



# Strategic Plan

2023–2027





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# Letter from the Director

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Dear Partners and Stakeholders,

It is with immense pride that I present Tsavo Trust's Strategy for 2023-2027! This is our first-ever strategic plan since the organisation was founded close to a decade ago. This plan, developed carefully and inclusively over the past year, will guide how we execute our mandate in the Tsavo Conservation Area, and lays out our priorities for the next five years.

Tsavo Trust was founded with the aim of being the anchor for long-term conservation efforts in the vast and critically important Tsavo Conservation Area in Kenya. Partnerships remain vital in helping us achieve this goal. We intend to deepen our collaborations, especially with the Kenya Wildlife Service (KWS), working together to support protected area management.

We also seek to increase our partnership and support to help specific local communities conserve their land and resources through conservancies, enabling them to become part of the conservation process and gaining from the benefits derived from the conservancy model.

The key to both these pillars of work, however, is the need to provide for the long-term financing of conservation of this unique ecosystem. This is now recognized as an exciting, critical and new element of our strategy going forward.

Tsavo Trust's 2023 - 2027 strategy will therefore be guided by the following goals:

1. Create effective management and protection of protected areas under KWS.
2. Establish strong and effective community-led conservation and development initiatives.
3. Develop a more resilient and robust long-term financing framework for the Tsavo Conservation Area.

I would like to invite you to join us on this next exciting chapter in Tsavo Trust's journey.

Richard Moller, Chief Executive Officer.

# Introduction to Tsavo Trust

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At over 40,000 square kilometres, of which 22,000 square kilometres is formally protected, the Tsavo Conservation Area (TCA) is among Kenya's flagship areas for wildlife and wilderness. It is home to the "Big Five", roughly 40 percent of Kenya's total elephant population, 18 percent of its black rhino population, and many other high value species.

Tsavo Trust was founded in December 2012 with the aim of being the anchor for long-term conservation efforts in this important ecosystem. We play this niche role in the TCA through support and partnership with the Kenya Wildlife Service (KWS), key communities, and other stakeholders in the ecosystem.

We initially focused on protecting the small gene pool of Big Tusk elephants and their existing and viable breeding grounds in the TCA. Big Tuskers are extraordinary African elephants that carry ivory tusks weighing 50 kilograms or more on each side, and which are often long enough to reach the ground. For a long time, these elephants were thought to have been exterminated from the Tsavo landscape. However, after sightings of a handful of Big Tuskers in the early 2010's, significant aerial monitoring surveillance and extensive ground patrols revealed that 14 similar individuals existed in the ecosystem at that time. This was arguably approximately 50% of Big Tuskers left on the continent.

Our work has since then expanded rapidly to include other conservation programmes, including community conservation activities and providing support to KWS on protected area management and wildlife security operations. This growth in programmes was informed by a deeper understanding of the conservation challenges in the ecosystem, coupled with increasing demand for our support by KWS, communities, and other conservation partners in the area.

Tsavo Trust is headquartered in the Kamungi Conservancy, which borders the Tsavo West National Park. We are a team of professionals from the conservation and wildlife management sector in Kenya and have an excellent understanding of the challenges that the TCA faces.



