1. Executive Summary

Although the Greater Mara Ecosystem currently faces a range of significant risks and threats, the Maasai Mara Wildlife Conservancies Association (MMWCA), as the regional umbrella body for the Mara Conservancies, is poised and ready to capitalize on a number of concurrent opportunities in the next four years. The new Kenyan legal framework creates an increasingly enabling environment for the fast-growing conservancies movement. There is strong cohesion among landowners to optimize the value of their land and resources for themselves, their families, their livestock, wildlife and socio-economic development, as well as supportive and engaged private sector and NGO partners to support conservancy development. This strategic plan provides MMWCA with clear direction to guide its work planning and resource allocation for the next four years. Successful implementation of this strategy will be a key factor in preserving the viability of a landscape that supports both wildlife and traditional Maasai culture, while optimizing the community benefits from this resource-rich environment.

MMWCA was formally established in late 2013 to fill a critical niche as an overall umbrella body for the Mara conservancies. Mara landowners and tourism parties had previously lacked a common and united front, but they have jointly empowered MMWCA with a strong mandate to establish and strengthen the Mara conservancies and to play an overarching coordination role for Greater Mara Ecosystem stakeholders. MMWCA fosters unity, strength and cohesion within and among the Mara conservancies on a regional level; and works to raise Mara issues, impact and vision on a national and international level. This strategy will guide MMWCA in its efforts to enable strong and thriving conservancies across the Greater Mara Ecosystem, prioritizing efforts that contribute to the creation and sustainability of conservancies as a mechanism to improve the health of the entire landscape.

**MMWCA’s 2017 – 2020 strategy is based on the following goals:**

**Goal 1:** Operationalize a robust ecological and social monitoring system;

**Goal 2:** Support conservancies to secure land for conservation use;

**Goal 3:** Catalyze and support conservancies to optimize and diversify sustainable revenue;

**Goal 4:** Strengthen conservancy governance, management and benefits to motivate landowners to renew their conservation leases;

**Goal 5:** Foster land use planning that prioritizes conservation land use;

**Goal 6:** Facilitate the establishment and management of conservation areas in critical wildlife corridors adjacent to existing conservancies;

**Goal 7:** Improve public and government support for the Mara conservancies and wildlife conservation as a land use;

**Goal 8:** Catalyze and coordinate technical expertise and funding to pilot projects to address critical environmental and social challenges;

**Goal 9:** Establish MMWCA as a high functioning organization in order to effectively execute MMWCA’s 2017 - 2020 strategy.
2. Background

The Maasai Mara is Kenya’s most important wildlife and tourism area and, along with the neighboring Serengeti in Tanzania, represents Africa’s most iconic landscape. The Maasai Mara’s international recognition is due not only to its wildlife, annual wildebeest migration and the beauty of its savannahs, but also in no small part because this landscape has long sustained both humans and wildlife. With the Maasai people having played a critical role in shaping the ecosystem for at least three thousand years, it is a world-class example of sustainable coexistence.

In Kenya, as much as approximately 70% of the country’s wildlife lives on rangelands outside national parks and reserves, making private and community lands critically important for wildlife dispersal, migration, and key lifecycle stages, such as breeding and birthing. As much as 25% of wildlife in Kenya has been estimated to be within the Greater Maasai Mara Ecosystem (GME).

The Maasai Mara National Reserve (MMNR) covers 1,510 km² and is the heart of the GME, but the entire ecosystems spans approximately 4,500 km², the balance of which is private land deeded mostly to members of the Maasai community. Over the past several years, landowners across Kenya have recognized the potential of conservancies to harness the value of natural resources. Conservancies in Kenya generally consist of communal and private landowners leasing their land for conservation in exchange for monetary, non-monetary and land management benefits. Today there are 16 community and private conservancies in formation and operational across the GME, providing land for wildlife habitat, managed cattle grazing, and tourism. These conservancy lands are vital to the long-term health and stability of Kenya’s most iconic landscape.

