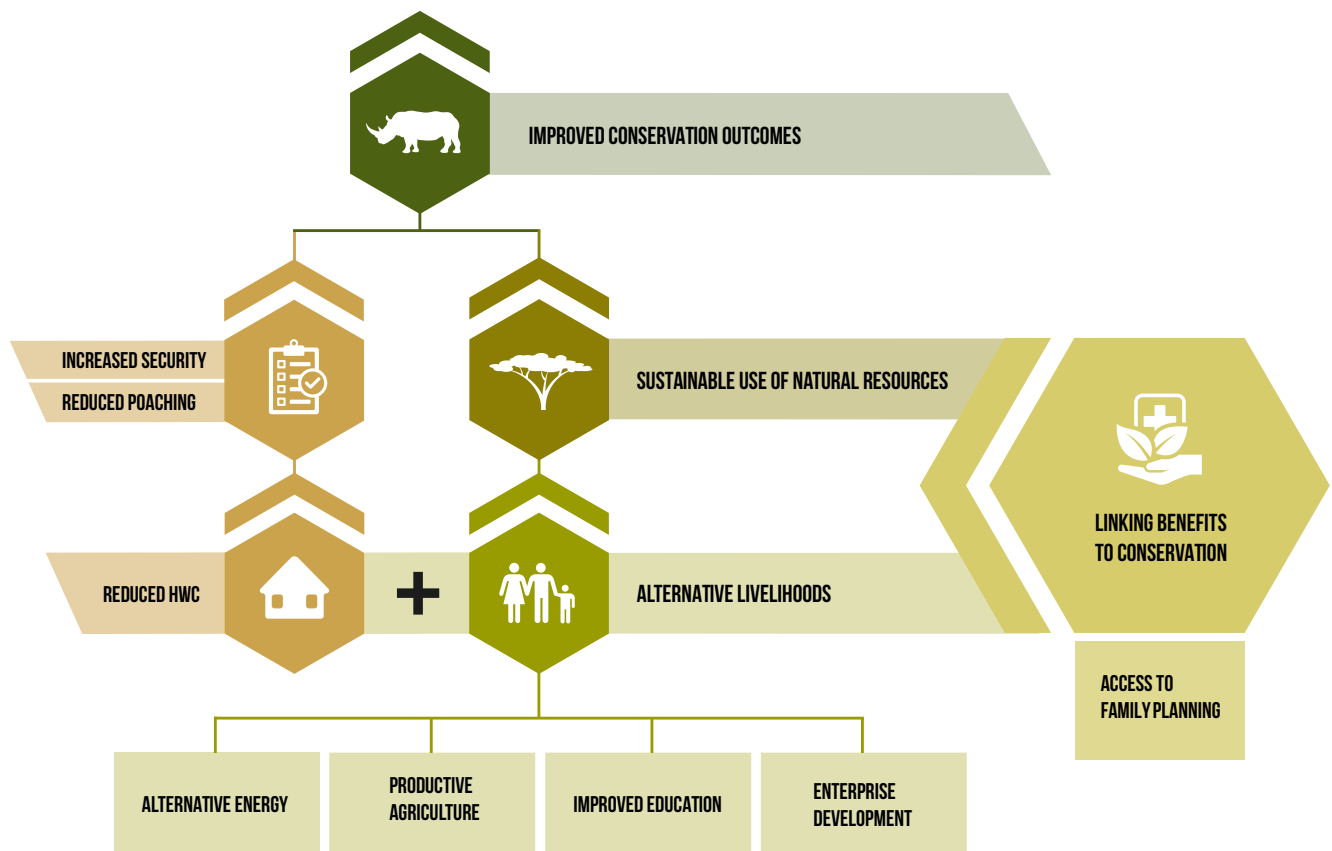
When Lewa Wildlife Conservancy began, it created programmes to direct benefits derived from wildlife and tourism to the surrounding communities, building relationships and good will for Lewa's conservation efforts. Over the years, the benefits that Lewa has provided to neighbouring communities have expanded to include security, education, health care, microfinance, and agriculture support, and as a result, Lewa benefits from high levels of trust and engagement with its neighbours.