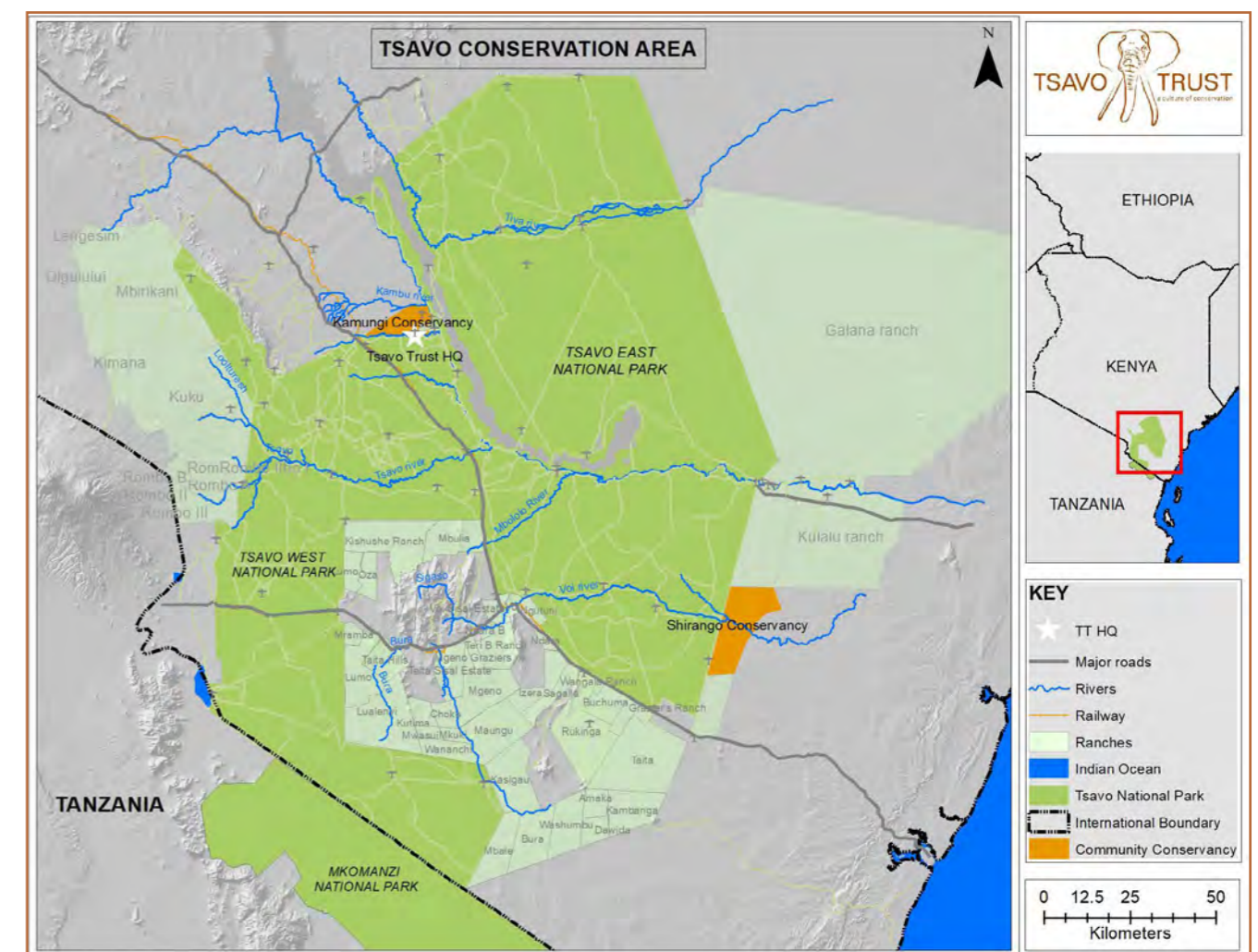
# Where We Work



The TCA is a complex of protected and other wildlife areas composed of Tsavo East (TENP) and Tsavo West National Parks (TWNP), Chyulu Hills National Park, South Kitui National Reserve, and adjacent wildlife conservancies, ranches, and private and communal lands. Beyond hosting Kenya's largest population of elephants and a fifth of its black rhino population, the TCA is home to the rest of the "Big Five" and an abundance of other carnivores and herbivores including endangered species such as the hirola antelope, Grevy's zebra, wild dog and cheetah.

The TCA is exceptionally scenic, containing a wide diversity of landscapes and habitats, including volcanic features that date back a few hundred years. It is also an important catchment area for much of Southern Kenya. Most of the Tsavo River, one of two perennial rivers in the area, and the Mzima Springs, which supplies several large towns with water, including the city of Mombasa, are found in the TCA. The Athi-Galana, one of Kenya's main rivers, also flows through Tsavo East, a vital natural water source in this arid ecosystem.

This area is a meeting point for several tribes: the Kamba, Taita, Maasai, Orma, Watha, Giriama and Duruma. These tribes have lived in and around the TCA for centuries, and as a result, a number of sites of sacred, cultural, and historical importance are in the area. These include caravan routes, slave-trading trails and exploration routes. The area was the scene of considerable action during the early part of the First World War, and Tsavo West in particular contains a number of important battle sites.



# Our Track Record



## Key Achievements

Tsavo Trust's work is at the forefront of conservation efforts in the TCA through a diverse set of programmes and strong partnerships.

### Among our key achievements:

#### We are a trusted and recognised player in the TCA.

Our diverse programme of work has resulted in meaningful conservation gains on the ground. We are based in the field, which provides a solid foundation and legitimacy to our work, and makes us a reliable source of information about the TCA.

- We have an excellent reputation and network with communities and other NGOs, having built strong relationships based on honesty, transparency, joint growth, and realistic ambitions.
- We deliver high-quality and value-for-money work through a lean, high-performing team and reasonably low administrative costs. Our Big Tusker Project has become a flagship for our work, bringing much attention to this wildlife treasure and raising the profile of the TCA.
- Alongside our partners in the TCA, we have played a vital role in completely eliminating the poaching of black rhino since 2017, and elephant poaching has decreased by at least 90 percent in roughly the same period.

#### Built strong partner relations with the Kenya Wildlife Service.

Another of our greatest achievements is our strong partnership with KWS. We provide support to KWS to manage the Tsavo East and Tsavo West National Parks, as described below. We provide regular and transparent reporting to KWS. The KWS Senior Assistant Director for the TCA sits on our board as an institutional position, allowing for an entirely transparent partnership with KWS.

- All activities within the protected areas are governed by a formal memorandum of understanding between Tsavo Trust and KWS.
- We partner on ground and aerial support for wildlife monitoring, security and anti-poaching operations, park infrastructure development and maintenance, provision of equipment and vehicles to KWS, and support to the TWP Intensive Protection Zone (IPZ) and Ngulia Rhino Sanctuary (NRS), which together hold Kenya's largest indigenous black rhino population in Kenya, at over 160 individuals.
- We develop tourism-based income generation streams to support KWS in meeting their strategic goals.

#### Pioneered community-based conservation in the TCA.

Since 2015, we have leveraged our strong field presence and understanding of local context to bring communities and landowners together to form two community conservancies: Kamungi Conservancy and Shirango Community Conservancy. Both conservancies are members of the Kenya Wildlife Conservancies Association, the national coordinating body. These conservancies and the surrounding land support the livelihoods of these rural communities. They also act as buffers between the national parks and more densely populated areas to the south and east. Over time, they could provide crucial extra habitat for wildlife. The two conservancies create important models for community involvement in the process of conservation within the TCA, and demonstrate how conservation can generate community benefits.