Regulatory Background to Kenyan Conservancies Movement

A suite of important pieces of legislation have come into force in the previous six years, creating an enabling environment for the conservancies movement in Kenya. In August 2010, Kenya adopted a new constitution which incorporates comprehensive provisions for democratization, including the devolution of government to 47 counties. Building on this, the Wildlife Conservation and Management Act of 2013 acknowledged that a high proportion of wildlife in Kenya exists on community land, and legally recognized conservation as a viable land use and conservancies as a mechanism for conservation management. The Act (as well as the Conservancies regulations which are awaiting gazettement before end of the year) is based on the principals that incentives and the right policy framework can incentivize communities to be effective stewards of wildlife.

The Community Land Act was passed in late 2016, further strengthening the viability of conservancies by strengthening community land management and administration institutions, and enhancing protection of community land tenure rights.

Given the prominence of the Maasai Mara landscape and the Maasai people, a wide variety of organizations and institutions have operated in the region for decades with the good intent of providing a range of social services and conservation functions. With the growing number of conservancy organizations, the Maasai Mara Wildlife Conservancies Association (MMWCA) was formally established in 2013 as a membership organization to support the development of and spearhead coordination among the conservancies, as well as the wide range of key stakeholders.
The timeline below provides a summary of MMWCA’s progress and achievements since inception, and describes significant developments that have occurred in the GME during this time.

**Timeline: MMWCA’s progress and achievements**

<table>
<thead>
<tr>
<th>DATE</th>
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<tbody>
<tr>
<td>June 2011</td>
<td>Mara conservancy stakeholders agree to establish a regional association, however in doing so realized that the country would require an association for conservancies at the national level.</td>
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<tr>
<td>Dec 2012</td>
<td>Kenya Wildlife Conservancies Association formed and endorsed as a national umbrella body, with Dickson Ole Kaelo as its first Chief Executive Officer (CEO).</td>
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<tr>
<td>Jan 2014</td>
<td>With seed funding from the Kenya Wildlife Trust (KWT), first Annual General Meeting of MMWCA held, and elect Daniel Sopia as Conservancies Chair and Lars Lindkvist as Board Chair.</td>
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<tr>
<td>Oct 2014</td>
<td>MMWCA management team is established after receiving grants from Asilia Giving and The Nature Conservancy.</td>
</tr>
<tr>
<td>Oct 2015</td>
<td>USAID funds TNC and MMWCA to deliver three-year Mara Conservancies development program. Annual budget increases from $150,000 to $1.5 million and staff numbers increase from 3 to 10 within one year.</td>
</tr>
<tr>
<td>Sep – Nov 2015</td>
<td>Stakeholders including county government, local NGOs, Kenya Wildlife Service (KWS), community members and academics came together to create the Cultural and Natural Resource Conservation Action Plan (CNR-CAP) of the greater Mara Ecosystem (GME). The CNR-CAP responds to the need to undertake integrated planning across the different conservancies and conservation areas neighboring the Maasai Mara National Reserve.</td>
</tr>
<tr>
<td>Dec 2015</td>
<td>Economic Viability Assessment of the Mara Conservancies is completed with AWF and Conservation Capital.</td>
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Map 1: Where MMWCA Works

MMWCA’s core area of geographic focus is the existing and emerging conservancies and conservation areas within the Greater Mara Ecosystem. The map below presents established Mara conservancies and community conservation areas.

3. Situational Analysis - Understanding MMWCA’s Context

Historical and Current Challenges in the Mara

The last 30 to 40 years has seen rapid and unequal socio-economic development in the Mara, due in part to a history of land grabbing, poor governance, corruption and a lack of transparency. A series of failed land management and ownership regimes, including communal land managed as group ranches, has left a legacy of distrust and a lack of community cohesion. After the failure of group ranches, land was subdivided among members, with a few powerful individuals amassing extensive benefits, while the majority of landowners remained disempowered and disenfranchised. Broken trust and weak regulatory frameworks have led to unplanned development and exploitation of the resources of the Mara, with stakeholders lacking a vision of what sustainable management of the Mara could or should be.
The 2013 Wildlife Act created the enabling conditions for conservation to become a viable land-use, but several interlinked factors compromise this possibility. Exponential human population growth is estimated at 10.5%, with the youth population estimated to be 65% (a high percentage of whom are unemployed), which creates ever growing demand for land and resources, increases in agricultural cultivation, and stimulates unplanned development of infrastructure and urban centres. And while traditional Maasai livelihoods depend on livestock raised on communal rangelands, which in turn maintains habitat for wildlife, a number of socio-economic shifts, including increasing needs for cash for school and medical fees, are threatening the viability of traditional rangeland management practices. A weak cash economy and limited job market has contributed to on-going land subdivision, with land being sold to outsiders who have little interest in the sustainable management of natural resources. This subdivision is driving a rampant increase in fencing and conversion to land uses other than traditional grazing. Land is becoming increasingly fragmented, negatively impacting contiguous landscapes for wildlife migrations and making areas under cultivation inaccessible to wildlife. This fragmentation increases the risks from climate change, which has caused shifts in weather patterns and erratic and unpredictable seasons.

