Strategic Plan 2023–2027

Abridged Version

Discover Beyond

Coordination I Innovation | Partnerships | Sustainability

www.wrti.go.ke

The Strategy at a glance

Vision Statement: A globally competitive wildlife research and training centre.

Mission Statement: To conduct and coordinate wildlife research and training through innovation, knowledge and technology transfer for sustainable wildlife conservation and management.

GOAL 4 — Attain financial sustainability.

1 STRATEGIC ISSUE
14. Insufficient internal business processes.

1 STRATEGIC OBJECTIVE
SO 14: Attain financial sustainability.

1 KEY RESULT AREA
11. Financial sustainability.

GOAL 1 — Provide leadership and coordination in wildlife research and provision of scientific data and information.

5 STRATEGIC ISSUES
3. Inadequate coordination of wildlife research.
4. Inefficient processes, and lack of policies and regulations for research permitting and compliance.
5. Insufficient mainstreaming of wildlife research to improve livelihood and co-existence in the wet government BETN.
6. Deficient systems for wildlife data and information management.

5 STRATEGIC OBJECTIVES
SO 3: Enhance dissemination of integrated research.
SO 4: Undertake research and monitoring to guide wildlife conservation;
SO 5: Strengthen coordination and permitting of wildlife research.
SO 6: Develop mechanism to enhance wildlife-based economies and co-existence;
SO 5: Develop an integrated wildlife database.

5 KEY RESULT AREAS
3. Science outreach and communication;
4. National wildlife research agenda;
5. Research permitting regulations and policies;
6. Innovative models and human-wildlife co-existence;
5. Comprehensive wildlife database;

GOAL 3 — Strengthen institutional capacity

2 KEY RESULT AREAS
9. Institutional strengthening;
10. Stakeholders engagement and collaborations;

5 STRATEGIC OBJECTIVES
SO 9: Develop and upgrade institutional infrastructure;
SO 10: Strengthen organizational capacity and sustainability;
SO 11: Enhance brand visibility and public awareness;
SO 12: Facilitate technological innovations and sustainable ICT enterprises;
SO 13: Develop and strengthen stakeholders' engagement and coordination framework;

5 STRATEGIC ISSUES
8. Weak stakeholder engagement, collaborations and partnerships;
9. Inadequate corporate image and publicity;
10. Institutional infrastructure, equipment and technologies;
11. Insufficient funding;
12. Inadequate staff capacity

GOAL 2 — Provide leadership in training and capacity building to support wildlife conservation and management;

3 STRATEGIC ISSUES
6. Skills mismatch between graduates and industry needs due to dynamism in the wildlife sector.
7. Low student enrolment;
8. Insufficient student support;

3 STRATEGIC OBJECTIVES
SO 6: Develop and implement the national wildlife training agenda;
SO 7: Expand and enhance wildlife training opportunities;
SO 8: Enhance student support;

3 KEY RESULT AREAS
6. National wildlife training agenda;
7. Quality and accessible wildlife training;
8. Student support;

Core Values

Coordination | Innovation | Partnerships | Sustainability

Integrity | Professionalism | Stewardship | Innovation
Partnership | Quality | Teamwork | Inclusivity

GOAL 1

Provide leadership and coordination in wildlife research and provision of scientific data and information.

5 STRATEGIC ISSUES

1. Inadequate coordination of wildlife research
2. Weak interpretation of wildlife research outputs
3. Inefficient processes, and lack of policies and regulations for research permitting and compliance
4. Insufficient mainstreaming of wildlife research to improve livelihood and co-existence in line with government BETA
5. Deficient systems for wildlife data and information management

5 STRATEGIC OBJECTIVES

SO 1: Enhance dissemination of interpreted research

SO 2: Undertake research and monitoring to guide wildlife conservation

SO 3: Strengthen coordination and permitting of wildlife research

SO 4: Develop mechanism to enhance wildlife-based economies and co-existence

SO 5: Develop an intergrated wildlife database

5 KEY RESULT AREAS

KEY OUTCOMES

1	Science outreach and communication	Enhanced understanding of research findings.
2	National wildlife research agenda	Informed policy and management.
3	Research permitting regulations and policies	Efficient wildlife permitting process and compliance monitoring.
4	Innovative models and human−wildlife co-existence	Improved livelihoods.
5	Comprehensive wildlife database	Comprehensive data collection and management system.

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S 1.1.1: Prepare and publish a biennial national wildlife conservation and management report.

S 1.1.2: Organise a biennial scientific conference

S 1.1.3: Produce peer-reviewed publications.

S 1.1.4: Prepare policy briefs and management reports.

S 1.1.5: Organise annual field centre-based seminars and workshops.