*“With Kamungi Conservancy in place, the wildlife population has increased, and community lives have improved. In the past, community members used to poach for bushmeat and had negative attitudes and perceptions towards wildlife especially elephants. But due to tangible benefits and increased awareness on wildlife conservation, wildlife is now tolerated on community land and there is coexistence”*

*- Kyalo Ndeto, Kamungi Conservancy member.*

- The Kamungi Conservancy - 185 households (approx. 6 members per household), borders the northern boundary of TSNP. Tsavo Trust helped these landowners come together to form the conservancy, and is now supporting its governance and management structures. Education, healthcare, arid-land agriculture, security, employment, human-wildlife conflict mitigation and more are all part of this meaningful support through Tsavo Trust.
- The Shirango Community Conservancy - 346 households (approx. 10 members per household), borders the southern boundary of Tsavo East National Park and is formed on communal lands of the Watha and Giriama people. Tsavo Trust is supporting the community to secure communal title to their land. We also support the conservancy governance and management structures, as well as several other activities brought about by implementing the conservancy model.

Over the last seven years, we have made significant investments into these two communities, including employment (over 65 percent of Tsavo Trust's employees come from these communities), provision of water infrastructure, human-wildlife conflict mitigation, support to schools and students, support to the local dispensaries, livelihoods improvement through initiatives such as Village Savings and Loan Schemes, best arid land agricultural expertise, and more.

Our work continues to improve human-wildlife coexistence and improvement in community management of natural resources. Joint efforts with the community and landowners have resulted in reduced poaching, logging, and charcoal production in these areas. Wildlife populations have now begun increasing both within and surrounding these conservancies. We endeavour to champion a "culture of conservation" with our community partners. A spin-off of this success is that other organisations have been inspired to get involved and support community conservation efforts as well.

#### **A broad funding portfolio attracting more funding to the TCA.**

By raising the profile of the TCA and delivering high impact initiatives, we have attracted more donor support for conservation efforts in the TCA. So far, approximately US\$ 12 million has been raised over nine years. Much of these funds have been channelled towards supporting KWS efforts to manage the parks (over US\$ 4.5 million going directly to support activities with substantial increases year-to-year), and also to assist in various community conservation projects.

To mention just a few of the significant donor agencies that have partnered with Tsavo Trust including USAID – DOI; USFWS African Elephant Fund; USFWS Rhinoceros and Tiger Conservation Fund; IUCN BIOPAMA Programme; IUCN Save Our Species, Cheyenne Mountain Zoo; CITES MIKE Programme; Wildlife Conservation Network – Elephant Crisis Fund / Rhino Recovery Fund and Lion Recovery Fund, Zoological Society of London; Save The Elephants; Disney Conservation Fund; Tusk Trust; and numerous family foundations and several generous individuals.



# Looking Ahead



## Opportunities

Building on Tsavo Trust's growth and achievements, the momentum of conservation efforts in Kenya and with the country's conservancy movement, and other key shifts in the national and global conservation arena, our work takes place against a backdrop of rising opportunities.

### ▶ PLAYING A CO-MANAGEMENT ROLE IN THE TCA

There are significant opportunities to be an important service provider to assist KWS in managing the vast TCA, especially for rhino population rehabilitation work and the management of the Intensive Protection Zone and Tsavo West National Park Triangle. This could unlock significant funding to bolster conservation efforts in the TWNP IPZ, a 3,000km<sup>2</sup> area that is Kenya's most significant black rhino habitat. By supporting this programme, Kenya's black rhino population could rapidly reach its strategic goal of 2,000 individuals in the years to come. Given the niche role that Tsavo Trust plays in the TCA, the organisation can also position itself to serve as a coordinating and collaborating entity in the TCA, moving different organisations from competing to collaborating with each other. Key to all these opportunities is clarity in our mission and mandate within the TCA.

### ▶ FURTHERING COMMUNITY-BASED CONSERVATION IN THE TCA

We are a pioneer in the establishment of community conservancies in the TCA (outside of the Taita ranches). Our experience can be leveraged to establish additional conservancies to secure wildlife corridors and buffer areas to the Tsavo parks. There is a significant opportunity to partner with the Taita-Taveta Wildlife Conservancies Association (TTWCA) to ensure the proper establishment and growth of community conservancies in the Taita ranches, a key wildlife landscape within the TCA. Additional innovative income-generating streams (e.g., carbon offsets and ecotourism facilities) can be explored for the community conservancies being established. By ensuring communities receive benefits through conservancies, they would improve their livelihoods and become strong advocates for the conservation and proper management of natural resources in the TCA.

### ▶ SECURING LONG-TERM FINANCING FOR THE TCA

Kenya is developing the Conservancies Trust Fund, and all over the world, long-term protected area financing is being generated (e.g., Enduring Earth, Legacy Landscapes Fund, etc.). We could play a key role working with government and other institutions to mobilise landscape-scale financing, building on previous success in fundraising. In addition, there is a significant opportunity to channel goodwill and interest for Big Tuskers, rhino, hirola, and large-predator conservation into fundraising streams. This would require significant investment in external communications, donor outreach, and relationship building. Diversification of our current donor portfolio is important. We are well placed and have the desire to start to generate our own revenue generation streams through tourism development programmes in an effort not to be fully reliant on donor funding.

### ▶ CONTRIBUTING TO KENYA'S WILDLIFE CONSERVATION DATA NEEDS

The 2021 national wildlife census has demonstrated a need for regularly updated wildlife data in the country. We can be proactive in providing such data on a regular basis through initiatives and programmes of our own. These can be fed into national databases for use both locally and nationally. This will help strengthen Tsavo Trust's research capabilities and bring even more credibility to its work. The new Wildlife Research Training Institute (WRTI) Savannah Field Unit will be set up in the TCA; this is an opportunity to partner with the institute and contribute to long-term research and monitoring efforts. We have already been carrying out such activities over the last nine years and so are well placed to partner with WRTI and KWS. Such initiatives will also create opportunities to employ more local staff, and even engage interns and fresh graduates to give them valuable work experience and exposure.