As external pressures from rising population and demands on habitat and resources increase, Lewa seeks to maximise the impact of its programmes by concentrating on the long-term outcomes of decreased reliance on natural resources through development of more robust, alternative livelihoods. The intent is that increased access to alternative livelihoods will de-

crease pressure on wildlife habitats and endangered species in the broader landscape around the Conservancy over the long-term. Therefore, Lewa aims at supporting behaviour change that promotes conservation. By providing bursaries, for instance, more students from the neighbouring communities can pursue higher education, which enables them to find alternative sources of income, such as employment, decreasing reliance and pressure on natural resources. These initiatives serve as a buffer around the core conservation area within Lewa's boundaries.

Lewa's impact model acknowledges the challenges of developing alternative livelihoods and the various factors, such as health, education, access to capital, and knowledge, that influence the adoption of new social norms and practices in communities. These complexities require that Lewa constantly monitors its impact, learns from its experiences, and modifies its approaches as necessary to achieve the desired outcomes.

Figure 1. Lewa's Impact Model: Programmatic Interventions Driving Conservation Outcomes



STRATEGIC FRAMEWORK

This strategic framework aims to enhance Lewa's existing programmes, so they drive increased positive behavioural change within Lewa and communities in contiguous areas, improving conservation outcomes.

It is assumed that the long-term viability of the functioning habitat within Lewa is at risk if the areas around Lewa are not well managed.

Effective land and resource management requires durable governance structures and viable, alternative livelihoods that decrease unsustainable utilisation of resources including water, rangelands, and forests.

LWC is a unique not-for-profit entity that manages private lands for the benefit of Kenya and local communities.

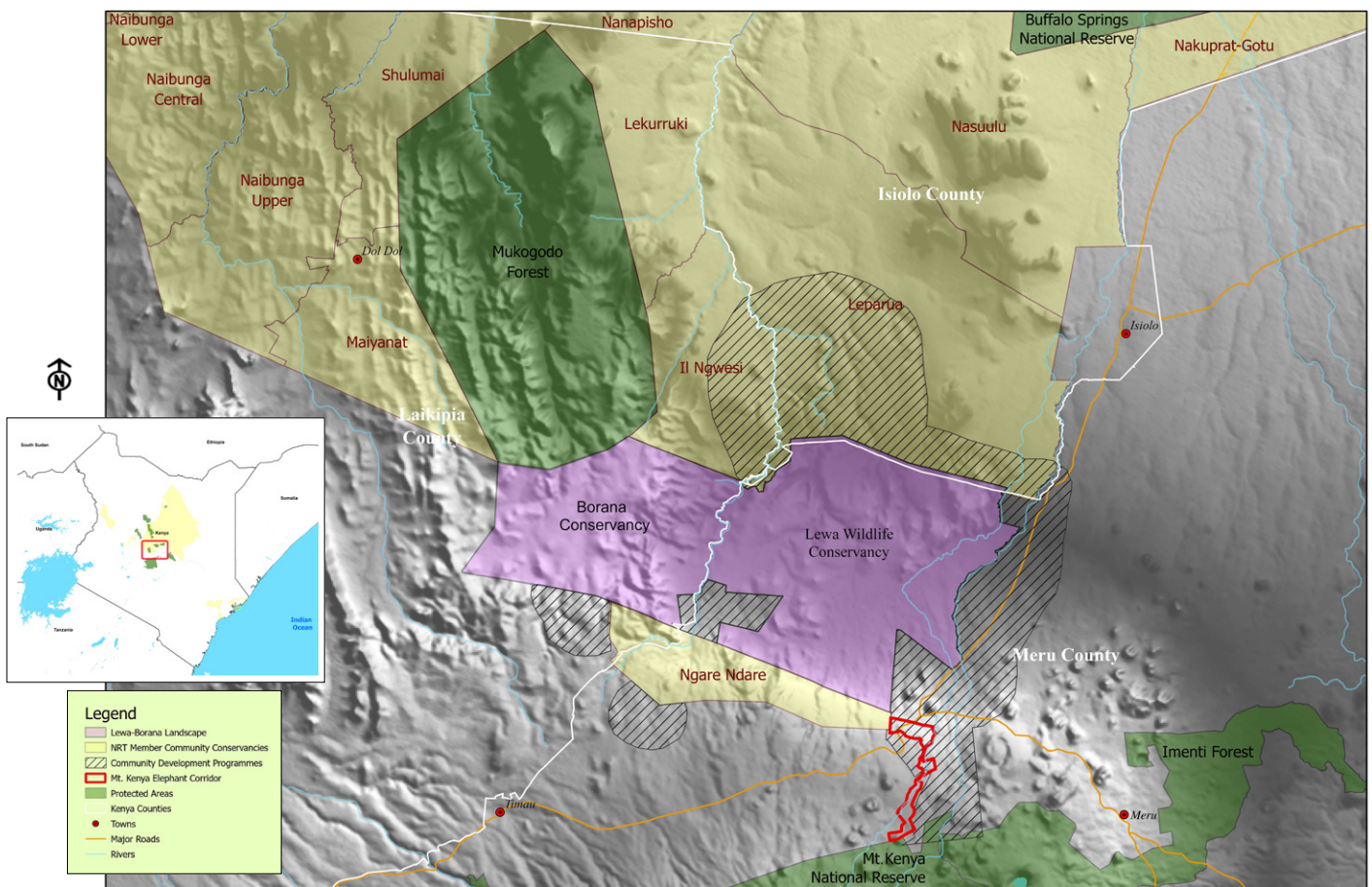
The objectives of the next three years aim at leveraging Lewa's unique position to continue designing and testing best community-based conservation practices and leveraging these practices to advance conservation across northern Kenya and beyond.