In addition to the socio-economic changes, the GME has also seen a proliferation of tourist facilities in the past 12 years. In the late 1970s there were less than ten lodges in and around the MMNR, and by 2004 this number was still less than 40. Until 2004 a moratorium on new construction in the MMNR kept the expansion under control, however after 2004 the moratorium was dropped and there was a massive explosion of tourism and tourist facilities. The fast growth of tourism outside of the reserve has been augmented by the subdivision of former group ranches, with new private landowners often choosing to lease their land to tourism investors. By 2008 there were 140 accommodation facilities in the Reserve and on the surrounding conservancies and today it is estimated at near 200. The increase in tourist accommodation is putting pressure on resources and supporting infrastructure, with minimal consideration given the number of tourist facilities that the ecosystem can support. Unplanned and mass tourism in the Mara has resulted in negative impacts on wildlife and the ecosystem, a deterioration of the tourism product as a whole, and consequent serious degradation of the international brand of the Maasai Mara as a tourism destination. There is an urgent need for the implementation of a cohesive vision and tourism management plan for the Mara in order to preserve the viability of a landscape that supports both wildlife and traditional Maasai culture, while optimizing the community benefits from this resource-rich environment.

**MMWCA’s Opportunity**

Although the Greater Mara Ecosystem is under threat from a range of significant risks, MMWCA is poised to capitalize in the next four years, on a number of concurrent opportunities to drive positive impact. National legislation is in place creating a robust enabling environment for the devolution of power, benefits and recognition to the community and conservancy level. The conservancies’ movement in Kenya has gained significant momentum, with conservancies today covering 54,928 km² of the country, with 694, 910 landowners participating in more than 130 conservancies. With the new legal framework, there is positive momentum and strong cohesion among landowners to optimize the value of their land and resources for themselves, their families, their livestock, wildlife and socio-economic development.
Looking Inward – MMWCA’s Organizational Challenges and External Risks

As a young and fast growing organization, MMWCA faces a number of organizational executional challenges that may impact upon MMWCA’s ability to deliver on its mandate. These are coupled with external risks that may impact the future viability of the Mara conservancies.

**Executional Challenges**

These factors have the potential to affect the success of MMWCA, through impeding its ability to deliver on its mandate as the umbrella organization for the Mara’s conservancies.

- **Leadership:** MMWCA underwent a leadership transition in early 2017, which may slow down the organization’s ability to implement its strategy and work plans in accordance with agreed deliverables. Effectively integrating the new CEO into the MMWCA team will be key for the long-term sustainability of the organization, and for ensuring that MMWCA operates as a high-functioning organization in order to execute against this plan.

- **Staff Turnover:** A related risk is the potential to have high staff turnover, which would further impact on MMWCA’s ability to deliver on its strategic goals. With the decision in early 2017 to move all of MMWCA’s operations to Narok County (moving away from Nairobi) may alienate staff who are based in Nairobi. MMWCA actively strives to minimize the risk of disruption to work implementation by developing strong management, systems and adequate training and onboarding of new staff.