## External threats

### ▶ UNSETTLED POLITICAL ENVIRONMENT AND LAND TENURE CHALLENGES.

The TCA covers the counties of Makueni, Taita-Taveta, Kitui, Kilifi, Kwale, Kajiado and Tana River. The conservation agendas across these counties are not particularly aligned, especially since the Tsavo parks already take up a huge expanse of land within the counties of Taita-Taveta and Makueni. The lands surrounding the park consist of public land, private land, trust lands, and lands degazetted from national reserves. Trust lands and degazetted lands are subject to insecure land tenure regimes, making them vulnerable to land grabs, conversion of land to incompatible land uses, and political interference. Hence, these lands are a prime target for livestock tycoons seeking to set up new privately run livestock ranches, large-scale farmers, agribusinesses, commercial developers, and community leaders seeking to promote individual ownership of land as a means to promote their economic and political interests. Many community members, primarily those far away from our engagements with Kamungi Conservancy and Shirango Community Conservancies, are not aware of the actual conservation efforts being undertaken and have doubts about land grabbing in the name of conservation.

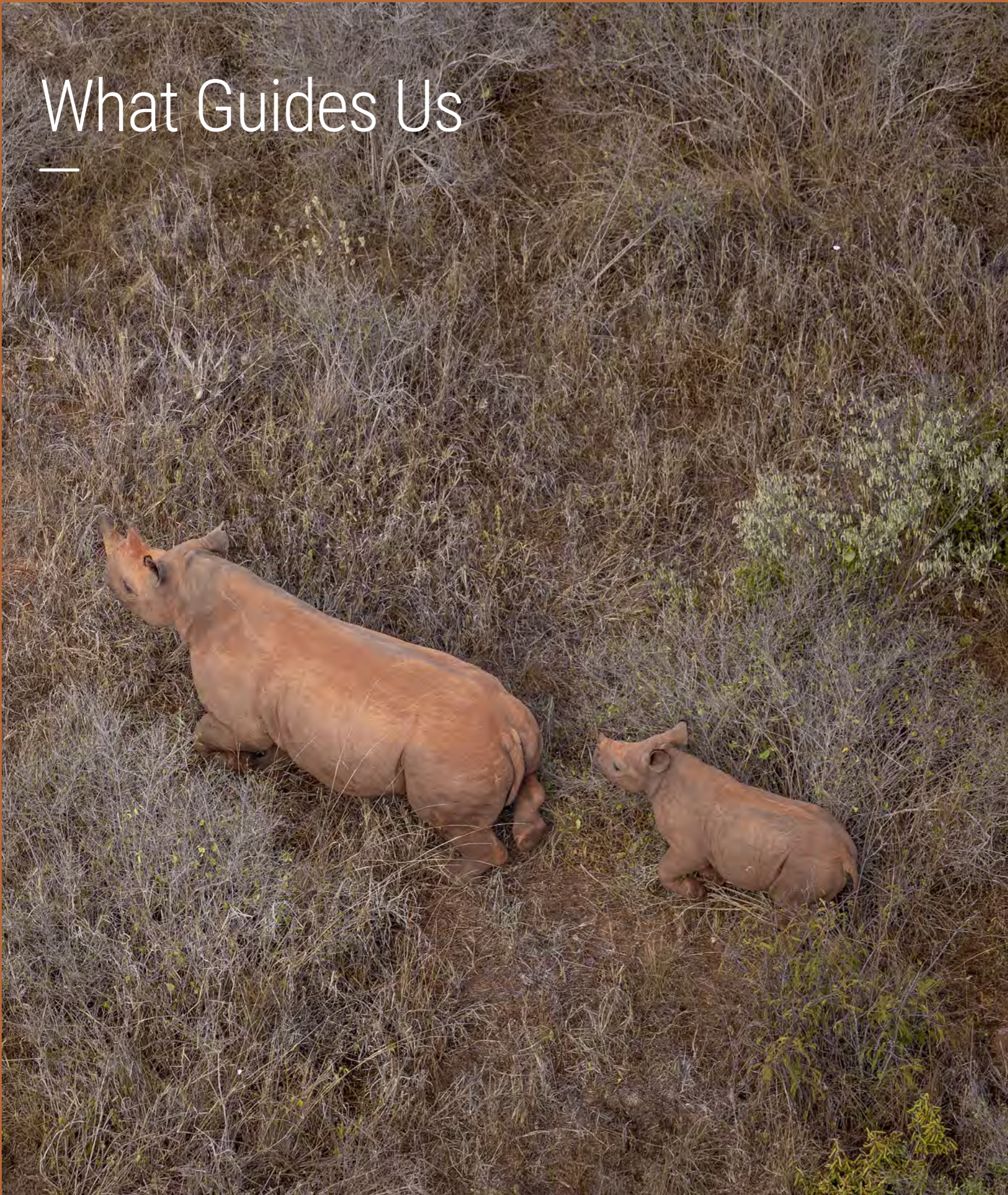
### ▶ COMPETING LAND USES THAT THREATEN CONSERVANCIES AND THE TCA.