As the first area of focus, Lewa will continue to refine its conservation and wildlife management programmes, build on its successful security and anti-poaching programmes, and innovate in research, habitat management, and human-wildlife conflict mitigation.

The second thematic area will concentrate on continued engagement in community development activities, with a clear intent on enabling behaviours that decrease pressure on natural resources while maintaining the positive, collaborative relationships Lewa has with the surrounding communities. Forging clear links between conservation outcomes and community development will remain the driving force in all community interventions.

The last component of this strategic framework zeros in on developing and sharing innovative best practices in conservation and community development and the links between them. This requires learning through monitoring and evaluation, documentation, communication, and strong collaboration.

Lastly, Lewa will continue to maintain excellence in its management and operations while striving to achieve financial stability.



THEME 1: CONSERVATION & WILDLIFE MANAGEMENT

Achieve secure and well-managed wildlife habitats in Lewa and contiguous areas that serve as a model for best conservation practice in Kenya and around the world.

Ultimate Outcome: A healthy, sustainable, and secure greater ecosystem, which supports a balanced diversity of fauna and flora, as measured by key species such as Grevy's zebra and elephant.

1. Through 2025, in collaboration with relevant stakeholders, pilot innovative conservation techniques and technologies that improve species and range-land health, creating cutting-edge best practices in conservation management.
2. Through 2025, in collaboration with NRT/NRT Trading, work to change cultural mindsets around livestock ownership to reduce pressure on range-lands and improve grazing practices in contiguous areas.
3. By 2023, complete a water resource quantification assessment for LWC and the broader water catchment area to establish a baseline for the development of new sustainable water management strategies.
4. Through 2025, provide technical advice and support to owners of contiguous private, community, and state-owned land to improve ecosystem health, wildlife habitats, and protection of endangered species.
5. Through 2025, secure and create new black rhino habitats in contiguous areas, with healthy, thriving populations.
6. Through 2025, in partnership with relevant entities, implement world-class research programmes that provide data to inform conservation management decisions and improve habitat and species health.
7. By 2025, in collaboration with relevant stakeholders, reduce incidents of human-wildlife conflict across Lewa and contiguous areas, from a 2019 baseline.
8. Through 2025, in collaboration with relevant partners, maintain zero poaching of critically endangered species (elephant and rhino).
9. Through 2025, in collaboration with partners, continue the implementation of the Environmental and Conservation Education Programmes, involving community members and schools, and increasing participation year-on-year from a 2019 baseline, to drive a change in mindsets and raise awareness of the importance of conservation, improving ecosystem health, and practising sustainable natural resource utilisation.
10. Secure tenure of the land within the Conservancy's boundaries not owned by LWC, as well as the elephant corridor to Mount Kenya, via purchase, long-term lease or easement, with ownership by LWC being the preferred outcome.
11. Support the establishment of a public-private people partnership under the umbrella of the Meru Bongo Rhino Conservation Trust to successfully repatriate the mountain bongo, increase its population, and re-wild the species, as well as re-introduce the black rhino into Mt. Kenya Forest.

THEME 2: SUPPORT COMMUNITY DEVELOPMENT AND LIVELIHOODS TO IMPROVE CONSERVATION OUTCOMES

Lewa's programmes, either directly or through partnerships, improve the security of livelihoods and living conditions of Lewa's neighbouring communities, reducing the negative impact of human activities on natural resources and increasing support for conservation.