- **Financial stability:** In early 2016, MMWCA secured a large grant from USAID, which accounted for 85% of its overall organizational annual budget. Heavy dependence on a single donor is a risk, accentuated by the recent change in the United State government and a lack of clarity about future funding priorities for USAID. MMWCA is working to mitigate this risk by diversifying its funding base, with a particular interest in targeting donors that are willing to contribute to core costs

**External Risks**

These factors pose a risk to the Greater Mara Ecosystem, and are macro issues which may impact the long-term viability of conservancies in this landscape, in turn threatening MMWCA’s success as an organization:

- **Political:** MMWCA depends on political goodwill to continue its work and to achieve the goals it has laid out in this strategic plan. Kenya will hold national elections in 2017 and potential unrest during this period could stall MMWCA’s progress. Following elections, a key factor will be the newly elected county governor’s willingness to recognize the importance of Mara conservancies for the future of wildlife populations in this ecosystem and as an avenue to deliver social services to local people. If support is limited, bureaucracy at county government level may lead to slow progress in terms of registering and renewing leases.

- **Legal and policy reform:** Recent changes in Kenya’s legislation have devolved power and benefits to the local community level, resulting in funding flowing to county government instead of central government. If national government is not benefitting from conservancies, they may be less likely to approve laws and policies that are supportive of conservancies and community-based conservation. Additionally, if revenues are managed at the county level, strong governance mechanisms will be needed to avoid elite capture and to ensure that benefits trickle down to local individuals.
• **Volutility of Tourism:** Since 2013, security in Kenya has been erratic, with several terrorist attacks in recent years discouraging international travellers from visiting the country and the Mara, posing a significant risk to tourism revenue to the conservancies. During 2016, the global economy faced another downturn, with poorer performance in the global economies resulting in fewer visitors to Kenya and a diminished revenue stream to the Mara Conservancies.

• **Environmental Pressures:** The competition for space and resources in the Mara has created increasing amounts of human-wildlife conflict, which erodes people’s goodwill and willingness to accept wildlife on their land. Climate change and the El Nino weather phenomenon has caused serious drought in Kenya and specifically in the Mara during 2016, which has led to increased pressure on conservancies and their pasture as fodder for livestock. For the Maasai, cattle will always be the priority, thus this drought has resulted in significant competition for grass and water between livestock and wildlife.

### 4. Mission, Value Proposition and Theory of Change

**Mission and core purpose**

The Maasai Mara Wildlife Conservancies Association’s (MMWCA) mission is to conserve the greater Maasai Mara ecosystem through a network of community protected areas for the prosperity of biodiversity and wildlife, the regional Maasai population, recreation, tourism, and the nation of Kenya. Our core purpose is to enable strong and thriving conservancies across the Greater Mara Ecosystem.

**Values**

- All of our work in the Mara starts from the foundation of honoring the Maasai people for which the region is named and respecting their culture, which has created an ecosystem which is compatible for wildlife conservation and tourism.

- Our work is based on meaningful and inclusive participation and engagement with the conservancy members, first and foremost; and then with a wide spectrum of stakeholders in this critical landscape. We recognize that in order to create impact we need to build trust and to establish partnerships through open communication and transparency.

- We hold ourselves to high standards, continuously striving for improvement in the way we work and by promoting accountability – to ourselves, our organization and to the conservancies we serve.

- We are disciplined and focused on delivering results for the Maasai Mara conservancies. In all that we do, we aim to be a trusted, respected and impartial leader for catalyzing and coordinating action in the Mara.

“*We need to understand that the Maasai Mara has always been a free-roaming space for wildlife, livestock and people.*” - Nkoitoi, Pardamat Conservation Area
Value Proposition

MMWCA fills a critical niche as an overall umbrella body in the Mara, with a strong mandate from Mara conservancy landowners and tourism parties, to play an overarching coordination role for GME stakeholders and to establish and strengthen MMWCA’s key constituency, the Mara conservancies. MMWCA fosters unity, strength and cohesion within and among the Mara conservancies on a regional level; and works to raise Mara issues and vision on a national and international level.