The conservation and biodiversity value of lands surrounding the Tsavo parks and in the wildlife dispersal areas and corridors are threatened by incompatible land uses, lack of proper land-use planning and natural resource management. Growth of the human population surrounding the park can exacerbate natural resource management challenges through activities such as unregulated land clearing, logging, charcoal production, poaching, etc. Equally important, large-scale development and infrastructure projects from either county or national government could derail conservation efforts in the TCA.



# What Guides Us

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## Vision

Thriving biodiversity, sustainable livelihoods, and strong partnerships in the greater Tsavo ecosystem.

## Mission

To safeguard biodiversity and empower communities in the greater Tsavo ecosystem.

## Value Proposition

We are an action-oriented, field-based, Kenyan not-for-profit conservation organisation seeking to secure and protect the Tsavo Conservation Area in Kenya. We recognize the importance of a holistic approach to biodiversity conservation. Our staff largely come from the local communities in the area, and the organisation benefits from a strong set of experiences, expertise, and leadership that make it a critical conservation player in the ecosystem.

We are one of the very few organisations working both as a key long-term partner of KWS at the scale of the TCA and with the surrounding communities to bring them into conservation within the TCA. We work at the landscape scale for the long-term success of Kenya's largest formal wildlife protected area.

We have the networks and expertise to be the catalyst and facilitator of new and enhanced partnerships for revenue generation channeled for conservation. It is a key piece of the long-term success and sustainability of the TCA.



## Values

### ▶ TRUST AND TRANSPARENCY

We are true to our word. We are committed to the effective and efficient use of resources entrusted to us, and to operate in the most transparent and accountable manner.

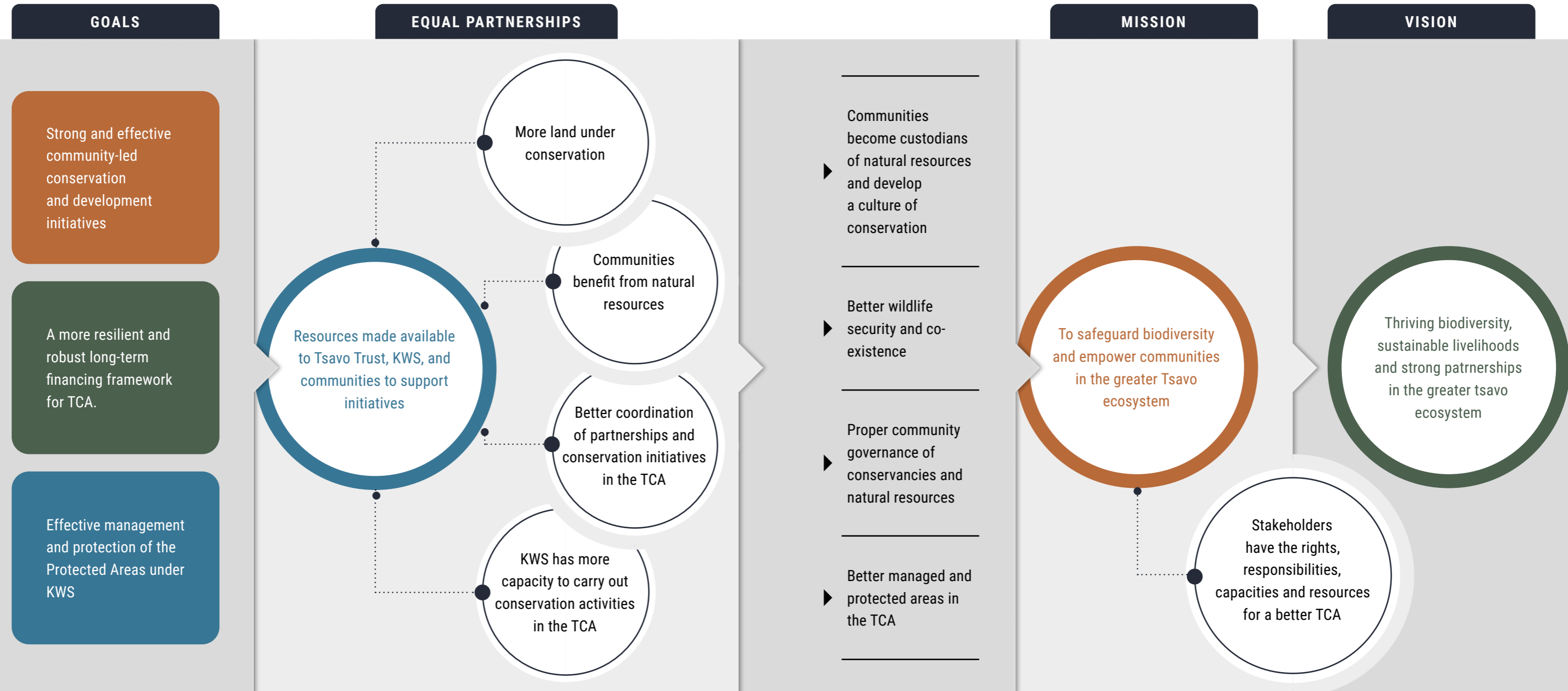
### ▶ COMMITMENT TO PARTNERSHIPS AND COLLABORATION

We strongly believe in building partnerships and collaborating with like-minded organisations, communities, and individuals to accomplish a shared vision.

### ▶ COMMUNITY-BASED CONSERVATION

We understand the need for community engagement and project ownership to unfold through the conservancy model and to instill a culture of conservation and develop community resilience for the future.