Ultimate Outcome: Less dependence on natural resources as the primary source of livelihood; decreased pressure on natural resources, including water, forestry, and rangelands.

1. Conduct a holistic programme evaluation and progressively undertake baseline and targeted periodic reviews of all livelihood development programmes, to assess their efficacy and behaviour change levels, year-on-year through 2025.
2. Through 2025, ensure existing and future water projects are enabling sustainable and efficient water abstraction in Lewa and contiguous areas in accordance with national water regulations, while maintaining a minimum of 30% of surface water flow.
3. By 2025, foster an increasingly literate population that has alternative livelihoods and lifestyle options, and is able to access diverse income-generating opportunities, reducing unsustainable reliance on natural resources within Lewa and contiguous areas.
4. Through 2025, work to increase access to primary health care services, including family planning, in communities adjacent to Lewa, in line with national policies.
5. Through 2025, reduce family reliance on natural resources by providing access to credit facilities via loans to women, enabling the diversification of community members' livelihoods (see Goal 1 for baseline).
6. Through 2025, work to unlock the income generation potential of youth and provide alternatives for livelihoods that rely on natural resources by offering enterprise incubation and linking young people with economic opportunities.
7. Through 2025, collaborate with partners to increase sustainable crop and livestock production by communities within Lewa's area of influence, increasing community members' income from these sources.
8. Through 2025, collaborate with partners to cultivate strong community institutions that secure tenure and management for land, water, and natural resources.
9. Through 2025, maintain forest cover and drive the reduction of charcoal burning by 50% annually in areas contiguous with Lewa.
10. Through 2025, continue to provide and contribute to national peace and security strategies, as provided by the Community Policing Initiative, and ensure the National Police Reserve (NPR) status remains secure and viable at local and national levels.

THEME 3: INNOVATION AND BEST PRACTICE

LWC is known by conservation practitioners for its innovation, expertise and leadership, which are enhancing community-based conservation practices and thinking in Kenya and beyond.

Ultimate Outcome: Lewa continues to build its reputation as a centre of excellence for community-based conservation and effectively shares those best practices for implementation in other conservancies across Kenya, and beyond.

1. By 2023, develop a comprehensive monitoring and evaluation programme to assess and measure the impact of community development and conservation in Lewa and contiguous areas, while focussing on tracking behaviour change.
2. Through 2025, influence conservation practice across Kenya, and beyond, by documenting and disseminating best practices via outreach, education, publications, and exchange visits.
3. Through 2025, scale up Lewa's communications so that the Conservancy's conservation outcomes are better conveyed locally, regionally, nationally, and internationally.
4. Through 2025, Lewa develops more intentional and formal relationships within the county and national government structures and national level associations, to influence conservation and development decisions.



THEME 4: ORGANISATIONAL EFFECTIVENESS

Lewa maximises its organisational effectiveness by continuously implementing management best practices throughout the organisation and creating diverse revenue streams.

CLIMATE CHANGE AS A CROSS-CUTTING ISSUE

Lewa recognises that climate change will have a significant and steady impact on its environmental conditions and the natural resources on which communities depend. Therefore, the Conservancy must remain vigilant in monitoring climate change's effects and adapt its interventions and community engagement accordingly.

Lewa has a crucial role to play in developing strategies that increase communities' and wildlife's resilience against the effects of climate change, such as encouraging the adoption of appropriate income generation activities that do not exacerbate climate-related environmental degradation or limit access to water.

Lewa's approach for mitigating climate change's effects will focus on aligning with Kenya's national efforts to address the issue. Additionally, the Conservancy will seek to determine the carbon footprint of its operations, within defined parameters, and develop annual reduction plans. Upon the identification of a footprint, Lewa will endeavour to mitigate its emissions and aim for carbon neutrality.

Ultimate Outcome: Lewa continues to run efficiently and effectively, generating the revenue needed to sustain its operations, manage expenses, retain staff, and satisfy donor reporting requirements.

- 1. Human resources management**
Lewa manages its workforce in a way that increases team productivity and results in consistent achievement of annual performance goals.
- 2. Financial management**
Lewa effectively and efficiently manages its finances in all countries of operation in full compliance with audit requirements and donor expectations.
- 3. Operations and administration**
Lewa efficiently and effectively manages its day-to-day operations and administration activities.
- 4. Fundraising**
Lewa's collective fundraising efforts increase by a minimum of 25% annually from a 2016 baseline. This includes investment in Lewa's endowment and conservation reserve fund.
- 5. Earned income**
Lewa optimises its earned income potential to increase financial stability and decrease reliance on fundraising.