MMWCA’s role is foundational to the future and viability of the Mara conservancies as entities, and to the conservancies’ model as a national approach to sustain the economically beneficial co-existence of people, wildlife and livestock outside of protected areas. As conservancies demonstrate a viable model for habitat and wildlife conservation, improved livelihoods for communities, and increased value to tourism partners, they need a platform to organize themselves, practice good governance, and learn how to significantly benefit from sustainable and structured management of their land. MMWCA is positioned to play this role in the Mara. This is crucial for the long-term sustainability of conservation in Kenya because such a high proportion of wildlife lives on community lands. In fulfilling its role, MMWCA will demonstrate that conservation can be a viable form of land use, with local people deriving substantial long-term benefits from conservation-related revenue, which can be used to service their local development needs.
**Theory of Change:**

MMWCA believes that conservancies are the best mechanism to sustain conservation on private lands in the Greater Mara Ecosystem. Viable conservancies require good governance structures and systems, solid management, strong revenue streams, and transparent benefit sharing. If conservancy revenue is optimized and diversified, conservation will become the optimal land use and conservancies will thrive, resulting in increased wildlife trends, improved ecological health and positive social and economic outcomes for communities and the tourism sector alike.

**MMWCA Theory of Change:**

![ENABLING CONDITIONS Diagram]

**ENABLING CONDITIONS**

- Robust Accountable Government Practices
- Transparent Systems & Partnerships
- Optimal Revenue & Benefits

**OUTCOMES**

- Strong & Stable Conservancies
- Conservation Most Viable Form of Land Use

**IMPACTS**

- Increased Wildlife Populations
- Positive Economic & Social Community Impacts
- Improved Ecological (Rangeland) Health
5. Strategic Framework: Realizing MMWCA’s Theory of Change

Goals and Objectives

This Strategic Plan provides MMWCA with a clear direction and set of goals and objectives to guide work planning and resource allocation for the next four years. Strategic allocation of resources will be key to realizing its theory of change through creating and sustaining strong and thriving conservancies across the GME.

Over the next four years, MMWCA will have achieved the following goals by the indicated dates. Some of this work will be ongoing, but clear targets have been set along the following timeline:

**GOAL 1: BY 2020, operationalize a robust ecological and social monitoring system to improve adaptive management of habitat and protection of biodiversity.**

- **By December 2017,** in conjunction with conservancy management and communities, determine and test ecological and social indicators for the monitoring system.
- **By mid 2018,** coordinate the implementation of monitoring plans in each conservancy, and has established suitable databases for information management.
- **By December 2018,** create a mechanism within conservancy management plans to incorporate monitoring data and adapt management practices accordingly.

**GOAL 2: BY 2020, support conservancies to secure at least 80% of conservancy land for conservation use, with a focus on maintaining contiguous landscapes**

- **By December 2017,** test at least one mechanism and develop a way forward, building on existing analyses of a financing mechanism to support conservancy land purchases for conservation.
- **By 2020,** with conservancy governance bodies and landowners, register 80% of leases across at least 6 conservancies and enforce registration in order to reduce land sales to non-conservation uses by 80%.

**GOAL 3: BY 2020, catalyze and support conservancies to optimize and diversify sustainable revenue, increasing overall revenue by 20%**

- **By December 2018,** facilitate the incorporation of sustainable grazing practices across at least 6 conservancies.
- **By December 2017,** facilitate the development of Mara Conservancies’ cattle enterprise through piloting in Pardamat Conservation Area.
- **By 2020,** facilitate the roll out of Mara Conservancies’ cattle enterprise across at least 5 conservancies.
- **By 2020,** alternative conservancy income streams contribute an additional 20% to conservancy revenue in at least 6 existing conservancies (measured against 2016 baseline).
GOAL 4: BY 2020, strong governance, management and benefit sharing mechanisms for 10 conservancies are in place leading to renewal of leases

- **December 2017**, support at least 6 conservancies to implement efficient and effective conservancy governance mechanisms.
- **By December 2018**, Narok County government recognizes conservancies as a vehicle for community development and utilizes conservancies as a mechanism for social service delivery.
- **By December 2018**, at least 4 conservancies have agreed to and established a single management conservancy structure, with the same number having created reserve funds to cover lease fees in low revenue years.
- **By December 2020**, transparent benefit sharing mechanisms are in place across at least 10 operational conservancies, and financial benefits to landowners have increased by at least 10% over a 2016 baseline (excluding existing contractual agreements).

GOAL 5: BY 2020, foster land use planning that prioritizes conservation land use while providing appropriate zoning for social and economic development.