# Theory of Change



Our theory of change is fundamentally built on the belief that securing connected and well-managed land is the foundation of resilient protection for biodiversity. Our work is in partnership with government agencies and the communities that have the rights and responsibilities to manage the TCA land. It is through strengthening and supporting these partnerships that Tsavo Trust works towards its vision of a thriving TCA landscape.

**We bring three key areas of expertise to support partnerships with government and community:**

1. Knowledge and networks to enhance and expand revenue models compatible with wildlife conservation.
2. Expertise in wildlife research, monitoring, and security, with a special focus on endangered species.
3. Technical capacity in governance and program implementation.

**We leverage these unique skills and contributions to strengthen and support the execution of better-coordinated conservation efforts across the TCA. We work to achieve three primary goals:**

1. Enhance KWS's land and wildlife management capacity and delivery.
2. Expand the rights, responsibilities, and capacities of local communities and conservancies.
3. Develop robust and diverse revenue streams for biodiversity protection and protected area management.

We believe that when communities and KWS are working effectively together to deliver robust conservation programmes, the outcomes will support the livelihoods and prosperity of an integrated TCA ecosystem.



# Goals and Objectives



## Goal 1: Create effective management and protection of protected areas under KWS

Kenya Wildlife Service is the mandated authority over all state protected areas and wildlife in the country. Its role is critical to the success of conservation in the TCA. We work in close collaboration with KWS to strengthen KWS's biodiversity management activities and ensure increased coordination across the landscape. A strong KWS results in a secure TCA.

### Objective 1: Support wildlife security and human-wildlife conflict mitigation (HWC) strategies.

#### TARGETS:

1. Increase security patrol coverage by 30 percent over the TCA through establishing three more joint KWS-Tsavo Trust mobile security teams.
2. Create a new aerial security team (deployment of a helicopter and pilots) - crucial for the TWNP IPZ.
3. Increase HWC and human-elephant conflict mitigation projects through additional 10% fence plans; predator proof bomas; and an additional strand fence in Shirango.

### Objective 2: Support protected area management and infrastructure in the TCA.

#### TARGETS:

1. Partner with KWS to destock the Ngulia Rhino Sanctuary by 50 rhino and populate the TWNP IPZ with them, plus at least 50 more from other sanctuaries across the country for genetic diversity.
2. Partner with KWS to upgrade TWNP IPZ infrastructure and security to bring it to an acceptable level to accommodate free release of rhino (additional vehicles, outposts, equipment, rhino holding pens, aircraft, training, etc).
3. Supplement water availability in the TCA by constructing 20 sand dams.

**Objective 3: Support research and monitoring activities in the TCA to improve protected area and species management.**

TARGETS:

1. Establish formal partnership agreements with WRTI and KWS.
2. Partner with WRTI and KWS to integrate geographic information systems and remote sensing in decision-making on TCA management.
3. Establish a TCA database for effects and trends of climate change.
4. Create two additional mobile units, one each for TENP and TWNP, for research and monitoring activities within the TCA.
5. Publish two peer-reviewed scientific papers on the Big Tusker project.
6. Develop dedicated research projects on the hirola in the TCA.
7. Develop a predator monitoring unit to support KWS.
8. Fit 50 rhinos in TWNP IPZ with VHF horn transmitters to enhance tracking and monitoring.
9. Fix GPS/GSM enabled collars on 10 emerging tuskers to better understand their movements and improve their security.
10. Establish a monitoring programme on the effects of mega-infrastructure on key wildlife species movements.
  - a. Collar elephant herds, including potential Big Tuskers, at the rate of 10 elephants every two years, around the standard-gauge railway to understand its impact on their movement.
  - b. Develop and implement a road-kill monitoring framework in the TCA.

**Objective 4: Develop and promote tourism in the protected areas.**

TARGETS:

1. Facilitate the development of one special campsite concession in each of TENP and TWNP.
2. Establish a tourism facility in the Tsavo Triangle.
3. Set up and co-manage two or three additional VIP wildlife-viewing platforms in TENP and TWNP.
4. Enhance the revenue-generation capacity of the existing Ngulia Rhino Sanctuary wildlife-viewing platform.
5. In an advisory capacity, identify at least five possible locations for tourism facilities/campsites in the TCA.
6. Advise on and broker the establishment of one permanent tourism facility within either TENP and TWNP (permanent camp/self-help bandas).

**Objective 5: Promote partnerships aligned to KWS and WRTI mandate and needs.**

TARGETS:

1. Facilitate an exposure tour for Tsavo Trust and KWS key personnel to working combined-management-agreement sites in southern Africa.
2. Explore the modalities for combined management plans for protection of black rhino, Big Tusker elephants, and hirola.
3. Explore the modalities for combined management plans for the TWNP IPZ and the Tsavo Triangle.
4. Forge a strong collaboration between KWS, WRIT, respective county governments, national government representatives and the Shirango Community and Kamungu Conservancies.





## Goal 2: Establish strong and effective community-led conservation and development initiatives

Communities living in the TCA need effective avenues to benefit from the natural resources that they could better protect. Through working closely with communities to establish, strengthen, and expand community conservation, we intend to secure more land for conservation while increasing the benefits to community members, and create meaningful buffers to the protected areas. Our approach to this work is to strengthen community capacity to drive their own local initiatives, ensuring future self-reliance and local resilience. An empowered community results in a secure TCA.

### Objective 1: Secure land tenure for local communities in two conservancies.

#### TARGETS:

1. Work with relevant authorities to issue individual land titles for the landowners in Kamungi Conservancy.
2. Work with relevant authorities to secure community land title for the community members of Shirango Community Conservancy.