S 1.1.6: Develop a stakeholders' outreach programme.

S 1.2.1: Strengthen stakeholder engagements to promote the Training Research Agenda.

S 1.2.2: Enhance research in climate change and carbon finance opportunities.

S 1.2.3: Enhance disease surveillance to guide prevention and control.

S 1.2.4: Develop wildlife forensic tools and techniques.

S 1. 2.5: Advance bioprospecting research and bio-trade.

S 1. 2.6: Establish robust early warning systems.

S 1. 2.7: Establish invasive species status and methods of control and prevention.

S 1.2.8: Strenghen research to guide habitats restoration.

S 1.2.9: Undertake research on the conservation of endangered and threatened species.

S 1.2.10: Undertake studies on stocking rates and carrying capacities to inform management.

S 1.2.11: Establish bio-indicators for critical ecosystems.

S 1.2.12: Establish population trends through wildlife census.

S 1.2.13: Research on socio-economic and human dimensions on wildlife resource management.

S 1.2.14: Establish drivers of bush meat poaching.

S 1.2.15: Establish conservation status of species and habitats through national red listing.

S 1.2.16: Undertake ecosystem valuations and Payment for Ecosystem Services (PES).

S 1.2.17: Explore options for biodiversity credits for identified protected areas.

S 1.2.18: Implementation of MEAs.

S 1.3.1: Integrated platform with other agencies that provide permits/licenses or user rights.

S 1.3.2: Integrate online application for access benefit sharing agreements.

S 1.4.1: Identify and pilot nature-based mitigation strategies on human–wildlife conflict.

S 1.4.2: Generate scientific information to guide species-specific utilisation and enterprise development.

S 1.5.1: Develop a robust and versatile data collection system for collecting field data.

S 1.5.2: Review and promote the use of the standardised ecological assessment and monitoring protocol, 2020.

S 1.5.3: Establish and maintain a national wildlife database.

S 1.5.4: Formulate regulations for data access and sharing.

GOAL 2

Provide leadership in training and capacity building to support wildlife conservation and management

3 STRATEGIC ISSUES

6. Skills mismatch between graduates and industry needs due to dynamics in the wildlife sector
7. Low student enrolment
8. Insufficient student support

3 STRATEGIC OBJECTIVES

SO 6: Develop and implement the national wildlife training agenda

**SO 7:** Expand and enhance wildlife training opportunities

SO 8: Enhance student support

3 KEY RESULT AREAS

KEY OUTCOMES

6	National wildlife training agenda	Focused wildlife training approach and industry-driven training programmes
7	Quality and accessible wildlife education	• Enhanced access and quality training. • Diversified training methods.
8	Student support	Improved completion rate.
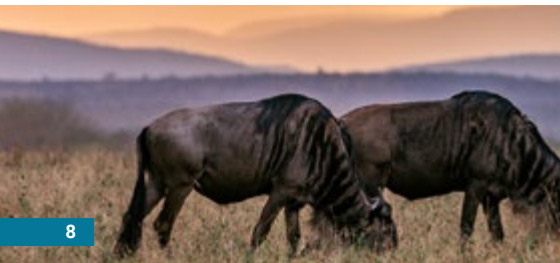
10 | STRATEGIES

S 2.1.1: Strenghen stakeholder engagements to promote the training agenda.
S 2.1.2: Design training curricula based on industry need.
S 2.1.3: Establish liaison with industry for student exposure.
S 2.1.4: Undertake training of diploma and certificate programmes and other capacity development courses.

S 2.2.1: Design and implement the teaching strategy.
S 2.2.2: Develop quality assurance programmes.
S 2.2.3: Devolve training programmes in the field centres.
S 2.2.4: Diversification of training approaches.

S 2.3.1: Enrich student experience.
S 2.3.2: Enhance financial support to needy students.
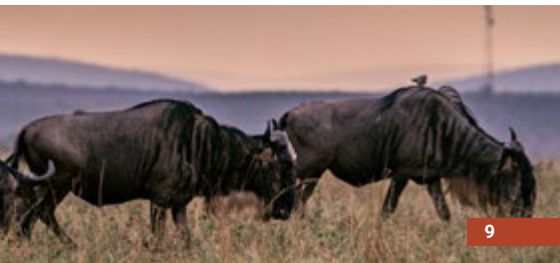
GOAL 3

Strengthen institutional capacity

5 STRATEGIC ISSUES

9. Weak stakeholder engagement, collaborations and partnerships
10. Inadequate corporate image and publicity
11. Inadequate infrastructure, equipment and technologies
12. Insufficient funding
13. Inadequate staff capacity

5 STRATEGIC OBJECTIVES

SO 9: Develop and upgrade institutional infrastructure
SO 10: Strengthen organisational capacity and sustainability
SO 11: Enhance brand visibility and public awareness
SO 12: Facilitate technological innovations and sustainable ICT enterprises
SO 13: Develop and strengthen stakeholders' engagement and coordination framework

9	Institutional strengthening	• Modernised and equipped institutional facilities. • Highly motivated and productive workforce. • Increased visibility and positive perception of the WRTI brand. • New innovations and technologies adopted.
10	Stakeholders engagement and collaborations	Enhanced stakeholders' engagements and collaboration.