- **By December 2017**, facilitate the participatory development of 4 conservancy management plans that comply with the Wildlife Conservation and Management Act, 2013, and its corresponding regulations, and support the conservancy membership to effectively implement and monitor the management plans.
- **By mid-2017**, formalize a partnership with KWS to develop and implement the Mara Ecosystem Plan, which is to be completed during 2018.
- **By end of 2017**, partner with Narok County to develop and implement an interim zoning plan based upon MMWCA mapping and recommendations for the greater Mara ecosystem.
- **By December 2019**, Narok County Spatial Plan recognizes and implements conservation as a land use.

GOAL 6: BY 2020, facilitate the establishment and management of conservation areas in critical wildlife corridors adjacent to existing conservancies in order to protect habitat function.

- **By December 2016**, complete the mapping and defining of the greater Mara ecosystem, including identifying the critical wildlife areas to prioritize for establishment of additional conservation areas, buffers and corridors.
- **By December 2018**, working with partners, raise funds to cover the full cost of initial 5-year lease payments for up to three additional identified critical areas, including Pardamat phase 2, Narok road buffer corridor, and one additional important wildlife corridor identified through Mara ecosystem mapping, while developing alternative funding for subsequent years.
- **By December 2020**, establish Pardamat as a strong and thriving Conservation Area with MMWCA financial support phased out by end of 2020.
GOAL 7: BY 2020, improve public and government support for the Mara conservancies and wildlife conservation as a land use

- **By December 2017**, develop and implement a communications and advocacy campaign to raise awareness of the benefits of conservancies and shift attitudes towards supporting wildlife conservation and conservancies.

- **By December 2018**, improve public and government support for the Mara Conservancies, against the late 2016 media perceptions baseline survey.

GOAL 8: BY 2020, catalyze and coordinate technical expertise and funding to pilot projects that address critical environmental and social challenges across the region of the Mara Conservancies.

- **By December 2017**, coordinate existing partners (community organizations and NGOs) around the Mara with the aim to catalyze a Mara focused education entity to be launched in 2017 with buy-in from all relevant parties, to consistently improve school outcomes.

- **By December 2017**, leverage partnerships to pilot waste management initiatives in the Mara, building on lessons learnt from the waste recycling initiative in Aitong, and collaborate with county government and existing partners (community organizations and NGOs) to replicate this model around the Mara.

- **By December 2017**, develop screening criteria to identify high priority environmental and social challenges faced by conservancy members, and engage partners to implement pilot projects to address those challenges.

- **By December 2017**, catalyze the creation of a Mara outreach family planning programme, with the aim to influence population growth across the region.

- **By mid-2018**, engage partners to work with conservancies to provide vocational training to 30% of landowner families’ youth with the objective of enabling them to acquire jobs.

- **By December 2018**, mobilize grassroots, government and NGO networks to support conservancy forest protection activities, sustain existing forest cover in operational Mara Conservancies, and utilize alternative energy sources across the greater Mara ecosystem.

- **By December 2018**, empower and increase engagement of women, girls and youth in the development of conservancy management plans and county-wide natural resource management planning, with at least 30% of participants in each conservancy and county planning process being youth and/or women.

GOAL 9: BY 2020, establish MMWCA as a high functioning organization in order to effectively execute MMWCA’s 2017 - 2020 strategy

- **By December 2017**, establish a fully operational Mara Base as a hub of operations, and a centre from which the organization can catalyze and coordinate other stakeholders within the Mara.

- **By 2018**, deliver on at least 80% of agreed annual individual staff performance benchmarks.

- **By 2019**, achieve financial stability, with a diversified funding base and no single donor providing more than 40% of the total organizational budget.
• By December 2017, establish a monitoring & evaluation system to support donor reporting and track impact over time.

• By December 2018, improve the effectiveness of the MMWCA conservancy council by creating efficient processes and structures, and building the necessary capacity for engagement.

• By December 2018, improve the efficiency and effectiveness of the MMWCA Executive Committee (Board) by creating efficient processes and structures, and building the necessary capacity for engagement.

• By 2019, strengthen requisite plans, processes and structures at operational and organizational levels, attaining an ODA index of 75%.

• By 2020, implement communication strategy, enhancing its brand perception index by 15% against an early 2017 baseline (baseline to be developed).