### Objective 2: Expand area under local community conservation management through the establishment of new conservancies in TCA.

#### TARGETS:

1. Increase the membership of existing conservancies to expand the area covered by them.
2. Partner with one more community conservancy, in either Kulalu or the Dakota areas, both of which border the Shirango Community Conservancy.
3. Identify four potential areas for future community conservancies.

### Objective 3: Strengthen governance and management structures and plans for community conservancies.

#### TARGETS:

1. Establish management plans for the existing conservancies (Kamungi Conservancy and Shirango Community Conservancy) and potentially for one more newly-established conservancy.
2. Strengthen the governance structures for Kamungi Conservancy and Shirango Community Conservancy.

### Objective 4: Support human-wildlife conflict-mitigation strategies.

#### TARGET:

1. Reduce human-wildlife conflict by 40 percent of the incidents recorded in 2021, in partnership with KWS, local communities, other NGOs, and county governments.
  - a. Increase coverage of the 10 percent fencing plan to allow more households to secure their farms and homesteads against human-wildlife conflict. Aim to include every household living within the Kamungi Wildlife Friendly Zone with this initiative.
  - b. Increase coverage of predator-proof bomas within the Kamungi Conservancy to at least 80 percent of the bomas present, and replicate this project in other community areas, including the Shirango Community Conservancy.
  - c. Roll out the 10% fence plan to at least twenty homesteads in Shirango Community Conservancy.
  - d. Install a 3-strand fence in the Shirango Conservancy and its environs to mitigate against human-elephant conflict.

### Objective 5: Improve community self-reliance through diversified income streams and tourism promotion.

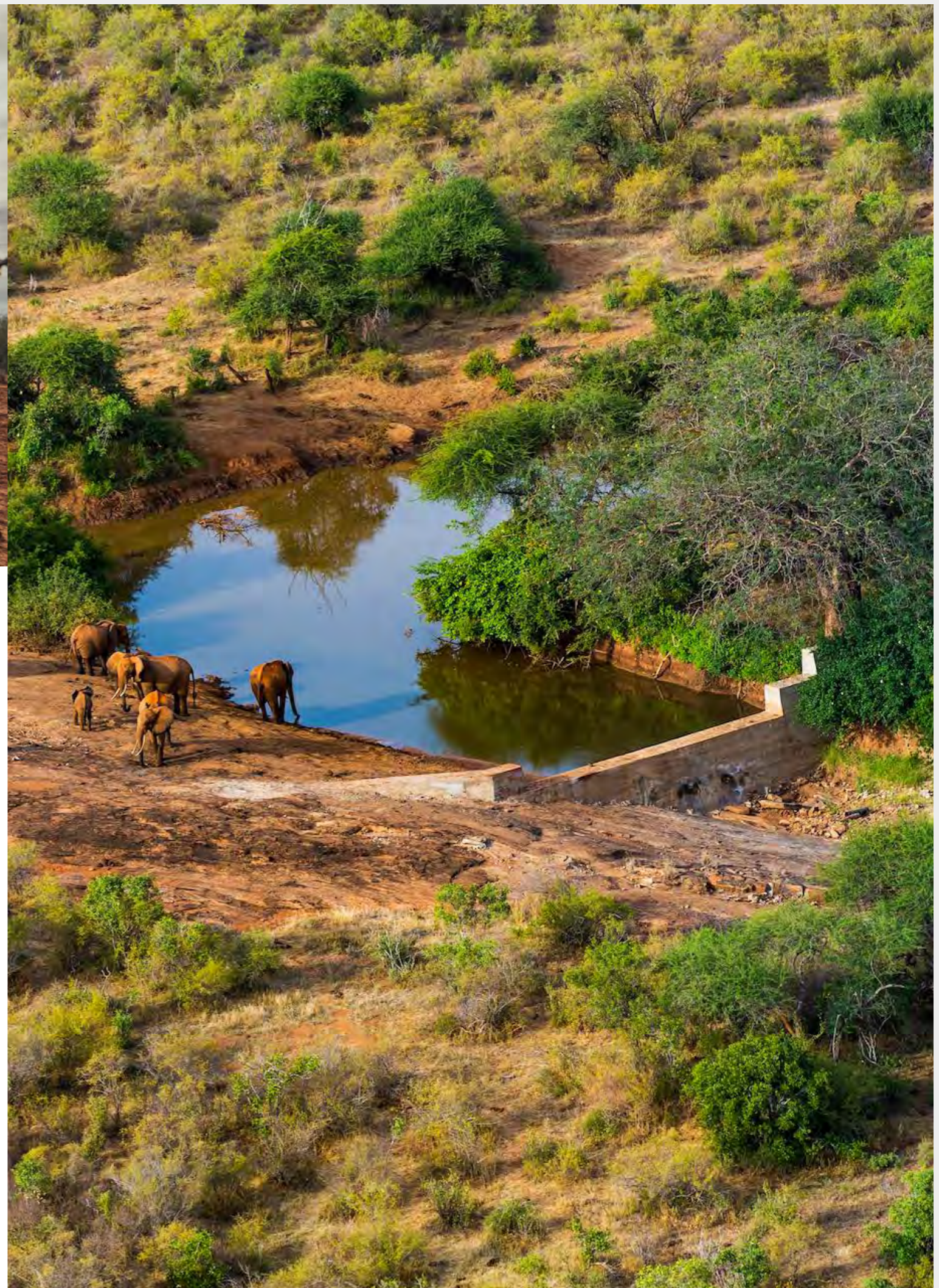
#### TARGETS:

1. Identify, establish, and develop at least three different income streams within the existing conservancies (Kamungi Conservancy and Shirango Community Conservancy).
2. Establish the Kamungi Conservancy self-help bandas and campsites.
3. Seek a tourism investing partner for Shirango Community Conservancy (once land tenure is secure).
4. Identify possible tourism-facility locations in the other upcoming community conservancies.