PARTNERSHIP & COLLABORATION

Lewa is ambitious in the scope of its programmes and their impact and cognisant of the importance of landscape-scale interventions. The Conservancy recognises that collaborative partnerships are crucial to its success.

Therefore, Lewa's key partners in implementing this strategic framework include the following:

Community conservancies

The community conservancies bordering Lewa, including Il Ngwesi, Leparua, and further afield, Lekurruki, OI Donyiro, Nasuulu, and the associated Community Forest Associations (CFAs), are the first line of defence in Lewa's core habitat, and critical for the habitat connectivity on which ecosystem function relies. Lewa actively collaborates with NRT to support these institutions' governance and management. The communities that make up these conservancies are also the primary beneficiaries of Lewa's community development efforts.

Collaborating partners

Lewa partners with other conservation organisations in fulfilling its goals and objectives, with NRT serving as its primary collaborator in the engagement of community conservancies. The Kenya Wildlife Service and the Kenya Forest Service both remain critical and valued conservation partners.

Government

The County and National Governments are Lewa's crucial partners in all its conservation efforts, including community development, security, and wildlife management.

Neighbours

Other contiguous landowners, including private ones such as Borana Conservancy, and agricultural communities on Lewa's eastern and southern boundaries, are crucial partners in maintaining healthy ecosystems.

Funders

Lewa's numerous partners and donors—without whose support the organisation could not operate—are essential to funding the Conservancy's work in the landscape.

Despite the existing collaborative efforts, Lewa is always searching for additional partners who bring technical expertise and experience that can enhance the Conservancy's programmes and increase their impact.

In the pursuit of best practice, proactive engagement and partnership will be key components of innovative efforts to design and test new interventions.

Lewa will specifically be seeking out partners who offer additional expertise in agricultural services and climate change mitigation.

For all partnerships, it is essential that Lewa establishes clear intentions and goals. The resources available are finite, therefore, clarifying roles and objectives can help optimise efforts and outcomes.

IMPLEMENTATION

This strategic framework is an extension and focused optimisation of Lewa's current efforts.

Its implementation will require clear intent and planning, especially in the areas where its goals and objectives bring additional emphasis and expanded scope, including the following:

Rangelands and water

While Lewa has been working on addressing these issues in recent years, renewed focus and effort may require additional expertise and collaboration.

Communication

Lewa has an excellent brand and reputation, in no small part due to preexisting communications efforts. However, the additional focus on documenting and sharing best practices, and widening awareness of Lewa's offerings, will require additional support and resources.

Monitoring and evaluation

To feed into best practices and broad communications efforts, a robust adaptive learning programme needs to centre around monitoring and evaluation (M&E). While Lewa tracks a significant number of metrics and outputs, its new focus on evidence-based behaviour change will require intentional scale-up and investment in M&E.

Advocacy

While Lewa has a long history of engaging the County and National Governments, the Conservancy will develop a set of advocacy-centred objectives and assign clear roles and responsibilities for their execution.

RESOURCING

LWC has a proven track record of sound financial management, substantial earned income from tourism operations, and a world-class donor network. While Lewa excels at raising funds, donations are not an inherently sustainable or readily increasing source of income.

This strategic framework intends to maintain Lewa's core budget requirements roughly at present levels while strategically growing its development budget and optimising the outcome and impact of that funding. There are two primary and a third evolving mechanism that will generate revenue for Lewa's programmatic efforts:

Lewa International

Lewa's international fundraising boards have recently streamlined their operations and committed to work together, which will boost fundraising efforts internationally through an existing and expanding donor network. These efforts have traditionally supported significant amounts of the community development work and are expected to do so in the future.

Tourism optimisation

Lewa generates over \$2M annually in revenue from tourism activities conducted within the Conservancy. There is an ongoing effort to optimise these activities through effective marketing and innovative service and experiential offerings, to increase bed-night occupancy and ultimately, revenue for Lewa's core operations.

Earned income

Lewa will continue to explore opportunities to diversify its earned income streams.

Endowment

All the above revenue sources are potential mechanisms for growing the existing endowment, increasing Lewa's financial security and flexibility.

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A UNESCO World Heritage Site inscribed in 2013