10 | STRATEGIES

S 3.1.1: Establish and equip institutional facilities.
S 3.1.2: Rehabilitate infrastructure.
S 3.1.3: Assets management.

S 3.2.1: Build institutional human capital.
S 3.2.2: Review and enhance internal business processes.
S 3.2.3: Strengthen planning, monitoring and evaluation.
S 3.2.4: Strengthen corporate governance.

S 3.3.1: Develop and implement corporate communication, branding and marketing strategies.

S 3.4.1: Enhance integration of ICT use in service delivery.
S 3.4.2: Adopt modern technologies and innovations in research activities.

S 3.5.1: Undertake an inventory of potential stakeholders.
S 3.5.2: Develop a stakeholders' engagement strategy.
S 3.5.3: Develop a Corporate Social Responsibility (CSR) strategy.

GOAL 4

Attain financial sustainability.

1 STRATEGIC ISSUES

14.   Insufficient internal business processes.

1 STRATEGIC OBJECTIVES

SO 14: Attain financial sustainability.

1 KEY RESULT AREA

KEY OUTCOME

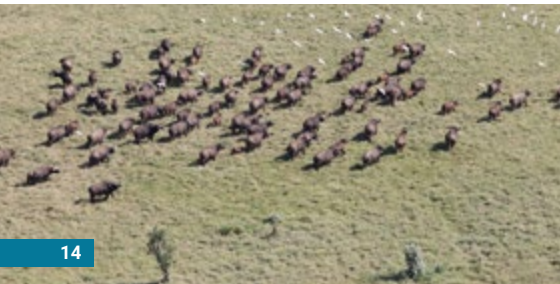| 11	Financial sustainability	Sustained operations.

1 STRATEGIES

S 4.1.1: Develop and implement resource mobilisation strategy.

S 4.1.2: Enhance research funding opportunities.

S 4.1.3: Expand internal revenue base.

**S 4.1.4:** Lobby for Gok and other government agencies resources.

S 4.1.5: Prudent management of resources.

Financial Requirements and gaps

The financial requirements to implement this five-year Strategic Plan is projected to be **Ksh. 13,550,400,000.**

This budget will be financed through exchequer support, internally generated funds, and external funding from development partners' grants as well as Public-Private Partnerships.

Allocations (Ksh. 000) **43%** — 5,872,098

Variance/Gap (Ksh. 000) **-57%** — -7,678,252
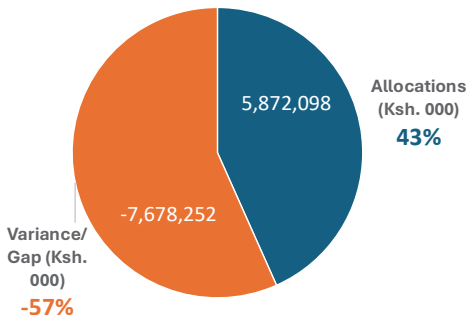
Priority Projects and Areas of Partnerships

	Projects/Initiatives	Budget in KSH
1	Phased national wildlife census between June 2024 and June 2025	301 million
2	Propagation of indigenous tree species for restoration of degraded protected areas	30 million
3	Establish invasive species status and methods of control and prevention	20 million
4	National wildlife database	62 million
5	Establish a laboratory complex at the Institute's HQs in Naivasha	1,432 billion
6	Fully operationalise field centres and sub-centres	1.2 billion

	Projects/Initiatives	Budget in KSH
7	Expand and diversify hospitality products and conferencing services	1,152 billion
8	Culture and value addition of aquatic microalgae (Spirulina sp.) in Naivasha	223 million
9	Enhance enrolment of trainees for the TVET programmes from 1,000 to 3,000 by 2027	175 million
10	Use of technology in wildlife tracking and monitoring	96 million
11	Establish conservation status through national red listing	12 million
12	Establish an aquarium	500 million

Resource Mobilization Strategies

1 Government Financing

2 Development Partners

3 Hospitality & Conferencing Services

4 WRTI Consultancy Services

5 Public-Private Partnerships

6 Tuition Fees

7 Research Permitting and Support Services

8 Bioprospecting

9 Other Income-Generating Activities

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