### Objective 6: Support partnerships to build the capacity and agency of target communities.

#### TARGETS:

1. Bring on board at least three like-minded partners to build the capacity of the community conservancies on aspects such as funding support, training, and governance strengthening.
2. The Kamungi Conservancy Board is capable of successfully raising funds through independently developed funding proposals and requests.
3. The Kamungi Conservancy Board independently partners with at least one development partner to implement development projects benefiting conservancy members.



## Goal 3: Develop a more resilient and robust long-term financing framework for TCA

Increased funding and investment to scale up conservation efforts and community conservancies in the TCA is a foundational programmatic area of our strategy that is critical to driving successful conservation initiatives. The diversification and strengthening of revenue streams for conservation programs creates more sustainable conservation efforts spanning across the entire landscape. It is intended that through collective, more resilient conservation action by all stakeholders, the TCA has a more secure future.

### Objective 1: **Develop long-term financing strategy for the TCA**

#### TARGETS:

1. Develop and implement a fundraising strategy to increase conservation investment in the TCA, including for TCA's high value biodiversity of conservation concern.
  - a. Work with KWS and WRTI, and other relevant government agencies, to develop a strategy for long-term, sustainable financing of the TCA. This could include a TCA specific trust fund.
  - b. Develop payment-for-ecosystem-services schemes for the TCA (e.g. carbon credit partnerships in Shirango Community Conservancy and the Dakota area).
  - c. Continue the search for significant funding to uplift TWNP IPZ as part of the overall conservation financing strategy for the TCA. This could include a Rhino Impact Bond mechanism, for example.



# Building A Stronger Tsavo Trust

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To achieve our goals, it is essential that we build our capacity across a range of dimensions. Our priority actions:

1

**Strengthen organisational management to ensure attention to and sufficient capacity for key organisational functions and programmes, particularly to cope with managing our growth and expansion over the past decade.**

2

**Increase the funding coming to Tsavo Trust.**

3

**Strengthen the ability to measure, evaluate, and document impacts and outcomes of our work.**

4

**Strengthen the ability to effectively communicate our work, impacts, and outcomes to stakeholders and partners.**

## 1. Strengthen organisational management

We carry out a great deal of work due to the demands and requirements of the vast TCA and enormous challenges it faces. However, the lean staff contingent at the organisation can be a weakness, as staff are often overstretched and therefore working at suboptimal level. There is a need to clarify roles and responsibilities, deploy clear work-planning systems, and delegate management and leadership responsibilities across the organisation.



**Ultimate goal:** Strengthen coordination of programmatic work, improve utilisation of staff capacities, and enhance collaboration across the team.

- Objective 1:** Review and revise the organisational structure to ensure appropriate staffing and capacities across programmes, with corresponding terms of reference and clear reporting lines.
- Objective 2:** Build systems for increased staff engagement on programme development, work planning, and operational matters.
- Objective 3:** Build the capacity to develop and implement annual and quarterly organisational work plans.
- Objective 4:** Institute regular management meetings to share progress on work plans and provide support where needed.
- Objective 5:** Deploy appropriate internal communications tools with the organisation to improve internal coordination and information sharing.

## 2. Increasing funding for Tsavo Trust

We need to mobilise adequate resources in order to achieve the ambitions set out in this strategy, meet the demands of our mandate, and ultimately achieve our vision.



**Ultimate goal:** Develop local and international fundraising streams for Tsavo Trust.

- Objective 1:** Develop an organisational fundraising strategy.
  - Develop long-term sustainable funding partnerships through an increase in multiyear funding/partnership agreements.
  - Conduct annual fundraising trips internationally to attract new funding and conservation partners.
  - Recruit Kenyan corporate sponsors.
  - Establish a Kenyan crowdfunding platform.

## 3. Strengthen the ability to measure, evaluate, and document impacts and outcomes of Tsavo Trust's work

We have an impressive track record, and we continue to implement impactful programmes. However, without a robust monitoring program, much of these impacts are not properly documented, and opportunities to gain key insights about our work are lost. Further, the lack of documented evidence of impact is a lost opportunity when it comes to communications and fundraising efforts.



**Ultimate goal:** Develop and implement an organisational monitoring, evaluation, and learning (MEL) system.

- Objective 1:** Develop an organisational MEL system.

## 4. Strengthen communications

Beyond a certain circle of stakeholders, few people are aware of our work and successes and the impact the organisation is having in the TCA. Our fundraising efforts are hampered if external audiences and donors are not aware of what we do. Our work is visually impactful and communicating this as a means of raising our profile within Kenya and internationally is important. The organisation could also have a stronger online presence.



**Ultimate goal:** Effectively communicate Tsavo Trust's work, impacts, and outcomes to stakeholders, donors and partners.

- Objective 1:** Develop a communications strategy.
- Objective 2:** Employ a communications officer.
- Objective 3:** Develop a community awareness campaign, as part of our broader communications strategy, and engage local media outlets.





[www.tsavotrust.org](http://www.tsavotrust.org)