Implementation

MMWCA’s strategic plan provides a clear mandate and focus to guide the organization in the next 4 years. This high-level road map for the organization will need to be distilled and operationalized through clear annual work plans, based on the major goals, objectives and targets articulated in this plan. A monitoring and evaluation system will be developed based on these goals and targets, and will provide data about impact as well as feed into any necessary revisions of this plan.

Resources

2015 was MMWCA’s first full year of operations, and during this period the organization had an annual budget of approximately US$ 150,000. In 2016, with the inception of the USAID project, “Effective Biodiversity Conservation and Livelihood Improvement by Community Conservancies in the Maasai Mara Region”, the organization’s budget increased ten-fold to US$ 1.5 million. In 2017, MMWCA’s organizational budget will increase to approximately US$ 2.9 million (based on funds already secured).

During 2016, 85% of MMWCA’s funding was from this USAID project. Heavy reliance on USAID as the primary donor has created a significant operational risk for the future of the organization, and in responding to this risk MMWCA has actively sought to diversify its funding base. As a result of ongoing fundraising efforts, USAID funding will be reduced to 69% of MMWCA’s total annual budget in 2017 – and pending feedback about a number of outstanding proposals, this percentage may reduce further. By the third year of this strategy (2019), MMWCA intends that no single donor will provide more than 40% of the total organizational budget. In addition to donor income, during 2017 MMWCA also anticipates receiving $ 8,080 in earned income from conservancy membership fees.
Major donors which have committed funding for work into 2017 and beyond include:

- USAID Effective Biodiversity Conservation in the Mara: Partial to complete funding for activities under goals 1, 2, 3, 4, 6, 7, 9;
- BAND Foundation: Funding for activities under Goals 3, 4 and 7 (Single Management Entity, Cattle Enterprise, Communications campaign);
- Lichtenstein Global Trust: Funding for activities under Goal 6 (Pardamat land leasing of 1,500 hectares for 3 years);
- Planning for Resilience in East Africa through Policy, Adaptation, Research and Economic Development (PREPARED): Funding for activities under Goal 1 (Ranger patrols and WILD App for wildlife monitoring operation across 10 conservancies);
- TUSK Trust: Funding for activities under Goal 5 (development of conservancy management plans);
- WWF USA: Funding for activities under Goal 4 (Community Anti-Poaching); and
- Funding for activities under goal 8 is provided by Obel Family Foundation, MaMaSe and Faerch & Daughters (pending release).

In addition, MMWCA is awaiting feedback on proposals submitted during 2016 to the value of approximately US $6 million from donors including the SIU Norwegian Government, Vibe Obel Danish Corporates & Foundations, Global Climate Fund, Aage V. Jensen Charity Foundation, UK Government Illegal Wildlife Trade and the Aspire Foundation

During the course of this strategy, MMWCA’s fundraising efforts will continue to focus on raising revenue from a diversified base of sources, which are aligned with helping the organization to address its core strategic goals and objectives.
The development of MMWCA’s 2017 – 2020 Strategic Plan has been a comprehensive and fully inclusive process, comprising strategy development workshops with the senior management team in August and November 2016, and executive board inputs and reviews of the drafts in June, August and November 2016. The senior management team’s time, inputs and operational knowledge have enabled this plan to be as relevant, locally appropriate and implementable as possible. Key members who have contributed are:

- **Dr. Noah Sitati**, Chief Executive Officer (incoming) – Noah has over 15 years of experience in conservation of natural resources in the Mara and Amboseli ecosystems. He is responsible for providing overall stewardship of MMWCA leadership and ensuring the implementation of MMWCA programs in line with the organizational strategy, as well as donors and partners across the Mara conservancies. He worked as a program manager for more than 10 years with international conservation organizations, and also brings strong experience in research. Noah was instrumental in the review of Kenya’s 2013 Wildlife Conservation and Management Act, and he is a member of several technical committees both nationally and internationally.

- **Helen Gibbons**, Chief Executive Officer (outgoing) – Helen has been the CEO of MMWCA since it became operational mid-2014, and is a passionate conservationist and change-maker. British by birth, she has spent several years working in central and eastern Africa and feels honoured to have been a key driver in building MMWCA from scratch to its current state. Helen will be replaced as CEO of MMWCA late January 2017.

- **Daniel Sopia**, Chief Programs Officer – Daniel was one of the founding members of MMWCA, and he is responsible for ensuring the implementation of USAID projects across the Mara conservancies and for representing MMWCA regionally and nationally. He worked as a professional safari guide for more than 10 years, and also brings strong experience in working with communities and tourism parties. Daniel was instrumental in creating Olare Motorogi conservancy.

- **Jonathan Leyian**, Chief Finance Officer – Jonathan has key responsibility for overseeing all finance and administration matters for MMWCA. He brings more than nine years of experience in finance and grants management for an international NGO.

- **Daniel Muli**, MMWCA Regional Coordinator – Daniel is responsible for coordinating conservation activities across the Mara conservancies. He brings 17 years of experience in working closely with communities.

- **Nassir O Rajab**, Monitoring and Evaluation Officer – Nassir’s key responsibility will be to establish a framework to implement the strategy and to track and monitor impact and results. Nassir brings 14 years’ experience in the agriculture and environment sectors, with eight years specifically as a monitoring and evaluation expert.

- **Celina Butali**, Gender and Sustainability Specialist – Celina has primary responsibility for introducing and integrating gender, age and sustainability into partner and project activities and management. For nine years prior to joining MMWCA Celina worked for the Northern Rangelands Trust (NRT) where she spearheaded community enterprise development.

- **Jackson Sasine**, Pardamat Conservation Area (PCA) Manager – Jackson is responsible for establishing PCA by securing land for conservation, developing a suitable conservation model for the area and building and strengthening governance structures. Jackson has worked in social development for more than 10 years and took part in the design of the successful conservation model for the establishment of Naibosho Conservancy.
• **Frank Mukwanja**, Communications Officer – Frank is responsible for managing and implementing MMWCA’s communications strategy, building MMWCA’s profile and brand, and coordinating information sharing and member relations. Frank has prior experience as a Programme Communications Officer and as a radio and news journalist.

• **Lawrence Mbelati**, Land Administrator – Lawrence has twelve years of experience working as a Land and Natural Resources Officer, in the fields of public interest litigation, land and natural resource policy advocacy, capacity building for communities, and networking and collaboration. As Land Administrator for MMWCA, Lawrence is focused on assisting conservancies to register land for conservation, lobbying the county government to carry out land planning for viable and productive land use, and assisting conservancies to develop and implement management plans.

## MMWCA Executive Board

MMWCA’s Executive Board is comprised of landowners and tourism partners’ representatives, as well as a number of independent members who have been recruited based on their expertise or roles within key partner organizations. MMWCA would like to acknowledge and thank these board members for their role in shaping the organization’s strategy for the forthcoming period.

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<tr>
<th>Name</th>
<th>Representation</th>
<th>Institutional Affiliation</th>
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<tbody>
<tr>
<td>Linus Gitahi</td>
<td>Executive Committee Chair</td>
<td>Businessman – media and banking sectors</td>
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<tr>
<td>Francis Nkoitoi</td>
<td>Conservancies’ Council Chair Landowner Representative</td>
<td>Mara North Conservancy</td>
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<td>Executive Committee Secretary Tourism Partner Representative – Eastern</td>
<td>Olderkessi Conservancy</td>
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<td>Greg Monson</td>
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<td>Olare Motorogi Conservancy</td>
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<td>Dominic Kayo</td>
<td>Primary board member Landowner Representative – Central</td>
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<td>Mohanjeet Brar</td>
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<td>Daniel Sururu</td>
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<td>Mustafa Ntutu</td>
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<td>Allan Earnshaw</td>
<td>Primary board member Independent</td>
<td>Chair, Kenya Wildlife Trust</td>
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<tr>
<th>Name</th>
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<tr>
<td>Brian Heath</td>
<td>n/a</td>
<td>MMNR Triangle Manager</td>
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<tr>
<td>Dickson Kaelo</td>
<td>n/a</td>
<td>CEO of Kenya Wildlife Conservancies Association</td>
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<tr>
<td>Munira Ayonge</td>
<td>n/a</td>
<td>The Nature Conservancy Kenya Programme Director</td>
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<tr>
<td>Lena Munge</td>
<td>n/a</td>
<td>Narok County Government - County Executive Tourism</td>
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